CONFIDENTIAL ITEMS 2003 – OCTOBER 2021

#	Date	Item Title	Confidential Order Details	Item being kept confidential - Agenda/ Attachment/ Minutes	Reason regarding retention or recommend-action to release	Resolution Regarding Action	Last Review Date	Next Review Date	Date Released
169	5 October 2021	Internal Review of a Council Decision – Report by Reviewer	**Section 90 (3) (h) Order** 1. Pursuant to Section 90(3)(h) Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except Chief Executive Officer, Deputy Chief Executive Officer, General Manager Community Services, Manager Infrastructure Maintenance & Operations, General Manager Planning & Development, Chief Financial Officer, Risk and Governance Officer and the Minute Secretary be excluded from attendance at the meeting for Agenda Item 18.2 Internal Review of a Council Decision – Report by Reviewer. The Council is satisfied that pursuant to Section 90(3)(h) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information relating to legal advice, which will be discussed with council members. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because a Council decision has not yet been made in relation to the legal advice and its subject matter. **Section 91(7) Order** 5. Pursuant to Section 91(7) That having considered Agenda Item 18.2 Internal Review of a Council Decision – Report by Reviewer in confidence under 90(2) and 3(h) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the discussion, report, attachments and all minutes be retained in confidence until Thursday 7 October 2021 being after the outcome of the internal review has been communicated by email from Kelledy Jones Lawyers to the 18 Applicants who requested an internal review on this matter and the 7 Complainants.	Discussion, report, attachments and all minutes	The Council is satisfied that pursuant to Section 90(3)(h) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information relating to legal advice, which will be discussed with council members. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because a Council decision has not yet been made in relation to the legal advice and its subject matter.	Retained in confidence until Thursday 7 October 2021 being after the outcome of the internal review has been communicated by email from Kelledy Jones Lawyers to the 18 Applicants who requested an internal review on this matter and the 7 Complainants.		Within 12 months	*Report, Attachment and Minutes released on website 7 October 2021*

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18.2	**REPORT TITLE:**	**CONFIDENTIAL REPORT: INTERNAL REVIEW OF A COUNCIL DECISION – REPORT BY REVIEWER**
	DATE OF MEETING:	**5 OCTOBER 2021**
	FILE NUMBER:	**DOC/21/159603**
	ATTACHMENTS:	**1 – DOC/21/161993 - KELLEDY JONES LAWYERS REVIEW REPORT (appendices provided separately)**
	Key Contact	**Sue Miller, Risk & Governance Officer**
	Manager/Sponsor	**Brian Clancey, Deputy CEO / General Manager Governance, Strategic Projects, Wastewater/Recycled Water**

Community Plan 2020-2035:
LGG Strategy 1.5 Demonstrate accountability through clear, relevant and easily accessible policies, corporate reporting and legislative compliance.

Annual Business Plan:
NIL

Purpose:
For Council to receive and adopt the report prepared by Kelledy Jones Lawyers (appointed by Council at 2 August 2021 council meeting) to undertake an internal review as per the applications received for a review under section 270 of the Local Government Act 1999 as they relate to Council decision making to declare the increase in total general rates revenue (excluding growth) for 2021/22.

Summary – Key Issues:

- A number of requests were received from community members for an internal review in relation to decision making at the Council meeting on 5 July 2021 regarding the increase in total general rates revenue (excluding growth) for 2021/22.

- As per Council's 'Internal Review of Council's Decision Policy and Procedure' given the requests related to decision making at a council meeting, Council determined (in confidence) by resolution at its 2 August 2021 meeting to appoint Kelledy Jones Lawyers to undertake the internal review.

- The report prepared by Kelledy Jones Lawyers has been completed (attached) and has concluded that the council processes were "valid, appropriate and lawful".

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Recommendation:

That Council:

Section 90 (3) (h) Order

1. Pursuant to Section 90(3)(h)
   Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except Chief Executive Officer, Deputy Chief Executive Officer, General Manager Community Services, Manager Infrastructure Maintenance & Operations, General Manager Planning & Development, Chief Financial Officer, Risk and Governance Officer and the Minute Secretary be excluded from attendance at the meeting for Agenda Item 18.2 Internal Review of a Council Decision – Report by Reviewer.

   The Council is satisfied that pursuant to Section 90(3)(h) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information relating to legal advice, which will be discussed with council members.

   The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because a Council decision has not yet been made in relation to the legal advice and its subject matter.

2. receive and adopt the report prepared by Mr Michael Kelledy of Kelledy Jones Lawyers (attached) that reviews Council decision making at the Council meeting on 5 July 2021 regarding the increase in total general rates revenue (excluding growth) for 2021/22.

3. note the conclusions and recommendations of the Kelledy Jones Lawyers report, in particular that the council processes were valid, appropriate and lawful and that given this finding, there is no further action required of council.

4. note that as per the proposal from Kelledy Jones Lawyers that was accepted at the Council meeting held on 2 August 2021, all of the persons who requested an internal review (identified as the 18 Applicants) and those who made a complaint about the subject matter of the review (identified as the 7 Complainants) will be advised by Kelledy Jones Lawyers of the review outcome (planned to occur on Wednesday 6 October 2021) including that the Kelledy Jones Lawyers report will be made publicly available on Thursday 7 October 2021 via the released confidential items page of the Council's website (see recommendation 5 below).

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Section 91(7) Order

5. Pursuant to Section 91(7)
   That having considered Agenda Item 18.2 Internal Review of a Council Decision – Report by Reviewer in confidence under 90(2) and 3(h) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the discussion, report, attachments and all minutes be retained in confidence until Thursday 7 October 2021 being after the outcome of the internal review has been communicated by email from Kelledy Jones Lawyers to the 18 Applicants who requested an internal review on this matter and the 7 Complainants.

Background:

1. At the Council Meeting held 5 July 2021 Council considered and made resolutions pertaining to the following items:
   a. Agenda Item 12.5 Public Submissions on the Draft 2021/22 Annual Business Plan and Draft Rating Policy; and
   b. Agenda Item 12.6 Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption.

2. Council subsequently received a number of requests and related emails for an internal review of the decisions made at the Council meeting on 5 July 2021 regarding the increase in total general rates revenue (excluding growth) for 2021/22.

3. Council determined in confidence at the council meeting held on 2 August 2021 to engage Mr Michael Kelledy, Principal, Kelledy Jones Lawyers, to undertake the required internal review. Mr Kelledy confirmed that he did not have a conflict of interest.

Discussion:

4. The review report subsequently prepared by Kelledy Jones Lawyers has now been received and is provided to Council for consideration and is recommended for adoption.

5. Subject to Council's consideration of the review report prepared by Kelledy Jones Lawyers, all of the persons who requested an internal review (the Applicants) and those who registered a complaint (the Complainants) will be advised via email from Kelledy Jones Lawyers of the outcome. This is planned to occur on Wednesday 6 October 2021.

6. Following this on Thursday 7 October 2021 the Kelledy Jones Lawyers report will then be made publicly available via the released confidential items page of the Council's website.

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7. These time lines are subject to the adoption of the above recommendations at the council meeting.

Community Engagement:

Informing only	• Website via council meeting minutes (once the two confidentiality orders cease to apply) • Information will be included in Council's Annual Report for 2021/22 as per the Internal Review of Council Decision Policy and Procedure.

Policy:

- Complaints Policy & Procedure
- Internal Review of Council Decision Policy & Procedure

Long Term Financial Plan:
N/A

Budget:
There is no budget provision for internal reviews. The estimated fee range from Kelledy Jones Lawyers to undertake the review is $10,350 - $14,750 excluding GST. At the time of writing, an invoice is yet to be received from the external reviewer.

This cost excludes the substantial council staff time required which includes:

- Receipt and acknowledgement of the requests received from ratepayers;
- Procurement of Kelledy Jones Lawyers;
- Provision of extensive information to Kelledy Jones Lawyers; and
- Preparation of information for inclusion in the council Annual Report 2021/22 (still to occur).

Statutory/Legal:
Section 270 Local Government Act 1999

Staff Resource Requirements:
As reflected above under Budget.

Environmental:
Nil

Social:
It is important to have a structured process for members of the community to have the opportunity to request a review of a Council decision when they are dissatisfied with a decision.

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Risk Assessment:
There is a risk that some of the people who requested the internal review may be dissatisfied with the findings of Kelledy Jones Lawyers. As referenced in the report from Kelledy Jones Lawyers, they have the option of pursuing the matter further via making a complaint to the Ombudsman.

Asset Management:
Nil

Conclusion:
Council was required to undertake an internal review, consistent with Council policy and procedure, in relation to decision making at the Council meeting on 5 July 2021 regarding the increase in total general rates revenue (excluding growth) for 2021/22. The review has been completed by Kelledy Jones Lawyers and their report found that Council processes were valid, appropriate and lawful and that given this finding, there is no further action required of Council.

Previous Decisions By/Information Reports to Council

Meeting Date	2 August 2021	CM Reference	DOC/21/108925
Title	Confidential Report: Internal Review of a Council Decision – Engagement of Reviewer		
Purpose	For Council to determine the reviewer for an internal review of the applications received for a review under section 270 of the Local Government Act 1999 as they relate to Council making its decision to declare the total increase in general rates revenue (excluding growth) for 2021/22.		

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Attachment 1 to Item 18.2

Kelledy Jones

MOUNT BARKER DISTRICT COUNCIL

DECLARATION OF GENERAL RATES

SECTION 270 REVIEW

RELEASED

Kelledy Jones

MOUNT BARKER DISTRICT COUNCIL

DECLARATION OF GENERAL RATES

Review pursuant to section 270 of the *Local Government Act 1999*

1. INTRODUCTION

1.1 At an ordinary Council Meeting on Monday 5 July 2021, after considering Agenda item 12.5 *Public Submissions on the Draft 2021-22 Annual Business Plan and Draft Rating Policy* and determining to receive and take these into consideration, the Mount Barker District Council (the **Council**) resolved at Agenda item 12.6 *Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption* as follows:

1. *adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting an increase of 2.0% from general rates excluding growth as per attachment 1 except to redirect $45,000 intended for Implementation & Wayfinding Signage (found on page 202) and instead put that money towards the Echunga communities' proposals for the community park arising from community consultation; and*

2. *authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.* (the **Decision**)

1.2 Subsequently, between Wednesday 7 July 2021 and Tuesday 27 July 2021, the Council received 25 separate communications from residents and ratepayers regarding this decision.

1.3 Of those communications, 18 persons sought to make application under section 270 of the *Local Government Act 1999* (the **Act**) (the **Applicants**), requesting a review of the Decision as it provided for an increase of 2.0% in general rates (excluding growth) for the 2021/22 financial year. Correspondence from the remaining seven (7) persons was to complain about the same (the **Complainants**).

1.4 The Complainants were advised that their complaints would be considered as part of the review, unless they confirmed that they did not want this to occur. No Complainant indicated that their complaint was not to be considered as part of this review.

1.5 In requesting a review of the Decision, it has been submitted that the following matters have given rise to a miscarriage of the Council's decision-making processes, such that the Council is required to consider the matter afresh;

- the sufficiency, or otherwise, of the consultation information provided to the elected members as the governing body of the Council, by way of the Agenda report for item 12.5 *Public Submissions on the Draft 2021-22 Annual Business Plan and Draft Rating Policy*, as received and considered by the Council at its meeting of Monday 5 July 2021;

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- the sufficiency, or otherwise, of the Council's community engagement process with respect to its draft 2021-22 Annual Business Plan and Draft Rating Policy; and
- the proposed 'financial hardship' that will be caused as a result of the increase in general rates occasioned by the Decision.

1.6 Taken together, it is reasonable to construe that the concerns articulated collectively by the Applicants and the Complainants are that, in resolving to increase general rates (excluding growth) by 2.0% for the 2021/22 financial year, the Council did not take into account or did not sufficiently take into account, all relevant considerations.

1.7 If these contentions are correct, the Council could not be said to have been acting as a representative, informed and responsible decision maker in the interests of its community and the Decision could be considered to be contrary to sections 6 and 8 of the Act and the Guiding Principles at regulation 4 of the *Local Government (Procedures at Meetings) Regulations 2013*.

1.8 As each of the Applications (and Complaints) arise from the same factual background, give rise to similar factual circumstances and all relate to the Decision, they have been reviewed concurrently and findings have been made, based on the totality of the submissions received.

1.9 For the avoidance of doubt, the object of this review is to examine the processes followed by the Council in arriving at the Decision and, insofar as they fall for consideration under section 270 of the Act, for the purposes of determining whether those processes were reasonable, appropriate and lawful and the resultant Decision is able to be maintained.

2. THE REVIEW PROCESS

2.1 The Decision, is a decision of the governing body of the Council. It was made with the assistance of reports and presentations prepared by the Administration and with the benefit of submissions received from members of the community.

2.2 Consequently, a number of senior employees who may otherwise have undertaken or assisted this review process, have been unable to do so because of their prior involvement with the Decision that is the subject of this review.

2.3 Accordingly, based on the Council's *Internal Review of Council Decision Policy* (the **Policy**) and the *Internal Review of Council Decisions Procedure* (the **Procedure**) (**Appendix 1**), the Council, by resolution made at its meeting of 2 August 2021, determined to engage Kelledy Jones Lawyers as the external reviewer to undertake an independent, merits review of the decision and to prepare a report (this Report) for its consideration.

2.4 The purpose of the review is to examine the processes followed by the Council in arriving at the Decision, being a matter that is of concern to the Applicants and the Complainants. This is for the purposes of determining whether the Decision is:

2.4.1 a reasonable decision to make in the circumstances;

2.4.2 open to be made on the facts and material available to the Council;

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2.4.3 made in the public interest; and

2.4.4 not based on a flawed decision-making process.

2.5 In giving effect to the requirements to afford procedural fairness to the Applicants and the Complainants, a letter was sent (by email) to each, making the distinction between the role of an Applicant and that of a Complainant in this review and extending an invitation to provide any further information or submission (over and above their application or complaint), that they wished to be considered in the review. A 'template' copy of the letters sent are **Appendix 2**.

2.6 In response, two (2) Applicants provided further submissions.

2.7 It is not necessary or relevant (and neither is it approved) for any personal information of any Applicant or Complainant, to be disclosed in this (public) Report. Accordingly, copies of the Applications (and further submissions) and the Complaints received, as appearing at **Appendix 3**, have been redacted to remove any identifying information.

2.8 For the avoidance of doubt, each of the Applications and Complaints, as well as the further submissions received, have been carefully and thoroughly considered. This Report later sets out, in detail, the basis of each and our findings on it.

2.9 Having considered all of the relevant information available to the Council at the time it made the Decision, as well as the further information provided to us as part of this review, this Report has been prepared for the consideration of the Council.

2.10 The objective of this Report is to assist the Council in the finalisation of the review process. Accordingly, it sets out:

2.10.1 the background facts which have given rise to the Applications for review (and the Complaints);

2.10.2 a summary of relevant information obtained during the course of this review;

2.10.3 findings in relation to the issues raised by the Applicants (and Complainants) and the appropriateness of the Council decision; and

2.10.4 the options now available to the Council.

2.11 The standard of proof that has been applied on this review, is that of the balance of probabilities. In determining whether that standard has been met, in accordance with the High Court decision in *Briginshaw v Briginshaw* (1938) 60 CLR 336, we have considered the nature of the allegations made and the consequence(s) if they were to be upheld.

2.12 In that matter, Dixon J explained [361-362]:

> *The seriousness of an allegation made, the inherent unlikelihood of an occurrence of a given description, or the gravity of the consequences flowing from a particular finding are considerations which must affect the answer to the question whether the issue has been proved. In such matters "reasonable*

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satisfaction" should not be produced by inexact proofs, indefinite testimony, or indirect inferences.

2.13 Having set out the basis of this review, it is appropriate to outline the statutory framework against which we have considered the Applications and Complaints.

3. STATUTORY FRAMEWORK

3.1 Subsection 270(a1) of the Act provides:

> *(a1) A council must develop and maintain policies, practices and procedures for dealing with -*
>
> *(a) any reasonable request for the provision of a service by the council or for the improvement of a service provided by the council; and*
>
> *(b) complaints about the actions of the council, employees of the council, or other persons acting on behalf of the council.*

3.2 Subsection 270(1) of the Act states:

> *Without limiting subsections (a1) and (a2), a council must establish procedures for the review of decisions of -*
>
> *(a) the council;*
>
> *(b) employees of the council;*
>
> *(c) other persons acting on behalf of the council.*

3.3 More specifically, for the purposes of this review, section 270(2) of the Act provides that:

> *(ca) in the case of applications that relate **to the impact** that any declaration of rates or service charges may have had on ratepayers – the provision to be made to ensure that these applications can be dealt with promptly and, if appropriate, addressed through the provision of relief or concessions under this Act.*

3.4 In this respect, the Ombudsman specifically noted, at pages 24-25 in his audit report *Right of Review,* that:

> [i]*t may be that there is confusion in some councils between the issue of setting of council rates and grievances that relate to the impact of rates levied on ratepayers … However, the statute is clear. There must be provision made for grievances about rates and service charges in the council's section 270 internal review procedure. It is not appropriate for these matters to be references only in the council's Rate Rebate Policy or similar.*

3.5 The Council's Policy and Procedure were adopted by the Council in accordance with its obligations under section 270 of the Act. The Council Procedure (**Appendix 1**) supports the position, as articulated by the Ombudsman, in providing:

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If Council receives an application for a review of a decision concerning the financial impact of Council rates or services charges, these will be dealt with as a matter of priority. Where circumstances warrant, Council will consider financial relief or the granting of concessions in line with the provisions of the Local Government Act.

3.6 Relevant to the jurisdiction of the Council to undertake an internal review, subsection 270(4) of the Act provides that the Council may refuse to consider an application for review if:

(a) the application is made by an employee of the council and relates to an issue concerning his or her employment; or

(b) it appears that the application is frivolous or vexatious; or

(c) the applicant does not have a sufficient interest in the matter.

3.7 However, other than these limited exceptions, an application made under section 270 of the Act must be considered on its merits and dealt with accordingly. Indeed, the Ombudsman specifically noted, at page 29 in *Right of Review* that:

On my reading of the provision, the Act does not enable councils to limit the types of matters it is prepared to accept for review of decision under section 270 unless it falls into category (a), (b) or (c), above.

3.8 Whilst it is clear that section 270 of the Act provides for a review of '*grievances*' about the impact that a declaration of rates may have on ratepayers, with any impact to be addressed through relief or concessions under the Act, any challenge as to the **validity** of the rate, is only able to be progressed under section 276(1)(e) of the Act. This section provides for proceedings to be taken before and determined by, the District Court and that such proceedings must be commenced within two (2) months of the date that the notice of the rates declaration appears in the Government Gazette.

3.9 In reviewing the Decisions, it is important to note the Council, as a public authority, also has a legal obligation to act in the public interest and to ensure that it does not misuse or mismanage public resources.

3.10 In this regard, section 6 of the Act requires the Council, in making decisions, to act as a representative, informed and responsible decision maker in the interest of its community. This obligation, necessarily, includes ensuring that its finite public resources are utilised in a responsible manner and in the community interest.

3.11 Accordingly, it is imperative that, as part of this review, consideration is given to the position that a person without a '*sufficient interest'* will usually lack standing to seek a review of the decision of concern.

3.12 '*Sufficient interest'* for the purposes of section 270(4)(c) is not defined in the Act or in the Council's Policy or Procedure.

3.13 The Ombudsman commented at page 42 of *Right of Review*, that his Office had undertaken research on the issue of the application of the sufficient interest test at

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law and cited the commentary of White J in *Clothier and Simper v City of Mitcham* (1981) 45 LGRA 179.

3.14 This case noted that, as a general rule, a resident will not have standing to challenge a council decision where the only basis for asserting standing is that he or she is a ratepayer of the shire (being a NSW case) **and is affected no more or no less than other residents**. Where, however, the resident lives in an area where they would, as a ratepayer, be likely to suffer the most if a particular action was taken by their council, they may then have standing, sufficient to challenge.

3.15 Relevant to this 'test' is that a number of the Applications received make the distinction that what is being sought is a review of the sufficiency, or otherwise, of the consultation process, as well as the public consultation information provided to the elected members formally meeting as the Council, in making the Decision on 5 July 2021.

3.16 Noting the Ombudsman has stated that this is not an unduly high test and, as we understand, a number of the Applicants also made a submission as part of the public consultation process for the draft 2021/22 Annual Business Plan and Budget, we **do find** the Applicants have '*sufficient interest*' for the purposes of section 270(4)(c) of the Act.

3.17 Relevantly, whilst we are also of the view that it is open to the Council to refuse to consider some requests received, namely, those requests framed in the nature of a Complaint, as above, the Council, reasonably and appropriately and consistent with its obligations as a responsible, reasonable and accountable, public authority, has determined to exercise a discretion that, in this review, all of the matters canvassed in the Applications and the Complaints are to be considered.

4. LONG TERM FINANCIAL PLAN 2020 – 2030 ('LTFP')

4.1 There are a number of Council actions and decisions which pre-date the adoption of the draft 2021/22 Annual Business Plan and Budget on 5 July 2021, which are relevant to the Decision.

4.2 The background is, therefore, set out in full, because it informs the basis of the review and the findings made.

4.3 Section 122 of the Act provides that the Council must develop and adopt a LTFP for a period of at least 10 years.

4.4 An examination of the preparation of, and update to, the Council's current *Long Term Financial Plan 2020 -2030* is key to understanding the background to the Decision, in particular, the 2% increase in general rates as part of the 2021/22 Annual Business Plan and Budget processes.

4.5 The key objective of the LTFP is the financial sustainability of the Council in the medium to long term, while achieving the objectives detailed in its suite of strategic plans.

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4.6 The Council's (indeed, all councils) major source of income is rates. This accounts for, on average, 85% of operational revenue of the Council over the past ten (10) years. Accordingly, is an important part of the Council's long-term strategy.

4.7 Rates revenue provides for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the community, by maintaining services, as well as infrastructure such as roads, wastewater, footpaths and buildings.

4.8 The LTFP contains a 1% *Financial Sustainability* provision for the next four (4) years. Page 7 of the LTFP explains as follows (emphasis in original):

> ***Rationale for the LTFP with 1% general rate increase for financial sustainability for 4 years –*** *The LTFP is predicated on the requirement for Council to invest in infrastructure to support future forecast population growth in the district in a financially sustainable manner. As such the requirement for the 1% has been driven by the substantial investment required to support both the significant investment required in the Wastewater and Recycled Water operations and the Strategic New Capital Projects.*

4.9 That is, the *Financial Sustainability* provision in the LTFP provides for a 1% general rate increase for sustainability above CPI for the next four (4) years, to fund future infrastructure and associated debt, given the forecast population growth in the Council area.

4.10 The LTFP provides that this increase in general rates will cover the maintenance, renewals and operations of new services and infrastructure, such as the regional sports hub stage 1 and the regional aquatic and leisure facility stage 1 (page 8).

4.11 The LTFP describes what this means for the average ratepayer and Council:

> *The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will contribute to funding the timely provision of required infrastructure.*

4.12 Under 6. *Key Assumptions Operating Income*, it is stated (emphasis ours):

> *General Rates have been indexed by forecast inflation (Adelaide CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied which is lower than the actual Adelaide CPI of 2.4% to March 2020.* ***An additional 1% for financial sustainability has been included for 2021/22 to 24/25 inclusive to fund future infrastructure and the associated maintenance, renewal and operating costs****.*

4.13 At the Audit and Risk Committee Meeting on 12 December 2019 the Council's Chief Financial Officer and Manager, Financial Services 'CFOMFS'), presented an overview of the process to be undertaken for the preparation of the Council's 2020-2030 LTFP and Strategic Plan.

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4.14 An informal briefing was held with Elected Members on 16 December 2019, at which the CFOMFS presented an overview of the LTFP, including:

4.14.1 a process overview;

4.14.2 how the LTFP related with the other elements of the Council's Strategic Financial Framework;

4.14.3 the importance of the LTFP and

4.14.4 key considerations in 'building' the LTFP.

4.15 Following which, a further informal briefing was held with Elected Members on 24 March 2020 to explain to Members the key assumptions underpinning the draft LTFP for both Council Operations, as well as its Wastewater and Recycled Water functions.

4.16 Subsequently, at the Audit and Risk Committee Meeting on 30 March 2020, a report and supporting presentation was provided to the Committee Members.

4.17 At that Committee meeting, the Administration committed to updating the draft LTFP, consequent upon the emergency declarations made under the *South Australian Public Health Act 2011* and the *Emergency Management Act 2004* regarding the public health emergency occasioned by COVID-19. Noting, of course, that given the very recent declarations at that time, it was too early to determine the full impact.

5. CONSULTATION ON THE DRAFT 2020-2030 DRAFT LTFP

5.1 At its meeting of 6 April 2020, the Council received and considered a report at Agenda item 12.2 *Draft Long Term Financial Plan 2020 -2030*, which included, as an attachment, of copy of the draft LTFP.

5.2 Following the Council's consideration and debate on item 12.2, it resolved as follows:

Moved Councillor Westwood that Council:

1. *note that the Draft Long Term Financial Plan 2020-2030 has been compiled applying assumptions that exclude the impact of COVID-19.*

2. *note that the Draft Long Term Financial Plan will be initially updated for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020 and revised in the first half of 2020/21 when more information has been considered.*

3. *adopt the Draft Long Term Financial Plan 2020-2030 (attached) for community consultation.*

Seconded Councillor Orr

CARRIED

OM20200406.09

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5.3 A copy of the Agenda report and attachments for item 12.2 and the relevant pages of the Minutes for the Council Meeting 6 April 2020 are **Appendix 4.**

5.4 The Council's former LTFP had contained the 1% *Financial Sustainability* provision, but the draft 2020-2030 LTFP did not contain any reference to it at this time.

5.5 Community consultation on the draft LTFP commenced on 8 April 2020 and concluded on 20 May 2020.

5.6 During this period, Administration also held a series of briefings with Elected Members, including two (2) Elected Member Budget Workshops.

5.7 At the first workshop, held in April 2020, Members were requested to provide feedback on proposed changes that the Council could make to its baseline budget in response to COVID-19.

5.8 At the second workshop, held on 4 May 2020, the Council's CFOMFS outlined for Members the expected impact of COVID-19 on the Council's budget and present a number of rating scenarios for consideration in addressing the same.

5.9 At 4 May 2020, four (4) submissions had been received on the LTFP, focusing on rate increases, the impact of COVID-19, Council borrowings, and priority setting of projects.

6. AUDIT AND RISK COMMITTEE MEETING 10 MAY 2020

6.1 At its meeting of 10 May 2020, the Audit and Risk Committee considered Agenda item 10.1 *Draft Long Term Financial Plan*.

6.2 The Agenda report noted, as above, that whilst previous LTFP's had included an assumption of a 1% increase above CPI for *Financial Sustainability*, the draft LTFP 2020-30 had **removed this assumption**, meaning that the following factors became relevant considerations:

- whilst the change would result in a ratepayer with a property valued at $500k saving approximately $1,300 over 10 years, it correspondingly eradicated $23m out of Council's LTFP;
- the consequence of the reduced funding would result in a heightened reliance on:
  - timing of projects and infrastructure delivery;
  - inflation assumptions;
  - growth rates (namely impact on timing of delivery and general rates and developer revenue); and
  - grant revenue (timing and magnitude),
- noting that the LTFP was predicated on these assumptions, the delivery of Key Financial Indicators would be at risk if any of these variables materially changed; and

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- suggested a potential reintroduction of the Financial Sustainability option, '*to bring forward infrastructure expenditure or if grant funding assumptions cannot be met, the additional 1% for financial sustainability for example may need to be re-introduced*'.

6.3 Following consideration of the item and noting the variable financial landscape at that time from the continuing unknown (and unknowable) impacts of COVID-19, the Audit and Risk Committee resolved to recommend to the Council as follows (emphasis ours):

1. *the Draft Long Term Financial Plan 2020-2030 as amended (attached) for consideration by Council.*

2. *Council complete an assessment of the ongoing and significant benefits, costs and risks associated with the current Wastewater/Recycled Water operations and service delivery model; and in so doing consider and compare the benefits, costs and risks of alternative service delivery options whilst having regard for community expectations.*

3. *Council review the LTFP and the associated assumptions 6 months following adoption by Council.*

4. ***Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.***

6.4 A copy of the Agenda Report for item 10.1, including the attachment being the draft LTFP and the recommendations for the Council from the Audit and Risk Committee Meeting of 14 May 2020 are **Appendix 5**.

7. COUNCIL MEETING OF 1 JUNE 2020

7.1 At the Council meeting of 1 June 2020, at Agenda item 11.1 *Audit and Risk Committee – 14 May 2020,* after consideration of the Minutes from the Audit and Risk Committee Meeting of 14 May 2021, the Council resolved:

Moved Councillor Hardingham that Council:

1. *note the Draft Long Term Financial Plan 2020-2030 as amended (attached to Item 12.1 of the agenda) for consideration by Council and include:*

   - a statement by the CEO;

   - include a base year;

   - further explanation as to why wastewater is separated out

   - consider more explanatory notes

2. *complete an assessment of the ongoing and significant benefits, costs and risks associated with the current Wastewater/Recycled Water operations and service delivery model; and in so doing consider and compare the benefits, costs and risks of alternative*

RELEASED

service delivery options whilst having regard for community expectations.

3. *continue to seek government assistance in funding infrastructure required due to growth.*

3. [sic] *review the LTFP and the associated assumptions 6 months following adoption by Council.*

4. [sic] *note the Committee supports the 1% Financial Sustainability rating measure and requests Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*

6. [sic] *consider community consultation and feedback.*

Seconded Councillor Westwood

CARRIED

OM20200601.04

7.2 Later at that meeting, the Council received and considered a report prepared for Agenda item 12.1 *Long Term Financial Plan 2020-2030* noting that the draft LTFP had removed the 1% increase above CPI for *Financial Sustainability*. Attachments to the report included the draft LTFP and the eight (8) feedback submissions received from the consultation on the same.

7.3 After consideration and debate on item 12.1, the Council resolved:

Moved Councillor Minett that Council:

1. *Adopt the Long Term Financial Plan 2020-2030 (attached)*

2. *Review the LTFP and the associated assumptions 6 months following adoption by Council.*

3. *Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*

4. *Consider community consultation and feedback.*

5. *Authorises the Chief Executive Officer to make any necessary changes to the Long Term Financial Plan 2020-2030 document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting*

Seconded Councillor Jones

CARRIED

OM20200601.08

RELEASED

7.4 A copy of the Agenda report and attachments for item 12.2, including the Council's 2020-2030 LTFP, adopted by the Council at the meeting on 1 June 2020, together with the relevant pages of the Minutes, are **Appendix 6.**

8. TREASURY MANAGEMENT POLICY

8.1 At the Audit and Risk Committee Meeting of 20 August 2020, at Agenda item 10.2 the *Treasury Management Policy* was considered and recommended to the Council for adoption with minor amendments to be made.

8.2 The revised *Treasury Management Policy* included provision for:

- *Financial Sustainability Levy – If required an additional increase in general rates may be included for the funding and debt servicing of major projects*.

8.3 A copy of the Agenda report for item 10.2, including the proposed, amended, *Treasury Management Policy* and the relevant pages of the Minutes from the Audit and Risk Committee Meeting of 20 August 2020 are **Appendix 7**.

8.4 At the Council Meeting on 7 September 2020, at Agenda item 11.1.2 *Treasury Management Policy*, the Council resolved consistent with the Committee recommendation and adopted the updated *Treasury Management Policy*, including provision for the Financial Sustainability Levy for funding and debt servicing of major projects.

8.5 A copy of the Agenda report for item 11.1.2 *Treasury Management Policy,* including the amended, *Treasury Management Policy* as adopted by the Council at its meeting of 7 September 2020 and the relevant pages of the Minutes, are **Appendix 8**.

9. 6-MONTH REVIEW OF THE 2020-2030 LTFP

9.1 Subsequently and in accordance with the Council resolution to review the LTFP and the associated assumptions 6 months following adoption, made at its meeting of Monday 1 June 2020 (OM20200601.08), two (2) Elected Member briefings were held with respect to the review of the LTFP.

9.2 The first session held on 14 September 2020, focused on the parameters and priorities of the Council's LTFP.

9.3 The second session held on 12 October 2020, presented Elected Members with the results of a '*sensitivity analysis'* undertaken by the Council's Financial Services Team, being detailed modelling to update the key assumptions in the LTFP, as well as the expected impact of COVID-19.

9.4 Three (3) options were modelled for the consideration of Members in this respect:

- Base Case General Rate increase of CPI (Adelaide) – which equated to 1.3% in the first year, and growth of c2.5% (Average) per annum was maintained as per the adopted LTFP.

- Option 1 General Rate Increase of CPI (Adelaide) +1% for four (4) years from 2021/22 - which equates to 2.3% in the first year, whilst maintaining growth at c2.5% (Average) p.a.

RELEASED

- Option 2 General Rate Increase of CPI (Adelaide) +1% for four (4) years from 2021/22 and a 50% reduction in growth - which equates to 2.3% in the first year, whilst maintaining growth at c1.25% (Average) p.a with a 50% reduction in growth estimates to c1.25% (Average) p.a.

9.5 Following the presentation of the updated modelling and taking into consideration the feedback received from the Elected Member briefings, the Financial Services Team revised the LTFP.

9.6 Subsequently, at its meeting on 27 October 2020 and in accordance with the resolution of Council made at its meeting of 1 June 2020 (OM20200601.08), the Audit and Risk Committee considered a report regarding the assumptions in the LTFP and the proposed revisions to the same, at Agenda item 10.1 *Draft Long Term Financial Plan.*

9.7 Following consideration of the Agenda report, including the revised LTFP, the Committee recommended to the Council (our emphasis):

> *1. the Draft Long Term Financial Plan 2020-2030 as (attached) for adoption by Council for community consultation* ***based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive****.*

9.8 A copy of the Agenda report for item 10.1 *Draft Long Term Financial Plan* including the revised LTFP and the relevant pages of the Minutes from the Committee Meeting of 27 October 2020 are **Appendix 9**.

9.9 The revised LTFP was included in the Agenda for the Council meeting of 2 November 2020, at item 11.3.1, being the recommendation from the Audit and Risk Committee Meeting. The Agenda report that informed item 12.6 *Draft Long Term Financial Plan 2020-2030* included a copy of the LTFP, with the proposed revisions for the consideration of the Council and a recommendation that it be adopted for public consultation.

9.10 This included the following reference at page 5 of the Agenda report for item 12.6, appearing after an analysis of the updated modelling and options to be considered:

> *1% Financial Sustainability – It is worth noting that prior to the most recently adopted LTFP in June 2020, that 1% general rate increase for sustainability above CPI (over the life of the LTFP) had been included to fund future infrastructure and associated debt. This ensured that previous LTFPs achieved the balance required between the need for significant investment in infrastructure and the achievement of the key financial indicators. This was removed from the last LTFP, however, it was recognised that should key assumptions change driving pressure on the achievement of key financial ratio targets, then the 1% may need to be reintroduced (with consideration for how many years it is required).*
>
> *In Option 1, modelling has indicated that a 1% additional increase to inflation indexation over four years is required to ensure that KFI's are achieved on average over the term of the LTFP.*

RELEASED

The increase in rates will cover the maintenance, renewals and operations of new services and infrastructure such as: the regional sports hub stage 1 and regional aquatic and leisure facility stage 1.

9.11 Following consideration of the recommendation of the Committee, the Council, at its meeting of 2 November 2020, resolved (emphasis ours):

Moved Councillor Hardingham that Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) ***for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive****.*

Seconded Councillor Jones

CARRIED

OM20201102.11

9.12 Further, following consideration and debate on Agenda item 12.6 at the same meeting, the Council resolved (emphasis ours):

Moved Councillor Westwood that Council adopt the Draft Long Term Financial Plan 2020-2030 (attached) for community consultation based on option 1 with ***a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for years 2021/22 to 2024/25 inclusive****.*

Seconded Councillor Orr

CARRIED

OM20201102.19

9.13 A copy of the Agenda report for item 12.6 *Draft Long Term Financial Plan 2020-2030*, including the revised, draft, LTFP and the relevant pages of the Minutes from the Council Meeting of 2 November 2020, are **Appendix 10**.

9.14 The revised, draft, LTFP was released for public consultation, commencing on 4 November 2020 and concluding on 25 November 2020.

9.15 The community engagement strategies on this consultation included making available copies of the revised, draft, LTFP at the:

- Mount Barker Community Library;
- Civic Centre; and
- On the Council's Your Say social media platform.

9.16 The consultation was also notified on the Council's webpage, where a facility was provided for the community to ask questions and to make submissions during the consultation period.

RELEASED

9.17 At the conclusion of the consultation period on the revised, draft, LTFP, the Council held a Special Council Meeting (14 December 2020), to consider feedback received, as well as its proposed adoption of the LTFP, as amended, to take into account revised assumptions.

9.18 It was noted in the Agenda report produced for that meeting that one of the '*Key Issues'* for consideration by the Council was the:

> *Proposal to reinstate the 1% for financial sustainability for 4 years – To fund additional infrastructure, the draft LTFP includes a 1% increase in general rates above Adelaide CPI for financial sustainability for 4 years commencing in 2021/22.*

9.19 Six (6) submissions were received by the Council during the community consultation period on the revised, draft, LTFP. These submissions focused on rate increases and, in particular, the 1% for *Financial Sustainability*, wastewater infrastructure and service charge increases, the Council's Net Financial Liability Ratio and the proposed regional indoor aquatic facility.

9.20 Copies of the submissions received were included in the Agenda for consideration by the Council at that Special Council Meeting of 14 December 2020.

9.21 The Agenda report also noted as follows with respect to the proposed inclusion of a general rate increase of CPI, together with a 1% for *Financial Sustainability* for four (4) years, in the revised LTFP (emphasis in original):

- ***Inclusion of 1% For Financial Sustainability*** *The draft LTFP is predicated on the requirement for Council to invest in infrastructure to support future forecast population growth and agreed changes in service standards e.g. the Regional Aquatic and Leisure Centre Stage 1 in the district in a financially sustainable manner. As such, the requirement for the 1% has been driven by the substantial investment required to support both the significant investment required in the Wastewater and Recycled Water operations and Council's Strategic New Capital Projects. The 1% ensures that target key financial ratios are achieved on average across the ten years:*

- ***Rationale for the LTFP with 1% general rate increase for financial sustainability for 4 years –Audit & Risk Committee –*** *During the consultation period for the Long Term Financial Plan in May 2020 the Audit & Risk Committee recommended that Council carefully consider the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*

  The Audit & Risk Committee at the meeting on 27 October requested that information be included in the LTFP document that highlighted the rationale for the 1% general rate increase for financial sustainability and further information about how this had been removed from the LTFP adopted in June 2020.

- *It should be noted that the LTFP is a roadmap that provides future direction and an indication of financial sustainability. Adopting the LTFP including the 1% additional increase in the general rate does not bind Council to increase*

RELEASED

annual budgets by the 1%, for example if growth is more than the target in the LTFP the Council may elect to not include the 1% for financial sustainability or a reduced amount for that year.

- ***Target –*** *It should be noted that the 1% additional increase in the general rate included is based on current known assumptions and represents the maximum increase that would be applied in the Annual Business Plan for the following four years. If other assumptions (e.g. growth, inflation, capital investment and grant revenue) are better than included in this version of the LTFP, for future budgets and versions of the LTFP, the requirement for the 1% may be reduced or eliminated.*

- ***Requirement To Fund Strategic New Capital Projects –*** *The 1% increase is required to fund the maintenance, renewals and operations of new services and infrastructure such as: the regional sports hub stage 1 and the regional aquatic and leisure facility stage 1.*

- ***Key Assumptions –*** *The rate increase included in the LTFP is based on key assumptions such as growth and the maintenance of current service levels (with the exception of new facilities that represent a change in service levels such as the projects detailed above (e.g. the Glebe or the regional indoor aquatic facility)).*

- ***Forecast Impact*** *- The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will fund Council's long term financial plan*

9.22 Following the Council discussion and debate on the revised, draft, LTFP, including consideration of the feedback received on the consultation, the Council resolved (emphasis ours):

Moved Councillor Leach that Council:

1. *Notes the public submissions on the draft Long Term Financial Plan as provided in Attachment 2.*

2. *Adopt the Long Term Financial Plan 2020-2030 as included in Attachment 1.*

3. *Notes that the current Treasury Management Policy adopted by Council in September 2020 includes provision for the introduction of a general rate increase above CPI for financial sustainability if required as a potential funding source.*

4. *Notes that when the 2021/22 budget is prepared and adopted following community consultation, the 1% additional general rate increase will only be included if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment.*

Seconded Councillor Bailey

RELEASED

CARRIED

SM20201214.01

9.23 A copy of the Agenda report for the Special Council Meeting of 14 December 2020 which included the revised, draft, LTFP and the feedback received in the public consultation as attachments, as well as the Minutes from that meeting, are **Appendix 11**.

9.24 A copy of the LTFP, as adopted at that Special Council Meeting on 14 December 2021, is **Appendix 12**.

9.25 Subsequently, the Council commenced its preparation of the draft Annual Business Plan and Budget for the 2021/22 financial year

9.26 As part of this process, three (3) informal briefings were held with Elected Members, in February, March and April 2021.

10. 2021/22 DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY

10.1 By way of background to the Annual Business Plan and Budget process, it is section 123 of the Act which requires the Council to have an Annual Business Plan and Budget.

10.2 The Plan is the Council's statement of its intended programs and outcomes for the year and includes:

- a summary of the Council's longer-term objectives, as set out in its strategic management plans;
- an outline of:
  - the Council's objectives for the financial year;
  - the services and projects that the Council intends to undertake to achieve those objectives;
  - the financial and non-financial measures that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and
- an assessment of the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue;
- the rates structure and policies for the financial year;
- an assessment of the impact of the rates structure and policies on the community, based on modelling that has been undertaken or obtained by the Council;
- alignment with the Council's LTFP and relevant issues relating to the management and development of infrastructure and major assets by the Council; and

RELEASED

- address or include any other matter prescribed by the regulations.

10.3 Part 2(6) of the *Local Government (Financial Management) Regulations 2011* states that the Annual Business Plan must also include:

10.3.1 the reason why the Council has adopted its valuation method for rating purposes;

10.3.2 if differential rates are used, the reasons and justifications for the differentiation, and the expected level of revenue to be raised by each differential rate;

10.3.3 the use and level of any separate rate, service rate or service charge, including reasons for the rate or charge;

10.3.4 the Council's policy on discretionary rebates and remissions, with particular reference to the rebates that will apply for more than one (1) financial year and including information on how a rebate is designed to meet the purpose behind the rebate;

10.3.5 issues concerning equity within the community and the impact of rates across the area; and

10.3.6 the application or operation of a minimum amount payable by way of rates.

10.4 Consultation must be undertaken on the draft Annual Business Plan in accordance with Council's *Public Consultation Policy* (**Appendix 13**) and section 123 of the Act.

11. CONSULTATION REQUIREMENTS

11.1 With respect to the Council's public consultation requirements on its draft Annual Business Plan and Budget, section 123(3) of the Act provides that before the Council adopts its Annual Business Plan, it must prepare a draft Annual Business Plan and, as above, follow the relevant steps set out in its *Public Consultation Policy*.

11.2 In accordance with section 123(4) of the Act and based on the Council's usual processes, its *Public Consultation Policy* must, at least:

11.2.1 provide for the publication in a newspaper circulating within the area of the Council and on a website determined by the CEO, informing the public of the preparation of the draft Annual Business Plan;

11.2.2 invite interested persons to make written submissions in relation to the matter; and

11.2.3 make arrangements for a public meeting and the consideration by the Council of any submissions made at that meeting.

11.3 Under section 123(5) of the Act, the Council must ensure that copies of the draft Annual Business Plan are available for inspection and purchase at the Principal Office of the Council, as well as on the website, at least 21 days before the date of that meeting.

RELEASED

11.4 Further, under section 123(5a) of the Act, the Council must ensure that provision is made for a facility for asking and answering questions and the receipt of submissions on its website during the public consultation period.

11.5 Pursuant to section 123(6) the Council may, after considering any submission made during the public consultation period, as well as any new or revised information relevant to the material contained in the draft Annual Business Plan and such other materials or information as the Council thinks fit, adopt its annual business plan (with or without amendment).

11.6 The Council's *Public Consultation Policy* gives effect to these provisions at page 6, and does not, otherwise, prescribe anything further by way of public consultation beyond the statutory requirements (**Appendix 13**).

12. COUNCIL MEETING 3 MAY 2021

12.1 Following the Elected Member briefings on the draft Annual Business Plan and Budget, the Financial Services Team prepared the draft 2021/22 draft Annual Business Plan and Budget.

12.2 At its meeting of 3 May 2021, at Agenda item 10.1, the Council received and considered a report at item 10.1 *2021/22 Draft Annual Business Plan, Budget and Rating Policy.*

12.3 That report noted the Council's adopted LTFP included an assumption that the four (4) years from 2021/22 to 2024/25 inclusive would include a 1% increase in general rates above CPI for *Financial Sustainability*.

12.4 However, in accordance with the Council resolution at is Special Council Meeting on 14 December 2020 (SM20201214.01), it was noted the decision on the inclusion of the 1% for *Financial Sustainability* was to be determined each year when the draft Annual Business Plan and Budget was prepared:

> *if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment (SM20201214.01).*

12.5 Included in the Agenda report for item 12.2 Draft Annual Business plan, Budget and Rating Policy 2021/22 for Public Consultation, was reference as follows:

- ***Inflation –*** *Inflation of 1% has been included aligned with actual Adelaide CPI for December 2020 and the latest forecast CPI for 2021/22.*
- ***Additional 1% For Financial Sustainability –*** *In line with the Long Term Financial Plan adopted in December 2020 and the adopted Treasury Management Policy 1% has been included for the funding and debt servicing of major projects.*
- ***Total Revenue Growth*** *- The total revenue generated from the general rate will increase by 1.0% CPI (based on Adelaide CPI to December 2020) plus 1% for financial sustainability plus growth of 2.9%. However, the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each*

RELEASED

property. Additional rates will be raised from growth e.g. property valuation increases related to new development and capital improvements.

…

***Long Term Financial Plan**:*

The draft Annual budget has been informed by the Long Term Financial Plan (LTFP) adopted in December 2020 and once adopted the budget will inform the next version of the LTFP to be considered by Council in the first half of 2021/22.

The draft budget has been prepared in alignment with the adopted Long Term Financial Plan in that it includes 1% for financial sustainability as referenced below.

12.6 Following the Council's consideration of Agenda item 12.2 at its meeting on 3 May 2021, it resolved:

Moved Councillor Bailey that Council

1. *endorse the 2021/22 Draft Annual Business Plan, Budget and Rating Policy (attached) for public consultation.*
2. *authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.*
3. *notwithstanding the terms of Council's Public Consultation Policy (as modified on account of the making of the Public Access and Public Consultation Notice (No 2) 2020), Council determines that one public meeting will be convened for Monday 7 June 2021 to receive public submissions on the draft 2021/22 Annual Business Plan at 5.15pm as part of its consultation activities.*
4. *authorises the Chief Executive Officer to:*
    a. *arrange for the holding of such a meeting;*
    b. *provide notice to the public of the meeting in such manner and form as he sees fit; and*
    c. *cancel the meeting entirely or determine that the meeting be held via electronic means in the event it cannot be accommodated in line with relevant State Government public health/emergency directions, regulations or legislation related to COVID-19.*

Seconded Councillor Morrison

CARRIED

OM20210503.07

RELEASED

12.7 The Annual Business Plan was also presented to the Audit and Risk Committee for consideration at its meeting of Thursday 20 May 2021, to provide an opportunity for the Committee to review and provide recommendations thereon.

12.8 A copy of the Agenda report and attachments for item 12.2 *Draft Annual Business Plan, Budget and Rating Policy 2021/22 for Public Consultation* and the relevant pages of the Minutes from the Council meeting of 3 May 2021, are **Appendix 14**.

12.9 The consultation commenced on 5 May 2021 and concluded on 26 May 2021.

12.10 In accordance with section 123 of the Act and the Council's *Public Consultation Policy*, the following public consultation activities were undertaken:

12.10.1 Public Notice of the consultation was included in the Courier newspaper on Wednesday 5 May 2021 (**Appendix 15**);

12.10.2 copies of the draft Annual Business Plan, Budget and Rating Policy were made available at the:

- Mount Barker Community Library;
- Civic Centre; and
- On the Council's Your Say social media platform;

12.10.3 a Council Rates Fact Sheet was created and uploaded to Council's Your Say website;

12.10.4 the consultation was notified on the Council's webpage, where a facility was provided for the community to ask questions and receive submissions on the website during the consultation period;

12.10.5 information was provided as part of the public consultation process that a public meeting was to be held on Monday 7 June 2021 at 5.15pm to receive submissions from the community; and

12.10.6 the Council also arranged for notification of the consultation to be placed on its Facebook page, which included three (3) separate Facebook posts sent regarding the consultation, on 5 May 2021, 13 May 2021 and 24 May 2021 (**Appendix 15**).

12.11 In addition to these activities undertaken by the Administration, Cr Leach was also reported on two (2) occasions, in the Courier, of Wednesday 12 May 2021, and again Wednesday 19 May 2021, as encouraging residents and ratepayers to make a submission as part of the public consultation process on the Council's draft Annual Business Plan and Budget. Cr Leach also encouraged interest persons to make submissions, amongst other things, against the proposed 1% increase in general rates on account of *Financial Stability* (**Appendix 16**).

RELEASED

13. AUDIT AND RISK COMMITTEE MEETING 20 MAY 2021

13.1 Concurrently, as noted above, at its meeting of Thursday 20 May 2021, the Audit and Risk Committee received and considered a report at Agenda item 10.1 *2021/22 Draft Annual Business Plan, Budget and Rating Policy*, being an opportunity for the Committee to review and provide recommendations and comment to the Council on its 2021/22 Draft Annual Business Plan and Budget.

13.2 The Agenda report noted under *Key Assumptions* that a general rate increase of 1%, aligned with CPI, based on Adelaide CPI to December 2020, in addition to the 1% for *Financial Sustainability,* had been included. Additional rates were to be raised from growth, for example, property valuation increases related to new development and capital improvements.

13.3 It was further noted that the key changes to the 2021/22 Rating Policy from previous financial years were as a result of recent planning reforms underpinned by the *Planning, Development and Infrastructure Act 2016*.

13.4 The elements of the Rating Policy that had changed were limited to the following:

13.4.1 the General Differential Rate by Locality – Residential Land use within the new Productive Rural Landscape Zone and Rural Zone had changed from the previous used Primary Production Zone; and

13.4.2 the Mount Barker Regional Town Centre Separate Rate was to be applied to the defined area in the map provided in the Draft Rating Policy in the township of Mount Barker. This area was the same to what was previously known as the Regional Town Centre Zone.

13.5 Following consideration of the Agenda report for item 10.1, the Committee determined (emphasis ours):

Moved Pamela Lee that the Audit and Risk Committee in relation to Council's 2021/22 Draft Annual Business Plan, Budget and Rating Policy and/or the associated processes and risks:

1. *congratulate officers on the quality and the community focus of the document, and provided minor formatting edits; and*

2. *that the Audit and Risk Committee recommends, that Council:*

- *Consider in future plans and strategies an increase in the target for the net financial liabilities ratio due to the growth nature of Council and the need to achieve inter-generational equity*
- *Note the need for inclusion of the additional 1% rate revenue increase in accordance with the endorsed Treasury Management Policy*
- *Consider strategies to build upon messaging around the proposed rate increase*

RELEASED

- *Seek in future to provide the Audit and Risk Committee with the opportunity to consider the draft Annual Business Plan prior to public consultation.*

Seconded Councillor Hardingham

CARRIED

ARCM20210520.02

13.6 A copy of the Agenda report and attachments for item 10.1 2021/22 *Draft Annual Business Plan, Budget and Rating Policy* and the relevant pages of the Minutes from the Audit and Risk Committee of 20 May 2021, are **Appendix 17**.

14. PUBLIC MEETING 7 JUNE 2021

14.1 The public consultation on the 2021/22 Draft Annual Business Plan and Budget concluded on 26 May 2021. The Council held a public meeting at 5:15pm on 7 June 2021, in accordance with section 123(4) (a) and (b) of the Act.

14.2 The purpose of that meeting was to enable the public to make submissions and ask questions regarding the draft 2021/22 draft Annual Business Plan and Budget.

14.3 Prior to this public meeting, by way of *Information Memo* dated 4 June 2021, Elected Members were provided with the outcomes of the feedback received to that time on the consultation.

14.4 Included with the memo was a copy of each of the submissions received, unredacted, to inform decision making on the draft 2021/22 Annual Business Plan and Budget.

14.5 The Information Memo noted:

14.5.1 the online Your Say Mount Barker site was used as the primary method of consultation by Council to provide ease of access to the community and engagement statistics that could be analysed by Council staff;

14.5.2 the statistics showed that the community engaged in the following ways:

- 683 people (up from 308 the previous year) were deemed to be 'aware', having accessed the website and looked at the page, but not otherwise downloading a document or access tools;
- 369 people (up from 147 the previous year) were deemed to be 'informed', having downloaded either the summary Annual Business Plan, Annual Business Plan document, Council Rates Fact Sheet, or accessed the map or the Frequently Asked Questions section of the site; and
- 122 people (up from 12 the previous year) made an online submission, with the 10 other submissions being received by mail or email.

RELEASED

14.5.3 the public consultation process generated 134 formal written submissions, including 2 late submission from Business Mount Barker and Adelaide Hills Tourism, which were accepted by the Council. Copies of each of these submissions were provided to Elected Members for consideration, prior to the public meeting;

14.5.4 the 'key themes' from the public consultation were noted as follows:

- **New Footpath Strategy** - a separate question was asked about the proposed New Footpath Strategy and 107 people responded to the question, with 45.8% supporting, 26.2% not supporting and 28% were unsure as to whether $11 million investment over 10 years was appropriate for Council to undertake new footpaths and deliver a more comprehensive footpath network;
- **Capital Works** - Comments focused on specific projects or areas with submissions from Groups and individuals with a significant number commenting on the need for improvement of Council playgrounds;
- **General Rates** - Feedback included reference to the 1% increase in general rates and the reintroduction of 1% for *Financial Sustainability*;

14.5.5 eleven people and groups had initially indicated they wished to present a verbal submission to the public meeting, however, at the time the Information Memo was prepared, three (3) persons/groups had confirmed presentations, three (3) had withdrawn, and the Council was waiting for responses from the remaining persons/groups; and

14.5.6 ultimately, only two (2) people made a submission at the public meeting held on 7 June 2021.

14.6 A copy of the *Information Memo*, consultation summary and responses received, redacted for the purposes of this Report, are **Appendix 18**.

RELEASED

15. COUNCIL MEETING OF 5 JULY 2021

15.1 At its meeting on 5 July 2021, the Council received and considered an Agenda report at item 12.5 *Public Submissions in the Draft 2021-2022 Annual Business Plan and Draft Rating Policy*, the purpose of which was to provide Members with all feedback received during the public consultation process.

15.2 At that same meeting, the Council received and considered a report for Agenda item 12.6 *Draft 2021-22 Annual Business Plan, Budget and Rating Policy for Adoption.*

15.3 The Agenda report at item 12.5 *Public Submissions in the Draft 2021-2022 Annual Business Plan and Draft Rating Policy* confirmed that, in total, 135 submissions had been received, comprising 126 submissions from individuals, nine (9) submissions from groups and that two (2) persons had presented at the public meeting.

15.4 It was noted that a number of the submissions (71) expressed dissatisfaction with General Rates proposed, noting that '[c]ommentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial stability'.

15.5 Notably, the Council did receive and consider the feedback on the proposed increase in general rates by CPI, together with the 1 % for *Financial Sustainability*, in its decision-making processes. We return to this shortly.

15.6 The Agenda report also set out the background to the public consultation process, the public consultation strategy and summarised the 'key themes' from the submissions received.

15.7 Importantly, the Agenda report **did not** purport to be a 'stand-alone' report that could otherwise be relied upon, to the exclusion of reading the submissions received.

15.8 Rather, it recorded the 'key themes' and included, as an attachment, redacted copies of each of the submissions received, for consideration by Elected Members.

15.9 Indeed, as noted above, this was also the second time that Elected Members had received copies of the submissions from the public consultation, having been provided with unredacted copies as part of the Information Memo received for the public meeting of 7 June 2021 (**Appendix 18**).

15.10 Also included with the Agenda report for item 12.5 was a record of proceedings for the public meeting held on 7 June 2021.

15.11 In addition to the public consultation information contained in the Agenda report for item 12.5, a concerned resident had emailed each Elected Member with respect to certain matters it was alleged gave rise for concern in the Agenda report for the item.

15.12 By email of Saturday 3 July 2021, being **two (2) days prior** to the Council meeting in question, the resident emailed all of the Members to advise as follows (our emphasis):

> *Dear Councillors*
>
> *I am writing to alert you to the misrepresentation - some would say falsification of the community consultation results of the 2021-2 annual business plan in the report in agenda item 12.5 of the council meeting next Monday 5 July 2021. This report is plainly wrong. It is full of spin in disguising what the respondents said about the proposed 2% rate rise. It says things like 'The key 'themes' from the public consultation were, General Rates 71' and 'General Rate Increase - Commentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial sustainability'. This last quote even implies people were asking for reinstatement of the 1% additional rate! The thing that IS correct in the report is the risk assessment at the end: 'A reputational risk is that the community perceives Council is simply going through the motions and isn't taking on board/having regard for the views of those who have responded'*

RELEASED

I have read all of the numbered 132 submissions. The report does not tell you that many people strongly objected to the 2% increase, or indeed, any increase. It does not tell you that many complained about footpaths, or that a lot said that Echunga had been left out of the plan.

The facts from the submissions are as follows:

- ***68 people oppose the 2% rate rise. Many strongly oppose this. Many are vocal about their incomes and monetary constraints**. Some of the comments are passionate and moving. Here is just one example from respondent number 131: 'We are pensioners with a small amount of money in term deposits. Interest rates are virtually zero and the pension is not meeting the increase in the cost of living. Any rate increase above the rate of inflation will completely demolish us.'*
- *59 people made comments about improvements in footpaths or agreed with the proposed $11m spend on footpaths. (I didn't attempt to differentiate - there was just a lot of feeling about footpaths.)*
- *17 people said Echunga was ignored in the plan, or not enough was on offer for Echunga.*

I am attaching my handwritten analysis of the submissions. Excuse the scribble.

These strong messages from ratepayers are not in the report. This cannot be accidental. If all you did was read the report to item 12.5 you would not know the above.

***Please take the time to read the submissions.** Far fewer submissions were made on the consultation input on wards/councillors yet these were analysed in detail for you.*

The community now relies on you to take their views into consideration. I will be making the above known on social media as many people got off their bums to tell you what they thought and do not read council agenda. They don't at the moment know they are being ignored. As they are being so far. These are the same people you will want to vote for you next year.

Over to you (**Appendix 19**).

15.13 In addition, as part of this review, we have also considered an email from Cr Leach, to the CEO and Elected Members, of 4 July 2021.

15.14 In that email, Cr Leach sought to advise Members that he proposed to move a motion at the Council meeting on Monday 5 July 2021, to amend certain items included in the draft Budget, prior to adoption, noting:

> *To this end I propose to make the following amendments to the ABP* [Annual Business Plan] *Item 12.6*

RELEASED

1. *Provide $10,000 to the Uniting Church Mount Barker for a shower to be built in their ablution block for people accessing social support. (Haydon Lush advises showers will cost circa $10k)*

2. *Remove the $50,00 Adelaide Festival grant proposed within the ABP.*

3. *Remove the 1% above CPI component of the rating policy.*

4. *Remove the $20,000 sponsorship of the Adelaide Festival.*

The reasons why I believe we do not need the "extra" 1% sustainability increase to rates.

1. *We have a surplus, after grants, of $2.6 million dollars, if we do not include the "extra" 1% increase in rate above CPI we will still have a surplus of $2.2 million to $2.3 million .(page 93 agenda)*

   https://www.mountbarker.sa.gov.au/__data/assets/pdf_file/0026/924254/07-05-July-2021-Council-Meeting-Agenda.pdf

2. *Our surplus will still be many times more than the surplus needed to retain financial stability.*

3. *We have opportunities to save expenditure without cutting services.*

4. *Community consultation clearly demonstrates people want their rates capped.*

5. *Our debt is well under the maximum 80% net liabilities guideline at 49% - and this is down from last years 62%. (page 92 agenda)*

6. *There is, quite simply, no need for the over CPI increase, we have a healthy balance sheet and a budgeted surplus 8.60% of revenue compared to last years budgeted surplus of 2.65%. We can afford to take the surplus down by the 1% over CPI rate increase.*

This email is a courtesy to enable advance notice and consideration of my intent, noting it would discourteous to raise it on the night during the meeting.

15.15 Accordingly, when the Council dealt with Agenda item 12.5 at the meeting of Monday 5 July 2021, not only was it fully informed with respect to the outcomes of the public consultation on the draft 2021/22 Annual Business Plan, Budget and Rating Policy (having received copies of the public submissions on two (2) occasions), but it had also received direct feedback from a concerned resident regarding what were alleged to be 'misrepresentations' in the Agenda report on the community engagement outcomes, urging them to read the submissions, as well as information from Cr Leach regarding the Financial Sustainability measure.

RELEASED

15.16 Following consideration of Agenda item 12.5, the Council resolved:

Moved Councillor Morrison that Council receives and takes into consideration in the adoption of the 2021-22 Annual Business Plan, Budget and Rating Policy, the public submissions (attachment 1) and record of proceedings from the Public Meeting on 7 June 2021 (attachment 2).

Seconded Councillor Orr

CARRIED

OM20210705.07

15.17 A copy of the Agenda report for item 12.5 *Public Submissions in the Draft 2021-2022 Annual Business Plan and Draft Rating Policy* and the relevant page of the Minutes from the meeting of Monday 5 July 2021 are **Appendix 20**.

15.18 The next item on the Agenda was item 12.6 *Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption*. The Agenda report set out the background to the preparation of the draft Annual Business Plan, Budget and Rating Policy, including the proposed general rate increase of 2%, which included the increase of 1% for CPI and 1% for *Financial Sustainability*.

15.19 In preparing this Report, we have listened to the audio of the discussion and debate in the Chamber on the item.

15.20 Importantly, in considering the item, whilst the recommendation of the Administration was initially moved by Cr Jones, and seconded by Cr Leach, this motion was lost.

15.21 Subsequently, Cr Jones moved that the additional 1% for *Financial Sustainability* from total general rates revenue, excluding growth, be removed from the Draft Annual Business Plan and Budget 2021/22. This was seconded by Cr Leach but, following discussion and debate, this motion was also lost.

15.22 There was then a further motion, again lost, moved by Cr Jones and seconded by Cr Leach, the effect of which would have been that the Council remove the $20,000 Adelaide Festival sponsorship from the Draft Annual Business Plan and Budget 2021/22.

15.23 After a third motion was moved, by Cr Leach and seconded by Cr Seager, as amended by Cr Orr, to redirect funding for a proposal from the Echunga community for a park, a proposal that was the subject of a number of submissions received on the public consultation, the Council, ultimately, resolved:

Moved Councillor Leach that Council:

1. *adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting an increase of 2.0% from general rates excluding growth as per attachment 1 except to redirect $45,000 intended for Implementation & Wayfinding Signage (found on page 202) and instead put that money towards the Echunga communities' proposals for the community park arising from community consultation; and*

RELEASED

2. *authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.*

Seconded Councillor Seager

CARRIED

OM20210705.09

15.24 A copy of the Agenda report for item 12.6 *Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption* and the relevant pages of the Minutes from the meeting of Monday 5 July 2021, are **Appendix 21**.

15.25 Subsequently, between Wednesday 7 July 2021 and Tuesday 27 July 2021, the Council received the 25 separate communications from residents and ratepayers regarding the Decision.

15.26 As above, whilst 18 persons sought to make application under section 270 of the Act for a review of the Decision, correspondence was received from an additional seven (7) persons who complained about the same.

16. THE APPLICANTS' REQUESTS

16.1 The basis of the 18 applications requesting a review of the decision may be, broadly, summarised as follows:

16.1.1 the sufficiency, or otherwise, of the consultation information provided to the governing body of the Council, by way of Agenda report for item 12.5 *Public Submissions on the Draft 2021-22 Annual Business Plan and Draft Rating Policy*;

16.1.2 the sufficiency, or otherwise, of the Council's community engagement process with respect to its draft 2021/22 Annual Business Plan, Budget and Rating Policy; and

16.1.3 the proposed 'hardship' caused as a result of the increase in general rates by the decision.

16.2 In affording each Applicant procedural fairness as part of this review, we set out below in summary the individual matters of concern to the Applicants, which form the basis of the request for review.

16.3 For the avoidance of doubt, whilst we have summarised the issues of concern in the table below, the Applications made (redacted to remove personal information) are included in full at **Appendix 3** and have been taken into account on this review and in the preparation of this Report.

RELEASED

Applicant	Request for Review
1	Did not represent the views of the 132 submissions on the Draft Annual Business Plan and Draft Rating Policy. People in the community are opposed to the increase of rates, even those that did not submit a submission. The consultation process is required to be undertaken again, and a detailed and accurate Agenda report is required to be presented to the Council for its consideration.
2	The 2% increase in general rates will create financial hardship for their family and others in the community.
3	Existing rates, prior to the adopted increase in general rates, were already high in the Council area.
4	Financial hardship. 68 submissions were against the 2% rise in general rates
5	The Council has made an adverse decision, contrary to feedback received from the community.
6	Financial hardship and an unfair, unwarranted increase in general rates. Existing level of general rates is already high.
7	Financial hardship. The Council '*already has the highest rates reconsider this decision and meet to undo this injustice as soon as possible*.'
8	The decision did not represent the views of the 132 submissions received on the public consultation. Questioned the need for an increase in general rates, when the Council is operating in a surplus position.
9	Financial hardship. State Government should have responsibility, with developers, to be financially responsible for funding infrastructure for growth happening in the Council area.
10	Financial hardship.
11	Financial hardship. No improved services, or additional services, are proposed with the increase in general rates.
12	The decision did not represent the views of the 68 submissions made on the draft Annual Business Plan and Budget, opposing the increase in general rates. Limited services for the rates paid. Queried what formal consideration was given to objections to the proposed increase in general rates, and why there was such obfuscation about increases '*it's actually 5% when you read the fine print*.'

RELEASED

13	Financial hardship.
14	Unhappy with Council's decision to increase general rates.
15	The Council has failed in its decision-making process by not considering or giving due weight to: • increase to the Council's '*bottom line by virtue of the building boom (current and future)*'; • the increase in the '*basic rateable property values due to the increase in market mobility in sales and pricing';* • an apparent lack of introspection and review of managerial remuneration packages; and • the '*side issue of councils accounting practice to bill rates for twelve (12) months*.'
16	Financial hardship.
17	Disappointed with the increase in general rates as the Valuer-General is already reviewing, and increasing, property values State wide.
18	Believes the submissions on the public consultation were not taken into consideration when Council determined to increase general rates by 2% in the 2021/22 financial year.

16.4 Whilst the other seven (7) persons who corresponded with the Council regarding the Decision, did not, formally, request a review of the Decision, we confirm that the complaints were based on alleged general financial hardship, said to be occasioned by the increase in general rates of 2% for the 2021/22 financial year (excluding growth).

17. RELEVANT CONSIDERATIONS AND FINDINGS

17.1 We have carefully considered the above against the evidence received. We make the following findings in respect of each of the matters raised by the Applicants in the Applications received:

17.1.1 against the totality of the evidence received, we **do not** find that the Council's public consultation process with respect to its draft 2021-22 Annual Business Plan, Budget and Rating Policy was lacking in any manner, or, otherwise, not conducted in accordance with the statutory obligations under section 123 of the Act and its Public Consultation Policy (**Appendix 13**);

17.1.2 following the Council's consideration of Agenda item 12.2 at the meeting on 3 May 2021, it was resolved to endorse the draft 2021/22 Annual Business Plan, Budget and Rating Policy for public consultation;

17.1.3 the consultation commenced on 5 May 2021 and concluded on 26 May 2021;

RELEASED

17.1.4 in accordance with section 123 of the Act and the Council's Public Consultation Policy, the following public consultation activities were undertaken:

- Public Notice of the consultation was included in the Courier newspaper on Wednesday 5 May 2021 (**Appendix 15**);
- copies of the draft Annual Business Plan, Budget and Rating Policy were made available at the:
  - Mount Barker Community Library;
  - Civic Centre; and
  - on the Council's Your Say social media platform;
- a Council Rates Fact Sheet was created and uploaded to Council's Your Say website;
- the consultation was notified on the Council's webpage, where a facility was provided for the community to ask questions and receive submissions on the website during the consultation period;
- information was provided as part of the public consultation process that a public meeting was to be held on Monday 7 June 2021 at 5.15pm to receive submissions from the community; and
- the Council also arranged for notification of the consultation to be placed on its Facebook page, which included three (3) separate Facebook posts sent regarding the consultation, on 5 May 2021, 13 May 2021 and 24 May 2021 (**Appendix 15**);

17.1.5 in addition to these activities undertaken by Administration, Cr Leach was also reported as, on two (2) occasions in the Courier, on Wednesday 12 May 2021 and again Wednesday 19 May 2021, encouraging residents and ratepayers to make submissions as part of the public consultation process on the Council's draft Annual Business Plan and Budget, specifically noting the proposed 1% increase in general rates on account of *Financial Sustainability* in those articles;

17.1.6 concurrently and as above, at its meeting on Thursday 20 May 2021, the Audit and Risk Committee received and considered a report at Agenda item 10.1 2021/22 *Draft Annual Business Plan, Budget and Rating Policy*, being an opportunity for it to review and provide recommendations and comment to the Council on the 2021/22 Draft Annual Business Plan and Budget;

17.1.7 accordingly, based on the above, we **do not** find that the public consultation on the draft 2021/22 Annual Business Plan, Budget and Rating Policy erred in any manner. Indeed, in a number of aspects, it went beyond statutory requirements, despite there being no obligation to do so under the Pubic Consultation Policy;

RELEASED

17.1.8 we also note that a number of residents' Facebook group in the region were also very active during this period, with users encouraging residents and ratepayers to make submissions. Whilst we do not propose to annex all of the posts to this report, we retain the same on file and confirm that we have reviewed hundreds (100's) of posts in this respect across a number of Facebook groups, including Nairne Chat, Adelaide Hills Chat and Mt Barker Community Group;

17.1.9 we note that community engagement with the process was more than double the previous year prior. The Council received 138 written submissions, compared with **12** in the 202/21 financial year;

17.1.10 there is, simply, no evidence that the community engagement process for the 2021/22 draft Annual Business Plan, Budget and Rating Policy was lacking in any respect, or did not otherwise have 'reach' into the community. In fact, the evidence is entirely to the contrary;

17.1.11 further, insofar as a submission has been received that the community engagement strategies and outcomes of the consultation on other Council processes are comparable to the consultation on the Council's draft Annual Business Plan, Budget and Rating Policy, we find no meaningful comparison can be made in this respect. The Council's Representation Review process under section 12 of the Act has very separate and distinct, prescribed public consultation requirements compared to those that are applied with respect to its draft Annual Business Plan;

17.1.12 we **do not** find that there was a lack of information or, otherwise, that information was 'misrepresented' or 'falsified' in the Agenda report prepared for item 12.5 *Public Submissions in the Draft 2021-2022 Annual Business Plan and Draft Rating Policy*, the purpose of which was to provide Members with feedback received during the public consultation process;

17.1.13 we find that the evidence establishes that when the Council dealt with Agenda item 12.5 at the meeting on Monday 5 July 2021, not only was it fully informed of the outcomes of the public consultation on the draft 2021/22 Annual Business Plan, Budget and Rating Policy, having received copies of the actual submissions made on two (2) occasions (**Appendix 19** and **Appendix 20**), but the Members had also received direct feedback from a concerned resident by email of Saturday 3 July 2021, urging them to read the submissions made;

17.1.14 indeed, with respect to the Agenda report for item 12.5 *Public Submissions in the Draft 2021-2022 Annual Business Plan and Draft Rating Policy,* it was noted that a number of the submissions (71) expressed dissatisfaction with General Rates proposed, noting that '[c]*ommentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial stability*';

17.1.15 the Agenda report also set out the background to the public consultation process, the public consultation strategy and a summary of the 'key themes' from the submissions received;

RELEASED

17.1.16 in this respect, the Agenda report **did not** purport to be a 'stand-alone' report that could, otherwise, be relied upon by Members, without reading the substantive submissions received;

17.1.17 rather, it recorded the 'key themes' and included, as an attachment, redacted copies of each of the submissions received, for the consideration of Members.

17.1.18 community feedback is only one relevant consideration for the Council to take into account, in giving effect to its roles and obligations as a local government authority;

17.1.19 in fact, to have made a decision based solely on the submissions received, would, of itself, likely lead to an error in the decision-making function which could constitute maladministration in public administration, being the substantial mismanagement of public finds, for the purposes of the *Independent Commissioner Against Corruption Act 2021*;

17.1.20 in relation to the Council budget, based on the information before it, the Council is required to make a decision in the public interest. The public interest is not necessarily served by 68 persons out of a population of 37,744 (APB 2020) who had opposed an increase of 2% in general rates;

17.1.21 the Council decision on the Annual Business Plan, Budget and Rating Policy each year may not (and indeed is unlikely) to ever be a decision that all of the residents, ratepayers and electors in the Council's area may agree upon. In fact, councils are often required to make decisions that a majority, if not all, of the ratepayers, electors and residents may not favour (for example, as in this matter, an increase in rates). However, that does not mean that the decision made by the Council is not a reasonable decision to make in the circumstances and/or is not a decision available for the Council to make, based on the available evidence;

17.1.22 with respect to the evidence considered by the Council, in making the Decision, it was also required to take into account the extensive background to its consideration of the Council's 2021/22 financial position, including its consideration of the re-introduction of the *Financial Sustainability* measure;

17.1.23 the evidence available to the Council in this respect included the following:

- an informal briefing held with Elected Members on 16 December 2019, at which the Chief Financial Officer and Manager, Financial Services presented an overview of the draft LTFP;
- an informal briefing held with Elected Members on 24 March 2020 to receive information regarding key assumptions underpinning the draft LTFP for Council Operations, as well as its Wastewater and Recycled Water functions;
- recommendations from the Audit and Risk Committee at its meeting on 30 March 2020, including updates required to the LTFP for the expected impact of COVID-19;

RELEASED

- outcomes of community consultation on the draft 2020-2030 LTFP, which consultation commenced on 8 April 2020 and concluding on 20 May 2020;
- information provided at a budget workshop with Elected Members in April 2020, where Members were requested to provide feedback on proposed changes the Council could make to its baseline budget in response to COVID-19;
- information received from the Council's Financial Services Team at a budget workshop held on 4 May 2020, where the expected impact of COVID-19 on the Council's budget was discussed, as well as the presentation of rating scenarios for consideration in addressing the same;
- recommendations from the Audit and Risk Committee Meeting of 10 May 2020, that Council review the LTFP and the associated assumptions 6-months following adoption, as well as carefully examine the pros and cons of the proposed removal of the 1% *Financial Sustainability* rating measure from the LTFP;
- at its meeting of 1 June 2020, the Council resolved at Agenda item 12.1, to, amongst other things, review the LTFP and the associated assumptions 6-months following its adoption, and noted the Committee supported the 1% *Financial Sustainability* rating measure, but declined to include the same in its LTFP at that time;
- at the Council Meeting of 7 September 2020, at Agenda item 11.1.2 *Treasury Management Policy*, resolved in accordance with the Audit and Risk Committee's recommendation, and adopted the updated *Treasury Management Policy*, which included provision for the *Financial Sustainability* rating measure for funding and debt servicing of major projects;
- subsequently, and in accordance with its resolution to review the LTFP and the associated assumptions 6-months following adoption, made at its meeting of Monday 1 June 2020 (OM20200601.08), two (2) Elected Member briefings were held with respect to the review of the LTFP;
- the first was held on 14 September 2020, and focused on the parameters and priorities of the Council's LTFP;
- the second was held on 12 October 2020, where Elected Members were presented the results of detailed modelling to update the key assumptions in the LTFP, and the expected impact of COVID-19;
- subsequently, at its meeting of 27 October 2020, the Audit and Risk Committee recommended at Agenda item 10.1 that the Council, amongst other things, adopt the revised, draft, LTFP, with a general rate increase of Adelaide CPI plus 1% per annum for *Financial Sustainability* for the financial years 2021/22 to 2024/25 inclusive;
- at its meeting of 2 November 2020, at Agenda item 12.6, noting the Risk and Audit Committee's recommendation, the Council resolved to adopt the revised, draft, LTFP for community consultation, based on an option with a general rate increase of Adelaide CPI plus 1% per

RELEASED

annum for *Financial Sustainability* for the financial years 2021/22 to 2024/25 inclusive;

- the revised, draft, LTFP was released for public consultation, commencing on 4 November 2020, concluding on 25 November 2020;
- at the conclusion of the consultation period on the revised, draft, LTFP, wherein six (6) submissions were received, the Council held a Special Council Meeting on 14 December 2020, to consider the submissions, as well as its proposed adoption of the draft LTFP, as amended to take into account revised assumptions;
- it was noted in the Agenda report produced for that meeting that one of the 'Key Issues' for consideration by the Council was the:

  > [p]*roposal to reinstate the 1% for financial sustainability for 4 years – To fund additional infrastructure, the draft LTFP includes a 1% increase in general rates above Adelaide CPI for financial sustainability for 4 years commencing in 2021/22;*

- following the Council's discussion and debate on the revised, draft, LTFP, including consideration of the feedback received on the consultation, the Council resolved to adopt the revised LTFP, noting the *Treasury Management Policy* adopted by Council in September 2020 included provision for the introduction of a general rate increase above CPI for *Financial Sustainability* if required as a potential funding source, and that when the 2021/22 budget is prepared, the 1% Financial Sustainability increase will only be included if required to achieve target key financial indicators;

17.1.24 accordingly, based on the totality of the Council's detailed and thorough consideration not only of its LTFP (as revised), *Treasury Management Policy* (as revised) and its draft 2021/22 Annual Business Plan and Budget preparation, as further informed by its consultation process, on any reasonable and objective consideration of the matter, the Council was not only fully informed with respect to the nature and tenor of the submissions received, but was demonstrably so;

17.1.25 this is evidenced by the recording of the Council meeting of Monday 5 July 2021 and the Minutes of the same (**Appendix 21**), wherein the Members, in their consideration and debate on the item, took into account the submissions received, in resolving to amend the draft Budget, to redirect $45,000 intended for Implementation & Wayfinding Signage, to make provision for a community park in Echunga, a decision predicated on the submissions received;

17.1.26 accordingly, **we find** that the Council, in an informed, accountable, responsible and lawful manner, which included the receipt and careful consideration of its financial advice over a period of almost 18 months, has made a transparent, accountable decision regarding the adoption of its 2021/22 Annual Business Plan, Budget and Rating Policy;

RELEASED

17.1.27 in this respect, **we find** there was a reasonable basis upon which the Council could determine to increase general rates by 1% for CPI, with a 1% increase for *Financial Sustainability*; in accordance with its previously resolved position from its meeting of 14 December 2020 (SM20201214.01), as informed by the updated financial modelling;

17.1.28 all of which leads to the inescapable conclusion that the Council, in its decision-making processes with respect to the adoption of its 2021/22 Annual Business Plan, Budget and Rating Policy did not err in any respect;

17.1.29 insofar as several of the Applicants have submitted that the Council did not impose the 1% on general rates for *Financial Sustainability* in the 2020/21 Annual Business Plan and Budget, a blanket approach is not available. Rather, as affirmed by the Council's LTFP, *Treasury Management Policy* and the resolution made at its meeting of 14 December 2020, the decision as to whether the 1% for *Financial Sustainability* is required to be applied to general rates is a matter that must be consider afresh each financial year;

17.1.30 lastly, a number of Applicants asserted that a 2% increase in general rates would cause financial hardship, however, no financial documentation or evidence was submitted in this review, to demonstrate this; and

17.1.31 we also note that individual ratepayers may make application to the Council under its *Rates Rebate Policy* and *Hardship Policy* for relief or concessions, as applicable, under the Act if they experience such hardship as a result in the increase in general rates.

18. CONCLUSIONS & RECOMMENDATIONS

18.1 Taking the above into account:

18.1.1 **we find** that the Council did have sufficient information available to it at its meeting of 5 July 2021, to make an informed, responsible, accountable and lawful decision. In doing so it afforded all due process, prior to determining to increase the general rates by 1% on account of CPI and 1% for *Financial Sustainability* for the 2021/22 financial year. This decision was consistent with its financial advice and modeling from Administration and as recommended by the Audit and Risk Committee;

18.1.2 further, **we find** that the processes involved in the Council's consideration and subsequent decision-making in relation to the adoption of its Annual Business Plan, Budget and Rating Policy, inclusive of a general rate increase of 1%, with an additional 1% on account of Financial Sustainability, were valid, appropriate and lawful;

18.2 Based on the above findings, it is our position that it cannot be said that the actions and behaviours of any employee or Elected Member, have been in breach of their public officer obligations.

18.3 The Decision was both required of the Council under its obligations to ensure the financial stability and, therefore, was open for it to make, was reasonable in all of the circumstances, based upon all of the available evidence, was able to be made

RELEASED

on the facts available and was in the public interest. That is, it was a reasonable decision, made in a reasonable manner, by a reasonable and responsible public authority.

18.4 Accordingly, based on our findings in this review, nothing further is required of the Council.

18.5 Irrespective of the manner in which the Council resolves to determine this matter, it is acknowledged that the Applicants and/or other residents have recourse to the Ombudsman if they remain dissatisfied.

KELLEDY JONES LAWYERS



MICHAEL KELLEDY
Direct Line: 08 8113 7103
Mobile: 0417 653 417

RELEASED

Kelledy Jones

APPENDIX 1

RELEASED

TITLE: INTERNAL REVIEW OF A COUNCIL DECISION POLICY

MOUNT BARKER
DISTRICT COUNCIL

REFERENCE NUMBER:	Doc/17/18090
RESPONSIBLE DEPARTMENT:	Infrastructure and Projects
APPLICABLE LEGISLATION:	Local Government Act 1999
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance and Leadership GL2.10 – Ensure compliance with legislative requirements
RELATED POLICIES:	• Request for Service Policy • Customer Service Framework • Complaints Policy • Fraud and Corruption Prevention Policy • Code of Conduct for Council Members • Code of Conduct for Council Employees
SUPPORTING PROCEDURES:	• Internal Review of Council Decisions Procedure • Request for Service Procedure • Complaints Procedure • Employee Conduct Complaint Resolution Procedure • Fraud and Corruption Prevention Procedure
ENDORSED BY COUNCIL:	6 March 2017
NEXT REVIEW DATE:	6 March 2021

RELEASED

1. POLICY STATEMENT

This policy and procedure specifically addresses the manner in which requests for a review of a previous decision of Council will be dealt with, and provides a fair, consistent and structured process for any party dissatisfied with a decision which has been made by Council or its agents.

Section 270 of the *Local Government Act 1999* requires Council to maintain "policies, practices and procedures" for dealing with requests for service and complaints including a procedure about "the review of decisions of—

(a) the council;
(b) employees of the council;
(c) other persons acting on behalf of the council."

Council has a three tier process for managing customer complaints, set out below, which includes immediate, informal resolution as well as established processes for review by senior staff.

1. *Immediate response to resolve the complaint*
   All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

2. *Complaint escalated to a more senior officer*
   A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

3. *Internal review of a Council decision by statutory process*
   Internal review of a Council decision is available under section 270 of the *Local Government Act 1999* . This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant. This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO. Requests for a review under this section should be lodged within six months of the decision being made. Council will consider a longer time limit in particular cases.

RELEASED

Council's detailed Complaints Procedure is available to the public.

This policy and procedure for review of a decision commences at the point where:

- A request for the review of a decision is received, or
- A complaint escalates to Tier 3 under Council's complaint handling policy.

The aim of this policy and procedure, which is available on Council's website, is to ensure a fair, consistent and structured process for any party dissatisfied with a decision which has been made by Council or its agents.

The policy and procedure applies to all Council staff who may be involved in receiving an application for review of a Council decision.

2. POLICY OBJECTIVES

2.1 Key Principles

The policy and procedure are based on five principles, which are fundamental in the way Council approaches requests for service, complaint handling and reviews of decisions. They are:

- Fair treatment: which requires impartiality, confidentiality and transparency at all stages of the process;
- Accessibility: to be accessible there must be broad public awareness about Council's policies and procedures and a range of contact options;
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and ongoing review and improvement of the systems;
- Efficiency: requests and complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity;
- Integration of different areas of Council where the matter under review overlaps functional responsibilities.

3 SCOPE

3.1 Application of policy and procedures

This policy and procedure applies when reviewing decisions of Council as outlined below.

Council also has defined procedures for dealing with complaints and requests for service. As a general rule, Council will promote these procedures in the first instance as they offer the potential for immediate resolution. An internal review is the third tier in Council's complaints handling process. It will apply:

- when matters cannot be resolved satisfactorily
- when a decision has to be reviewed by the elected Council (See 2 of the **Procedure** below - Assignment of application for review)

3.2 Matters outside the scope of the policy and procedures

Other provisions in the *Local Government Act* prescribe appeal arrangements in certain circumstances. For example:

- objections to valuations made by a Council and appeals against orders made pursuant to section 254 of the *Local Government Act*.

Other legislation that has its own prescribed appeal procedures, including but not limited to:

- Development Act 1993;
- Freedom of Information Act 1991;
- Dog and Cat Management Act 1995;

Matters that fall outside statutory appeals procedures will be considered for the conduct of a section 270 review on the merits of the individual application.

RELEASED

While Council prefers to work with its customers to resolve requests for review quickly and effectively, an applicant will always retain the right to seek other forms of resolution, such as contacting the Ombudsman, or taking legal action at any time. Note however that as a general rule, the Ombudsman prefers that matters be addressed by Council in the first instance, unless this is not appropriate in the circumstances. (See Council's *Protocol – Ombudsman Enquiry Procedure*).

4. DEFINITIONS

Alternative Dispute Resolution includes mediation, conciliation or neutral evaluation as set out in section 271 of the *Local Government Act*.

Applicant is the party lodging the requests for review. Examples include residents, ratepayers, members of a community group, users of Council facilities and visitors to the area.

Business Day means a day when the Council is normally open for business, i.e. Monday to Friday, excluding public holidays.

Council refers to the Mount Barker District Council

Decision is a position adopted by Council or its employees. It will generally be a judgement reached after consideration of relevant information.

Decision-maker refers to the individual or entity responsible for the decision under review.

Employee includes a person employed directly by the Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and persons providing services to, or on behalf of, the Council even though they may be employed by another party.

Reviewer refers to the individual or entity responsible for resolution of a request for review of a decision.

RELEASED

5. ROLES & RESPONSIBILITIES

Council:

- To make a determination on Requests for Internal Review of Council decisions that are referred to Council for a determination.

Chief Executive Officer:

- To accept requests for internal review
- To make a judgement about the severity of complaints regarding the matters required to be referred to Council
- To act as a contact officer to provide advice to the public on the review process
- To determine who should undertake the review;

General Managers:

- To act as a contact officer to provide advice to the public on the review process
- To undertake an Internal Review if requested to do so by the CEO

Risk and Governance Officer

- To undertake the role of Internal Review Contact Officer

6. COUNCIL'S COMMITMENT

Council, its committees, staff and contractors make decisions every day which impact on members of the community. It is imperative that these decisions are fair, objective and subject to review.

Council is committed to open, responsive and accountable government. This includes providing processes by which citizens adversely affected by a decision of Council can have their grievances considered.

This policy and procedure will be widely accessible to ensure that customers are fully aware of their right to request the review of a decision and the process that will be followed.

Everyone will be treated equally, in accordance with good administrative practice. Council's procedures are designed to ensure that:

- Every applicant has the opportunity to make an application for review of a decision covered by this procedure
- An unbiased assessment is undertaken
- Decisions are based on sound evidence
- Applicants receive information about the outcome of the review.

RELEASED

7. RECORDS MANAGEMENT

All documents, notes, photographs and correspondence must be retained and stored in accordance with Council's Records Management protocols as required by Section 125 of the *Local Government Act*.

All applications must be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

8. REVIEW

This Policy will be reviewed every 4 years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Risk & Governance Officer.

9. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

10. FURTHER INFORMATION

For further information on this Policy, please contact:

Title:	Ros McDougall, Risk & Governance Officer
Address:	PO Box 54, Mount Barker
	South Australia, SA, 5251
Telephone:	8391 7231
Email:	rmcdougall@mountbarker.sa.gov.au

RELEASED

TITLE: INTERNAL REVIEW OF COUNCIL DECISIONS PROCEDURE

MOUNT BARKER
DISTRICT COUNCIL

REFERENCE NUMBER:	
RESPONSIBLE DEPARTMENT:	Corporate Services
APPLICABLE LEGISLATION:	Local Government Act 1999
STRATEGIC PLAN:	Governance and Leadership GL2.10 – Ensure compliance with legislative requirements
RELATED POLICIES / CORPORATE GUIDELINE:	• Request for Service Policy • Customer Service Framework • Complaints Policy • Fraud and Corruption Prevention Policy • Code of Conduct – Elected Members • Code of Conduct - Employees
APPROVED:	6 March 2017
NEXT REVIEW DATE:	6 March 2021

RELEASED

1. APPLICATION

1.1 Making an application

An application for a review of a Council decision provides Council with an opportunity to revisit a decision which has aggrieved an interested party. This may include an individual or a group, ratepayer, resident or business owner. Depending on the particular circumstances, it may also include a person who is not the direct subject of the decision. (For example, where a Council issues a permit for a person to keep more than the maximum number of dogs permitted under a by-law, a neighbour may seek an internal review of the decision.) Council will determine whether a person has a sufficient interest to apply for an internal review of a decision, on a case-by-case basis.

An application for review must be in writing with:

- name and residential address of the applicant
- postal address if different from above
- daytime telephone number

and set out the reasons for applying for the review (that is, why the applicant believes that the decision is wrong).

Although Council can be expected to have information and material relevant to the matter under review, an application for review may also include new, relevant information or evidence to support the application.

1.2 Assisting with the application for review

It is essential that no one is excluded from lodging an application for review because of any difficulties they may have representing themselves. All staff are expected to offer assistance where appropriate and provide it on request, including assistance in documenting the reasons for the review in writing when circumstances warrant.

If necessary arrange access to interpreters, aids or advocates to ensure that an applicant is treated equitably.

1.3 Internal Review Contact Officer

An Internal Review Contact Officer (IRCO) appointed by the Chief Executive Officer is the initial point of contact for applicants. The Risk & Governance Officer shall undertake the role of IRCO.

The role of the Internal Review Contact Officer is to:

- explain the procedure to the applicant and explore any alternative options to resolve the matter, such as alternative dispute resolution prior to an application for review;
- acknowledge the receipt of the application;
- maintain a register of all applications for review received and the outcomes of the applications;
- outline the timeframes involved and the action to be taken in the first instance;
- undertake a preliminary investigation to determine what actions have already been taken to try to resolve the matter;
- keep the applicant informed of progress;
- ensure adequate records are maintained;
- report to Council at prescribed intervals on all applications lodged for review.

All applications are to be referred to the IRCO immediately, including meeting with the applicant or transferring a telephone call when contact is first made.

1.4 Acknowledging an application for review

The IRCO is responsible for:

a) working in conjunction with the appropriately delegated officer to determine how the review will be handled
b) advising the applicant of the process to be undertaken and the time of the next contact
c) ensuring the application is properly lodged and assigned.

Applications for a review of a decision must be responded to within 10 business days, acknowledging receipt and advising of the expected timeframe for dealing

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with the matter. Council will use its best endeavours to ensure that a review of the original decision will be completed within 21 business days. However if the decision is to be reviewed by Council, a committee, or an external panel there may be delays caused by meeting cycle timelines. In more complex cases, a review may take longer.

The applicant will be regularly informed of progress, either by email, letter or telephone.

1.5 Applications for a review of the impact of rates or services charges

If Council receives an application for a review of a decision concerning the financial impact of Council rates or services charges, these will be dealt with as a matter of priority. Where circumstances warrant, Council will consider financial relief or the granting of concessions in line with the provisions of the *Local Government Act*.

2. UNDERTAKING A REVIEW

2.1 Assignment of applications for review of a decision made by the elected Council:

The elected Council will be the reviewer:

- when the decision being reviewed was made by the elected Council, a Committee of the Council or the CEO
- when the decision relates to civic and ceremonial matters
- in other circumstances as determined by the CEO or resolution of the Council

Council is also responsible for determining who will undertake the investigation and the preparation of a report for Council consideration. (This may be the CEO, his/her delegate, or an expert party from outside the organisation.)

2.2 Assignment of applications for review of a decision made by the staff:

Where the elected Council is not the reviewer, a review methodology to suit the nature of the internal review to be undertaken will be chosen from the following:

- CEO
- A delegate chosen by the CEO
- A panel comprised of Senior Staff
- The assistance of an external person

Wherever possible and appropriate, Council will seek to involve an external person or a panel to assist with the review.

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2.3 Role of reviewer

The role of a reviewer is to review the decision in question to ensure that the decision-maker complied with the following procedural requirements and made the best possible decision in the circumstances:

- The decision must be within a power properly conferred on the decision-maker under the relevant Act.
- A decision-maker must consider all matters which are relevant to the making of the decision and not take into account matters which are not relevant to the decision.
- A decision-maker must not make a decision or exercise a power or discretion in bad faith or for an improper purpose.
- A decision-maker must ensure that findings of fact are based on evidence.
- Decisions must be reasonable.
- Those who may be affected by a decision must be accorded procedural fairness, which includes the principles of natural justice.
- A decision-maker must properly consider the application of existing policies.
- A decision-maker must not exercise a discretionary power at the direction of another person.

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2.4 Review process

In carrying out a review of a decision, the reviewer will consider all the information and material that was before the original decision-maker and any additional relevant information or material provided by the applicant. The reviewer will 'stand in the shoes' of the original decision-maker and make the best decision available on the evidence.

This means the reviewer will do more than simply consider whether the decision is legally and procedurally correct. The reviewer will also consider whether a different decision would be better, based on the evidence. The process of merits review, as described above, will typically involve a review of the facts that support a decision, including any new evidence that may come to light.

2.5 Providing 'Procedural Fairness'

Council will observe the principles of procedural fairness (also called 'natural justice') when exercising its statutory powers which could affect the rights and interests of individuals.

Put simply, 'procedural fairness' involves:

- Giving an applicant a right to put their case forward. This will generally involve giving an applicant the opportunity to provide all relevant documentary evidence, rather than an oral hearing
- Ensuring that the reviewer does not have a personal interest in the outcome (is not biased) and
- Acting only on proper evidence that is capable of proving the case.

2.6 Giving Reasons

While there is no statutory requirement to give reasons for a decision, Council will provide reasons for the decision of the reviewer where practicable.

Council will always give reasons to explain the outcome where:

- A decision is not in accordance with published policy;
- A decision is likely to detrimentally affect rights or interests of individuals (or organisations) in a material way; or
- Conditions are attached to any approval, consent, permit, licence or other authorisation.

2.7 Refusing an application for review

A council, or a person assigned to consider the application, may refuse to consider an application for review if—

- the application is made by an employee of the council and relates to an issue concerning his or her employment; or
- it appears that the application is frivolous or vexatious; or
- the applicant does not have a sufficient interest in the matter.

Refusing an application for review will not be done lightly and reasons for the refusal will document the evidence on which a refusal is based.

3. REMEDIES

Where the review of a decision upholds the applicant's grievance, an appropriate remedy or response will be determined which is consistent and fair for both Council and applicant. The remedy chosen will be proportionate and appropriate to the failure identified.

As a general principle the applicant will, so far as possible, be put in the position he or she would have been in, had the decision not been made. This may mean changing a decision. Where circumstances are such that it is not possible to return to the original situation, or to rectify the outcome of the decision, it may only be possible to offer an apology.

The range of other possible outcomes includes:

- an explanation;
- mediation;
- an admission of fault;
- a change to policy, procedure or practice;
- a correction of misleading records;
- financial compensation, including a refund of any fees;
- the waiving of a debt;
- the remission of a penalty;
- disciplinary action
- referral of a matter to an external agency for further investigation or prosecution.

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The remedy or response may be one, or a combination of these actions. The chosen remedy will be proportionate and appropriate to the failure in service and take account of what the applicant is seeking as an outcome of the review.

If an apology is required it will be done promptly and the applicant advised that appropriate action will be taken to ensure the problem is not repeated.

Compensation will only be offered in cases where the loss or suffering is considered substantial. The Council itself and the CEO are the only people authorised to offer financial compensation and this will only occur after consultation with the Local Government Association Mutual Liability Scheme.

When advising an applicant of the outcome of a review, information will also be provided about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency such as the SA Ombudsman.

4. REPORTING

All applications will be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

The IRCO records the following information about all applications for review of a decision and will submit a report to Council annually including:

a) the number of applications for review made
b) the kinds of matters to which the applications relate
c) the outcome of applications under this section
d) such other matters as may be prescribed by the regulations

The IRCO will also provide information on how the outcomes have been used to improve Council's customer service, policies, procedures and practices.

This information, as specified in section 270(8), will be included in Council's Annual Report.

5. REVIEW

This Procedure will be reviewed every four years or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Risk and Governance Officer.

6. ACCESS TO THE PROCEDURE

The Standard Operating Procedure is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

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7. FURTHER INFORMATION

For further information on this Standard Operating Procedure, please contact:

Title: Ros McDougall, Risk & Governance Officer
Extension: 8391 7231
Email: rmcdougall@mountbarker.sa.gov.au

RELEASED

Kelledy Jones

APPENDIX 2

RELEASED

Kelledy Jones

T. 08 8113 7100
Level 6/19 Gilles Street
Adelaide SA 5000
GPO Box 2024 SA 5001
ABN 66 159 460 723
kelledyjones.com.au

[NAME]
[ADDRESS]
[ADDRESS]

BY EMAIL: [EMAIL]

Dear [NAME]

SECTION 270 REVIEW – DECLARATION OF GENERAL RATES

This firm has been engaged by the Mount Barker District Council (the **Council**) to undertake an 'arms-length', independent review of the decision, made on Agenda Item 12.6 *Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption*, at the Council meeting of 5 July 2021.

In particular, following the Council's consideration and debate on the Agenda Item, the Council resolved:

1. *adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting a an* [sic] *increase of 2.0% from general rates excluding growth as per attachment 1 except to redirect $45,000 intended for Implementation & Wayfinding Signage (found on page 202) and instead put that money towards the Echunga communities' proposals for the community park arising from community consultation; and*

2. *authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.*

RELEASED

The Council has, subsequently, received a number of requests under section 270 of the Act for a review of this decision. This includes the application that you have submitted.

As all of the requests received are, substantially, based on the same factual background, give rise to similar factual circumstances and relate to the Council decision on the same Agenda Item, we intend to review all applications concurrently.

Accordingly, based on the matters set out in your application, as well as the other applications received by the Council, we shortly commence our review of the decision to adopt the Draft 2021-22 Annual Business Plan and Budget, with the resultant increase of 2.0% in general rates, excluding growth. The review will be undertaken in accordance with the Council's *Internal Review of a Council Decision Policy* and the relevant principles of procedural fairness.

The objective of the review is to examine the processes followed by the Council in arriving at the decision about which you and other residents, have raised concerns, in so far as they fall for consideration under section 270 of the Act. That is, for the purposes of determining whether those processes were reasonable, appropriate and lawful.

We have been provided with a copy of your request to the Council of [DATE].

However, if there is any further information you would like us to receive and, if relevant, to consider as part of this review, please provide it to me before [DATE].

If we do not receive any further information from you, we will proceed on the basis of the information set out in your previous correspondence with the Council, together with that which we have been provided on this review whether by the Council or other parties who also seek a review of the Agenda Item decision.

The review process will be conducted efficiently and fairly and, upon finalising our review, we will prepare a report for the Council to consider, to determine the outcome of the review.

Do not hesitate to contact me if you have any questions regarding the review process.

Yours sincerely
KELLEDY JONES LAWYERS

MICHAEL KELLEDY
Direct Line: 08 8113 7103
Mobile: 0417 653 417
Email: mkelledy@kelledyjones.com.au

RELEASED

Kelledy Jones

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Level 6/19 Gilles Street
Adelaide SA 5000
GPO Box 2024 SA 5001
ABN 66 159 460 723
kelledyjones.com.au

[NAME]
[ADDRESS]
[ADDRESS]

BY EMAIL: [EMAIL]

Dear [NAME]

DECLARATION OF GENERAL RATES

This firm has been engaged by the Mount Barker District Council (the **Council**) to undertake an 'arms-length', independent review of the decision, made on Agenda Item 12.6 *Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption*, at the Council meeting of 5 July 2021.

The Council resolved:

1. *adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting a an* [sic] *increase of 2.0% from general rates excluding growth as per attachment 1 except to redirect $45,000 intended for Implementation & Wayfinding Signage (found on page 202) and instead put that money towards the Echunga communities' proposals for the community park arising from community consultation; and*

2. *authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.*

RELEASED

The Council has, subsequently, received a number of requests for a review of this decision under section 270 of the *Local Government Act 1999*, as well as a number of general complaints, one such complaint having been submitted by yourself.

We will shortly undertake an independent review of the Council decision to adopt the *Draft 2021-22 Annual Business Plan and Budge*t, with the resultant increase of 2.0% in general rates, excluding growth.

As part of this process, we intend to include your complaint of [DATE], as part of the review. If you do not wish for this to occur, please confirm this by [DATE]. Otherwise, if you are in agreement to your complaint being included in the review, you are not required to take any action or, you may choose to confirm your agreement to the inclusion of your compliant in the review and, in so doing, provide any further relevant information that you wish us to have regard to, but please do so by [DATE]

The review will be undertaken in accordance with the Council's *Internal Review of a Council Decision Policy* and relevant principles of procedural fairness. The objective being to examine the processes followed by the Council in arriving at the decision about which you, and other residents, have raised concerns, for the purposes of determining whether those processes were reasonable, appropriate and lawful.

Upon finalising our review, we will prepare a report for the Council's consideration and determination, in concluding the review.

Do not hesitate to contact me if you have any questions.

Yours sincerely
KELLEDY JONES LAWYERS

MICHAEL KELLEDY
Direct Line: 08 8113 7103
Mobile: 0417 653 417
Email: mkelledy@kelledyjones.com.au

RELEASED

Kelledy Jones

APPENDIX 3

RELEASED

Maree Barns

From: [redacted]
Sent: Wednesday, 7 July 2021 6:19 PM
To: Andrew Stuart
Subject: CM: Section 270 review

Dear Mr Stuart

Section 270 Request for Review

Background

At the council meeting of 5 July 2021, agenda item 12.5, a report was presented to council purporting to analyse/describe the community consultation on the Annual Business Plan 2021. (Consultation Report).

Under agenda item 12.6 of this same council meeting, councillors approved on top of the 1% rate rise, a further 1% rise, (The Additional 1%), to give a total rate rise of 2% for the 2021-2 financial year.

At the council meeting of 3 May 2021, councillors received a consultant's report, (Electoral Report), on the Periodical Electoral Representation Review(item 12.7 of the agenda of that meeting).

As you would be aware, s270(1) of the Local Government Act 1999 provides that a council decision can be reviewed upon request of someone, (s270(4)(c)) , with sufficient interest in the matter and provided,(s270(4)(b), that the request is not frivolous or vexatious.

This request is under s270 of the Act. My interest is as a ratepayer of the Mount Barker Council and my request is serious not frivolous or vexatious in that I believe a major decision affecting all ratepayers made by council may have suffered from the flaws described herein.

The council decision that I request be reviewed is the decision to approve the Additional 1% (item 12.6 of the meeting 5 July 2021) and the associated approval for a 2% general rate rise. I assume you will regard these as one associated decision not two. If you require me to submit separate paperwork for both please advise.

Complaint

1. The Consultation Report was grossly inadequate and did not properly describe the 132 written submissions received by council on the Annual Business plan and rate rise. Concentrating on the proposed rate rise only, the Consultation report said, in relation to the submissions received:

> ***4. The key 'themes' from the public consultation were:***
>
> ***Theme Number Of Comments***
>
> ***General Rates 71***

RELEASED

General Rate Increase – Commentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial sustainability.

The second quote suffered from the ambiguity that it implied submissions were asking for the 1% 'sustainability 'increase to be reinstated which they did not. The Consultation Report failed to mention the following:

(a) That 68 people strongly opposed the 2% rate rise, or any rate rise. In addition, on other topics than rates;

(b) That 59 people expressed concern about footpaths in the council area or made comment about the policy to spend $11m on footpaths in coming years and

(c) That 17 people were unhappy that Echunga had been omitted from the Annual Business Plan or plans for Echunga were inadequate.

(An analysis of submissions showing the 68 Respondents is attached)

Thus the views of the community were misrepresented/omitted; the councillors were misinformed on an important topic and this misrepresentation may have biased the views of councillors and tainted the associated decisions.

I sent an email to councillors on 3 July 2021 with my analysis of the submissions on the Annual Business Plan but I am not confident that many would have read this, or accepted it as some councillors have expressed a dismissive attitude towards my input in the past.

And/or

2. The six councillors who voted to approve the Additional 1% at the 5 July meeting, item 12.6, understood but ignored the views of the 68 people who strongly opposed a 2% rate rise in their submissions.

And/or

3. In the council agenda to the 3 May 2021 meeting, item 12.7, Councillors were advised (para 10) that the expert consultant believed that 24 submissions in total was 'a reasonable response' The decisions taken on future council structure at this meeting were broadly consistent with the requests of the majority (17) of the 24 people who sent submissions.

In contrast, councillors ignored the views in 68 submissions at its meeting on 5 July 2021 and approved rates increases, (12,5 and 12.6) that was the opposite of what these 68 people wanted. Sixty eight submissions on the basis of the 3 May meeting was manifestly adequate.

Council's decision-making in the two meetings 3 May and 5 July on the above agenda items was opposite, contradictory and inconsistent by :

(a) Relying on a total of 24 submissions on a fundamental council re-structuring decision but ignoring 68 submissions on an equally-important once-annually setting of rates decision

RELEASED

(b) making a decision in favour of that requested by a majority of 24 people but making a decision the opposite of a clear position requested by 68 people.

And/or

4. There has been strong community interest in the rates rise with scores of comments on social media platforms in the Adelaide Hills against the 2% rate rise. There are many more people than the 68 who bothered to send in submissions to the Annual Business Plan who oppose, strongly oppose the 2% rate rise. Council is aware of these forums as places where the community expresses its views and in this modern age the community is entitled to think that council/councillors are monitoring these platforms to gauge public opinion, which monitoring indeed is done. These views too have been ignored by council.

5. I request that:

(a) The Consultation Report be redone to provide a detailed and accurate report on the 132 submissions to councillors.

(b) Once (a) has been completed, those parts of the 5 July council meeting dealing with the Additional 1% and the general rate of 2% be re-run and that new votes be taken in each case and the result of these votes published on the council's Facebook page

6. I apologise for the extra work this request generates but I believe the feelings in the community against council, generated by this decision need to be addressed and that the community can see that its views have indeed been presented and taken into account in making the rates rise decision.

[redacted]

[redacted]

RELEASED

Maree Barns

From: [redacted]
Sent: Monday, 2 August 2021 3:11 PM
To: Andrew Stuart
Cc: Councillors
Subject: My Section 270 Complaint

Dear Mr Stuart

Following my complaint dated 7 July, further information has now come to light and I wish to add to my complaint.

Background

In the agenda for the council meeting today – 2 August 2021, I noticed two consultations , the results of which were not known when I submitted my complaint. In my view these highlight serious deficiencies in the council's methods of consultation on the rates increase.

The first consultation is the **Keith Stephenson Playspace upgrade**. The 2 August agenda states there were on line surveys conducted – how many and the number of people reached is not clear. There was also a public display in the park describing the upgrade. Council's Facebook page on this consultation 'reached' (not defined) 13,000 people – I assume an approximation. Next, 3000 people (approximately?) were 'engaged' (no definition). There were 250 'responses' on line – meaning clicks of 'like' or 'love' on Facebook. There were 125 comments on line. It is not clear in the agenda when these statistics were obtained but 2019 is mentioned as when some consultation was done. As you know, clicking 'like' or 'love' on FB is the easiest thing possible.

The agenda goes on to describe how more consultation will be undertaken and a report brought to council in 2022.

The second consultation is that on the **Elector Representation review.** Here the consultation statistics are 5797 people 'engaged' (no definition) with 72 clicks on the Your Say web page but only 1 submission. I believe this consultation is the second.

Turning to the council agenda for 5 July 2021, and the consultation on the **Annual Business Plan and rates review,** the situation is very different from the above.

The Your Say web page is said to be the primary method of consultation. Only 683 people are reported as 'aware'- that is looked at the page. A total of 369 people were deemed 'informed' as they downloaded one or more of the documents available. There were 135 written submissions according to council. In my count of these, I read 132 submissions and found 68 were strongly opposed to the rate rise which was part of my complaint previously – that this was not reported in the consultation analysis.

Complaint Amendment

RELEASED

I believe council is using inferior consultation methods for the business plan as compared with those for other consultations. The 'reach' is far less than in the two examples above yet the plan is possibly the most important consultation each year. Further, council makes no attempt to consult on the **rate rise** specifically. People are expected to know that the rates are within the business plan. I believe this is deliberate. The busines plan is not something that grabs people as interesting. Council knows that if it consulted specifically on the rate rise, it would have possibly hundreds of complaints.

Using inferior consulting techniques, burying the rate rise in the annual busines plan and not specifically engaging with people on rates avoids a rash of complaints. I guarantee that if council did a rates rise consultation similar to the 'like/love' clicks on the Keith Stephenson Park matter above, they would have far more than the 135 responses obtained this year. With most being a thumbs down.

In my Facebook posts on four Hills chat pages recently, I found scores of people irate about a rates rise – **who did not know!** I am confident they did not make a submissions because they didn't know there was consultation. So much for council's consultation penetration. If 13,000 people can be reached on a playground upgrade, council cannot be trying too hard to only reach 683 people on rates.

These comparisons do not pass the pub test and yet councillors are telling people that the 135 submissions on the annual busines plan is 'not even 0.5% of the population' implying the rest either don't care or agree with the rise. One can see possibly why there weren't more looking at the above.

As well as re-running the council decision on the rates increase – what my complaint requested, I now say that the consultation on rates was inadequate and flawed and request that there be urgent and specific consultation on the rates rise – 2% - on council's FB page and on all the Hills chat pages. Prior to re-running the council decision on rates. Maybe over a 2-week period. Then councillors might know what more of the community thinks, and enable it to make an informed decision. The decision to approve the rates rise, was, as evidenced by those councillors saying that the 135 submissions were ' even less than 0.5% of the population, not informed.

[redacted]

RELEASED

Amendment to s270 Review/Complaint

Email to Mr A Stuart 2 August 2021

From: [redacted]
Sent: Monday, 2 August 2021 3:11 PM
To: 'Andrew Stuart' <astuart@mountbarker.sa.gov.au>
Cc: 'Councillors' <Councillors@mountbarker.sa.gov.au>
Subject: My Section 270 Complaint

RELEASED

Dear Mr Stuart

Following my complaint dated 7 July, further information has now come to light and I wish to add to my complaint.

Background

In the agenda for the council meeting today – 2 August 2021, I noticed two consultations , the results of which were not known when I submitted my complaint. In my view these highlight serious deficiencies in the council's methods of consultation on the rates increase.

The first consultation is the **Keith Stephenson Playspace upgrade**. The 2 August agenda states there were on line surveys conducted – how many and the number of people reached is not clear. There was also a public display in the park describing the upgrade. Council's Facebook page on this consultation 'reached' (not defined) 13,000 people – I assume an approximation. Next, 3000 people (approximately?) were 'engaged' (no definition). There were 250 'responses' on line – meaning clicks of 'like' or 'love' on Facebook. There were 125 comments on line. It is not clear in the agenda when these statistics were obtained but 2019 is mentioned as when some consultation was done. As you know, clicking 'like' or 'love' on FB is the easiest thing possible.

The agenda goes on to describe how more consultation will be undertaken and a report brought to council in 2022.

The second consultation is that on the **Elector Representation review.** Here the consultation statistics are 5797 people 'engaged' (no definition) with 72 clicks on the Your Say web page but only 1 submission. I believe this consultation is the second.

Turning to the council agenda for 5 July 2021, and the consultation on the **Annual Business Plan and rates review,** the situation is very different from the above.

The Your Say web page is said to be the primary method of consultation. Only 683 people are reported as 'aware'- that is looked at the page. A total of 369 people were deemed 'informed' as they downloaded one or more of the documents available. There were 135 written submissions according to council. In my count of these, I read 132 submissions and found 68 were strongly opposed to the rate rise which was part of my complaint previously – that this was not reported in the consultation analysis.

Complaint Amendment

I believe council is using inferior consultation methods for the business plan as compared with those for other consultations. The 'reach' is far less than in the two examples above yet the plan is possibly the most important consultation each year. Further, council makes no attempt to consult on the **rate rise** specifically. People are expected to know that the rates are within the business plan. I believe this is deliberate. The busines plan is not something that grabs people as interesting. Council knows that if it consulted specifically on the rate rise, it would have possibly hundreds of complaints.

Using inferior consulting techniques, burying the rate rise in the annual busines plan and not specifically engaging with people on rates avoids a rash of complaints. I guarantee that if council did a rates rise consultation similar to the 'like/love' clicks on the Keith Stephenson Park matter above, they would have far more than the 135 responses obtained this year. With most being a thumbs down.

In my Facebook posts on four Hills chat pages recently, I found scores of people irate about a rates rise – **who did not know!** I am confident they did not make a submissions because they didn't know there was consultation. So much for council's consultation penetration. If 13,000 people can be reached on a playground upgrade, council cannot be trying too hard to only reach 683 people on rates.

These comparisons do not pass the pub test and yet councillors are telling people that the 135 submissions on the annual business plan is 'not even 0.5% of the population' implying the rest either don't care or agree with the rise. One can see possibly why there weren't more looking at the above.

As well as re-running the council decision on the rates increase – what my complaint requested, I now say that the consultation on rates was inadequate and flawed and request that there be urgent and specific consultation on the rates rise – 2% - on council's FB page and on all the Hills chat pages. Prior to re-running the council decision on rates. Maybe over a 2-week period. Then councillors might know what more of the community thinks, and enable it to make an informed decision. The decision to approve the rates rise, was, as evidenced by those councillors saying that the 135 submissions were ' even less than 0.5% of the population', not informed.

[redacted]

RELEASED

Email to Mount Barker Councillors 20 July 2021

Addressing Councillors' Comments –Annual Business Plan Submissions Less than 0.5% of the Population

From: [redacted]
Sent: Tuesday, 20 July 2021 6:15 PM
To: 'Carol Bailey' <cbailey@mountbarker.sa.gov.au>; 'Ann Ferguson' <aferguson@mountbarker.sa.gov.au>; 'Greg Morrison' <gmorrison@mountbarker.sa.gov.au>; 'Ian Grosser' <igrosser@mountbarker.sa.gov.au>; 'Samantha Jones' <samjones@mountbarker.sa.gov.au>; 'David Leach' <dleach@mountbarker.sa.gov.au>; 'Tess Minett' <tminett@mountbarker.sa.gov.au>; 'Harry Seager' <hseager@mountbarker.sa.gov.au>; 'Bradley Orr' <bdorr@mountbarker.sa.gov.au>; 'Narelle Hardingham' <nhardingham@mountbarker.sa.gov.au>
Subject: When is enough enough?

RELEASED

Dear Councillors

I've been thinking about Cr Carol Bailey's email to me of 12 July, and one particular phrase: ***" In total the number of complaints about rates represents a tiny percentage of the District's residents, well under half of one percent."*** This comment is like many similar ones I've heard in the past ten years – from council. It implies that 68 people (if that is 0.5% of the council population), is not enough, and also that he rest – thousands – either agree (with the rates rise), or don't care. The irony is that Cr Bailey was one of the 540 people, like me, who made submissions to the 2010 MDPA and was ignored. State Govt in that case deciding that 520 (of the 540) who said no thanks was too small a number to bother about. I do recall at the time Cr Bailey being aghast at how this could be.

I'd like to add to my previous comments the following.

1. In my response to Cr Bailey, I made some generalised comments about council's (to me) poor consultation standards, in particular, the lack of a 'suitable' number of responses in practically all consultation with the community. I also made some suggestions about how to improve this that I've made before. (A demographically-balanced 'go to' group….credits off the rates).
2. As we haven't heard anything from the thousands of people who didn't respond on the Annual Business Plan/Rates, we cannot guess at their views. We cannot say they are happy or unhappy with what is being proposed. We cannot even say they knew that consultation was happening. Maybe not many people check the council's website – 'Have your Say' – or look at council's Facebook page. Council as far as I know does not check on the reach of its current methods. The

silent majority is a great unknown. Any views attributed to them would be pure guesswork and invalid. Ask a pollster. No one could say, as is implied above, they either agree or aren't interested in the matter being consulted and that the 68 are the only ones interested. **There simply isn't any evidence.**

There are potentially many reasons why people don't respond to consultation. Here are a few:

- They're not even aware that the consultation is on. Council has not reached them in the ways it chooses to engage.
- They are vaguely aware some consultation is going on but to them the Annual Business Plan does not grab their attention. It's not billed by council as 'Annual Rates Review' . In all the years I've been paying attention there's never been anything like 'Proposed rates – Three Options X%/Y%/Z% Here's what you get for each – tell us what you want' That likely would get more attention. It would certainly be an effort to engage the community **before** publishing a plan.
- To busy living their lives – work – children -home – sport – hobbies- Netflix. For many it's a busy life with little time left to wade through 87 pages of Annual Business Plan – even if they knew about it.
- The Annual Business Plan is not exactly user-friendly. The 87 pages are full of lofty but vague aspirations and goals, feathery words and lots of accounting. Not everyone is an accountant. It's difficult to get a short synopsis of the offerings/services and the cost of these. Impossible to know what could be left out/added and the consequences.
- The rate rise is 'hidden.' Council does not promote, as above 'Annual rates review' Somewhere in the business plan is the rate. Not compared to last year. If council did specific consultation on the level of rating, with optional rates and what ratepayers would get, you might get more engagement. As soon as I post that the rate is increasing, on various local FB chat pages, scores of people are up in arms. The simply don't know. (A rough way of measuring council's lack of reach).
- People don't realise they have a voice in how the area is run. They don't necessarily understand how local government works. Look at how many people blame council on social media for all of the MB development. Look how few vote in council elections.
- People don't make submissions because they've been snubbed before. My submissions have often met with 'out of range' 'noted' and other dismissive comments by staff analysing them. This has happened over many years with occasional good quality analysis. People get turned off, become despondent or even cynical. How many people do I see on social media literally cursing MB council and saying it does just what it wants without regard.

RELEASED

Any, all, or none of these are reasons why people don't make submissions. I have no way of knowing. Nor does council.

All that we're left with is what we **do know**. That 68 people made the effort to send in a submission that the strongly opposed the rate rise. I seem to remember also that in my analysis I found one person **agreed** with the rate rise. We also know that 24 people made submissions to the Periodical Electoral Representation review and that the council decision agreed with 17 of these. I made my views known about the startling contradiction between this and ignoring 68 people. Going back to 2019 for the 2020 annual business plan, we know that about 150 made submissions that helped council to reverse its rate rise plan. (I wonder – is that the magic number – 150?. No, sorry, it could be 24. It's certainly not 68)

3. The upshot of all this is that council has got the level of consultation it has designed - from the effort it puts into requesting it, and the methods. (I described how it could do more in my email to Cr Bailey). Obviously council is happy with the current level of consultation as it is not doing anything to change/improve it. Sixty eight responses saying they do not approve a 2% rates rise is what has been generated by council's own methods of consultation. By definition , it must be an acceptable level. Where is the statement that only above 'X' submissions is acceptable?

4. I had a look at council's current consultation policy and reprint the objectives of this below, with my 'scores' added.

POLICY STATEMENT

The primary objectives of this Policy are to:

- Encourage the community to actively participate in policy development, planning and programming, the management and evaluation of services and in identifying areas of concern. *(BC – Fail – council says not enough people participate – 68 strongly opposing a rates rise is not enough to take notice of)*

- Ensure that Council's objectives and initiatives are informed and improved by the valuable information gathered in community consultation. *(BC – Fail valuable input is ignored/overridden by comments such as 'noted' 'out of range' and by ignoring 68 people who you've asked to do submissions)*

- Demonstrate that community consultation precedes action - it is the beginning of the cycle which results in action. *(BC – if this means engaging people before council makes plans(like before putting out the annual business plan)*

RELEASED

– fail. People are only advised after decisions in principle are set in drying concrete. The rates rise in each year fails to engage the community in what services/infrastructure they might want in different scenarios with different rates. The Annual Business Plan (p 4) says ***'Council has responded to the needs of a growing community with the need to invest in future infrastructure, and redress past service levels.*** This is untrue. Council does not know these needs. The community have not been asked prior to the draft plan what it needs and wants. (Bottom up design).The draft plan was a **council** document, not a community document. Then council asked then for input from the community – then ignored it!

- Provide a community consultation process which serves and builds trust and positive relationships within the community.*(BC – Fail – have a look at the angry people posting on social media. Ignoring the 68 people who made submissions on the 2021 rates saying no thanks is the latest example of how to ensure trust continues to be eroded.)*

- Demonstrates open, transparent and responsive decision making.*(BC – see above. Many in the community are cynical and say council will do what it wants and ignore their input.)*

5. **Summary**

- It is wrong to assume anything from the silent majority. There are many reasons why it is silent. We do not know.
- The only thing we know are the **facts** of what happened – 68 against the rate rise – 1 person for
- Nothing says that 68 is too few or too many. Since 68 is the result of council's own consultation methods, and council seems happy with these, 68 must be OK.

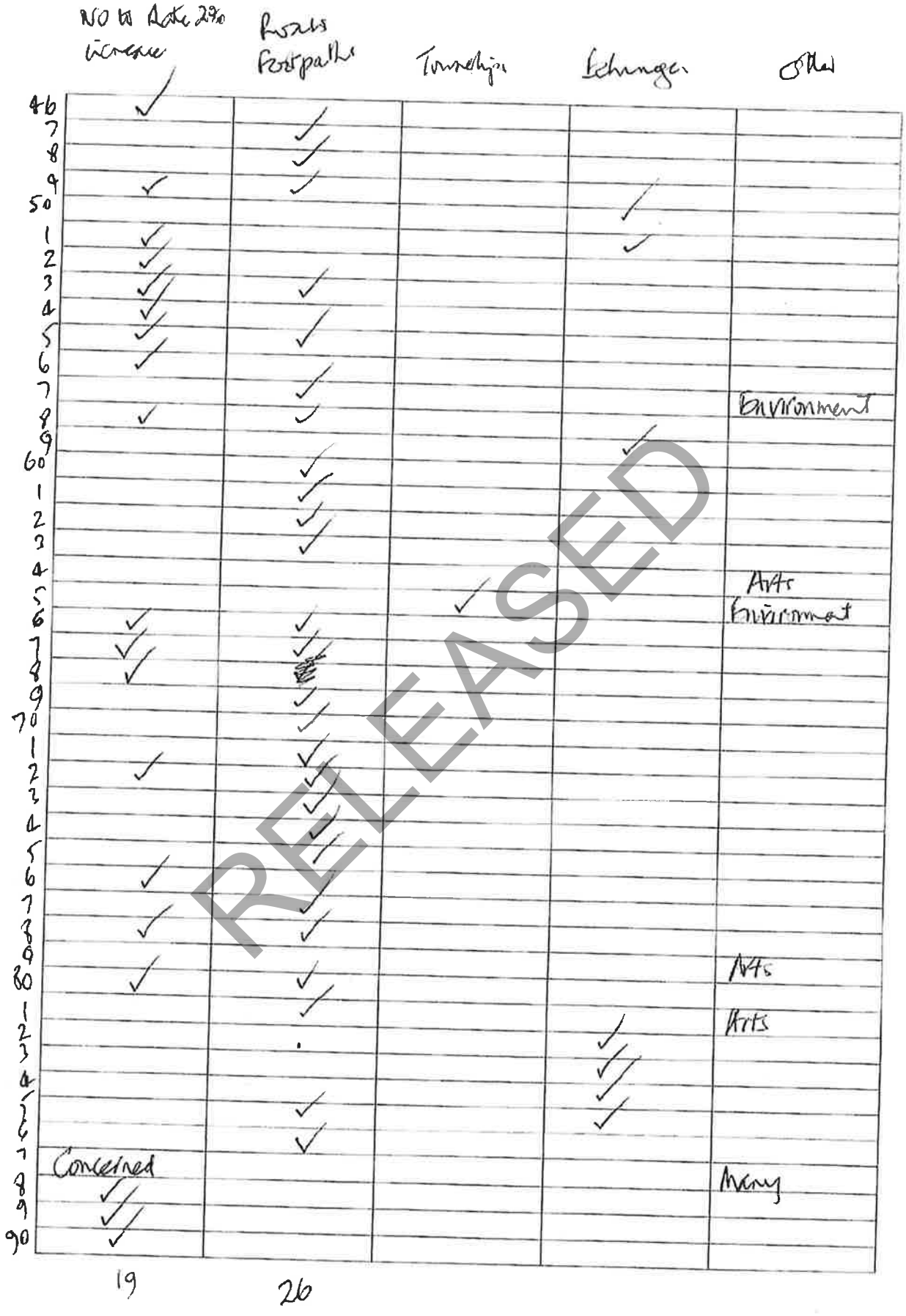
[redacted]

RELEASED

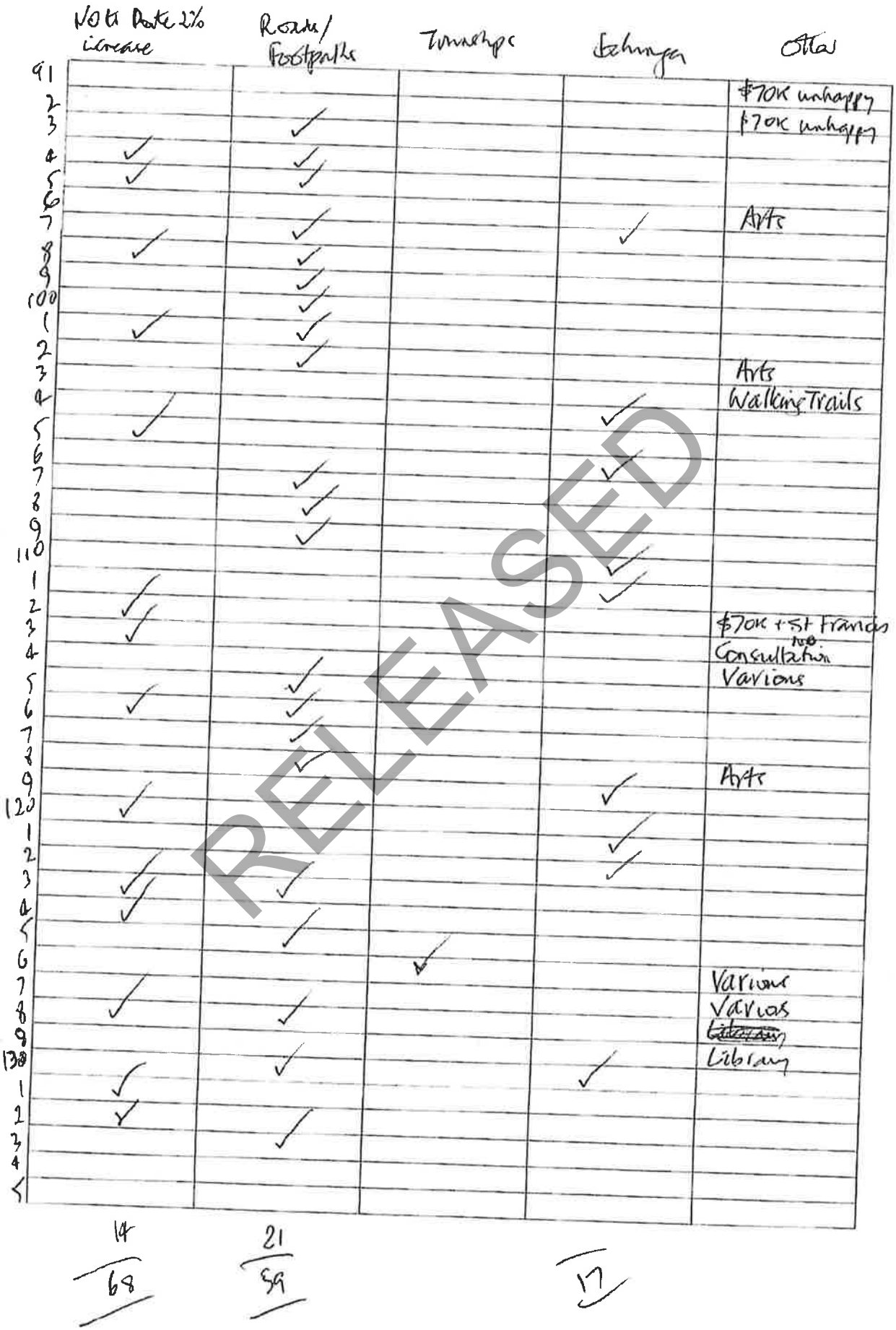
Submissions Annual Budget Plan 2021 M & Council

Respondent Number	Rates too high/ Oppose 2% rate rise	Roads Footpaths etc	Township	Exchange	Other
1		✓			
2		✓			
3	✓				
4		✓			
5			✓		
6		✓			
7				✓	
8	✓				
9	✓				
10	✓				
11	✓				
12	✓				
13	✓				
14	✓				
15		✓			
16	✓				
17	✓				
18	✓				
19	✓	✓			
20	✓				
21	✓				
22	✓				
23	✓				
24	✓				
25	✓				
26	✓				
27	✓				
28	✓				
29	✓				
30	✓				
1	✓				
2	✓	✓			
3	✓				
4		✓			
5	✓				
6					Hard rubbish
7	✓				
8	✓	✓			
9	✓	✓			
10	✓				
1		✓			
2	✓	✓			
3	✓				
4	✓				
5	✓				
	35	12			

RELEASED


NO to Rate 2% increase
Roads Footpaths
Townships
Exchanges
Other
Environment
Arts
Environment
Arts
Arts
Many
Concerned
19
26

RELEASED


NOT Rate 2% increase
Roads/ Footpaths
Townships
Exchanges
Other
$70K unhappy
$70K unhappy
Arts
Arts
Walking Trails
$70K + St Francis
No
Consultation
Various
Arts
Various
Various
Library
Library
14
68
21
59
17

RELEASED



[redacted]

Mr M Kelledy
Kelledy Jones Adelaide By Email
19 August 2021

Dear Mr Kelledy

Section 270 Review Mount Barker council rates 2021

I refer to your letter of 17 August, via email. I will use your definitions where appropriate.

You asked whether there was further information relevant to your review. I am not sure what you received from council. You mention my s270 request for a review dated 7 July 2021 but not my analysis of the submissions in the Annual Business Plan (ABP) consultation which I sent with my request. In case you do not have this, I am attaching it.(Please excuse the handwriting). In contrast to the agenda item 12.5 5 of the July meeting, my analysis showed 68 respondents strongly opposed the rate rise. I recommend you ask Mr Greg Parker, (the named author of this agenda item), for his analysis and check who edited it to not mention the 68 objectors if indeed his first draft did.

I am also attaching an amendment to my s270 complaint sent to Mr Stuart on 2 August as council may not have provided you with this. Such amendment arose as a result of reading the agenda for the council meeting of 2 August 2021 which of course was not available when my s270 complaint was submitted. Briefly, the amendment alleges that council deliberately undertook inadequate consultation on the Annual Business Plan (ABP), 'hiding' the rate rise and making no attempt to consult specifically on this. The inadequacy is in comparison to another consultation on a playground where the consultation 'reach' (on Facebook) was 13,000 people compared to only 683 on the ABP consultation. (These statistics are from, respectively, the 2 August and 5 July council meeting agenda). My view is that council thus minimised the number of submissions on rates, then councillors were able to say the 135 submissions were less than 0.5% of the population and conveniently ignore the opposition to the rate rise.

I also attach an email I sent to the Mount Barker councillors on 20 July following an email sent to me by one of them (Cr Bailey) expressing her disappointment and shock at my s270 complaint. In her email she mentioned that the number of complaints about rates is less than 0.5% of the population. A reference used also by Cr Seager in a Facebook post and by Cr Jones in a letter to the Mount Barker Courier newspaper. My email argues that no one can assume anything about the silent majority who did not respond as we do not know even if they were aware of the consultation....etc. I attach this as it is relevant to my points about inadequate consultation reach and how the number of submissions has been characterised by at least these three councillors (all of whom voted for the rates rise).

I would be grateful of you could advise the timetable to which you are working to complete the review. You also use reassuring phrases such as 'at arms length', 'independent' and 'procedural fairness'. Can I then assume I will receive a copy of your report?

Yours sincerely

[redacted]

RELEASED

Maree Barns

From: [redacted]
Sent: Thursday, 8 July 2021 8:37 PM
To: Andrew Stuart; Ann Ferguson; Narelle Hardingham; David Leach; Harry Seager; Simon Westwood; Carol Bailey; Ian Grosser; Samantha Jones; Bradley Orr; Greg Morrison; Tess Minett
Subject: Proposed rates increase

Mount Barker Council Rates

Dear councillors.

My wife, I and our 2 young children moved to Nairne 2 years ago to enjoy being closer to the country, enjoy a small town and the many benefits offered locally.

Given the extreme hardships over the last 15 months with the bushfires and then the chaos of the covid pandemic the proposed rates increase of 2% will add additional financial hardship on us along with many other local and loyal families.

I wish to formally complain and urge for the council to review their decision on the rates rise to be reviewed under section 270 of the Local Government Act.

I look forward to hearing that a review will be undertaken and taken seriously.

Regards

[redacted]

[redacted]

Sent from my iPhone

RELEASED

Maree Barns

From: [redacted]
Sent: Thursday, 8 July 2021 7:50 PM
To: Andrew Stuart
Cc: Ann Ferguson; Narelle Hardingham; David Leach; Harry Seager; Simon Westwood; Carol Bailey; Ian Grosser; Samantha Jones; Bradley Orr; Greg Morrison; Tess Minett
Subject: Mount Barker Council Rates

Hello Stuart,

I have been informed there will be a 2% rate rise in Mt Barker. I ask the council decision on the rates rise to be reviewed under section 270 of the Local Government Act. This is not what the people of Mt Barker needs our rates are already higher in comparison.

I have been a local fir the past 5 years currently living at 26 Howard Lane Mt Barker. I can be contacted on [redacted]

I would kindly like a reply to this email and be informed of updates.

Regards,
[redacted]

Sent from my iPhone

RELEASED

Maree Barns

From: [redacted]
Sent: Thursday, 8 July 2021 10:47 PM
To: Mount Barker District Council
Subject: Council Rates rise

To whom it concerns,
The practice of increasing rates because you do not want to be fiscally responsible and have the constituents carry the burden of your laziness is not acceptable. I disagree most emphatically with any rise in council rates. When you start showing some for sight regarding infrastructure and roads and the town planning maybe, but the lack of direction the council has is depressing.

[redacted]

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Saturday, 10 July 2021 10:26 AM
To: Andrew Stuart
Subject: Fwd: Mount Barker Council Rates

From: [redacted]
Sent: Thursday, July 8, 2021 5:25:06 PM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>; Ann Ferguson <aferguson@mountbarker.sa.gov.au>; Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>; David Leach <dleach@mountbarker.sa.gov.au>; Harry Seager <hseager@mountbarker.sa.gov.au>; Simon Westwood <swestwood@mountbarker.sa.gov.au>; Carol Bailey <cbailey@mountbarker.sa.gov.au>; Ian Grosser <igrosser@mountbarker.sa.gov.au>; Samantha Jones <samjones@mountbarker.sa.gov.au>; Bradley Orr <bdorr@mountbarker.sa.gov.au>; Greg Morrison <gmorrison@mountbarker.sa.gov.au>; Tess Minett <tminett@mountbarker.sa.gov.au>
Subject: Mount Barker Council Rates

There is no question that the Council area is showing great improvements but the costs are beyond what the ratepayers can bear and some restraint is needed by Council to be responsible.

Increasing housing means that more ratepayers now exist and we should be seeing some economies of scale and not an increasing call on existing ratepayers to fund the ongoing developments.

Council should benchmark its cost:benefits against other Councils in the Adelaide area and strive for best practice.

Best Practice would be a reduction to actual rates and not a reduction in the growth of rate impost on the residents.

[redacted]

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: [redacted]
Sent: Friday, 9 July 2021 9:35 AM
To: Andrew Stuart
Cc: Ann Ferguson; Narelle Hardingham; David Leach; Harry Seager; Simon Westwood; Carol Bailey; Ian Grosser; Samantha Jones; Bradley Orr; Greg Morrison; Tess Minett
Subject: Decision to raise Council Rates by 2%

Hi Andrew

I'm asking for the council decision on the rates rise to be reviewed under section 270 of the Local Government Act.

As a resident of Littlehampton for over 18 years, a ratepayer and aged pensioner the rate rise will cause extra burden to our current standard of living and every day needs such as food, medical expenses and utilities.

I also understand that 68 submissions were submitted against the 2% rate rise.

Yours in anticipation and hoping to be heard.

[redacted]

Cc. Mayor Ferguson and councillors

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Friday, 9 July 2021 2:17 PM
To: Councillors; CGG
Subject: Fwd: Re Rates Increase/ This resident lives in Nairne.

From: [redacted]
Sent: Friday, July 9, 2021 2:14:40 PM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>
Subject: Re Rates Increase/ This resident lives in Nairne.

Dear Mr Stuart, I am requesting a review of your council decision on a rates increase of 2% under section 270 of the Local Government Act.

Why does the council make these adverse decisions without listening to their local community?

Your council's action just confirms you are all for profit & not for community. I live in Nairne which is not an affluent area period but Covid has made things even worse. Why hit the community when they are at their weakest? I believe you already get enough money from the rate payers & your expansive building projects to cover your costs.
If you have any moral conscience please review this decision.

Also when a rate payer gets to age pension age their rates should be given a pensioner discount automatically. Rate payers should not have to go & remind council each year to get their discount. You would be able to check the age or request a date of birth from any rate payer so you could put this update into place. By just waiting for a pensioner to come forward shows you are surreptitiously keeping this discount from the public in order to save money.

Yours faithfully,

[redacted]

RELEASED

Sent from Samsung tablet.

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

Maree Barns

From: [redacted]
Sent: Friday, 9 July 2021 4:06 PM
To: Andrew Stuart; Ann Ferguson; Narelle Hardingham; David Leach; Harry Seager; Simon Westwood; Carol Bailey; Ian Grosser; Samantha Jones; Bradley Orr; Greg Morrison; Tess Minett
Subject: Rate increases

To whom this may concern

As a local who resides in the Mt Barker area in Littlehampton, I am absolutely appalled at the current council rates. They are grossly unfair and unwarranted; they are the highest council rates in South Australia.

The proposal to increase them still further by 2%, especially in these economic times, is unjustified.

I request that the council decision on the rates rise to be reviewed under section 270 of the Local Government Act.

People are outraged, and justifiably so, you have no justification for this rise, and it merely represents greed.

Regards

[redacted]

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Saturday, 10 July 2021 9:24 AM
To: Ashleigh Norton; Brian Clancey
Subject: Fwd: Council rates

From: [redacted]
Sent: Saturday, July 10, 2021 9:04:13 AM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>
Subject: Council rates

Dear Councillor,

It is my understanding that Mount Barker Council recently voted to raise council rates by 2%. I would urge you to reconsider this decision and meet to undo this injustice as soon as possible.

I have lived in three different states of Australia and 6 different council electorates over the past 40 years and Mount Barker already has the highest rates. To raise the rates seems ludicrous and would surely place further strains on many families who have been affected adversely by COVID related job instability and related hardships.

Please consider what you can do to rectify this situation immediately and restore faith in local leadership.

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Saturday, 10 July 2021 4:23 PM
To: Brian Clancey; Ashleigh Norton
Subject: Fwd: Mount Barker Council rate rise

Sent from my iPad

Begin forwarded message:

> **From:** [redacted]
> **Date:** 10 July 2021 at 3:46:32 pm ACST
> **To:** Andrew Stuart <astuart@mountbarker.sa.gov.au>, Ann Ferguson <aferguson@mountbarker.sa.gov.au>, Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>, David Leach <dleach@mountbarker.sa.gov.au>, Harry Seager <hseager@mountbarker.sa.gov.au>, Simon Westwood <swestwood@mountbarker.sa.gov.au>, Carol Bailey <cbailey@mountbarker.sa.gov.au>, Ian Grosser <igrosser@mountbarker.sa.gov.au>, Samantha Jones <samjones@mountbarker.sa.gov.au>, Bradley Orr <bdorr@mountbarker.sa.gov.au>, Greg Morrison <gmorrison@mountbarker.sa.gov.au>, Tess Minett <tminett@mountbarker.sa.gov.au>
> **Subject: Mount Barker Council rate rise**
>
> I wish to request a review of the recent decision by council to raise Mt Barker rates by 2% under section 270 of the LGA.
> Why have a large number of ratepayer submissions been ignored and how can council justify this decision if its budget results in a surplus ?
>
> [redacted]
>
> Sent from my iPad

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Saturday, 10 July 2021 6:14 PM
To: Brian Clancey; Ashleigh Norton
Subject: Fwd: Rates Review Mt Barker SA

From: [redacted]
Sent: Saturday, July 10, 2021 5:46:18 PM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>
Cc: Ann Ferguson <aferguson@mountbarker.sa.gov.au>; Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>; David Leach <dleach@mountbarker.sa.gov.au>; Harry Seager <hseager@mountbarker.sa.gov.au>; Simon Westwood <swestwood@mountbarker.sa.gov.au>; Carol Bailey <cbailey@mountbarker.sa.gov.au>; grosser@mountbarker.sa.gov.au <grosser@mountbarker.sa.gov.au>; Samantha Jones <samjones@mountbarker.sa.gov.au>; Bradley Orr <bdorr@mountbarker.sa.gov.au>; Greg Morrison <gmorrison@mountbarker.sa.gov.au>; Tess Minett <tminett@mountbarker.sa.gov.au>
Subject: Rates Review Mt Barker SA

RELEASED

District Council of Mount Barker
6 Dutton Road/PO Box 54 Mount Barker SA 5251

Saturday 10th July 2021

Attention :

Andrew Stuart, CEO of Mount Barker Council

It has come to my attention that Council has voted Tuesday 6th to increase Rates 2x CPI or 2%
Even with a projected surplus of around $2.65 million?

I am rather dismayed at this decision & believe it should remain at usual increase if not less in particular for Age Pensioners / People with Disabilities / & Generally Families & Businesses that are experiencing Financial Hardship in these distressing times

I moved in to the District 30 years ago with my Family & having been living in my Family Seat of Nairne for the last 8 years
At the time of moving here I realised there would be substantial growth in Mt Barker Township & Environs itself as it is well placed as a Regional Centre
My background being Design/Design Development/Contract Administration Architect
Now semi-retired
Indeed I have even worked on some of the major Projects in the District
However, the way this Development has been handled in particular by The State Government has been a Travesty
In particular the New Suburban Sprawl on Historically Rich Agricultural Land
Rather that placing it at Monarto as originally intended under the Dunstan Administration
With Mt Barker as more of Regional Services Hub

I hereby request that the council decision on the rates rise to be reviewed immediately under section 270 of the Local Government Act & kept at an affordable level for all

The State Government having railroaded us into the Built Environment we are now having to live with should be met by more substantial financial input from them instead of avoiding the issue & also The Developers who are doing quite well out of this scenario
Not your long standing & new Residential & Business Ratepayers
They are struggling enough

Also a PS :
I have continually asked & been ignored about the inclusion of a State Levy on a Local Government Notice to fund the Failed Murray Darling Basin - & which in recent weeks has been noted most of this money is going to NSW???
This makes no sense to me at all & is yet another hit in the pocket for all

Awaiting your Reply

[redacted]

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: [redacted]
Sent: Sunday, 11 July 2021 1:21 PM
To: CGG
Cc: Councillors
Subject: FW: Rates hikes

Hi CEO Andrew and senior executives

Forwarded to you collectively, in case you feel a need to respond about the three issues raised.

At least we have doubled the free green waste days which has helped many people who work weekends to take advantage of the Friday service.

For other Councillors too.

Regards

[redacted]

From: [redacted]
Sent: Sunday, 11 July 2021 11:59 AM
To: David Leach <dleach@mountbarker.sa.gov.au>
Subject: Rates hikes

Hi David,
I would like to convey my absolute disgust for the councils proposed rate hike, this would be the 3rd or 4th since I laid my original complaint to council almost 7 years ago. With all these new housing developments going in you at the council are collecting more then ever before in rates yet nothing has been done to the road infrastructure to accommodate the massive influx of people here and yes most of the rate payers are aware that the developers of these new estates pay for the infrastructure of said estates. (So the council is doing nothing but profiting from them)
When is this council going to stop lining their own pockets and start using the rate collection to benefit the public paying for it. My rates last year were just shy of $2000 and my property was valued at less than 300,000 which is ridiculous. I have inlaws in another council area which pay much less in there rates than I but there property is valued at almost double ours and their council actually does stuff for their money , like 4 free green rubbish day a year and hard rubbish collection at no extra cost, and proper infrastructure.
And how handy is Mt Barker council well let me tell you, The day before Dan Cregan came out 1 of your workers finally came out to look at the issues I have been complaining about for almost 7 years and informed me that a street sweeper would be out in the next week or 2, It took the street sweeper over 3 months to get here. I was also informed that the council would help fix the issue of the water flowing into my yard but could only tell me that it would be before the major issue would be resolved. This happen within 3 weeks without any notification from council about when it was to happen, My husband and I came home to find a speed hump across our driveway and our hose spread out across our driveway also.
Why should we rate payer be subject to a rate increase when we get very little for our money?

Regards
[redacted]

Sent from Mail for Windows 10

RELEASED

David Leach
Councillor - North Ward

MOUNT BARKER
DISTRICT COUNCIL

Ph 0429 515 969
6 Dutton Road, Mount Barker, South Australia, 5251
PO Box 54, Mount Barker, South Australia 5251
E dleach@mountbarker.sa.gov.au | W www.mountbarker.sa.gov.au

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RELEASED

Kate Hosford

From: Andrew Stuart <astuart@mountbarker.sa.gov.au>
Sent: Monday, 12 July 2021 7:39 AM
To: Ashleigh Norton; Brian Clancey
Subject: Fwd: REQUEST FOR REVIEW UNDER SECTION 270

Sent from my iPad

Begin forwarded message:

From: [redacted]
Date: 11 July 2021 at 9:17:37 pm ACST
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>, Ann Ferguson <aferguson@mountbarker.sa.gov.au>, Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>, David Leach <dleach@mountbarker.sa.gov.au>, Harry Seager <hseager@mountbarker.sa.gov.au>, Simon Westwood <swestwood@mountbarker.sa.gov.au>, Carol Bailey <cbailey@mountbarker.sa.gov.au>, Ian Grosser <igrosser@mountbarker.sa.gov.au>, Samantha Jones <samjones@mountbarker.sa.gov.au>, Bradley Orr <bdorr@mountbarker.sa.gov.au>, Greg Morrison <gmorrison@mountbarker.sa.gov.au>, Tess Minett <tminett@mountbarker.sa.gov.au>
Subject: REQUEST FOR REVIEW UNDER SECTION 270

RELEASED

Hello Andrew,

Further to my submission to council opposing the rate rise I would like to request a review under section 270 of the local government act as I don't believe my request has been given thoughtful consideration.

I would like you to remind the counselors of their responsibility to listen to the 68 people who have requested the rate rise to halt.

I have been personally affected by COVID 19 with my wage directly impacted as well as my parents wage who also live in the council area.

Dentistry was on reduced wages for months plus I have had a family member who was infected with COVID whilst in a hospital in melbourne in MARCH 2020. He did not go into the hospital with COVID.

My brother was in hospital for 6 weeks with COVID 19 and is still throwing positive results to COVID even as recently as last week, which is still directly impacting his ability to function in day to day life.

He is suffering long term effects physically and psychologically as a result of COVID 19, and the relief payments and mortgage support payments have not been sufficient, even with a 12 month mortgage freeze. As a result my parents and I have had to financially support him and the cost of his ongoing medical treatment, as result of his COVID-19 damages (which he acquired prior to the Melbourne lockdown through no fault of his own in a care facility). This has had devastating effects for my family financially as the mortgage freeze has ended but the devastating effects of COVID have affected his ability to work after this has ended.

I have another brother who had to move to melbourne for his studies and he still formally resides at my parents house in blakiston, commuting only for the uni semester 'pre-covid'. He works on the family farm (78 acres in blakiston). He has been unable to help provide agricultural work for my family, unable to visit for a year. There is no one else that can help with these duties as there is no income to pay them with, as there is less income generated on the farm and my parents are helping to support both of my siblings in melbourne.

Whilst I know the impact of COVID directly may not be obvious, I am sure I am not alone in my story of how COVID 19 has affected my family, or how it will continue to be impacted through this financial year.

In addition to this, I would like to ask why council is not required to keep up with current safety regulations and what requirements they have to maintain current infrastructure?

I have made some complaints about the lack of footpaths and safety for residents and school children on north road nairne. The response I received is detailed below from Phill Burton.

"In summary, Council is aware of their obligations as a road authority undertaking regular maintenance of existing assets and planning for new infrastructure including preferred pedestrians links. It should be noted that significant investment is required to bring existing roads up to the most recently published Austroads guidelines. These are however, guidelines and in some locations significant earthworks, land acquisition and removal of significant trees would be required making it difficult to justify socially and economically in some cases. This would also be at the expense of other lower cost and equally worthy projects. The construction of many roads throughout the council area were consistent with the standards published at the time of construction.

Thank you for your input which is valuable for prioritising our future infrastructure planning."

I would like to ask why there is no responsibility to maintain the current infrastructure before spending thousands of dollars planting tropical trees in a frost prone area? (Then spending thousands of dollars to relocate and replace). Does the council have a current obligation to ensure that we are upgrading the area to meet current safety requirements or are they able to ignore changes in safety standards over time? I feel that the response from Phill is acknowledging that the road (North road) that was mentioned, does not in fact meet safety standards as per the austroads guidelines - that the community deserves.

Should we tell construction workers they can follow the safety advice recommended in the 50's because current safety advice will contribute to poor work output? Or blow out costs too much? Or require too many resources? You're right - it seems according to council we can tell all of the workers, pedestrians walking past, road useres etc that it is *difficult to justify socially and economically the impacts of this*

RELEASED

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

Maree Barns

From: Andrew Stuart
Sent: Monday, 12 July 2021 7:39 AM
To: Brian Clancey; Ashleigh Norton
Subject: Fwd: REQUEST FOR REVIEW UNDER SECTION 270 - part 2

Sent from my iPad

Begin forwarded message:

From: [redacted]
Date: 11 July 2021 at 9:47:26 pm ACST
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>, Ann Ferguson <aferguson@mountbarker.sa.gov.au>, Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>, David Leach <dleach@mountbarker.sa.gov.au>, Harry Seager <hseager@mountbarker.sa.gov.au>, Simon Westwood <swestwood@mountbarker.sa.gov.au>, Carol Bailey <cbailey@mountbarker.sa.gov.au>, Ian Grosser <igrosser@mountbarker.sa.gov.au>, Samantha Jones <samjones@mountbarker.sa.gov.au>, Bradley Orr <bdorr@mountbarker.sa.gov.au>, Greg Morrison <gmorrison@mountbarker.sa.gov.au>, Tess Minett <tminett@mountbarker.sa.gov.au>
Subject: Re: REQUEST FOR REVIEW UNDER SECTION 270 - part 2

RELEASED

Hello Andrew,

I wasn't going to send this secondary email but I see Harry Seager likes to respond with 'Your request for a section 270 review will be addressed by council staff; it will be taken seriously as required by law, regardless of the costs to ratepayers.'

THIS COST TO RATEPAYERS COULD HAVE BEEN AVOIDED if there was more substantial evidence that the 68 submissions opposing a rate rise, and 130 other submissions were listened to.

I look forward to your response regarding a review of the outcome, the impacts that you may not have considered regarding COVID 19 in the community and the lack of care council has shown towards its responsibility for ALL OF ITS RESIDENCE - not just the people of mount barker.

Personally I will continue to complain to the ombudsman, and request reviews under any government legislation if these decisions continue to be made with bias towards residents of mount barker, if safety of residents is ignored and spending is not more carefully considered resulting in us requiring to pay more money (eg, planting tropical trees in a frost area). Perhaps the counselors can consider community consultation and representation as part of their decision making in the future and remember the values that the mount barker council is meant to uphold.

Apparently I need to list my address, as you may not believe that I am a rate payer.

[redacted]

[redacted]

On Sun, Jul 11, 2021 at 9:17 PM [redacted] wrote:

Hello Andrew,

Further to my submission to council opposing the rate rise I would like to request a review under section 270 of the local government act as I don't believe my request has been given thoughtful consideration.

I would like you to remind the counselors of their responsibility to listen to the 68 people who have requested the rate rise to halt.

I have been personally affected by COVID 19 with my wage directly impacted as well as my parents wage who also live in the council area.

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I have another brother who had to move to melbourne for his studies and he still formally resides at my parents house in blakiston, commuting only for the uni semester 'pre-covid'. He works on the family farm (78 acres in blakiston). He has been unable to help provide agricultural work for my family, unable to visit for a year. There is no one else that can help with these duties as there is no income to pay them with, as there is less income generated on the farm and my parents are helping to support both of my siblings in melbourne.

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I have made some complaints about the lack of footpaths and safety for residents and school children on north road nairne. The response I received is detailed below from Phill Burton.

RELEASED

"In summary, Council is aware of their obligations as a road authority undertaking regular maintenance of existing assets and planning for new infrastructure including preferred pedestrians links. It should be noted that significant investment is required to bring existing roads up to the most recently published Austroads guidelines. These are however, guidelines and in some locations significant earthworks, land acquisition and removal of significant trees would be required making it difficult to justify socially and economically in some cases. This would also be at the expense of other lower cost and equally worthy projects. The construction of many roads throughout the council area were consistent with the standards published at the time of construction.

Thank you for your input which is valuable for prioritising our future infrastructure planning."

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Should we tell construction workers they can follow the safety advice recommended in the 50's because current safety advice will contribute to poor work output? Or blow out costs too much? Or require too many resources? You're right - it seems according to council we can tell all of the workers, pedestrians walking past, road useres etc that it is *difficult to justify socially and economically the impacts of this*

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: [redacted]
Sent: Sunday, 11 July 2021 6:53 PM
To: Mount Barker District Council
Subject: Rate Increase

To whom it may concern

I believe there needs to be a review of the rate increase of 2% under Section 270.

In previous 4 or so years, we have seen substantial rate increases and we are struggling to see the justification.

No improved services or additional services. We pay for everything in this area including refuse tip fees. The cost of living is so high and you continue to increase rates above cpi. Wages are not keeping up but you keep raising fees.

One of the reasons that Council keep flagging for justification of rate hikes is infrastructure requirements. Infrastructure to cater for developments which majority of people didn't want and still don't want.

You are not making decisions on behalf of residents, you are simply growing Mt Barker and the surrounding area into something people don't want and is contrary to the lifestyle and small town, rural feel people have bought into.

Shame on the decision makers in Mt Barker Council.

Again, I request a review understand section 270.

[redacted]

RELEASED

Maree Barns

From: council@mountbarker.sa.gov.au
Sent: Saturday, 10 July 2021 12:24 PM
To: Mount Barker District Council
Subject: Complaint, Request or Feedback Submission

Your Feedback/Comments

Your name: [redacted]
Your email address: [redacted]
Your phone number: [redacted]
You are...: Making a complaint

Please provide details of your request/complaint/feedback: Dears Sirs, I wish to submit a complaint against the councils decision to increase the rates by 2%. I am asking for this council decision on the rates rise to be reviewed under section 270 of the Local Government Act. Kind regards, [redacted]

RELEASED

Tracy Riddle

From: Tracy Riddle
Sent: Tuesday, 24 August 2021 1:01 PM
To: Tracy Riddle
Subject: FW: Section 270 Review - Declaration of General Rates (KJ 210420)

Matter: 210420

From: [redacted]
Sent: Tuesday, 24 August 2021 12:32 PM
To: Michael Kelledy <mkelledy@kelledyjones.com.au>
Subject: Re: Section 270 Review - Declaration of General Rates (KJ 210420)

Good afternoon Mr Kennedy,

I have been away for a week so did not get a chance to look at your email and letter earlier.

My request under section 270 of the Act for a review of the rate decision is based on the following:

- There has not been sufficient clarification and justification by Council of the reasoning for the 2% increase and what benefit this would bring to the community in terms of for instance additional / increased / new services being provided
- The Council had received many complaints about the proposed rate increase which have not been sufficiently considered in its decision
- The Council is not taking into consideration the current climate and environment that its constituents are faced with such as COVID-19, job losses or reduced working hours, very small to no CPI increase, increased costs of living etc
- The Council should empathise with its constituents and consider what part it can play in being considerate and identify where efficiencies or improvements can be made to lower the burden on its constituents. This means rather than increase the rate, either lowering the rate or deferring any increase.

I am appreciative of the opportunity to provide this additional detail and look forward to hearing about the next steps and timelines of the process.

Kind regards,

[redacted]

On Tue, 17 Aug 2021 at 12:38, Michael Kelledy <mkelledy@kelledyjones.com.au> wrote:

Dear [redacted]

Please find **attached** a letter on behalf of Mr Michael Kelledy, in relation to your correspondence sent to the Mount Barker District Council (the **Council**) regarding the Council's decision on Agenda Item 12.6 *Draft 2021/22 Annual Business Plan, Budget and Rating Policy for Adoption*, made at its meeting of 5 July 2021.

RELEASED

Regards

Michael

Michael Kelledy

Kelledy Jones

T. 08 8113 7103 | M. 0417 653 417

Level 6/19 Gilles Street Adelaide SA 5000 | GPO Box 2024 SA 5001

kelledyjones.com.au

RELEASED

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Maree Barns

From: Andrew Stuart
Sent: Monday, 12 July 2021 12:53 PM
To: Ashleigh Norton; Brian Clancey
Subject: FW: Request for Review under Section 270 of the Local Government Act

From: [redacted]
Sent: Monday, 12 July 2021 12:51 PM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>; Ann Ferguson <aferguson@mountbarker.sa.gov.au>; Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>; David Leach <dleach@mountbarker.sa.gov.au>; Harry Seager <hseager@mountbarker.sa.gov.au>; Simon Westwood <swestwood@mountbarker.sa.gov.au>; Carol Bailey <cbailey@mountbarker.sa.gov.au>; Ian Grosser <igrosser@mountbarker.sa.gov.au>; Samantha Jones <samjones@mountbarker.sa.gov.au>; Bradley Orr <bdorr@mountbarker.sa.gov.au>; Greg Morrison <gmorrison@mountbarker.sa.gov.au>; Tess Minett <tminett@mountbarker.sa.gov.au>
Subject: Request for Review under Section 270 of the Local Government Act

Dear Mr Stuart and Councillors

I am one of the residents of Mt Barker Council area who objected to the purported 2% increase in council rates. I was deeply unimpressed, although not terribly surprised that my objection (along with 67 other objectors) were completely ignored. Not one councillor contacted me to discuss my concern, and while I accept that such may be normal practice, I would have though that the objections may at the very least have been considered.

There seems to be a pervasive view that the residents in your council area are all extremely wealthy, high achieving individuals who are not in the least bit concerned about council rate rises. I find this not only extremely disappointing but very, very offensive. Most residents I personally know (and that's quite a few) live on or under the poverty line. We bought our properties before the 'boom' in prices mostly engineered by your poorly planned and executed property developments. We are not living in City of Burnside. We struggle to pay our rates as it is.

I would like to know:

1. What formal consideration was given to our rates rise objections and what possible solutions were investigated;
2. What research has been done into the financial demographics of your established residents; and
3. Why there has been such obfuscation about rises – it's actually 5% when you read the fine print.

Living on a rural property (and under the poverty line) my family sees precious little of the rates being spent in our area. We do not have a sealed road, it is kept in an unsatisfactory condition for most of the year, we have no street lighting, we have a garbage collection service that none of us wanted but were forced to have AND PAY FOR, we have no water to our property, we wait weeks for appointments with professionals such as dentists and doctors (I'm aware you aren't directly responsible for this, it's just a further demonstration of the appalling planning by the council) and up until 2 years ago we had to keep our own public verges clear because Council refused point blank to assist in clearing them. It remains to be seen if council will assist again this year, or just expect us to burn in a fire if we can't clear it ourselves.

And don't get be started on the fiasco the council created years ago when it asked it's residents to help lobby to get ADSL in the council area and then took all the ports itself!!

This is just a small representation of what we as rural residents do NOT get from our council rates and yet the council wishes to raise them again? In the middle of a pandemic? Do any of the councillors who voted for the rates rise actually live in the real world?

RELEASED

I have no doubt whatsoever that my complaint will again be ignored, but I formally request a under section 270 of the Local Government Act in relation to the decision to increase rates.

My details are as follows:

[redacted]

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Monday, 12 July 2021 2:56 PM
To: Ashleigh Norton; Brian Clancey
Subject: FW: Review of rate rise

From: [redacted]
Sent: Monday, 12 July 2021 2:50 PM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>; Ann Ferguson <aferguson@mountbarker.sa.gov.au>
Subject: Review of rate rise

Dear Andrew Stuart and Ann Ferguson
I wish to make a complaint about the recent approval to increase rates by 2% which is above the CPI rate of 1%.
We are a community filled with caring thoughtful citizens. .. its a pity some members of our our council are not the same. The decision, which I have heard was voted against by four councilors, is greedy and unjustified. People are struggling with continual rising costs.
I hereby request that the decision be reviewed under Section 270 of the local government act and be kept at an affordable level.
From an unhappy resident who is appalled by the hardship your council is increasing
[redacted]

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Monday, 12 July 2021 7:40 AM
To: Brian Clancey; Ashleigh Norton
Subject: Fwd: Council rate increase

Sent from my iPad

Begin forwarded message:

From: Harry Seager <hseager@mountbarker.sa.gov.au>
Date: 11 July 2021 at 1:13:45 pm ACST
To: [redacted]
Cc: Andrew Stuart <astuart@mountbarker.sa.gov.au>, Ann Ferguson <aferguson@mountbarker.sa.gov.au>
Subject: RE: Council rate increase

Dear [redacted]

Thank you for your communication regarding the recent decision of Council regarding our annual budget and rates.
I have taken some time to consider the issues you raise and will respond within the text, in red, below.

regards

Harry Seager
Councillor for North Ward
Mount Barker District Council

From: [redacted]
Sent: Tuesday, 6 July 2021 11:33 PM
To: Harry Seager <hseager@mountbarker.sa.gov.au>
Subject: Council rate increase

Harry

As a rate payer for the Local council of Mount Barker District Council, I am seriously concerned and disappointed about the reason why you voted for a 2% increase in council rate ,given that Mount Barker district council has one of the highest rates in Australia. I have no reason to believe this is in fact the case and as an example understand that ratepayers in the Rural City of Murray Bridge portion of Callington in fact pay a higher rate than those in the Mt Barker portion. Given that the Federal and state Governments have violated our own biosecurity laws by allowing I believe they have sought to protect Australia from this disease, rather than seeking to breach their own laws. an infectious disease into this country, causing untold financial hardship on the Australian citizens , you and your cohorts have decided to increase council rates. Our last budget of 2020/2021 was increased by 1% as a response to the Covid 19 outbreak, less than half of the then current Consumer Price Index, which effectively reduced our income in real terms. This year's increase is 1% CPI and 1% financial sustainability to cater for the rapid growth and hence infrastructure development demand , and is fully in line with the longer term financial planning that Council has in place. As a

RELEASED

MBDC rate payer I deplore this decision as self centred and uneducated. I cannot conceive of what you mean by self-centred as the budget has no bearing on my financial position as an individual, other than to increase my own rates. The "uneducated" accusation fails to acknowledge the at least 10 meetings Councillors have had in relation to the development of the Long Term Financial Plan and the now approved budget. Beyond this we have the capacity to ask staff for information in regards to these processes and have personal input on behalf of ratepayers or in response to individual or community requests or issues. Together with considerable work by our staff these are the processes by which our budget has been developed. I consider that we are not uneducated but very well informed. Ratepayers of Mount Barker district council are not your personal cash cow .No, and especially so as we do not personally benefit from the decisions made by Council. The funds generated are used to provide the infrastructure and services to benefit ratepayers and residents. Simply voting to increase the rates is disrespectful and indicates a sign of mismanagement within the council. This is your opinion, I do not agree.
I look forward to your response and please note this response will be used appropriately to inform other ratepayers of your response.
I would ask that in the event that you use my responses to inform other ratepayers you do so in their entirety , and within the context of your original correspondence, to ensure my comments are not taken out of context.
Please note . As per any government agency , you must reply to this email in writing in a timely manner as documented by our constitutional act of Australia . Failure to respond appropriately could result in the Government Ombudsman being contacted for intervention. .The obligations of Council and Councillors are clearly spelt out in the Local Government Act, which is a creation of the State Parliament of South Australia.

Regards [redacted]

Harry Seager
Councillor - North Ward

MOUNT BARKER
DISTRICT COUNCIL

Ph 0409 622 382
6 Dutton Road, Mount Barker, South Australia, 5251
PO Box 54, Mount Barker, South Australia 5251
E hseager@mountbarker.sa.gov.au | W www.mountbarker.sa.gov.au

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Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Monday, 12 July 2021 1:38 PM
To: Ashleigh Norton; Brian Clancey
Subject: FW: Council rate rise.

From: [redacted]
Sent: Monday, 12 July 2021 1:20 PM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>; Ann Ferguson <aferguson@mountbarker.sa.gov.au>; Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>; David Leach <dleach@mountbarker.sa.gov.au>; Harry Seager <hseager@mountbarker.sa.gov.au>; Simon Westwood <swestwood@mountbarker.sa.gov.au>; Carol Bailey <cbailey@mountbarker.sa.gov.au>; Ian Grosser <igrosser@mountbarker.sa.gov.au>; Samantha Jones <samjones@mountbarker.sa.gov.au>; Bradley Orr <bdorr@mountbarker.sa.gov.au>; Greg Morrison <gmorrison@mountbarker.sa.gov.au>; Tess Minett <tminett@mountbarker.sa.gov.au>
Subject: Council rate rise.

Hi all,
I'd like to register my absolute disgust that the Council, once again, seems unable to live within its means. To raise rates at this time is unnecessary, when simple efficiency measures and a little more fiscal prudence would suffice.

To add insult to injury, the Council then appeared to be completely disingenuous about the amount of submissions received.

My grateful thanks go to the Councillors who attempted to rein in the excesses of the Council, and who fought for the wishes of the majority.

While the populace has a short memory, and a high level of apathy at Council election time, rest assured that there are enough people who will remember which Councillors listened, and which Councillors chose not to.

Regards,

[redacted]

Service Delivery (Country)

SA Ambulance Service

Government of South Australia

[redacted]

RELEASED

Email: [redacted]

Website. www.saambulance.com.au

'To save lives, reduce suffering, and enhance quality of life, through the provision of accessible and responsive quality patient care and transport.'

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Monday, 12 July 2021 11:39 AM
To: Ashleigh Norton; Brian Clancey
Subject: Fwd: Local Government Act section 270(1) Review of council decision.

Follow Up Flag: Follow up
Flag Status: Flagged

From: [redacted]
Sent: Monday, July 12, 2021 11:14:32 AM
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>; Ann Ferguson <aferguson@mountbarker.sa.gov.au>; Harry Seager <hseager@mountbarker.sa.gov.au>; Carol Bailey <cbailey@mountbarker.sa.gov.au>; igrosser@sa.gov.au <igrosser@sa.gov.au>; Samantha Jones <samjones@mountbarker.sa.gov.au>; tminet@mountbarker.sa.gov.au <tminet@mountbarker.sa.gov.au>; kavel@sa.gov.au <kavel@sa.gov.au>
Subject: Local Government Act section 270(1) Review of council decision.

In accordance with the Local Government Act Section 270 (1) I am registering my opposition to, and request a review of, the decision made by the Mount Barker District Council (MtBDC) in relation to the implementation of a 1% lift in the annual council rates for the rateable year 2021/22. Furthermore the additional 1% for "economic sustainability" gifting the MtBDC a lift in rates by 2%.

The MtBDC has failed in its decision making process by not taking into account or giving due weight to the following:

1 The massive increase to councils bottom line by virtue of the building boom (current and future) and its charge/fee of $25,000 per residential block opened up for development, and

2. The rise in the basic ratable property values due to the increase in market mobility in sales and pricing. Believed to be in the vicinity of 5-10%.

3. The apparent lack of introspection and review of MtBDC managerial remuneration packages including vehicles provided for personal use before making the easy decision to dip into the back pocket of its ratepayers.

4. The side issue of councils accounting practice to bill rates for twelve (12) months whilst expecting ratepayer to remit payments in full by the first week in June (this year 4th of June) and not issuing rates notices until early August giving ratepayers 10 months to meet their debt whilst most are on fixed incomes.

In closing I would welcome the opportunity to hear MtBDC reply and/or rebuttal of these claims in a public forum.

A copy of this email has also been sent to the member for Kavel, the Hon. Dan Cretan.

RELEASED

In anticipation of a reply in writing, I remain,

Yours indignantly

[redacted]

Get Outlook for iOS

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: council@mountbarker.sa.gov.au
Sent: Monday, 12 July 2021 6:47 PM
To: Mount Barker District Council
Subject: Complaint, Request or Feedback Submission

Your Feedback/Comments

Your name: [redacted]
Your email address: [redacted]
Your phone number: [redacted]
You are...: Making a complaint

Please provide details of your request/complaint/feedback:

I wish to make a complaint about the recent approval to increase rates by 2% which is above the CPI rate of 1%. I am an Aboriginal widow with a 15 year old child trying my best to hold my head above water. As a hard working Aboriginal woman it is important for me to own a house as quite often my people are not always in a position to do so however these rate increases are in my opinion getting out of control and damn right greedy. We pay some of the highest council rates in SA yet are provided with bare minimum. My child has to stand out in the rain to catch a bus to school to get an education and often arrives soaking wet as there are extremely limited bus shelters along Woodside Road in Nairne or any of the other roads - I believe there are only 2 in Nairne, yet multiple stops. The decision to raise council rates, which I have heard was voted AGAINST by four councilors, is greedy and unjustified. People are struggling with continual rising costs. I hereby request that the decision be reviewed under Section 270 of the local government act and be kept at an affordable level FOR ALL. From [redacted]

RELEASED

Maree Barns

From: council@mountbarker.sa.gov.au
Sent: Tuesday, 13 July 2021 7:02 PM
To: Mount Barker District Council
Subject: Complaint, Request or Feedback Submission

Your Feedback/Comments

Your name: [redacted]
Your email address: [redacted]
Your phone number: [redacted]
You are...: Requesting an internal review of a council decision

Please provide details of your request/complaint/feedback:

Hello Council, I'm disappointed in the recent decision to increase rates by 2% given the Value General is already reviewing and increasing property values State wide. Surely the VG increase combined with a more modest increase in line with the current financial stress on our community would be sufficient. Can you please point me in the direction of meeting minutes or reports the committee used to base their decision? I also formally request the committee to review the decision and look forward to hearing from you soon. (Written communication prefered due to being a shift worker.) Thank you, [redacted]

RELEASED

Maree Barns

From: council@mountbarker.sa.gov.au
Sent: Wednesday, 14 July 2021 1:51 PM
To: Mount Barker District Council
Subject: Complaint, Request or Feedback Submission

Your Feedback/Comments

Your name: [redacted]
Your email address: [redacted]
Your phone number: [redacted]
You are...: Making a complaint

Please provide details of your request/complaint/feedback:

I have two points of concern, both related to council rates. Firstly how are you morally and ethically able to justify the increase in rates at this time. Surely it would be more effective for you to look at your spending habits and explore ways to save money there rather than ask rate payers to accept another increase- price of new chairs at summit FC is a pervade to example of poor budgeting!!! Secondly the way you present your rates notice is not clear. I have had several phone conversations about how I can be in arrears when I have spoken to your staff and worked out what the fortnightly amount would be(without formal payment plan) I have received notices with credit amounts then receive a notice telling me I am in arrears and interest will be applied. I recently spoke to someone who has sent through the past five years or so of my payments and you have been regularly Charing me I treat for late payments but none of my paperwork identifies that- please be open and clear. I am extremely disappointed with the service I have had with phone questions about this until this last call clarifying part of my concern, but still unable to explain why I had an extra amount of $170 due.

RELEASED

Maree Barns

From: Andrew Stuart
Sent: Monday, 26 July 2021 9:33 PM
To: Brian Clancey; Ashleigh Norton
Subject: Fwd: Request for review of council decision making in relation to total rates revenue for 2021/22

Sent from my iPad

Begin forwarded message:

From: [redacted]
Date: 26 July 2021 at 6:37:49 pm ACST
To: Andrew Stuart <astuart@mountbarker.sa.gov.au>
Cc: Ann Ferguson <aferguson@mountbarker.sa.gov.au>, Carol Bailey <cbailey@mountbarker.sa.gov.au>, Ian Grosser <igrosser@mountbarker.sa.gov.au>, Samantha Jones <samjones@mountbarker.sa.gov.au>, Bradley Orr <bdorr@mountbarker.sa.gov.au>, Tess Minett <tminett@mountbarker.sa.gov.au>, Greg Morrison <gmorrison@mountbarker.sa.gov.au>, Narelle Hardingham <nhardingham@mountbarker.sa.gov.au>, David Leach <dleach@mountbarker.sa.gov.au>, Harry Seager <hseager@mountbarker.sa.gov.au>, Simon Westwood <swestwood@mountbarker.sa.gov.au>
Subject: Request for review of council decision making in relation to total rates revenue for 2021/22

RELEASED

Dear Mr Stuart

As a resident and ratepayer within the District Council of Mount Barker, I am aggrieved at the decision made by Council to increase rates by 2% and wish to formally make application for a Section 270 Request for Review.

As I understand it, the following events occurred.

> At the council meeting of 5 July 2021, agenda item 12.5, a report was presented to council purporting to analyse/describe the community consultation on the Annual Business Plan 2021. (Consultation Report).
> Under agenda item 12.6 of this same council meeting, councillors approved on top of the 1% rate rise, a further 1% rise, (The Additional 1%), to give a total rate rise of 2% for the 2021-2 financial year.
> At the council meeting of 3 May 2021, councillors received a consultant's report, (Electoral Report), on the Periodical Electoral Representation Review(item 12.7 of the agenda of that meeting).

Section 270(1) of the Local Government Act 1999 provides that a council decision can be reviewed upon request of someone, (s270(4)(c)) , with sufficient interest in the matter and provided,(s270(4)(b), that the request is not frivolous or vexatious. This request is under s270 of the Act. My interest is as a ratepayer of the Mount Barker Council and my request is serious not frivolous or vexatious in that I believe a major decision affecting all ratepayers made by council may have suffered from the flaws described herein.

The council decision that I request be reviewed is the decision to approve the Additional 1% (item 12.6 of the meeting 5 July 2021) and the associated approval for a 2% general rate rise.

Complaint
The Consultation Report was grossly inadequate and did not properly describe the 132 written submissions received by council on the Annual Business plan and rate rise. Concentrating on the proposed rate rise only, the Consultation report said, in relation to the submissions received:
The key 'themes' from the public consultation were:

General Rates – 71 respondents

> General Rate Increase – Commentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial sustainability.'
> The second quote suffered from the ambiguity that it implied submissions were asking for the 1% 'sustainability 'increase to be reinstated which they did not.
> The Consultation Report failed to mention the following:
> (a) That 68 people strongly opposed the 2% rate rise, or any rate rise. In addition, on other topics than rates;
> (b) That 59 people expressed concern about footpaths in the council area or made comment about the policy to spend $11m on footpaths in coming years and
> (c) That 17 people were unhappy that Echunga had been omitted from the Annual Business Plan or plans for Echunga were inadequate.

Thus the views of the community were misrepresented/omitted; the councillors were misinformed on an important topic and this misrepresentation may have biased the views of councillors and tainted the associated decisions.

The six councillors who voted to approve the Additional 1% at the 5 July meeting, item 12.6, appear to have understood but then ignored the views of the 68 people who strongly opposed a 2% rate rise in their submissions.

In the council agenda to the 3 May 2021 meeting, item 12.7, Councillors were advised (para 10) that the expert consultant believed that 24 submissions in total was 'a reasonable response' The decisions taken on future council structure at this meeting were broadly consistent with the requests of the majority (17) of the 24 people who sent submissions.
In contrast, councillors ignored the views in 68 submissions at its meeting on 5 July 2021 and approved rates increases, (12,5 and 12.6) that was the opposite of what these 68 people wanted. Sixty eight submissions on the basis of the 3 May meeting was manifestly adequate.

Council's decision-making in the two meetings 3 May and 5 July on the above agenda items was opposite, contradictory and inconsistent by :
(a) Relying on a total of 24 submissions on a fundamental council re-structuring decision but ignoring 68 submissions on an equally-important once-annually setting of rates decision
(b) making a decision in favour of that requested by a majority of 24 people but making a decision the opposite of a clear position requested by 68 people.

RELEASED

There has been strong community interest in the rates rise with scores of comments on social media platforms in the Adelaide Hills against the 2% rate rise. There appear to be many more people than the 68 who bothered to send in submissions to the Annual Business Plan who strongly oppose the 2% rate rise.
Council is aware of these forums as places where the community expresses its views and in this modern age the community is entitled to think that council/councillors are monitoring these platforms to gauge public opinion, which monitoring indeed is done.
These views too have been ignored by council.

I request that:
(a) The Consultation Report be redone to provide a detailed and accurate report on the 132 submissions to councillors.
(b) Once (a) has been completed, those parts of the 5 July council meeting dealing with the Additional 1% and the general rate of 2% be re-run and that new votes be taken in each case and the result of these votes published publicly in local press and social media pages.

Regards,

[redacted]

Andrew Stuart
Chief Executive Officer
D 08 8391 7236

RELEASED

Maree Barns

From: Sue Miller
Sent: Thursday, 29 July 2021 11:23 AM
To: Sue Miller
Subject: FW: Rate rise

-----Original Message-----
From: [redacted]
Sent: Tuesday, 27 July 2021 8:20 PM
To: Harry Seager <hseager@mountbarker.sa.gov.au>
Subject: Rate rise

Dear sir
It's come to my attention that you and some fellow councillors have intended to raise the council rates by 2%.
I find this very offensive and disrespectful to take this decision based on the fact, that you have not consulted anyone in my area for this decision. I know that you can vote on behalf of the rate payers but to vote on this with baseless knowledge of the area is disrespectful to the rate payers.
We have over the years, only recieved graded roads as a benefit for our rates being a rural land owner.
I do acknowledge you ignorance in the area of road maintenance.
We only receive on average, once a year grading of the roads and on some occasions 18mths. We, have on numerous occasions complained on the condition of the roads without result, only too be told they will be graded when rain events.
To the current condition of many of our local dirt based roads, there is a total neglet to this deterioration of the standards of these motorways.
The council demands that any road base is to meet Australian Standards, minimum. This poorly is not the case as it is not practiced as preached.
I have seen on Mills rd. Kanmantoo, the road base has eroded to reef rock and road base previously carted in from brukunga (has high acid content and highly coloured yellow material which indentifies this deposit, which was deposited many years ago.)is exposed. This road base causes a high corrosive reaction with vehicle hardware.
I also would like to highlight the incompetence of supervision on any works taken in the area as even someone without any civil construction knowledge (which is not myself) can plainly see poor evidence of work performed.
All road maintenance needs to meet Australian Standards.
I, as many of my fellow neighbors would like to know,
1: the reason for such a proposed rate rise.
2: why the incompetent standard of work on civil repairs work.
3: the respectful service to the kanmantoo/callington for rates recieved.
4: the representation to this area.
5: basic statutory responsibilities being eroded by current council governance.

Your respectfully
Without prejudice
[redacted]

Sue Miller
Risk & Governance Officer/EA to Mayor
D 08 8391 7231

RELEASED

Kelledy Jones

APPENDIX 4

RELEASED

11.1.5 REPORT TITLE: CONFIDENTIAL REPORT - DRAFT LONG TERM FINANCIAL PLAN
FILE NUMBER: DOC/20/37747

Moved Councillor Morrison that Council note that the Long Term Financial Plan can go forward but Council should consider COVID-19 implications in the document.

Seconded Councillor Leach CARRIED
OM20200406.07

12. REPORTS

12.1 REPORT TITLE: COVID-19 - IMPACTS ON THE COMMUNITY, BUSINESS AND THE ECONOMY
DATE OF MEETING: 6 APRIL 2020
FILE NUMBER: DOC/20/38543

Moved Councillor Leach that Council:

1. note the immediate COVID-19 response measures that have been enacted.

2. provides initial support to all residents by remitting all future late payment penalties, fines and interest to rates assessments with outstanding balances, effective immediately and until 4 September 2020.

3. authorise the CEO to assemble funds secured from programs and projects within the 2019/20 Budget impacted upon by the COVID-19 event to enable urgent and responsive COVID-19 relief measures.

4. note that further measures will be brought to Council for future decision-making.

Seconded Councillor Bailey CARRIED
OM20200406.08

12.2 REPORT TITLE: DRAFT LONG TERM FINANCIAL PLAN 2020-2030
DATE OF MEETING: 6 APRIL 2020
FILE NUMBER: DOC/20/38579
ATTACHMENTS: ATTACHMENT 1 DOC/20/41089 DRAFT LONG TERM FINANCIAL PLAN 2020-2030

Moved Councillor Westwood that Council:

1. note that the Draft Long Term Financial Plan 2020-2030 has been compiled applying assumptions that exclude the impact of COVID-19.

RELEASED

2. note that the Draft Long Term Financial Plan will be initially updated for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020 and revised in the first half of 2020/21 when more information has been considered.

3. adopt the Draft Long Term Financial Plan 2020-2030 (attached) for community consultation.

Seconded Councillor Orr CARRIED
OM20200406.09

12.3 REPORT TITLE: DRAFT STRATEGIC ASSET MANAGEMENT PLAN FOR COMMUNITY CONSULTATION
DATE OF MEETING: 6 APRIL 2020
FILE NUMBER: DOC/20/38452
ATTACHMENTS: ATTACHMENT 1 DOC/20/40779 DRAFT STRATEGIC ASSET MANAGEMENT PLAN 2020 FOR CONSULTATION

Moved Councillor Leach that Council:

1. note the work undertaken to review and update the Strategic Asset Management Plan; and

2. endorse the draft Strategic Asset Management Plan for public consultation for a period of twelve (12) weeks prior to final adoption in August 2020.

Seconded Councillor Jones CARRIED
OM20200406.10

12.4 REPORT TITLE: AWARD OF TENDER FOR FREIGHT CONTRACTORS PANEL
DATE OF MEETING: 6 APRIL 2020
FILE NUMBER: DOC/20/24969

Moved Councillor Morrison that Council:

1. authorises the award of contracts to the following contractors for the freight of rubble under contract 2019.039 on a schedule of rates basis for a term of three years to commence on 20 April 2020:
   a) Leonard Bulk Pty Ltd
   b) Goolwa Quarries Pty Ltd
   c) RJ & JD Michelmore
   d) GE Hughes Construction Co

2. authorises the Chief Executive Officer or his delegate being the General Manager Infrastructure to finalise and execute relevant contract documents and administer the contracts.

Seconded Councillor Seager CARRIED
OM20200406.11

RELEASED

12.2 REPORT TITLE: DRAFT LONG TERM FINANCIAL PLAN 2020-2030

DATE OF MEETING: 6 APRIL 2020

FILE NUMBER: DOC/20/38579

ATTACHMENTS: ATTACHMENT 1 DOC/20/41089 DRAFT LONG TERM FINANCIAL PLAN 2020-2030

Key Contact Manager/Sponsor: Julie Scoggins, Manager, Financial Services; Alex Oulianoff, Chief Financial Officer

Mount Barker 2035 – District Strategic Plan:

5 Governance and Leadership
GL4: Effective management and financial sustainability

Annual Business Plan:

Nil

Purpose:

To present and seek endorsement for community consultation of the Draft Long Term Financial Plan 2020-2030 (LTFP).

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt a 10 year Long Term Financial Plan in accordance with the Local Government Act and Regulations.
2. **Baseline Position** - The Draft Long Term Financial Plan is predicated on assumptions that exclude the impact of COVID-19. Financial modelling will be undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19. The LTFP will be revised in the first half of 2020/21 when more information has been considered.

Recommendation:

That Council:

1. Note that the Draft Long Term Financial Plan 2020-2030 has been compiled applying assumptions that exclude the impact of COVID-19.
2. Note that the Draft Long Term Financial Plan will be initially updated for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020 and revised in the first half of 2020/21 when more information has been considered.
3. Adopt the Draft Long Term Financial Plan 2020-2030 (attached) for community consultation.

RELEASED

Return to Order of Business

Background:

1. Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

2. A Council may review its strategic management plans at any time but must undertake a review of its Long Term Financial Plan (LTFP) as soon as practicable after adopting the Council's Annual Business Plan (ABP) for a particular financial year; and in any event, undertake a comprehensive review within 2 years after each general election of the Council.

3. At the July 2018 Council meeting the Draft Long Term Financial Plan 2018-2028 was adopted for public consultation and subsequently endorsed in September 2018.

4. Key assumptions for the 2020-2030 LTFP were presented at a confidential informal briefing on the 24 March 2020 and the Audit and Risk Committee meeting on 30 March 2020.

5. The financial projections in a Long Term Financial Plan adopted by a Council must be consistent with those in the infrastructure and Asset Management Plan adopted by the Council. The latest Draft Strategic Asset Management Plan is presented for adoption at this Council meeting.

Discussion:

1. This iteration of the Draft LTFP has needed to consider changes such as the forecast year-end financial positon of Council for 2019/20, the Draft 2020/21 Budget, the impact on timing and resources as a result of receiving additional grants and more detailed costings of Strategic New Capital Projects, such as the Wastewater Treatment Plant Upgrade, Regional Sports Hub Stage 1 and the Regional Indoor Aquatic and Leisure Facility.
2. Council has as a result of growth a significant level of committed expenditure which will occur in the next 10 years. There are also significant items included in the strategic plan for Wastewater and sport & recreation which will result in decisions needing to be made as to how the projects will be funded. There is also , however, an amount of uncommitted expenditure which can provide flexibility for the future.
3. Enhanced modelling has assisted Council staff and elected members in determining timing and scale of future capital works, with consideration provided for operating expenditure and pressure on council general rates.
4. Council uses the LTFP to frame its Annual Business Plan and Budget by setting high-level parameters and targets that will assist Council in maintaining and improving the level of services of its existing assets whilst also delivering strategic new major projects.
5. The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving the objectives detailed in Council's suite of strategic plans.
6. As part of Council's development of the Annual Business Plan (ABP) the LTFP has been updated using the draft budget for the financial year 2020/21 as the first year of the ten year model.

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Return to Order of Business

7. The LTFP has been updated to reflect forecast changes in the key assumptions for operating revenue and expenditure, including the rate of development growth.
6. The plan has been modelled to achieve (Over the long term) the same Key Financial Indicators (KFI) which were utilised in the Long Term Financial Plan 2018-2028.
    a. Operating Surplus Ratio *(Operating surplus before capital revenues as a percentage of total operating revenue).*
        - *Council's target is that the operating surplus ratio is greater than or equal to one percent of rates.*
    b. Net Financial Liabilities Ratio *(Net financial liabilities equals total liabilities less financial assets e.g. cash & accounts receivable).*
        - *Council's target is that net financial liabilities ratio is greater than zero but less than 80% of total operating revenue.*
    c. Asset Renewal Funding Ratio *(Capital expenditure on renewal or replacement of existing assets as a % of asset management plans allocation)*
        - *Council's target is that the net outlay on existing assets as a % of asset management plans are greater than or equal to 100%.*
7. Growth factors which impact on the timing and / or value of rate revenue, operating, maintenance, and capital revenue & expense has been sourced from modelling conducted by .id "the Population Experts".
8. It should be noted that the draft Long Term Financial Plan 2020-2030 is predicated on assumptions that exclude the impact of COVID-19. Financial modelling will be undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19. The LTFP will be revised in the first half of 2020/21 when more information has been considered.
9. The draft Long Term Financial Plan 2020-2030 key assumptions for include two inflation indices for CPI:

    The Local Government Price Index (LGPI) is a financial indicator of the escalation in the cost of goods purchased by Local Government entities. The indicator for future years is unavailable and as such the historic variance of 0.44% has been added to the Forecast CPI for some assumptions (which has been sourced from Deloitte Access Economics as detailed below).
10. The draft Long Term Financial Plan key assumptions are as follows:
    a. **Annual General Rate Revenue** - Will increase by forecast CPI plus growth (except 2020/21 which is forecast to increase by actual Adelaide CPI as at September 2019.
    b. **Operating Revenue** – Forecast LGPI (Forecast CPI + 0.44%).
    c. **Operating Expenditure** – Forecast LGPI (Forecast CPI + 0.44%) and LGPI with the exception of Maintenance and Operations, where growth has been incorporated.
    d. **Employee Costs** - As per Council's EBA (Enterprise Bargaining Agreement) and then CPI for the remaining years.
    e. **Capital Revenue** - Including developer contributions to required infrastructure (secured by separate rates) have been modelled using growth and inflation forecasts.

RELEASED

Return to Order of Business

f. **Strategic New Capital Projects** - Included in the plan also assume required grant funding in accordance with Council's sustainability requirements.

g. **Other Capital Expenditure** - All other capital expenditure on existing and new assets require external funding to achieve net expenditure which is closely aligned to Councils annual depreciation expenditure. This will be achieved whilst maintaining capital renewal to achieve Council's Strategic Asset Management Plan target.

h. **Wastewater Revenue and Expenditure** - Has been modelled using the Wastewater to Services Growth Strategic documents ands will be in line with ESCOSA and SA Local Government costing principles.

11. The draft LTFP (Attached) is presented as a set of financial statements and includes the following statements for years 2020/21 to 2029/30;
    - Statement of Comprehensive Income
    - Balance Sheet
    - Statement of Changes in Equity
    - Statement of Cash Flow
    - Uniform Presentation of Finances
    - Financial Indicators.

Community Engagement:

Decision to be made	Make a recommendation that the Long Term Financial Plan be adopted for public consultation.
Key factors to be considered in decision (dot points)	• Annual Business Plan • Asset Management Plans • Strategic Plan • Local Government Act 1999
Area of community influence	Aspects that are fixed: - Legislative Factors Key areas for community input: - Community may make submissions on all sections of the Draft Long Term Financial Plan.
Method of consultation, informing community & cost	Copies of the draft LTFP will be available at: - The Mount Barker Community Library; - Civic Centre; - Council's website A facility will be available for the community to ask questions and receive submissions on Council's website during the consultation period.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Long Term Financial Plan 2020-2030 has been adopted by Council.
Timeframe for consultation	Commencing on 8 April and concluding on 20 May 2020.
Community input	Commentary on the Draft LTFP

RELEASED

Return to Order of Business

The Draft Long Term Financial Plan 2020-2030 will be available for public consultation for a period of at least 6 weeks.

Policy:
Treasury Management Policy – DOC/16/1998
Funding Policy – DOC/19/103032

Long Term Financial Plan:
This draft will form the basis of the LTFP, which once adopted will be the point of reference for future budgets.

Budget:
The preparation of the LTFP informs future budgets.

Statutory/Legal:
Under Sec 122 LG Act a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

Local Government Act 1999 – Section 122
Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

Staff Resource Requirements:
Completed within staff resources.

Environmental:
As determined in Mount Barker 2035 District Strategic Plan.

Social:
As determined in Mount Barker 2035 District Strategic Plan.

Risk Assessment:
The LTFP models Council to be financially sustainable over the long term.

Asset Management:
The LTFP provisions for Council are aligned with Council's Draft Strategic Asset Management Plan forecast budgets over the 10 year period included in the plan.

Conclusion:
The Long Term Financial Plan is a high level strategic planning document which is a key aid to Council's budgeting and planning process. It will assist council staff and council members in planning for the delivery of facilities and services to meet the expectations of the growing community in a sustainable manner.

Council's Strategic Plan includes significant additional infrastructure and services, planning which includes consideration for the timing of revenue and expenditure, and the feasibility of each project. Proactive planning and modelling is vitally important to the ongoing financial sustainability of Council.

RELEASED

Return to Order of Business

While Council uses the LTFP to inform its Annual Business Plan and budget, the plan is a roadmap and as such does not determine the rates or charges in each year.

The draft Long Term Financial Plan was developed prior to the COVID-19 pandemic. This represents the baseline plan that will be adjusted for an initial view of COVID-19 following public consultation. The LTFP will be revised in the first half of 2020/21 when more information has been considered.

Previous Decisions By/Information Reports to Council

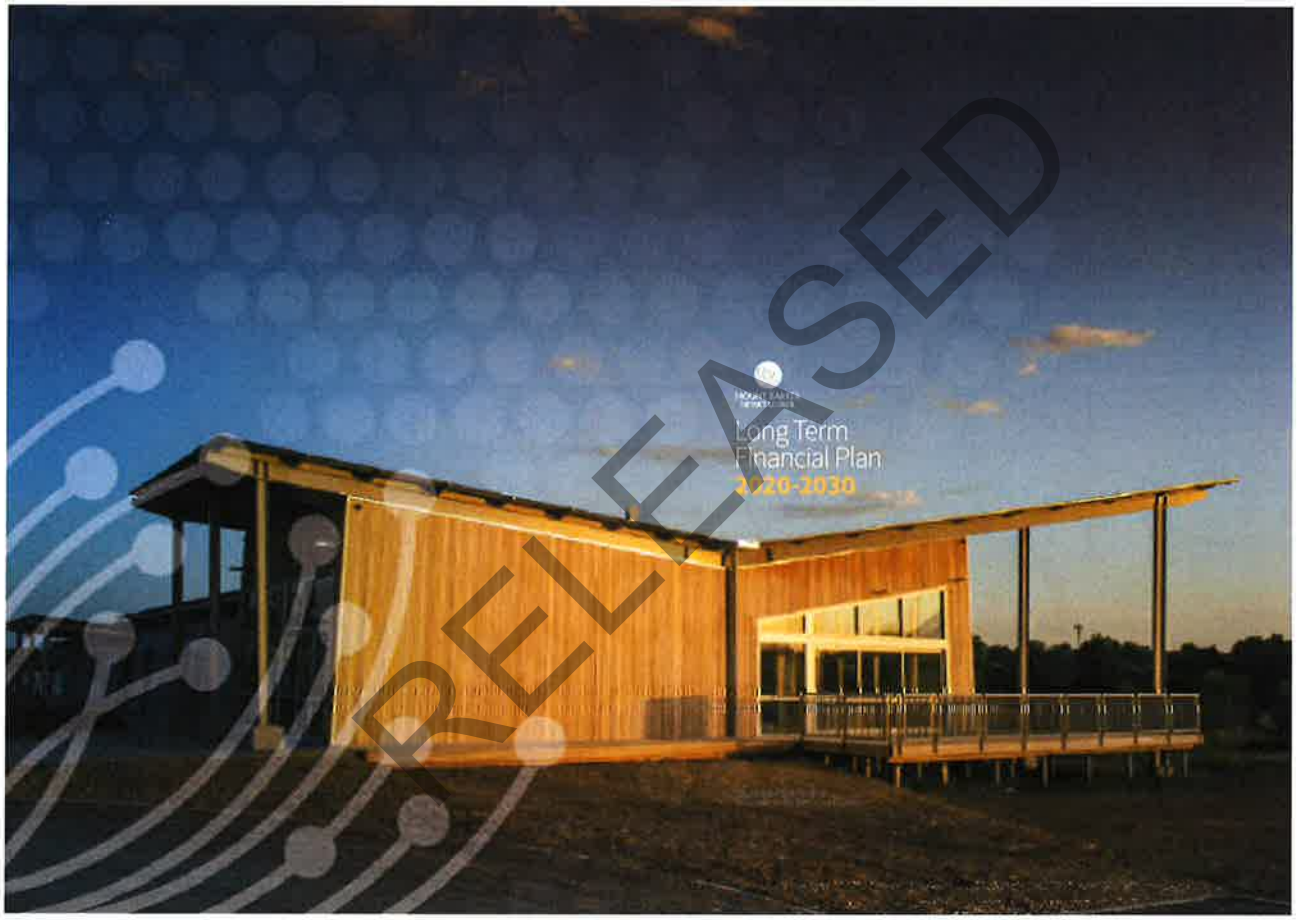
Meeting Date	28 June 2018	HPRM Reference	DOC/18/68258
Title	Draft Long Term Financial Plan 2018-2028		
Purpose	To present and seek endorsement of Council's intention to consult on the Draft Long Term Financial Plan 2018-2028 (LTFP).		

Meeting Date	5 June 2017	HPRM Reference	DOC/17/52177
Title	Draft Long Term Financial Plan 2017-2027		
Purpose	To present the Draft Long Term Financial Plan 2017-2027 (LTFP)		

RELEASED

Return to Order of Business

Attachment 1 to Item 12.2



RELEASED

Return to Order of Business

Long Term
Financial Plan
2020-2030

Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Long Term Financial Plan 2020-2030. The Long-Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Councils financial sustainability and ensures that decisions support the objectives outlined in our Mount Barker 2035 Strategic Plan.

Financial sustainability is so important, it means our community continues to have well maintained facilities and infrastructure and that the quality services we currently provide are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

I am so proud of our Community response to the recent devastating Cudlee Creek Bushfire. However, we now have a challenge ahead of us. The LTFP demonstrates that Council will experience some financial pressure, largely due to new and ongoing costs of growth and expenses associated with the recent bushfire.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets, the sustained economic development of the district and importantly, the responsible management of property rates.

As a result of the COVID-19 pandemic, our community are also facing significant challenges, both personally and financially. It is vital that Council maintains the delivery of essential services, and work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

As the long term impacts of the virus to our community, business and Council are indefinite, we can't afford to not revise the draft Long Term Financial Plan following public consultation. Planning for financial sustainability will ensure that we continue to maintain and develop our district to meet the needs and aspirations of our community.



Mayor
Ann Ferguson

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

EXECUTIVE STATEMENT AND ASSUMPTIONS

The Mount Barker District Council's Long Term Financial Plan (LTFP) is an integral document which forms part of a suite of strategic policy documents created to anticipate and plan for fiscal challenges and opportunities. By developing a plan which is aligned with the Strategic Plan and Asset Management Plans, Council is able to ensure that it can achieve the objectives within these plans whilst maintaining its financial sustainability in the medium to long term.

The Plan is of course a long term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it does not determine the rates and charges for the future.

The Plan complements and is complemented by other important Council plans and strategies including:

- Mount Barker 2035 – Strategic Plan
- Corporate Plan (4 Years)
- Annual Business Plan
- Asset Management Plans

The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the growth experienced in this district as a result of the State Government rezoning, to which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

With the anticipated allotment growth now occurring at a rate of around 2.5% per year Council has now approached the time when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Some of the major projects which have been included in this plan are:

- Regional Indoor Aquatic and Wellbeing Facility Stage 1
- Regional Sports Hub Stage 1
- City Centre Catalyst
- Major Wastewater Treatment Plant Upgrade

To remain financially sustainable whilst delivering such major projects Council has had to plan when and how these projects will be delivered.

Council's major source of income is general rates, which accounts for on average circa 87% of Council Operations revenue over the ten years and is an important part of the planned long term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

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Long Term Financial Plan 2020/21 to 2029/30

This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure.

Asset management planning data has been updated and included within the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the new Regional Sports Hub Stage 1 and Regional indoor Aquatic and Wellbeing Facility Stage 1.

Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

Factored into the long term plan is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

It should be noted that at this stage no consideration has been given to the impact of COVID-19 in the Long Term Financial Plan. Following public consultation, the Long Term Financial Plan will be updated to consider latest information.

OPERATING INCOME

- **General Rates** have been indexed to factor forecast inflation (CPI) and growth. It should be noted that CPI in the first year has been applied at 1.9% based on actual Adelaide CPI to September 2019.
- **Wastewater Annual Service Charges** have been increased by 5% per year plus growth for the first few years of the plan so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** have been indexed in line with forecast CPI in the first year and LGPI increases over the remaining 9 years. The average increase over the period of the plan is forecast to be circa 2.6%
- **Refuse Charges** have been indexed by LGPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Grant Funding (One-off) is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the 10 year period of the plan. Additional Growth indexation has only been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the Current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI has been allowed for. Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to achieve requirements of the adopted Asset Management Plans. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital** included in the plan is based on Council's Corporate and Strategic Plans and is modelled to achieve the objectives of these plans in a financially sustainable manner. Amounts are indexed based on forecast LGPI.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id Population forecasts and indexation applicable to the varying contribution types.

BALANCE SHEET

- **Assets** such as Trade & Other Receivables, Inventories and Equity Accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade & other payables & provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability. These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation.

S122 of the Local Government Act states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and ... to the extent to which any infrastructure will need to be maintained, replaced of developed by the Council..."

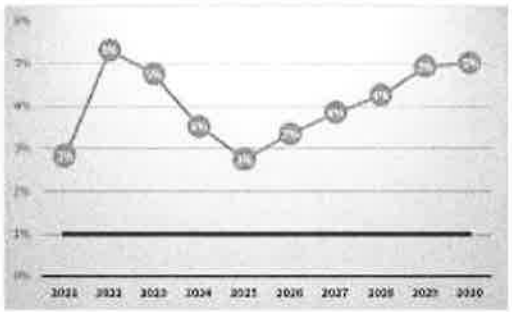
The following graphs and accompanying commentary are set against the targets endorsed by Council in the "Treasury Management Policy".

OPERATING SURPLUS RATIO

This financial indicator is useful in determining if current rate payers are paying enough to cover products and services provided in each period. This is demonstrated by expressing the operating surplus or (deficit) as a percentage of total operating revenue.

Target: "Council will maintain its operating surplus ratio at greater than or equal to one percent of the general rate"

Result: The LTFP allows for Council to achieve a breakeven positon whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.



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Return to Order of Business

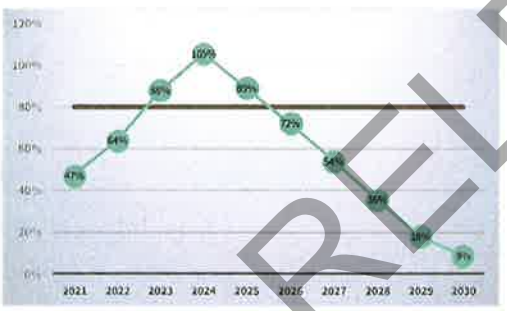
Long Term Financial Plan 2020/21 to 2029/30

NET FINANCIAL LIABILITIES RATIO

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

Target: "Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"

Result: Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works. Although Council's Net Financial Liability exceeds the target of 80% for three of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability of 56%. The increased debt of Council represented in this indicator is due to an ambitous capital works program totalling around $233M.

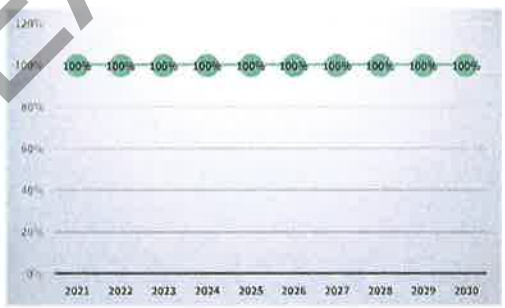


ASSET RENEWAL FUNDING RATIO

This financial indicator is useful in determining if Council is maintaining all of its assets. This is best demonstrated by calculating total Capital Renewal expenditure planned against Asset Management Plans.

Target: "Council will maintain asset sustainability ratio of greater than or equal to 100% of Asset Management Plans"

Result: Council will achieve over the period of the plan the required expenditure set out in the Draft Asset Management Plans adopted by Council in June 2018. The expenditure planned on renewing and maintaing assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



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Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income										
Rates	44,057	46,397	48,977	51,398	53,806	56,253	58,895	61,717	64,602	67,586
Statutory Charges	1,431	1,467	1,507	1,547	1,585	1,623	1,665	1,710	1,755	1,802
User Charges	1,998	2,048	2,105	2,160	2,213	2,266	2,324	2,388	2,451	2,516
Grants, Subsidies & Contributions	3,272	3,353	3,446	3,537	3,624	3,710	3,806	3,910	4,013	4,119
Investment Income	60	60	60	60	60	60	60	60	60	60
Reimbursements	297	304	312	321	328	336	345	354	364	373
Other Income	465	420	431	327	335	343	352	362	371	381
Net gain - Equity Accounted Council Businesses	-	19	33	2	16	46	63	79	171	75
Total Income	**51,580**	**54,068**	**56,872**	**59,352**	**61,968**	**64,637**	**67,510**	**70,581**	**73,788**	**76,912**
Expenses										
Employee Costs	17,002	17,728	18,529	19,335	20,128	20,931	21,803	22,735	23,675	24,646
Materials, Contracts & Other Expenses	22,126	22,272	23,908	25,341	26,843	28,301	29,871	31,547	33,282	35,085
Depreciation, Amortisation & Impairment	10,101	10,867	11,070	11,780	12,490	12,552	12,633	12,782	12,834	12,987
Finance Costs	890	521	660	801	799	685	604	507	356	335
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Total Expenses	**50,118**	**51,189**	**54,167**	**57,257**	**60,261**	**62,469**	**64,911**	**67,571**	**70,147**	**73,053**
Operating Surplus / (Deficit)	**1,462**	**2,879**	**2,705**	**2,095**	**1,707**	**2,168**	**2,599**	**3,009**	**3,641**	**3,859**
Asset Disposal & Fair Value Adjustments	(2,706)	(3,655)	(4,147)	(4,187)	(3,201)	(3,378)	(3,265)	(3,372)	(3,398)	(3,472)
Amounts Received Specifically for New or Upgraded Assets	15,306	6,141	10,944	24,235	6,241	6,121	6,118	5,988	6,141	6,180
Physical Resources Received Free of Charge	9,912	10,243	10,485	10,671	10,705	10,757	10,795	10,892	11,120	11,180
Net Surplus / (Deficit)	**23,973**	**15,608**	**19,986**	**32,814**	**15,451**	**15,669**	**16,247**	**16,518**	**17,503**	**17,748**
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Other Comprehensive Income	**-**	**1,598**	**5,631**	**1,949**	**1,362**	**1,702**	**5,631**	**2,208**	**1,419**	**1,766**
Total Comprehensive Income	**23,973**	**17,206**	**25,618**	**34,763**	**16,814**	**17,371**	**21,879**	**18,726**	**18,923**	**19,514**

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Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Trade & Other Receivables	4,474	4,306	4,554	5,031	4,678	4,799	4,935	5,076	5,226	5,380
Inventories	7	7	7	8	8	9	9	10	10	11
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Total Current Assets	6,593	6,424	6,674	7,150	6,797	6,920	7,056	7,197	7,348	7,503
Non-Current Assets										
Financial Assets	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512
Equity Accounted Investments in Council Businesses	407	426	459	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	598,575	626,803	667,760	721,641	730,918	739,611	751,044	758,369	772,722	785,481
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Other Non-Current Assets	6,322	6,311	6,672	6,974	7,297	7,608	7,912	8,299	8,665	9,044
Total Non-Current Assets	607,928	636,164	677,515	731,699	741,315	750,365	762,196	769,957	784,847	798,060
TOTAL ASSETS	614,520	642,588	684,188	738,850	748,112	757,285	769,253	777,155	792,195	805,650
LIABILITIES										
Current Liabilities										
Trade & Other Payables	6,771	6,868	7,238	7,568	7,912	8,248	8,611	8,997	9,391	9,799
Borrowings	14,731	25,338	40,822	53,637	45,628	36,996	26,643	15,372	4,672	844
Provisions	2,537	2,673	2,812	2,954	3,099	3,246	3,397	3,551	3,709	3,870
Total Current Liabilities	24,039	34,879	50,873	64,159	56,639	48,491	38,651	27,920	17,772	14,513
Non-Current Liabilities										
Borrowings	6,784	6,013	5,750	5,474	5,184	4,881	4,563	4,230	2,562	3,515
Provisions	451	473	495	518	541	564	589	613	639	665
Total Non-Current Liabilities	7,235	6,486	6,244	5,991	5,725	5,445	5,152	4,844	3,201	4,180
TOTAL LIABILITIES	31,254	41,365	57,117	70,150	62,363	53,936	43,803	32,764	20,973	18,693
Net Assets	583,267	601,223	627,071	668,700	685,750	703,349	725,450	744,391	771,222	790,956
EQUITY										
Accumulated Surplus	266,397	282,756	302,973	336,030	351,718	367,615	384,084	400,818	418,549	436,517
Asset Revaluation Reserves	294,984	295,581	302,213	310,784	312,146	313,848	319,479	321,687	330,788	332,554
Other Reserves	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	583,267	601,223	627,071	668,700	685,750	703,349	725,450	744,391	771,222	790,956

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	51,735	54,166	56,555	58,836	62,269	64,433	67,277	70,328	73,434	76,652
Investment Receipts	62	60	60	60	60	60	60	60	60	60
Payments:										
Operating Payments to Suppliers & Employees	(38,709)	(39,493)	(42,061)	(44,263)	(46,571)	(48,829)	(51,275)	(53,886)	(56,547)	(59,325)
Finance Payments	(890)	(521)	(660)	(801)	(799)	(685)	(604)	(507)	(356)	(335)
Cost of Capital	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**12,199**	**14,212**	**13,894**	**13,831**	**14,959**	**14,979**	**15,458**	**15,995**	**16,591**	**17,052**
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	15,306	6,141	10,944	24,235	6,241	6,121	6,118	5,988	6,141	6,180
Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
Payments:										
Expenditure on Renewal/Replacement of Assets	(12,824)	(13,437)	(18,415)	(18,416)	(8,564)	(9,910)	(8,320)	(8,887)	(8,676)	(8,937)
Expenditure on New/Upgraded Assets	(21,886)	(17,746)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,952)	(2,157)	(7,812)
Net Cash provided (or used in) Investing Activities	**(19,405)**	**(24,569)**	**(29,115)**	**(26,370)**	**(6,660)**	**(6,043)**	**(4,787)**	**(4,391)**	**(4,223)**	**(10,091)**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	1,613	11,949	16,595	14,275	-	-	-	-	-	2,515
Payments:										
Repayments of Borrowings	(1,346)	(1,593)	(1,375)	(1,737)	(8,299)	(8,935)	(10,670)	(11,604)	(12,368)	(5,389)
Net Cash provided (or used in) Financing Activities	**267**	**10,357**	**15,220**	**12,539**	**(8,299)**	**(8,935)**	**(10,670)**	**(11,604)**	**(12,368)**	**(2,874)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(6,939)**	**(0)**	**(0)**	**(0)**	**(0)**	**1**	**(0)**	**(0)**	**0**	**4,087**
plus: Cash & Cash Equivalents - beginning of year	7,940	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**5,088**

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Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities										
Income	51,580	54,068	56,872	59,352	61,968	64,637	67,510	70,581	73,788	76,912
less Expenses	(50,118)	(51,189)	(54,167)	(57,257)	(60,261)	(62,469)	(64,911)	(67,572)	(70,147)	(73,053)
Operating Surplus / (Deficit)	**1,462**	**2,879**	**2,705**	**2,095**	**1,707**	**2,168**	**2,599**	**3,009**	**3,641**	**3,859**
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(12,824)	(13,437)	(18,415)	(18,416)	(8,564)	(9,910)	(8,320)	(8,887)	(8,676)	(8,937)
add back Depreciation, Amortisation and Impairment	10,101	10,667	11,070	11,780	12,490	12,552	12,633	12,782	12,834	12,987
add back Proceeds from Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	**(2,723)**	**(2,296)**	**(6,886)**	**(6,082)**	**4,361**	**3,085**	**4,763**	**4,355**	**4,627**	**4,527**
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(21,886)	(17,746)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,952)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	15,306	6,141	10,944	24,215	6,241	6,121	6,118	5,988	6,141	6,160
(Net Outlays) on New and Upgraded Assets	**(6,581)**	**(11,605)**	**(11,159)**	**(8,509)**	**1,469**	**3,425**	**3,082**	**4,036**	**3,984**	**(1,631)**
Net Lending / (Borrowing) for Financial Year	**(7,842)**	**(11,022)**	**(15,340)**	**(12,495)**	**7,537**	**8,678**	**10,445**	**11,401**	**12,252**	**6,755**

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income										
Rates	36,796	38,539	40,470	42,439	44,392	46,374	48,515	50,805	53,147	55,569
Statutory Charges	1,391	1,426	1,465	1,504	1,541	1,577	1,618	1,662	1,706	1,751
User Charges	1,998	2,048	2,105	2,160	2,213	2,266	2,324	2,388	2,451	2,516
Grants, Subsidies & Contributions	3,272	3,353	3,446	3,537	3,624	3,710	3,806	3,910	4,013	4,119
Investment Income	60	60	60	60	60	60	60	60	60	60
Reimbursements	297	304	312	321	328	336	345	354	364	373
Other Income	415	410	421	316	324	332	340	350	359	369
Net gain - Equity Accounted Council Businesses	-	19	33	2	16	46	63	79	171	75
Total Income	44,230	46,158	48,312	50,340	52,498	54,701	57,073	59,609	62,271	64,832
Expenses										
Employee Costs	15,884	16,588	17,362	18,143	18,912	19,691	20,537	21,440	22,352	23,293
Materials, Contracts & Other Expenses	18,001	17,767	18,930	19,806	21,183	22,471	23,896	25,414	26,839	28,457
Depreciation, Amortisation & Impairment	8,510	8,852	9,005	9,396	9,725	9,796	9,850	10,008	10,068	10,097
Finance Costs	890	521	660	801	799	685	604	507	356	335
Net loss - Equity Accounted Council Businesses										
Total Expenses	43,286	43,728	45,957	48,145	50,619	52,643	54,887	57,368	59,615	62,183
Operating Surplus / (Deficit)	944	2,430	2,355	2,194	1,879	2,058	2,186	2,241	2,656	2,649
Asset Disposal & Fair Value Adjustments	(1,063)	(3,094)	(3,085)	(3,148)	(3,108)	(3,163)	(3,225)	(3,291)	(3,354)	(3,417)
Amounts Received Specifically for New or Upgraded Assets	12,439	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
Physical Resources Received Free of Charge	8,623	8,922	9,128	9,278	9,278	9,296	9,296	9,353	9,540	9,558
Net Surplus / (Deficit)	20,943	10,592	15,209	28,900	10,531	10,450	10,414	10,163	10,678	10,537
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Other Comprehensive Income	-	1,598	5,631	1,949	1,362	1,702	5,631	2,208	1,419	1,766
Total Comprehensive Income	20,943	12,189	20,841	30,849	11,893	12,152	16,046	12,371	12,097	12,303

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	3,203	3,035	3,284	3,760	3,407	3,528	3,664	3,865	3,955	4,109
Inventories	7	7	7	8	8	9	9	10	10	11
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Total Current Assets	4,821	4,653	4,903	5,380	5,027	5,149	5,285	5,476	5,577	5,731
Non-Current Assets										
Financial Assets	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512	1,512
Equity Accounted Investments in Council Businesses	407	426	459	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	496,625	510,997	534,240	566,938	576,711	583,893	595,832	603,662	611,117	624,647
Non-current assets classified as "Held for Sale"	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112	1,112
Other Non-Current Assets	4,687	4,676	5,037	5,339	5,662	5,973	6,307	6,664	7,010	7,409
Total Non-Current Assets	504,342	518,722	542,360	575,362	585,473	593,014	605,349	613,615	621,807	635,591
TOTAL ASSETS	509,164	523,375	547,263	580,742	590,500	598,163	610,634	619,041	627,384	641,322
LIABILITIES										
Current Liabilities										
Trade & Other Payables	6,037	6,119	6,475	6,789	7,117	7,438	7,784	8,154	8,531	8,921
Borrowings	13,118	14,907	17,476	19,667	17,097	12,196	8,204	3,817	752	844
Provisions	2,445	2,579	2,715	2,854	2,996	3,140	3,288	3,439	3,594	3,751
Total Current Liabilities	21,601	23,606	26,666	29,310	27,210	22,775	19,277	15,410	12,876	13,517
Non-Current Liabilities										
Borrowings	6,764	6,013	5,750	5,474	5,184	4,881	4,563	4,230	2,562	3,515
Provisions	333	352	370	389	408	428	448	469	490	511
Total Non-Current Liabilities	7,096	6,365	6,120	5,863	5,593	5,309	5,012	4,699	3,052	4,027
TOTAL LIABILITIES	28,698	29,970	32,786	35,173	32,802	28,084	24,288	20,109	15,929	17,544
Net Assets	480,465	493,405	514,477	545,569	557,697	570,078	586,345	598,932	611,256	623,778
EQUITY										
Accumulated Surplus	189,319	200,662	216,102	245,245	256,011	266,689	277,376	287,705	298,609	309,366
Asset Revaluation Reserves	269,260	270,858	276,489	278,438	279,800	281,502	287,133	289,341	290,760	292,526
Other Reserves	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	480,465	493,405	514,477	545,569	557,697	570,078	586,345	598,932	611,256	623,778

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	43,957	46,256	47,996	49,823	52,799	54,497	56,839	59,356	61,917	64,571
Investment Receipts	62	60	60	60	60	60	60	60	60	60
Payments:										
Operating Payments to Suppliers & Employees	(34,127)	(34,722)	(37,062)	(39,031)	(41,105)	(43,125)	(45,312)	(47,646)	(50,025)	(52,489)
Finance Payments	(890)	(521)	(660)	(801)	(799)	(685)	(604)	(507)	(356)	(335)
Cost of Capital	654	853	1,123	1,473	1,388	1,342	1,255	1,165	1,220	1,120
Net Cash provided (or used in) Operating Activities	**9,656**	**11,926**	**11,458**	**11,524**	**12,344**	**12,089**	**12,238**	**12,427**	**12,817**	**12,927**
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	12,439	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
Payments:										
Expenditure on Renewal/Replacement of Assets	(7,914)	(7,828)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,231)	(8,385)
Expenditure on New/Upgraded Assets	(12,335)	(8,443)	(13,241)	(26,540)	(4,772)	(1,822)	(2,621)	(1,952)	(2,157)	(7,812)
Net Cash provided (or used in) Investing Activities	**(7,810)**	**(13,465)**	**(13,763)**	**(13,439)**	**(9,483)**	**(6,885)**	**(7,928)**	**(7,708)**	**(8,084)**	**(13,973)**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	-	3,131	3,680	3,651	-	-	-	-	-	2,515
Payments:										
Repayments of Borrowings	(1,346)	(1,593)	(1,375)	(1,737)	(2,860)	(5,204)	(4,309)	(4,720)	(4,733)	(1,469)
Net Cash provided (or used in) Financing Activities	**(1,346)**	**1,539**	**2,305**	**1,915**	**(2,860)**	**(5,204)**	**(4,309)**	**(4,720)**	**(4,733)**	**1,046**
Net Increase/(Decrease) in Cash & Cash Equivalents	**500**	**0**	**(0)**	**-**	**0**	**-**	**0**	**(0)**	**-**	**-**
plus: Cash & Cash Equivalents - beginning of year	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities										
Income	44,230	46,158	48,312	50,340	52,498	54,701	57,073	59,609	62,271	64,832
less Expenses	(43,286)	(43,728)	(45,957)	(48,145)	(50,619)	(52,643)	(54,832)	(57,369)	(59,615)	(62,183)
Operating Surplus / (Deficit)	**944**	**2,430**	**2,355**	**2,194**	**1,879**	**2,058**	**2,186**	**2,241**	**2,656**	**2,649**
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(7,914)	(7,828)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,231)	(8,385)
add back Depreciation, Amortisation and Impairment	8,510	8,852	9,005	9,396	9,725	9,796	9,850	10,008	10,068	10,097
add back Proceeds from Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	**596**	**1,497**	**1,672**	**1,921**	**2,532**	**2,474**	**2,386**	**2,391**	**2,306**	**2,190**
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(12,335)	(8,443)	(13,241)	(26,540)	(4,772)	(1,822)	(2,621)	(1,952)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	12,439	2,333	6,811	20,576	2,482	2,258	2,157	1,863	1,835	1,746
(Net Outlays) on New and Upgraded Assets	**104**	**(6,110)**	**(6,430)**	**(5,964)**	**(2,290)**	**436**	**(464)**	**(91)**	**(322)**	**(6,065)**
Net Lending / (Borrowing) for Financial Year	**1,644**	**(2,183)**	**(2,403)**	**(1,849)**	**2,121**	**4,969**	**4,108**	**4,541**	**4,641**	**(1,227)**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income										
Rates	7,261	7,858	8,507	8,958	9,415	9,879	10,380	10,912	11,456	12,017
Statutory Charges	40	41	42	43	44	45	47	48	49	51
User Charges										
Grants, Subsidies & Contributions										
Investment Income										
Reimbursements										
Other Income	50	10	11	11	11	11	12	12	12	13
Net gain - Equity Accounted Council Businesses										
Total Income	**7,351**	**7,910**	**8,560**	**9,012**	**9,470**	**9,936**	**10,438**	**10,972**	**11,517**	**12,081**
Expenses										
Employee Costs	1,117	1,140	1,166	1,192	1,216	1,240	1,266	1,295	1,324	1,353
Materials, Contracts & Other Expenses	4,125	4,505	4,978	5,535	5,660	5,830	5,975	6,133	6,443	6,627
Depreciation, Amortisation & Impairment	1,590	1,816	2,065	2,384	2,765	2,756	2,784	2,774	2,765	2,889
Finance Costs										
Net loss - Equity Accounted Council Businesses										
Total Expenses	**6,832**	**7,461**	**8,210**	**9,111**	**9,642**	**9,826**	**10,025**	**10,203**	**10,532**	**10,870**
Operating Surplus / (Deficit)	**518**	**449**	**350**	**(99)**	**(172)**	**110**	**413**	**769**	**984**	**1,211**
Asset Disposal & Fair Value Adjustments	(1,643)	(561)	(1,062)	(1,039)	(94)	(215)	(41)	(81)	(44)	(55)
Amounts Received Specifically for New or Upgraded Assets	2,867	3,808	4,132	3,659	3,760	3,863	3,962	4,127	4,306	4,434
Physical Resources Received Free of Charge	1,288	1,320	1,357	1,393	1,427	1,461	1,499	1,540	1,580	1,622
Net Surplus / (Deficit)	**3,030**	**5,017**	**4,777**	**3,914**	**4,921**	**5,219**	**5,833**	**6,355**	**6,826**	**7,211**
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E										
Total Other Comprehensive Income										
Total Comprehensive Income	**3,030**	**5,017**	**4,777**	**3,914**	**4,921**	**5,219**	**5,833**	**6,355**	**6,826**	**7,211**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	4,588
Trade & Other Receivables	1,271	1,271	1,271	1,271	1,271	1,271	1,271	1,271	1,271	1,271
Inventories										
Non-current assets classified as "Held for Sale"										
Total Current Assets	1,771	1,771	1,771	1,771	1,770	1,771	1,771	1,771	1,771	5,859
Non-Current Assets										
Financial Assets										
Equity Accounted Investments in Council Businesses										
Infrastructure, Property, Plant & Equipment	101,950	115,806	133,520	154,703	154,207	155,717	155,213	154,708	161,605	160,834
Non-current assets classified as "Held for Sale"										
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	103,585	117,441	135,155	156,338	155,842	157,352	156,848	156,343	163,240	162,469
TOTAL ASSETS	105,357	119,212	136,926	158,108	157,612	159,124	158,619	158,114	165,011	168,327
LIABILITIES										
Current Liabilities										
Trade & Other Payables	734	749	764	779	794	810	826	843	860	877
Borrowings	1,613	10,431	23,346	33,970	28,531	24,800	18,439	11,555	3,920	-
Provisions	91	94	97	100	103	106	109	112	115	119
Total Current Liabilities	2,438	11,273	24,206	34,848	29,428	25,716	19,374	12,510	4,895	996
Non-Current Liabilities										
Borrowings										
Provisions	118	121	125	128	132	136	140	145	149	153
Total Non-Current Liabilities	118	121	125	129	132	136	140	145	149	153
TOTAL LIABILITIES	2,556	11,395	24,331	34,977	29,560	25,852	19,515	12,655	5,044	1,149
Net Assets	102,801	107,818	112,595	123,131	128,052	133,272	139,104	145,459	159,967	167,178
EQUITY										
Accumulated Surplus	77,077	82,094	86,871	90,785	95,706	100,926	106,758	113,113	119,939	127,151
Asset Revaluation Reserves	25,724	25,724	25,724	32,346	32,346	32,346	32,346	32,346	40,027	40,027
Other Reserves										
Total Equity	102,801	107,818	112,595	123,131	128,052	133,272	139,104	145,459	159,967	167,178

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	7,778	7,910	8,560	9,012	9,470	9,936	10,438	10,972	11,517	12,081
Investment Receipts										
Payments:										
Operating Payments to Suppliers & Employees	(4,582)	(4,771)	(5,000)	(5,232)	(5,466)	(5,704)	(5,963)	(6,240)	(6,523)	(6,835)
Finance Payments										
Cost of Capital	(654)	(853)	(1,123)	(1,473)	(1,388)	(1,342)	(1,255)	(1,165)	(1,220)	(1,120)
Net Cash provided (or used in) Operating Activities	**2,543**	**2,286**	**2,436**	**2,307**	**2,616**	**2,889**	**3,220**	**3,567**	**3,774**	**4,125**
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	2,867	3,808	4,132	3,659	3,760	3,863	3,962	4,127	4,306	4,434
Sale of Replaced Assets										
Payments:										
Expenditure on Renewal/Replacement of Assets	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,146)	(406)	(811)	(445)	(552)
Expenditure on New/Upgraded Assets	(9,551)	(9,303)	(8,862)	(6,204)	-	(874)	(415)	-	-	-
Net Cash provided (or used in) Investing Activities	**(11,595)**	**(11,104)**	**(15,352)**	**(12,931)**	**2,823**	**842**	**3,141**	**3,317**	**3,861**	**3,882**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	1,613	8,818	12,915	10,624						
Payments:										
Repayments of Borrowings					(5,439)	(3,731)	(6,361)	(6,884)	(7,635)	(3,920)
Net Cash provided (or used in) Financing Activities	**1,613**	**8,818**	**12,915**	**10,624**	**(5,439)**	**(3,731)**	**(6,361)**	**(6,884)**	**(7,635)**	**(3,920)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,439)**	**(0)**	**(0)**	**(0)**	**(0)**	**1**	**(0)**	**(0)**	**0**	**4,087**
plus: Cash & Cash Equivalents - beginning of year	7,940	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**4,588**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

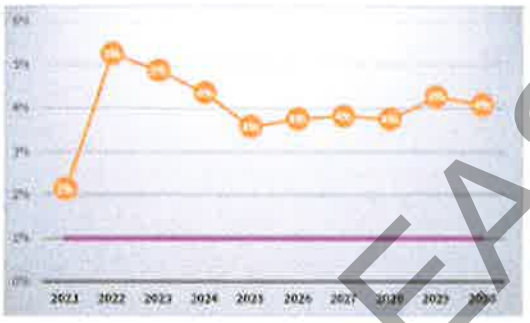
	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities										
Income	7,351	7,910	8,560	9,012	9,470	9,936	10,438	10,972	11,517	12,081
less Expenses	(6,832)	(7,461)	(8,210)	(9,111)	(9,647)	(9,826)	(10,025)	(10,203)	(10,533)	(10,870)
Operating Surplus / (Deficit)	**518**	**449**	**350**	**(99)**	**(172)**	**110**	**413**	**769**	**984**	**1,211**
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,146)	(406)	(811)	(445)	(552)
add back Depreciation, Amortisation and Impairment	1,590	1,816	2,065	2,384	2,765	2,756	2,784	2,774	2,765	2,889
add back Proceeds from Sale of Replaced Assets										
(Net Outlays) on Existing Assets	**(3,320)**	**(3,793)**	**(8,557)**	**(8,003)**	**1,829**	**610**	**2,378**	**1,964**	**2,321**	**2,338**
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(9,551)	(9,303)	(8,862)	(6,204)	-	(874)	(415)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,867	3,808	4,132	3,659	3,760	3,863	3,962	4,127	4,306	4,434
(Net Outlays) on New and Upgraded Assets	**(6,685)**	**(5,495)**	**(4,729)**	**(2,545)**	**3,760**	**2,988**	**3,547**	**4,127**	**4,306**	**4,434**
Net Lending / (Borrowing) for Financial Year	**(9,486)**	**(8,839)**	**(12,937)**	**(10,646)**	**5,416**	**3,709**	**6,337**	**6,860**	**7,611**	**7,982**

RELEASED

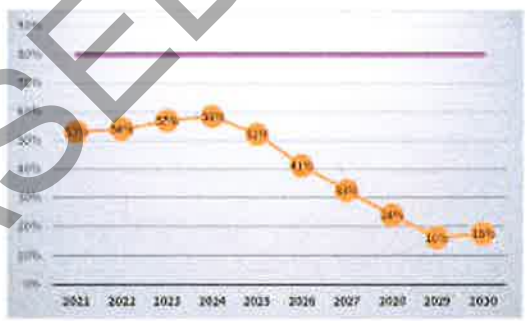
Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

OPERATING SURPLUS RATIO



NET FINANCIAL LIABILITIES RATIO

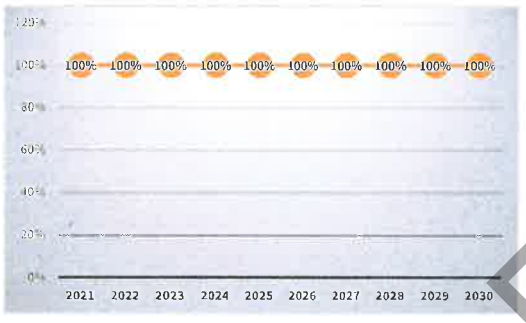


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Long Term Financial Plan 2020/21 to 2029/30

ASSET SUSTAINABILITY RATIO

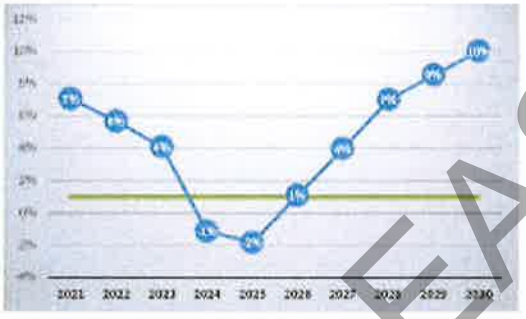


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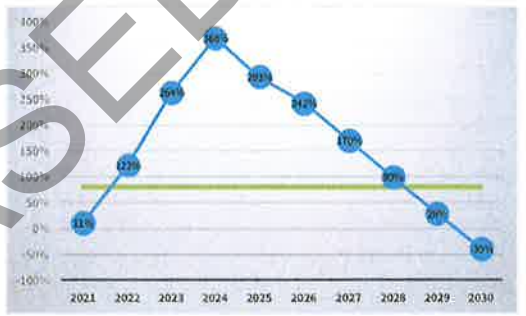
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OPERATING SURPLUS RATIO



NET FINANCIAL LIABILITIES RATIO

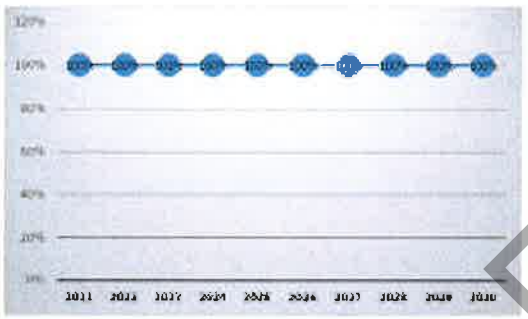


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Long Term Financial Plan 2020/21 to 2029/30

ASSET SUSTAINABILITY RATIO



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Kelledy Jones

APPENDIX 5

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Mount Barker District Council Audit and Risk Committee – 14 May 2020

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1. COMMITTEE OPENING

1.1 APOLOGIES OR LEAVE OF ABSENCE

2. CONFIRMATION OF MINUTES

2.1 RECOMMENDATION
That the minutes of the 30 March 2020 as circulated to members be confirmed as a true and accurate record of proceedings.

3. CONFLICT OF INTEREST DECLARATION

4. DEPUTATIONS

NIL

5. QUESTIONS WITH NOTICE

NIL

6. QUESTIONS WITHOUT NOTICE

7. MOTIONS ON NOTICE

NIL

8. MOTIONS WITHOUT NOTICE

9. PETITIONS

NIL

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10. REPORTS BY OFFICERS

10.1 REPORT TITLE: DRAFT LONG TERM FINANCIAL PLAN

DATE OF MEETING: 14 MAY 2020

FILE NUMBER: DOC/20/57232

ATTACHMENTS: DOC/20/58125 ATTACHMENT 1 – LONG TERM FINANCIAL PLAN 2020-2030

Key Contact Julie Scoggins, Manager Financial Services

Manager/Sponsor Alex Oulianoff, Chief Financial Officer

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Mount Barker 2035 – District Strategic Plan:
Governance and Leadership

GL:4 Effective management and financial sustainability.

Annual Business Plan:
Nil for Long Term Financial Plan

Purpose:
This item provides an opportunity for the Audit and Risk Committee to provide comment and feedback to council on the Draft Long Term Financial Plan 2020-2030 (LTFP).

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt a 10 year Long Term Financial Plan in accordance with the Local Government Act and Regulations.
2. **COVID-19** – The Long Term Financial Plan is predicated on assumptions that include an initial view of the impact of COVID-19. Financial modelling has been undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19 in the first quarter of 2020/21. The LTFP will be further revised in the first half of 2020/21 when more information has been considered.
3. **Scenario Analysis** - As part of analysis of the impact of COVID-19 and following Council Member feedback, four scenarios have been developed for the Long Term Financial Plan incorporating the impact of reduced services, reallocation of resources and differing general rate increases. A summary of the key financial indicators for these scenarios is included in this report.

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4. **Wastewater and Recycled Water** – A number of informal briefings on Wastewater/Recycled Water have recently been held with Council Members to support the Annual Business Plan and Long Term Financial Plan with a focus on gaining a more comprehensive understanding of the required services and infrastructure to be delivered and the timing associated with that, together with options for the role to be played by Council.
5. **Council Adoption** - The Draft LTFP will be presented to the Council meeting on the 1 June 2020 for adoption.
6. **Removal of 1% for financial sustainability** – Previous versions of the Long Term Financial Plan included an assumption of a 1% increase above CPI for Financial Sustainability. The draft LTFP 2020-30 currently includes the removal of this assumption.

Recommendation:

That the Audit and Risk Committee recommend:

1. the Draft Long Term Financial Plan 2020-2030 as amended (attached) for consideration by Council.
2. Council complete an assessment of the ongoing and significant benefits, costs and risks associated with the current Wastewater/Recycled Water operations and service delivery model; and in so doing consider and compare the benefits, costs and risks of alternative service delivery options whilst having regard for community expectations.
3. Council review the LTFP and the associated assumptions 6 months following adoption by Council.
4. Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.

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Background:

1. Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.
2. **Audit and Risk Committee LTFP and Strategic Plan Presentation** - At the Audit and Risk Committee meeting on 12 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the process to be undertaken for the Long Term Financial Plan and Strategic Plan.
3. **Council Member LTFP Informal Briefing December 2019** - At an informal briefing on 16 December 2019 Alex Oulianoff, Chief Financial Officer and Julie

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Scoggins, Manager, Financial Services presented an overview of the Long Term Financial Plan including: a process overview; how the LTFP links in with the other elements of the Strategic Financial Framework; the importance of the LTFP and key considerations in building the LTFP.

4. **Council Member Informal Briefing March 2020** - An informal briefing was undertaken with Council Members on 24 March 2020 to take them through key assumptions underpinning the Long Term Financial Plan for both Council Operations, and the Wastewater and Recycled Water functions.
5. **Audit and Risk Committee Meeting March 2020** – A report and supporting presentation was provided to the Audit and Risk Committee on 30 March 2020. At this meeting staff committed to update the Long Term Financial Plan for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020.
6. **Council Meeting April 2020** – The Draft LTFP was approved by Council for community consultation on 6 April 2020. Community consultation commenced on 8 April 2020 and is scheduled to conclude on 20 May 2020.
7. **Wastewater and Recycled Water Confidential Informal Briefings** – Given the strategic importance of these functions, a series of workshops have been held with further workshops still to come. The purpose being to inform Council Members and the Audit and Risk Committee of progress to date and required actions, in developing and implementing a revised strategy for the delivery of the necessary services and infrastructure.
8. **Council Member Confidential Budget Workshops April 2020** – Two extra-ordinary workshops were held with Council Members where feedback was requested on proposed changes Council could make to the baseline budget in response to COVID-19. This has been considered combined with information provided by Council Staff to develop four scenarios for presentation to Council Members.
9. **Council Member Confidential Informal Briefing May 2020** - A further informal briefing was undertaken with Council Members on 4 May 2020 to take them through the expected impact of COVID-19 and rating scenarios.

Discussion:

10. **Purpose of the LTFP** – The LTFP is a road map that illustrates financially the needs and aspirations of our growing community which supports and is supported by such documents as the Strategic Asset Management Plan, 30 year Strategic Plan (Community Plan) and Township Plans.
11. **Key Objective** - The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving the objectives detailed in Council's suite of strategic plans.
12. **Revised LTFP** - The draft Long Term Financial Plan was updated to consider changes made to the 2019/20 year-end forecast position in relation to COVID-

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19 and partial deferrals of the capital works program to 2020/21. This is shown as Scenario 1 in the table below and represents the baseline/comparative position for the other scenarios that have been modelled.

13. **Annual Business Plan** - As part of Council's development of the Annual Business Plan (ABP) the LTFP has also been updated using the draft budget that will be issued for community consultation at the Council Meeting on 1 June 2020 for the financial year 2020/21 as the first year of the ten-year model.

14. **Community Consultation** – To date four submissions have been received providing feedback on the Long Term Financial Plan. The feedback received focussed on the following key themes; Rate increase, COVID-19, borrowings, and priority setting.

15. **Four Scenarios** - Have been modelled in an initial response to COVID-19 based on information provided by Council Staff and Council Member feedback obtained during budget workshops.

    - **Anticipated Impact of COVID-19 on 2020/21** – Scenarios 2, 3 and 4 consider financial modelling undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19 in terms of revenue and costs resulting from services/programs that cannot be provided for a period of time and the reallocation of funds to support the community.

    - **Rate Assumptions** – Scenarios 1 and 2 have retained the draft LTFP rating assumption of 1.9% (based on actual Adelaide CPI for September 2019). Scenario 3 includes a rate increase of 1.0% (a reduction of 0.9% compared to the baseline position) and scenario 4 includes no increase to general rates (removal of 1.9% rate increase).

    - The key financial indicators are summarised below for the consolidated Council LTFP (including Wastewater and Recycled Water):

Scenario	Description	Operating Surplus Impact Over LTFP $'m	Operating Ratio LTFP Average %	Net Financial Liabilities Ratio LTFP Average %
Scenario 1	Baseline budget (pre COVID-19). Rate Increase of 1.9%	-	3.1%	65.4%
Scenario 2	Baseline budget adjusted for COVID-19. Rate Increase of 1.9%	$3.7m	3.7%	62.7%
Scenario 3	Rate Increase of 1% adjusted for COVID-19.	($0.6m)	3.0%	66.3%
Scenario 4	Rate Increase of 0.0% adjusted for COVID-19	($4.2m)	2.5%	69.4%

16. Based upon the analysis summarised in the table above, Scenario 3 has been selected as the basis of the attached draft LTFP document. When compared

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to the baseline position, the impact of a reduced rate increase in the first year in response to COVID-19 is marginal. With the exception of the first year where the rate increase has been reduced as a response to COVID-19, future years are aligned with the long term rating strategy where rate increases are based on forecast inflation and growth. This scenario also achieves (over the long term) the same Key Financial Indicators (KFI) which were utilised in the Long Term Financial Plan 2018-2028 based on the following:

- **Operating Ratio** - The average operating ratio over the ten years is broadly in line with the baseline position.
- **Operating Surplus** - With a marginal reduction over the ten years.
- **Net Financial Liabilities Ratio (NFL)**- The target of a ratio of no greater than 80% is achieved in most years of the draft plan. There are notably however four years where the net financial liabilities ratio is greater than the 80% target with the ratio getting as high as circa 116% in year 2023. Which is notably driven by significant investment in wastewater and recycled water infrastructure and the net impact of Strategic New Capital projects, however, this indicator with 66.3% on average is achieved over the life of the Long Term Financial Plan with a much lower ratio in the latter years with for example 18.9% NFL in 2029/30.
- **Asset Renewal Funding Ratio** – For all years, the ratio is assumed to be 100% i.e. in line with the Strategic Asset Management Plan which will be amended following public consultation to be aligned with the LTFP in August 2020. It should be noted that this is the case for all scenarios.

17. **Inflation Assumptions** - The draft Long Term Financial Plan 2020-2030 key assumptions are based upon the Local Government Price Index (LGPI) which is a financial indicator of the escalation in the cost of goods purchased by Local Government entities. The indicator for future years is unavailable and as such the historic variance of 0.44% has been added to the Forecast CPI for some assumptions (which has been sourced from Deloitte Access Economics as detailed below).

18. The draft Long Term Financial Plan key assumptions are as follows:

    a. **Annual General Rate Revenue** - Is expected to increase by forecast growth (assumed to be 2.6% in 2020/21) plus CPI (except 2020/21 which is forecast to increase by 1% (i.e. lower than the actual Adelaide CPI to the end of March 2020 of 2.4%)).

    b. **Operating Revenue** – Forecast LGPI (Forecast CPI + 0.44%). In 2020/21 it is assumed that there will no inflationary increase for fees and charges (with the exception of statutory fees and waste management charges) and that revenue has been reduced in 2020/21 for those services that will be impacted.

    c. **Operating Expenditure** – Forecast LGPI (Forecast CPI + 0.44%) and LGPI with the exception of Maintenance and Operations, where growth has been incorporated. Expenditure in 2020/21 has been adjusted to reflect the reduced costs for services that are expected

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to be impacted by COVID-19 and funding to be allocated to provide support to the community during this time.

d. **Employee Costs** - As per Council's EBA (Enterprise Bargaining Agreement), and then CPI for the remaining years.

e. **Capital Revenue** - Including developer contributions to required infrastructure (secured by separate rates) have been modelled using growth and inflation forecasts.

f. **Strategic New Capital Projects** - Included in the plan also assume required grant funding in accordance with Council's sustainability requirements.

g. **Other Capital Expenditure** - All other capital expenditure on existing and new assets require external funding to achieve net expenditure which is closely aligned to Councils annual depreciation expenditure. This will be achieved whilst maintaining capital renewal to achieve Council's Strategic Asset Management Plan target.

h. **Wastewater Revenue and Expenditure** - Has been modelled using the Wastewater to Services Growth Strategic documents and will be in line with ESCOSA and SA Local Government costing principles.

19. **Removal of 1% For Financial Sustainability** – It should be noted that this version of the Long Term Financial Plan (and all scenarios modelled) differs from prior versions of the adopted LTFP in that the 1% previously included for the funding and debt servicing of major projects has been removed.

- **Forecast Impact** - The change will result in a rate payer with a property valued at $500k saving circa $1,300 over 10 years, but strips circa $23m out of Council's long term financial plan.
- **Heightened Reliance On Key Assumptions** - The consequence of this reduced funding is that there will be heightened reliance on:
  - Timing of projects and infrastructure delivery,
  - Inflation assumptions,
  - Growth rates (impact on timing of delivery and rate and developer revenue),
  - Grant revenue (timing and magnitude).
- **Potential Risk -** Noting that the LTFP is predicated on these assumptions and the delivery of Key Financial Indicators will be at risk if these variables materially change.
- **Potential Reintroduction** - To bring forward infrastructure expenditure or if grant funding assumptions cannot be met, the additional 1% for financial sustainability for example may need to be re-introduced.

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20. **Rate Capping** - Furthermore, it is pertinent to note the State Government's positions taken relevant to any rate capping legislation. If the legislation is successfully introduced it is possible that Council would need to apply for any rate increase over and above CPI.
21. **The draft LTFP (Attached)** - Is presented as a set of financial statements and includes the following statements for years 2020/21 to 2029/30;
    - Statement of Comprehensive Income
    - Balance Sheet
    - Statement of Changes in Equity
    - Statement of Cash Flow
    - Uniform Presentation of Finances
    - Financial Indicators.
22. **Further Review** – Financial modelling has been undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19. The LTFP will be revised in the first half of 2020/21 when more information has been considered.

Community Engagement:

Informing only	Council consulted with the community about the Long Term Financial Plan between 8 April 2020 to 20 May 2020

Policy:
Treasury Management Policy – DOC/16/1998
Funding Policy – DOC/19/103032

Long Term Financial Plan:
The Long Term Financial Plan and Strategic Asset Management Plan will set the targets for future budgets.

Budget:
No impact on budget.

Statutory/Legal:
Under Sec 122 LG Act a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

Local Government Act 1999 – Section 122
Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

Staff Resource Requirements:
Completed within staff resources.

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Environmental:
As determined in Mount Barker 2035 District Strategic Plan.

Social:
As determined in Mount Barker 2035 District Strategic Plan.

Risk Assessment:
The LTFP models Council to be financially sustainable over the long term.

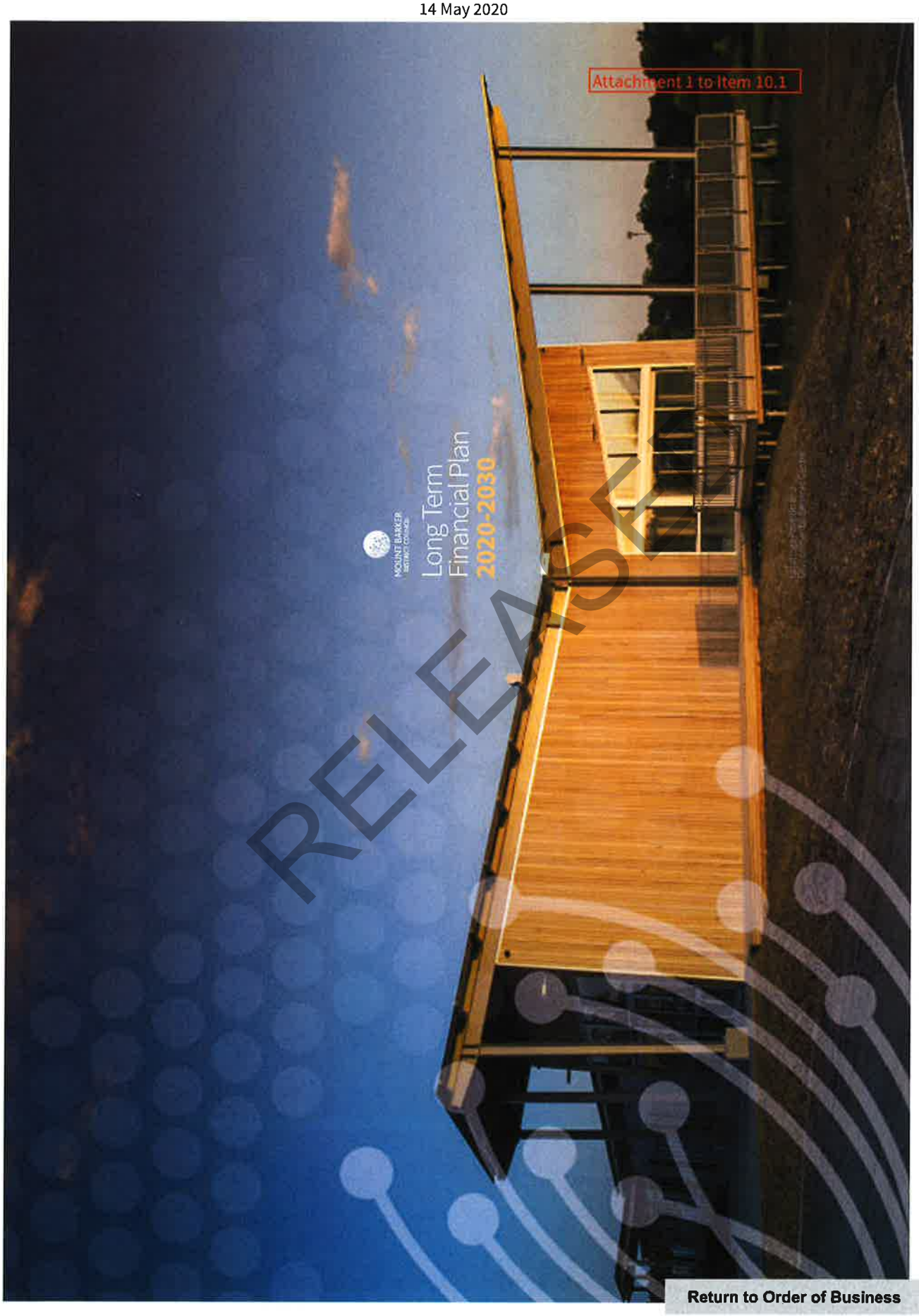
Asset Management:
The LTFP provisions for Council to meet or exceed the requirements of Council's strategic asset management plan forecast budgets over the 10 year period included in the plan.

Conclusion:
The Long Term Financial Plan is a high level strategic planning document which is a key element of Council's budgeting and planning process.

It will assist council staff and council members in planning for the delivery of facilities and services to meet the expectations of the growing community in a sustainable manner.

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Long Term
Financial Plan
2020-2030

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Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Long Term Financial Plan 2020-2030. The Long-Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Councils financial sustainability and ensures that decisions support the objectives outlined in our Mount Barker 2035 Strategic Plan.

Financial sustainability is so important, it means our community continues to have well maintained facilities and infrastructure and that the quality services we currently provide are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

I am so proud of our Community response to the recent devastating Cudlee Creek Bushfire. However, we now have a challenge ahead of us. The LTFP demonstrates that Council will experience some financial pressure, largely due to new and ongoing costs of growth and expenses associated with the recent bushfire.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets, the sustained economic development of the district and importantly, the responsible management of property rates.

As a result of the COVID-19 pandemic, our community are also facing significant challenges, both personally and financially. It is vital that Council maintains the delivery of essential services, and work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

As the long term impacts of the virus to our community, business and Council are indefinite, we cannot afford not to incorporate an estimate of its impact on the Long Term Financial Plan following public consultation. Planning for financial sustainability will ensure that we continue to maintain and develop our district to meet the needs and aspirations of our community.



Mayor
Ann Ferguson

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Long Term Financial Plan 2020/21 to 2029/30

EXECUTIVE STATEMENT AND ASSUMPTIONS

The Mount Barker District Council's Long Term Financial Plan (LTFP) is an integral document which forms part of a suite of strategic policy documents created to anticipate and plan for fiscal challenges and opportunities. By developing a plan which is aligned with the Strategic Plan and Strategic Asset Management Plan, Council is able to ensure that it can achieve the objectives within these plans whilst maintaining its financial sustainability in the medium to long term.

The Plan is of course a long term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it does not determine the rates and charges for the future.

The Plan complements and is complemented by other important Council plans and strategies including:

- Mount Barker 2035 – Strategic Plan
- Corporate Plan (4 Years)
- Annual Business Plan
- Strategic Asset Management Plan

The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the growth experienced in this district as a result of the State Government rezoning, to which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

With the anticipated allotment growth now occurring at a rate of around 2.5% per year, Council has now approached the time when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Some of the major projects which have been included in this plan are:

- Regional Indoor Aquatic and Wellbeing Facility Stage 1
- Regional Sports Hub Stage 1
- City Centre Catalyst
- Major Wastewater Treatment Plant Upgrade

To remain financially sustainable whilst delivering such major projects, Council has had to plan when and how these projects will be delivered.

Council's major source of income is rates, which accounts for on average circa 85% of Council Operations revenue over the ten years and is an important part of the planned long term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the

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Long Term Financial Plan 2020/21 to 2029/30

Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure.

Asset management planning data has been updated and included within the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the new Regional Sports Hub Stage 1 and Regional Indoor Aquatic and Wellbeing Facility Stage 1.

Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

Factored into the long term plan is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

It should be noted that following public consultation, the Long Term Financial Plan has been updated to consider latest information on the impact of COVID-19 and the Cudlee Creek bushfires. Detailed modelling has been undertaken with scenarios presented to Council Members.

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OPERATING INCOME

- **General Rates** have been indexed to factor forecast inflation (CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied that is lower than the actual Adelaide CPI of 2.4% to March 2020.
- **Wastewater Annual Service Charges** have been increased by 4.25% per year plus growth for the first year of the long term financial plan followed by 5% plus growth for the following few years of the plan so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** with the exception of statutory and waste management fees and charges no increase has been included in 2020/21 in response to COVID-19. It should also be noted that in 2020/21 user charges have also been reduced for those services that would not be provided in the first quarter of 2020/21 due to the expected impact of COVID-19. LGPI increases have been applied over the remaining 9 years. The average increase over the period of the remaining 9 years is forecast to be circa 2.6%.
- **Refuse Charges** have been indexed by CPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.

Long Term Financial Plan 2020/21 to 2029/30

- **Growth** in Residential assessments has been forecast to be circa 2.5% annually over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan

  Grant Funding (One-off) is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the period of the plan (with the exception of 2020/21 which is based on the 2020/21 draft budget adjusted for COVID-19). Additional Growth indexation has only been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI has been allowed for. Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to achieve requirements of the adopted Asset Management Plans. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital** included in the plan is based on Council's Corporate and Strategic Plans and is modelled to achieve the objectives of these plans in a financially sustainable manner. Amounts are indexed based on forecast LGPI.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id Population forecasts and indexation applicable to the varying contribution types.

BALANCE SHEET

- **Assets** such as Trade & Other Receivables, Inventories and Equity Accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade & other payables & provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

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Long Term Financial Plan 2020/21 to 2029/30

KEY FINANCIAL INDICATORS CONTINUED

The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability. These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation.

S122 of the Local Government Act states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced of developed by the Council..."

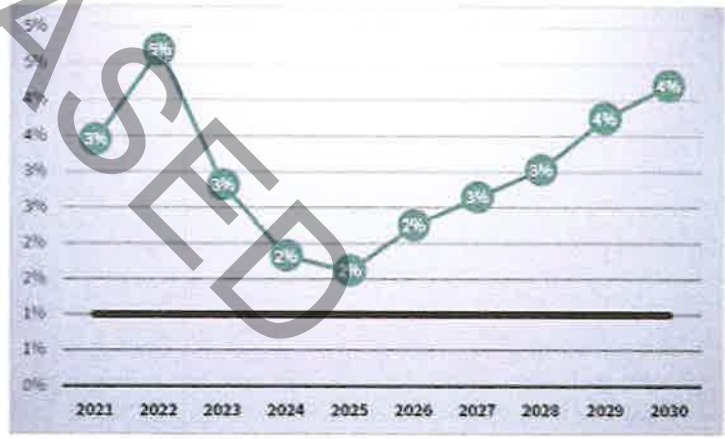
The following graphs and accompanying commentary are set against the targets endorsed by Council in the "Treasury Management Policy".

OPERATING SURPLUS RATIO

This financial indicator is useful in determining if current rate payers are paying enough to cover products and services provided in each period. This is demonstrated by expressing the operating surplus or (deficit) as a percentage of total operating revenue.

Target: "Council will maintain its operating surplus ratio at greater than or equal to one percent of operating revenue."

Result: The LTFP allows for Council to achieve a breakeven positon whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.



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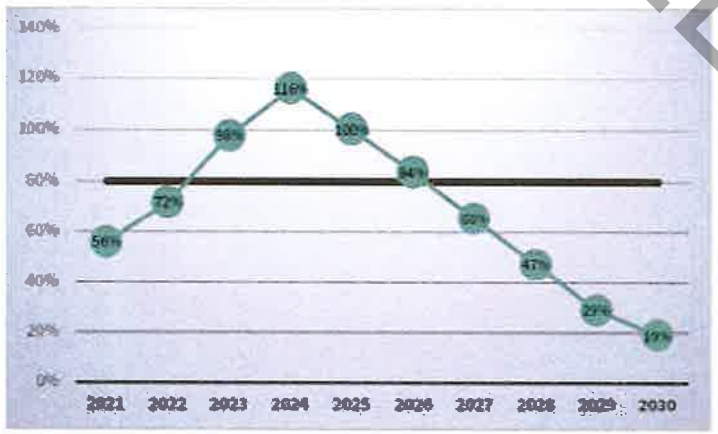
Long Term Financial Plan 2020/21 to 2029/30

NET FINANCIAL LIABILITIES RATIO

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

Target: "Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"

Result: Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works. Although Council's Net Financial Liability exceeds the target of 80% for four of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability of 66%. The increased debt of Council represented in this indicator is due to an ambitous capital works program totalling around $241M.

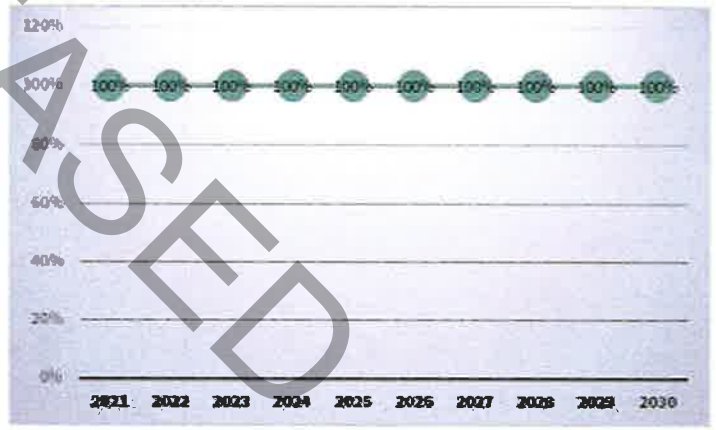


ASSET RENEWAL FUNDING RATIO

This financial indicator is useful in determining if Council is maintaining all of its assets. This is best demonstrated by comparing total Capital Renewal expenditure planned against Asset Management Plans.

Target: "Council will maintain asset renewal funding ratio of greater than or equal to 100% of Asset Management Plans"

Result: Council will achieve over the period of the plan the required expenditure that will be set out in the Strategic Asset Management Plan to be adopted in August 2020. The expenditure planned on renewing and maintaing assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income										
Rates	43,617	45,925	48,442	51,041	53,538	55,936	58,526	61,296	64,128	67,058
Statutory Charges	1,410	1,467	1,507	1,547	1,585	1,623	1,665	1,710	1,755	1,802
User Charges	1,410	2,040	2,097	2,152	2,205	2,257	2,316	2,379	2,442	2,506
Grants, Subsidies & Contributions	3,522	3,353	3,446	3,537	3,624	3,710	3,806	3,910	4,013	4,119
Investment Income	60	60	60	60	60	60	60	60	60	60
Reimbursements	299	306	314	323	331	338	347	357	366	376
Other Income	396	410	421	316	324	332	340	350	359	369
Net gain - Equity Accounted Council Businesses	-	19	33	2	16	46	63	79	171	75
Total Income	**50,714**	**53,580**	**56,321**	**58,978**	**61,683**	**64,303**	**67,124**	**70,141**	**73,295**	**76,365**
Expenses										
Employee Costs	15,932	17,327	18,118	18,915	19,701	20,495	21,357	22,279	23,210	24,170
Materials, Contracts & Other Expenses	22,149	22,046	23,969	24,852	26,350	27,803	29,368	31,038	32,750	34,528
Depreciation, Amortisation & Impairment	9,989	10,882	11,309	12,006	12,667	12,929	13,191	13,566	13,906	14,138
Finance Costs	890	815	1,338	2,132	1,970	1,629	1,433	1,132	684	323
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-
Total Expenses	**48,959**	**51,069**	**54,735**	**57,905**	**60,688**	**62,857**	**65,350**	**68,016**	**70,550**	**73,159**
Operating Surplus / (Deficit)	**1,755**	**2,511**	**1,586**	**1,073**	**995**	**1,446**	**1,774**	**2,125**	**2,746**	**3,206**
Asset Disposal & Fair Value Adjustments	(3,914)	(3,655)	(4,147)	(4,187)	(3,201)	(3,378)	(3,265)	(3,372)	(3,398)	(3,472)
Amounts Received Specifically for New or Upgraded Assets	18,976	6,067	10,862	24,264	6,271	6,152	6,150	5,999	6,175	6,216
Physical Resources Received Free of Charge	9,912	10,243	10,485	10,671	10,705	10,757	10,795	10,892	11,120	11,180
Net Surplus / (Deficit)	**26,728**	**15,166**	**18,786**	**31,822**	**14,769**	**14,977**	**15,453**	**15,644**	**16,642**	**17,130**
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E	-	1,706	6,211	5,980	1,815	1,946	6,809	6,798	2,184	2,140
Total Other Comprehensive Income	**-**	**1,706**	**6,211**	**5,980**	**1,815**	**1,946**	**6,809**	**6,798**	**2,184**	**2,140**
Total Comprehensive Income	**26,728**	**16,872**	**24,997**	**37,802**	**16,584**	**16,923**	**22,263**	**22,443**	**18,826**	**19,270**

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Trade & Other Receivables	6,057	4,586	5,304	7,123	5,086	5,217	5,375	5,520	5,702	5,882
Inventories	7	7	7	8	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223
Total Current Assets	9,287	7,816	8,535	10,354	8,317	8,449	8,607	8,753	8,935	9,115
Non-Current Assets										
Financial Assets	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	426	459	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	607,179	634,201	675,499	726,563	736,116	744,676	756,730	767,862	774,225	786,207
Other Non-Current Assets	6,382	6,322	6,553	6,719	7,035	7,340	7,668	8,017	8,375	8,747
Total Non-Current Assets	616,719	643,699	685,261	736,493	746,378	755,290	767,734	779,295	786,187	798,615
TOTAL ASSETS	**626,006**	**651,515**	**693,796**	**746,847**	**754,695**	**763,738**	**776,342**	**788,048**	**795,121**	**807,730**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	6,688	6,835	7,120	7,357	7,699	8,034	8,395	8,781	9,174	9,581
Borrowings	21,659	30,240	47,338	62,457	53,497	45,409	35,528	24,555	12,572	5,679
Provisions	2,285	2,422	2,562	2,706	2,852	3,001	3,154	3,309	3,469	3,631
Total Current Liabilities	30,632	39,497	57,020	72,520	64,048	56,444	47,076	36,646	25,215	18,891
Non-Current Liabilities										
Borrowings	7,264	7,013	6,750	6,474	6,184	5,881	5,563	5,230	4,881	4,515
Provisions	402	426	451	476	501	527	554	581	609	637
Total Non-Current Liabilities	7,666	7,439	7,200	6,949	6,685	6,408	6,117	5,811	5,490	5,153
TOTAL LIABILITIES	**38,298**	**46,936**	**64,220**	**79,469**	**70,733**	**62,853**	**53,193**	**42,457**	**30,705**	**24,044**
Net Assets	**587,708**	**604,579**	**629,576**	**667,378**	**683,962**	**700,885**	**723,148**	**745,591**	**764,417**	**783,687**
EQUITY										
Accumulated Surplus	270,838	286,003	304,789	336,611	351,380	366,357	381,810	397,454	414,097	431,226
Asset Revaluation Reserves	294,984	296,690	302,901	308,882	310,696	312,643	319,452	326,250	328,434	330,574
Other Reserves	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	**587,708**	**604,579**	**629,576**	**667,378**	**683,962**	**700,885**	**723,148**	**745,591**	**764,417**	**783,687**

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Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	48,818	54,979	55,531	57,115	63,667	64,088	66,867	69,883	72,909	76,077
Investment Receipts	57	60	60	60	60	60	60	60	60	60
Payments:										
Operating Payments to Suppliers & Employees	(37,299)	(39,015)	(41,891)	(43,545)	(45,877)	(48,117)	(50,538)	(53,125)	(55,765)	(58,500)
Finance Payments	(890)	(815)	(1,338)	(2,132)	(1,970)	(1,629)	(1,433)	(1,132)	(684)	(323)
Net Cash provided (or used in) Operating Activities	**10,686**	**15,209**	**12,362**	**11,498**	**15,880**	**14,403**	**14,955**	**15,686**	**16,521**	**17,315**
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	18,976	6,067	10,862	24,264	6,271	6,152	6,150	5,999	6,175	6,216
Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
Repayment of Loans by community Groups		4								
Repayment of Loan by Council	6,932									
Payments:										
Expenditure on Renewal/Replacement of Assets	(13,320)	(13,437)	(18,415)	(18,416)	(8,564)	(9,910)	(8,320)	(8,887)	(8,676)	(8,937)
Expenditure on New/Upgraded Assets	(30,006)	(16,646)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,952)	(2,157)	(7,812)
Loans Made to Community Groups	(1,100)									
Net Cash provided (or used in) Investing Activities	**(18,518)**	**(23,539)**	**(29,197)**	**(26,341)**	**(6,630)**	**(6,012)**	**(4,756)**	**(4,381)**	**(4,189)**	**(10,056)**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	14,533	8,978	17,086	15,106	-	-	-	-	-	501
Payments:										
Repayments of Borrowings	(7,161)	(648)	(251)	(263)	(9,249)	(8,390)	(10,200)	(11,305)	(12,332)	(7,760)
Net Cash provided (or used in) Financing Activities	**7,372**	**8,330**	**16,834**	**14,843**	**(9,249)**	**(8,390)**	**(10,200)**	**(11,305)**	**(12,332)**	**(7,259)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(459)**	**(0)**	-	-	-	-	-	**0**	-	**(0)**
plus: Cash & Cash Equivalents - beginning of year	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Operating Activities										
Income	50,714	53,580	56,321	58,978	61,683	64,303	67,124	70,141	73,295	76,365
less Expenses	(48,959)	(51,069)	(54,735)	(57,905)	(60,688)	(62,857)	(65,350)	(68,016)	(70,550)	(73,159)
Operating Surplus / (Deficit)	**1,755**	**2,511**	**1,586**	**1,073**	**995**	**1,446**	**1,774**	**2,125**	**2,746**	**3,206**
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(13,320)	(13,437)	(18,415)	(18,416)	(8,564)	(9,910)	(8,320)	(8,887)	(8,676)	(8,937)
add back Depreciation, Amortisation and Impairment	9,989	10,882	11,309	12,006	12,667	12,929	13,191	13,566	13,906	14,138
add back Proceeds from Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	**(3,331)**	**(2,082)**	**(6,646)**	**(5,856)**	**4,537**	**3,462**	**5,321**	**5,139**	**5,700**	**5,679**
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(30,006)	(16,646)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,952)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	18,976	6,067	10,862	24,264	6,271	6,152	6,150	5,999	6,175	6,216
(Net Outlays) on New and Upgraded Assets	**(11,030)**	**(10,579)**	**(11,241)**	**(8,480)**	**1,499**	**3,455**	**3,114**	**4,046**	**4,018**	**(1,596)**
Net Lending / (Borrowing) for Financial Year	**(12,607)**	**(10,150)**	**(16,301)**	**(13,262)**	**7,032**	**8,363**	**10,209**	**11,310**	**12,463**	**7,288**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income										
Rates	36,398	38,153	40,076	42,036	43,981	45,955	48,087	50,367	52,699	55,111
Statutory Charges	1,370	1,426	1,465	1,504	1,541	1,577	1,618	1,662	1,706	1,751
User Charges	1,359	2,029	2,085	2,140	2,193	2,245	2,303	2,366	2,428	2,492
Grants, Subsidies & Contributions	3,522	3,353	3,446	3,537	3,624	3,710	3,806	3,910	4,013	4,119
Investment Income	60	60	60	60	60	60	60	60	60	60
Reimbursements	297	304	312	321	328	336	345	354	364	373
Other Income	396	410	421	316	324	332	340	350	359	369
Net gain - Equity Accounted Council Businesses	-	19	33	2	16	46	63	79	171	75
Total Income	**43,402**	**45,754**	**47,899**	**49,917**	**52,067**	**54,262**	**56,623**	**59,149**	**61,801**	**64,351**
Expenses										
Employee Costs	14,815	16,187	16,952	17,723	18,484	19,255	20,091	20,984	21,886	22,817
Materials, Contracts & Other Expenses	18,027	17,563	18,213	18,687	20,039	21,302	22,700	24,241	25,776	27,366
Depreciation, Amortisation & Impairment	8,510	9,234	9,502	10,045	10,519	10,760	10,986	11,332	11,562	11,770
Finance Costs	890	815	1,338	2,132	1,970	1,629	1,433	1,132	684	323
Net loss - Equity Accounted Council Businesses										
Total Expenses	**42,242**	**43,799**	**46,005**	**48,588**	**51,012**	**52,947**	**55,211**	**57,690**	**59,908**	**62,277**
Operating Surplus / (Deficit)	**1,160**	**1,955**	**1,893**	**1,329**	**1,055**	**1,315**	**1,412**	**1,459**	**1,893**	**2,074**
Asset Disposal & Fair Value Adjustments	(2,271)	(3,094)	(3,085)	(3,148)	(3,108)	(3,163)	(3,225)	(3,291)	(3,354)	(3,417)
Amounts Received Specifically for New or Upgraded Assets	16,176	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
Physical Resources Received Free of Charge	8,623	8,922	9,128	9,278	9,278	9,296	9,296	9,353	9,540	9,558
Net Surplus / (Deficit)	**23,689**	**10,116**	**14,748**	**28,035**	**9,707**	**9,706**	**9,641**	**9,382**	**9,914**	**9,962**
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E	-	1,706	6,211	1,997	1,815	1,946	6,809	2,252	2,184	2,140
Total Other Comprehensive Income	**-**	**1,706**	**6,211**	**1,997**	**1,815**	**1,946**	**6,809**	**2,252**	**2,184**	**2,140**
Total Comprehensive Income	**23,689**	**11,822**	**20,959**	**30,031**	**11,521**	**11,653**	**16,450**	**11,633**	**12,098**	**12,102**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	4,786	3,284	3,966	5,750	3,679	3,776	3,897	4,002	4,143	4,282
Inventories	7	7	7	8	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223
Total Current Assets	7,516	6,014	6,596	8,480	6,410	6,508	6,629	6,734	6,876	7,016
Non-Current Assets										
Financial Assets	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	426	459	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	504,526	517,524	540,851	572,946	582,377	588,841	600,820	607,370	614,096	626,327
Other Non-Current Assets	4,747	4,687	4,918	5,084	5,400	5,705	6,033	6,382	6,740	7,112
Total Non-Current Assets	512,430	525,387	548,978	581,241	591,005	597,819	610,189	617,167	624,423	637,100
TOTAL ASSETS	**519,947**	**531,401**	**555,674**	**589,722**	**597,414**	**604,327**	**616,819**	**623,901**	**631,299**	**644,116**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	5,954	6,083	6,347	6,564	6,887	7,202	7,542	7,904	8,274	8,657
Borrowings	19,522	19,125	22,284	26,201	22,178	17,261	13,113	8,362	3,465	3,983
Provisions	2,212	2,345	2,481	2,620	2,761	2,906	3,054	3,205	3,359	3,517
Total Current Liabilities	27,687	27,552	31,111	35,384	31,826	27,369	23,709	19,470	15,098	16,157
Non-Current Liabilities										
Borrowings	7,264	7,013	6,750	6,474	6,184	5,881	5,563	5,230	4,881	4,515
Provisions	302	320	338	357	376	396	416	437	458	479
Total Non-Current Liabilities	7,566	7,333	7,088	6,831	6,561	6,277	5,980	5,667	5,339	4,995
TOTAL LIABILITIES	**35,253**	**34,885**	**38,199**	**42,215**	**38,387**	**33,646**	**29,688**	**25,138**	**20,437**	**21,152**
Net Assets	**484,694**	**496,516**	**517,475**	**547,506**	**559,028**	**570,680**	**587,130**	**598,764**	**610,862**	**622,964**
EQUITY										
Accumulated Surplus	193,548	203,664	218,412	246,447	256,153	265,860	275,500	284,882	294,796	304,759
Asset Revaluation Reserves	269,260	270,966	277,177	279,174	280,988	282,935	289,744	291,996	294,180	296,320
Other Reserves	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	**484,694**	**496,516**	**517,475**	**547,506**	**559,028**	**570,680**	**587,130**	**598,764**	**610,862**	**622,964**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	41,506	47,185	47,145	48,089	54,085	54,081	56,404	58,932	61,455	64,105
Investment Receipts	57	60	60	60	60	60	60	60	60	60
Payments:										
Operating Payments to Suppliers & Employees	(32,069)	(33,421)	(35,000)	(36,219)	(38,380)	(40,406)	(42,637)	(45,067)	(47,502)	(50,021)
Finance Payments	(890)	(815)	(1,338)	(2,132)	(1,970)	(1,629)	(1,433)	(1,132)	(684)	(323)
Net Cash provided (or used in) Operating Activities	**8,604**	**13,009**	**10,867**	**9,798**	**13,795**	**12,105**	**12,394**	**12,792**	**13,330**	**13,821**
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	16,176	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
Repayment of Loans by Community Groups		4								
Payments:										
Expenditure on Renewal/Replacement of Assets	(8,410)	(7,828)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,231)	(8,385)
Expenditure on New/Upgraded Assets	(20,005)	(7,343)	(13,241)	(26,540)	(4,772)	(1,822)	(2,621)	(1,952)	(2,157)	(7,812)
Loans Made to Community Groups	(1,100)									
Net Cash provided (or used in) Investing Activities	**(13,339)**	**(12,361)**	**(13,763)**	**(13,439)**	**(9,483)**	**(6,885)**	**(7,928)**	**(7,708)**	**(8,084)**	**(13,973)**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	12,396	-	3,147	3,904	-	-	-	-	-	501
Payments:										
Repayments of Borrowings	(7,161)	(648)	(251)	(263)	(4,312)	(5,220)	(4,466)	(5,085)	(5,246)	(349)
Net Cash provided (or used in) Financing Activities	**5,235**	**(648)**	**2,896**	**3,641**	**(4,312)**	**(5,220)**	**(4,466)**	**(5,085)**	**(5,246)**	**152**
Net Increase/(Decrease) in Cash & Cash Equivalents	**500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**0**	**(0)**
plus: Cash & Cash Equivalents - beginning of year	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities										
Income	43,402	45,754	47,899	49,917	52,067	54,262	56,623	59,149	61,801	64,351
less Expenses	(42,242)	(43,799)	(46,005)	(48,588)	(51,012)	(52,947)	(55,211)	(57,690)	(59,908)	(62,277)
Operating Surplus / (Deficit)	**1,160**	**1,955**	**1,893**	**1,329**	**1,055**	**1,315**	**1,412**	**1,459**	**1,893**	**2,074**
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,410)	(7,828)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,231)	(8,385)
add back Depreciation, Amortisation and Impairment	8,510	9,234	9,502	10,045	10,519	10,760	10,986	11,332	11,562	11,770
add back Proceeds from Sale of Replaced Assets	-	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	**100**	**1,879**	**2,169**	**2,571**	**3,326**	**3,438**	**3,522**	**3,716**	**3,800**	**3,862**
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(20,005)	(7,343)	(13,241)	(26,540)	(4,772)	(1,822)	(2,621)	(1,952)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	16,176	2,333	6,811	20,576	2,482	2,258	2,157	1,861	1,835	1,746
(Net Outlays) on New and Upgraded Assets	**(3,829)**	**(5,010)**	**(6,430)**	**(5,964)**	**(2,290)**	**436**	**(464)**	**(91)**	**(322)**	**(6,065)**
Net Lending / (Borrowing) for Financial Year	**(2,568)**	**(1,176)**	**(2,367)**	**(2,064)**	**2,090**	**5,189**	**4,470**	**5,084**	**5,372**	**(129)**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income										
Rates	7,219	7,772	8,366	9,004	9,557	9,981	10,439	10,929	11,429	11,947
Statutory Charges	40	41	42	43	44	45	47	48	49	50
User Charges	51	11	12	12	12	12	13	13	13	14
Grants, Subsidies & Contributions										
Investment Income										
Reimbursements	2	2	2	2	2	2	2	2	2	3
Other Income										
Net gain - Equity Accounted Council Businesses										
Total Income	**7,312**	**7,826**	**8,422**	**9,061**	**9,616**	**10,041**	**10,501**	**10,992**	**11,494**	**12,014**
Expenses										
Employee Costs	1,117	1,140	1,166	1,192	1,216	1,240	1,266	1,295	1,324	1,353
Materials, Contracts & Other Expenses	4,122	4,483	5,756	6,165	6,312	6,501	6,668	6,797	6,974	7,161
Depreciation, Amortisation & Impairment	1,478	1,648	1,807	1,960	2,148	2,170	2,205	2,233	2,344	2,368
Finance Costs										
Net loss - Equity Accounted Council Businesses										
Total Expenses	**6,718**	**7,270**	**8,729**	**9,317**	**9,676**	**9,910**	**10,139**	**10,326**	**10,642**	**10,882**
Operating Surplus / (Deficit)	**594**	**556**	**(307)**	**(256)**	**(60)**	**131**	**362**	**666**	**852**	**1,131**
Asset Disposal & Fair Value Adjustments	(1,643)	(561)	(1,062)	(1,039)	(94)	(215)	(41)	(81)	(44)	(55)
Amounts Received Specifically for New or Upgraded Assets	2,800	3,734	4,051	3,688	3,789	3,894	3,993	4,138	4,340	4,469
Physical Resources Received Free of Charge	1,288	1,320	1,357	1,393	1,427	1,461	1,499	1,540	1,580	1,622
Net Surplus / (Deficit)	**3,039**	**5,049**	**4,038**	**3,787**	**5,063**	**5,271**	**5,813**	**6,262**	**6,728**	**7,167**
Other Comprehensive Income										
Changes in Revaluation Surplus - I,PP&E				3,984				4,547		
Total Other Comprehensive Income				**3,984**				**4,547**		
Total Comprehensive Income	**3,039**	**5,049**	**4,038**	**7,771**	**5,063**	**5,271**	**5,813**	**10,809**	**6,728**	**7,167**

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	1,271	1,302	1,338	1,374	1,407	1,441	1,478	1,519	1,559	1,600
Inventories										
Non-current assets classified as "Held for Sale"										
Total Current Assets	1,771	1,802	1,838	1,874	1,907	1,941	1,978	2,019	2,059	2,100
Non-Current Assets										
Financial Assets										
Equity Accounted Investments in Council Businesses										
Infrastructure, Property, Plant & Equipment	102,653	116,677	134,649	153,617	153,739	155,836	155,910	160,493	160,129	159,879
Non-current assets classified as "Held for Sale"										
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	104,288	118,312	136,284	155,252	155,374	157,471	157,545	162,128	161,764	161,514
TOTAL ASSETS	**106,059**	**120,114**	**138,122**	**157,126**	**157,281**	**159,411**	**159,523**	**164,146**	**163,823**	**163,614**
LIABILITIES										
Current Liabilities										
Trade & Other Payables	734	752	773	793	813	832	854	877	900	924
Borrowings	2,137	11,115	25,054	36,256	31,318	28,148	22,414	16,194	9,107	1,696
Provisions	73	77	82	86	91	95	100	105	110	115
Total Current Liabilities	2,944	11,945	25,909	37,135	32,222	29,075	23,368	17,175	10,117	2,734
Non-Current Liabilities										
Borrowings										
Provisions	101	106	112	118	125	131	137	144	151	158
Total Non-Current Liabilities	101	106	112	118	125	131	137	144	151	158
TOTAL LIABILITIES	**3,045**	**12,051**	**26,021**	**37,254**	**32,346**	**29,206**	**23,505**	**17,319**	**10,268**	**2,892**
Net Assets	**103,014**	**108,063**	**112,101**	**119,872**	**124,935**	**130,205**	**136,018**	**146,827**	**153,555**	**160,722**
EQUITY										
Accumulated Surplus	77,290	82,339	86,377	90,164	95,227	100,497	106,310	112,572	119,300	126,468
Asset Revaluation Reserves	25,724	25,724	25,724	29,708	29,708	29,708	29,708	34,255	34,255	34,255
Other Reserves										
Total Equity	**103,014**	**108,063**	**112,101**	**119,872**	**124,935**	**130,205**	**136,018**	**146,827**	**153,555**	**160,722**

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities										
Receipts:										
Operating Receipts	7,312	7,794	8,386	9,026	9,582	10,008	10,463	10,951	11,454	11,973
Investment Receipts										
Payments:										
Operating Payments to Suppliers & Employees	(5,229)	(5,594)	(6,891)	(7,326)	(7,498)	(7,711)	(7,902)	(8,057)	(8,263)	(8,479)
Finance Payments										
Net Cash provided (or used in) Operating Activities	**2,082**	**2,200**	**1,495**	**1,700**	**2,085**	**2,297**	**2,562**	**2,894**	**3,191**	**3,494**
Cash Flows from Investing Activities										
Receipts:										
Amounts Received Specifically for New/Upgraded Assets	2,800	3,734	4,051	3,688	3,789	3,894	3,993	4,138	4,340	4,469
Sale of Replaced Assets										
Repayment of Loan by Council	6,932									
Payments:										
Expenditure on Renewal/Replacement of Assets	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,146)	(406)	(811)	(445)	(552)
Expenditure on New/Upgraded Assets	(10,001)	(9,303)	(8,862)	(6,204)	-	(874)	(415)	-	-	-
Net Cash provided (or used in) Investing Activities	**(5,179)**	**(11,178)**	**(15,433)**	**(12,902)**	**2,853**	**873**	**3,172**	**3,327**	**3,895**	**3,917**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings	2,137	8,978	13,939	11,202						
Payments:										
Repayments of Borrowings					(4,938)	(3,170)	(5,734)	(6,221)	(7,086)	(7,411)
Net Cash provided (or used in) Financing Activities	**2,137**	**8,978**	**13,939**	**11,202**	**(4,938)**	**(3,170)**	**(5,734)**	**(6,221)**	**(7,086)**	**(7,411)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(959)**	**(0)**	**(0)**	**(0)**	**-**	**-**	**-**	**-**	**-**	**-**
plus: Cash & Cash Equivalents - beginning of year	1,459	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities										
Income	7,312	7,826	8,422	9,061	9,616	10,041	10,501	10,992	11,494	12,014
less Expenses	(6,718)	(7,270)	(8,729)	(9,317)	(9,676)	(9,910)	(10,139)	(10,326)	(10,642)	(10,882)
Operating Surplus / (Deficit)	**594**	**556**	**(307)**	**(256)**	**(60)**	**131**	**362**	**666**	**852**	**1,131**
Capital Activities										
less (Net Outlays) on Existing Assets										
Capital Expenditure on Renewal and Replacement of Existing Assets	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,146)	(406)	(811)	(445)	(552)
add back Depreciation, Amortisation and Impairment	1,478	1,648	1,807	1,960	2,148	2,170	2,205	2,233	2,344	2,368
add back Proceeds from Sale of Replaced Assets										
(Net Outlays) on Existing Assets	**(3,432)**	**(3,961)**	**(8,815)**	**(8,426)**	**1,212**	**24**	**1,799**	**1,423**	**1,899**	**1,816**
less (Net Outlays) on New and Upgraded Assets										
Capital Expenditure of New and Upgraded Assets	(10,001)	(9,303)	(8,862)	(6,204)	-	(874)	(415)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,800	3,734	4,051	3,688	3,789	3,894	3,993	4,138	4,340	4,469
(Net Outlays) on New and Upgraded Assets	**(7,201)**	**(5,569)**	**(4,811)**	**(2,515)**	**3,789**	**3,019**	**3,578**	**4,138**	**4,340**	**4,469**
Net Lending / (Borrowing) for Financial Year	**(10,039)**	**(8,975)**	**(13,934)**	**(11,198)**	**4,941**	**3,173**	**5,739**	**6,226**	**7,092**	**7,417**

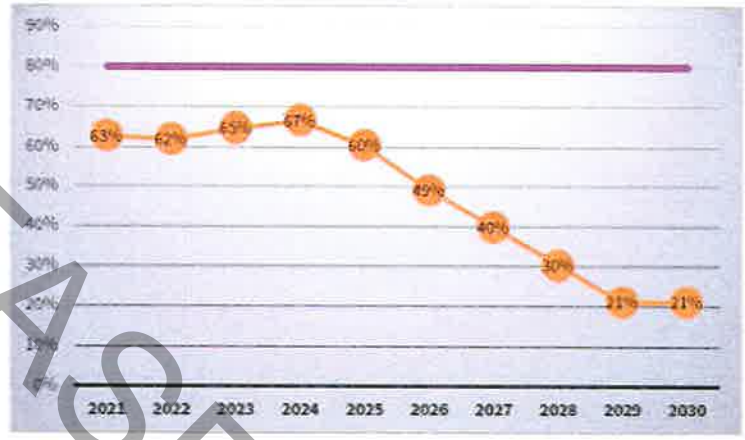
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Long Term Financial Plan 2020/21 to 2029/30

OPERATING SURPLUS RATIO

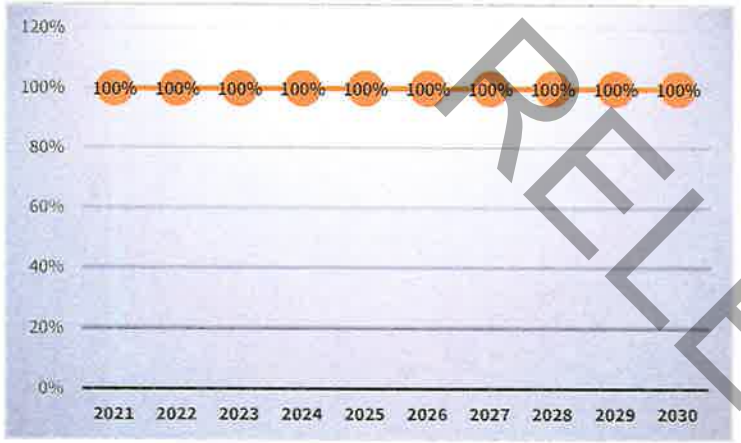


NET FINANCIAL LIABILITIES RATIO



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ASSET RENEWAL FUNDING RATIO



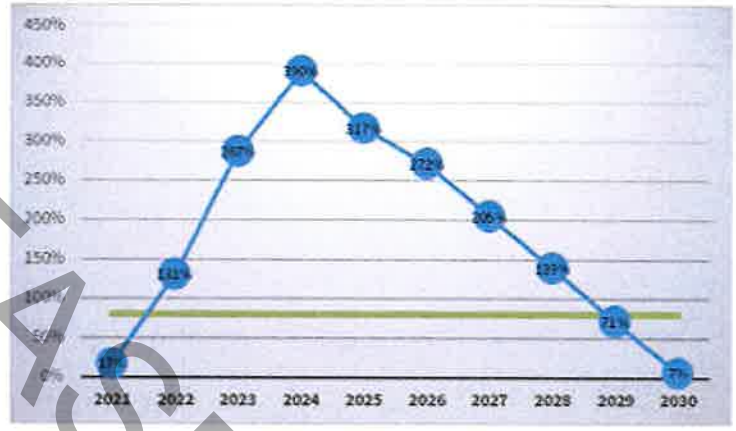
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Long Term Financial Plan 2020/21 to 2029/30

OPERATING SURPLUS RATIO



NET FINANCIAL LIABILITIES RATIO

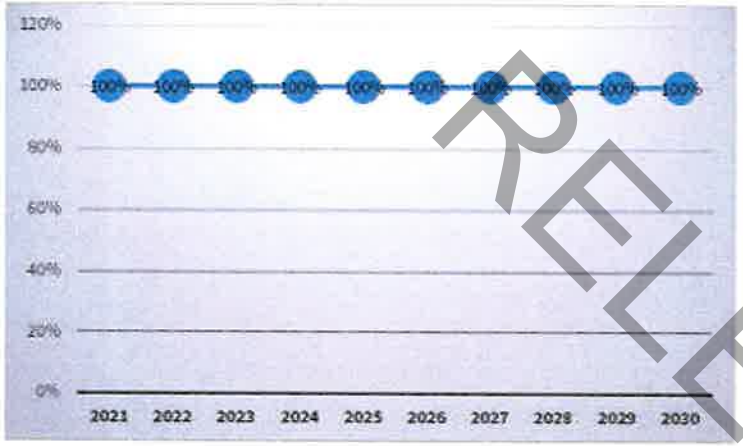


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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

ASSET RENEWAL FUNDING RATIO



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Return to Order of Business

Kelledy Jones

APPENDIX 6

RELEASED

2. Staff are considering strategies to continue to provide the outcomes listed above for the benefit of the community and Council's business objectives.

3. There is sufficient funding in the 2020/21 budget to deliver these outcomes.

4. This is yet to be determined.

Greg Parker
General Manager Community Services

7. QUESTIONS WITHOUT NOTICE
NIL

8. MOTIONS ON NOTICE
NIL

9. MOTIONS WITHOUT NOTICE
NIL

10. PETITIONS
NIL

11. RECOMMENDATIONS FROM COMMITTEES

11.1 AUDIT AND RISK COMMITTEE MEETING – 14 MAY 2020

11.1.1

REPORT TITLE:	**DRAFT LONG TERM FINANCIAL PLAN**
DATE OF MEETING:	**1 JUNE 2020**
FILE NUMBER:	**DOC/20/57232**
ATTACHMENTS:	**DOC/20/58125 ATTACHMENT 1 – LONG TERM FINANCIAL PLAN 2020-2030** (attached to Item 12.1 of the agenda)

Moved Councillor Hardingham that Council:

1. note the Draft Long Term Financial Plan 2020-2030 as amended (attached to Item 12.1 of the agenda) for consideration by Council and include:
   - a statement by the CEO;
   - include a base year;
   - further explanation as to why wastewater is separated out
   - consider more explanatory notes

2. complete an assessment of the ongoing and significant benefits, costs and risks associated with the current Wastewater/Recycled Water operations and service delivery model; and in so doing consider and compare the

RELEASED

benefits, costs and risks of alternative service delivery options whilst having regard for community expectations.

3. continue to seek government assistance in funding infrastructure required due to growth.

3. review the LTFP and the associated assumptions 6 months following adoption by Council.

4. note the Committee supports the 1% Financial Sustainability rating measure and requests Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.

6. consider community consultation and feedback.

Seconded Councillor Westwood

CARRIED
OM20200601.03

11.1.2

REPORT TITLE: **DRAFT STRATEGIC ASSET MANAGEMENT PLAN**
DATE OF MEETING: **1 JUNE 2020**
FILE NUMBER: **DOC/20/54513**
ATTACHMENTS: **1 – DOC/20/40779 – DRAFT STRATEGIC ASSET MANAGEMENT PLAN** available via link: https://yoursay.mountbarker.sa.gov.au/draft-strategic-asset-management-plan

Moved Councillor Hardingham that Council note:

1. the process undertaken to review and update the Strategic Asset Management Plan (attached) is considered to be sound;

2. the Draft Strategic Asset Management Plan (attached) is considered suitable for endorsement by council (subject to consideration of community feedback); and

3. Future publications of the document consider the following - bigger font, glossary of terms, priority points rather than everything.

Seconded Councillor Jones

CARRIED
OM20200601.04

RELEASED

3. approves the remaining unallocated Community Grant funds of $11,029 be allocated to business stimulus related COVID-19 relief measures.

Seconded Councillor Orr CARRIED
OM20200601.07

12. REPORTS

12.1

REPORT TITLE: **LONG TERM FINANCIAL PLAN 2020-2030**
DATE OF MEETING: **1 JUNE 2020**
FILE NUMBER: **DOC/20/61595**
ATTACHMENTS: **1 DOC/20/66674 LONG TERM FINANCIAL PLAN**
2 DOC/20/69739 RESPONSES TO LONG TERM FINANCIAL PLAN

Moved Councillor Minett that Council:

1. Adopt the Long Term Financial Plan 2020-2030 (attached)
2. Review the LTFP and the associated assumptions 6 months following adoption by Council.
3. Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.
4. Consider community consultation and feedback.
5. Authorises the Chief Executive Officer to make any necessary changes to the Long Term Financial Plan 2020-2030 document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting

Seconded Councillor Jones CARRIED
OM20200601.08

RELEASED

12.2

REPORT TITLE: **ADOPTION OF 2020/21 FEES AND CHARGES REGISTER**
DATE OF MEETING: **1 JUNE 2020**
FILE NUMBER: **DOC/20/61596**
ATTACHMENTS: **ATTACHMENT 1 DOC/20/67161 - 2020/21 DRAFT REGISTER OF FEES & CHARGES**

Moved Councillor Westwood that Council:

1. Adopts the 2020/21 Register of Fees and Charges for fees and charges set by Council and under delegation as attached.

2. Notes statutory fees and charges set by the State Government will be included in the fees and charges schedule available for public inspection subsequent to gazettal by State Government.

12. REPORTS

12.1 REPORT TITLE: LONG TERM FINANCIAL PLAN 2020-2030

DATE OF MEETING: 1 JUNE 2020

FILE NUMBER: DOC/20/61595

ATTACHMENTS: 1 DOC/20/66674 LONG TERM FINANCIAL PLAN
2 DOC/20/69739 RESPONSES TO LONG TERM FINANCIAL PLAN

Key Contact **Alex Oulianoff, Chief Financial Officer**

Manager/Sponsor **Andrew Stuart, Chief Executive Officer**

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Mount Barker 2035 – District Strategic Plan:

Governance and Leadership.

GL:4 – Effective management and financial sustainability.

Annual Business Plan 2019/2020:

Nil

Purpose:

To adopt the Long Term Financial Plan 2020-2030 following community consultation of the Draft Long Term Financial plan 2020-2030 (LTFP).

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt a 10 year Long Term Financial Plan in accordance with the Local Government Act and Regulations.
2. **Baseline Position** - The Draft Long Term Financial Plan was based on assumptions that excluded the impact of COVID-19.
3. **COVID-19** - The Long Term Financial Plan is predicated on assumptions that include an initial view of the impact of COVID-19. Financial modelling has been undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19 in the first quarter of 2020/21. The LTFP will be further revised in the first half of 2020/21 when more information has been considered.
4. **Scenario Analysis** - As part of analysis of the impact of COVID-19 and following Council Member feedback, four scenarios were developed for the Long Term Financial Plan incorporating the impact of reduced services, reallocation of resources and differing general rate increases. A summary of the key financial indicators for these scenarios is included in this report.
5. **Wastewater and Recycled Water** – A number of informal briefings on Wastewater/Recycled Water have recently been held with Council Members to support the Annual Business Plan and Long Term Financial Plan with a focus on

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gaining a more comprehensive understanding of the required services and infrastructure to be delivered and the timing associated with that, together with options for the role to be played by Council.

6. **Removal of 1% for Financial Sustainability** - Previous versions of the Long Term Financial Plan included an assumption of a 1% increase above CPI for Financial Sustainability. The draft LTFP 2020-30 currently includes the removal of this assumption.
7. **Public Consultation Feedback** – Eight submissions were made to Council during the community consultation period providing feedback on the LTFP. The feedback received focused on the following key themes: the rate increase, COVID-19, borrowings and priority setting.
8. **Financial Sustainability** – On average over the 10 years of the LTFP all key financial indicators are achieved/exceeded.

Recommendation:

That Council:

1. Adopt the Long Term Financial Plan 2020-2030 (attached).
2. Review the LTFP and the associated assumptions 6 months following adoption by Council.
3. Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.
4. Consider community consultation and feedback.
5. Authorises the Chief Executive Officer to make any necessary changes to the Long Term Financial Plan 2020-2030 document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting

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Background:

1. **Legislation** - Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years. A Council may review its strategic management plans at any time, but must undertake a review of its long-term financial plan as soon as practicable after adopting the Council's Annual Business Plan (ABP) for a particular financial year; and in any event, undertake a comprehensive review within 2 years after each general election of the Council.
2. **Audit and Risk Committee LTFP and Strategic Plan Presentation** - At the Audit and Risk Committee meeting on 12 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the process to be undertaken for the Long Term Financial Plan and Strategic Plan.
3. **Council Member LTFP Informal Briefing December 2019** - At an informal briefing on 16 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the Long Term Financial Plan including: a process overview; how the LTFP links in with the other elements of the Strategic Financial Framework; the importance of the LTFP and key considerations in building the LTFP.

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4. **Council Member Informal Briefing March 2020** - An informal briefing was undertaken with Council Members on 24 March 2020 to take them through key assumptions underpinning the Long Term Financial Plan for both Council Operations, and the Wastewater and Recycled Water functions.
5. **Audit and Risk Committee Meeting March 2020** – A report and supporting presentation was provided to the Audit and Risk Committee on 30 March 2020. At this meeting staff committed to update the Long Term Financial Plan for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020.
6. **Council Meeting April 2020** - The Draft LTFP was approved by Council for community consultation on 6 April 2020. Community consultation commenced on 8 April 2020 and concluded on 20 May 2020.
7. **Wastewater and Recycled Water Confidential Informal Briefings** – Given the strategic importance of these functions, a series of workshops have been held with further workshops still to come. The purpose being to inform Council Members and the Audit and Risk Committee of progress to date and required actions, in developing and implementing a revised strategy for the delivery of the necessary services and infrastructure.
8. **Council Member Confidential Budget Workshops April 2020** – Two extra-ordinary workshops were held with Council Members where feedback was requested on proposed changes Council could make to the baseline budget in response to COVID-19. This has been considered combined with information provided by Council Staff to develop four scenarios for presentation to Council Members.
9. **Council Member Confidential Informal Briefing May 2020** - A further informal briefing was undertaken with Council Members on 4 May 2020 to take them through the expected impact of COVID-19 and rating scenarios.
10. **Audit and Risk Committee Meeting May 2020** - A report was presented at the Audit and Risk committee seeking feedback and recommendations from members. The minutes of the Audit and Risk Committee on 14 May 2020 are included as an agenda item at this Council meeting.

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Discussion:

11. **Purpose of the LTFP** – The LTFP is a road map that illustrates financially the needs and aspirations of our growing community which supports, and is supported by such documents as the Strategic Asset Management Plan, 30 year Strategic Plan (Community Plan) and Township Plans.
12. **Key Objective** - The key objective of Council's LTFP is to demonstrate financial sustainability in the medium to long term, while still achieving the objectives detailed in Council's suite of strategic plans.
13. **Revised LTFP** - The draft Long Term Financial Plan was updated to consider changes made to the 2019/20 year-end forecast position in relation to COVID-19 and partial deferrals of the capital works program to 2020/21. This is shown as Scenario 1 in the table below and represents the baseline/comparative position for the other scenarios that have been modelled. Enhanced modelling has assisted Council staff and elected members in determining timing and scale of future capital works, with consideration provided for operating expenditure and pressure on council general rates.

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14. **Annual Business Plan** - As part of Council's development of the Annual Business Plan (ABP) the LTFP has also been updated using the draft budget that will be issued for community consultation at the Council Meeting on 1 June 2020 for the financial year 2020/21 as the first year of the ten-year model.

15. **Four Scenarios** - Have been modelled in an initial response to COVID-19 based on information provided by Council Staff and Council Member feedback obtained during budget workshops.

    - **Anticipated Impact of COVID-19 on 2020/21** – Scenarios 2, 3 and 4 consider financial modelling undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19 in terms of revenue and costs resulting from services/programs that cannot be provided for a period of time and the reallocation of funds to support the community.
    - **Rate Assumptions** – Scenarios 1 and 2 have retained the draft LTFP rating assumption of 1.9% (based on actual Adelaide CPI for September 2019). Scenario 3 includes a rate increase of 1.0% (a reduction of 0.9% compared to the baseline position) and scenario 4 includes no increase to general rates (removal of 1.9% rate increase).
    - The key financial indicators are summarised below for the consolidated Council LTFP (including Wastewater and Recycled Water):

Scenario	Description	Operating Surplus Impact Over LTFP $'m	Operating Ratio LTFP Average %	Net Financial Liabilities Ratio LTFP Average %
Scenario 1	Baseline budget (pre COVID-19). Rate increase of 1.9%	-	3.1%	65.4%
Scenario 2	Baseline budget adjusted for COVID-19. Rate increase of 1.9%	$3.7m	3.7%	62.7%
Scenario 3	Rate increase of 1% adjusted for COVID-19.	($0.6m)	3.0%	66.3%
Scenario 4	Rate increase of 0.0% adjusted for COVID-19	($4.2m)	2.5%	69.4%

16. Based upon the analysis summarised in the table above, Scenario 3 has been selected as the basis of the attached draft LTFP document. When compared to the baseline position, the impact of a reduced rate increase in the first year in response to COVID-19 is marginal. With the exception of the first year where the rate increase has been reduced as a response to COVID-19, future years are aligned with the long term rating strategy where rate increases are based on forecast inflation and growth. This scenario also achieves (over the long term) the same Key Financial Indicators (KFI) which were utilised in the Long Term Financial Plan 2018-2028 based on the following:
    - **Operating Ratio** - The average operating ratio over the ten years is broadly in line with the baseline position.
    - **Operating Surplus** - With a marginal reduction over the ten years.
    - **Net Financial Liabilities Ratio (NFL)** - The target of a ratio of no greater than 80% is achieved in most years of the draft plan. There are notably however four years where the net financial liabilities ratio is greater than the 80% target with the ratio getting as high as circa 116% in year 2023. This is notably driven by significant investment in wastewater and recycled water infrastructure and the net impact of Strategic New Capital projects, however, this indicator with 66.3%

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on average is achieved over the life of the Long Term Financial Plan with a much lower ratio in the latter years with for example 18.9% NFL in 2029/30.

- **Asset Renewal Funding Ratio** – For all years, the ratio is assumed to be 100% i.e. in line with the Strategic Asset Management Plan which will be amended following public consultation to be aligned with the LTFP in August 2020. It should be noted that this is the case for all scenarios.

17. **Growth Factors** - Which impact the timing and / or value of rate revenue, operating, maintenance, and capital revenue and expense is sourced from modelling conducted by .id "the Population Experts".

18. **Inflation Assumptions** - The draft Long Term Financial Plan 2020-2030 key assumptions are based upon the Local Government Price Index (LGPI) which is a financial indicator of the escalation in the cost of goods purchased by Local Government entities. The indicator for future years is unavailable and as such the historic variance of 0.44% has been added to the Forecast CPI for some assumptions (which has been sourced from Deloitte Access Economics as detailed below).

19. The Long Term Financial Plan key assumptions are as follows:

    - **Annual General Rate Revenue** – Is expected to increase by forecast growth (assumed to be 2.5% in 2020/21) plus CPI (except 2020/21 which is forecast to increase by 1% (i.e. lower than the actual Adelaide CPI to the end of March 2020 of 2.4%)).
    - **Operating Revenue** – Forecast LGPI (Forecast CPI + 0.44%). In 2020/21 it is assumed that there will no inflationary increase for fees and charges (with the exception of statutory fees and waste management charges) and that revenue has been reduced in 2020/21 for those services that will be impacted.
    - **Operating Expenditure** – Forecast LGPI (Forecast CPI + 0.44%) and LGPI with the exception of Maintenance and Operations, where growth has been incorporated. Expenditure in 2020/21 has been adjusted to reflect the reduced costs for services that are expected to be impacted by COVID-19 and funding to be allocated to provide support to the community during this time.
    - **Employee Costs** - As per Council's EBA (Enterprise Bargaining Agreement) and then CPI for the remaining years.
    - **Capital Revenue** - Including developer contributions required for infrastructure (secured by separate rates) have been modelled using growth and inflation forecasts.
    - **Strategic New Capital Projects** - Included in the plan along with required grant funding in accordance with Council's sustainability requirements.
    - **Other Capital Expenditure** - All other capital expenditure on existing and new assets require external funding to achieve net expenditure which is closely aligned to Councils annual depreciation expenditure. This will be achieved whilst maintaining capital renewal to achieve Council's Strategic Asset Management Plan target.
    - **Wastewater Revenue and Expenditure** - Has been modelled using the Wastewater to Services Growth Strategic documents and will be in line with ESCOSA and SA Local Government costing principles.

20. **Removal of 1% For Financial Sustainability** – It should be noted that this version of the Long Term Financial Plan (and all scenarios modelled) differs from prior

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versions of the adopted LTFP in that the 1% previously included for the funding and debt servicing of major projects has been removed.

- **Forecast Impact** - The change will result in a rate payer with a property valued at $500k saving circa $1,300 over 10 years, but strips circa $23m out of Council's long term financial plan.
- **Heightened Reliance On Key Assumptions** - The consequence of this reduced funding is that there will be heightened reliance on:
  - Timing of projects and infrastructure delivery,
  - Inflation assumptions,
  - Growth rates (impact on the timing of delivery of projects and rate and developer revenue),
  - Grant revenue (timing and magnitude).
- **Potential Risk** - Noting that the LTFP is predicated on these assumptions and the delivery of Key Financial Indicators will be at risk if these variables materially change.
- **Potential Reintroduction** - To bring forward infrastructure expenditure or if grant funding assumptions cannot be met, the additional 1% for financial sustainability for example may need to be re-introduced.

21. **Rate Capping** - Furthermore, it is pertinent to note the State Government's position taken relevant to any rate capping legislation. If the legislation is successfully introduced it is possible that Council would need to apply for any rate increase over and above CPI.

22. The draft LTFP (Attached) is presented as a set of financial statements and includes the following statements for years 2020/21 to 2029/30;

    - Statement of Comprehensive Income;
    - Statement of Financial Position (Balance Sheet);
    - Statement of Changes in Equity;
    - Statement of Cash Flow;
    - Uniform Presentation of Finances; and
    - Financial Indicators.

23. **Community Consultation** – Eight submissions have been received providing feedback on the Long Term Financial Plan. The feedback received focussed on the following key themes: Rate increase, COVID-19, borrowings, library service and funding, transparency of assumptions and priority setting. There were seven submissions received online (as included in Attachment 2) and one via email:

    - [redacted]

24. **Council's Audit and Risk Committee** - Considered the LTFP 2020-2030 at the 14 May 2020 Audit and Risk Committee meeting. Recommendations of the Audit and Risk Committee are included as an agenda item at this Council meeting and included.

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- **A statement by the Chief Executive Officer** – The Audit & Risk Committee requested that a statement be included in the LTFP document.

  Under Section 122 of the Local Government Act 1999 in relation to a review under subsection (4)(a)(i)—a report from the chief executive officer on the sustainability of the council's long-term financial performance and position taking into account the provisions of the council's annual business plan and strategic management plans; and (b) insofar as may be relevant—any other material prescribed by the regulations.

  This report complies with the Local Government Act as stated above and as such a further statement by the Chief Executive Officer has not been included in the LTFP document.
- **Include a base year** – A further year has been included with 2019/20 as at Budget Review 3.
- **Further explanation as to why wastewater is separated out** – Included in the document.
- **Consider more explanatory notes** – More included in the document.

25. The recommendations and comments from public consultation, Council Member informal briefings and the Audit and Risk Committee meeting held on the 14 May have been reviewed and considered. Council staff have determined based on the feedback provided that they will make the following adjustments to the Long Term Financial Plan:
    - Scenario 3 was selected as the basis for the Long Term Financial Plan reflecting a reduction in the proposed 2020/21 rate increase;
    - Information on the expected impact of COVID-19 in the assumptions section;
    - An explanation of the structure of the financial statements i.e. Council consolidated, Council Operations and Wastewater and Recycled Water; and
    - A section detailing the impact of the removal of the 1% previously included in adopted LTFPs for financial sustainability.

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Community Engagement:

Decision to be made	Make a recommendation that the Long Term Financial Plan be adopted.
Key factors to be considered in decision (dot points)	- Annual Business Plan - Asset Management Plans - Strategic Plan - Local Government Act 1999
Area of community influence	Aspects that are fixed: - Legislative Factors Key areas for community input: - The Community had an opportunity to make submission on all sections of the Draft Long Term Financial Plan. The time frame for submissions was 8 April 2020 to 20 May 2020. Through this process 8 submissions were received.

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Method of consultation, informing community & cost	Copies of the LTFP were available on Council's website.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Long Term Financial Plan 2020-2030 has been adopted by Council.
Timeframe for consultation	8 April 2020 to 20 May 2020
Community input	The submission made some general comments about policy which are available for council members to consider when reviewing and setting policies for the future.
Recommendations	The recommendations and comments from public consultation have been reviewed and considered. Based on the feedback provided minor changes were made to the draft LTFP 2020-2030 (as included in the document).

Policy:
Treasury Management Policy – DOC/16/1998
Funding Policy – DOC/19/103032

Budget:
No impact on budget

Statutory/Legal:
Under Sec 122 LG Act a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years

Local Government Act 1999 – Section 122
Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

Staff Resource Requirements:
Completed within staff resources.

Environmental:
As determined in Mount Barker 2035 District Strategic Plan.

Social:
As determined in Mount Barker 2035 District Strategic Plan.

Risk Assessment:
The LTFP models Council to be financially sustainable over the long term.

Asset Management:
The LTFP provisions for Council to meet or exceed the requirements of Council's asset management plan forecast budgets over the 10 year period included in the plan.

Conclusion:

The Long Term Financial Plan is a high level strategic planning document which is a key element of Council's budgeting and planning process. It will assist council staff and elected members in planning for the delivery of facilities and services to meet the expectations of the growing community in a sustainable manner.

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The LTFP is a road map that illustrates financially the needs and aspirations of our growing community which supports, and is supported by such documents as the Strategic Asset Management Plan, 30 year Strategic Plan (Community Plan) and Township Plans.

On average over the ten years of the LTFP the key financial indicators have been achieved/exceeded. Furthermore, the Long Term Financial Plan is aligned with the draft Annual Business Plan for 2020/21 included as an agenda item at this meeting, the Strategic Asset Management Plan to be adopted in August 2020 and the current version of the Mount Barker 2035 Strategic Plan.

Previous Decisions By/Information Reports to the Council

Meeting Date	6 April 2020	HPRM Reference	DOC/20/30579
Title	Long Term Financial Plan 2020-2030		
Purpose	To present and seek endorsement for community consultation of the Draft Long Term Financial Plan 2020-2030 (LTFP).		

Meeting Date	3 September 2018	HPRM Reference	DOC/18/91507
Title	Long Term Financial Plan 2018-2028		
Purpose	To adopt the Long Term Financial Plan 2018-2028 following community consultation of the Draft Long Term Financial plan 2018-2028 (LTFP).		

Meeting Date	2 July 2018	HPRM Reference	DOC/18/65492
Title	DRAFT LONG TERM FINANCIAL PLAN 2018-2028		
Purpose	To present and seek endorsement for community consultation of the Draft Long Term Financial Plan 2018-2028 (LTFP).		

Meeting Date	5 June 2017	HPRM Reference	DOC/17/52177
Title	DRAFT LONG TERM FINANCIAL PLAN 2017-2027		
Purpose	To present the Draft Long Term Financial Plan 2017-2027 (LTFP)		

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Long Term
Financial Plan
2020-2030

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Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Long Term Financial Plan 2020-2030. The Long-Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Councils financial sustainability and ensures that decisions support the objectives outlined in our Mount Barker 2035 Strategic Plan.

Financial sustainability is so important, it means our community continues to have well maintained facilities and infrastructure and that the quality services we currently provide are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

I am so proud of our Community response to the recent devastating Cudlee Creek Bushfire. However, we now have a challenge ahead of us. The LTFP demonstrates that Council will experience some financial pressure, largely due to new and ongoing costs of growth and expenses associated with the recent bushfire.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets, the sustained economic development of the district and importantly, the responsible management of property rates.

As a result of the COVID-19 pandemic, our community are also facing significant challenges, both personally and financially. It is vital that Council maintains the delivery of essential services, and work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

As the long term impacts of the virus to our community, business and Council are indefinite, we cannot afford not to incorporate an estimate of its impact on the Long Term Financial Plan following public consultation. Planning for financial sustainability will ensure that we continue to maintain and develop our district to meet the needs and aspirations of our community.


Mayor
Ann Ferguson

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Long Term Financial Plan 2020/21 to 2029/30

EXECUTIVE STATEMENT AND ASSUMPTIONS

The Mount Barker District Council's Long Term Financial Plan (LTFP) is an integral document which forms part of a suite of strategic policy documents created to anticipate and plan for fiscal challenges and opportunities. By developing a plan which is aligned with the Strategic Plan and Strategic Asset Management Plan, Council is able to ensure that it can achieve the objectives within these plans whilst maintaining its financial sustainability in the medium to long term.

The Plan is of course a long term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it does not determine the rates and charges for the future.

The Plan complements and is complemented by other important Council plans and strategies including:

- Mount Barker 2035 – Strategic Plan
- Corporate Plan (4 Years)
- Annual Business Plan
- Strategic Asset Management Plan

The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the growth experienced in this district as a result of the State Government rezoning, to which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

With the anticipated allotment growth now occurring at a rate of around 2.5% per year, Council has now approached the time when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Some of the major projects which have been included in this plan are:

- Regional Indoor Aquatic and Wellbeing Facility Stage 1
- Regional Sports Hub Stage 1
- City Centre Catalyst
- Major Wastewater Treatment Plant Upgrade

To remain financially sustainable whilst delivering such major projects, Council has had to plan when and how these projects will be delivered.

Council's major source of income is rates, which accounts for on average circa 85% of Council Operations revenue over the ten years and is an important part of the planned long term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the

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Long Term Financial Plan 2020/21 to 2029/30

Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure.

Asset management planning data has been updated and included within the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the new Regional Sports Hub Stage 1 and Regional Indoor Aquatic and Wellbeing Facility Stage 1.

Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

Factored into the long term plan is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

The Annual Business Plan and Budget has been developed separately for Council Operations and the Wastewater and Recycled Water Operations (in recognition of the strategic importance of these functions). As such the financial statements are included on the following basis:

- **Consolidated Statements** - Council Operations and Wastewater and Recycled Water Operations.
- **Council Operations** - Services provided by Council for the Community i.e. excluding Wastewater and Recycled Water Operations.
- **Wastewater and Recycled Water Operations** - The collection (via the network), treatment (of wastewater) and disposal (i.e. sale of recycled water) of water.

It should be noted that following public consultation, the Long Term Financial Plan has been updated to consider latest information on the impact of COVID-19 (as detailed below) and the Cudlee Creek bushfires. Detailed modelling has been undertaken with scenarios presented to Council Members.

COVID-19

- **COVID-19** - has affected Council's residents and businesses. This has been considered in both the final quarter of 2019/20 and the first quarter of 2020/21. The changes incorporated in 2020/21 are expected to result in lower revenue than received in prior and future years. Lower associated expenditure is also anticipated which is expected to be offset by a reallocation of budgets to support those impacted by the pandemic.
- **General Rates** - are forecast to increase by 1.0% in 2020/21, i.e. lower than the actual Adelaide CPI of 2.4% to March 2020, to provide some relief to ratepayers. General rates revenue has also been reduced to remit fines and interest on outstanding rates for the last three months of 2019/20 and first three months of 2020/21 for those suffering from hardship as a result of the pandemic.
- **User Charges and Other Income** – are lower in 2019/20 and 2020/21 in consideration of the following:
  - Those services that cannot be accessed, for example outdoor dining fees or services that cannot be provided due to restrictions, for example the Mount Barker Tourist Park.

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Long Term Financial Plan 2020/21 to 2029/30

- Rent relief provided to selected tenants of Council's commercial properties.

- **Materials, Contracts & Other Expenditure** – in 2020/21 expenditure has been reduced aligned with the reduction in revenue (as above). Budget has also been reallocated to provide support to residents and businesses.

OPERATING INCOME

- **General Rates** - have been indexed to factor forecast Inflation (CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied that is lower than the actual Adelaide CPI of 2.4% to March 2020.
- **Wastewater Annual Service Charges** - have been increased by 4.75% per year plus growth for the first year of the long term financial plan followed by 5% plus growth for the following few years of the plan so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** with the exception of statutory and waste management fees and charges, no increase has been included in 2020/21 in response to COVID-19. It should also be noted that in 2020/21 user charges have also been reduced for those services that would not be provided in the first quarter of 2020/21 due to the expected impact of COVID-19. LGPI increases have been applied over the remaining 9 years. The average increase over the period of the remaining 9 years is forecast to be circa 2.6%.
- **Refuse Charges** - have been indexed by CPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan
- **Grant Funding (One-off)** is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** - has been indexed in line with forecast LGPI increases over the period of the plan (with the exception of 2020/21 which is based on the 2020/21 draft budget adjusted for COVID-19). Additional Growth indexation has only been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** - have been indexed by forecast CPI in line with the current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI has been allowed for. Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** - have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

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Long Term Financial Plan 2020/21 to 2029/30

CAPITAL EXPENDITURE

- **Asset Renewal** - is provisioned to allow for Council to achieve requirements of the adopted Asset Management Plans. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital** - included in the plan is based on Council's Corporate and Strategic Plans and is modelled to achieve the objectives of these plans in a financially sustainable manner. Amounts are indexed based on forecast LGPI.

CAPITAL REVENUE

- **Grants** - have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** - including those secured by separate rates are modelled based on growth projections provided by id Population forecasts and indexation applicable to the varying contribution types.

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

- **Assets** - such as Trade & Other Receivables, Inventories and Equity Accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** - are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** - such as trade & other payables & provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

1% FOR FINANCIAL SUSTAINABILITY

- **Removal of 1% for Financial Sustainability** - it should be noted that this version of the Long Term Financial Plan differs from prior versions of the adopted LTFP in that the 1% previously included for the funding and debt servicing of major projects has been removed.
- **Forecast Impact** - the change will result in a rate payer with a property valued at $500k saving circa $1,300 over 10 years, but removes circa $23m from Council's long term financial plan.
- **Heightened Reliance On Key Assumptions** - the consequence of this reduced funding is that there will be heightened reliance on:
  - Timing of projects and infrastructure delivery,
  - Inflation assumptions,
  - Growth rates (impact on timing of delivery and rate and developer revenue),
  - Grant revenue (timing and magnitude).
- **Potential Risk** - noting that the LTFP is predicated on these assumptions the delivery of Key Financial Indicators will be at risk if these variables materially change.
- **Potential Reintroduction** - to bring forward infrastructure expenditure or if grant funding assumptions cannot be met, the additional 1% for financial sustainability for example may need to be re-introduced.

RATE CAPPING

- It is pertinent to note the State Government's position taken relevant to any rate capping legislation. If the legislation is successfully introduced it is possible that Council would need to apply for any rate increase over and above CPI.

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Long Term Financial Plan 2020/21 to 2029/30

The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability. These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation.

S122 of the Local Government Act states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced of developed by the Council..."

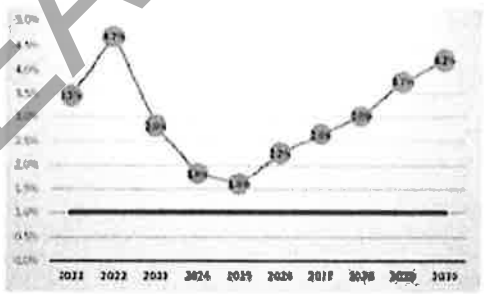
The following graphs and accompanying commentary are set against the targets endorsed by Council in the "Treasury Management Policy".

OPERATING SURPLUS RATIO

This financial indicator is useful in determining if current rate payers are paying enough to cover products and services provided in each period. This is demonstrated by expressing the operating surplus or (deficit) as a percentage of total operating revenue.

Target: "Council will maintain its operating surplus ratio at greater than or equal to one percent of total operating revenue."

Result: The LTFP allows for Council to achieve a breakeven position whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.



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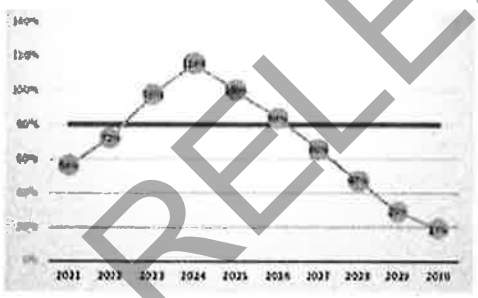
Long Term Financial Plan 2020/21 to 2029/30

NET FINANCIAL LIABILITIES RATIO

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing net financial liabilities by total operating revenue.

Target: "Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"

Result: Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works. Although Council's Net Financial Liability exceeds the target of 80% for four of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability of 66%. The increased debt of Council represented in this indicator is due to an ambitous capital works program totalling around $241M.

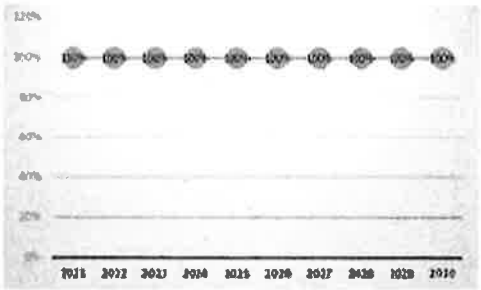


ASSET RENEWAL FUNDING RATIO

This financial indicator is useful in determining if Council is maintaining all of its assets. This is best demonstrated by comparing total Capital Renewal expenditure planned against Asset Management Plans.

Target: "Council will maintain asset renewal funding ratio of greater than or equal to 100% of Asset Management Plans"

Result: Council will achieve over the period of the plan the required expenditure that will be set out in the Strategic Asset Management Plan to be adopted in August 2020. The expenditure planned on renewing and maintaining assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	41,930	43,617	45,925	48,442	51,041	53,570	55,936	58,526	61,296	64,170	67,056
Statutory Charges	1,441	1,460	1,518	1,580	1,601	1,640	1,679	1,721	1,770	1,817	1,865
User Charges	2,305	1,410	2,040	2,097	2,157	2,205	2,257	2,316	2,379	2,442	2,506
Grants, Subsidies & Contributions	3,634	3,522	3,353	3,446	3,537	3,634	3,710	3,806	3,910	4,011	4,119
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	355	249	255	263	269	275	282	289	297	305	313
Other Income	508	296	410	421	116	314	321	340	350	359	369
Net gain - Equity Accounted Council Businesses	-	-	19	33	3	16	16	63	79	171	75
Total Income	**50,469**	**50,714**	**53,580**	**56,821**	**58,978**	**61,863**	**64,303**	**67,124**	**70,141**	**73,295**	**76,365**
Expenses											
Employee Costs	16,098	15,932	16,337	16,116	16,919	19,701	20,493	21,357	22,279	23,210	24,170
Materials, Contracts & Other Expenses	23,144	22,149	22,048	23,909	24,052	26,530	27,883	29,384	31,038	32,750	34,528
Depreciation, Amortisation & Impairment	9,661	9,589	10,892	11,309	12,006	12,667	12,929	13,191	13,566	13,906	14,138
Finance Costs	450	890	819	1,330	1,132	1,970	1,829	1,433	1,132	684	313
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**49,193**	**48,559**	**51,069**	**54,723**	**57,905**	**60,868**	**63,157**	**65,359**	**68,018**	**70,550**	**73,159**
Operating Surplus / (Deficit)	**1,276**	**1,755**	**2,511**	**1,586**	**1,073**	**995**	**1,446**	**1,774**	**2,125**	**2,746**	**3,206**
Asset Disposal & Fair Value Adjustments	(1,185)	(3,914)	(3,655)	(4,147)	(4,187)	(3,201)	(3,370)	(3,165)	(3,372)	(3,998)	(3,472)
Amounts Received Specifically for New or Upgraded Assets	8,783	16,976	8,867	10,852	24,164	6,271	6,152	6,150	5,998	6,175	6,216
Physical Resources Received Free of Charge	25,284	9,812	10,243	10,486	10,671	10,705	10,747	10,798	10,892	11,120	11,189
Net Surplus / (Deficit)	**33,577**	**26,728**	**15,166**	**18,786**	**31,822**	**14,769**	**14,977**	**15,453**	**15,644**	**16,642**	**17,130**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,211	5,980	1,815	1,946	6,809	6,798	2,184	2,140
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,211**	**5,980**	**1,815**	**1,946**	**6,809**	**6,798**	**2,184**	**2,140**
Total Comprehensive Income	**33,577**	**26,728**	**16,872**	**24,997**	**37,802**	**16,584**	**16,923**	**22,263**	**22,443**	**18,826**	**19,270**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Trade & Other Receivables	4,000	6,057	4,586	5,304	7,123	5,086	5,217	5,375	5,520	5,702	5,883
Inventories	7	7	7	7	8	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223
Total Current Assets	7,689	9,287	7,816	8,534	10,354	8,317	8,448	8,607	8,752	8,935	9,117
Non-Current Assets											
Financial Assets	1,654	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750
Equity Accounted Investments in Council Businesses	407	407	420	439	461	477	523	586	665	836	911
Infrastructure, Property, Plant & Equipment	567,492	607,179	634,201	675,499	728,561	748,118	744,876	758,730	787,863	774,275	786,707
Other Non-Current Assets	3,513	5,332	6,322	6,553	5,749	7,035	7,140	7,668	8,017	8,315	8,747
Total Non-Current Assets	573,486	616,726	642,693	684,241	736,521	757,380	754,289	768,734	798,296	785,186	798,115
TOTAL ASSETS	581,175	626,006	651,515	693,716	746,847	765,695	762,738	777,342	807,048	794,121	807,710
LIABILITIES											
Current Liabilities											
Trade & Other Payables	3,418	6,688	6,835	7,170	7,357	7,599	8,034	8,395	8,781	9,174	9,581
Borrowings	1,229	240	251	263	276	289	303	318	333	348	366
Provisions	2,255	2,284	2,421	2,563	2,736	2,853	3,001	3,154	3,309	3,469	3,631
Total Current Liabilities	6,901	9,212	9,508	9,945	10,333	10,841	11,338	11,866	12,423	12,992	13,578
Non-Current Liabilities											
Borrowings	13,390	28,683	37,003	53,834	68,654	59,392	50,987	40,773	29,453	17,104	9,826
Provisions	261	402	426	451	476	501	527	554	581	609	637
Total Non-Current Liabilities	13,651	29,085	37,429	54,285	69,130	59,893	51,514	41,327	30,034	17,713	10,463
TOTAL LIABILITIES	20,553	38,298	46,936	64,230	79,469	70,733	62,853	53,193	42,457	30,705	24,044
Net Assets	560,622	587,708	604,579	629,576	667,378	693,962	700,885	723,148	765,591	764,417	783,667
EQUITY											
Accumulated Surplus	244,107	270,838	286,003	304,789	326,611	351,380	360,357	381,810	397,454	414,057	431,226
Asset Revaluation Reserves	294,085	294,984	296,690	307,901	318,880	320,696	312,643	319,452	326,250	328,434	330,574
Other Reserves	21,533	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	560,622	587,708	604,579	629,576	667,378	693,962	700,885	723,148	745,591	764,417	783,687

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	51,757	48,818	54,978	55,531	57,115	63,667	64,[illegible]	[illegible]	[illegible]	77,900	74,077
Investment Receipts	65	67	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(42,852)	(37,799)	(39,815)	(41,881)	(43,546)	(45,877)	(48,117)	(50,538)	(52,171)	(53,745)	(56,608)
Finance Payments	(456)	(894)	(815)	(1,238)	(2,132)	(1,970)	(1,529)	(1,423)	(1,132)	(684)	(431)
Net Cash provided (or used in) Operating Activities	8,340	10,688	13,209	12,162	11,498	15,880	14,403	16,915	15,888	16,521	17,218
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	8,383	18,976	6,067	10,862	24,264	6,271	6,152	6,158	5,959	6,175	6,216
Sale of Replaced Assets	270	-	471	460	555	434	442	451	460	469	478
Repayment of Loans by community Groups	4	-	4	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,832	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,909)	(13,320)	(13,437)	(18,415)	(18,116)	(8,564)	(9,314)	(8,320)	(8,847)	(8,676)	(8,937)
Expenditure on New/Upgraded Assets	(23,765)	(30,000)	(16,646)	(22,102)	(32,744)	(4,772)	(2,697)	(3,835)	(1,953)	(2,157)	(7,832)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(23,127)	(18,511)	(23,539)	(29,197)	(26,541)	(6,630)	(5,012)	(4,736)	(4,381)	(4,189)	(10,056)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	8,560	14,533	8,978	17,886	15,108	-	-	-	-	-	901
Payments:											
Repayments of Borrowings	(932)	(7,161)	(648)	(251)	(263)	(9,249)	(8,200)	(10,200)	(11,305)	(12,332)	(7,760)
Net Cash provided (or used in) Financing Activities	7,628	7,372	8,330	16,634	14,845	(9,249)	(8,200)	(10,200)	(11,305)	(12,332)	(7,759)
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,159)	(450)	(0)	-	-	-	-	-	0	-	(0)
plus Cash & Cash Equivalents - beginning of year	8,618	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	50,478	59,714	53,520	56,121	58,975	61,683	64,303	67,124	70,141	73,295	76,365
less Expenses	(49,301)	(48,929)	(51,009)	(54,726)	(57,965)	(60,788)	(62,557)	(65,350)	(68,016)	(71,550)	(73,159)
Operating Surplus / (Deficit)	**1,177**	**1,785**	**2,511**	**1,395**	**1,010**	**895**	**1,746**	**1,774**	**2,125**	**2,746**	**3,205**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,466)	(12,776)	(13,437)	(10,415)	(10,416)	(8,564)	(9,917)	(8,310)	(8,887)	(8,576)	(8,597)
add back Depreciation, Amortisation and Impairment	9,601	9,969	10,882	11,309	12,006	12,667	12,929	13,191	13,566	13,906	14,138
add back Proceeds from Sale of Replaced Assets	770	–	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	**1,902**	**(2,807)**	**(2,082)**	**(646)**	**(1,855)**	**4,537**	**3,453**	**5,331**	**5,139**	**5,799**	**6,019**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(23,264)	(30,006)	(14,645)	(22,103)	(32,744)	(4,772)	(2,697)	(3,036)	(1,352)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	8,781	18,976	6,087	10,859	24,294	8,771	6,157	8,158	5,959	6,175	8,216
(Net Outlays) on New and Upgraded Assets	**(14,483)**	**(11,030)**	**(8,579)**	**(11,243)**	**(8,450)**	**3,999**	**3,459**	**5,114**	**4,608**	**4,018**	**(1,596)**
Net Lending / (Borrowing) for Financial Year	**(12,302)**	**(12,607)**	**(10,150)**	**(16,301)**	**(13,262)**	**7,032**	**8,363**	**10,209**	**11,310**	**12,463**	**7,288**

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	35,176	36,399	38,153	40,076	42,036	43,981	45,955	48,087	50,367	52,698	55,111
Statutory Charges	1,401	1,420	1,477	1,518	1,558	1,596	1,634	1,676	1,722	1,768	1,814
User Charges	1,756	1,358	2,029	2,085	2,140	2,193	2,245	2,303	2,368	2,428	2,492
Grants, Subsidies & Contributions	3,831	3,933	3,961	3,446	3,537	3,634	3,736	3,836	3,918	4,018	4,119
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	358	267	251	258	264	270	279	287	295	303	310
Other Income	398	396	410	421	331	324	332	340	350	359	369
Net gain - Equity Accounted Council Businesses	-	-	19	11	11	11	11	11	11	11	11
Total Income	43,124	43,402	45,754	47,859	49,937	52,067	54,252	56,623	59,149	61,701	64,351
Expenses											
Employee Costs	15,102	14,815	16,187	16,958	17,723	18,494	19,254	20,091	20,984	21,888	22,817
Materials, Contracts & Other Expenses	18,023	18,027	17,563	18,215	18,687	20,039	21,362	22,700	24,741	25,776	27,366
Depreciation, Amortisation & Impairment	8,178	8,930	9,234	9,502	10,045	10,519	10,760	10,986	11,332	11,562	11,770
Finance Costs	450	890	815	1,280	1,132	1,970	1,619	1,483	1,193	684	325
Net loss - Equity Accounted Council Businesses											
Total Expenses	41,770	42,242	43,799	46,005	48,588	51,022	52,947	55,258	57,888	59,968	62,277
Operating Surplus / (Deficit)	1,354	1,160	1,955	1,853	1,329	1,055	1,315	1,412	1,459	1,893	2,074
Asset Disposal & Fair Value Adjustments	(971)	(2,371)	(3,094)	(3,085)	(3,146)	(3,108)	(3,163)	(3,225)	(3,293)	(3,354)	(3,417)
Amounts Received Specifically for New or Upgraded Assets	6,098	16,178	2,833	8,811	30,578	2,482	3,358	2,157	1,861	1,835	1,746
Physical Resources Received Free of Charge	18,826	8,629	8,922	8,128	8,274	8,278	8,396	8,396	8,353	8,540	8,658
Net Surplus / (Deficit)	25,238	23,589	10,116	14,746	28,035	8,707	9,706	8,641	8,182	8,914	9,062
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,211	1,997	1,815	1,946	6,809	2,252	2,184	2,140
Total Other Comprehensive Income	-	-	1,706	6,211	1,997	1,815	1,946	6,809	2,252	2,184	2,140
Total Comprehensive Income	25,238	23,589	11,822	20,959	30,031	11,521	11,653	15,450	11,433	12,098	12,102

RELEASED

Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	-	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	2,301	1,786	2,284	2,906	5,750	2,679	2,776	2,821	1,003	4,143	1,261
Inventories	7	7	7	7	8	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223	2,223
Total Current Assets	4,531	4,516	5,014	5,636	8,481	5,410	5,509	5,553	3,734	6,876	3,994
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	407	416	459	461	477	513	586	665	816	911
Infrastructure, Property, Plant & Equipment	477,917	504,426	517,534	540,051	572,946	582,377	588,841	600,820	607,370	614,036	626,327
Other Non-Current Assets	2,299	4,747	4,627	4,911	5,064	5,450	5,705	6,033	6,132	6,743	7,112
Total Non-Current Assets	482,276	512,330	525,327	548,171	581,221	591,054	597,809	610,189	617,317	624,345	637,100
TOTAL ASSETS	486,807	516,847	530,341	553,807	589,702	596,464	603,318	615,742	621,051	631,221	641,094
LIABILITIES											
Current Liabilities											
Trade & Other Payables	2,684	5,954	6,083	6,347	6,664	6,887	7,282	7,543	7,984	8,274	8,657
Borrowings	1,229	340	251	263	276	289	303	318	333	349	366
Provisions	2,167	2,111	2,345	2,481	2,629	2,761	2,903	3,054	3,225	3,359	3,517
Total Current Liabilities	6,080	8,405	8,679	9,091	9,569	9,937	10,488	10,915	11,542	11,982	12,540
Non-Current Liabilities											
Borrowings	19,932	26,546	25,886	28,770	32,198	28,073	22,859	18,959	13,259	7,917	8,133
Provisions	147	302	320	338	357	376	395	416	437	458	479
Total Non-Current Liabilities	20,079	26,848	26,206	29,108	32,555	28,449	23,254	19,375	13,696	8,455	8,612
TOTAL LIABILITIES	26,159	35,253	34,885	38,199	42,215	38,387	33,646	29,688	25,138	20,437	21,152
Net Assets	460,648	484,694	496,516	517,475	547,506	559,028	570,680	587,130	598,764	610,062	622,964
EQUITY											
Accumulated Surplus	169,856	183,549	189,664	218,411	246,447	256,153	265,800	275,500	284,852	294,796	304,758
Asset Revaluation Reserves	269,260	269,268	270,916	277,177	279,174	280,988	282,915	289,744	291,996	294,188	296,320
Other Reserves	21,532	31,876	31,936	31,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	460,648	484,694	496,516	517,475	547,506	559,028	570,680	587,130	598,764	610,062	622,964

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	44,962	41,506	47,185	47,145	48,089	54,005	54,061	56,404	58,932	61,455	64,105
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(37,729)	(32,069)	(33,421)	(35,000)	(36,215)	(39,180)	(40,486)	(42,637)	(45,867)	(47,502)	(50,021)
Finance Payments	(850)	(994)	(815)	(1,338)	(2,133)	(1,970)	(1,679)	(1,433)	(1,132)	(684)	(323)
Net Cash provided (or used in) Operating Activities	**7,378**	**8,504**	**12,809**	**10,867**	**9,798**	**12,795**	**12,188**	**12,394**	**12,792**	**12,330**	**13,821**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	6,029	16,176	2,233	6,811	20,578	2,462	2,258	2,157	1,861	1,835	1,746
Sale of Replaced Assets	270	-	473	460	555	434	442	451	460	469	478
Repayment of Loans by Community Groups	4	-	4	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(6,196)	(8,410)	(7,028)	(7,793)	(8,029)	(7,627)	(7,764)	(7,915)	(8,076)	(8,211)	(8,385)
Expenditure on New/Upgraded Assets	(18,969)	(20,005)	(7,343)	(13,241)	(26,548)	(4,771)	(1,827)	(2,671)	(1,951)	(2,157)	(7,812)
Loans Made to Community Groups	(150)	(1,108)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(22,812)**	**(13,339)**	**(11,661)**	**(13,763)**	**(13,439)**	**(9,483)**	**(6,885)**	**(7,928)**	**(7,708)**	**(8,064)**	**(13,973)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	15,471	12,339	-	3,147	3,504	-	-	-	-	-	501
Payments:											
Repayments of Borrowings	(632)	(1,101)	(648)	(251)	(765)	(4,312)	(5,728)	(4,466)	(5,084)	(5,246)	(319)
Net Cash provided (or used in) Financing Activities	**14,839**	**5,239**	**(648)**	**2,896**	**2,741**	**(4,312)**	**(5,728)**	**(4,466)**	**(5,084)**	**(5,246)**	**182**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(15)**	**500**	-	-	-	-	-	-	-	**0**	**(0)**
plus: Cash & Cash Equivalents - beginning of year	15	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	-	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	43,124	43,492	45,734	47,893	49,587	52,857	54,252	56,623	59,149	61,801	64,151
less Expenses	(41,770)	(42,332)	(43,799)	(44,900)	(46,568)	(51,012)	(52,941)	(55,711)	(57,930)	(59,908)	(62,277)
Operating Surplus / (Deficit)	**1,354**	**1,160**	**1,935**	**2,993**	**3,019**	**1,845**	**1,311**	**912**	**1,219**	**1,893**	**1,874**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,196)	(8,418)	(7,828)	(7,782)	(8,029)	(7,617)	(7,764)	(7,915)	(8,076)	(8,234)	(8,385)
add back Depreciation, Amortisation and Impairment	8,179	8,518	9,214	9,581	10,045	10,519	10,760	10,986	11,222	11,562	11,770
add back Proceeds from Sale of Replaced Assets	270	90	473	460	555	434	442	451	460	469	478
(Net Outlays) on Existing Assets	**253**	**190**	**1,879**	**2,169**	**2,571**	**3,336**	**3,438**	**3,522**	**3,716**	**3,800**	**3,862**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(19,867)	(20,805)	(7,348)	(13,241)	(26,540)	(4,772)	(1,812)	(2,621)	(1,852)	(2,157)	(7,812)
add back Amounts Received Specifically for New and Upgraded Assets	6,021	15,176	2,311	6,911	20,576	2,452	2,259	2,152	1,665	1,915	1,746
(Net Outlays) on New and Upgraded Assets	**(13,847)**	**(5,629)**	**(5,037)**	**(6,330)**	**(5,964)**	**(2,320)**	**446**	**(464)**	**(91)**	**(242)**	**(6,065)**
Net Lending / (Borrowing) for Financial Year	**(12,239)**	**(4,279)**	**(1,173)**	**(1,168)**	**(374)**	**1,861**	**5,195**	**3,970**	**4,844**	**5,451**	**(329)**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	6,754	7,219	7,772	8,366	9,004	9,557	9,981	10,439	10,929	11,429	11,947
Statutory Charges	40	40	41	42	43	44	45	47	48	49	50
User Charges	550	51	11	12	12	12	12	13	13	13	14
Grants, Subsidies & Contributions	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	1	2	2	2	2	2	2	2	2	2	3
Other Income	-	-	-	-	-	-	-	-	-	-	-
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	**7,345**	**7,312**	**7,826**	**8,422**	**9,061**	**9,616**	**10,041**	**10,501**	**10,992**	**11,494**	**12,014**
Expenses											
Employee Costs	996	1,117	1,140	1,168	1,192	1,216	1,240	1,266	1,295	1,324	1,353
Materials, Contracts & Other Expenses	5,105	4,122	4,489	5,256	6,165	6,312	6,501	6,658	6,797	6,974	7,161
Depreciation, Amortisation & Impairment	1,421	1,478	1,648	1,807	1,960	2,148	2,170	2,205	2,233	2,344	2,368
Finance Costs	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**7,522**	**6,718**	**7,270**	**8,729**	**9,317**	**9,676**	**9,910**	**10,139**	**10,326**	**10,642**	**10,882**
Operating Surplus / (Deficit)	**(177)**	**594**	**556**	**(307)**	**(256)**	**(60)**	**131**	**362**	**666**	**852**	**1,131**
Asset Disposal & Fair Value Adjustments	(215)	(1,648)	(561)	(1,062)	(1,039)	(94)	(215)	(41)	(81)	(44)	(55)
Amounts Received Specifically for New or Upgraded Assets	2,354	2,800	3,734	4,051	3,688	3,789	3,894	3,993	4,138	4,340	4,469
Physical Resources Received Free of Charge	6,378	1,288	1,320	1,357	1,393	1,427	1,461	1,499	1,540	1,580	1,622
Net Surplus / (Deficit)	**8,340**	**3,039**	**5,049**	**4,038**	**3,787**	**5,063**	**5,271**	**5,813**	**6,262**	**6,728**	**7,167**
Other Comprehensive Income											
Changes in Revaluation Surplus - I/PP&E	-	-	-	-	3,984	-	-	-	4,547	-	-
Total Other Comprehensive Income					**3,984**				**4,547**		
Total Comprehensive Income	**8,340**	**3,039**	**5,049**	**4,038**	**7,771**	**5,063**	**5,271**	**5,813**	**10,809**	**6,728**	**7,167**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	1,680	1,271	1,202	1,318	1,374	1,407	1,441	1,479	1,519	1,559	1,600
Inventories	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,139	1,771	1,702	1,818	1,874	1,907	1,941	1,979	2,019	2,059	2,100
Non-Current Assets											
Financial Assets	6,543	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,573	102,653	118,677	134,049	153,617	153,739	153,816	155,910	160,193	160,139	159,879
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	97,751	104,288	120,312	135,684	155,252	155,374	155,451	157,545	161,828	161,774	161,514
TOTAL ASSETS	100,911	106,059	122,014	137,502	157,126	157,281	159,411	159,523	163,846	163,833	163,614
LIABILITIES											
Current Liabilities											
Trade & Other Payables	734	734	752	773	793	813	832	854	877	900	924
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	66	73	77	82	86	91	95	100	105	110	115
Total Current Liabilities	800	807	829	855	879	904	927	954	983	1,010	1,038
Non-Current Liabilities											
Borrowings		2,187	11,115	25,054	36,256	31,318	28,148	22,414	16,194	9,187	1,696
Provisions	114	101	106	112	118	125	131	137	144	151	158
Total Non-Current Liabilities	114	2,288	11,222	25,166	36,374	31,443	28,279	22,552	16,338	9,338	1,854
TOTAL LIABILITIES	936	3,095	12,051	26,021	37,254	32,346	29,206	23,505	17,319	10,268	2,892
Net Assets	99,975	103,014	108,063	112,101	119,872	124,935	130,205	136,018	146,827	153,555	160,722
EQUITY											
Accumulated Surplus	74,251	77,290	82,339	86,377	90,164	95,227	100,497	106,310	113,572	119,300	126,468
Asset Revaluation Reserves	25,724	25,724	25,724	25,724	29,708	29,708	29,708	29,708	34,255	34,255	34,255
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	99,975	103,014	108,063	112,101	119,872	124,935	130,205	136,018	146,827	153,555	160,722

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Return to Order of Business

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	7,108	7,512	7,754	6,386	9,026	9,582	10,006	10,468	10,951	11,454	11,973
Investment Receipts											
Payments:											
Operating Payments to Suppliers & Employees	(5,146)	(5,229)	(5,594)	(6,854)	(7,326)	(7,498)	(7,711)	(7,902)	(8,057)	(8,263)	(8,479)
Finance Payments											
Net Cash provided (or used in) Operating Activities	**962**	**2,282**	**2,200**	**1,495**	**1,700**	**2,083**	**2,297**	**2,582**	**2,894**	**3,191**	**3,494**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	4,354	2,800	3,734	4,051	3,688	3,789	3,894	3,993	4,135	4,340	4,469
Sale of Replaced Assets											
Repayment of Loan by Council	-	6,922				-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(278)	(4,910)	(5,609)	(10,622)	(10,187)	(936)	(2,146)	(406)	(911)	(445)	(552)
Expenditure on New/Upgraded Assets	(1,276)	(16,001)	(9,303)	(8,682)	(6,204)	-	(974)	(415)	-	-	-
Net Cash provided (or used in) Investing Activities	**(1,195)**	**(11,178)**	**(11,178)**	**(15,253)**	**(12,703)**	**2,853**	**773**	**3,171**	**3,227**	**3,895**	**3,917**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	-	2,137	8,978	13,939	11,202	-	-	-	-	-	-
Payments:											
Repayments of Borrowings	(6,971)	-	-	-	-	(4,936)	(3,170)	(5,734)	(8,221)	(7,084)	(7,411)
Net Cash provided (or used in) Financing Activities	**(6,971)**	**2,137**	**8,978**	**13,939**	**11,202**	**(4,936)**	**(3,170)**	**(5,734)**	**(8,221)**	**(7,084)**	**(7,411)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,204)**	**(959)**	**(0)**	**(0)**	**(0)**	**-**	**-**	**-**	**-**	**-**	**-**
plus: Cash & Cash Equivalents - beginning of year	8,663	1,459	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**1,459**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

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Return to Order of Business

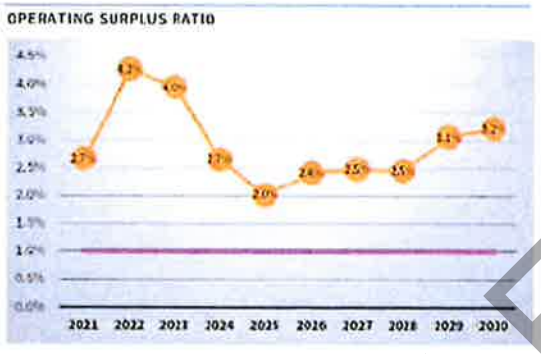
Long Term Financial Plan 2020/21 to 2029/30

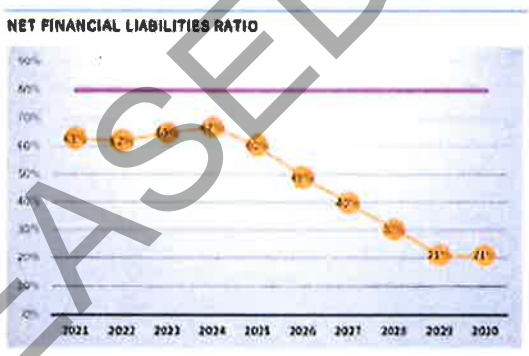
Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	7,343	7,312	7,826	8,422	9,081	9,815	10,041	10,501	10,982	11,494	12,034
less Expenses	(7,520)	(6,708)	(7,270)	(8,329)	(8,917)	(9,675)	(9,910)	(10,139)	(10,324)	(10,642)	(10,913)
Operating Surplus / (Deficit)	**(177)**	**604**	**556**	**(207)**	**(196)**	**(60)**	**131**	**362**	**658**	**852**	**1,121**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(273)	(4,910)	(5,609)	(10,622)	(10,387)	(936)	(2,145)	(406)	(811)	(445)	(592)
add back Depreciation, Amortisation and Impairment	1,421	1,478	1,648	1,807	1,960	2,148	2,278	2,305	2,293	2,344	2,368
add back Proceeds from Sale of Replaced Assets											
(Net Outlays) on Existing Assets	**1,148**	**(3,432)**	**(3,961)**	**(8,815)**	**(8,426)**	**1,212**	**34**	**1,799**	**1,483**	**1,899**	**1,816**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(3,376)	(10,601)	(9,383)	(6,882)	(5,204)	-	(874)	(416)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,754	2,900	1,734	4,951	2,565	1,723	1,994	1,971	4,133	4,140	4,469
(Net Outlays) on New and Upgraded Assets	**(622)**	**(7,701)**	**(7,649)**	**(1,931)**	**(2,639)**	**1,723**	**1,120**	**1,555**	**4,133**	**4,140**	**4,469**
Net Lending / (Borrowing) for Financial Year	**49**	**(10,033)**	**(8,975)**	**(13,934)**	**(11,158)**	**4,983**	**3,173**	**5,739**	**6,226**	**7,092**	**7,417**

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Long Term Financial Plan 2020/21 to 2029/30

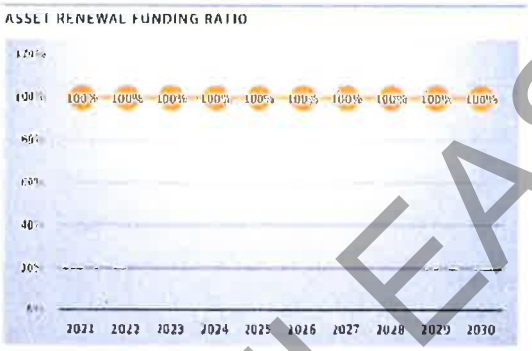




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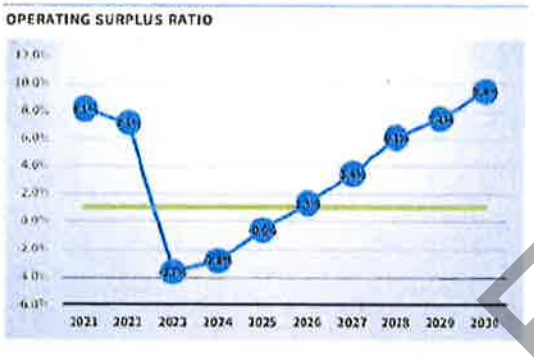
Return to Order of Business

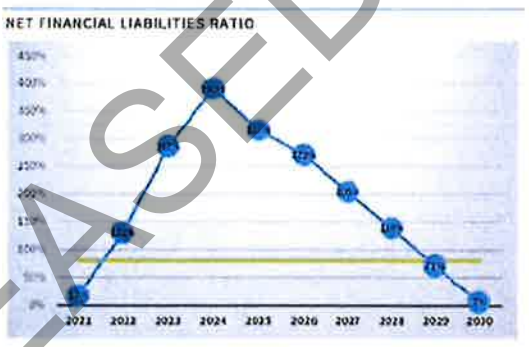
Long Term Financial Plan 2020/21 to 2029/30



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Long Term Financial Plan 2020/21 to 2029/30

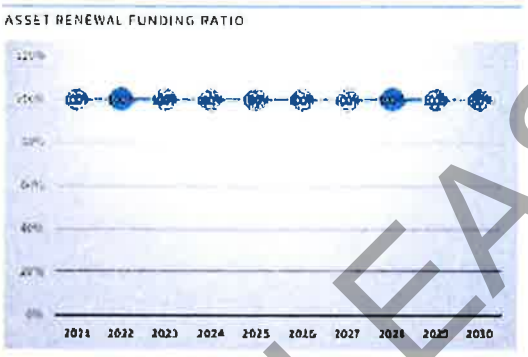




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Long Term Financial Plan 2020/21 to 2029/30



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Attachment 2 to Item 12.1

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Friday, 10 April 2020 6:56 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan

Your name: [redacted]
Best contact number:
Your email address:

Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:

What a fascinating exercise in financial gobbledy gook! The bottom line still gets down to an increasing burden on ratepayers to expand unwanted expansion while developers get to kick a free financial goal. The concept of $40million in debt is absurd for an area like Mt Barker and districts. We are facing a massive financial and economic crisis, with massive unemployment along with massive financial instability following the world Covid 19 Epidemic for a period of years, so the council should be focussed solely on CORE BUSINESS for the next few years, providing vital services in the most economical way possible rather than what has certainly appeared to be, over the past few years, as kingdom building. Your ratepayers are suffering, and you appear to take no note, that you are one of the highest rating Councils in this state and have been for a long period of time, even significantly more so than your neighbouring Adelaide Hills Council. it is time for belt tightening and a return to core business delivered in the most economical way possible and yes even a rate reduction. What has happened to all of this money promised by politicians? I note that you already are giving away ratepayer funds to non-critical projects and assume that you desire this to continue come hell or high water? We do not need gold plated facilities and projects, merely adequate ones. How about aiming for NO debt as part of the 10 year plan?

Upload a file with your feedback on the Long Term Financial Plan: No file uploaded

RELEASED

Return to Order of Business

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Sunday, 19 April 2020 5:22 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan

Your name:	[redacted]
Best contact number:	
Your email address:	[redacted]
Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:	With the economy the way it is and do many people losing jobs or on reduced income I would object a rise in council rates We need to be able to help small businesses and with increasing living costs this makes it difficult to get out of this hole that vivid has created I'm not keen on 30 million for an aquatic centre where are the proposed revenue for a site like this It seems an awful lot for a site like this that I believe would he only used half if the year as weather is appalling the other half and I don't feel we have the numbers if people who would use it get out money back I see other needs in the community than an aquatic centre Adequate parking Main Street mount barker Enclosed dog park nairne / littlehampton Mount barker us always busy and doesn't allow fir dogs who have special needs Nairne has limited good walking areas paths
Upload a file with your feedback on the Long Term Financial Plan:	No file uploaded

RELEASED

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Monday, 20 April 2020 4:06 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan

Your name:	[redacted]
Best contact number:	
Your email address:	[redacted]
Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:	Dear council. Firstly Taking a look at the Draft LTFP where is the actual percentage rate increase per household? I can see the increases separately but not knowing how much each section makes up of the rate I can't calculate a total increase. Please can you provide this information? Secondly, I believe that the council need to change their mindset in regards to rate payers, efficiency and actual required development. In my opinion, rate payers are seen as cash-cows, there to be miked, rather they/we should be seen as customers of yours that actually want to pay you for your product. You need to do more with less, we are just at the start of what will be a very difficult time economically for many, to have increases in rates in these times is heartless in my opinion. Do you want to drive out homeowners? Maybe a load of homeless on the streets of MB is the look you are going for. Lastly, many of us live in the hills due to it's once rural feel, we were happy with less and happy to pay less. You and the state government decided that MB and surrounds would be a growth area, upped the rates to pay for it all. So for us its a loose-loose situation. What should we do, move away? Please take a step back, focus on essential services only, reduce overheads, increase efficiency and halt rate increases, jump of that pedestal, have a heart.
Upload a file with your feedback on the Long Term Financial Plan:	No file uploaded

RELEASED

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Wednesday, 6 May 2020 6:52 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan
Attachments: Mount Barker Council Submission B Calvert Long term Financial Plan 2020.docx

Your name:	[redacted]
Best contact number:	[redacted]
Your email address:	[redacted]
Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:	
Upload a file with your feedback on the Long Term Financial Plan:	Mount Barker Council Submission [redacted] Long term Financial Plan 2020.docx, type application/vnd.openxmlformats-officedocument.wordprocessingml.document, 229.3 KB

RELEASED

Return to Order of Business

Submission

Mount Barker Council Long Term Financial Plan 2020

1. The Current Climate

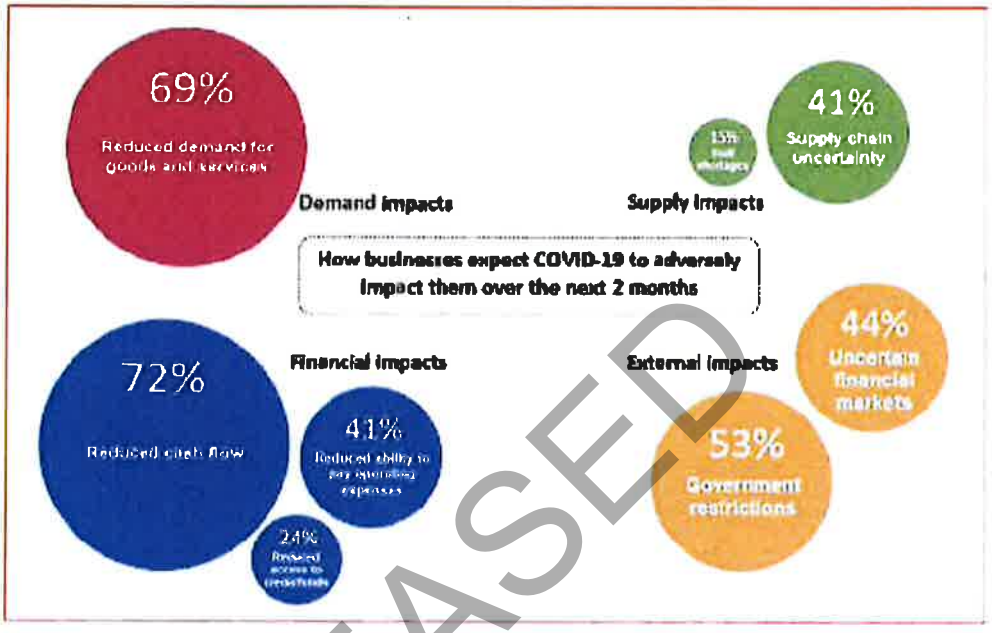
The country and our area have been through the devastating bushfires late in 2019 into 2020. Now both are in the throes of the Covid-19 pandemic.

The economic and personal impact of the former should not need restating by me but they have had a negative effect on the local economy as well as shocking effects on the lives of many.

As for the Covid-19 virus we are still discovering the impacts but it is obvious these will be greater than the global financial crisis of 2007-8. Some economic experts are saying it will take years for recovery to be complete.

The Australian Treasurer, Josh Frydenberg has recently announced a hit to the economy of some $50 billion, increasing by $4 billion a month as the Covid-19 bans remain in place. Unemployment is set to reach 10% in June this year. Some $320 billion has been committed on rescue measures for businesses and individuals. Over one million people are out of work. The following diagram (from the ABS survey 5676.0.55.003 - Business Indicators, Business Impacts of COVID-19, April 2020 illustrates some of the major impacts

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From a survey by Quick Books conducted by YouGov comes the following statement:

When asked specifically about level of concern for profitability, half of small businesses (50 per cent) said they will be very concerned about profitability over the next 1-3 months, 53 per cent over the next 4-6 months and 51 per cent in 7 or more months

Depending on the strictness of the measures, CPA Australia made some dire forecasts about how many businesses might survive longer-term (Link: https://www.cpaaustralia.com.au/-/media/corporate/allfiles/document/covid-19/impact-scenario-analysis-covid-19.pdf?la=en&rev=8429c1a9b7704855ac0648cb39a11a45)

2. Council's Request

Council asks what changes may be needed to the Long Term Financial Plan as a result of Covid-19.

My submission is that individuals such as myself will not know. Certainly I cannot see the flow-on impact to council of the above negative scenario. There may not be anyone in council qualified to make such a forecast.

I can only stab in the dark and list some obvious at-risk areas such as:

- Possible negative impact on rates revenue through deferrals or defaults
- Possible negative impact on the businesses of developers
- Possible slow-down in the new housing market
- Inability of people who are out of work to fund new house purchases
- Government funding being directed at shovel-ready projects like roads rather than aspirational infrastructure

I think that before council can get to grips with the impacts, it should consider taking expert advice from people in the know; economists/demographers who practise in the local government market.

Maybe the LGA should be commissioning such a report and the LTFP should be on hold until this has been done.

3. My Gut Feel

In the above scenario, if I was making decisions, I would, in a word, put as many things on **hold** as possible, until I had some certainty about how the future will unfold.

I would be delaying capital expenditure projects across the board, despite perceived need. Initially for at least three months then with a review and possibly another delay.

I would reduce operating costs and be frugal.

I would reduce borrowings and plans for more borrowings.

I seems irresponsible to me to charge on regardless as if there were no risks.

I can't be more detailed as I can't read the crystal ball on how this will all play out.

Yours sincerely

[redacted]

RELEASED

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Tuesday, 12 May 2020 6:17 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan

Your name:	[redacted] [redacted]
Best contact number:	
Your email address:	[redacted]
Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:	I omitted to say this in my submission on the Long Term Financial Plan last week. Please add to my submission Rate increase in year one of the plan - 2020-21 is set at 1.9%. In view of the effect of Covid -19 on people and the economy I believe there should not be a rise in rates at all for this year. Thereafter, rates increases should be tied to CPI, not the increased CPI used in the plan. I do not agree that council should use a concocted (Local Govt) CPI when the population at large have to live with the CPI (e.g income is often tied to this).
Upload a file with your feedback on the Long Term Financial Plan:	No file uploaded

RELEASED

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Monday, 11 May 2020 4:32 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan
Attachments: Response to draft financial plan 2020_2030.docx

Your name:	[redacted]
Best contact number:	
Your email address:	[redacted]
Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:	
Upload a file with your feedback on the Long Term Financial Plan:	Response to draft financial plan 2020_2030.docx, type application/vnd.openxmlformats-officedocument.wordprocessingml.document, 14.3 KB

RELEASED

Response to draft financial plan

The Mayoral address at the beginning of the plan suggests increased financial pressure due to the ongoing cost of growth and the recent bushfires. There is no data to support this conclusion, nor is it addressed in the Executive statement or assumptions. The financial pressure appears to be self-imposed and due to the large capital works programme at the front end of the financial plan (outlined in the executive summary).

The LTFP appears solely focused on capital works without regard to the risk presented in the high level of borrowing, the assumed income from new assets or the impacts of recent bushfires and COVID-19.

I find the LTFP inconsistent with the Mayoral address at the beginning of the document. Without further clarification, the plan is unpalatable and presents as overly optimistic.

Please see specific comments below:

— There are three sets of financial plans are presented in the LTFP. There is no dialogue/context or advice on why they are there and what weight they provide to the councils financial position.

Net financial Liabilities

— Net financial liabilities ratio exceeds the 80% for three of the 10 years. While plan notes that on average the council maintains its liabilities ration within the target (0 – 80%) this is less relevant than identifying what will be done (and the level of certainty) to bring the ratio back within the target range.
— What financial activities reduce the ratio from 105% to 72% in three financial years?

Statement of financial Position

— Non-current assets classified as 'held for sale' are accounted for in both current and non-current assets. It looks like a complete duplication that inflates the Total Assets figure. Can this please be confirmed?
— Borrowings are greatly reduced in 29/30 fin year. It's inconsistent with the trend and appears unrealistic without justification.

Statement of Comprehensive Income

— Materials, contracts and other expenses trends upwards at a fairly constant rate. This is at odds with the 'ambitious capital works programme' occurring in the first half of the 10 year plan.
— The executive statement has rates as the major source of income. The statement of comprehensive income shows in 23/24 the amount received for new and upgraded assets is half that of the projected rates total for the year. This is significant.

Uniform Presentation of finances

The 'add back amounts received specifically for new and upgraded assets' significantly changes the councils Net Lending /(borrowing) position in financial years 22/23 and 23/24. This should reference out to the Asset Management Plan.

The income from this activity appears to drive down the net financial liabilities ratio. The values presented appear so far outside the norm, the assumption is there is a change in asset management or an isolated opportunity. This should be highlighted as a significant area of risk.

RELEASED

Julie Scoggins

From: council@mountbarker.sa.gov.au
Sent: Thursday, 7 May 2020 6:12 PM
To: Mount Barker District Council
Subject: Feedback Submission - Long Term Financial Plan

Your name:	[redacted]
Best contact number:	[redacted]
Your email address:	[redacted]
Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below:	Mt Barker area is a pleasant place to live as shown by the massive residential developments occurring. Infrastructure needs for these new developments need to be entirely by the developers that make enormous profits by the exercise. These developments increase the number of ratepayers and as such economies of scale should be improving and reducing the rates burden on the existing ratepayers who increasingly cannot afford an unrestrained hike in rates. I urge the Council to seek economies to reduce the rates burden on ratepayers and pace further development accordingly. NAB predictions are that property values will decrease by at least 3% over coming years and therefore the ratable value should also decrease to at least or more than this amount.
Upload a file with your feedback on the Long Term Financial Plan:	No file uploaded

RELEASED

Mt Barker & District Residents' Association Inc.
PO Box 19 Mount Barker, South Australia 5251

For the Community

19 May 2020

CEO
Mt Barker District Council
Dutton Road Mt Barker 5251

Re: Submission to the Mt Barker Council's Long-Term Financial Plan 2020 to 2030

The Mount Barker and District Residents' Association (MBDRA) welcomes the opportunity to comment on the *Long-Term Financial Plan 2020/21 to 2029/30* distributed by Mount Barker District Council for public consultation.

The MBDRA notes in the Mayor's opening remarks that "*As the long-term impacts of the virus to our community, business and Council are indefinite, we can't afford to not revise the draft Long-Term Financial Plan following public consultation.*" The MBDRA believes that the impact of COVID-19 will be one of the key issues that rate payers will focus on in the short term.

While the plan does forecast an overall surplus, it is difficult to determine exactly what the impact is on rate payers as there is no published table of forecast increases of the indexes. Nor is there an explanation as to how the forecast increases were obtained. Both would help clarify how the plan was compiled.

The plan notes that it does not set rates but the MBDRA does believe that it sets expectations.

Specific questions on how the increases have been applied:

1. **Wastewater Annual Service Charges** have been increased by 5% per year plus growth for the first few years of the plan. *Exactly how many years has the growth factor been applied?*

2. **Council Operations User Charges (excluding Wastewater and Recycled Water)** have been indexed in line with forecast CPI in the first year and LGPI increases over the remaining 9 years. *Why hasn't the LGPI been used for the whole period as it is a more realistic estimate of price increases of these operations?*

3. **Refuse Charges** have been indexed by LGPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. *Again, why isn't the LGPI used for the whole period?*

The plan relies on growth and two key indexes to manage increased revenue required to maintain viability. While the growth estimate is provided by the id. "The population experts", there is no

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explanation on how the forecast for the two indexes were obtained/calculated.

An explanation would clarify the increases over the life of the plan. Additionally, it would be helpful to list the forecast CPI and LGPI increases for each year, rather than readers having to calculate it themselves. Transparency would also be increased if an explanation of how the growth factor has been applied was included.

An explanation would clarify how, in the table *Statement of Comprehensive Income* (EXCLUDING WASTEWATER & RECYCLED WATER) on page 10, the calculation of the "Rates" increase from 2020/21 to 2021/20 resulted in an increase of 4.7%. This is slightly higher than applying the CPI of 1.9% and Growth of 2.5%.

COVID-19 will affect the CPI and possibly growth which might have a significant impact on the revenue projections in the short term. While there are surpluses forecast to handle risk and pay down debt MBDC might need to carry the debt for a longer period or revise the renewal of assets and new capital works.

The MBDRA appreciates the opportunity to comment on the Council's *Long-Term Financial Plan 2020/21 to 2029/30* and would like to acknowledge and thank MBDC for this opportunity.

Yours sincerely

[redacted]

[redacted]

Mt Barker & District Residents' Association (MBDRA)

RELEASED

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SUBMISSION: Mount Barker District Council, Draft Long Term Financial Plan

By [redacted] – Mount Barker District Council resident and Public Library advocate

My submission, as a resident of the Mount Barker District Council, a public Library advocate and a person working at present to resume the operation of the **Friends of the Library, Mount Barker Incorporated,** takes in terms of this submission regarding the Draft Long Term Financial Plan, the need to consider the provision of Library services within the Mount Barker District Council and some other matters, which come into consideration when developing a Long Term Financial Plan.

It is important to realise that those putting together a Long Term Financial Plan, see the implications of their work and their ability to change society at large. Their work can lead to very good outcomes for the wider community and this is why it is very important for such documents to take a wide array of factors into consideration and in terms of this submission, public Libraries.

In 2007, Dr. Alan Bundy, a well-respected individual associated with public Libraries presented: **"Australia's Great Good Places: Why Local and Other Governments Should Invest More In Your Public Library"** as an address to a General Meeting convened by the Friends of Library, Mt Barker, Incorporated, with Mr Bundy who was also President of Friends of Libraries Australia at that time.

The paper presented can be found at: https://www.fola.org.au/documents/librarvissues.htm and is fourth down in terms of other Library related papers on that particular website. There are a lot of good discussion points in the document relevant to public Libraries and Mount Barker in particular.

One element from the document, that is relevant to the Council's Long Term Financial Plan of 2020-2030, includes:

1. *Mount Barker may need consideration of more than a single library location in Mt Barker (in the context of new housing areas, so such areas have an accessible Library service).*

The above point was put, due to the increasing population of the area (responding to a population growth rate of 2% per year in 2007). This was before any residential development approvals were put in place by the State Government of South Australia. With that in mind, the Mount Barker District Council needs to clearly define where it will:

1. *Allocate separate rates. These rates, which have been in place for some time, were an initiative of the Mount Barker District Council. The Council would be aware, such rates collected can only be spent in new, re-zoned residential areas, so the provision of a new Library in Mount Barker is vital to consider, within the realms of a Long Term Financial Plan. Such a move could also save the Council money, and at the same time, benefit the public;*

2. *Engage with the public on Library services in a broad context. A simplistic focus on one or a set site (for a future Library to operate from), will limit access to such an important service for the general public, limit potential options and access to Library services to the wider community, particularly as the population of the Mount Barker District Council increases. For example, would a local council, such as Mount Barker District Council, want children and teenagers living in (say a new residential area) to be denied an easily, accessible, walkable to Library service?*

In terms of Library services more broadly (and this relates to assets and a Long Term Financial Plan), the City of Victor Harbor has undertaken a **'City of Victor Harbor Library Services Review'** which was completed last year. This was a high quality, well undertaken process by the City of Victor Harbor

RELEASED

aimed to find out what the community was seeking in terms of Library related matters and services and can be viewed at:

https://www.yoursay.victor.sa.gov.au/your-library

The review lead to a range of recommendations being put, including the following, which I feel are relevant in terms of the Mount Barker District Council's Draft Long Term Financial Plan:

"The Library services review (for the City of Victor Harbor) recommended that a Library Asset Management Plan be developed to allow for regular replacement and maintenance of library equipment in line with community expectation and Council's (at the City of Victor Harbor) Long Term Financial Plan including: Collections (Fiction and Non-Fiction, DVDs, Audio Books etc.), Furniture & Fittings and IT Equipment & Software."

Please note the document has other recommendations.

So, it is vital for the Mount Barker District Council to finance in terms of a Long Term Financial Plan:

1. The replacement of assets within the operational setup of the Mount Barker Community Library;

2. The development of new Library collections, assets and replacement of existing collections and assets;

3. A Library Services Review – akin to the one put in place by the City of Victor Harbor;

4. Other matters that may be considered relevant in terms of Library users and the wider community in terms of any Library Services Review or matters that come into play at any one time.

To put this in perspective, more recent updates and changes put forward at the Mount Barker Community Library, were put in place via a Council land sale, which is not a healthy way for a Council to fund any service operating in the community, including in terms its long-term operations. With the Mount Barker Community Library, a lot of the furnishings had fallen into disrepair, the carpet was allowed to fall into poor condition and it took over 20 years for a new entry to be put in place.

Please note some old furniture is still in place, the collections are somewhat limiting in terms of assets, new ideas have not been able to be pursued, the IT equipment for public Library users is very old and out of date and there are other areas in need of improvement, which could be achieved with a more efficiently run Council that is able to well target its spending and is able collaborate well with others.

To put this into perspective, when undertaking some work in regards to resuming the operation of the **Friends of the Library, Mount Barker Incorporated** and ideas to discuss further with various groups, parties and individuals, I received a very good reply from the Council's Manager of Community Services, Mr Greg Parker. All of those getting the original detail sent (from myself) are listed on the letter, Including the State Education Minister (John Gardner MP) and TAFE S.A representative, (Mr Craig Patterson) which stated the following:

RELEASED

MOUNT BARKER
DISTRICT COUNCIL

Reference: DOC/20/63617

18 May 2020

Ms Rebekha Sharkie MP
Federal Member for Mayo
Rebekha.Sharkie.MP@aph.gov.au

Dear Ms Sharkie

RE: TAFE S.A / Library upgrades for Mount Barker

I write in response to an email from Mr Nathan Rogers dated 23 April 2020 re TAFE SA Library upgrades for Mount Barker.

Mr Rogers has met with our Library and Customer Services Manager to discuss initiatives that could help facilitate and support the Library.

As Mr Rogers notes in his correspondence, and we agree, there are many opportunities for TAFE S.A, the Mount Barker Community Library and the community to work together and I can reassure you of the collaboration and continued improvements we are achieving now and have planned for the future.

Yours sincerely

Greg Parker
Digitally signed by Greg Parker
Date: 2020.05.18 11:38:51 +09'30'

Greg Parker
GENERAL MANAGER COMMUNITY SERVICES

cc: Minister John Gardner MP, Education and Child Development Higher Education and Skills - TAFE functions
Craig Patterson, Acting Director Facilities, Procurement and Projects, TAFE S.A
Nathan Rogers

RELEASED

The Council's Long Term Financial Plan, refers to the anticipated allotment growth occurring at a rate of around 2.5% per year and that the Council has now approached the time when it needs to plan and build significant new and upgraded facilities for the growing community, with the need to

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long term plan in terms of finance, being paramount. Major projects which have been listed in the plan are:

1. *Regional Indoor Aquatic and Wellbeing Facility Stage 1;*
2. *Regional Sports Hub Stage 1;*
3. *City Centre Catalyst;*
4. *Major Wastewater Treatment Plant Upgrade.*

As per the paper relating to Library services and Mount Barker District Council from Dr. Alan Bundy 2007:

Grass roots democracy is, of course, the special claim of local government. That claim is strengthened if local government:

1. *Recognises that its public Libraries belong to everyone and should be readily accessible to all;*
2. *Acknowledges that its public Libraries are by far the most heavily used, appreciated and cost beneficial community provision councils make;*
3. *Ensures that the voice of the community about them through Friends of Libraries groups or formal council advisory committees is sought, and listened and responded to;*
4. *Reviews regularly, in an open and transparent way with community input, the performance of its public Libraries.*

With the above in mind, it is very important for the Mount Barker District Council to clearly outline and determine its priorities. This can include where to improve in terms of assets, which can have a lot of benefit and can go well beyond building very expensive buildings and facilities. Library assets for example, one can use within a Library or borrow and use at home and are a lot cheaper but these still cost money to put in place.

The Council will also need to determine, those it will partner with for example. It is important to determine which priorities will have better impacts overall (in terms of community benefit) and lower risks (overall). The lower risk generally applies to public Libraries and this is important to realise.

Thank you very much for allowing the community to comment on this very important issue. Libraries are a vital part of all communities and should be recognised as such.

[redacted]

Mount Barker District Council resident

Public Library advocate

Please visit @communitylibrary on Facebook

RELEASED

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Kelledy Jones

APPENDIX 7

RELEASED

10.2 REPORT TITLE: TREASURY MANAGEMENT POLICY
DATE OF MEETING: 20 AUGUST 2020
FILE NUMBER: DOC/20/107701
ATTACHMENTS: 1 - DOC/20/27034 – TREASURY MANAGEMENT POLICY

Moved Michele Bennetts that the Audit and Risk Committee:

1. Recommend to Council that Council adopts the updated Treasury Management Policy as presented with the following changes:
   - de-identifying financial institution name;
   - consider changing tense from "Council will.." to "Council does.."
   - page 19 – general benefits definition– delete 'maybe';
   - responsibilities page – consistency in wording;
   - under 5.1.2 – reconsider the word ' infrastructure';
   - under 5.2 KFI – relevance to LGA financial sustainability papers irrelevant should be clarified;
   - reword 6.4 - Leases - rather than delete;
   - 7.4 – Levy - will need to provide greater clarity around net financial liability;
   - KFIs – ensure an average over a period;

Seconded Pamela Lee CARRIED
ARCM20200820.03

11. INFORMATION REPORTS

11.3 REPORT TITLE: WHS REPORT
DATE OF MEETING: 20 AUGUST 2020
FILE NUMBER: DOC/20/106579

Moved Pamela Lee that it be a recommendation to Council:

1. That the committee be provided with a report about mandatory training, evidence of finalisation of the notifiable incident and when the relevant staff completed the training.

2. That Council members are reminded about their responsibilities.

Seconded Michele Bennetts CARRIED
ARCM20200820.04

RELEASED

10.2	**REPORT TITLE:**	**TREASURY MANAGEMENT POLICY**
	DATE OF MEETING:	**20 AUGUST 2020**
	FILE NUMBER:	**DOC/20/107701**
	ATTACHMENTS	**1 - DOC/20/27034 – TREASURY MANAGEMENT POLICY**
	Key Contact	**Julie Scoggins, Manager Financial Services**
	Manager/Sponsor	**Alex Oulianoff, Chief Financial Officer**

RELEASED

Mount Barker 2035 – District Strategic Plan:

Governance Leadership

Effective management and financial sustainability
To conduct Council business in a financially sustainable way.

GL 4.1 Manage assets and liabilities through a planned, long term approach

Annual Business Plan 2020/2021:

N/A

Purpose:

To present the proposed revised Treasury Management Policy to the Audit and Risk Committee for discussion and feedback.

Summary – Key Issues:

- **Key Financial Policy** – The Treasury Management Policy underpins Council's funding policy and decision-making process regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays.
- **Decision Framework** – This policy establishes a decision framework to ensure that:
  - **Funding** - Funds are available as required to support approved outlays. Significant expenditure is supported by either a business case or prudential report (subject to the value of the project). The priority of significant expenditure is assessed and timing of expenditure and associated funding is considered ;
  - **Risks** - Interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed; and
  - **Net Interest Costs** - The net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.
- **Financial Sustainability** - Council is committed to adopting and maintaining a Long Term Financial Plan (LTFP) and operating in a financially sustainable manner.
- **Policy Review** – This policy is due for review. The opportunity has been taken to benchmark this policy with other South Australian councils and to update the policy

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to reflect the impact of growth on the Council and changing nature of its operations and requirements e.g. strategic new capital investments such as the Regional Sports Hub, significant investment in the Wastewater and Recycled Water operations and expected impact of future revenue streams and strategic partnerships.

Recommendation:

That the Audit and Risk Committee:

1. Recommend to Council that Council adopts the updated Treasury Management Policy as presented.
2. Determine if it wishes to make any recommendations to Council with regard to the updated policy.

Background:

1. The Treasury Management Policy was last adopted by Council on 4 July 2016.
2. The main legislative provisions in the Local Government Act covering borrowings are:
   - **Section 44** - a Council must approve all borrowings and the legislation clearly states that the power to borrow cannot be delegated.
   - **Section 122** - a Council's strategic management plans must include an assessment of a Council's proposals with respect to debt levels.
   - **Section 134** - empowers a Council to borrow and requires a Council to consider expert advice before entering into financial arrangements for the purpose of managing, hedging or protecting against interest rate movements and other risks associated with borrowing money.
   - **Section 135** – A Council may provide various forms of security, including:
     (a) Guarantees (including guarantees relating to the liabilities of a subsidiary of the Council);
     (b) Debentures charged on the general revenue of the council; and
     (c) Bills of sale, mortgages or other charges.
   - **Regulations 5 and 7 of the Financial Management Regulations under the Act** - require the preparation of Cash Flow Statements (including financing transactions) covering Councils' Long-term Financial Plans and Budgets.
3. The main Local Government Act provisions covering investments are:
   (a) Section 47 - prohibits a Council from directly acquiring shares in a company.
   (b) Section 139 - empowers a Council to invest and requires that the power of investment be exercised with the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons. Section 139 also requires a Council to avoid investments that are speculative or hazardous in nature.
   (c) Section 140 - requires that a Council review the performance of its investments at least annually.

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4. The Treasury Management Policy is due for review and has been updated as shown below.

Discussion:

5. **Treasury Management** - Is the management of investments and debt, in order to make the best possible use of funds, maintain financial sustainability, maximise the returns from investments, reduce the overall cost of borrowings, and mitigate operational and financial risk.

6. **Treasury Management Policy** - This is a key financial policy that underpins Council's funding policy and decision-making process regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays.

7. **Decision Framework** – This policy establishes a decision framework to ensure that:
   (a) Funding - Funds are available as required to support approved outlays. Significant expenditure is supported by either a business case or prudential report (subject to the value of the project). The priority of significant expenditure is assessed and timing of expenditure and associated funding is considered;
   (b) Risks - Interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
   (c) Net Interest Costs - The net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

8. **Holistic Financial Management** - The Treasury Management Policy is a key driver of financial sustainability over the life of the LTFP and as such Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets:
   (a) Quarantine - will not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties;
   (b) LTFP - will borrow funds in accordance with the requirements set out in its Long Term Financial Plan;
   (c) Fund Application - apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required; and
   (d) Cashflow Shortfalls - meeting immediate cash flow shortfalls initially by redeeming invested funds. Where there are no (or insufficient) funds invested they may be drawn down against Council's Convertible Cash Advance Debenture (CAD) facilities at the LGFA approved in accordance with the supporting procedure.

9. **Key Financial Indicators (KFIs)** - Council will ensure long term financial sustainability using key financial indicators in its ten year financial plan. In line with LGA Financial Sustainability Information Papers Council will:
   (a) Operating Surplus Ratio - maintain its operating surplus ratio at greater

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than or equal to one percent of the general rate total operating revenue;

(b) Net Financial Liabilities Ratio - Maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue; and

(c) Asset Renewal Funding Ratio - Maintain asset sustainability renewal funding ratio of greater than or equal to 100% of Asset Management Plans.

Other Revenue Streams - Key Financial Indicators targets should be achieved in the medium to long term, consideration of revenue streams not included in the KFI calculations e.g. developer contributions, and committed grant and partner revenue should also be made particularly if the KFI is not achieved in the short to medium term.

10. **Borrowings** - Borrowings are not a form of income and do not replace the need for Council to generate sufficient operating income to service its operating requirements. Undertaking borrowings gives rise to both an asset (the cash it provides) and a liability (the obligation to repay the money borrowed).There are many types of borrowings available and Council will consider these when borrowing to minimise net interest costs on average over the longer term and to manage interest rate movement risks.

11. **Investments** - Any funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that doesn't generate investment returns shall be kept at a level that is no greater than is required to meet immediate working capital requirements. Any investment of funds except in the following requires specific approval of Council:

    - Deposits with the Local Government Finance Authority; and
    - Bank interest bearing deposits at NAB bank.

12. **Policy Review** – A review of the policy has been undertaken with a focus on the following:

    12.1 Amendments – It should be noted that additions to the policy have been highlighted in red and items removed have been highlighted in red and strikethrough has been applied.

    12.2 Benchmarking – The policy was compared to a selection of other South Australian Councils with definitions included to improve understanding of technical terms.

    12.3 Financial Sustainability - Has been included as another source of funding. If required an additional increase in general rates may be included for the funding and debt servicing of major projects.

    12.4 Anticipated Revenue – Future funding streams such as developer contributions secured by a separate rate are to be considered when assessing future funding requirements;

    12.5 Strategic Partnerships – Where the "multiplier effect" will mean that more can be delivered supported by Council funds and contributions from partners e.g. federal/state government grants or commercial organisation contributions.

    12.6 Community Loans – Have now been included as a form of investment in the policy.

RELEASED

12.7 Clear Reference To Other Policies – Additional information has been included in reference to the Funding Policy and Equity Accounts (Other Reserves) Management Corporate Policy.

Community Engagement:

Informing only	The community are informed via the Council report and the final audited statements which will be provided on Council's website

Policy:

The Treasury Management Policy is aligned with the following policies:

- Funding Policy
- Commercial Policy
- Budget Management Corporate Policy
- Equity Accounts (Other Reserves) Management Corporate Policy

Changes to the policy framework may see a reshaping of the current financial policies prior to the three year review period.

Budget:

The budget is aligned with the Treasury Management Policy.

Statutory/Legal:

For Borrowings:

- Local Government Act 1999 – Section 44, 122, 134, 135; and
- Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

For Investments:

- Local Government Act 1999 – Section 47, 139, 140.

Staff Resource Requirements:

N/A

Environmental:

N/A

Social:

N/A

RELEASED

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Risk Assessment:

Prudent management of Council's financial sustainability ensures that long and short term financial risk is mitigated.

Asset Management:

N/A

Conclusion:

The Treasury Management Policy is a key financial policy that underpins Council's funding policy and decision-making process regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays.

The opportunity has been taken to benchmark this policy with other South Australian councils and to update the policy to reflect the impact of growth on the Council and changing nature of its operations and requirements e.g. strategic new capital investments such as the Regional Sports Hub, significant investment in the Wastewater and Recycled Water operations and expected impact of future revenue streams and strategic partnerships.

Previous Decisions By/Information Reports to Council

Meeting Date	Audit and Risk Committee 16 June 2016 adopted by Council 4 July 2016	CM REFERENCE	DOC/16/49419
Title	Long Term Financial Plan Key Assumptions and Approach		
Purpose	Review and endorse Council's Long Term Financial Plan (LTFP) key assumptions and annual program to update Council's LTFP.		

RELEASED

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Attachment 1 to Item 10.2

MOUNT BARKER DISTRICT COUNCIL

TITLE: TREASURY MANAGEMENT POLICY

RELEASED

REFERENCE NUMBER:	DOC/20/27034
RESPONSIBLE OFFICER/ DEPARTMENT:	CORPORATE SERVICES
APPLICABLE LEGISLATION:	For Borrowings: Local Government Act 1999 – Section 44, 122, 134, 135 Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7 For Investments: Local Government Act 1999 – Section 47, 139, 140
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance and Leadership
RELATED POLICIES:	• Funding Policy • Commercial Policy • Budget Management ~~Preparation Guideline~~ Corporate Policy • Equity Accounts (Other Reserves) Management Corporate Policy
SUPPORTING PROCEDURES:	
PREVIOUS REVIEW DATES:	4 July 2016
ENDORSED BY COUNCIL:	<<Insert>>
MINUTE RESOLUTION NUMBER:	<<Insert Number>>
NEXT REVIEW DATE:	<Insert Date>>

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1. PURPOSE

The purpose of this policy is to:

- ~~This policy~~ ~~p~~Provide~~s~~ clear direction to management, staff and Council in relation to the ~~T~~treasury management function.
- Establish a decision framework (as shown below).

This policy ~~it~~ underpins Council's funding policy and decision-making process regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays. As such this policy should be read in conjunction with the Funding Policy.

Council is committed to adopting and maintaining a Long Term Financial Plan (LTFP) and operating in a financially sustainable manner.

2. SCOPE

This Policy is applicable to all employees and Council Members.

This Treasury Management Policy establishes a decision-making framework to ensure that:

- funds are available as required to support approved outlays;
- interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed; and
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

3. DEFINITIONS

~~**Contractors** shall mean a company or person(s) engaged by Council to provide assets, goods, works or services.~~

~~**Council Members** shall mean the duly elected representatives of the community, including the Mayor and all Councillors.~~

~~**Employee:** Shall mean any person engaged by Council under an employment contract.~~

- **Treasury Management** - Is the management of investments and debt, in order to make the best possible use of funds, maintain financial sustainability, maximise the returns from investments, reduce the overall cost of borrowings, and mitigate operational and financial risk.
- **Asset Renewal Funding Ratio** Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plans allocation.

  Capital expenditure on renewal or replacement of existing assets / Asset Management Plan.

RELEASED

- **Borrowing** – Cash received from another party in exchange for future payment of the principal, which would normally include interest and other finance charges.
- **Cash Advanced Debenture** – A loan where principle amounts can be repaid at any time and calculation of interest payable is based on the amounts of principle outstanding i.e. an interest only loan. The principal is not repaid until maturity.
- **Credit Foncier** – A loan for a fixed term with regular repayments comprising principal and interest, such that at the end of the term the total principal would have been repaid.
- **Direct Benefits** – Are expenditure which provides direct benefits to persons or categories of persons in a manner which matches the extent to which the direct benefits accrue to persons or categories of persons.
- **Financial Sustainability** – Where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.
- **Funding Policy** - This policy sets out a rationale for funding Council's wide range of functions now and in the future. The Funding Policy ensures that there is a consistent, rational and fair basis for funding Council activities.
- **General Benefits** - May be defined as expenditure which:
  - provide benefits which are independent of the number of persons who benefit from the expenditure; or
  - generate benefits which do not accrue to identifiable persons or groups of persons; or
  - generates benefits to the community generally.
- **Inter-Generational Equity** – When assessing investment and borrowing decisions, consideration should be given to the "generation of rate payers" who will derive the substantive benefits versus those who will ultimately pay (through Council rates and user charges).
- **Net Financial Liabilities Ratio** – Net Financial Liabilities (total liabilities less financial assets) as a percentage of total operating revenue.

  Net Financial Liabilities/Total operating revenue.
- **Operating Surplus Ratio** – Operating surplus before capital revenues as a percentage of total operating revenue

  Operating surplus / Total operating revenue.

4. ROLES & RESPONSIBILITIES

Council:

- Council is responsible for approving the policy and for using their revenue raising powers responsibly by raising sufficient revenue to ensure financial sustainability.

RELEASED

Chief Executive Officer:

- The Chief Executive Officer is responsible to Council for managing the funds of Council to ensure that the objectives of Council are achieved in an effective and efficient manner.

General Managers, Deputy Chief Executive Officer, Chief Financial Officer:

- ~~The General Manager Corporate Services~~ Chief Financial Officer is responsible for promoting a best practice approach in support of effective financial management practices and properly functioning controls.

Employees:

- Responsible for adhering to the policy.

5. POLICY STATEMENTS

5.1 Treasury Management Strategy

5.1.1 **Treasury Management** - Is the planning, organising, controlling and holding of funds and management of debt, in order to make the best possible use of the funds, maintain financial sustainability, reduce the overall cost of funds, and mitigate operational and financial risk.

5.1.2 Council's operating and capital expenditure decisions are made annually as part of the Annual Business Plan and Budget on the basis of:

- **Community Need** - ~~I~~identified community need and benefit relative to other expenditure options;
- **C~~c~~ost effectiveness** - O~~o~~f the proposed means of service delivery;
- **A~~a~~ffordability** - O~~o~~f proposals having regard to Council's long-term financial sustainability.
- **Infrastructure** – Based on the Strategic Asset Management Plan;
- **Anticipated Revenue** – Future funding streams such as developer contributions secured by a separate rate;
- **Strategic Partnerships** – Where the "multiplier effect" will mean that more can be delivered supported by Council funds and contributions from partners e.g. federal/state government grants or commercial organisation contributions.
- **Financial Sustainability Levy** – If required an additional increase in general rates may be included for the funding and debt servicing of major projects.

~~Council is committed to operating in a financially sustainable manner and will not make an operating or capital expenditure decision that would generate an ongoing operating deficit without concurrently committing to other strategies that negate this impact.~~

RELEASED

5.1.3 The Treasury Management Policy is a key driver of financial sustainability over the life of the LTFP and as such Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets:

- will not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties;
- will borrow funds in accordance with the requirements set out in its Long Term Financial Plan;
- apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required; and
- meeting immediate cash flow shortfalls initially by redeeming invested funds. Where there are no (or insufficient) funds invested they may be drawn down against Council's Convertible Cash Advance Debenture (CAD) facilities at the LGFA approved in accordance with delegations.

5.2 Key Financial Indicators (KFIs)

Council will ensure long term financial sustainability using key financial indicators in its LTFP ~~ten year financial plan~~. In line with LGA Financial Sustainability Information Papers Council will:

- **Operating Surplus Ratio** - maintain its operating surplus ratio at greater than or equal to one percent of the ~~general rate~~ total operating revenue;
- **Net Financial Liabilities Ratio** - M~~m~~aintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue; and
- **Asset Renewal Funding Ratio** - M~~m~~aintain asset ~~sustainability~~ renewal funding ratio of greater than or equal to 100% of Asset Management Plans.

Other Revenue Streams - Key Financial Indicators targets should be achieved in the medium to long term, consideration of revenue streams not included in the KFI calculations e.g. developer contributions, and committed grant and partner revenue should also be made particularly if the KFI is not achieved in the short to medium term.

~~5.3 Capital Expenditure~~

~~Where capital expenditure exceeds $500,000, each such request must be supported by evidence of compliance with Council's procurement policies.~~

6. ~~INTEREST RATE RISK EXPOSURE~~ BORROWINGS:

Borrowings are not a form of income and do not replace the need for Council to generate sufficient operating income to service its operating requirements.

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Undertaking borrowings gives rise to both an asset (the cash it provides) and a liability (the obligation to repay the money borrowed).

There are many types of borrowings available and Council will consider these when borrowing to minimise net interest costs on average over the longer term and to manage interest rate movement risks.

Council will manage its cash holistically within the constraints of its overall financial strategies and key financial indicators aligned with this policy in the medium to long term (as modelled in the LTFP). Council does not match borrowings with specific projects but rather will only borrow when it requires cash as a result of timing differences between cash inflows and outflows.

6.1 Fixed Interest Rate Versus Variable Interest Rate Borrowings

Council recognises that future movements in interest rates are uncertain in direction, timing and magnitude. It considers the overall mix of ~~the range limits it has set for~~ both fixed and variable interest rate borrowings, so that it is able ~~optimally meets~~ to achieve its policy objective of minimising net interest costs on average over the longer term and at the same time managing interest rate movement risks within acceptable limits.

6.2 Fixed Interest Rate Borrowings

Having regard to cost effectiveness, risk management criteria and flexibility, Council will restructured its portfolio of borrowings as old borrowings mature and new ones are raised to progressively achieve and thereafter strive to maintain a mixture of fixed and variable loans.

In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings ~~over the practically available maturity spectrum~~.

6.3 Variable Interest Rate Borrowings

Council recognises that there is usually a significant margin between borrowing and investment rates and that significant savings can be generated by restructuring its portfolio of borrowings so that cash inflows that are surplus to short or medium term needs can be applied in the first instance to reduce the level of borrowings that would otherwise be necessary.

This is more readily and effectively achievable with variable interest rate borrowings. For this reason Council will restructure its portfolio of borrowings, as old borrowings mature and new ones are raised, to progressively achieve and then maintain a significant percentage of its gross debt on average in any year in the form of variable interest rate borrowings.

Council makes extensive use of variable interest rate cash advance debenture facilities.

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These require interest payments only and enable any amount of principal to be repaid or redrawn at call. These borrowing facilities have a long-term maturity date, the interest rate will vary from time to time (e.g. when there is a movement in official short term interest rates) and the amount of principal outstanding at any time would not be repayable until maturity. The outstanding level of draw-downs on the facility may vary significantly during a year and between years with the timing and extent of cash inflows and outflows.

6.4 ~~Leases~~

~~Leases can generally be categorised as either finance or operating in nature. In accordance with Australian Accounting Standards, where all risks and benefits associated with ownership rest with the lessee then a finance lease is present. A lease of this nature is in essence a borrowing transaction and should be considered holistically in accordance with Council's overall borrowing strategy.~~

~~All borrowings including leases must be reviewed and approved by the Finance Department to ensure their compliance with Council's borrowing strategy.~~

7. OTHER SOURCES OF FUNDS

7.1 As highlighted in the Treasury Management Strategy section above there are other sources of funding that reduce the reliance on rates or borrowings as a source of funds.

7.2 **Developer Contributions** - Developers are responsible for providing gifted assets in the form of roads and footpaths etc. In addition to this they must contribute to Transport, Wastewater and Recreation infrastructure outside of their developments.

7.3 **Strategic Partnerships** - By entering into strategic partnerships with public or private sector partners, Council is able to leverage additional revenue in the form of grants in the case of Federal or State Government, or contributions for commercial partnerships.

7.4 **Levy For Financial Sustainability** - If required an additional increase in general rates may be included for the funding and debt servicing of major projects. This is effectively 'saving a deposit' to fund major infrastructure, and a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) to provide intergenerational benefits to the community.

8. ~~TYPES OF~~ INVESTMENTS

Any funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that doesn't generate investment returns shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

RELEASED

Return to Order of Business

Any funds invested will be lodged at call or, having regard to differences in interest rates for fixed term investments of varying maturity rates, may be invested for a fixed term. The maturity date for a fixed term investment would not exceed a point in time where the funds otherwise could have been applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

When investing funds within the above criteria the investment which delivers the best value to Council is to be selected having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

Any investment of funds except in the following requires specific approval of Council:

- Deposits with the Local Government Finance Authority; and
- Bank interest bearing deposits at NAB bank.

9. COMMUNITY LOANS

Community loans represent an investment with a long term community benefit where the agreement will clearly articulate:

- Purpose of funding (in accordance with the community stated objectives); and
- The terms of the loan i.e. length, security, interest rate and value.

10. FUNDING:

10.1 **General Benefits** - Council operations that deliver general benefits to the community are mainly funded by general rates raised in accordance with Chapter 10 of the Local Government Act 1999.

10.2 **Direct Benefits** - When direct benefits are delivered, if not wholly, funded by user charges for development processes (to the extent permitted by law), refuse disposal, wastewater and water charges and certain services delivered directly to individuals or groups. Direct benefits will be partially funded from general rate revenue for those services the Council makes available to the whole community, regardless of ability to pay, or where the Council seeks to assist or encourage organisations or individuals, or where the Council is seeking to influence developments and trends in the District.

10.3 **Capital Expenditure – Will be funded from the following sources:**

- Operating surplus minus any carried forward operating deficit;
- Capital grants and contributions received from external parties;
- Borrowings as per Council's Treasury Management Policy;
- Sale of surplus assets;
- Partnerships and joint development with third parties; and
- The provision of depreciation for capital renewal and replacement.

10.4 **Annual Budget** - The annual budget is prepared in consultation with the Council according to fund the following expenditure and is reviewed in accordance with the Local Government (Financial Management) Regulations 2011:

- Operating expenditure and revenues.

RELEASED

- New operating initiatives.
- Capital renewal and replacement expenditures.
- New capital expenditure.

11. RESERVES:

11.1 Reserves - Are an allocation of Council's accumulated surplus. Council may establish various equity accounts called 'Reserves' to identify accumulated surpluses that will be used for specific future purposes. Separate bank accounts will not be established for reserves unless legally required to do so.

11.2 Holistic Approach - Council will manage its finances holistically and in a strategically optimum way rather than practicing "shoebox accounting" whereby monies are earmarked for particular needs and therefore are not available for others. All unrestricted revenues and investments will be applied to meet planned expenditure outlays and extinguish borrowings where possible.

11.3 There are three types of reserves:

- Required by Accounting Standards (e.g. Asset Revaluation Reserve);
- Statutory reserves (e.g. Open Space contributions and Wastewater Maintenance Reserve); and
- Council discretionary reserves (e.g. Indirect developer contributions).

11.4 Quarantined Funds - Council can use funds traditionally quarantined, by way of example, for Community Wastewater Maintenance Reserve, Open Space Reserves and other typically cash backed balance sheet liability or equity accounts as part of their overall financing strategies.

11.5 Financing - Where cash is required for specific purposes, but is not required to be kept in separate bank accounts, Council will use this cash to increase its investments, reduce its borrowings or to defer raising additional borrowings.

12. REPORTING

At least once a year Council shall receive a specific report regarding treasury management performance relative to the criteria specified in this policy document. The report shall highlight:

- the amount of each Council borrowing and investment and its interest rate and maturity date and changes in holdings since the previous report; and;
- the proportion of fixed interest rate (split between interest only borrowings and credit foncier borrowings) and variable interest rate borrowings at the end date of the reporting period and an estimate of the average of these proportions across the period and any key reasons for significant variances compared with the targets specified in this policy.

13. TRAINING / EDUCATION

Training is provided to CGG and Council Members when communicating the details of the Long Term Financial Plan and annual budget.

RELEASED

14. REVIEW

This Policy will be reviewed:

- every three years; or
- the frequency dictated in legislation, or
- earlier in the event of changes to legislation or related Policies and Procedures; or
- if deemed necessary by the Chief Financial Officer ~~Manager Financial Services~~.

15. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

16. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Manager Financial Services
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: 8391 7256
Email: jscoggins@mountbarker.sa.gov.au

RELEASED

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Kelledy Jones

APPENDIX 8

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11. RECOMMENDATIONS FROM ADVISORY COMMITTEES

11.1 AUDIT AND RISK COMMITTEE – 20 AUGUST 2020

11.1.1

REPORT TITLE:	**DRAFT COMMUNITY PLAN 2020 - 2035**
DATE OF MEETING:	**7 SEPTEMBER 2020**
FILE NUMBER:	**DOC/20/107626**
ATTACHMENTS:	**ATTACHMENT 1, DOC/20/84673, DRAFT COMMUNITY PLAN 2020-2035**

Moved Councillor Hardingham that Council:

1. Note that the draft Community Plan 2020-2035 is open for consultation until 30 September

2. Recommends the following changes:
   - Consider smarter measures with lag indicators
   - Reconsider academic language
   - Focus on what we are trying to achieve
   - Consider making it shorter to hold attention
   - Consider national, international measures and indices
   - Include more of a balanced focus on COVID, bushfires, climate change emergency and consider the opportunities that have been provided by COVID e.g. buy Australian and local, holidaying locally
   - Consider target market – maybe too confusing for a community member
   - New economic model too academic - consider further explanation of the circular economy

3. Note that the document was visually engaging and the Committee recognises the effort by all contributors.

Seconded Councillor Jones CARRIED

OM20200907.03

11.1.2

REPORT TITLE:	**TREASURY MANAGEMENT POLICY**
DATE OF MEETING:	**7 SEPTEMBER 2020**
FILE NUMBER:	**DOC/20/107701**
ATTACHMENTS:	**1 - DOC/20/27034 – TREASURY MANAGEMENT POLICY**

Moved Councillor Hardingham that Council adopts the updated Treasury Management Policy as presented with the following changes:

- de-identifying financial institution name;

RELEASED

- consider changing tense from "Council will.." to "Council does.."
- page 19 – general benefits definition– delete 'maybe';
- responsibilities page – consistency in wording;
- under 5.1.2 – reconsider the word ' infrastructure';
- under 5.2 KFI – relevance to LGA financial sustainability papers irrelevant should be clarified;
- reword 6.4 - Leases - rather than delete;
- 7.4 – Levy - will need to provide greater clarity around net financial liability;
- KFIs – ensure an average over a period;

Seconded Councillor Orr CARRIED
OM20200907.04

11.1.3 REPORT TITLE: WHS REPORT
DATE OF MEETING: 7 SEPTEMBER 2020
FILE NUMBER: DOC/20/106579

Moved Councillor Hardingham that Council note:

1. the committee will be provided with a report about mandatory training, evidence of finalisation of the notifiable incident and when the relevant staff completed the training

2. Council members are reminded about their responsibilities.

Seconded Councillor Morrison CARRIED
OM20200907.05

RELEASED

11.2 REGIONAL SPORTS HUB BOARD – 26 August 2020

11.2.1 REPORT TITLE: REGIONAL SPORTS HUB - NAMING
DATE OF MEETING: 7 SEPTEMBER 2020
FILE NUMBER: DOC/20/119614

Moved Councillor Morrison that Council:

1. notes the Board's recommendation 1:

   That Council undertakes a wider community consultation of the appropriate name for the site currently known as the Mt Barker regional sports hub so that the Board can make a recommendation no later than the November Board meeting.

2. notes that staff will prepare a report to address community consultation and the process for the naming of the facility currently known as the Mt

11.1.2 REPORT TITLE: **TREASURY MANAGEMENT POLICY**
FILE NUMBER: **DOC/20/107701**
ATTACHMENTS: **1 - DOC/20/27034 – TREASURY MANAGEMENT POLICY**

Recommendation

1. That Council adopts the updated Treasury Management Policy as presented with the following changes:
   - de-identifying financial institution name;
   - consider changing tense from "Council will.." to "Council does.."
   - page 19 – general benefits definition– delete 'maybe';
   - responsibilities page – consistency in wording;
   - under 5.1.2 – reconsider the word ' infrastructure';
   - under 5.2 KFI – relevance to LGA financial sustainability papers irrelevant should be clarified;
   - reword 6.4 - Leases - rather than delete;
   - 7.4 – Levy - will need to provide greater clarity around net financial liability;
   - KFIs – ensure an average over a period;

(Note: the changes above have been made to the attachment and are noted in blue)

RELEASED

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Attachment 1 to Item 11.1.2

MOUNT BARKER
DISTRICT COUNCIL

TITLE: TREASURY MANAGEMENT POLICY

REFERENCE NUMBER:	DOC/20/27034
RESPONSIBLE OFFICER/ DEPARTMENT:	CORPORATE SERVICES
APPLICABLE LEGISLATION:	For Borrowings: Local Government Act 1999 – Section 44, 122, 134, 135 Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7 For Investments: Local Government Act 1999 – Section 47, 139, 140
MOUNT BARKER 2035 – DISTRICT STRATEGIC PLAN:	Governance and Leadership
RELATED POLICIES:	• Funding Policy • Commercial Policy • Budget Management ~~Preparation Guideline~~ Corporate Policy • Equity Accounts (Other Reserves) Management Corporate Policy
SUPPORTING PROCEDURES:	
PREVIOUS REVIEW DATES:	4 July 2016
ENDORSED BY COUNCIL:	<<Insert>>
MINUTE RESOLUTION NUMBER:	<<Insert Number>>
NEXT REVIEW DATE:	<Insert Date>>

RELEASED

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1. PURPOSE

The purpose of this policy is to:

- ~~This policy~~ pProvide~~s~~ clear direction to management, staff and Council in relation to the ~~T~~treasury management function.
- Establish a decision framework (as shown below).

This policy ~~it~~ underpins Council's funding policy and decision-making process regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays. As such this policy should be read in conjunction with the Funding Policy.

Council is committed to adopting and maintaining a Long Term Financial Plan (LTFP) and operating in a financially sustainable manner.

2. SCOPE

This Policy is applicable to all employees and Council Members.

This Treasury Management Policy establishes a decision-making framework to ensure that:

- funds are available as required to support approved outlays;
- interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed; and
- the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

3. DEFINITIONS

~~**Contractors** shall mean a company or person(s) engaged by Council to provide assets, goods, works or services.~~
~~**Council Members** shall mean the duly elected representatives of the community, including the Mayor and all Councillors.~~
~~**Employee:** Shall mean any person engaged by Council under an employment contract.~~

- **Treasury Management** - Is the management of investments and debt, in order to make the best possible use of funds, maintain financial sustainability, maximise the returns from investments, reduce the overall cost of borrowings, and mitigate operational and financial risk.
- **Asset Renewal Funding Ratio** Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plans allocation.

  Capital expenditure on renewal or replacement of existing assets / Asset Management Plan.
- **Borrowing** – Cash received from another party in exchange for future payment of the principal, which would normally include interest and other finance charges.

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- **Cash Advanced Debenture** – A loan where principle amounts can be repaid at any time and calculation of interest payable is based on the amounts of principle outstanding i.e. an interest only loan. The principal is not repaid until maturity.
- **Credit Foncier** – A loan for a fixed term with regular repayments comprising principal and interest, such that at the end of the term the total principal would have been repaid.
- **Direct Benefits** – Are expenditure which provides direct benefits to persons or categories of persons in a manner which matches the extent to which the direct benefits accrue to persons or categories of persons.
- **Financial Sustainability** – Where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.
- **Funding Policy** - This policy sets out a rationale for funding Council's wide range of functions now and in the future. The Funding Policy ensures that there is a consistent, rational and fair basis for funding Council activities.
- **General Benefits** - ~~May be~~ Are defined as expenditure which:
  - provide benefits which are independent of the number of persons who benefit from the expenditure; or
  - generate benefits which do not accrue to identifiable persons or groups of persons; or
  - generates benefits to the community generally.
- **Inter-Generational Equity** – When assessing investment and borrowing decisions, consideration should be given to the "generation of rate payers" who will derive the substantive benefits versus those who will ultimately pay (through Council rates and user charges).
- **Net Financial Liabilities Ratio** – Net Financial Liabilities (total liabilities less financial assets) as a percentage of total operating revenue.

  Net Financial Liabilities/Total operating revenue.
- **Operating Surplus Ratio** – Operating surplus before capital revenues as a percentage of total operating revenue

  Operating surplus / Total operating revenue.

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4. ROLES & RESPONSIBILITIES

Council:

- Council is responsible for approving the policy and for using their revenue raising powers responsibly by raising sufficient revenue to ensure financial sustainability.

Chief Executive Officer:

- The Chief Executive Officer is responsible to Council for managing the funds of Council to ensure that the objectives of Council are achieved in an effective and efficient manner.

General Managers, Deputy Chief Executive Officer, Chief Financial Officer:

- ~~The General Manager Corporate Services~~ Chief Financial Officer is responsible for promoting a best practice approach in support of effective financial management practices and properly functioning controls.

Employees:

- Employees are r~~R~~esponsible for adhering to the policy.

5. POLICY STATEMENTS

5.1 Treasury Management Strategy

5.1.1. **Treasury Management** - Is the planning, organising, controlling and holding of funds and management of debt, in order to make the best possible use of the funds, maintain financial sustainability, reduce the overall cost of funds, and mitigate operational and financial risk.

5.1.2. Council's operating and capital expenditure decisions are made annually as part of the Annual Business Plan and Budget on the basis of:

- **Community Need** - Identified community need and benefit relative to other expenditure options;
- **Ceost effectiveness** - O~~o~~f the proposed means of service delivery;
- **A~~a~~ffordability** - O~~o~~f proposals having regard to Council's long-term financial sustainability.
- **Delivery and Maintenance of Assets ~~Infrastructure~~** – Based on the Strategic Asset Management Plan;
- **Anticipated Revenue** – Future funding streams such as developer contributions secured by a separate rate;
- **Strategic Partnerships** – Where the "multiplier effect" will mean that more can be delivered supported by Council funds and contributions from partners e.g. federal/state government grants or commercial organisation contributions.
- **Financial Sustainability Levy** – If required an additional increase in general rates may be included for the funding and debt servicing of major projects.

~~Council is committed to operating in a financially sustainable manner and will not make an operating or capital expenditure decision that would generate an ongoing operating deficit without concurrently committing to other strategies that negate this impact.~~

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5.1.3. The Treasury Management Policy is a key driver of financial sustainability over the life of the LTFP and as such Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets:

- will not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties;
- will borrow funds in accordance with the requirements set out in its Long Term Financial Plan;
- apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required; and
- meeting immediate cash flow shortfalls initially by redeeming invested funds. Where there are no (or insufficient) funds invested they may be drawn down against Council's Convertible Cash Advance Debenture (CAD) facilities at the LGFA approved in the short to medium-term in accordance with delegations.

5.2 Key Financial Indicators (KFIs)

Council ~~will~~ does ensure long term financial sustainability using key financial indicators in its LTFP ~~ten year financial plan~~. In accordance with information paper 9 – Local Government Financial Indicators ~~line with LGA Financial Sustainability Information Papers~~ Council has the following targets ~~will~~:

- **Operating Surplus Ratio** - maintain its operating surplus ratio at greater than or equal to one percent of the ~~general rate~~ total operating revenue;
- **Net Financial Liabilities Ratio** - M~~m~~aintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue; and
- **Asset Renewal Funding Ratio** - M~~m~~aintain asset ~~sustainability~~ renewal funding ratio of greater than or equal to 100% of Asset Management Plans.

Other Revenue Streams - Key Financial Indicators targets should be achieved on average in the medium to long term, consideration of revenue streams not included in the KFI calculations e.g. developer contributions, and committed grant and partner revenue should also be made particularly if the KFI is not achieved in the short to medium term.

~~**5.3 Capital Expenditure**~~

~~**5.1.4.** Where capital expenditure exceeds $500,000, each such request must be supported by evidence of compliance with Council's procurement policies.~~

6. ~~INTEREST RATE RISK EXPOSURE~~ BORROWINGS:

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Borrowings are not a form of income and do not replace the need for Council to generate sufficient operating income to service its operating requirements.

Undertaking borrowings gives rise to both an asset (the cash it provides) and a liability (the obligation to repay the money borrowed).

There are many types of borrowings available and Council ~~will~~ does consider these when borrowing to minimise net interest costs on average over the longer term and to manage interest rate movement risks.

Council ~~will~~ does manage its cash holistically within the constraints of its overall financial strategies and key financial indicators aligned with this policy in the medium to long term (as modelled in the LTFP). Council does not match borrowings with specific projects but rather will only borrow when it requires cash as a result of timing differences between cash inflows and outflows.

6.1 Fixed Interest Rate Versus Variable Interest Rate Borrowings

Council recognises that future movements in interest rates are uncertain in direction, timing and magnitude. It considers the overall mix of ~~the range limits it has set for~~ both fixed and variable interest rate borrowings, so that it is able ~~optimally meets~~ to achieve its policy objective of minimising net interest costs on average over the longer term and at the same time managing interest rate movement risks within acceptable limits.

6.2 Fixed Interest Rate Borrowings

Having regard to cost effectiveness, risk management criteria and flexibility, Council will restructure~~d~~ its portfolio of borrowings as old borrowings mature and new ones are raised to progressively achieve and thereafter strive to maintain a mixture of fixed and variable loans.

In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings ~~over the practically available maturity spectrum~~.

6.3 Variable Interest Rate Borrowings

Council recognises that there is usually a significant margin between borrowing and investment rates and that significant savings can be generated by restructuring its portfolio of borrowings so that cash inflows that are surplus to short or medium term needs can be applied in the first instance to reduce the level of borrowings that would otherwise be necessary.

This is more readily and effectively achievable with variable interest rate borrowings. For this reason Council will restructure its portfolio of borrowings, as old borrowings mature and new ones are raised, to

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progressively achieve and then maintain a significant percentage of its gross debt on average in any year in the form of variable interest rate borrowings.

Council makes extensive use of variable interest rate cash advance debenture facilities.
These require interest payments only and enable any amount of principal to be repaid or redrawn at call. These borrowing facilities have a long-term maturity date, the interest rate will vary from time to time (e.g. when there is a movement in official short term interest rates) and the amount of principal outstanding at any time would not be repayable until maturity. The outstanding level of draw-downs on the facility may vary significantly during a year and between years with the timing and extent of cash inflows and outflows.

6.4 ~~**Leases**~~

~~Leases can generally be categorised as either finance or operating in nature. In accordance with Australian Accounting Standards, where all risks and benefits associated with ownership rest with the lessee then a finance lease is present. A lease of this nature is in essence a borrowing transaction and should be considered holistically in accordance with Council's overall borrowing strategy.~~
~~All borrowings including leases must be reviewed and approved by the Finance Department to ensure their compliance with Council's borrowing strategy.~~

Leases

All borrowings including leases must be reviewed and approved by the Finance Department to ensure their compliance with Council's borrowing strategy.

7. OTHER SOURCES OF FUNDS

7.1 As highlighted in the Treasury Management Strategy section above there are other sources of funding that reduce the reliance on rates or borrowings as a source of funds.

7.2 **Developer Contributions** - Developers are responsible for providing gifted assets in the form of roads and footpaths etc. In addition to this they must contribute to Transport, Wastewater and Recreation infrastructure outside of their developments.

7.3 **Strategic Partnerships** - By entering into strategic partnerships with public or private sector partners, Council is able to leverage additional revenue in the form of grants in the case of Federal or State Government, or contributions for commercial partnerships.

7.4 **Levy For Financial Sustainability** - If required an additional increase in general rates may be included for the funding and debt servicing of major projects. This is effectively ~~'saving a deposit'~~ to fund major infrastructure, and a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding

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of Strategic New Capital Projects (SNCP) to provide intergenerational benefits to the community.

8. ~~TYPES OF~~ INVESTMENTS

Any funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that doesn't generate investment returns shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

Any funds invested will be lodged at call or, having regard to differences in interest rates for fixed term investments of varying maturity rates, may be invested for a fixed term. The maturity date for a fixed term investment would not exceed a point in time where the funds otherwise could have been applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.

When investing funds within the above criteria the investment which delivers the best value to Council is to be selected having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

Any investment of funds except in the following requires specific approval of Council:

- Deposits with the Local Government Finance Authority; and
- Bank interest bearing deposits at ~~NAB bank~~ Council's nominated banking partner (as tendered and procured).

9. COMMUNITY LOANS

Community loans represent an investment with a long term community benefit where the agreement will clearly articulate:

- Purpose of funding (in accordance with the community stated objectives); and
- The terms of the loan i.e. length, security, interest rate and value.

10. FUNDING:

10.1. **General Benefits** - Council operations that deliver general benefits to the community are mainly funded by general rates raised in accordance with Chapter 10 of the Local Government Act 1999.

10.2. **Direct Benefits** - When direct benefits are delivered, if not wholly, funded by user charges for development processes (to the extent permitted by law), refuse disposal, wastewater and water charges and certain services delivered directly to individuals or groups. Direct benefits will be partially funded from general rate revenue for those services the Council makes

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available to the whole community, regardless of ability to pay, or where the Council seeks to assist or encourage organisations or individuals, or where the Council is seeking to influence developments and trends in the District.

10.3. Capital Expenditure – Will be funded from the following sources:

- Operating surplus minus any carried forward operating deficit;
- Capital grants and contributions received from external parties;
- Borrowings as per Council's Treasury Management Policy;
- Sale of surplus assets
- Partnerships and joint development with third parties; and
- The provision of depreciation for capital renewal and replacement.

10.4. Annual Budget - The annual budget is prepared in consultation with the Council according to fund the following expenditure and is reviewed in accordance with the Local Government (Financial Management) Regulations 2011:

- Operating expenditure and revenues.
- New operating initiatives.
- Capital renewal and replacement expenditures.
- New capital expenditure.

11. RESERVES:

11.1 Reserves - Are an allocation of Council's accumulated surplus. Council may establish various equity accounts called 'Reserves' to identify accumulated surpluses that will be used for specific future purposes. Separate bank accounts will not be established for reserves unless legally required to do so.

11.2 Holistic Approach - Council ~~will~~ does manage its finances holistically and in a strategically optimum way rather than practicing "shoebox accounting" whereby monies are earmarked for particular needs and therefore are not available for others. All unrestricted revenues and investments will be applied to meet planned expenditure outlays and extinguish borrowings where possible.

11.3 There are three types of reserves:

- Required by Accounting Standards (e.g. Asset Revaluation Reserve);
- Statutory reserves (e.g. Open Space contributions and Wastewater Maintenance Reserve); and
- Council discretionary reserves (e.g. Indirect developer contributions).

11.4 Quarantined Funds - Council can use funds traditionally quarantined, by way of example, for Community Wastewater Maintenance Reserve, Open Space Reserves and other typically cash backed balance sheet liability or equity accounts as part of their overall financing strategies.

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11.5 **Financing** - Where cash is required for specific purposes, but is not required to be kept in separate bank accounts, Council ~~will~~ does use this cash to increase its investments, reduce its borrowings or to defer raising additional borrowings.

12. REPORTING

At least once a year Council shall receive a specific report regarding treasury management performance relative to the criteria specified in this policy document. The report shall highlight:

- the amount of each Council borrowing and investment and its interest rate and maturity date and changes in holdings since the previous report~~;~~ and~~;~~
- the proportion of fixed interest rate (split between interest only borrowings and credit foncier borrowings) and variable interest rate borrowings at the end date of the reporting period and an estimate of the average of these proportions across the period and any key reasons for significant variances compared with the targets specified in this policy.

13. TRAINING / EDUCATION

Training is provided to CGG and Council Members when communicating the details of the Long Term Financial Plan and annual budget.

14. REVIEW

This Policy will be reviewed:

- every three years; or
- the frequency dictated in legislation, or
- earlier in the event of changes to legislation or related Policies and Procedures; or
- if deemed necessary by the Chief Financial Officer ~~Manager Financial Services~~.

15. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au.

16. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Manager Financial Services
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: 8391 7256
Email: jscoggins@mountbarker.sa.gov.au

RELEASED

Kelledy Jones

APPENDIX 9

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7. MOTIONS ON NOTICE

NIL

8. MOTIONS WITHOUT NOTICE

Refer Item 13

9. PETITIONS

NIL

10. REPORTS BY OFFICERS

10.1

REPORT TITLE:	**DRAFT LONG TERM FINANCIAL PLAN**
DATE OF MEETING:	**27 OCTOBER 2020**
FILE NUMBER:	**DOC/20/146093**
ATTACHMENTS:	**DOC/20/150625 ATTACHMENT 1 – LONG TERM FINANCIAL PLAN 2020-2030**

8.05am Pamela Lee joined the meeting

Moved Councillor Hardingham that the Audit and Risk Committee recommend to Council that the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for adoption by Council for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

Seconded Pamela Lee CARRIED

ARCM20201027.02

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11. INFORMATION REPORTS

NIL

12. CONFIDENTIAL REPORTS

NIL

13. MOTIONS WITHOUT NOTICE

Moved Michele Bennetts that the Audit and Risk Committee thanks Michael Bails for his time and commitment as independent chair over the last 10 years. During his time as chair, the growing community within the District Council of Mount Barker has brought new challenges including some large scale projects requiring a strong and active Audit and Risk Committee. Through Michael's leadership and perspective, the committee has been successful in making sure the council approached these challenges in a way that has and will benefit both current and future generations of the region.

Seconded Pamela Lee CARRIED

ARCM20201027.03

10. REPORTS BY OFFICERS

10.1 REPORT TITLE: DRAFT LONG TERM FINANCIAL PLAN

DATE OF MEETING: 27 OCTOBER 2020

FILE NUMBER: DOC/20/146093

ATTACHMENTS: DOC/20/150625 ATTACHMENT 1 – LONG TERM FINANCIAL PLAN 2020-2030

Key Contact Julie Scoggins, Manager Financial Services

Manager/Sponsor Alex Oulianoff, Chief Financial Officer

Mount Barker 2035 – District Strategic Plan:
Governance and Leadership

GL:4 Effective management and financial sustainability.

Annual Business Plan:
Long Term Financial Plan is completed in accordance with legislated timeframes.

Purpose:
This item provides an opportunity for the Audit and Risk Committee to provide comment and feedback to Council on the Draft Long Term Financial Plan 2020-2030 (LTFP) prior to adoption.

Summary – Key Issues:

1. **Legislation** – Council is required to develop and adopt a 10 year Long Term Financial Plan in accordance with the Local Government Act and Regulations.
2. **Revised View** – As foreshadowed at the Council meeting on 1 June 2020, the LTFP has been revised in the first half of 2020/21 considering more information in relation to the impact of COVID-19 and other key assumptions.
3. **Sensitivity Analysis** – In consideration of the impact of COVID-19 and further information, three options have been developed for the LTFP incorporating the impact of increased capital expenditure, additional funding of that expenditure and also a significant (i.e. 50%) reduction in growth. A summary of the key financial indicators for these options is included in this report.
4. **LTFP Informal Briefings** – Two informal briefings were held in September/October 2020 with Council Members to support the LTFP with a focus on gaining a more comprehensive understanding of the required services, infrastructure to be delivered and the associated timing.

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5. **Council Adoption** - The draft LTFP will be presented to the Council meeting on the 2 November 2020 for adoption to release the draft for public consultation.
6. **Proposal to reinstate the 1% for financial sustainability for 4 years** – To fund additional infrastructure, the selected option for this draft includes a 1% increase in general rates above Adelaide CPI for financial sustainability for 4 years commencing in 2021/22.

Recommendation:

That the Audit and Risk Committee recommend to Council:

1. the Draft Long Term Financial Plan 2020-2030 as (attached) for adoption by Council for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

Background:

1. Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.
2. The Long Term Financial Plan will be reviewed annually.
3. The Audit & Risk Committee Terms of Reference includes the following about the role of the committee in the review of key strategic documents:

   Review of Strategic Management and Business Plans

   1.6.1 The Committee shall review and provide advice on Council's strategic management plans (at the time of their preparation and scheduled review), which include the:

   - *Strategic Plan;*
   - *Key principles and assumptions of the Long Term Financial Plan;*
   - *Annual Business Plan; and*
   - *Various Asset Management Plans.*

4. **Audit and Risk Committee LTFP and Strategic Plan Presentation** - At the Audit and Risk Committee meeting on 12 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the process to be undertaken for the Long Term Financial Plan and Strategic Plan.
5. **Council Member LTFP Informal Briefing December 2019** - At an informal briefing on 16 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the Long Term Financial Plan including: a process overview; how the LTFP links in with

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the other elements of the Strategic Financial Framework; the importance of the LTFP and key considerations in building the LTFP.

6. **Council Member Informal Briefing March 2020** - An informal briefing was undertaken with Council Members on 24 March 2020 to take them through key assumptions underpinning the Long Term Financial Plan for both Council Operations, and the Wastewater and Recycled Water functions.
7. **Audit and Risk Committee Meeting March 2020** – A report and supporting presentation was provided to the Audit and Risk Committee on 30 March 2020. At this meeting staff committed to update the Long Term Financial Plan for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020.
8. **Council Meeting April 2020** – The Draft LTFP was approved by Council for community consultation on 6 April 2020. Community consultation was undertaken in April/May.
9. **Wastewater and Recycled Water Confidential Informal Briefings** – Given the strategic importance of these functions, a series of workshops have been held with further workshops still to come. The purpose being to inform Council Members and the Audit and Risk Committee of progress to date and required actions, in developing and implementing a revised strategy for the delivery of the necessary services and infrastructure.
10. **Council Member Confidential Budget Workshops April 2020** – Two extra-ordinary workshops were held with Council Members where feedback was requested on proposed changes Council could make to the baseline budget in response to COVID-19. This was considered combined with information provided by Council Staff to develop four scenarios for presentation to Council Members.
11. **Council Member Confidential Informal Briefing May 2020** - A further informal briefing was undertaken with Council Members on 4 May 2020 to take them through the expected impact of COVID-19 and rating scenarios.
12. **Audit and Risk Committee Meeting May 2020** - A report was presented at the Audit and Risk committee meeting on 14 May 2020 seeking feedback and recommendations from members.
13. **Council Meeting June 2020** – The LTFP was adopted by Council on 1 June 2020. The report included a recommendation that Council:

    Review the LTFP and the associated assumptions 6 months following adoption by Council.
14. **Council Member Informal Briefings September/October 2020** – Two informal briefings were held with Council Members on 14 September 2020 and 12 October 2020. The first session presented LTFP parameters and priorities and the second session presented the results of sensitivity analysis where three options were modelled for Council Member consideration.

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15. **Strategic Financial Framework** - The Strategic Finance Framework includes a number of Strategic Management Documents that have also been updated/adopted by Council following the adoption of the LTFP on 1 June 2020:

    - **Strategic Asset Management Plan** – This plan was prepared and aligned to the current known position (including asset health, service levels, demands and risk) and the provision of services that were matched with the adopted version of the 2020-2030 LTFP. This was adopted at the Council meeting on 7 September 2020.
    - **Community Plan 2020-2035** – The latest version of the Community Plan (previously the 'Strategic Plan') considered the key elements of the Long Term Financial Plan and in turn the latest version of the LTFP also considers the Community Plan that has been presented for adoption at this meeting.

Discussion:

16. **Purpose of the LTFP** – The LTFP is a road map that illustrates financially the needs and aspirations of our growing community which supports and is supported by such documents as the Strategic Asset Management Plan, 30 year Strategic Plan (Community Plan) and Township Plans.
17. **Key Objective** - The key objective of Council's LTFP is financial sustainability in the medium to long term, whilst still achieving the objectives detailed in Council's suite of strategic plans.
18. **Annual Business Plan** (ABP) – The LTFP has been updated to include the adopted budget (the previous version of the LTFP was adopted in June 2020, prior to the adoption of the ABP in July 2020).
19. **Revised LTFP** - The draft Long Term Financial Plan has been updated to consider changes from 2021/22 onwards. The changes to the following have been incorporated in all options proposed as shown below:

    - **Gross Capital Expenditure** - has increased by c$30m over the ten years driven by the following:
        - **Wastewater & Recycled Water Capital Works** – Gross expenditure has increased by c$9m reflecting revised estimates for some elements, in particular the Hampden Road Gravity Trunk Main & Inlet Pumping Station project.
        - **Council Operations Capital Works** – Gross expenditure has increased by c$21m including:
            - **Current Strategic New Capital Projects (SNCP)** - $9m driven by indexation/updated assumptions for current Strategic New projects e.g. Regional Aquatic & Leisure Centre; City Centre Catalyst Project and

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- **New SNCP** - $12m from new projects including those supported by: Council decisions, commitments tied to developer contribution revenue and other key priorities.

- **Capital Revenue** – has increased by c$10m over the ten years with the following significant variances:
  - **Wastewater & Recycled Water** – (c$1.5m) reduction has occurred as a result of changes to indexation assumptions (updated from March 2020 as per the adopted LTFP to June 2020).
  - **Council Operations Revenue** - $11.5m where grant revenue has increased including the City Centre Catalyst Project and new projects such as the Regional Adventure Play and Heysen Boulevard/Springs Road Roundabout, partly offset by indexation.

20. **Sensitivity Analysis** – Detailed modelling has been undertaken to update the LTFP for latest information and the expected impact of COVID-19. The following three options have been developed:
    - **Base Case General Rate increase of CPI (Adelaide)** – Which equates to 1.3% in the first year. Growth of c2.5% (Average) per annum has been maintained as per the adopted LTFP.
    - **Option 1 General Rate increase of CPI (Adelaide) +1% for 4 years from 2021/22** - Which equates to 2.3% in the first year, whilst maintaining growth at c2.5% (Average) p.a.
    - **Option 2 General Rate increase of CPI (Adelaide) +1% For 4 years from 2021/22 and a 50% reduction in growth** - Which equates to 2.3% in the first year, whilst maintaining growth at c1.25% (Average) p.a with a 50% reduction in growth estimates to c1.25% (Average) p.a.

    - The key financial indicators are summarised below for the consolidated Council LTFP (including Wastewater and Recycled Water):

	Operating Surplus Ratio			Net Financial Liabilities Ratio			
Options	Average Ratio	Minimum Target	Number of Years Above Minimum	Average Ratio	Maximum Target	Peak Ratio	Number of Years Above Maximum
Adopted LTFP	3.0%	1.0%	All	66.3%	80.0%	116.3%	4 years
Base Case	3.5%	1.0%	All	83.8%	80.0%	125.1%	6 years
Option 1	5.6%	1.0%	All	73.4%	80.0%	119.1%	5 years
Option 2	1.6%	1.0%	6 years	91.0%	80.0%	127.2%	7 years

21. Based upon the analysis summarised in the table above, Option 1 has been selected as the basis of the attached draft LTFP document. This option also achieves (over the long term) the Key Financial Indicators (KFI) targets as included in the Treasury Management Policy (on average over the LTFP):
    - **Operating Surplus Ratio** - The average operating surplus ratio over the ten years of the LTFP is above the minimum target of 1% for all years.

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- **Net Financial Liabilities Ratio (NFL)** - The target of a ratio of no greater than 80% is achieved on average over the ten years. There are notably ,however, five years where the net financial liabilities ratio is greater than the 80% target with the ratio getting as high as circa 119% in year 2024. Which is driven by significant investment in wastewater and recycled water infrastructure and the net impact of Strategic New Capital projects, however, this indicator is 73.4% on average over the life of the Long Term Financial Plan with a much lower ratio in the latter years with for example 14.0% in 2029/30.
- **Asset Renewal Funding Ratio** – For all years, the ratio is assumed to be 100% i.e. in line with the Strategic Asset Management Plan adopted by Council in September 2020. It should be noted that this is the case for all options.

22. **Inflation Assumptions** - The draft Long Term Financial Plan 2020-2030 key Expenditure assumptions are based upon the Local Government Price Index (LGPI) which is a financial indicator of the escalation in the cost of goods purchased by Local Government entities. The indicator for future years is unavailable and as such the historic variance of 0.44% has been added to the Forecast CPI for some assumptions (CPI forecasts have been sourced from Deloitte Access Economics as detailed below).
23. **Stimulus Measures** – Recent stimulus measures from the three tiers of government can have an impact on Council's long term financial sustainability. Examples of this are the provision of grant revenue to bring forward projects, which in turn brings forward expenditure obligations such as depreciation, interest, maintenance and operating and renewal expenditure which are a liability for Council. In other ways stimulus can bring forward the demand for Council assets and services for example the provision of Wastewater and Council services caused by increased growth driven by the recent homebuilder grant scheme. The magnitude of grant revenue may also be impacted by the stimulus grants, as shown recently where projects have been 100% funded.
24. The draft Long Term Financial Plan key assumptions are as follows:
    a. **Annual General Rate Revenue** - Is expected to increase by forecast growth (2.82% in 2020/21) plus forecast CPI based on June 2020 numbers (except 2020/21 which is forecast to increase by 1% (i.e. lower than the actual Adelaide CPI to the end of March 2020 of 2.4%)).
    b. **Operating Revenue** – Forecast LGPI (Forecast CPI + 0.44%). In 2020/21 it was assumed that there will be no inflationary increase for fees and charges (with the exception of statutory fees and waste management charges) with revenue reduced in 2020/21 for those services that were impacted by COVID-19.
    c. **Operating Expenditure** – Forecast LGPI (Forecast CPI + 0.44%) and LGPI with the exception of Maintenance and Operations, where

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growth has been incorporated. Expenditure in 2020/21 was adjusted to reflect the reduced costs for services expected to be impacted by COVID-19 and funding to be allocated to provide support to the community during this time.

d. **Employee Costs** - As per Council's EBA (Enterprise Bargaining Agreement), and then CPI for the remaining years.

e. **Capital Revenue** - Including developer contributions to required infrastructure (secured by separate rates) have been modelled using growth and inflation forecasts.

f. **Strategic New Capital Projects** - Included in the plan also assume required grant funding in accordance with Council's sustainability requirements.

g. **Other Capital Expenditure** - All other capital expenditure on existing and new assets require external funding to achieve net expenditure which is closely aligned to Council's annual depreciation expenditure. This will be achieved whilst maintaining capital renewal to achieve Council's Strategic Asset Management Plan target.

h. **Wastewater Revenue and Expenditure** - Has been modelled using the Wastewater to Service Growth Strategic documents and will be in line with ESCOSA and SA Local Government costing principles.

25. **Proposed Re-Introduction of 1% For Financial Sustainability** – It should be noted that this version of the Long Term Financial Plan i.e. option 1 (and option 2) for the funding and debt servicing of major projects each year for four years. This ensures that target key financial ratios are achieved on average across the ten years.

    - **Forecast Impact** - The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will fund Council's long term financial plan.

26. **Excluded from the LTFP** – It is appropriate to note that there are a number of significant matters that have been excluded from this version of the LTFP at this time:
    - **Wastewater** - Augmentation and upgrading of wastewater infrastructure in Nairne township to cater for growth, the Mount Barker CBD retrospective provision of a sewer service with both being subject to investigation and the preparation of a business case; and
    - **Recreation** – regional sports hub future stages.

27. **Local Government Reform Bill** – The Long Term Financial Plan will become more important if the latest plan to implement the Local Government Reform

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Bill is adopted. This would require the Essential Services Commission of SA to review Council's long term financial plans and rating decisions every three years.

28. **The draft LTFP (Attached)** - Is presented as a set of financial statements and includes the following statements for years 2020/21 to 2029/30;
    - Statement of Comprehensive Income
    - Balance Sheet
    - Statement of Changes in Equity
    - Statement of Cash Flow
    - Uniform Presentation of Finances
    - Financial Indicators.

Community Engagement:

Timeframe for consultation	Commencing on 4 November and concluding on 25 November 2020. It should be noted that these timescales (3 week Community Consultation) are based on the recommended changes to the Community Communication Policy which is currently under consultation.

Policy:
Treasury Management Policy – DOC/20/27034
Funding Policy – DOC/19/103032

Long Term Financial Plan:
The Long Term Financial Plan and Strategic Asset Management Plan set the targets for future budgets.

Budget:
No impact on budget.

Statutory/Legal:
Under Sec 122 Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

Local Government Act 1999 – Section 122
Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

Staff Resource Requirements:
Completed within staff resources.

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Environmental:
As determined in Mount Barker 2020-2035 District Community Plan.

Social:
As determined in Mount Barker 2020-2035 District Community Plan.

Risk Assessment:
The LTFP models Council to be financially sustainable over the long term.

Asset Management:
The LTFP is aligned with the Strategic Asset Management Plan adopted in September 2020.

Conclusion:

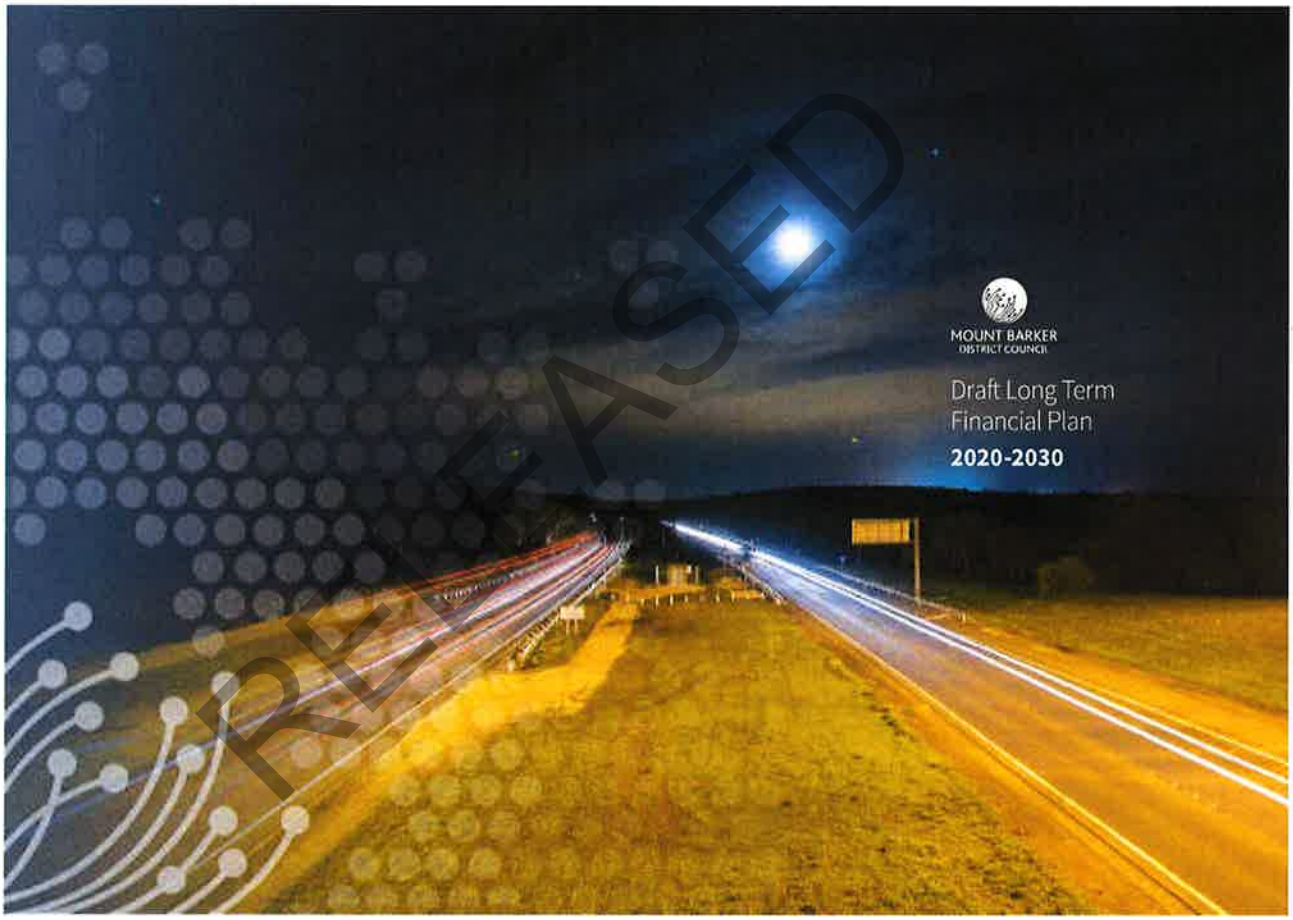
The Long Term Financial Plan (LTFP) is a high level strategic planning document which is a key element of Council's budgeting and planning process.

The draft LTFP achieves on average the targets for all key financial indicators (on average) over the ten year period.

The LTFP will assist council staff and council members in planning for the delivery of facilities and services to meet the expectations of the growing community in a sustainable manner.

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Attachment to Item 10.1



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We acknowledge that the district is part of the traditional ancestral land of the Peramangk People.
We acknowledge the deep feelings of attachment and relationship of the Peramangk People to this land and their ongoing custodianship.

DRAFT

Draft Long Term Financial Plan 2020/21 to 2029/30

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1. Mayor's Statement
2. Executive Statement
3. Strategic Financial Framework
4. Key Assumptions
5. Key Financial Ratios
6. Sensitivity Analysis
7. Council Operations
8. Wastewater & Recycled Water

Appendix:

Assumptions
Financial Statements

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Long Term
Financial Plan
2020-2030

Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Draft Long Term Financial Plan 2020-2030. The Long Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Council's financial sustainability and ensures that decisions support the objectives outlined in our recently adopted Mount Barker 2035 Community Plan.

When Council adopted the Long Term Financial Plan in June 2020 we committed to review the LTFP when we understood more of the impact of COVID-19 and the Cudlee Creek Bushfires. This revised version of the LTFP reflects this additional information.

Financial sustainability is so important, it means our community continues to have well maintained facilities and infrastructure and that the quality services we currently provide are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets, the sustained economic development of the district and importantly, the responsible management of property rates.

As a result of the COVID-19 pandemic, our community continues to face significant challenges that are expected to last for many years, both personally and financially. It is vital that Council maintains the delivery of essential services, and we have continued to work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

I encourage you to participate in the community consultation over the next three weeks so that we can further understand your views.



Mayor
Ann Ferguson

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Long Term Financial Plan 2020/21 to 2029/30

Inflation - This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure. These have been updated as at the end of June 2020.

Strategic Asset Management Plan – The Strategic Asset Management Plan was adopted in September 2020. This is aligned with the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the new regional sports hub Stage 1 and Regional Aquatic and Leisure Centre.

Standards Of Service - Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

Infrastructure For Growth - Factored into the LTFP is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

Partnerships - Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

Council Operations & Wastewater & Recycled Water - In alignment with the Annual Business Plan and Budget, the Long Term Financial Plan has been developed separately for Council Operations and the Wastewater & Recycled Water Operations (in recognition of the strategic importance of these functions). The Long Term Financial Plan includes financial information shown on the following basis:

- **Consolidated** – Council Operations and Wastewater & Recycled Water;
- **Council Operations** – Services provided for the community i.e. excluding Wastewater & Recycled Water; and
- **Wastewater & Recycled Water** – The collection and treatment of Wastewater and the supply of recycled water.

Updated Assumptions - It should be noted that as agreed with Council upon adoption of the previous Long Term Financial Plan in June 2020, the LTFP has been updated to consider latest information with regard to the impact of COVID-19. The opportunity has also been taken to review and incorporate other known changes from 2021/22 onwards as follows:

- **Council Operations Capital Works Program** – This program has been updated to include indexation and the latest view for major strategic projects and new projects including those funded by developer contributions secured via deeds and/or separate rates such as transport for growth projects.
- **Wastewater & Recycled Water Capital Works Program** - This program has been updated to include indexation and the latest information for the Hampden Road Gravity Trunk Main & Pump Station.

Sensitivity Analysis - Detailed modelling has been undertaken with options presented to Council Members based on the following scenarios (with more detail included later in this document):

- **Base Case** - This includes rate increases of Adelaide CPI (based on forecast CPI as at June 2020 for 2021/22 onwards) and current growth estimates of 2.5% per annum (Average).
- **Option 1** - This includes rate increases of Adelaide CPI (based on forecast CPI as at June 2020 for 2021/22 onwards) + 1% Financial Sustainability for 4 Years (2021/22-2024/25) and current growth estimates of 2.5% per annum (Average).
- **Option 2** - This includes rate increases of Adelaide CPI (based on forecast CPI as at June 2020 for 2021/22 onwards) + 1% Financial Sustainability for 4 Years (2021/22 - 2024/25) and a 50% reduction in growth estimates of 1.25% per annum (Average).
- The option selected for the draft Long Term Financial Plan is Option 1. This ensures that on average key financial indicators are achieved over the ten years.

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Long Term Financial Plan 2020/21 to 2029/30

Council has put in place a number of mechanisms to secure developer contributions for infrastructure associated with the Ministerial Development Plan Amendment Area (MDPA) and for the expansion of infrastructure required for the collection, treatment and disposal of waste water.

Currently the key developer contribution programs are;

- Transport Infrastructure MDPA – the purpose of this developer fee is to raise funds to meet the costs of the required transport infrastructure to support and service the MDPA area.
- Waste water Infrastructure – funding of the essential infrastructure required to service new properties within the district for the collection, treatment and disposal of waste water is collected via developer agreements or fees and charges dependent on the infrastructure service provided to the property.
- Recreation, Sport and Community Infrastructure – this fee is charged per new allotment created within the defined MDPA the purpose of which is to contribute to the activity of recreation, sport and community infrastructure.

These amounts are separate to any other infrastructure requirements that a developer may need to meet to attain development approval.

Capital expenditure over the term of the LTFP funded by developer contributions is forecast to total $61m.

Corresponding forecast revenue over the term of the plan is assumed to be $52m.

The shortfall which is to be recovered beyond the term of the plan is $9m. This shortfall in the interim will be funded by loans.

Developer contributions present and future are not included in the Net Financial Liabilities Ratio, but are relevant when considering Council's financial sustainability in the medium to long term, given the nature of the investments and the revenues which are tied.

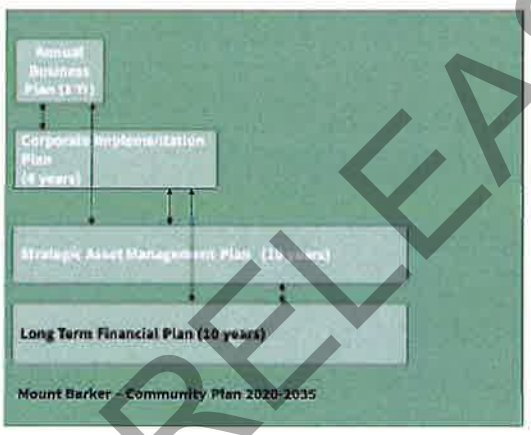


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Long Term Financial Plan 2020/21 to 2029/30

The Strategic Financial Framework brings together the key strategic management documents to ensure that the vision, goals and objectives set by the Community Plan are implemented by other strategic management documents including the Long Term Financial Plan, Strategic Asset Management Plan, Corporate Implementation Plan and Annual Business Plan

The Long Term Financial Plan guides and is guided by other key strategic management documents as shown below:



Community Plan 2020-2035 – This guides all the work of Council, and enables partnerships with others to achieve desired outcomes for our community and environment. This includes community themes (Community Wellbeing, Ecological Sustainability and Economic Prosperity), sets long term goals and objectives, provides priority directions and is supported by indicators and delivery guidelines.

Long Term Financial Plan (10 Years) - The Long Term Financial Plan shows the financial impact of the implementation of the Community Plan over the next 10 years and incorporates key assumptions from the Community Plan and Strategic Asset Management Plan.

Strategic Asset Management Plan (10 Years) - Identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the Long Term Financial Plan.

Corporate Implementation Plan (4 Years) – Sets the priorities and associated forecasts for projects, programs and services arising from the Community Plan, lead strategy plans and other Council priorities. This is updated annually and informs specific action, project and management plans and divisional plans. It is integrated with the Community Plan, Long Term Financial Plan, Strategic Asset Management Plan and Annual Business Plan.

Annual Business Plan (1 Year) - Each year, Council develops an Annual Business Plan guided by our strategic financial framework which sets strategic directions over the medium and long term and converts these into annual actions and outcomes. This shows the outcomes Council expects to achieve in the year, the services, the key measures of success and the budget required to deliver these outcomes.

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Long Term Financial Plan 2020/21 to 2029/30

OPERATING INCOME

- **General Rates** have been indexed by forecast inflation (Adelaide CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied which is lower than the actual Adelaide CPI of 2.4% to March 2020. An additional 1% for financial sustainability has been included for 2021/22 to 24/25 inclusive to fund future infrastructure and the associated maintenance, renewal and operating costs.
- **Wastewater Annual Service Charges** have been increased by 4.25% per year plus growth for the first year of the long term financial plan followed by 5% plus growth for three years reverting to CPI after this so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Strategic Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** with the exception of statutory and waste management fees and charges no increase has been included in 2020/21 in response to COVID-19. It should also be noted that in 2020/21 user charges were reduced for those services that would not be provided in the first quarter of 2020/21 due to the expected impact of COVID-19. CPI increases have been applied over the remaining 9 years aligned with the user pays principle. The average increase over the period of the remaining 9 years is forecast to be circa 2.1%.
- **Refuse Charges** have been indexed by CPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually (on average) over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan.
- **Grant Funding (One-off)** is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the period of the plan (with the exception of 2020/21 which is based on the 2020/21 draft budget adjusted for COVID-19). In addition, growth indexation has been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI has been allowed for. Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

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Long Term Financial Plan 2020/21 to 2029/30

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to meet the renewal requirements per the adopted Strategic Asset Management Plan. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital Projects** included in the plan are based on Council's Corporate and Community Plans and is modelled to achieve the objectives of these plans in a financially sustainable manner.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id population forecasts and indexation applicable to the varying contribution types.

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

- **Assets** such as trade & other receivables, inventories and equity accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade & other payables & provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

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Long Term Financial Plan 2020/21 to 2029/30

The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability. These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulation.

S122 of the Local Government Act states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council..."

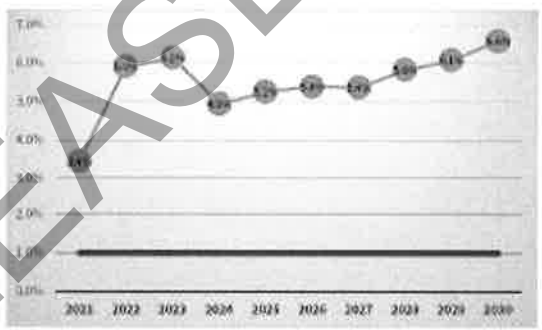
The following graphs and accompanying commentary are set against targets endorsed by Council in the "Treasury Management Policy".

It should be noted that all numbers in this section are based on Option 1 – i.e. forecast Adelaide CPI + 1% Financial Sustainability for 4 Years starting from year 2021/22.

OPERATING SURPLUS RATIO

This financial indicator is useful in determining if current rate payers are paying enough to cover products and services provided in each period. This is demonstrated by expressing the operating surplus or (deficit) as a percentage of total operating revenue.

Target: "Council will maintain its operating surplus ratio at greater than or equal to one percent of operating revenue."



Result: The LTFP allows for Council to achieve a breakeven positon whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.

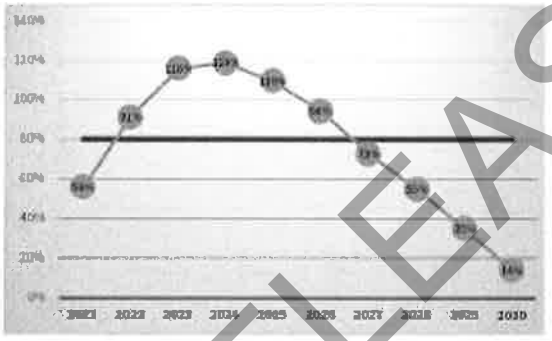
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Long Term Financial Plan 2020/21 to 2029/30

NET FINANCIAL LIABILITIES RATIO

This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

Target: "Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"



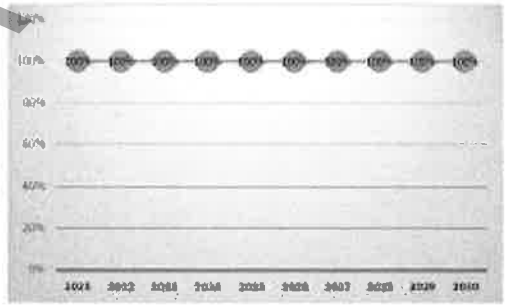
Result: Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works. Although Council's Net Financial Liability exceeds the target of 80% for five of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability Ratio of 73%. The increased debt of Council represented in this indicator is due to an ambitous capital works program over the ten year period of around $271M (including new/upgrade projects, strategic new capital projects and the renewals program).

ASSET RENEWAL FUNDING RATIO

This financial indicator is useful in determining if Council is maintaining all of its assets. This is best demonstrated by comparing total Capital Renewal expenditure planned against Strategic Asset Management Plan requirements.

Target: "Council will maintain an asset renewal funding ratio of greater than or equal to 100% of Asset Management Plans"

Result: Council will achieve over the period of the plan the required expenditure that is set out in the Strategic Asset Management Plan adopted in September 2020. The expenditure planned on renewing and maintaing assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



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Long Term Financial Plan 2020/21 to 2029/30

The following rating options were modelled and considered:

BASE CASE – ADELAIDE CPI ACROSS ALL YEARS AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

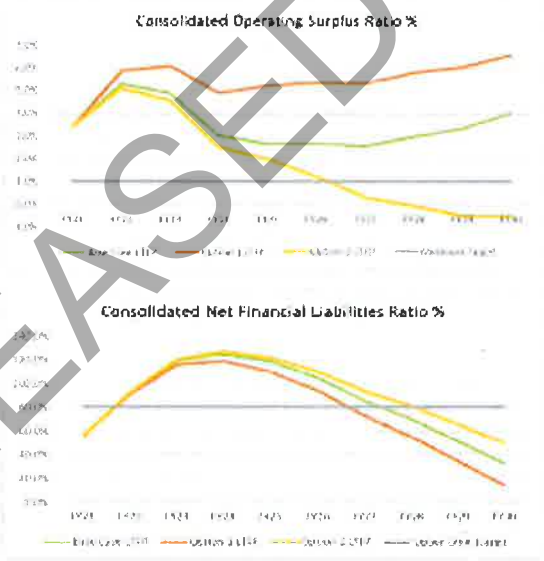
- **Operating Surplus Ratio** – Is above 1% minimum for all 10 years. The average ratio over 10 years is 3.5%.
- **Net Financial Liabilities Ratio** – For 6 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 83.8% and the peak ratio in FY24 is 125.1%.

OPTION 1 – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

- **Operating Surplus Ratio** - Is above 1% minimum for all 10 years. The average ratio over 10 years is 5.6%.
- **Net Financial Liabilities Ratio** – For 5 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 73.4% and the peak ratio in FY24 is 119.1%.

OPTION 2 – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND A 50% REDUCTION IN GROWTH ESTIMATES OF 1.25% P.A (AVERAGE).

- **Operating Surplus Ratio** - Is below the 1% minimum for 4 years. The average ratio over 10 years is 1.6%.
- **Net Financial Liabilities Ratio** – For 7 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 91.0% and the peak ratio in FY24 is 127.2%.



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Long Term Financial Plan 2020/21 to 2029/30

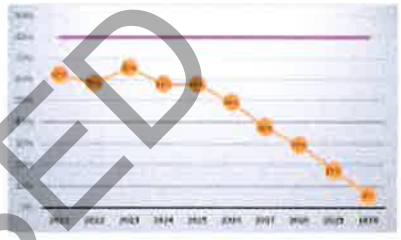
KEY FINANCIAL INDICATORS

- **Operating Surplus Ratio** – All years are above the minimum target of 1% and higher than the previous version of the LTFP. Average ratio is 5.1% over 10 years.

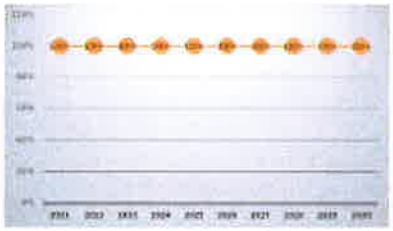


Net Financial Liabilities Ratio – The Net Financial Liabilities Ratio for all years is below the 80% maximum target. Average ratio is 41.7% over 10 years. Peak ratio of 65.3% in FY23.The following should be noted:

- **Capital Expenditure Timing** - The timing of capital expenditure, in particular the first 4 years with significant expenditure forecast, is impacting this ratio.
- **Future Revenue Streams** – This ratio does not account for future revenue streams that will fund transport for growth.



- **Asset Funding Renewal Ratio**– The Long Term Financial Plan is aligned with the Strategic Asset Management Plan and a ratio of 100% in line with the target.



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Long Term Financial Plan 2020/21 to 2029/30

CAPITAL INVESTMENT PROGRAM

- **Asset Renewal Program** – Is aligned with the Strategic Asset Management Plan.
- **Key Projects** - Include:

  Transport For Growth Projects – Cover the planned upgrade of roads and intersections to meet the demand from population growth including: Mawson/Battunga Intersection; Heysen Boulevard Railway Crossing; Nottage Road Upgrade; Hawthorn Road Upgrade; and Springs Road East Upgrade.

  Main Streets Projects – Including the following projects: Hahndorf Main Street Revitalisation; Nairne Main Street Upgrade; and Venables Street Upgrade.

  Township Projects – Including projects that support the delivery of over 500 actions arising from Township Plans including projects that focus on the following: Main Streets; Open Space and Environment/Biodiversity; Essential Infrastructure; Community Facilities; Recreation; and Community Programs/Tourism.

  Major Strategic Projects - The delivery of major, intergenerational projects including: regional sports hub stage 1; Regional Aquatic & Leisure Centre; Regional Nature Play; Regional Hub & Surrounds; and the City Centre Catalyst Project.
- **Strategic New Capital Projects Expenditure** – The Long Term Financial Plan allows for gross capital expenditure of $99.1m over 10 years for Strategic New Capital projects. 74% of this expenditure occurs in the first 4 years with the delivery of significant projects such as the regional sports hub stage 1, regional aquatic and leisure centre and the City Centre Catalyst.



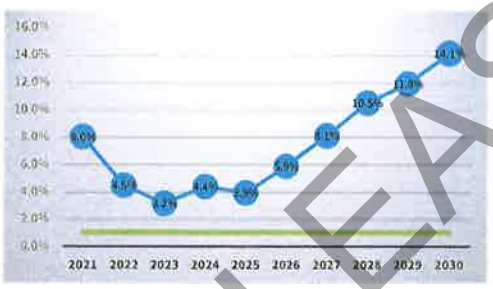
- **Strategic New Capital Revenue** – $55m (excluding indexation) of grants and partnership contributions have been assumed in support of these projects.

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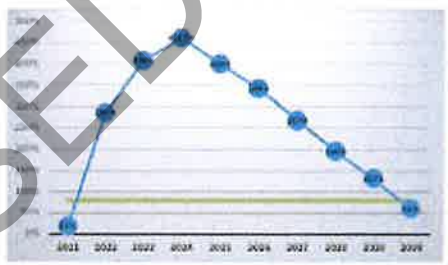
Long Term Financial Plan 2020/21 to 2029/30

KEY FINANCIAL INDICATORS

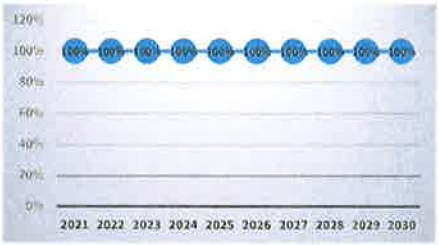
- **Operating Surplus Ratio** – All years are above the minimum target of 1% and higher than the previous adopted LTFP. Average ratio 7.9% over 10 years (Adopted Version 3.4%).



- **Net Financial Liabilities Ratio** – The Net Financial Liabilities Ratio is above the 80% maximum target for all years of the LTFP with the exception of 2020/21 and 2029/30 with an average of 250.8% over the 10 years and peak ratio of 461.5% in FY24. The following should be noted:
  - **Capital Expenditure Timing/Quantum** – The increase is driven by circa $10m increase in expenditure and timing of project delivery.
  - **Future Revenue Streams** – This ratio does not account for future revenue streams that will fund Wastewater for growth.



- **Asset Funding Renewal Ratio**– The Long Term Financial Plan is aligned with the Strategic Asset Management Plan and a ratio of 100% in line with the target.

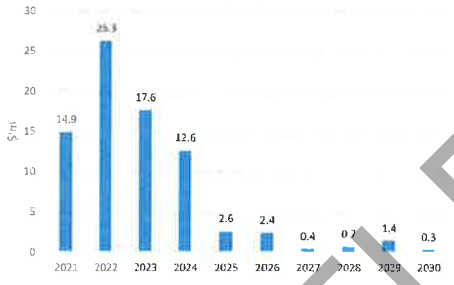


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Long Term Financial Plan 2020/21 to 2029/30

CAPITAL INVESTMENT PROGRAM

- **Key Projects** – Include: Collection Network Upgrade (including Hampden Road Gravity Trunk Main & Pump Station), Mount Barker Treatment Plant Interim Works and Upgrading Stage 1 and 2, Callington Recycled Water Storage and Use.
- **Capital Expenditure** – Total gross capital expenditure of $79.3m over 10 years, with 38% funded from Council deeds and separate rates.



- **Capital Revenue** – The LTFP includes an assumption of a $1.2m for a grant in support of the Callington Recycled Water Storage and Use.

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Long Term Financial Plan 2020/21 to 2029/30

Assumptions	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Averages
Council (exstluding Wastewater)											
Adelaide Consumer Price Index	0.60%	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.04%	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs	1.75%	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
General Rates Increase (base case)	1.00%	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.01%
General Rates - Option 1 (+ 1% for 4 years)	1.00%	2.30%	2.60%	3.10%	3.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.41%
Assessment Growth (base case)	2.82%	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.39%	2.38%	2.33%	2.54%
Assessment Growth - Option 2 (50% reduction)	1.41%	1.33%	1.32%	1.31%	1.28%	1.25%	1.22%	1.20%	1.19%	1.17%	1.27%
Loan Rate	2.20%	2.42%	2.42%	2.68%	3.18%	3.79%	3.79%	3.51%	3.20%	2.97%	3.01%
Wastewater											
Adelaide Consumer Price Index	0.60%	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.04%	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs	1.75%	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
Annual Service Charges Increase	4.25%	5.00%	5.00%	5.00%	3.59%	2.20%	2.20%	2.50%	2.60%	2.40%	3.47%
Assessment Growth	2.82%	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.39%	2.38%	2.33%	2.54%

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	41,930	43,723	46,100	48,697	51,632	54,628	57,217	59,894	62,848	66,003	69,151
Statutory Charges	1,441	1,453	1,493	1,517	1,549	1,583	1,618	1,654	1,695	1,739	1,781
User Charges	2,306	1,609	2,218	2,253	2,301	2,351	2,403	2,456	2,517	2,583	2,645
Grants, Subsidies & Contributions	3,835	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	355	252	255	259	265	271	276	283	290	297	304
Other Income	508	385	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses	-	57	76	90	59	73	103	120	136	228	132
Total Income	**50,470**	**51,061**	**53,910**	**56,644**	**59,596**	**62,779**	**65,575**	**68,448**	**71,627**	**75,098**	**78,361**
Expenses											
Employee Costs	16,098	16,275	16,951	17,636	18,404	19,214	20,050	20,912	21,867	22,876	23,876
Materials, Contracts & Other Expenses	23,144	22,153	22,146	22,810	23,673	25,213	26,680	28,455	30,132	32,212	34,007
Depreciation, Amortisation & Impairment	9,601	9,989	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**49,293**	**49,306**	**50,721**	**53,169**	**56,660**	**59,484**	**62,046**	**64,779**	**67,460**	**70,532**	**73,193**
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Asset Disposal & Fair Value Adjustments	(1,186)	(3,914)	(4,151)	(4,021)	(4,016)	(3,169)	(3,209)	(3,233)	(3,347)	(3,503)	(3,446)
Amounts Received Specifically for New or Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Physical Resources Received Free of Charge	25,204	9,912	10,228	10,454	10,632	10,661	10,711	10,742	10,834	11,060	11,115
Net Surplus / (Deficit)	**33,578**	**26,728**	**19,275**	**34,501**	**21,846**	**18,926**	**19,514**	**17,883**	**17,504**	**18,110**	**18,840**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	6,907	1,815	1,996	6,959	7,641	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**6,907**	**1,815**	**1,996**	**6,959**	**7,641**	**2,177**	**2,219**
Total Comprehensive Income	**33,578**	**26,728**	**20,981**	**40,821**	**28,753**	**20,741**	**21,510**	**24,842**	**25,145**	**20,287**	**21,059**

RELEASED

Draft Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,125
Trade & Other Receivables	4,000	6,091	5,094	6,975	5,705	5,369	5,567	5,514	5,585	5,770	5,960
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	7,689	9,321	8,324	7,982	6,712	6,377	6,575	6,523	6,594	6,780	13,095
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	567,492	607,179	648,776	708,298	741,891	760,402	774,288	786,528	800,750	807,229	812,564
Other Non-Current Assets	3,933	6,383	6,351	6,481	6,654	6,933	7,247	7,635	7,994	8,375	8,759
Total Non-Current Assets	573,486	616,776	658,417	718,158	751,982	770,845	785,147	797,894	812,611	819,699	825,549
TOTAL ASSETS	581,175	626,097	666,741	726,140	758,694	777,221	791,722	804,418	819,206	826,479	838,645
LIABILITIES											
Current Liabilities											
Trade & Other Payables	3,418	6,730	6,810	7,006	7,246	7,568	7,916	8,321	8,719	9,140	9,563
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,255	2,285	2,422	2,561	2,703	2,848	2,996	3,148	3,303	3,463	3,626
Total Current Liabilities	6,902	9,254	9,483	9,830	10,225	10,705	11,216	11,786	12,356	12,952	13,555
Non-Current Liabilities											
Borrowings	13,390	28,733	48,143	66,350	69,732	67,014	59,467	46,723	35,771	22,133	12,608
Provisions	261	402	426	450	475	500	526	553	580	608	636
Total Non-Current Liabilities	13,651	29,135	48,569	66,801	70,207	67,514	59,994	47,276	36,351	22,741	13,244
TOTAL LIABILITIES	20,553	38,390	58,052	76,631	80,432	78,219	71,209	59,063	48,706	35,693	26,799
Net Assets	560,622	587,708	608,689	649,509	678,262	699,003	720,513	745,355	770,500	790,786	811,846
EQUITY											
Accumulated Surplus	244,107	270,838	290,113	324,614	346,460	365,386	384,900	402,783	420,287	438,397	457,237
Asset Revaluation Reserves	294,985	294,984	296,690	303,009	309,916	311,731	313,727	320,686	328,327	330,504	332,723
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	560,622	587,708	608,689	649,509	678,262	699,003	720,513	745,355	770,500	790,786	811,846

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	51,757	49,075	54,781	54,631	60,767	63,006	65,238	68,348	71,389	74,653	78,009
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(43,062)	(37,606)	(38,837)	(40,235)	(41,863)	(44,238)	(46,546)	(49,200)	(51,804)	(54,889)	(57,682)
Finance Payments	(450)	(890)	(743)	(1,214)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(289)
Net Cash provided (or used in) Operating Activities	**8,340**	**10,636**	**15,261**	**13,242**	**17,065**	**17,001**	**17,061**	**17,776**	**18,557**	**19,170**	**20,100**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by community Groups	4	-	4	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,825)	(9,826)	(8,738)
Expenditure on New/Upgraded Assets	(23,265)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,987)	(3,967)	(5,100)	(2,175)	(2,208)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(23,227)**	**(18,480)**	**(34,682)**	**(31,461)**	**(20,459)**	**(14,295)**	**(9,528)**	**(5,047)**	**(7,620)**	**(5,548)**	**(4,466)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	8,500	14,545	21,058	18,471	7,413	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(3,628)	(7,532)	(12,729)	(10,937)	(13,622)	(9,508)
Net Cash provided (or used in) Financing Activities	**7,668**	**7,384**	**19,421**	**18,219**	**3,395**	**(2,706)**	**(7,532)**	**(12,729)**	**(10,937)**	**(13,622)**	**(9,508)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,219)**	**(459)**	-	-	**(0)**	-	-	-	-	-	**6,125**
plus: Cash & Cash Equivalents - beginning of year	8,678	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	**1,459**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**7,125**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	50,470	51,061	53,910	56,644	59,596	62,779	65,575	68,448	71,627	75,098	78,361
less Expenses	(49,293)	(49,306)	(50,721)	(53,169)	(54,660)	(59,484)	(62,046)	(64,779)	(67,460)	(70,532)	(73,193)
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,825)	(9,826)	(8,738)
add back Depreciation, Amortisation and Impairment	9,601	9,989	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
add back Proceeds from Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
(Net Outlays) on Existing Assets	**1,402**	**(3,339)**	**(7,214)**	**(5,514)**	**(3,830)**	**5,117**	**5,600**	**6,194**	**6,006**	**5,430**	**6,761**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(23,264)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,967)	(3,967)	(5,100)	(2,175)	(2,208)
add back Amounts Received Specifically for New and Upgraded Assets	8,383	17,976	10,010	24,594	12,294	8,139	3,483	6,705	5,849	5,987	6,003
(Net Outlays) on New and Upgraded Assets	**(14,881)**	**(11,022)**	**(16,591)**	**(16,661)**	**(3,946)**	**(6,183)**	**(1,584)**	**2,738**	**749**	**3,812**	**3,795**
Net Lending / (Borrowing) for Financial Year	**(12,302)**	**(12,607)**	**(20,616)**	**(18,701)**	**(4,840)**	**2,229**	**7,625**	**12,602**	**10,922**	**13,808**	**15,724**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	35,176	36,505	38,328	40,331	42,629	45,071	47,212	49,425	51,867	54,476	57,078
Statutory Charges	1,401	1,413	1,453	1,476	1,507	1,540	1,574	1,609	1,649	1,692	1,732
User Charges	1,756	1,558	2,207	2,242	2,289	2,339	2,391	2,444	2,505	2,570	2,631
Grants, Subsidies & Contributions	3,834	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	354	250	253	257	263	268	274	280	287	295	302
Other Income	508	385	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses		57	76	90	59	73	103	120	136	228	132
Total Income	**43,124**	**43,749**	**46,085**	**48,223**	**50,538**	**53,165**	**55,511**	**57,920**	**60,586**	**63,508**	**66,225**
Expenses											
Employee Costs	15,102	15,157	15,814	16,480	17,223	18,007	18,816	19,652	20,575	21,551	22,519
Materials, Contracts & Other Expenses	18,039	18,023	17,454	17,719	18,246	19,402	20,706	22,355	23,879	25,780	27,418
Depreciation, Amortisation & Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,336	12,545
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**41,770**	**42,581**	**43,246**	**45,015**	**47,997**	**50,248**	**52,572**	**55,102**	**57,576**	**60,321**	**62,769**
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,541**	**2,917**	**2,939**	**2,817**	**3,009**	**3,188**	**3,455**
Asset Disposal & Fair Value Adjustments	(971)	(2,271)	(3,071)	(3,041)	(3,102)	(3,068)	(3,131)	(3,194)	(3,266)	(3,340)	(3,409)
Amounts Received Specifically for New or Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
Physical Resources Received Free of Charge	18,826	8,623	8,922	9,128	9,278	9,278	9,296	9,296	9,353	9,540	9,558
Net Surplus / (Deficit)	**25,238**	**23,696**	**14,966**	**29,838**	**17,481**	**13,650**	**13,884**	**11,847**	**11,030**	**11,301**	**11,433**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	2,623	1,815	1,996	6,959	2,856	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**2,623**	**1,815**	**1,996**	**6,959**	**2,856**	**2,177**	**2,219**
Total Comprehensive Income	**25,238**	**23,696**	**16,672**	**36,158**	**20,104**	**15,465**	**15,880**	**18,806**	**13,886**	**13,478**	**13,652**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	-	500	500	500	500	500	500	500	500	500	6,625
Trade & Other Receivables	2,301	4,820	3,801	5,656	4,352	3,980	4,142	4,052	4,079	4,219	4,364
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	4,531	7,550	6,531	6,163	4,859	4,488	4,650	4,561	4,589	4,729	11,000
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	477,917	504,526	520,756	563,559	581,094	597,686	609,821	622,533	632,099	638,045	643,966
Other Non-Current Assets	2,298	4,748	4,716	4,845	5,019	5,298	5,612	6,000	6,359	6,740	7,124
Total Non-Current Assets	482,276	512,488	528,761	571,783	589,550	606,493	619,045	632,265	642,326	648,880	655,316
TOTAL ASSETS	486,807	520,038	535,292	577,946	594,409	610,982	623,695	636,825	646,914	653,609	666,316
LIABILITIES											
Current Liabilities											
Trade & Other Payables	2,684	5,996	6,064	6,244	6,465	6,766	7,093	7,476	7,850	8,244	8,642
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,167	2,212	2,344	2,479	2,617	2,757	2,901	3,048	3,199	3,354	3,512
Total Current Liabilities	6,080	8,447	8,659	8,986	9,358	9,812	10,298	10,842	11,382	11,947	12,519
Non-Current Liabilities											
Borrowings	19,932	26,588	24,940	31,091	27,060	27,693	24,022	17,781	13,424	6,054	4,515
Provisions	147	302	320	338	357	376	396	416	436	457	479
Total Non-Current Liabilities	20,079	26,890	25,260	31,429	27,417	28,069	24,418	18,197	13,860	6,511	4,994
TOTAL LIABILITIES	26,159	35,337	33,919	40,415	36,775	37,882	34,715	29,039	25,241	18,458	17,513
Net Assets	460,648	484,701	501,373	537,531	557,635	573,100	588,980	607,786	621,673	635,151	648,802
EQUITY											
Accumulated Surplus	169,858	193,555	208,521	238,360	255,841	269,491	283,375	295,223	306,253	317,554	328,986
Asset Revaluation Reserves	269,260	269,260	270,966	277,285	279,908	281,723	283,719	290,678	293,534	295,711	297,930
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	460,648	484,701	501,373	537,531	557,635	573,100	588,980	607,786	621,673	635,151	648,802

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	44,962	41,764	46,978	46,237	51,742	53,429	55,211	57,857	60,390	63,109	65,917
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(37,229)	(32,369)	(33,032)	(34,012)	(35,285)	(37,251)	(39,370)	(41,873)	(44,296)	(47,169)	(49,773)
Finance Payments	(450)	(890)	(743)	(1,214)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(288)
Net Cash provided (or used in) Operating Activities	**7,378**	**8,562**	**13,263**	**11,070**	**14,618**	**14,410**	**14,210**	**14,613**	**15,067**	**15,346**	**15,916**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by Community Groups	4	-	4	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,196)	(8,410)	(7,771)	(7,683)	(7,910)	(7,530)	(7,684)	(7,839)	(8,014)	(8,197)	(8,366)
Expenditure on New/Upgraded Assets	(19,989)	(20,005)	(10,606)	(32,769)	(12,000)	(12,479)	(8,085)	(3,922)	(5,100)	(2,175)	(2,208)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(22,032)**	**(13,339)**	**(11,627)**	**(17,233)**	**(10,600)**	**(15,056)**	**(10,552)**	**(8,386)**	**(10,725)**	**(7,992)**	**(8,269)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	15,471	12,438	-	6,414	-	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(276)	(3,657)	(6,226)	(4,342)	(7,354)	(1,522)
Net Cash provided (or used in) Financing Activities	**14,639**	**5,277**	**(1,637)**	**6,163**	**(4,018)**	**646**	**(3,657)**	**(6,226)**	**(4,342)**	**(7,354)**	**(1,522)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(15)**	**500**	-	-	-	**0**	-	-	-	-	**6,125**
plus: Cash & Cash Equivalents - beginning of year	15	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	-	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**6,625**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	43,124	43,749	46,085	48,223	50,538	53,165	55,511	57,920	60,586	63,508	66,225
less Expenses	(41,770)	(42,581)	(43,246)	(45,015)	(47,997)	(50,248)	(52,572)	(55,102)	(57,576)	(60,321)	(62,769)
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,541**	**2,917**	**2,939**	**2,817**	**3,009**	**3,188**	**3,455**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,196)	(8,410)	(7,771)	(7,683)	(7,910)	(7,539)	(7,684)	(7,839)	(8,014)	(8,197)	(8,366)
add back Depreciation, Amortisation and Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,336	12,545
add back Proceeds from Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
(Net Outlays) on Existing Assets	**253**	**100**	**1,933**	**2,371**	**3,264**	**3,911**	**4,112**	**4,271**	**4,478**	**4,606**	**4,656**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(19,989)	(20,005)	(10,606)	(32,769)	(12,000)	(12,479)	(8,055)	(3,922)	(5,100)	(2,175)	(2,208)
add back Amounts Received Specifically for New and Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,793	2,928	1,934	1,914	1,828
(Net Outlays) on New and Upgraded Assets	**(13,960)**	**(3,829)**	**(4,329)**	**(12,226)**	**(3,236)**	**(7,955)**	**(3,306)**	**(994)**	**(3,167)**	**(262)**	**(380)**
Net Lending / (Borrowing) for Financial Year	**(12,353)**	**(2,561)**	**442**	**(6,646)**	**2,569**	**(1,127)**	**3,745**	**6,094**	**4,320**	**7,532**	**7,731**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	6,754	7,219	7,772	8,366	9,003	9,556	10,005	10,469	10,981	11,527	12,072
Statutory Charges	40	40	41	41	42	43	44	45	46	47	48
User Charges	550	51	11	11	12	12	12	12	13	13	13
Grants, Subsidies & Contributions	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	1	2	2	2	2	2	2	2	2	2	2
Other Income	-	-	-	-	-	-	-	-	-	-	-
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	**7,345**	**7,312**	**7,825**	**8,420**	**9,059**	**9,613**	**10,063**	**10,529**	**11,042**	**11,590**	**12,136**
Expenses											
Employee Costs	996	1,117	1,137	1,157	1,181	1,207	1,233	1,261	1,292	1,326	1,357
Materials, Contracts & Other Expenses	5,105	4,130	4,692	5,091	5,427	5,811	5,974	6,100	6,252	6,432	6,589
Depreciation, Amortisation & Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
Finance Costs	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**7,522**	**6,725**	**7,476**	**8,155**	**8,663**	**9,235**	**9,474**	**9,676**	**9,884**	**10,212**	**10,423**
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Asset Disposal & Fair Value Adjustments	(215)	(1,643)	(1,079)	(979)	(915)	(101)	(78)	(39)	(81)	(163)	(37)
Amounts Received Specifically for New or Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Physical Resources Received Free of Charge	6,378	1,288	1,305	1,326	1,354	1,384	1,414	1,445	1,481	1,520	1,556
Net Surplus / (Deficit)	**8,340**	**3,032**	**4,309**	**4,663**	**4,365**	**5,276**	**5,630**	**6,036**	**6,474**	**6,809**	**7,408**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	-	-	4,284	-	-	-	4,785	-	-
Total Other Comprehensive Income	**-**	**-**	**-**	**-**	**4,284**	**-**	**-**	**-**	**4,785**	**-**	**-**
Total Comprehensive Income	**8,340**	**3,032**	**4,309**	**4,663**	**8,649**	**5,276**	**5,630**	**6,036**	**11,259**	**6,809**	**7,408**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	1,699	1,271	1,293	1,319	1,353	1,389	1,425	1,463	1,506	1,552	1,596
Inventories	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,158	1,771	1,793	1,819	1,853	1,889	1,925	1,963	2,006	2,052	2,096
Non-Current Assets											
Financial Assets	6,543	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,575	102,653	128,021	144,739	160,797	162,716	164,467	163,994	168,651	169,184	168,598
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	97,753	104,288	129,656	146,374	162,432	164,351	166,102	165,629	170,286	170,819	170,233
TOTAL ASSETS	**100,911**	**106,059**	**131,449**	**148,194**	**164,285**	**166,240**	**168,027**	**167,592**	**172,292**	**172,871**	**172,329**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	734	734	747	762	781	802	823	845	870	896	921
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	88	73	77	82	86	91	95	100	105	109	114
Total Current Liabilities	822	807	824	844	867	892	918	945	974	1,005	1,036
Non-Current Liabilities											
Borrowings	-	2,145	23,203	35,259	42,672	39,320	35,445	28,942	22,347	16,079	8,092
Provisions	114	101	106	112	118	124	131	137	144	151	157
Total Non-Current Liabilities	114	2,246	23,309	35,372	42,790	39,445	35,576	29,079	22,491	16,229	8,250
TOTAL LIABILITIES	**936**	**3,053**	**24,133**	**36,215**	**43,658**	**40,337**	**36,494**	**30,024**	**23,465**	**17,235**	**9,286**
Net Assets	**99,975**	**103,006**	**107,315**	**111,978**	**120,627**	**125,903**	**131,533**	**137,568**	**148,827**	**155,636**	**163,043**
EQUITY											
Accumulated Surplus	74,251	77,282	81,591	86,254	90,619	95,895	101,525	107,560	114,034	120,843	128,250
Asset Revaluation Reserves	25,724	25,724	25,724	25,724	30,008	30,008	30,008	30,008	34,793	34,793	34,793
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**99,975**	**103,006**	**107,315**	**111,978**	**120,627**	**125,903**	**131,533**	**137,568**	**148,827**	**155,636**	**163,043**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	7,108	7,312	7,803	8,394	9,025	9,578	10,027	10,491	10,999	11,544	12,092
Investment Receipts	-	0	-	-	-	-	-	-	-	-	-
Payments:											
Operating Payments to Suppliers & Employees	(6,146)	(5,237)	(5,806)	(6,222)	(6,578)	(6,987)	(7,176)	(7,327)	(7,508)	(7,720)	(7,909)
Finance Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**962**	**2,075**	**1,998**	**2,172**	**2,447**	**2,591**	**2,851**	**3,164**	**3,490**	**3,824**	**4,183**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(273)	(4,918)	(10,794)	(9,792)	(9,149)	(1,011)	(778)	(393)	(811)	(1,629)	(373)
Expenditure on New/Upgraded Assets	(3,276)	(9,993)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(45)	-	-	-
Net Cash provided (or used in) Investing Activities	**(1,195)**	**(5,141)**	**(23,056)**	**(14,228)**	**(9,859)**	**761**	**1,024**	**3,340**	**3,105**	**2,444**	**3,803**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	-	2,107	21,058	12,057	7,413	-	-	-	-	-	-
Payments:											
Repayments of Borrowings	(6,971)	-	-	-	-	(3,352)	(3,875)	(6,503)	(6,595)	(6,268)	(7,987)
Net Cash provided (or used in) Financing Activities	**(6,971)**	**2,107**	**21,058**	**12,057**	**7,413**	**(3,352)**	**(3,875)**	**(6,503)**	**(6,595)**	**(6,268)**	**(7,987)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,204)**	**(959)**	**-**	**-**	**(0)**	**0**	**-**	**(0)**	**(0)**	**-**	**-**
plus: Cash & Cash Equivalents - beginning of year	8,663	1,459	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**1,459**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	7,345	7,312	7,825	8,420	9,059	9,613	10,063	10,529	11,042	11,590	12,136
less Expenses	(7,522)	(6,725)	(7,476)	(8,155)	(8,663)	(9,235)	(9,474)	(9,676)	(9,884)	(10,212)	(10,423)
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(273)	(4,918)	(10,794)	(9,792)	(9,149)	(1,011)	(778)	(393)	(811)	(1,629)	(373)
add back Depreciation, Amortisation and Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
add back Proceeds from Sale of Replaced Assets											
(Net Outlays) on Existing Assets	**1,148**	**(3,439)**	**(9,147)**	**(7,885)**	**(7,094)**	**1,206**	**1,488**	**1,923**	**1,528**	**824**	**2,105**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(3,276)	(9,993)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(45)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,776	3,915	4,073	4,176
(Net Outlays) on New and Upgraded Assets	**(922)**	**(7,193)**	**(12,261)**	**(4,436)**	**(710)**	**1,772**	**1,802**	**3,732**	**3,915**	**4,073**	**4,176**
Net Lending / (Borrowing) for Financial Year	**49**	**(10,046)**	**(21,059)**	**(12,056)**	**(7,409)**	**3,356**	**3,880**	**6,508**	**6,602**	**6,276**	**7,993**

RELEASED


RELEASED
Long Term
Financial Plan
2020-2030
MOUNT BARKER

11. INFORMATION REPORTS

NIL

12. CONFIDENTIAL REPORTS

NIL

RELEASED

Kelledy Jones

APPENDIX 10

RELEASED

Presentation by Michael Bails outgoing Independent chair Audit and Risk committee.

Moved Councillor Hardingham that Council:

1. authorise the Deputy CEO/General Manager Governance to make any minor amendments to the attached draft Audit and Risk Committee Annual Report 2019 – 2020 that the Committee identifies and to then finalise the document;

2. adopt the Audit and Risk Committee's Annual Report for 2019/20 be adopted; and

3. note the Audit and Risk Committee Independent Chairperson's verbal presentation on the Annual Report provided at the Council meeting.

Seconded Councillor Minett CARRIED
OM20201102.10

11.3 Audit and Risk Committee – 27 October 2020

11.3.1

REPORT TITLE: **DRAFT LONG TERM FINANCIAL PLAN**
DATE OF MEETING: **2 NOVEMBER 2020**
FILE NUMBER: **DOC/20/146093**
ATTACHMENTS: **DOC/20/150625 ATTACHMENT 1 – LONG TERM FINANCIAL PLAN 2020-2030** refer item 12.6
Attachment provided separately on Council website

Moved Councillor Hardingham that Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

Seconded Councillor Jones CARRIED
OM20201102.11

RELEASED

12.5

REPORT TITLE:	**BUDGET REVIEW AS AT 30 SEPTEMBER 2020 AND QUARTERLY REPORT 1 – CAPITAL WORKS PROGRAM 2020/21**
DATE OF MEETING:	**2 NOVEMBER 2020**
FILE NUMBER:	**DOC/20/142854**
ATTACHMENTS	**DOC/20/148308 BUDGET REVIEW 1 STATEMENTS FOR THE YEAR ENDING 30 JUNE 2021 AS AT 30 SEPTEMBER 2020** Attachment provided separately on the Council website

Moved Councillor Westwood that Council adopts the attached revised budget for the year ending 30 June2021 as at 30 September 2020 (Budget Review 1).

Seconded Councillor Morrison CARRIED

OM20201102.18

12.6

REPORT TITLE:	**DRAFT LONG TERM FINANCIAL PLAN 2020-2030**
DATE OF MEETING:	**2 NOVEMBER 2020**
FILE NUMBER:	**DOC/20/142855**
ATTACHMENTS:	**ATTACHMENT 1 DOC/20/153580 DRAFT LONG TERM FINANCIAL PLAN 2020-2030** attachment provided separately on the Council website

Moved Councillor Westwood that Council adopt the Draft Long Term Financial Plan 2020-2030 (attached) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for years 2021/22 to 2024/25 inclusive.

Seconded Councillor Orr CARRIED

OM20201102.19

RELEASED

12.6 REPORT TITLE: DRAFT LONG TERM FINANCIAL PLAN 2020-2030

DATE OF MEETING: 2 NOVEMBER 2020

FILE NUMBER: DOC/20/142855

ATTACHMENTS: ATTACHMENT 1 DOC/20/153580 DRAFT LONG TERM FINANCIAL PLAN 2020-2030
This attachment is provided separately on the Council website (click here)

Key Contact Manager/Sponsor Julie Scoggins, Manager, Financial Services
Alex Oulianoff, Chief Financial Officer

Mount Barker 2035 – District Strategic Plan:

5 Governance and Leadership
GL4: Effective management and financial sustainability

Annual Business Plan:

N/A

Purpose:

To present and seek endorsement for community consultation of the Draft Long Term Financial Plan 2020-2030 (LTFP).

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt a 10 year Long Term Financial Plan in accordance with the Local Government Act and Regulations.
2. **Revised View** – As foreshadowed at the Council meeting on 1 June 2020, the LTFP has been revised in the first half of 2020/21 considering more information in relation to the impact of COVID-19 and other key assumptions.
3. **Sensitivity Analysis** – In consideration of the impact of COVID-19 and further information, three options have been developed for the LTFP incorporating the impact of increased capital expenditure, additional funding of that expenditure and also a significant (i.e. 50%) reduction in growth. A summary of the key financial indicators for these options is included in this report.
4. **LTFP Informal Briefings** – Two informal briefings were held in September/October 2020 with Council Members to support the LTFP with a focus on gaining a more comprehensive understanding of the required services, infrastructure to be delivered and the associated timing.

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5. **Proposal to reinstate the 1% for financial sustainability for 4 years** – To fund additional infrastructure, the selected option for this draft includes a 1% increase in general rates above Adelaide CPI for financial sustainability for 4 years commencing in 2021/22.

Recommendation:

That Council:

1. Adopt the Draft Long Term Financial Plan 2020-2030 (attached) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for years 2021/22 to 2024/25 inclusive.

Background:

1. **Legislation** - Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years. A Council may review its strategic management plans at any time, but must undertake a review of its long-term financial plan as soon as practicable after adopting the Council's Annual Business Plan (ABP) for a particular financial year; and in any event, undertake a comprehensive review within 2 years after each general election of the Council.
2. **Audit and Risk Committee LTFP and Strategic Plan Presentation** - At the Audit and Risk Committee meeting on 12 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the process to be undertaken for the Long Term Financial Plan and Strategic Plan.
3. **Council Member LTFP Informal Briefing December 2019** - At an informal briefing on 16 December 2019 Alex Oulianoff, Chief Financial Officer and Julie Scoggins, Manager, Financial Services presented an overview of the Long Term Financial Plan including: a process overview; how the LTFP links in with the other elements of the Strategic Financial Framework; the importance of the LTFP and key considerations in building the LTFP.
4. **Council Member Informal Briefing March 2020** - An informal briefing was undertaken with Council Members on 24 March 2020 to take them through key assumptions underpinning the Long Term Financial Plan for both Council Operations, and the Wastewater and Recycled Water functions.
5. **Audit and Risk Committee Meeting March 2020** – A report and supporting presentation was provided to the Audit and Risk Committee on 30 March 2020. At this meeting staff committed to update the Long Term Financial Plan for the expected impact of COVID-19 following public consultation and prior to the adoption at the Council Meeting in June 2020.
6. **Council Meeting April 2020** – The Draft LTFP was approved by Council for community consultation on 6 April 2020. Community consultation commenced on 8 April 2020 and concluded on 20 May 2020.

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7. **Wastewater and Recycled Water Confidential Informal Briefings** – Given the strategic importance of these functions, a series of workshops have been held with further workshops still to come. The purpose being to inform Council Members and the Audit and Risk Committee of progress to date and required actions, in developing and implementing a revised strategy for the delivery of the necessary services and infrastructure.
8. **Council Member Confidential Budget Workshops April 2020** – Two extra-ordinary workshops were held with Council Members where feedback was requested on proposed changes Council could make to the baseline budget in response to COVID-19. This has been considered combined with information provided by Council Staff to develop four scenarios for presentation to Council Members.
9. **Council Member Confidential Informal Briefing May 2020** - A further informal briefing was undertaken with Council Members on 4 May 2020 to take them through the expected impact of COVID-19 and rating scenarios.
10. **Audit and Risk Committee Meeting May 2020** - A report was presented at the Audit and Risk committee meeting on 14 May 2020 seeking feedback and recommendations from members.
11. **Council Meeting June 2020** – The LTFP was adopted by Council on 1 June 2020. The recommendation included in the report included the following commitment to:

    Review the LTFP and the associated assumptions 6 months following adoption by Council.
12. **Council Member Informal Briefings September/October 2020** – Two informal briefings were held with Council Members on 14 September 2020 and 12 October 2020. The first session presented LTFP parameters and priorities and the second session presented the results of sensitivity analysis where three options were modelled for Council Member consideration.
13. **Audit & Risk Committee 27 October 2020** – A report was presented to the Audit & Risk Committee on 27 October 2020 to review the draft LTFP and sensitivity analysis prior to the provision of the report to Council.
14. **Strategic Financial Framework** - The Strategic Financial Framework includes a number of Strategic Management Documents that have also been updated/adopted by Council following the adoption of the LTFP on 1 June 2020:
    - **Strategic Asset Management Plan** – This plan was prepared aligned to the current known position (including asset health, service levels where known, demands and risk) and the provision of services that were matched with the previous version of the 2020-2030 LTFP position. This was adopted at the Council meeting on 7 September 2020.
    - **Community Plan 2020-2035** – The latest version of the Community Plan (previously the 'Strategic Plan') considered the key elements of the Long Term Financial Plan and in turn the latest version of the LTFP also considers the Community Plan that has been presented for adoption at this meeting.

Discussion:

1. **Purpose of the LTFP** – The LTFP is a road map that illustrates financially the needs and aspirations of our growing community which supports and is supported by such documents as the Strategic Asset Management Plan, 30 year Strategic Plan (Community Plan) and Township Plans.

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2. **Target Setting For Future Annual Business Plan and Budgets** - Council uses the LTFP to frame its Annual Business Plan and Budget by setting high-level parameters and targets that will assist Council in maintaining and improving the level of services of its existing assets whilst also delivering strategic new major projects.
3. **Significant Growth** - Council has as a result of growth a significant level of committed expenditure which will occur in the next 10 years. There are also significant items included in the strategic plan for Wastewater and sport & recreation which will result in decisions needing to be made as to how the projects will be funded. There is also , however, an amount of uncommitted expenditure which can provide flexibility for the future.
4. **Key Objective** - The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving the objectives detailed in Council's suite of strategic management plans.
5. **Annual Business Plan** (ABP) – The LTFP has been updated to include the adopted budget (the previous version of the LTFP was adopted in June 2020, prior to the adoption of the ABP in July 2020).
6. **Revised LTFP** - The draft Long Term Financial Plan has been updated to consider changes from 2021/22 onwards. The changes to the following has been incorporated in all options proposed as shown below:
    - **Gross Capital Expenditure** - has increased by c$30m over the ten years driven by the following:
        - **Wastewater & Recycled Water Capital Works** – Gross expenditure has increased by c$9m reflecting revised estimates for some elements, in particular the Hampden Road Gravity Trunk Main & Inlet Pumping Station project.
        - **Council Operations Capital Works** – Gross expenditure has increased by c$21m including:
            - **Current Strategic New Capital Projects (SNCP)** - $9m driven by indexation/updated assumptions for current Strategic New projects e.g. Regional Aquatic & Leisure Centre; City Centre Catalyst Project and
            - **New SNCP** - $12m from new projects including those supported by: Council decisions, commitments tied to developer contribution revenue and other key priorities.
    - **Capital Revenue** – has increased by c$10m over the ten years with the following significant variances:
        - **Wastewater & Recycled Water** – (c$1.5m) reduction has occurred as a result of changes to indexation assumptions (updated from March 2020 as per the adopted LTFP to June 2020).
        - **Council Operations Revenue** - $11.5m where grant revenue has increased including the City Centre Catalyst Project and new projects such as the Regional Adventure Play and Heysen Boulevard/Springs Road Roundabout, partly offset by indexation.
7. **Sensitivity Analysis** – Detailed modelling has been undertaken to update the LTFP for latest information and the expected impact of COVID-19. The following three options have been developed:

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- **Base Case General Rate increase of CPI (Adelaide)** – Which equates to 1.3% in the first year. Growth of c2.5% (Average) per annum has been maintained as per the adopted LTFP.
- **Option 1 General Rate increase of CPI (Adelaide) +1% for 4 years from 2021/22** - Which equates to 2.3% in the first year, whilst maintaining growth at c2.5% (Average) p.a.
- **Option 2 General Rate increase of CPI (Adelaide) +1% For 4 years from 2021/22 and a 50% reduction in growth** - Which equates to 2.3% in the first year, whilst maintaining growth at c1.25% (Average) p.a with a 50% reduction in growth estimates to c1.25% (Average) p.a.

- The key financial indicators are summarised below for the consolidated Council LTFP (including Wastewater and Recycled Water):

Options	Operating Surplus Ratio Average Ratio	Minimum Target	Number of Years Above Minimum	Net Financial Liabilities Ratio Average Ratio	Maximum Target	Peak Ratio	Number of Years Above Maximum
Adopted LTFP	3.0%	1.0%	All	66.3%	80.0%	116.3%	4 years
Base Case	3.5%	1.0%	All	83.8%	80.0%	125.1%	6 years
Option 1	5.6%	1.0%	All	73.4%	80.0%	119.1%	5 years
Option 2	1.6%	1.0%	6 years	91.0%	80.0%	127.2%	7 years

8. Based upon the analysis summarised in the table above, Option 1 has been selected as the basis of the attached draft LTFP document. This option also achieves (over the long term) the Key Financial Indicators (KFI) targets as included in the Treasury Management Policy (on average over the LTFP):
   - **Operating Surplus Ratio** - The average operating surplus ratio over the ten years of the LTFP is above the minimum target of 1% for all years.
   - **Net Financial Liabilities Ratio (NFL)** - The target of a ratio of no greater than 80% is achieved on average over the ten years. There are notably ,however, five years where the net financial liabilities ratio is greater than the 80% target with the ratio getting as high as circa 119% in year 2024. Which is driven by significant investment in wastewater and recycled water infrastructure and the net impact of Strategic New Capital projects, however, this indicator is 73.4% on average over the life of the Long Term Financial Plan with a much lower ratio in the latter years with for example 14.0% in 2029/30.
   - **Asset Renewal Funding Ratio** – For all years, the ratio is assumed to be 100% i.e. in line with the Strategic Asset Management Plan adopted by Council in September 2020. It should be noted that this is the case for all options.
9. **Inflation Assumptions** - The draft Long Term Financial Plan 2020-2030 key assumptions are based upon the Local Government Price Index (LGPI) which is a financial indicator of the escalation in the cost of goods purchased by Local Government entities. The indicator for future years is unavailable and as such the historic variance of 0.44% has been added to the Forecast CPI for some assumptions (which has been sourced from Deloitte Access Economics as detailed below).
10. **Growth Factors** - Which impact on the timing and / or value of rate revenue, operating, maintenance, and capital revenue & expense has been sourced from modelling conducted by .id "the Population Experts".
11. **Stimulus Measures** – Recent stimulus measures from the three tiers of government can have an impact on Council's long term financial sustainability. Examples of this

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are the provision of grant revenue to bring forward projects, which in turn brings forward expenditure obligations such as depreciation, interest, maintenance and operating and renewal expenditure which are a liability for Council. In other ways stimulus can bring forward the demand for Council assets and services for example the provision of Wastewater and Council services caused by increased growth driven by the recent homebuilder grant scheme. The magnitude of grant revenue may also be impacted by the stimulus grants, as shown recently where projects have been 100% funded.

12. The draft Long Term Financial Plan key assumptions are as follows:

    a. **Annual General Rate Revenue** - Is expected to increase by forecast growth (2.82% in 2020/21) plus forecast CPI (except 2020/21 which is forecast to increase by 1% (i.e. lower than the actual Adelaide CPI to the end of March 2020 of 2.4%)).

    b. **Operating Revenue** – Is expected to increase by forecast CPI. In 2020/21 it was assumed that there will no inflationary increase for fees and charges (with the exception of statutory fees and waste management charges) with revenue has been reduced in 2020/21 for those services that were impacted.

    c. **Operating Expenditure** – Forecast LGPI (Forecast CPI + 0.44%) and LGPI with the exception of Maintenance and Operations, where growth has been incorporated. Expenditure in 2020/21 was adjusted to reflect the reduced costs for services expected to be impacted by COVID-19 and funding to be allocated to provide support to the community during this time.

    d. **Employee Costs** - As per Council's EBA (Enterprise Bargaining Agreement), and then CPI or 1.75% (if CPI is lower) for the remaining years.

    e. **Capital Revenue** - Including developer contributions to required infrastructure (secured by separate rates) have been modelled using growth and inflation forecasts.

    f. **Strategic New Capital Projects** - Included in the plan also assume required grant funding in accordance with Council's sustainability requirements.

    g. **Other Capital Expenditure** - All other capital expenditure on existing and new assets require external funding to achieve net expenditure which is closely aligned to Councils annual depreciation expenditure. This will be achieved whilst maintaining capital renewal to achieve Council's Strategic Asset Management Plan target.

    h. **Wastewater Revenue and Expenditure** - Has been modelled using the Wastewater to Services Growth Strategic documents and will be in line with ESCOSA and SA Local Government costing principles.

13. **Proposed Re-Introduction of 1% For Financial Sustainability** – It should be noted that this version of the Long Term Financial Plan i.e. option 1 (and option 2) for the funding and debt servicing of major projects each year for four years. This ensures that target key financial ratios are achieved on average across the ten years.

    - **Forecast Impact** - The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will fund Council's long term financial plan.

14. **Excluded from the LTFP –** It is appropriate to note that there are a number of significant matters that have been excluded from this version of the LTFP at this time:

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- **Wastewater** - Augmentation and upgrading of wastewater infrastructure in Nairne township to cater for growth, the Mount Barker CBD retrospective provision of a sewer service with both being subject to investigation and the preparation of a business case; and
- **Recreation** – regional sports hub future stages.

15. **Local Government Reform Bill** – The Long Term Financial Plan will become more important if the latest plan to implement the Local Government Reform Bill is adopted. This would require the Essential Services Commission of SA to review Council's long term financial plans and rating decisions every three years.

16. **The draft LTFP (Attached)** - Is presented as a set of financial statements and includes the following statements for years 2020/21 to 2029/30;

   - Statement of Comprehensive Income
   - Balance Sheet
   - Statement of Changes in Equity
   - Statement of Cash Flow
   - Uniform Presentation of Finances
   - Financial Indicators.

Community Engagement:

Decision to be made	Make a recommendation that the Long Term Financial Plan be adopted for public consultation.
Key factors to be considered in decision (dot points)	• Annual Business Plan • Asset Management Plans • Community Plan • Local Government Act 1999
Area of community influence	Aspects that are fixed: - Legislative Factors Key areas for community input: - Community may make submissions on all sections of the Draft Long Term Financial Plan.
Method of consultation, informing community & cost	Copies of the draft LTFP will be available at: - The Mount Barker Community Library; - Civic Centre; - Council's Your Say platform. - A facility will be available for the community to ask questions and receive submissions on Council's website during the consultation period.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Long Term Financial Plan 2020-2030 has been adopted by Council.
Timeframe for consultation	Commencing on 4 November and concluding on 25 November 2020.

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	It should be noted that these timescales (3 week Community Consultation) are based on the recommended changes to the Community Communication Policy which is currently under consultation.
Community input	Commentary on the Draft LTFP

The Draft Long Term Financial Plan 2020-2030 will be available for public consultation for a period of 3 weeks.

Policy:
Treasury Management Policy – DOC/20/27034
Funding Policy – DOC/19/103032

Long Term Financial Plan:
This draft will form the basis of the LTFP, which once adopted will be the point of reference for future budgets.

Budget:
The preparation of the LTFP informs future budgets.

Statutory/Legal:
Under Sec 122 LG Act a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

Local Government Act 1999 – Section 122
Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

Staff Resource Requirements:
Completed within staff resources.

Environmental:
As determined in Mount Barker 2035 District Strategic Plan.

Social:
As determined in Mount Barker 2035 District Strategic Plan.

Risk Assessment:
The LTFP models Council to be financially sustainable over the long term.

Asset Management:
The LTFP is aligned with the Strategic Asset Management Plan adopted in September 2020.

Conclusion:
The Long Term Financial Plan is a high level strategic planning document which is a key aid to Council's budgeting and planning process. It will assist Council staff and Council Members in planning for the delivery of facilities and services to meet the expectations of the growing community in a sustainable manner.

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Council's Strategic Plan includes significant additional infrastructure and services, planning which includes consideration for the timing of revenue and expenditure, and the feasibility of each project. Proactive planning and modelling is vitally important to the ongoing financial sustainability of Council.

While Council uses the LTFP to inform its Annual Business Plan and budget, the plan is a roadmap and as such does not determine the rates or charges in each year.

Previous Decisions By/Information Reports to Council

Meeting Date	1 June 2020	HPRM Reference	DOC/20/61595
Title	Long Term Financial Plan 2020-2030		
Purpose	To adopt the Long Term Financial Plan 2020-2030 following community consultation of the Draft Long Term Financial plan 2020-2030 (LTFP).		

Meeting Date	6 April 2020	HPRM Reference	DOC/20/38579
Title	Draft Long Term Financial Plan 2020-2030		
Purpose	To present and seek endorsement of Council's intention to consult on the Draft Long Term Financial Plan 2020-2030 (LTFP).		

Meeting Date	28 June 2018	HPRM Reference	DOC/18/68258
Title	Draft Long Term Financial Plan 2018-2028		
Purpose	To present and seek endorsement of Council's intention to consult on the Draft Long Term Financial Plan 2018-2028 (LTFP).		

Meeting Date	5 June 2017	HPRM Reference	DOC/17/52177
Title	Draft Long Term Financial Plan 2017-2027		
Purpose	To present the Draft Long Term Financial Plan 2017-2027 (LTFP)		

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ITEM 12.6 **DRAFT LONG TERM FINANCIAL PLAN 2020-2030**

ATTACHMENT: **ATTACHMENT 1 DOC/20/153580 DRAFT LONG TERM FINANCIAL PLAN 2020-2030**

PROVIDED AS SEPARATE ATTACHMENTS ON COUNCIL'S WEBSITE

https://www.mountbarker.sa.gov.au/council/meetings/full-council

Please click here to be taken to the Attachments

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12.7 REPORT TITLE: $250M FEDERAL / STATE GOVERNMENT FUNDING ANNOUNCEMENT

DATE OF MEETING: 2 NOVEMBER 2020

FILE NUMBER: DOC/20/148659

ATTACHMENTS: 1 - Federal Government Media Release, DOC/20/148664

Key Contact Maddie Walker, Team Leader Strategic Projects and Planning Policy

Manager/Sponsor Andrew Stuart, Chief Executive Officer

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Mount Barker 2035 – District Strategic Plan:
Governance and Leadership
GL 3.3 Position Council planning and policy to align with State and Federal Government priorities to increase eligibility for grant funding.

Annual Business Plan:
Not included in Annual Business Plan. The recommendation made will use staff resources only and no budget is required.

Purpose:
To provide an update to Council Members on the recent Federal / State Government $250m announcement for Hahndorf Township Improvements, as well as, to receive support to advocate complimentary projects to be included in the scope of work.

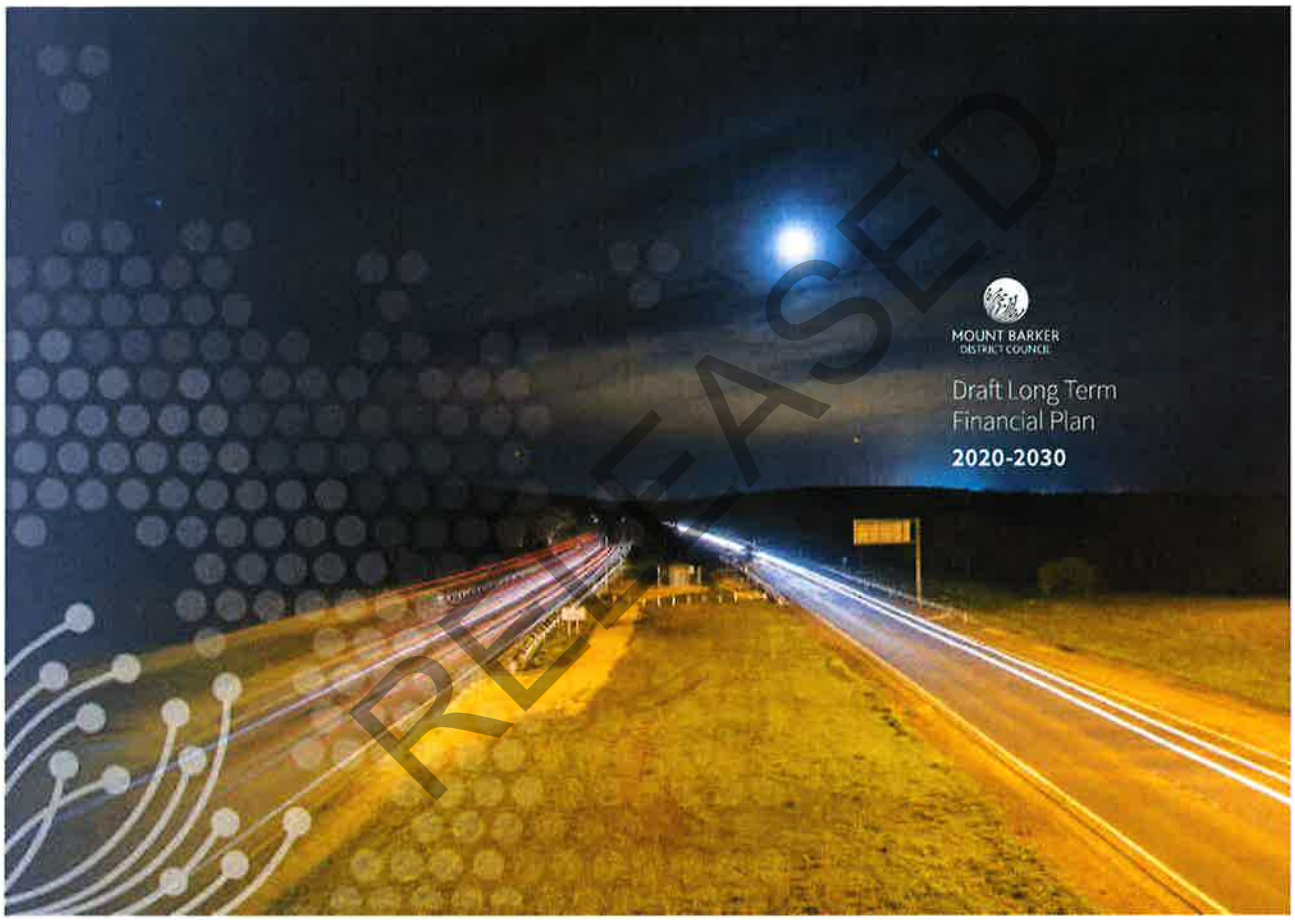
Summary – Key Issues:
1. The State / Federal Government have announced a $250m infrastructure project for Hahndorf under the heading of *Hahndorf Township Improvements and Access Upgrade*.

2. There is limited information available on the project deliverables.

3. Council have a range of projects in and around Hahndorf which are complimentary to the State / Federal Government funding announcement, including Council's Hahndorf Main Street Revitalisation project, which staff are seeking support to advocate to be included in the scope of work.

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Attachment to Item 12.6



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We acknowledge that the district is part of the traditional ancestral land of the Peramangk People.
We acknowledge the deep feelings of attachment and relationship of the Peramangk People to this land and their ongoing custodianship.

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Appendix:

Assumptions

Financial Statements

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Long Term
Financial Plan
2020-2030

Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Draft Long Term Financial Plan 2020-2030. The Long Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Council's financial sustainability and ensures that decisions support the objectives outlined in our recently adopted Mount Barker 2035 Community Plan.

When Council adopted the Long Term Financial Plan in June 2020 we committed to review the LTFP when we understood more of the impact of COVID-19 and the Cudlee Creek Bushfires. This revised version of the LTFP reflects this additional information.

Financial sustainability is very important, it means our community continues to have well maintained facilities and infrastructure and the provision of quality services are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets and the sustained economic development of the district.

Our community continues to face significant challenges that are expected to last for many years, both personally and financially and as s a Council we are focused on meeting the needs of our growing community during these challenging times.

It is also vital we maintain the delivery of essential services and continue to work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

It is for this purpose that Council has advocated to provide the best outcomes for the district with the delivery of significant investments in our community such as the regional sports hub, regional aquatic and leisure centre, the development of the town centre and upgrade of the district's wastewater treatment system.

I encourage you to participate in the community consultation over the next three weeks so that we can further understand your views.



Mayor
Ann Ferguson

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Draft Long Term Financial Plan 2020/21 to 2029/30

2. EXECUTIVE STATEMENT

Mount Barker District Council's Long Term provides the forward financial capacity framework to resource the community's needs and aspirations. Through the alignment of this plan with the Community Plan 2020-2035 and the Strategic Asset Management Plan Council is able to plan, manage and communicate its future objectives in a sustainable way.

The LTFP reflects the significant growth in our community that is occurring and the implications arising from that. In particular, the timely provision of infrastructure both within and external to the growth areas and the associated funding need. Contributions from developers to infrastructure provision is an important source of revenue.

The LTFP is to be reviewed by council on an annual basis.

Key Assumptions - The Plan is a long term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

Roadmap For The Future - The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it does not determine the rates and charges for the future.

Strategic Financial Framework - The Plan complements and is complemented by other important Council plans and strategies:

- Community Plan 2020-2035;
- Strategic Asset Management Plan
- Corporate Implementation Plan (4 Years); and
- Annual Business Plan.

Significant Growth - The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the growth experienced in this district as a result of the State Government rezoning, which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Planned Population Growth - Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

Allotment Growth - With the assumptions regarding anticipated allotment growth unchanged from the previously adopted LTFP, at a rate of around 2.5% per year (on average), Council has further considered when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Strategic New Capital Projects (SNCP) - Examples of significant investment in Strategic New Capital Projects (i.e. projects with full life expenditure in excess of $500k) included in this plan are:

- Regional Aquatic and Leisure Centre Stage 1;
- regional sports hub Stage 1;
- Mount Barker City Centre Catalyst Project; and
- Major Wastewater Treatment Plant Upgrade.

Financial Sustainability - To remain financially sustainable whilst delivering such major projects, Council has had to plan when and how these projects will be delivered.

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Draft Long Term Financial Plan 2020/21 to 2029/30

General Rate Revenue - Council's major source of income is rates, which accounts for on average circa 85% of Council Operations revenue over the ten years and is an important part of the planned long term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

Inflation - This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure. These have been updated as at the end of June 2020.

Strategic Asset Management Plan – The Strategic Asset Management Plan was adopted in September 2020. This is aligned with the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the regional sports hub stage 1 and regional aquatic and leisure centre stage 1.

Standards Of Service - Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

Infrastructure For Growth - Factored into the LTFP is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

Partnerships - Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

Council Operations & Wastewater & Recycled Water - In alignment with the Annual Business Plan and Budget, the Long Term Financial Plan has been developed separately for Council Operations and the Wastewater & Recycled Water Operations (in recognition of the strategic importance of these functions). The Long Term Financial Plan includes financial information shown on the following basis:

- **Consolidated** – Council Operations and Wastewater & Recycled Water;
- **Council Operations** – Services provided for the community i.e. excluding Wastewater & Recycled Water; and
- **Wastewater & Recycled Water** – The collection and treatment of Wastewater and the supply of recycled water.

Updated Assumptions - It should be noted that as decided by Council, upon adoption of the previous Long Term Financial Plan in June 2020, the LTFP has been updated to consider latest information with regard to the impact of COVID-19. The opportunity has also been taken to review and incorporate other known changes from 2021/22 onwards as follows:

- **Indexation** – Forecast CPI and LGPI assumptions have been updated to reflect the latest view as at 30 June.
- **Council Operations Capital Works Program** – This program has been updated to include indexation and the latest view for major strategic projects and new projects including those funded by developer contributions secured via deeds and/or separate rates such as transport for growth projects.
- **Wastewater & Recycled Water Capital Works Program** - This program has been updated to include indexation and the latest information for the gravity trunk main from Hampden Road to the Springs Road wastewater treatment plant & Pumping Station.

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Draft Long Term Financial Plan 2020/21 to 2029/30

Sensitivity Analysis - Detailed modelling has been undertaken with options presented to Council Members based on the following scenarios (with more detail included later in this document).

The option selected for the draft Long Term Financial Plan is Option 1 (as detailed below) with an additional 1% increase in general rates for financial sustainability that ensures that on average key financial indicators are achieved over the ten years:

- **Base Case** - This includes rate increases of Adelaide CPI (based on forecast CPI as at June 2020 for 2021/22 onwards) and current growth estimates of 2.5% per annum (Average).
- **Option 1** - This includes rate increases of Adelaide CPI (based on forecast CPI as at June 2020 for 2021/22 onwards) + 1% Financial Sustainability for 4 Years (2021/22-2024/25) and current growth estimates of 2.5% per annum (Average).
- **Option 2** - This includes rate increases of Adelaide CPI (based on forecast CPI as at June 2020 for 2021/22 onwards) + 1% Financial Sustainability for 4 Years (2021/22 - 2024/25) and a 50% reduction in growth estimates of 1.25% per annum (Average). This option was modelled to highlight the sensitivity of the growth assumption included in the LTFP.

Rationale for the selection of Option 1 with 1% general rate increase for financial sustainability for 4 years – Option 1 has been selected to ensure that Council is able to invest in infrastructure to support future forecast population growth in the district in a financially sustainable manner. The requirement for the 1% has been driven by the substantial investment required to support both the significant investment required in the Wastewater and Recycled Water operations and the Strategic New Capital Projects.

The LTFP is predicated based on a number of key assumptions/underlying factors.:

- **CPI** – The LTFP is based upon Adelaide CPI forecasts as at June 2020. Efficiencies have been incorporated where revenue is inflated by CPI reflecting a ratepayer's ability to pay (i.e. a basket of goods purchased by an individual) compared to the inflation applied to Council's expenditure based on LGPI (i.e. a basket of goods purchased by Council) which is approximately 0.44% higher than CPI.
- **Growth** – This LTFP assumes that average growth of 2.5% per annum will be achieved over the ten years of the LTFP.
- **Net Financial Liabilities Ratio** – The Net Financial Liabilities Ratio is on average in line with the target of 80% over the LTFP ten-year time period.

If any of the targets are not achieved (i.e. if growth or CPI is lower than planned), this will mean that other assumptions will need to be changed to ensure that the targets set by the LTFP are achieved.

1% Financial Sustainability – It is worth noting that prior to the most recently adopted LTFP in June 2020, that 1% general rate increase for sustainability above CPI (over the life of the LTFP) had been included to fund future infrastructure and associated debt. This ensured that previous LTFPs achieved the balance required between the need for significant investment in infrastructure and the achievement of the key financial indicators. This was removed from the last LTFP, however, it was recognised that should key assumptions change driving pressure on the achievement of key financial ratio targets, then the 1% may need to be reintroduced (with consideration for how many years it is required).

In Option 1, modelling has indicated that a 1% additional increase to inflation indexation over four years is required to ensure that KFIs are achieved on average over the term of the LTFP.

The increase in rates will cover the maintenance, renewals and operations of new services and infrastructure such as: the regional sports hub stage 1 and regional aquatic and leisure facility stage 1.

What this increase means for the average ratepayer and Council:
The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will contribute to funding the timely provision of required infrastructure.

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3. DEVELOPER FUNDING AND CAPITAL EXPENDITURE

Council has put in place a number of mechanisms to secure developer contributions for infrastructure associated with the Ministerial Development Plan Amendment Area (MDPA) and for the expansion/upgrading of infrastructure required due to growth.

Currently the key developer contribution programs are:

- **Transport Infrastructure** – The purpose of this developer fee is to raise funds to meet the costs of the required transport infrastructure upgrading that arises due to growth. This is charged on a per hectare basis when development is undertaken.
- **Wastewater Infrastructure** – Funding of the essential infrastructure required to service new properties within the district for the collection, treatment and disposal of waste water which is charged on a new allotment created basis when development is undertaken.
- **Recreation, Sport and Community Infrastructure** – This fee is charged per new allotment created when development is undertaken the purpose of which is to contribute to the provision of recreation, sport and community infrastructure.

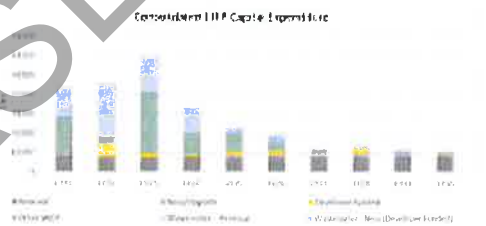
These amounts contribute to the provision of infrastructure that is external to the site of a developer. They are separate to any other infrastructure requirements that a developer may need to meet within their development site (e.g. roads, stormwater, wastewater, open space) to attain development approval

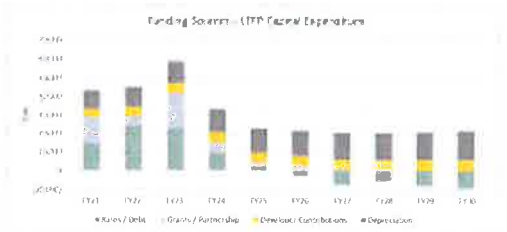
Capital Expenditure Funding - Capital expenditure over the term of the LTFP funded by developer contributions is forecast to total $61m.

Forecast Revenue - Corresponding forecast revenue over the term of the plan is assumed to be $52m.

Funding Shortfall - The shortfall which is to be recovered beyond the term of the plan is $9m. This shortfall in the interim will be funded by loans.

Key Financial Indicators - Developer contributions present and future are not included in the Net Financial Liabilities Ratio, but are relevant when considering Council's financial sustainability in the medium to long term, given the nature of the investments and the revenues which are tied.





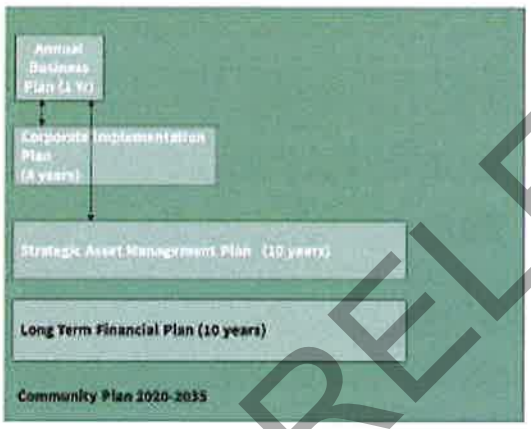
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4. STRATEGIC FINANCIAL FRAMEWORK

The Strategic Financial Framework brings together the key strategic management documents to ensure that the vision, goals and objectives set by the Community Plan 2020-2035 are implemented the Long Term Financial Plan, Strategic Asset Management Plan, Corporate Implementation Plan, and Annual Business Plan

The Long Term Financial Plan guides and is guided by other key strategic management documents as shown below:



Community Plan 2020-2035 – This guides all the work of Council, and enables partnerships with others to achieve desired outcomes for our community and environment. This includes community themes (Community Wellbeing, Ecological Sustainability and Economic Prosperity), sets long term goals and objectives, provides priority directions and is supported by indicators and delivery guidelines.

Long Term Financial Plan (10 Years) - The Long Term Financial Plan shows the financial impact of the implementation of the Community Plan 2020-2035 over the next 10 years and incorporates key assumptions from the Community Plan 2020-2035 and Strategic Asset Management Plan.

Strategic Asset Management Plan (10 Years) - Identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the Long Term Financial Plan.

Corporate Implementation Plan (4 Years) – Sets the priorities and associated forecasts for projects, programs and services arising from the Community Plan 2020-2035, lead strategy plans and other Council priorities. This is updated annually and informs specific action, project and management plans and divisional plans. It is integrated with the Community Plan 2020-2035, Long Term Financial Plan, Strategic Asset Management Plan and Annual Business Plan.

Annual Business Plan (1 Year) - Each year, Council develops an Annual Business Plan guided by our strategic financial framework which sets strategic directions over the medium and long term and converts these into annual actions and outcomes. This shows the outcomes Council expects to achieve in the year, the services, the key measures of success and the budget required to deliver these outcomes.

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5. KEY ASSUMPTIONS

OPERATING INCOME

- **General Rates** have been indexed by forecast inflation (Adelaide CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied which is lower than the actual Adelaide CPI of 2.4% to March 2020. An additional 1% for financial sustainability has been included for 2021/22 to 24/25 inclusive to fund future infrastructure and the associated maintenance, renewal and operating costs.
- **Wastewater Annual Service Charges** have been increased by 4.25% per year plus growth for the first year of the long term financial plan followed by 5% plus growth for three years reverting to CPI after this so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Strategic Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** with the exception of statutory and waste management fees and charges no increase has been included in 2020/21 in response to COVID-19. It should also be noted that in 2020/21 user charges were reduced for those services that would not be provided in the first quarter of 2020/21 due to the expected impact of COVID-19. CPI increases have been applied over the remaining 9 years aligned with the user pays principle. The average increase over the period of the remaining 9 years is forecast to be circa 2.1%.
- **Refuse Charges** have been indexed by CPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually (on average) over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan.
- **Grant Funding (One-off)** is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the period of the plan (with the exception of 2020/21 which is based on the 2020/21 draft budget adjusted for COVID-19). In addition, growth indexation has been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI or 1.75% (if CPI is lower) has been allowed for.
- **FTE Increase** - Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the

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interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to meet the renewal requirements per the adopted Strategic Asset Management Plan. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital Projects** included in the plan are based on Council's Corporate and Community Plan 2020-2035 and is modelled to achieve the objectives of these plans in a financially sustainable manner.
- **Wastewater and Recycled Water** is assumed to be funded by council, as distinct from possible alternative funding and service delivery models.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id population forecasts and indexation applicable to the varying contribution types.

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

- **Assets** such as trade & other receivables, inventories and equity accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade and other payables and provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

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6. KEY FINANCIAL RATIOS

OVERVIEW

Local Government Sector Performance - The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability.

Legislative Requirement - These Indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulations.

Section 122 of the Local Government Act 1999 states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council..."

Treasury Management Policy - The following graphs and accompanying commentary are set against targets endorsed by Council in the "Treasury Management Policy".

Selected Option - It should be noted that all numbers in this section are based on Option 1 – i.e. forecast Adelaide CPI + 1% Financial Sustainability for 4 Years starting from year 2021/22.

OPERATING SURPLUS RATIO

What is the purpose of this ratio?

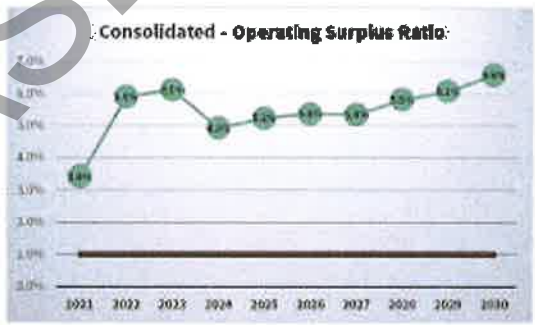
This financial Indicator is useful in determining if current rate payers are paying enough to cover products and services provided in each period.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

"Council will maintain its operating surplus ratio at greater than or equal to one percent of operating revenue."



Result:

The LTFP allows for Council to achieve a breakeven positon whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.

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NET FINANCIAL LIABILITIES RATIO

What is the purpose of this ratio?

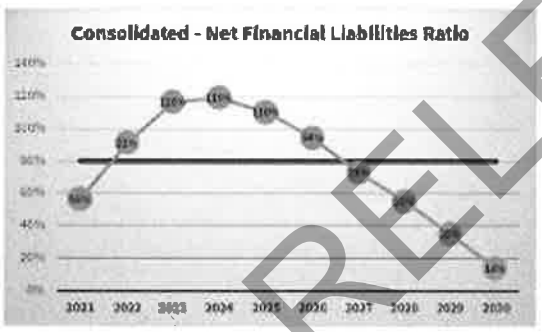
This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

"Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"



Result:

Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works.

Although Council's Net Financial Liability exceeds the target of 80% for five of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability Ratio of 73%.

The increased debt of Council represented in this indicator reflects the conscious decision taken by Council to fund its ambitous capital works program to build the required infrastructure to support the growing community over the ten year period. Council is forecast to invest around $271M in its infrastructure including new/upgrade projects, strategic new capital projects, investment in wastewater and recycled water, and the renewals program.

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ASSET RENEWAL FUNDING RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if Council is maintaining all of its assets.

This is best demonstrated by comparing total Capital Renewal expenditure planned against Strategic Asset Management Plan requirements.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plans allocation.

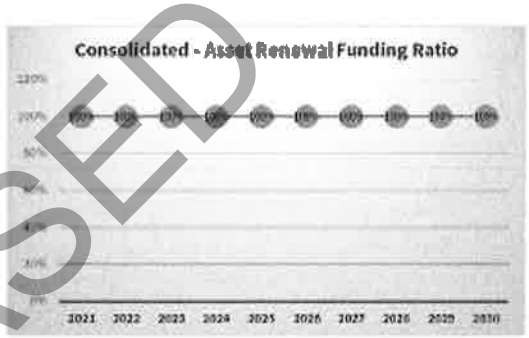
What is the target?

"Council will maintain an asset renewal funding ratio of greater than or equal to 100% of Asset Management Plans"

Result:

Council will achieve over the period of the plan the required expenditure that is set out in the Strategic Asset Management Plan adopted in September 2020.

The expenditure planned on renewing and maintaing assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



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7. SENSITIVITY ANALYSIS

The following rating options were modelled and considered:

BASE CASE – ADELAIDE CPI ACROSS ALL YEARS AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

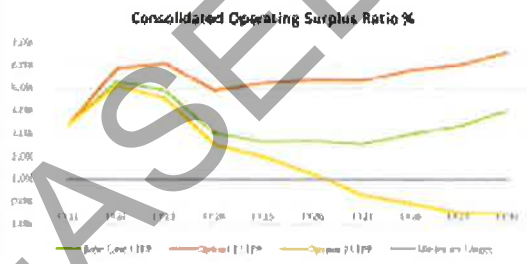
- **Operating Surplus Ratio** – Is above 1% minimum for all 10 years. The average ratio over 10 years is 3.5%.
- **Net Financial Liabilities Ratio** – For 6 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 83.8% and the peak ratio in FY24 is 125.1%.

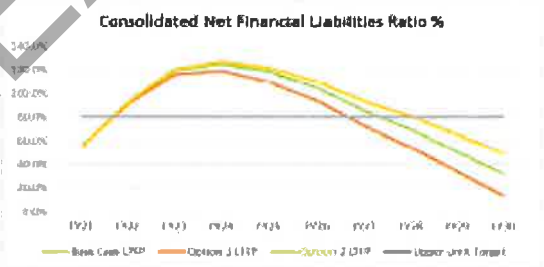
OPTION 1 – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND CURRENT GROWTH OF 2.5% P.A (AVERAGE). ***OPTION USED FOR THE DRAFT LTFP.***

- **Operating Surplus Ratio** - Is above 1% minimum for all 10 years. The average ratio over 10 years is 5.6%.
- **Net Financial Liabilities Ratio** – For 5 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 73.4% and the peak ratio in FY24 is 119.1%.

OPTION 2 – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND A 50% REDUCTION IN GROWTH ESTIMATES OF 1.25% P.A (AVERAGE).

- **Operating Surplus Ratio** - Is below the 1% minimum for 4 years. The average ratio over 10 years is 1.6%.
- **Net Financial Liabilities Ratio** – For 7 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 91.0% and the peak ratio in FY24 is 127.2%.





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8. COUNCIL OPERATIONS

OPERATING SURPLUS RATIO

Years Above Target - All years are above the minimum target of 1% and higher than the previous version of the LTFP.

Average Ratio – The average ratio is 5.1% over 10 years. The operating surplus is required to fund the current and future year's infrastructure program and service the associated debt.



NET FINANCIAL LIABILITIES RATIO

Years Below Target - The Net Financial Liabilities Ratio for all years is below the 80% maximum target.

Average Ratio - The Average ratio is 41.7% over 10 years.

Peak Ratio - There is a peak ratio of 65.3% in FY23 reflecting the amount of capital expenditure that is anticipated in that year.

The following should be noted:

- **Capital Expenditure Timing** - The timing of capital expenditure, in particular the first 4 years with significant expenditure forecast, is impacting this ratio.
- **Future Revenue Streams** – This ratio does not account for future revenue streams (e.g. developer contributions) that will fund infrastructure such as transport projects arising due to growth (further details on the next page).

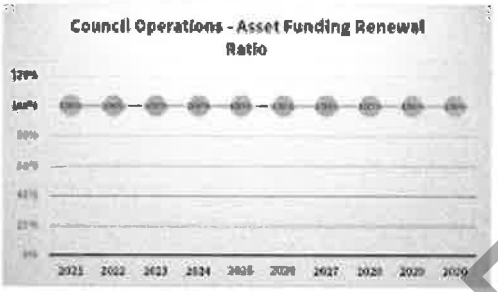


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ASSET FUNDING RENEWAL RATIO

The Long Term Financial Plan is aligned with the Strategic Asset Management Plan with a ratio of 100% in line with the target.



CAPITAL INVESTMENT PROGRAM

- **Asset Renewal Program** – Is aligned with the Strategic Asset Management Plan.
- **Key Projects** - include:

  Transport For Growth Projects – Cover the planned upgrade of roads and intersections to meet the demand from population growth including: Mawson/Battunga Intersection; Heysen Boulevard Railway Crossing; Nottage Road Upgrade; Hawthorn Road Upgrade; and Springs Road East Upgrade.

  Main Streets Projects – Including the following projects: Hahndorf Main Street Revitalisation; Nairne Main Street Upgrade; and Venables Street upgrade.

  Township Projects – Including projects that support the delivery of over 500 actions arising from Township Plans including projects that focus on the following: Main Streets; Open Space and Environment/Biodiversity; Essential Infrastructure; Community Facilities; Recreation; and Community Programs/Tourism.

  Major Strategic Projects - The delivery of major, intergenerational projects including: regional sports hub stage 1; Regional Aquatic & Leisure Centre; Regional Nature Play; Regional Hub & Surrounds; and the City Centre Catalyst Project.

- **Strategic New Capital Projects Expenditure** – The Long Term Financial Plan allows for gross capital expenditure of $99.1m over 10 years for Strategic New Capital projects. 74% of this expenditure occurs in the first 4 years with the delivery of significant projects such as the regional sports hub stage 1, regional aquatic and leisure centre and the Mount Barker City Centre Catalyst Project.

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- **Strategic New Capital Revenue** – $55m (excluding indexation) of grants and partnership contributions have been assumed in support of these projects.

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9. WASTEWATER & RECYCLED WATER

OPERATING SURPLUS RATIO

Years Above Target – All years are above the minimum target of 1% and higher than the previous adopted LTFP.

Average Ratio – The Wastewater and Recycled Water average ratio is 7.9% over 10 years.

The operating surplus is required to fund the current and future year's significant investment in infrastructure required and service the associated debt.



NET FINANCIAL LIABILITIES RATIO

Years Above Target - The Net Financial Liabilities Ratio is above the 80% maximum target for all years of the LTFP with the exception of 2020/21 and 2029/30

Average Ratio - The average ratio is 250.8% over the 10 years reflecting the significant capital investment program.

Peak Ratio – The peak ratio of 461.5% occurs in FY24 due to significant investment capital investment.

The following should be noted:

- **Capital Expenditure Timing/Quantum** – The increase is driven by a $9m increase in expenditure arising from further investigations including the identification of the need for an additional pumping station and timing of project delivery.
- **Future Revenue Streams** – This ratio does not account for future revenue streams (e.g. developer contributions) that will fund wastewater and recycled water projects arising due to growth.



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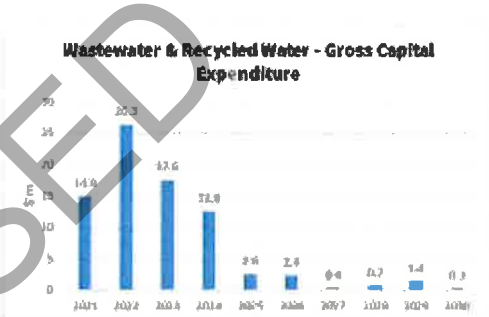
ASSET FUNDING RENEWAL RATIO

The Long Term Financial Plan is aligned with the Strategic Asset Management Plan with a ratio of 100% in line with the target.



CAPITAL INVESTMENT PROGRAM

- **Key Projects** – Include: Collection Network Upgrade (including Hampden Road Gravity Trunk Main & Pump Station), Mount Barker Treatment Plant Interim Works and Upgrading Stage 1, Callington Recycled Water Storage and Use.
- **Capital Expenditure** – Total gross capital expenditure of $79.3m over 10 years, with 44% funded from revenue from developers secured by Wastewater Commitment Deeds executed by council and a number of developers in the Mount Barker growth area, and the declaration by council of wastewater infrastructure separate rates over land within the MDPA.



- **Capital Revenue** – The LTFP includes an assumption of a $1.2m for a grant in support of the Callington Recycled Water Storage and Use.

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ASSUMPTIONS

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Average
Council (excluding Wastewater)											
Adelaide Consumer Price Index	0.60%	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.04%	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs (EBA)	1.75%	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
FTE Increase	-	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
General Rates Increase (base case)	1.00%	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.01%
General Rates - Option 1 (+ 1% for 4 years)	1.00%	2.30%	2.60%	3.10%	3.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.41%
Assessment Growth (base case)	2.82%	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.39%	2.38%	2.33%	2.54%
Assessment Growth - Option 3 (50% reduction)	1.41%	1.33%	1.33%	1.31%	1.28%	1.25%	1.22%	1.20%	1.19%	1.17%	1.27%
Loan Rate	2.20%	2.42%	2.42%	2.62%	3.18%	3.79%	3.79%	3.51%	3.20%	2.97%	3.01%
Wastewater											
Adelaide Consumer Price Index	0.60%	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.04%	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs	1.75%	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
Annual Service Charges Increase	4.25%	5.00%	5.00%	5.00%	3.59%	2.20%	2.20%	2.50%	2.60%	2.40%	3.47%
Assessment Growth	2.82%	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.39%	2.38%	2.33%	2.54%

As shown in the table above, the average annual increase in the wastewater annual service charge (either for sewer or Community Wastewater Management System) for council customers is 3.47% over the duration of the LTFP.

That increase is driven by the need to obtain full cost recovery from customers for the operation, maintenance and renewal (a contribution not the full cost) of the wastewater and recycled water network.

That in turn is influenced by historical charging and more recently, recurrent operational cost increases such as energy e.g. for council wastewater treatment plants and pumping stations.

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CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	41,930	43,723	46,100	48,697	51,632	54,628	57,217	59,894	62,848	66,003	69,151
Statutory Charges	1,441	1,453	1,493	1,517	1,549	1,583	1,618	1,654	1,695	1,739	1,781
User Charges	2,306	1,609	2,218	2,253	2,301	2,351	2,403	2,456	2,517	2,583	2,645
Grants, Subsidies & Contributions	3,835	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	355	252	255	259	265	271	276	283	290	297	304
Other Income	508	385	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses	-	57	76	90	59	73	103	120	136	228	132
Total Income	**50,470**	**51,061**	**53,910**	**56,644**	**59,596**	**62,779**	**65,575**	**68,448**	**71,627**	**75,098**	**78,361**
Expenses											
Employee Costs	16,098	16,275	16,951	17,636	18,404	19,214	20,050	20,912	21,867	22,876	23,876
Materials, Contracts & Other Expenses	23,144	22,153	22,146	22,810	23,673	25,213	26,680	28,455	30,132	32,212	34,007
Depreciation, Amortisation & Impairment	9,601	9,989	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**49,293**	**49,306**	**50,721**	**53,169**	**56,660**	**59,484**	**62,046**	**64,779**	**67,460**	**70,532**	**73,193**
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Asset Disposal & Fair Value Adjustments	(1,186)	(3,914)	(4,151)	(4,021)	(4,016)	(3,169)	(3,209)	(3,233)	(3,347)	(3,503)	(3,446)
Amounts Received Specifically for New or Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Physical Resources Received Free of Charge	25,204	9,912	10,228	10,454	10,632	10,661	10,711	10,742	10,834	11,060	11,115
Net Surplus / (Deficit)	**33,578**	**26,728**	**19,275**	**34,501**	**21,846**	**18,926**	**19,514**	**17,883**	**17,504**	**18,110**	**18,840**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	6,907	1,815	1,996	6,959	7,641	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**6,907**	**1,815**	**1,996**	**6,959**	**7,641**	**2,177**	**2,219**
Total Comprehensive Income	**33,578**	**26,728**	**20,981**	**40,821**	**28,753**	**20,741**	**21,510**	**24,842**	**25,145**	**20,287**	**21,059**

RELEASED

Draft Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,125
Trade & Other Receivables	4,000	6,091	5,094	6,975	5,705	5,369	5,567	5,514	5,585	5,770	5,960
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	7,689	9,321	8,324	7,982	6,712	6,377	6,575	6,523	6,594	6,780	13,095
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	567,492	607,179	648,776	708,298	741,891	760,402	774,288	786,528	800,750	807,229	812,564
Other Non-Current Assets	3,933	6,383	6,351	6,481	6,654	6,933	7,247	7,635	7,994	8,375	8,759
Total Non-Current Assets	573,486	616,776	658,417	718,158	751,982	770,845	785,147	797,894	812,612	819,699	825,549
TOTAL ASSETS	581,175	626,097	666,741	726,140	758,694	777,221	791,722	804,418	819,206	826,479	838,645
LIABILITIES											
Current Liabilities											
Trade & Other Payables	3,418	6,730	6,810	7,006	7,246	7,568	7,916	8,321	8,719	9,140	9,563
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,255	2,285	2,422	2,561	2,703	2,848	2,996	3,148	3,303	3,463	3,626
Total Current Liabilities	6,902	9,254	9,483	9,830	10,225	10,705	11,216	11,786	12,356	12,952	13,555
Non-Current Liabilities											
Borrowings	13,390	28,733	48,143	66,350	69,732	67,014	59,467	46,723	35,771	22,133	12,608
Provisions	261	402	426	450	475	500	526	553	580	608	636
Total Non-Current Liabilities	13,651	29,135	48,569	66,801	70,207	67,514	59,994	47,276	36,351	22,741	13,244
TOTAL LIABILITIES	20,553	38,390	58,052	76,631	80,432	78,219	71,209	59,063	48,706	35,693	26,799
Net Assets	560,622	587,708	608,689	649,509	678,262	699,003	720,513	745,355	770,500	790,786	811,846
EQUITY											
Accumulated Surplus	244,107	270,838	290,113	324,614	346,460	365,386	384,900	402,783	420,287	438,397	457,237
Asset Revaluation Reserves	294,985	294,984	296,690	303,009	309,916	311,731	313,727	320,686	328,327	330,504	332,723
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	560,622	587,708	608,689	649,509	678,262	699,003	720,513	745,355	770,500	790,786	811,846

RELEASED

Draft Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	51,757	49,075	54,781	54,631	60,767	63,006	65,238	68,348	71,389	74,653	78,009
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(43,062)	(37,606)	(38,837)	(40,235)	(41,863)	(44,238)	(46,546)	(49,200)	(51,804)	(54,889)	(57,682)
Finance Payments	(450)	(890)	(743)	(1,214)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(288)
Net Cash provided (or used in) Operating Activities	**8,340**	**10,636**	**15,261**	**13,242**	**17,065**	**17,001**	**17,061**	**17,776**	**18,557**	**19,170**	**20,100**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	8,383	18,576	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by community Groups	4	-	4	-	-	-	-	-	-	-	-
Repayment of Loan by Council		6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,825)	(9,826)	(8,738)
Expenditure on New/Upgraded Assets	(23,265)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,987)	(3,967)	(5,100)	(2,175)	(2,208)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(23,227)**	**(18,480)**	**(34,682)**	**(31,461)**	**(20,459)**	**(14,295)**	**(9,528)**	**(5,047)**	**(7,620)**	**(5,548)**	**(4,466)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	8,500	14,545	21,058	18,471	7,413	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(3,628)	(7,532)	(12,729)	(10,937)	(13,622)	(9,508)
Net Cash provided (or used in) Financing Activities	**7,668**	**7,384**	**19,421**	**18,219**	**3,395**	**(2,706)**	**(7,532)**	**(12,729)**	**(10,937)**	**(13,622)**	**(9,508)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,219)**	**(459)**	-	-	**(0)**	-	-	-	-	-	**6,125**
plus: Cash & Cash Equivalents - beginning of year	8,678	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	**1,459**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**7,125**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	50,470	51,061	53,910	56,644	59,596	62,779	65,575	68,448	71,627	75,098	78,361
less Expenses	(49,293)	(49,306)	(50,721)	(53,169)	(56,660)	(59,454)	(62,048)	(64,779)	(67,460)	(70,532)	(73,193)
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,825)	(9,826)	(9,738)
add back Depreciation, Amortisation and Impairment	9,601	9,989	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
add back Proceeds from Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
(Net Outlays) on Existing Assets	**1,402**	**(3,339)**	**(7,214)**	**(5,514)**	**(3,830)**	**5,117**	**5,600**	**6,194**	**6,006**	**5,430**	**6,761**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(23,264)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,987)	(3,967)	(5,100)	(2,175)	(2,208)
add back Amounts Received Specifically for New and Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
(Net Outlays) on New and Upgraded Assets	**(14,881)**	**(11,022)**	**(16,591)**	**(16,661)**	**(3,946)**	**(6,183)**	**(1,504)**	**2,738**	**749**	**3,812**	**3,795**
Net Lending / (Borrowing) for Financial Year	**(12,302)**	**(12,607)**	**(20,616)**	**(18,701)**	**(4,840)**	**2,229**	**7,625**	**12,602**	**10,922**	**13,808**	**15,724**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	35,176	36,505	38,328	40,331	42,629	45,071	47,212	49,425	51,867	54,476	57,078
Statutory Charges	1,401	1,413	1,453	1,476	1,507	1,540	1,574	1,609	1,649	1,692	1,732
User Charges	1,756	1,558	2,207	2,242	2,289	2,339	2,391	2,444	2,505	2,570	2,631
Grants, Subsidies & Contributions	3,834	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	354	250	253	257	263	268	274	280	287	295	302
Other Income	508	365	394	400	793	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses		57	76	90	59	73	103	120	136	228	132
Total Income	**43,124**	**43,749**	**46,085**	**48,223**	**50,538**	**53,165**	**55,511**	**57,920**	**60,586**	**63,508**	**66,225**
Expenses											
Employee Costs	15,102	15,157	15,814	16,480	17,223	18,007	18,816	19,652	20,575	21,551	22,519
Materials, Contracts & Other Expenses	18,039	18,023	17,454	17,719	18,246	19,402	20,706	22,355	23,879	25,780	27,418
Depreciation, Amortisation & Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,336	12,545
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses											
Total Expenses	**41,770**	**42,581**	**43,246**	**45,015**	**47,997**	**50,248**	**52,572**	**55,102**	**57,576**	**60,321**	**62,769**
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,541**	**2,917**	**2,939**	**2,817**	**3,009**	**3,188**	**3,455**
Asset Disposal & Fair Value Adjustments	(971)	(2,271)	(3,071)	(3,041)	(3,102)	(3,068)	(3,131)	(3,194)	(3,266)	(3,340)	(3,409)
Amounts Received Specifically for New or Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
Physical Resources Received Free of Charge	18,826	8,623	8,922	9,128	9,278	9,278	9,296	9,296	9,353	9,540	9,558
Net Surplus / (Deficit)	**25,238**	**23,696**	**14,966**	**29,838**	**17,481**	**13,650**	**13,884**	**11,847**	**11,030**	**11,301**	**11,433**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E			1,706	6,319	2,623	1,815	1,996	6,959	2,856	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**2,623**	**1,815**	**1,996**	**6,959**	**2,856**	**2,177**	**2,219**
Total Comprehensive Income	**25,238**	**23,696**	**16,672**	**36,158**	**20,104**	**15,465**	**15,880**	**18,806**	**13,886**	**13,478**	**13,652**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	-	500	500	500	500	500	500	500	500	500	6,625
Trade & Other Receivables	2,301	4,820	3,801	5,656	4,352	3,980	4,142	4,052	4,079	4,219	4,364
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	4,531	7,550	6,531	6,163	4,859	4,488	4,650	4,561	4,589	4,729	11,000
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	477,917	504,526	520,756	563,559	581,094	597,686	609,821	622,533	632,099	638,045	643,966
Other Non-Current Assets	2,298	4,748	4,716	4,846	5,019	5,298	5,612	6,000	6,359	6,740	7,124
Total Non-Current Assets	482,276	512,488	528,761	571,783	589,550	606,493	619,045	632,265	642,326	648,880	655,316
TOTAL ASSETS	486,807	520,038	535,292	577,946	594,409	610,982	623,695	636,825	646,914	653,609	666,316
LIABILITIES											
Current Liabilities											
Trade & Other Payables	2,684	5,996	6,064	6,244	6,465	6,766	7,093	7,476	7,850	8,244	8,642
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,167	2,212	2,344	2,479	2,617	2,757	2,901	3,048	3,199	3,354	3,512
Total Current Liabilities	6,080	8,447	8,659	8,986	9,358	9,812	10,298	10,842	11,382	11,947	12,519
Non-Current Liabilities											
Borrowings	19,932	26,588	24,840	31,091	27,060	27,693	24,022	17,781	13,424	6,054	4,515
Provisions	147	302	320	338	357	376	396	416	436	457	479
Total Non-Current Liabilities	20,079	26,890	25,160	31,429	27,417	28,069	24,418	18,197	13,860	6,511	4,994
TOTAL LIABILITIES	26,159	35,337	33,919	40,415	36,775	37,882	34,715	29,039	25,241	18,458	17,513
Net Assets	460,648	484,701	501,373	537,531	557,635	573,100	588,980	607,786	621,673	635,151	648,802
EQUITY											
Accumulated Surplus	169,858	193,555	208,521	238,360	255,841	269,491	283,375	295,223	306,253	317,554	328,986
Asset Revaluation Reserves	269,260	269,260	270,966	277,285	279,908	281,723	283,719	290,678	293,534	295,711	297,930
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	460,648	484,701	501,373	537,531	557,635	573,100	588,980	607,786	621,673	635,151	648,802

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	44,962	41,764	46,978	46,237	51,742	53,429	55,211	57,857	60,390	63,109	65,917
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(37,229)	(32,369)	(33,032)	(34,012)	(35,285)	(37,251)	(39,370)	(41,873)	(44,296)	(47,169)	(49,773)
Finance Payments	(450)	(890)	(743)	(1,214)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(288)
Net Cash provided (or used in) Operating Activities	**7,378**	**8,562**	**13,263**	**11,070**	**14,618**	**14,410**	**14,210**	**14,613**	**15,067**	**15,346**	**15,916**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by Community Groups	4	-	4	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,196)	(8,410)	(7,771)	(7,683)	(7,910)	(7,530)	(7,684)	(7,839)	(8,014)	(8,197)	(8,366)
Expenditure on New/Upgraded Assets	(19,989)	(20,005)	(10,606)	(32,769)	(12,000)	(12,479)	(8,085)	(3,922)	(5,100)	(2,175)	(2,208)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(22,032)**	**(13,339)**	**(11,627)**	**(17,233)**	**(10,600)**	**(15,056)**	**(10,552)**	**(8,386)**	**(10,725)**	**(7,992)**	**(8,269)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	15,471	12,438	-	6,414	-	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(276)	(3,657)	(6,226)	(4,342)	(7,354)	(1,522)
Net Cash provided (or used in) Financing Activities	**14,639**	**5,277**	**(1,637)**	**6,163**	**(4,018)**	**646**	**(3,657)**	**(6,226)**	**(4,342)**	**(7,354)**	**(1,522)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(15)**	**500**	**-**	**-**	**-**	**0**	**-**	**-**	**-**	**-**	**6,125**
plus: Cash & Cash Equivalents - beginning of year	15	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**-**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**6,625**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	43,124	43,749	46,085	48,223	50,538	53,165	55,511	57,920	60,586	63,508	66,225
less Expenses	(41,770)	(42,581)	(43,246)	(45,015)	(47,997)	(50,248)	(52,572)	(55,102)	(57,576)	(60,321)	(62,769)
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,541**	**2,917**	**2,939**	**2,817**	**3,009**	**3,188**	**3,455**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,196)	(8,410)	(7,771)	(7,683)	(7,910)	(7,530)	(7,684)	(7,839)	(8,014)	(8,197)	(8,366)
add back Depreciation, Amortisation and Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,336	12,545
add back Proceeds from Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
(Net Outlays) on Existing Assets	**253**	**100**	**1,933**	**2,371**	**3,264**	**3,911**	**4,112**	**4,271**	**4,478**	**4,606**	**4,656**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(19,989)	(20,005)	(10,606)	(32,769)	(12,000)	(12,479)	(8,085)	(3,922)	(5,100)	(2,175)	(2,208)
add back Amounts Received Specifically for New and Upgraded Assets	6,029	16,176	6,276	29,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
(Net Outlays) on New and Upgraded Assets	**(13,960)**	**(3,829)**	**(4,329)**	**(12,226)**	**(3,236)**	**(7,955)**	**(3,306)**	**(994)**	**(3,167)**	**(262)**	**(380)**
Net Lending / (Borrowing) for Financial Year	**(12,353)**	**(2,561)**	**442**	**(6,646)**	**2,569**	**(1,127)**	**3,745**	**6,094**	**4,320**	**7,532**	**7,731**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	6,754	7,219	7,772	8,366	9,003	9,556	10,005	10,469	10,981	11,527	12,072
Statutory Charges	40	40	41	41	42	43	44	45	46	47	48
User Charges	550	51	11	11	12	12	12	12	13	13	13
Grants, Subsidies & Contributions	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	1	2	2	2	2	2	2	2	2	2	2
Other Income	-	-	-	-	-	-	-	-	-	-	-
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	**7,345**	**7,312**	**7,825**	**8,420**	**9,059**	**9,613**	**10,063**	**10,529**	**11,042**	**11,590**	**12,136**
Expenses											
Employee Costs	996	1,117	1,137	1,157	1,181	1,207	1,233	1,261	1,292	1,326	1,357
Materials, Contracts & Other Expenses	5,105	4,130	4,692	5,091	5,427	5,811	5,974	6,100	6,252	6,432	6,589
Depreciation, Amortisation & Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
Finance Costs	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**7,522**	**6,725**	**7,476**	**8,155**	**8,663**	**9,235**	**9,474**	**9,676**	**9,884**	**10,212**	**10,423**
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Asset Disposal & Fair Value Adjustments	(215)	(1,643)	(1,079)	(979)	(915)	(101)	(78)	(39)	(81)	(163)	(37)
Amounts Received Specifically for New or Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Physical Resources Received Free of Charge	6,378	1,288	1,305	1,326	1,354	1,384	1,414	1,445	1,481	1,520	1,556
Net Surplus / (Deficit)	**8,340**	**3,032**	**4,309**	**4,663**	**4,365**	**5,276**	**5,630**	**6,036**	**6,474**	**6,809**	**7,408**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	-	-	4,284	-	-	-	4,785	-	-
Total Other Comprehensive Income	-	-	-	-	**4,284**	-	-	-	**4,785**	-	-
Total Comprehensive Income	**8,340**	**3,032**	**4,309**	**4,663**	**8,649**	**5,276**	**5,630**	**6,036**	**11,259**	**6,809**	**7,408**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	1,699	1,271	1,293	1,319	1,353	1,389	1,425	1,463	1,506	1,552	1,596
Inventories	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,158	1,771	1,793	1,819	1,853	1,889	1,925	1,963	2,006	2,052	2,096
Non-Current Assets											
Financial Assets	6,543	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,575	102,653	128,021	144,739	160,797	162,716	164,467	163,994	168,651	169,184	168,598
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	97,753	104,288	129,656	146,374	162,432	164,351	166,102	165,629	170,286	170,819	170,233
TOTAL ASSETS	**100,911**	**106,059**	**131,449**	**148,194**	**164,285**	**166,240**	**168,027**	**167,592**	**172,292**	**172,871**	**172,329**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	734	734	747	762	781	802	823	845	870	896	921
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	88	73	77	82	86	91	95	100	105	109	114
Total Current Liabilities	822	807	824	844	867	892	918	945	974	1,005	1,036
Non-Current Liabilities											
Borrowings	-	2,145	23,203	35,259	42,672	39,320	35,445	28,942	22,347	16,079	8,092
Provisions	114	101	106	112	118	124	131	137	144	151	157
Total Non-Current Liabilities	114	2,246	23,309	35,372	42,790	39,445	35,576	29,079	22,491	16,229	8,250
TOTAL LIABILITIES	**936**	**3,053**	**24,133**	**36,215**	**43,658**	**40,337**	**36,494**	**30,024**	**23,465**	**17,235**	**9,286**
Net Assets	**99,975**	**103,006**	**107,315**	**111,978**	**120,627**	**125,903**	**131,533**	**137,568**	**148,827**	**155,636**	**163,043**
EQUITY											
Accumulated Surplus	74,251	77,282	81,591	86,254	90,619	95,895	101,525	107,560	114,034	120,843	128,250
Asset Revaluation Reserves	25,724	25,724	25,724	25,724	30,008	30,008	30,008	30,008	34,793	34,793	34,793
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**99,975**	**103,006**	**107,315**	**111,978**	**120,627**	**125,903**	**131,533**	**137,568**	**148,827**	**155,636**	**163,043**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	7,108	7,312	7,803	8,394	9,025	9,578	10,027	10,491	10,999	11,544	12,092
Investment Receipts	-	0	-	-	-	-	-	-	-	-	-
Payments:											
Operating Payments to Suppliers & Employees	(6,146)	(5,237)	(5,805)	(6,222)	(6,578)	(6,987)	(7,176)	(7,327)	(7,508)	(7,720)	(7,909)
Finance Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**962**	**2,075**	**1,998**	**2,172**	**2,447**	**2,591**	**2,851**	**3,164**	**3,490**	**3,824**	**4,183**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(273)	(4,918)	(10,794)	(9,792)	(9,149)	(1,011)	(778)	(393)	(811)	(1,629)	(373)
Expenditure on New/Upgraded Assets	(3,276)	(9,993)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(45)	-	-	-
Net Cash provided (or used in) Investing Activities	**(1,195)**	**(5,141)**	**(23,056)**	**(14,228)**	**(9,859)**	**761**	**1,024**	**3,340**	**3,105**	**2,444**	**3,803**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	-	2,107	21,058	12,057	7,413	-	-	-	-	-	-
Payments:											
Repayments of Borrowings	(6,971)	-	-	-	-	(3,352)	(3,875)	(6,503)	(6,595)	(6,268)	(7,987)
Net Cash provided (or used in) Financing Activities	**(6,971)**	**2,107**	**21,058**	**12,057**	**7,413**	**(3,352)**	**(3,875)**	**(6,503)**	**(6,595)**	**(6,268)**	**(7,987)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,204)**	**(959)**	-	-	**(0)**	**0**	-	**(0)**	**(0)**	-	-
plus: Cash & Cash Equivalents - beginning of year	8,663	1,459	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**1,459**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	7,345	7,312	7,825	8,420	9,059	9,613	10,063	10,529	11,042	11,590	12,136
less Expenses	(7,527)	(6,725)	(7,476)	(8,155)	(8,663)	(9,235)	(9,478)	(9,670)	(9,884)	(10,212)	(10,423)
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(273)	(4,918)	(10,794)	(9,792)	(9,149)	(1,011)	(778)	(393)	(811)	(1,629)	(373)
add back Depreciation, Amortisation and Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
add back Proceeds from Sale of Replaced Assets											
(Net Outlays) on Existing Assets	**1,148**	**(3,439)**	**(9,147)**	**(7,885)**	**(7,094)**	**1,206**	**1,488**	**1,923**	**1,528**	**824**	**2,105**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(3,276)	(9,933)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(45)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,415	3,704	3,778	3,915	4,073	4,176
(Net Outlays) on New and Upgraded Assets	**(922)**	**(7,193)**	**(12,261)**	**(4,436)**	**(710)**	**1,772**	**1,802**	**3,732**	**3,915**	**4,073**	**4,176**
Net Lending / (Borrowing) for Financial Year	**49**	**(10,046)**	**(21,059)**	**(12,056)**	**(7,409)**	**3,356**	**3,880**	**6,508**	**6,602**	**6,276**	**7,993**

RELEASED


RELEASED
Long Term
Financial Plan
2020-2030
MOUNT BARKER

Attachment 1 to Item 12.14



RELEASED

Kelledy Jones

APPENDIX 11

RELEASED

MINUTES OF THE SPECIAL MEETING of the Mount Barker District Council held in the Laratinga Pavilion, Environmental Services Centre, 100 Springs Road, Mount Barker on Monday 14 December 2020 at 6.30pm.

PRESENT Mayor Ferguson, Councillors Bailey, Grosser, Hardingham, Leach, Minett, Morrison, Orr, Seager and Westwood.

IN ATTENDANCE: Chief Executive Officer (A. Stuart), Deputy CEO/General Manager – Governance, Strategic Projects and Wastewater/Recycled Water (B. Clancey) General Manager Community Services (G. Parker), General Manager Infrastructure (P. Burton), General Manager Planning & Development (M. Voortman), Chief Financial Officer (A. Oulianoff), Manager Financial Services (J. Scoggins), Manager Health & Public Safety (J. Tann) and the Minute Secretary (A. Norton)

RELEASED

The meeting opened with an **Expression of Faith**

Acknowledgement of Land

1. **APOLOGIES/LEAVE OF ABSENCE**
Apology Councillor Jones

2. **CONFLICT OF INTEREST DECLARATION**
NIL

3. REPORTS

3.1

REPORT TITLE:	**DRAFT LONG TERM FINANCIAL PLAN 2020-2030**
DATE OF MEETING:	**14 DECEMBER 2020**
FILE NUMBER:	**DOC/20/159622**
ATTACHMENTS:	**ATTACHMENT 1 DOC/20/169053 LONG TERM FINANCIAL PLAN 2020-2030** **ATTACHMENT 2 DOC/20/174509 LTFP SUBMISSIONS**

Moved Councillor Leach that Council:

1. Notes the public submissions on the draft Long Term Financial Plan as provided in Attachment 2.
2. Adopt the Long Term Financial Plan 2020-2030 as included in Attachment 1.
3. Notes that the current Treasury Management Policy adopted by Council in September 2020 includes provision for the introduction of a general rate increase above CPI for financial sustainability if required as a potential funding source.
4. Notes that when the 2021/22 budget is prepared and adopted following community consultation, the 1% additional general rate increase will only be included if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment.

Seconded Councillor Bailey CARRIED

SM20201214.01

RELEASED

MEETING DECLARED CLOSED AT 6.53PM

MAYOR DATE

3. REPORTS

3.1 REPORT TITLE: DRAFT LONG TERM FINANCIAL PLAN 2020-2030

DATE OF MEETING: 14 DECEMBER 2020

FILE NUMBER: DOC/20/159622

ATTACHMENTS: ATTACHMENT 1 DOC/20/169053 LONG TERM FINANCIAL PLAN 2020-2030
ATTACHMENT 2 DOC/20/174509 LTFP SUBMISSIONS

Key Contact Manager/Sponsor Julie Scoggins, Manager, Financial Services
Alex Oulianoff, Chief Financial Officer

Mount Barker 2020-2035 – Community Plan:

Leadership and Good Governance:

LGG Strategy 1.8 Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

Annual Business Plan:

N/A

Purpose:

To adopt the Long Term Financial Plan 2020-2030 following community consultation of the Draft Long Term Financial plan 2020-2030 (LTFP).

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt a 10 year Long Term Financial Plan in accordance with the Local Government Act and Regulations.
2. **Revised View** – As foreshadowed at the Council meeting on 1 June 2020, the LTFP has been revised in the first half of 2020/21.
3. **Treasury Management Policy** – Is a key Council policy statement addressing financial sustainability over the life of the LTFP. The LTFP is aligned with this policy (as updated and adopted in September 2020).
4. **Proposal to reinstate the 1% for financial sustainability for 4 years** – To fund additional infrastructure, the draft LTFP includes a 1% increase in general rates above Adelaide CPI for financial sustainability for 4 years commencing in 2021/22.
5. **Financial Sustainability** – On average over the 10 years of the LTFP all key financial indicators are achieved/exceeded.

RELEASED

Return to Order of Business

6. **Public Consultation Feedback** – Prior to public consultation, feedback was provided from the Audit & Risk Committee. Six submissions were made to Council during the community consultation period providing feedback on the LTFP. The feedback received focused on the following key themes: Rate increase and in particular the 1% for financial sustainability; Wastewater infrastructure and service charge increases; Council's Net Financial Liability Ratio; and the proposed Regional Indoor Aquatic Facility.

Recommendation:

That Council:

1. Notes the public submissions on the draft Long Term Financial Plan as provided in Attachment 2.
2. Adopt the Long Term Financial Plan 2020-2030 as included in Attachment 1.
3. Notes that the current Treasury Management Policy adopted by Council in September 2020 includes provision for the introduction of a general rate increase above CPI for financial sustainability if required as a potential funding source.
4. Notes that when the 2021/22 budget is prepared and adopted following community consultation, the 1% additional general rate increase will only be included if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment.

Background:

1. **Legislation** - Under Section 122 of the Local Government Act 1999 a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years. A Council may review its strategic management plans at any time, but must undertake a review of its long-term financial plan as soon as practicable after adopting the Council's Annual Business Plan (ABP) for a particular financial year; and in any event, undertake a comprehensive review within 2 years after each general election of the Council.
2. **Audit and Risk Committee Meeting May 2020** - A report was presented at the Audit and Risk committee meeting on 14 May 2020 seeking feedback and recommendations from members. The removal of the 1% for financial sustainability was discussed and the following recommendation was included in the minutes:

   ARCM20200514.02

   The Committee supports the 1% Financial Sustainability rating measure and requests Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.
3. **Council Meeting June 2020** – The LTFP was adopted by Council on 1 June 2020. The report highlighted the impact of the removal of the 1% for financial sustainability on the LTFP and included the following recommendations:

   That Council:

   2. *Review the LTFP and the associated assumptions 6 months following adoption by Council.*

RELEASED

3. *Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*

4. **Audit & Risk Committee August 2020 and Council Meeting September 2020** – The revised Treasury Management Policy was reviewed at the Audit & Risk Committee and adopted by Council at the September meeting. The policy was updated to include a provision for the introduction of an additional rate increase for financial sustainability i.e. if required, an additional increase in general rates may be included for the funding and debt servicing of major projects.

5. **Council Member Informal Briefings September/October 2020** – Two informal briefings were held with Council Members on 14 September 2020 and 12 October 2020. The first session presented LTFP parameters and priorities and the second session presented the results of sensitivity analysis where three options were modelled for Council Member consideration.

6. **Audit & Risk Committee 27 October 2020** – A report was presented to the Audit & Risk Committee on 27 October 2020 to review the draft LTFP and sensitivity analysis prior to the provision of the report to Council.

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   That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

7. **Council Meeting 2 November 2020** – The draft LTFP was adopted for public consultation at the Council meeting.

8. **Strategic Financial Framework** - The Strategic Financial Framework includes a number of Strategic Management Documents that have also been updated/adopted by Council following the adoption of the LTFP on 1 June 2020:
   - **Strategic Asset Management Plan** – This plan was prepared aligned to the current known position (including asset health, service levels where known, demands and risk) and the provision of services that were matched with the previous version of the 2020-2030 LTFP position. This was adopted at the Council meeting on 7 September 2020.
   - **Community Plan 2020-2035** – The latest version of the Community Plan (previously the 'Strategic Plan') considered the key elements of the Long Term Financial Plan and in turn, the latest version of the LTFP also considers the Community Plan that has been presented for adoption at this meeting.

Discussion:

1. **Purpose of the LTFP** – The LTFP is a road map that illustrates financially the needs and aspirations of our growing community which supports and is supported by such documents as the Strategic Asset Management Plan, 30 year Strategic Plan (Community Plan) and Township Plans. The LTFP will be updated annually considering revised assumptions.

2. **Target Setting For Future Annual Business Plan and Budgets** - Council uses the LTFP to frame its Annual Business Plan and Budget by setting high-level parameters and targets that will assist Council in maintaining and improving the level of services of its existing assets whilst also delivering strategic new major projects.

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3. **Significant Growth** - Council has as a result of growth a significant level of committed expenditure, which will occur in the next 10 years. There are also significant items included in the strategic plan for Wastewater and sport & recreation, which will result in decisions needing to be made as to how the projects will be funded. There is also, however, an amount of uncommitted expenditure which can provide flexibility for the future.
4. **Key Objective** - The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving the objectives detailed in Council's suite of strategic management plans.
5. **Annual Business Plan** (ABP) – The LTFP has been updated to include the adopted budget (the previous version of the LTFP was adopted in June 2020, prior to the adoption of the ABP in July 2020).
6. **Revised LTFP** - The draft Long Term Financial Plan has been updated to consider changes from 2021/22 onwards (compared to the previously adopted LTFP). The following changes have been incorporated:
   - **Gross Capital Expenditure** - has increased by c$30m over the ten years driven by the following:
     - **Wastewater & Recycled Water Capital Works** – Gross expenditure has increased by c$9m reflecting revised estimates for some elements, in particular the Hampden Road to WWTP Gravity Trunk Main & Inlet Pumping Station project.
     - **Council Operations Capital Works** – Gross expenditure has increased by c$21m including:
       - **Current Strategic New Capital Projects (SNCP)** - $9m driven by indexation/updated assumptions for current Strategic New projects e.g. Regional Aquatic & Leisure Centre and City Centre Catalyst Project ; and
       - **New SNCP** - $12m from new projects including those supported by: Council decisions, commitments tied to developer contribution revenue and other key priorities.
   - **Capital Revenue** – has increased by c$10m over the ten years with the following significant variances:
     - **Wastewater & Recycled Water** – (c$1.5m) reduction has occurred as a result of changes to indexation assumptions (updated from March 2020 as per the adopted LTFP to June 2020).
     - **Council Operations Revenue** - $11.5m where grant revenue has increased including the City Centre Catalyst Project and new projects such as the Regional Adventure Play and Heysen Boulevard/Springs Road Roundabout, partly offset by indexation.
7. **Sensitivity Analysis** – Detailed modelling was undertaken to update the LTFP for latest information and the expected impact of COVID-19. The following three options were developed:
   - **Draft LTFP (Option 1) - General Rate increase of CPI (Adelaide) +1% for 4 years from 2021/22** - Which equates to 2.3% in the first year, whilst maintaining growth at c2.5% (Average) p.a.

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- **Alternative 1 - General Rate increase of CPI (Adelaide)** – Which equates to 1.3% in 2021/22, with growth of c2.5% (Average) p.a. maintained as per the adopted LTFP.
- **Alternative 2 - General Rate increase of CPI (Adelaide) +1% For 4 years from 2021/22 and a 50% reduction in growth** - Which equates to 2.3% in the first year, whilst maintaining growth at c1.25% (Average) p.a. with a 50% reduction in growth estimates to c1.25% (Average) p.a.

- The key financial indicators are summarised below for the consolidated Council LTFP (including Wastewater and Recycled Water):

	Operating Surplus Ratio			Net Financial Liabilities Ratio			
Options	Average Ratio	Minimum Target	Number of Years Above Minimum	Average Ratio	Minimum Target	Peak Ratio	Number of Years Above Maximum
Adopted LTFP	3.0%	1.0%	All	66.3%	80.0%	116.3%	4 years
Draft LTFP	5.6%	1.0%	All	73.4%	80.0%	119.1%	5 years
Alternative 1	3.5%	1.0%	All	83.8%	80.0%	125.1%	6 years
Alternative 2	1.6%	1.0%	6 years	91.0%	80.0%	127.2%	7 years

8. The Draft LTFP achieves the Key Financial Indicator targets on average over the ten years:
   - **Operating Surplus Ratio** - The average operating surplus ratio over the ten years of the LTFP is above the minimum target of 1% for all years.
   - **Net Financial Liabilities Ratio (NFL)** - The target of a ratio of no greater than 80% is achieved on average over the ten years. There are notably, however, five years where the net financial liabilities ratio is greater than the 80% target with the ratio getting as high as circa 119% in year 2024. This is driven by significant investment in wastewater and recycled water infrastructure and the net impact of Strategic New Capital projects, however, this indicator is 73.4% on average over the life of the Long Term Financial Plan with a much lower ratio in the latter years with for example 14.0% in 2029/30.
   - **Asset Renewal Funding Ratio** – For all years, the ratio is assumed to be 100% i.e. in line with the Strategic Asset Management Plan adopted by Council in September 2020.
   - It should be noted that alternatives 1 and 2 do not achieve all key financial indicator targets on average over the ten years of the LTFP.

9. **Key Assumptions** - The draft Long Term Financial Plan key assumptions including inflation for revenue and expenditure and growth for Council and Wastewater and Recycled Water operations are detailed in the Long Term Financial Plan document (Attachment 1). It is assumed that council will continue to be the owner and operator of the wastewater/recycled water service and that the required capital investment in wastewater/recycled water infrastructure upgrading will be funded by Council.

10. **Stimulus Measures** – Recent stimulus measures from the three tiers of government can have an impact on Council's long-term financial sustainability. Examples of this are the provision of grant revenue to bring forward projects, which in turn brings forward expenditure obligations such as depreciation, interest, maintenance and operating and renewal expenditure, which are a liability for Council. In other ways stimulus can bring forward the demand for Council assets and services for example the provision of Wastewater and Council services caused by increased growth driven by the recent homebuilder grant scheme. The magnitude of grant revenue may also

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be impacted by the stimulus grants, as shown recently where projects have been 100% funded.

11. **Inclusion of 1% For Financial Sustainability** The draft LTFP is predicated on the requirement for Council to invest in infrastructure to support future forecast population growth and agreed changes in service standards e.g. the Regional Aquatic and Leisure Centre Stage 1 in the district in a financially sustainable manner. As such, the requirement for the 1% has been driven by the substantial investment required to support both the significant investment required in the Wastewater and Recycled Water operations and Council's Strategic New Capital Projects. The 1% ensures that target key financial ratios are achieved on average across the ten years:

    - **Rationale for the LTFP with 1% general rate increase for financial sustainability for 4 years –Audit & Risk Committee** – During the consultation period for the Long Term Financial Plan in May 2020 the Audit & Risk Committee recommended that Council carefully consider the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.

      The Audit & Risk Committee at the meeting on 27 October requested that information be included in the LTFP document that highlighted the rationale for the 1% general rate increase for financial sustainability and further information about how this had been removed from the LTFP adopted in June 2020.

    - It should be noted that the LTFP is a roadmap that provides future direction and an indication of financial sustainability. Adopting the LTFP including the 1% additional increase in the general rate does not bind Council to increase annual budgets by the 1%, for example if growth is more than the target in the LTFP the Council may elect to not include the 1% for financial sustainability or a reduced amount for that year.

    - **Target** – It should be noted that the 1% additional increase in the general rate included is based on current known assumptions and represents the maximum increase that would be applied in the Annual Business Plan for the following four years. If other assumptions (e.g. growth, inflation, capital investment and grant revenue) are better than included in this version of the LTFP, for future budgets and versions of the LTFP, the requirement for the 1% may be reduced or eliminated.

    - **Requirement To Fund Strategic New Capital Projects** – The 1% increase is required to fund the maintenance, renewals and operations of new services and infrastructure such as: the regional sports hub stage 1 and the regional aquatic and leisure facility stage 1.

    - **Key Assumptions** – The rate increase included in the LTFP is based on key assumptions such as growth and the maintenance of current service levels (with the exception of new facilities that represent a change in service levels such as the projects detailed above (e.g. the Glebe or the regional indoor aquatic facility)).

    - **Forecast Impact** - The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will fund Council's long term financial plan.

12. **Treasury Management Policy** – The Treasury Management Policy is a key Council policy statement addressing financial sustainability over the life of the LTFP and

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ensures that Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets (as updated and adopted in September 2020).

Of particular relevance is clause 7.4 as shown below:

7.4 Levy For Financial Sustainability - If required an additional increase in general rates may be included for the funding and debt servicing of major projects. This is effectively to fund major infrastructure, and a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) to provide intergenerational benefits to the community.

13. **Excluded from the LTFP** – Each of these potential items have not been included in the draft LTFP as they are at a formative stage with no decisions made as yet. They will also require if implemented funding management strategies to mitigate the impact on rate increases:
    - **Wastewater** - Augmentation and upgrading of wastewater infrastructure in Nairne township to cater for growth (both infill and greenfields), the Mount Barker CBD retrospective provision of a sewer service with both being subject to investigation and the preparation of a business case;
    - **Recreation** – regional sports hub future stages; and
    - **Footpath Program** – This version of the LTFP excludes additional investment in the footpath program (beyond the $250k p.a. included in this version of the LTFP from 2021/22 onwards) presented to Council Members at the informal briefing on 23 November 2020.
14. **Local Government Reform Bill** – The Long Term Financial Plan will become more important if the latest plan to implement the Local Government Reform Bill is adopted. This would require the Essential Services Commission of SA to review Council's long-term financial plans and rating decisions every three years.
15. **The draft LTFP (Attached)** - Is presented as a set of financial statements and includes the following statements for years 2020/21 to 2029/30;
    - Statement of Comprehensive Income
    - Statement of Financial Position (Balance Sheet)
    - Statement of Changes in Equity
    - Statement of Cash Flow
    - Uniform Presentation of Finances
    - Financial Indicators.
16. **Community Consultation** – Six submissions have been received providing feedback on the Long Term Financial Plan. The feedback received focussed on the following key themes:
    - **Rate Increase** - Principally the 1% for financial sustainability;
    - **Regional Indoor Aquatic Facility** – Adapting the numbers to include current confirmed grant funding;
    - **Wastewater Infrastructure & Service Charges** – Requirement for infrastructure to be funded by developers and increase in service charges to fund investment in infrastructure;
    - **Capital Works** – Focussing on the requirement to invest in Harrogate and Brukunga; and

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- **Net Financial Liabilities Ratio** – Concerns were raised that the ratio was higher than the target for 5 years of the LTFP.

There were six submissions received (as included in Attachment 2):

- [redacted]

The draft Long Term Financial Plan was reviewed at the Audit & Risk Committee meeting on 27 October 2020 where they provided the following advice:

The Audit and Risk Committee recommend to Council that the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for adoption by Council for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

It should be noted that the minor amendments and suggestions including additional information on the 1% general rate increased for financial sustainability were incorporated in the draft document for Council to adopt for public consultation.

Community Engagement:

Decision to be made	Make a recommendation that the Long Term Financial Plan be adopted
Key factors to be considered in decision (dot points)	• Annual Business Plan • Asset Management Plans • Community Plan • Local Government Act 1999
Area of community influence	Aspects that are fixed: - Legislative Factors Key areas for community input: - Community may make submissions on all sections of the Draft Long Term Financial Plan.
Method of consultation, informing community & cost	Copies of the draft LTFP were available at: • The Mount Barker Community Library; • Civic Centre; • Council's Your Say platform. A facility was provided for the community to ask questions and receive submissions on Council's website during the consultation period.

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Feedback to stakeholders/Council	A written response will be made to all submissions once the Long Term Financial Plan 2020-2030 has been adopted by Council.
Timeframe for consultation	Commenced on 4 November and concluded on 25 November 2020.
Community input	Commentary on the Draft LTFP

The Draft Long Term Financial Plan 2020-2030 was available for public consultation for a period of 3 weeks.

Policy:
Treasury Management Policy – DOC/20/27034
Funding Policy – DOC/19/103032

Long Term Financial Plan:
This draft will form the basis of the LTFP, which once adopted will be the point of reference for future budgets.

Budget:
The preparation of the LTFP informs future budgets.

Statutory/Legal:
Under Section 122 LG Act a Council must develop and adopt a Long Term Financial Plan for a period of at least 10 years.

Local Government Act 1999 – Section 122
Local Government (Financial Management) Regulations – 2011 – Regulations 5 & 7.

Staff Resource Requirements:
Completed within staff resources.

Environmental:
As determined in Mount Barker 2035 District Strategic Plan.

Social:
As determined in Mount Barker 2035 District Strategic Plan.

Risk Assessment:
The LTFP models Council to be financially sustainable over the long term.

Asset Management:
The LTFP is aligned with the Strategic Asset Management Plan adopted in September 2020.

Conclusion:
The Long Term Financial Plan is a high level strategic planning document and roadmap which is a key aid to Council's budgeting and planning process. It provides guidance that will assist Council staff and Council Members in planning for the delivery of facilities and services to meet the expectations of the growing community in a sustainable manner.

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Council's Strategic Plan includes significant additional infrastructure and services, planning which includes consideration for the timing of revenue and expenditure, and the feasibility of each project. Proactive planning and modelling is vitally important to the ongoing financial sustainability of Council.

While Council uses the LTFP to inform its Annual Business Plan and budget, the plan is a roadmap and as such does not and cannot determine the rates or charges in each year as there are prescribed processes including community consultation that must be undertaken.

Previous Decisions By/Information Reports to Council

Meeting Date	2 November 2020	HPRM Reference	DOC/20/142855
Title	Draft Long Term Financial Plan 2020-2030		
Purpose	To present and seek endorsement for community consultation of the Draft Long Term Financial Plan 2020-2030 (LTFP).		

Meeting Date	1 June 2020	HPRM Reference	DOC/20/61595
Title	Long Term Financial Plan 2020-2030		
Purpose	To adopt the Long Term Financial Plan 2020-2030 following community consultation of the Draft Long Term Financial plan 2020-2030 (LTFP).		

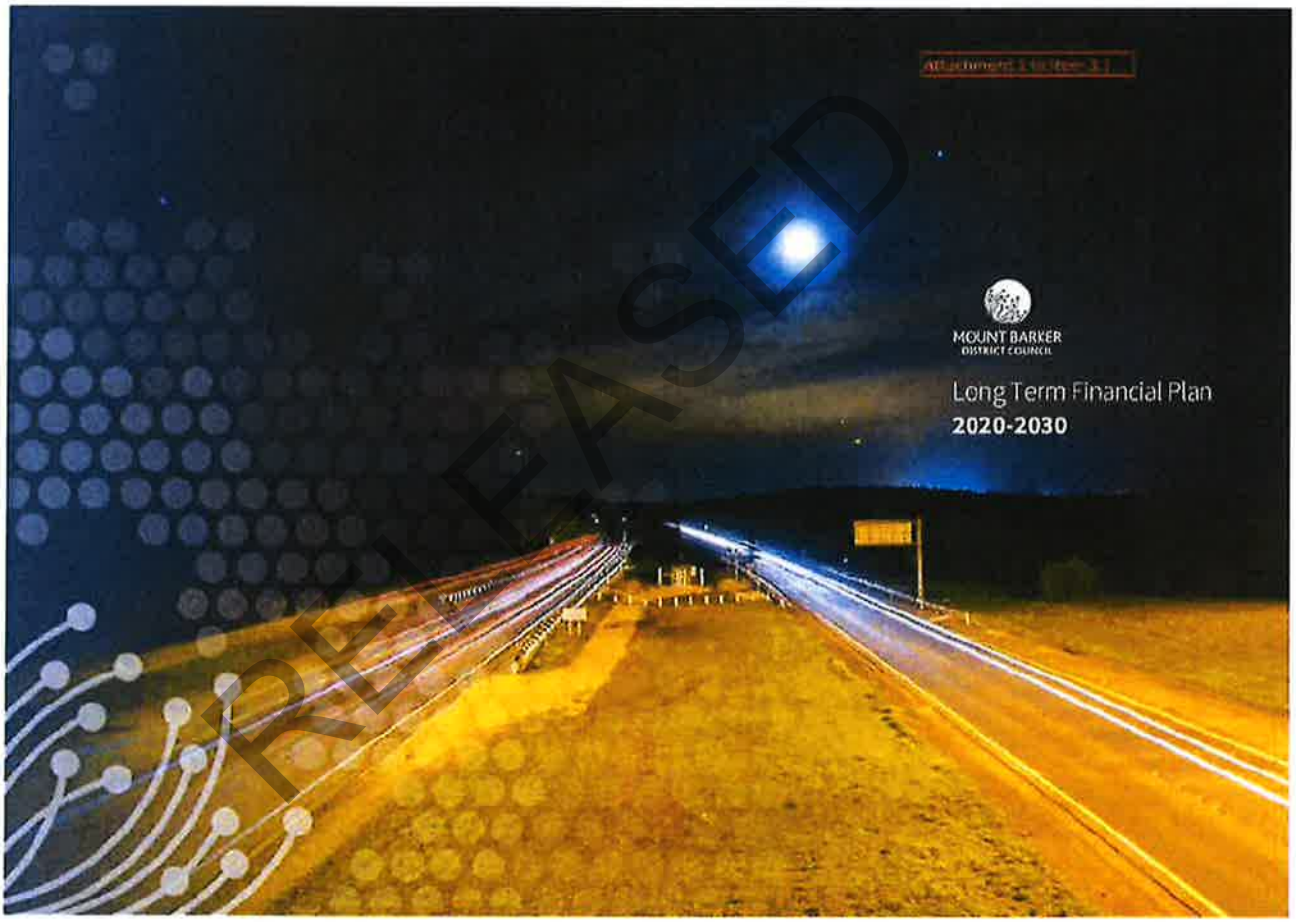
Meeting Date	6 April 2020	HPRM Reference	DOC/20/38579
Title	Draft Long Term Financial Plan 2020-2030		
Purpose	To present and seek endorsement of Council's intention to consult on the Draft Long Term Financial Plan 2020-2030 (LTFP).		

Meeting Date	28 June 2018	HPRM Reference	DOC/18/68258
Title	Draft Long Term Financial Plan 2018-2028		
Purpose	To present and seek endorsement of Council's intention to consult on the Draft Long Term Financial Plan 2018-2028 (LTFP).		

Meeting Date	5 June 2017	HPRM Reference	DOC/17/52177
Title	Draft Long Term Financial Plan 2017-2027		
Purpose	To present the Draft Long Term Financial Plan 2017-2027 (LTFP)		

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4. Developer Funding and Capital Expenditure
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6. Key Assumptions
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9. Council Operations
10. Wastewater & Recycled Water

Appendix:

Assumptions

Financial Statements

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Long Term
Financial Plan
2020-2030

Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Draft Long Term Financial Plan 2020-2030. The Long Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Council's financial sustainability and ensures that decisions support the objectives outlined in our recently adopted Mount Barker 2035 Community Plan.

When Council adopted the Long Term Financial Plan in June 2020 we committed to review the LTFP when we understood more of the impact of COVID-19 and the Cudlee Creek Bushfires. This revised version of the LTFP reflects this additional information.

Financial sustainability is very important, it means our community continues to have well maintained facilities and infrastructure and the provision of quality services are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets and the sustained economic development of the district.

Our community continues to face significant challenges that are expected to last for many years, both personally and financially and as a Council we are focused on meeting the needs of our growing community during these challenging times.

It is also vital we maintain the delivery of essential services and continue to work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

It is for this purpose that Council has advocated to provide the best outcomes for the district with the delivery of significant investments in our community such as the regional sports hub, regional aquatic and leisure centre, the development of the town centre and upgrade of the district's wastewater treatment system.



Mayor
Ann Ferguson

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Draft Long Term Financial Plan 2020/21 to 2029/30

2. EXECUTIVE STATEMENT

Mount Barker District Council's Long Term Financial Plan provides the forward financial capacity framework to resource the community's needs and aspirations. Through the alignment of this plan with the Community Plan 2020-2035 and the Strategic Asset Management Plan, Council is able to plan, manage and communicate its future objectives in a sustainable way for the long term.

The LTFP reflects the significant growth in our community that is occurring and the implications arising from that. In particular, the timely provision of infrastructure both within and external to the growth areas and the associated funding need. Contributions from developers to fund the infrastructure provision is an important source of revenue.

Our Wastewater and Recycled Water operation is a long standing significant operation within Council. It is a self-sustaining operation that due in part to major growth in our district now requires major investment not only to renew a major part of the Wastewater system, but also to accommodate significant population growth.

This Long Term Financial Plan is predicated on an assumption of significant growth driven by the Ministerial Development Plan Area (MDPA) in 2010, which is on average 2.5% over the 10 years of the LTFP. If this growth is not achieved other assumptions may need to change, for example rate increases, capital investment, and service levels.

Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

To remain financially sustainable whilst delivering such major projects, Council has had to plan when and how these projects will be delivered.

The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it provides guidance and does not determine the rates and charges for the future. If key assumptions such as growth, capital investment or interest rates change then this may drive changes in the annual budget.

Over the life of this Plan, Council is projected to maintain a strong financial position and on average meet or exceed all of its financial targets. Over the medium to long term, Council is expected to be financially sustainable in accordance with the information contained within this Plan.

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Draft Long Term Financial Plan 2020/21 to 2029/30

3. SIGNIFICANT INFLUENCES AND CHALLENGES

Significant Growth - The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the growth experienced in this district as a result of the State Government rezoning, which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Planned Population Growth - Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

Allotment Growth - With the assumptions regarding anticipated allotment growth unchanged from the previously adopted LTFP, at a rate of around 2.5% per year (on average), Council has further considered when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Key Assumptions – The LTFP is The Plan is a long-term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

Strategic Financial Framework - The Plan complements and is complemented by other important Council plans and strategies:

- Community Plan 2020-2035;
- Strategic Asset Management Plan
- Corporate Implementation Plan (4 Years); and
- Annual Business Plan.

Strategic New Capital Projects (SNCP) - Examples of significant investment in Strategic New Capital Projects (i.e. projects with full life expenditure in excess of $500k) included in this plan are:

- Regional Aquatic and Leisure Centre Stage 1;
- regional sports hub Stage 1;
- Mount Barker City Centre Catalyst Project; and
- Major Wastewater Treatment Plant Upgrade.

General Rate Revenue - Council's major source of income is rates, which accounts for on average circa 85% of Council Operations revenue over the ten years and is an important part of the planned long-term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

Inflation - This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure. These have been updated as at the end of June 2020.

Strategic Asset Management Plan – The Strategic Asset Management Plan was adopted in September 2020. This is aligned with the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the regional sports hub stage 1 and regional aquatic and leisure centre stage 1.

Infrastructure For Growth - Factored into the LTFP is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

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Draft Long Term Financial Plan 2020/21 to 2029/30

Partnerships - Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

Council Operations & Wastewater & Recycled Water - In alignment with the Annual Business Plan and Budget, the Long Term Financial Plan has been developed separately for Council Operations and the Wastewater & Recycled Water Operations (in recognition of the strategic importance of these functions). The Long Term Financial Plan includes financial information shown on the following basis:

- **Consolidated** - Council Operations and Wastewater & Recycled Water;
- **Council Operations** - Services provided for the community i.e. excluding Wastewater & Recycled Water; and
- **Wastewater & Recycled Water** - The collection and treatment of Wastewater and the supply of recycled water.

Updated Assumptions - It should be noted that as decided by Council, upon adoption of the previous Long Term Financial Plan in June 2020, the LTFP has been updated to consider latest information with regard to the impact of COVID-19. The opportunity has also been taken to review and incorporate other known changes from 2021/22 onwards as follows:

- **Indexation** - Forecast CPI and LGPI assumptions have been updated to reflect the latest view as at 30 June.
- **Council Operations Capital Works Program** - This program has been updated to include indexation and the latest view for major strategic projects and new projects including those funded by developer contributions secured via deeds and/or separate rates such as transport for growth projects.
- **Wastewater & Recycled Water Capital Works Program** - This program has been updated to include indexation and the latest information for the gravity trunk main from Hampden Road to the Springs Road wastewater treatment plant & Pumping Station.

Sensitivity Analysis - Detailed modelling has been undertaken with options presented to Council Members based on the following scenarios (with more detail included later in this document).

Rationale for the LTFP with 1% general rate increase for financial sustainability for 4 years – The draft LTFP is predicated on the requirement for Council to invest in infrastructure to support future forecast population growth in the district in a financially sustainable manner. As such the requirement for the 1% has been driven by the substantial investment required to support both the significant investment required in the Wastewater and Recycled Water operations and the Strategic New Capital Projects.

The LTFP is predicated based on a number of key assumptions/underlying factors.:

- **CPI** - The LTFP is based upon Adelaide CPI forecasts as at June 2020. Efficiencies have been incorporated where revenue is inflated by CPI reflecting a ratepayer's ability to pay (i.e. a basket of goods purchased by an individual) compared to the inflation applied to Council's expenditure based on LGPI (i.e. a basket of goods purchased by Council) which is approximately 0.44% higher than CPI.
- **Growth** – This LTFP assumes that average growth of 2.5% per annum will be achieved over the ten years of the LTFP.
- **Net Financial Liabilities Ratio** – The Net Financial Liabilities Ratio is on average in line with the target of 80% over the LTFP ten-year time period.

If any of the targets are not achieved (i.e. if growth or CPI is lower than planned), this will mean that other assumptions will need to be changed to ensure that the targets set by the LTFP are achieved.

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Draft Long Term Financial Plan 2020/21 to 2029/30

1% Financial Sustainability – It is worth noting that prior to the most recently adopted LTFP in June 2020, that 1% general rate increase for sustainability above CPI (over the life of the LTFP) had been included to fund future infrastructure and associated debt. This ensured that previously adopted LTFPs achieved the balance required between the need for significant investment in infrastructure and the achievement of the key financial indicators. This was removed from the last LTFP, however, it was recognised that should key assumptions change driving pressure on the achievement of key financial ratio targets, then the 1% may need to be reintroduced (with consideration for how many years it is required).

The draft LTFP includes the 1% additional increase to inflation indexation over four years required to ensure that KFIs are achieved on average over the term of the LTFP.

The increase in rates will cover the maintenance, renewals and operations of new services and infrastructure such as: the regional sports hub stage 1 and regional aquatic and leisure facility stage 1.

What this increase means for the average ratepayer and Council:
The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will contribute to funding the timely provision of required infrastructure.

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Draft Long Term Financial Plan 2020/21 to 2029/30

4. DEVELOPER FUNDING AND CAPITAL EXPENDITURE

Council has put in place a number of mechanisms to secure developer contributions for infrastructure associated with the Ministerial Development Plan Amendment Area (MDPA) and for the expansion/upgrading of infrastructure required due to growth.

Currently the key developer contribution programs are:

- **Transport Infrastructure** – The purpose of this developer fee is to raise funds to meet the costs of the required transport infrastructure upgrading that arises due to growth. This is charged on a per hectare basis when development is undertaken.
- **Wastewater Infrastructure** – Funding of the essential infrastructure required to service new properties within the district for the collection, treatment and disposal of waste water which is charged on a new allotment created basis when development is undertaken.
- **Recreation, Sport and Community Infrastructure** – This fee is charged per new allotment created when development is undertaken the purpose of which is to contribute to the provision of recreation, sport and community infrastructure.

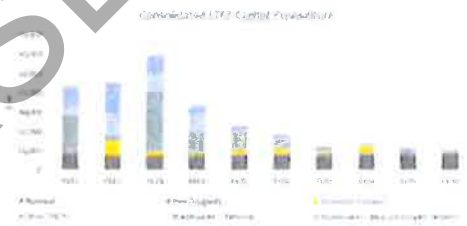
These amounts contribute to the provision of infrastructure that is external to the site of a developer. They are separate to any other infrastructure requirements that a developer may need to meet within their development site (e.g. roads, stormwater, wastewater, open space) to attain development approval

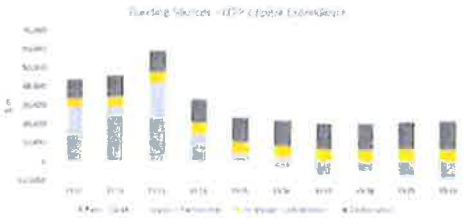
Capital Expenditure Funding - Capital expenditure over the term of the LTFP funded by developer contributions is forecast to total $61m.

Forecast Revenue - Corresponding forecast revenue over the term of the plan is assumed to be $52m.

Funding Shortfall - The shortfall which is to be recovered beyond the term of the plan is $9m. This shortfall in the interim will be funded by loans.

Key Financial Indicators - Developer contributions present and future are not included in the Net Financial Liabilities Ratio, but are relevant when considering Council's financial sustainability in the medium to long term, given the nature of the investments and the revenues which are tied.





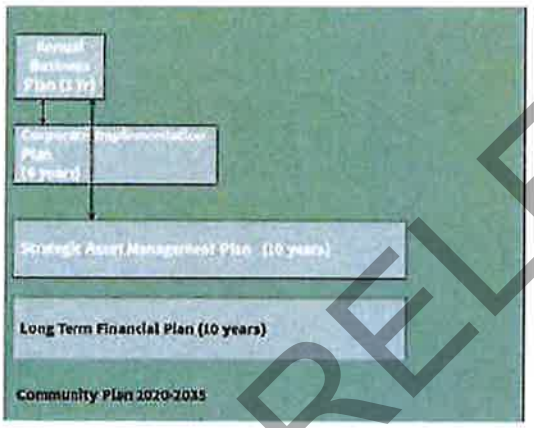
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5. STRATEGIC FINANCIAL FRAMEWORK

The Strategic Financial Framework brings together the key strategic management documents to ensure that the vision, goals and objectives set by the Community Plan 2020-2035 are implemented the Long Term Financial Plan, Strategic Asset Management Plan, Corporate Implementation Plan, and Annual Business Plan

The Long Term Financial Plan guides and is guided by other key strategic management documents as shown below:



Community Plan 2020-2035 - This guides all the work of Council, and enables partnerships with others to achieve desired outcomes for our community and environment. This includes community themes (Community Wellbeing, Ecological Sustainability and Economic Prosperity), sets long term goals and objectives, provides priority directions and is supported by indicators and delivery guidelines.

Long Term Financial Plan (10 Years) - The Long Term Financial Plan shows the financial impact of the implementation of the Community Plan 2020-2035 over the next 10 years and incorporates key assumptions from the Community Plan 2020-2035 and Strategic Asset Management Plan. The LTFP will be reviewed by Council on an annual basis.

Strategic Asset Management Plan (10 Years) - Identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the Long Term Financial Plan.

Corporate Implementation Plan (4 Years) – Sets the priorities and associated forecasts for projects, programs and services arising from the Community Plan 2020-2035, lead strategy plans and other Council priorities. This is updated annually and informs specific action, project and management plans and divisional plans. It is integrated with the Community Plan 2020-2035, Long Term Financial Plan, Strategic Asset Management Plan and Annual Business Plan.

Annual Business Plan (1 Year) - Each year, Council develops an Annual Business Plan guided by our strategic financial framework which sets strategic directions over the medium and long term and converts these into annual actions and outcomes. This shows the outcomes Council expects to achieve in the year, the services, the key measures of success and the budget required to deliver these outcomes.

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6. KEY ASSUMPTIONS

OPERATING INCOME

- **General Rates** have been indexed by forecast inflation (Adelaide CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied which is lower than the actual Adelaide CPI of 2.4% to March 2020. An additional 1% for financial sustainability has been included for 2021/22 to 24/25 inclusive to fund future infrastructure and the associated maintenance, renewal and operating costs.
- **Wastewater Annual Service Charges** have been increased by 4.75% per year plus growth for the first year of the long term financial plan followed by 5% plus growth for three years reverting to CPI after this so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Strategic Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** with the exception of statutory and waste management fees and charges no increase has been included in 2020/21 in response to COVID 19. It should also be noted that in 2020/21 user charges were reduced for those services that would not be provided in the first quarter of 2020/21 due to the expected impact of COVID-19. CPI increases have been applied over the remaining 9 years aligned with the user pays principle. The average increase over the period of the remaining 9 years is forecast to be circa 2.1%.
- **Refuse Charges** have been indexed by CPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually (on average) over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan.
- **Grant Funding (One-off)** is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the period of the plan (with the exception of 2020/21 which is based on the 2020/21 draft budget adjusted for COVID 19). In addition, growth indexation has been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the current Inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI or 1.75% (if CPI is lower) has been allowed for.
- **FTE Increase** - Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the

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Interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to meet the renewal requirements per the adopted Strategic Asset Management Plan. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital Projects** included in the plan are based on Council's Corporate and Community Plan 2020-2035 and is modelled to achieve the objectives of these plans in a financially sustainable manner.
- **Wastewater and Recycled Water** is assumed to be funded by council, as distinct from possible alternative funding and service delivery models.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id population forecasts and indexation applicable to the varying contribution types.

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

- **Assets** such as trade & other receivables, inventories and equity accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade and other payables and provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

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7. KEY FINANCIAL RATIOS

OVERVIEW

Local Government Sector Performance - The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability.

Legislative Requirement - These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulations.

Section 122 of the Local Government Act 1999 states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and...The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council..."

Treasury Management Policy - The following graphs and accompanying commentary are set against targets endorsed by Council in the "Treasury Management Policy".

The policy includes an additional revenue source so that if required an additional increase in general rates may be included for the funding and debt servicing of major projects. This is effectively to fund major infrastructure, and a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) to provide intergenerational benefits to the community.

OPERATING SURPLUS RATIO

What is the purpose of this ratio?

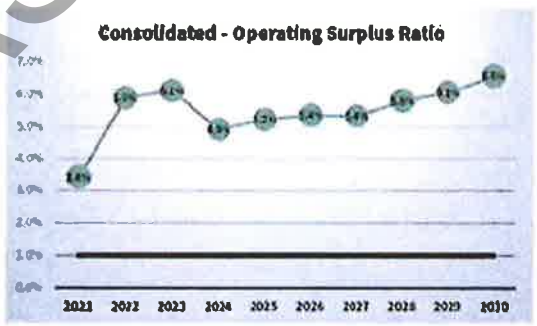
This financial indicator is useful in determining if current ratepayers are paying enough to cover products and services provided in each period.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

"Council will maintain its operating surplus ratio at greater than or equal to one percent of operating revenue."



Result:

The LTFP allows for Council to achieve a breakeven positon whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.

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NET FINANCIAL LIABILITIES RATIO

What is the purpose of this ratio?

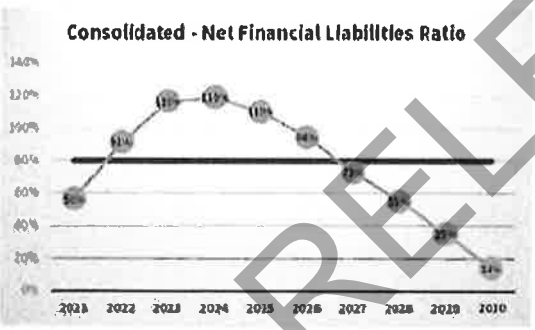
This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

"Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"



Result:

Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works.

Although Council's Net Financial Liability exceeds the target of 80% for five of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability Ratio of 73%.

The increased debt of Council represented in this indicator reflects the conscious decision taken by Council to fund its ambitous capital works program to build the required infrastructure to support the growing community over the ten year period. Council is forecast to invest around $271M in its infrastructure including new/upgrade projects, strategic new capital projects, investment in wastewater and recycled water, and the renewals program.

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ASSET RENEWAL FUNDING RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if Council is maintaining all of its assets.

This is best demonstrated by comparing total Capital Renewal expenditure planned against Strategic Asset Management Plan requirements.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plans allocation

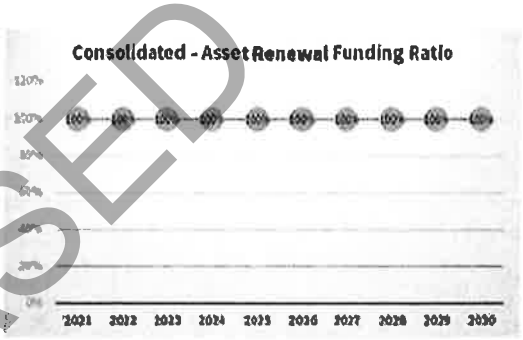
What is the target?

"Council will maintain an asset renewal funding ratio of greater than or equal to 100% of Asset Management Plans"

Result:

Council will achieve over the period of the plan the required expenditure that is set out in the Strategic Asset Management Plan adopted in September 2020.

The expenditure planned on renewing and maintaing assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



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8. SENSITIVITY ANALYSIS

The following rating options were modelled and considered:

DRAFT LTFP – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

- **Operating Surplus Ratio** - Is above 1% minimum for all 10 years. The average ratio over 10 years is 5.6%.
- **Net Financial Liabilities Ratio** - For 5 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 73.4% and the peak ratio in FY24 is 119.1%.

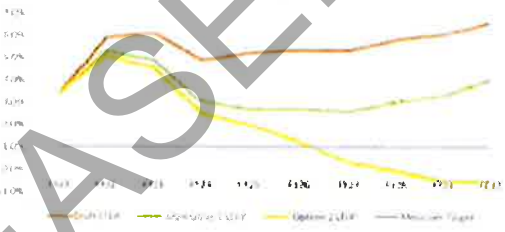
ALTERNATIVE 1 – ADELAIDE CPI ACROSS ALL YEARS AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

- **Operating Surplus Ratio** – Is above 1% minimum for all 10 years. The average ratio over 10 years is 3.5%.
- **Net Financial Liabilities Ratio** – For 6 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 83.8% and the peak ratio in FY24 is 125.1%.

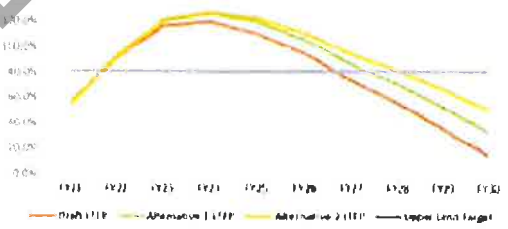
ALTERNATIVE 2 – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND A 50% REDUCTION IN GROWTH ESTIMATES OF 1.25% P.A (AVERAGE).

- **Operating Surplus Ratio** - Is below the 1% minimum for 4 years. The average ratio over 10 years is 1.6%.
- **Net Financial Liabilities Ratio** – For 7 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 91.0% and the peak ratio in FY24 is 127.2%.

Consolidated Operating Surplus Ratio %



Consolidated Net Financial Liabilities Ratio %



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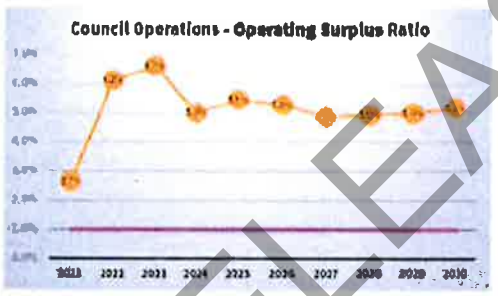
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9. COUNCIL OPERATIONS

OPERATING SURPLUS RATIO

Years Above Target - All years are above the minimum target of 1% and higher than the LTFP adopted in June 2020.

Average Ratio – The average ratio is 5.1% over 10 years. The operating surplus is required to fund the current and future year's infrastructure program and service the associated debt.



NET FINANCIAL LIABILITIES RATIO

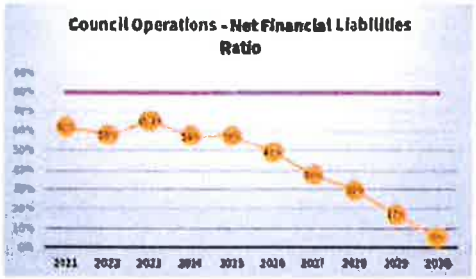
Years Below Target - The Net Financial Liabilities Ratio for all years is below the 80% maximum target.

Average Ratio - The Average ratio is 41.7% over 10 years.

Peak Ratio – There is a peak ratio of 65.3% in FY23 reflecting the amount of capital expenditure that is anticipated in that year.

The following should be noted:

- **Capital Expenditure Timing** - The timing of capital expenditure, in particular the first 4 years with significant expenditure forecast, is impacting this ratio.
- **Future Revenue Streams** – This ratio does not account for future revenue streams (e.g. developer contributions) that will fund infrastructure such as transport projects arising due to growth (further details on the next page).

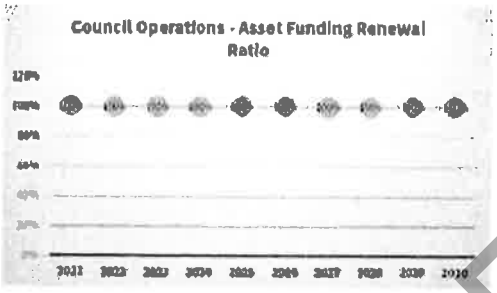


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ASSET FUNDING RENEWAL RATIO

The Long Term Financial Plan is aligned with the Strategic Asset Management Plan with a ratio of 100% in line with the target.



CAPITAL INVESTMENT PROGRAM

- **Asset Renewal Program** – Is aligned with the Strategic Asset Management Plan.
- **Key Projects** - include:

  Transport For Growth Projects – Cover the planned upgrade of roads and intersections to meet the demand from population growth including: Mawson/Baltunga Intersection; Heysen Boulevard Railway Crossing; Nottage Road Upgrade; Hawthorn Road Upgrade; and Springs Road East Upgrade.

  Main Streets Projects – Including the following projects: Hahndorf Main Street Revitalisation; Nairne Main Street Upgrade; and Venables Street upgrade.

  Township Projects – Including projects that support the delivery of over 500 actions arising from Township Plans including projects that focus on the following: Main Streets; Open Space and Environment/Biodiversity; Essential Infrastructure; Community Facilities; Recreation; and Community Programs/Tourism.

  Major Strategic Projects - The delivery of major, intergenerational projects including: regional sports hub stage 1; Regional Aquatic & Leisure Centre; Regional Nature Play; Regional Hub & Surrounds; and the City Centre Catalyst Project.

  Strategic New Capital Projects Expenditure – The Long Term Financial Plan allows for gross capital expenditure of $99.1m over 10 years for Strategic New Capital projects. 74% of this expenditure occurs in the first 4 years with the delivery of significant projects such as the regional sports hub stage 1, regional aquatic and leisure centre and the Mount Barker City Centre Catalyst Project.

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- **Strategic New Capital Revenue** - $55m (excluding indexation) of grants and partnership contributions have been assumed in support of these projects.

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10. WASTEWATER & RECYCLED WATER

OPERATING SURPLUS RATIO

Years Above Target – All years are above the minimum target of 1% and higher than the LTFP adopted in June 2020.

Average Ratio – The Wastewater and Recycled Water average ratio is 7.9% over 10 years.

The operating surplus is required to fund the current and future year's significant investment in infrastructure required and service the associated debt



NET FINANCIAL LIABILITIES RATIO

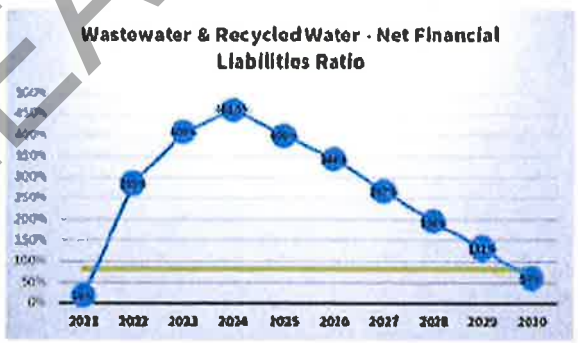
Years Above Target - The Net Financial Liabilities Ratio is above the 80% maximum target for all years of the LTFP with the exception of 2020/21 and 2029/30

Average Ratio - The average ratio is 250.8% over the 10 years reflecting the significant capital investment program.

Peak Ratio – The peak ratio of 461.5% occurs in FY24 due to significant investment capital investment.

The following should be noted:

- **Capital Expenditure Timing/Quantum** – The increase is driven by a $9m increase in expenditure arising from further investigations including the identification of the need for an additional pumping station and timing of project delivery.
- **Future Revenue Streams** – This ratio does not account for future revenue streams (e.g. developer contributions) that will fund wastewater and recycled water projects arising due to growth.

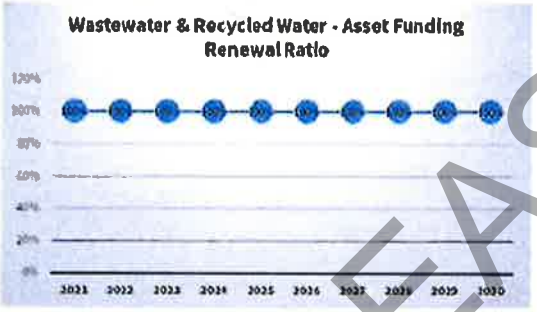


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ASSET FUNDING RENEWAL RATIO

The Long Term Financial Plan is aligned with the Strategic Asset Management Plan with a ratio of 100% in line with the target.



CAPITAL INVESTMENT PROGRAM

- **Key Projects** – include: Collection Network Upgrade (including Hampden Road Gravity Trunk Main & Pump Station), Mount Barker Treatment Plant Interim Works and Upgrading Stage 1, Callington Recycled Water Storage and Use.
- **Capital Expenditure** – Total gross capital expenditure of $79.3m over 10 years, with 44% funded from revenue from developers secured by Wastewater Commitment Deeds executed by council and a number of developers in the Mount Barker growth area, and the declaration by council of wastewater infrastructure separate rates over land within the MDPA.



- **Capital Revenue** – The LTFP includes an assumption of a $1.2m for a grant in support of the Callington Recycled Water Storage and Use.

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ASSUMPTIONS

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Council (excluding Wastewater)										
Adelaide Consumer Price Index	1.30%	1.60%	2.10%	2.30%	2.30%	2.30%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs (EBA)	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
FTE Increase	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
General Rates Increase (base case)	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.01%
General Rates Option 3 (+ 1% for 4 years)	2.30%	2.60%	3.10%	3.20%	3.20%	3.20%	3.50%	3.60%	3.40%	3.41%
Assessment Growth (base case)	2.68%	2.65%	2.62%	2.56%	2.50%	2.44%	2.38%	2.38%	2.33%	2.54%
Assessment Growth - Option 2 (10% reduction)	1.33%	1.32%	1.31%	1.28%	1.25%	1.22%	1.20%	1.19%	1.17%	1.25%
Loan Rate	2.42%	2.42%	2.62%	3.18%	3.79%	3.79%	3.31%	3.20%	2.77%	2.01%
Wastewater										
Adelaide Consumer Price Index	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
Annual Service Charges Increase	5.00%	5.00%	5.00%	3.59%	2.20%	2.20%	2.50%	2.60%	2.40%	1.47%
Assessment Growth	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.38%	2.38%	2.33%	2.54%

As shown in the table above, the average annual increase in the wastewater annual service charge (either for sewer or Community Wastewater Management System) for council customers is 3.47% over the duration of the LTFP.

That increase is driven by the need to obtain full cost recovery from customers for the operation, maintenance and renewal (a contribution not the full cost) of the wastewater and recycled water network.

That in turn is influenced by historical charging and more recently, recurrent operational cost increases such as energy e.g. for council wastewater treatment plants and pumping stations.

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CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	41,930	43,723	46,100	48,697	51,692	54,676	57,217	59,894	62,846	66,003	69,151
Statutory Charges	1,441	1,433	1,493	1,517	1,549	1,583	1,618	1,654	1,695	1,739	1,781
User Charges	2,306	1,609	2,218	2,253	2,301	2,351	2,403	2,456	2,517	2,583	2,645
Grants, Subsidies & Contributions	3,835	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	356	252	355	259	265	271	276	283	290	297	304
Other Income	408	365	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses	-	57	76	90	59	73	101	120	116	220	112
Total Income	**50,470**	**51,061**	**53,920**	**56,644**	**59,506**	**62,779**	**65,575**	**68,448**	**71,627**	**75,090**	**78,361**
Expenses											
Employee Costs	16,090	16,275	16,951	17,636	18,404	19,214	20,050	20,912	21,867	22,876	23,876
Materials, Contracts & Other Expenses	23,144	22,159	22,146	22,810	23,673	25,213	26,660	28,455	30,132	32,217	34,037
Depreciation, Amortisation & Impairment	9,601	9,949	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
Finance Costs	450	850	743	1,214	1,900	1,828	1,692	1,432	1,067	654	288
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**49,293**	**49,306**	**50,721**	**53,169**	**56,660**	**59,484**	**62,046**	**64,779**	**67,480**	**70,532**	**73,183**
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Asset Disposal & Fair Value Adjustments	(1,186)	(3,914)	(4,151)	(4,021)	(4,016)	(3,109)	(3,209)	(3,233)	(3,347)	(3,503)	(3,446)
Amounts Received Specifically for New or Upgraded Assets	8,383	18,976	10,010	24,594	13,294	8,139	8,483	6,705	5,849	5,987	6,003
Physical Resources Received Free of Charge	25,204	9,912	10,228	10,454	10,632	10,661	10,711	10,742	10,834	11,060	11,115
Net Surplus / (Deficit)	**33,578**	**26,728**	**19,275**	**34,501**	**21,846**	**18,926**	**19,514**	**17,883**	**17,504**	**18,110**	**18,840**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	6,907	1,815	1,996	6,959	7,641	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**6,907**	**1,815**	**1,996**	**6,959**	**7,641**	**2,177**	**2,219**
Total Comprehensive Income	**33,578**	**26,728**	**20,981**	**40,821**	**28,753**	**20,741**	**21,510**	**24,842**	**25,145**	**20,287**	**21,059**

RELEASED

Draft Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,125
Trade & Other Receivables	4,000	6,091	5,094	6,975	5,705	9,389	5,567	5,514	5,585	9,770	5,960
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	7,689	9,121	8,324	7,982	6,712	8,397	6,575	6,523	6,594	10,780	13,096
Non-Current Assets											
Financial Assets	1,054	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	842	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	567,493	607,179	648,776	706,298	741,691	760,402	774,288	788,528	800,750	807,229	812,564
Other Non-Current Assets	3,553	6,383	6,351	6,481	6,054	6,311	7,247	7,435	7,994	8,375	8,759
Total Non-Current Assets	573,486	616,776	658,417	716,158	751,392	770,225	785,147	799,694	812,612	819,699	825,549
TOTAL ASSETS	581,175	626,097	666,741	724,140	758,104	777,721	791,722	806,418	819,706	826,479	838,645
LIABILITIES											
Current Liabilities											
Trade & Other Payables	3,418	6,730	6,810	7,006	7,246	7,564	7,916	8,321	8,719	9,140	9,583
Borrowings	1,229	240	251	263	276	289	303	318	333	349	368
Provisions	2,255	2,285	2,423	2,581	2,708	2,848	2,996	3,148	3,303	3,461	3,626
Total Current Liabilities	6,902	9,254	9,483	9,850	10,229	10,700	11,216	11,788	12,356	12,952	13,577
Non-Current Liabilities											
Borrowings	13,390	28,733	48,143	66,350	69,732	67,014	59,487	46,723	35,771	22,133	13,608
Provisions	261	407	426	450	475	500	526	553	582	609	636
Total Non-Current Liabilities	13,651	29,140	48,569	66,801	70,207	67,514	60,013	47,276	36,353	22,741	14,244
TOTAL LIABILITIES	20,553	38,390	58,052	76,651	80,432	78,219	71,209	59,063	48,709	35,693	28,799
Net Assets	560,622	587,708	608,689	649,509	678,262	699,003	720,513	745,355	770,500	790,786	811,846
EQUITY											
Accumulated Surplus	244,107	270,638	290,113	324,614	346,460	365,386	384,903	407,783	420,287	428,397	457,237
Asset Revaluation Reserves	294,985	294,984	296,690	303,009	309,916	311,731	313,727	320,888	328,327	330,504	332,723
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	560,622	587,708	608,689	649,509	678,262	699,003	720,513	745,355	770,500	790,786	811,846

RELEASED

Draft Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	51,757	49,075	54,781	54,621	60,767	63,006	65,238	68,348	71,389	74,653	78,009
Investment Receipts	91	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(42,062)	(37,606)	(38,837)	(40,235)	(41,863)	(44,238)	(45,546)	(49,200)	(51,804)	(54,859)	(57,682)
Finance Payments	(459)	(690)	(743)	(1,714)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(188)
Net Cash provided (or used in) Operating Activities	9,348	10,836	15,261	12,242	17,064	17,001	17,061	17,776	18,557	19,170	20,199
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	8,183	18,976	10,010	24,394	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Sale of Replaced Assets	270	-	470	453	545	429	438	446	456	467	476
Sale of Non Current Assets 'Held for Sale'	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by community Groups	4	-	4	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	8,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,025)	(9,026)	(8,738)
Expenditure on New/Upgraded Assets	(23,265)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,987)	(3,967)	(5,106)	(7,175)	(2,206)
Loans Made to Community Groups	(150)	(8,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(23,227)	(24,480)	(34,682)	(31,461)	(20,459)	(14,295)	(9,528)	(5,047)	(7,826)	(9,548)	(6,466)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	8,500	14,545	21,038	10,471	1,413	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(3,628)	(7,544)	(12,729)	(10,937)	(13,672)	(9,508)
Net Cash provided (or used in) Financing Activities	7,668	7,384	19,422	10,219	(2,605)	(2,706)	(7,544)	(12,729)	(10,937)	(13,672)	(9,508)
Net Increase/(Decrease) in Cash & Cash Equivalents	(7,219)	(459)	-	-	(0)	-	-	-	-	-	6,125
plus: Cash & Cash Equivalents - beginning of year	8,678	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,125

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS - MOUNT BARKER DISTRICT COUNCIL

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	58,470	53,061	53,910	56,644	59,596	62,719	65,575	68,449	71,827	75,098	78,361
less Expenses	(54,293)	(49,276)	(50,721)	(53,169)	(56,659)	(59,524)	(61,905)	(64,779)	(67,408)	(70,547)	(73,133)
Operating Surplus / (Deficit)	**4,177**	**3,785**	**3,188**	**3,474**	**2,937**	**3,195**	**3,670**	**3,670**	**4,419**	**4,546**	**5,188**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,409)	(13,127)	(16,365)	(17,476)	(17,657)	(9,541)	(9,467)	(8,232)	(8,825)	(9,826)	(9,738)
add back Depreciation, Amortisation and Impairment	9,601	9,989	10,882	11,508	12,693	13,729	13,674	13,979	14,375	14,790	15,077
add back Proceeds from Sale of Replaced Assets	211	-	479	451	546	429	429	446	450	467	482
(Net Outlays) on Existing Assets	**1,403**	**(3,138)**	**(7,214)**	**(5,514)**	**(3,818)**	**5,117**	**5,606**	**6,194**	**6,000**	**5,430**	**5,761**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(23,164)	(29,998)	(26,081)	(41,255)	(16,248)	(14,312)	(5,987)	(3,967)	(3,100)	(7,175)	(7,286)
add back Amounts Received Specifically for New and Upgraded Assets	8,583	19,376	10,919	24,764	12,734	8,179	6,419	6,725	5,441	5,947	6,021
(Net Outlays) on New and Upgraded Assets	**(14,581)**	**(10,622)**	**(15,162)**	**(16,491)**	**(3,514)**	**(6,133)**	**(1,568)**	**2,758**	**2,341**	**(1,228)**	**(1,265)**
Net Lending / (Borrowing) for Financial Year	**(12,393)**	**(17,607)**	**(20,616)**	**(18,701)**	**(4,840)**	**2,229**	**7,628**	**12,602**	**10,922**	**13,808**	**15,724**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	35,176	36,605	38,128	40,141	42,629	45,071	47,212	49,425	51,867	54,476	57,078
Statutory Charges	1,401	1,413	1,453	1,476	1,507	1,540	1,574	1,609	1,649	1,692	1,732
User Charges	1,756	1,958	2,207	2,242	2,289	2,339	2,391	2,444	2,505	2,570	2,631
Grants, Subsidies & Contributions	3,834	3,522	3,315	3,368	3,419	3,514	3,592	3,671	3,762	3,860	3,951
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	354	250	253	257	261	268	274	280	287	295	302
Other Income	508	385	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses		57	76	90	59	73	103	120	136	226	132
Total Income	43,124	43,749	46,085	48,223	50,538	53,165	55,511	57,920	60,586	63,508	66,225
Expenses											
Employee Costs	15,102	15,157	15,814	16,480	17,223	18,007	18,816	19,652	20,575	21,551	22,519
Materials, Contracts & Other Expenses	18,039	18,023	17,454	17,719	18,246	19,402	20,706	22,355	23,879	25,780	27,418
Depreciation, Amortisation & Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,316	12,545
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses											
Total Expenses	41,770	42,581	43,246	45,015	47,997	50,248	52,572	55,102	57,576	60,321	62,769
Operating Surplus / (Deficit)	1,354	1,168	2,839	3,209	2,541	2,917	2,939	2,817	3,009	3,188	3,455
Asset Disposal & Fair Value Adjustments	(971)	(2,271)	(3,071)	(3,041)	(3,102)	(3,068)	(3,131)	(3,194)	(3,266)	(3,340)	(3,409)
Amounts Received Specifically for New or Upgraded Assets	6,029	16,176	6,276	29,543	8,764	4,524	4,780	2,028	1,934	1,914	1,828
Physical Resources Received Free of Charge	18,826	8,823	8,922	9,128	9,278	9,278	9,296	9,298	9,353	9,540	9,558
Net Surplus / (Deficit)	25,238	23,696	14,966	29,838	17,481	13,650	13,884	11,847	11,030	11,301	11,433
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	2,623	1,815	1,996	6,959	2,856	2,177	2,219
Total Other Comprehensive Income	-	-	1,706	6,319	2,623	1,815	1,996	6,959	2,856	2,177	2,219
Total Comprehensive Income	25,238	23,696	16,672	36,158	20,104	15,465	15,880	18,806	13,886	13,478	13,652

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	-	500	500	500	500	500	500	500	500	500	6,675
Trade & Other Receivables	2,101	4,830	3,801	5,656	4,353	3,980	4,147	4,059	4,079	4,210	4,364
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	4,331	7,560	6,531	6,163	4,860	4,488	4,655	4,568	4,588	4,720	11,050
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	477,917	504,526	520,756	563,559	581,094	597,686	609,821	622,533	692,099	638,045	643,966
Other Non Current Assets	2,299	4,748	4,716	4,846	5,079	5,295	5,612	6,009	6,359	6,740	7,124
Total Non-Current Assets	482,276	512,488	528,761	571,784	589,609	606,491	619,045	632,276	648,326	649,500	655,316
TOTAL ASSETS	486,607	520,038	535,292	577,946	594,469	610,982	623,695	636,825	646,914	653,600	666,366
LIABILITIES											
Current Liabilities											
Trade & Other Payables	2,684	5,996	6,064	6,244	8,465	6,786	7,093	7,476	7,850	8,244	8,642
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,163	2,212	2,346	2,479	2,617	2,757	2,901	3,048	3,199	3,354	3,512
Total Current Liabilities	6,076	8,447	8,661	8,986	9,358	9,832	10,298	10,842	11,382	11,947	12,519
Non-Current Liabilities											
Borrowings	19,992	26,588	24,940	31,031	27,060	27,693	24,022	17,781	13,424	6,064	4,515
Provisions	167	302	329	338	357	376	396	416	436	457	479
Total Non-Current Liabilities	20,159	26,890	25,269	31,369	27,417	28,069	24,418	18,197	13,860	6,521	4,994
TOTAL LIABILITIES	26,159	35,337	33,919	40,415	36,775	37,892	34,715	29,039	25,241	18,468	17,513
Net Assets	460,648	484,701	501,373	537,531	557,695	573,100	588,980	607,786	621,673	635,151	648,802
EQUITY											
Accumulated Surplus	169,858	193,555	208,521	238,360	255,841	269,491	281,475	295,223	306,253	317,554	328,986
Asset Revaluation Reserves	269,260	269,260	270,966	277,285	279,908	281,723	283,719	290,678	293,534	295,711	297,930
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	460,648	484,701	501,373	537,531	557,695	573,100	588,980	607,786	621,673	635,151	648,802

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	44,962	41,784	46,578	48,737	51,742	53,435	55,211	57,457	60,190	63,109	65,917
Investment Receipts	93	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(37,289)	(37,369)	(33,031)	(34,017)	(35,385)	(37,251)	(39,178)	(41,671)	(44,490)	(47,169)	(49,775)
Finance Payments	(430)	(890)	(743)	(1,214)	(1,500)	(1,838)	(1,692)	(1,432)	(1,087)	(634)	(285)
Net Cash provided (or used in) Operating Activities	**7,778**	**3,582**	**12,863**	**13,570**	**14,918**	**14,410**	**14,210**	**14,413**	**14,673**	**15,366**	**15,916**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	6,029	16,176	6,278	20,543	8,704	4,524	4,780	2,928	1,834	1,914	1,828
Sale of Replaced Assets	270	-	470	453	546	479	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by Community Groups	4	-	4	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(6,196)	(8,410)	(7,771)	(7,643)	(7,510)	(7,530)	(7,694)	(7,839)	(8,014)	(8,197)	(8,386)
Expenditure on New/Upgraded Assets	(15,965)	(20,809)	(10,606)	(32,765)	(12,600)	(12,479)	(8,085)	(3,922)	(5,100)	(2,175)	(2,168)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(22,033)**	**(12,339)**	**(11,627)**	**(17,253)**	**(10,860)**	**(15,056)**	**(10,552)**	**(8,386)**	**(10,725)**	**(7,992)**	**(8,250)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	15,471	12,438	-	6,414	-	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(276)	(3,654)	(6,226)	(4,342)	(7,354)	(1,513)
Net Cash provided (or used in) Financing Activities	**14,639**	**5,277**	**(1,637)**	**6,163**	**(4,018)**	**646**	**(3,887)**	**(6,226)**	**(4,342)**	**(7,354)**	**(1,513)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(15)**	**500**	-	-	-	**0**	-	-	-	-	**6,125**
plus: Cash & Cash Equivalents - beginning of year	15	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	-	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**6,625**

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Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - MOUNT BARKER DISTRICT COUNCIL - COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	43,124	43,749	46,085	48,223	50,530	53,155	55,514	57,929	60,586	63,588	66,225
less Expenses	[41,770]	[42,581]	[43,246]	[45,014]	[47,589]	[50,241]	[52,577]	[55,129]	[57,576]	[60,429]	[63,769]
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,941**	**2,917**	**2,939**	**2,817**	**3,009**	**3,158**	**2,455**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,196)	(8,416)	(7,772)	(7,663)	(7,910)	(7,530)	(7,694)	(7,859)	(8,014)	(8,197)	(8,368)
add back Depreciation, Amortisation and Impairment	8,179	8,510	9,234	9,001	10,628	11,012	11,350	11,853	12,330	12,336	12,549
add back Proceeds from Sale of Replaced Assets	273	-	470	453	345	429	455	466	476	487	496
(Net Outlays) on Existing Assets	**255**	**100**	**1,933**	**1,791**	**3,064**	**3,911**	**4,111**	**4,271**	**4,478**	**4,626**	**4,676**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(19,989)	(20,005)	(10,606)	(17,765)	(12,008)	(12,479)	(8,084)	(1,922)	(5,330)	(2,115)	(2,269)
add back Amounts Received Specifically for New and Upgraded Assets	1,077	11,375	4,234	32,541	8,764	4,534	4,793	2,789	1,934	2,111	1,321
(Net Outlays) on New and Upgraded Assets	**(18,912)**	**(8,629)**	**(6,372)**	**(14,774)**	**(3,244)**	**(7,945)**	**(3,291)**	**(954)**	**(3,397)**	**(213)**	**(948)**
Net Lending / (Borrowing) for Financial Year	**(17,353)**	**(7,561)**	**442**	**(9,774)**	**2,761**	**(1,117)**	**3,759**	**6,094**	**4,090**	**7,572**	**6,183**

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Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	6,754	7,219	7,772	8,366	9,003	9,536	10,005	10,469	10,981	11,527	12,072
Statutory Charges	40	40	41	41	42	43	44	45	46	47	48
User Charges	550	51	11	11	13	12	12	12	13	13	13
Grants, Subsidies & Contributions	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	1	2	2	2	2	2	2	2	2	2	2
Other Income	-	-	-	-	-	-	-	-	-	-	-
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	**7,345**	**7,312**	**7,825**	**8,420**	**9,059**	**9,613**	**10,063**	**10,529**	**11,042**	**11,590**	**12,136**
Expenses											
Employee Costs	996	1,117	1,137	1,157	1,181	1,207	1,233	1,261	1,292	1,326	1,357
Materials, Contracts & Other Expenses	5,105	4,130	4,692	5,091	5,427	5,811	5,974	6,100	6,252	6,432	6,589
Depreciation, Amortisation & Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
Finance Costs	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**7,522**	**6,725**	**7,476**	**8,155**	**8,663**	**9,235**	**9,474**	**9,676**	**9,884**	**10,212**	**10,423**
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Asset Disposal & Fair Value Adjustments	(215)	(1,643)	(1,079)	(979)	(915)	(101)	(78)	(39)	(81)	(163)	(37)
Amounts Received Specifically for New or Upgraded Assets	2,354	2,800	3,734	4,051	3,830	3,615	3,704	3,778	3,815	4,073	4,178
Physical Resources Received Free of Charge	6,378	1,288	1,305	1,326	1,354	1,184	1,414	1,445	1,481	1,520	1,556
Net Surplus / (Deficit)	**8,340**	**3,032**	**4,309**	**4,663**	**4,365**	**5,276**	**5,630**	**6,036**	**6,474**	**6,809**	**7,408**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	-	-	4,284	-	-	-	4,785	-	-
Total Other Comprehensive Income	**-**	**-**	**-**	**-**	**4,284**	**-**	**-**	**-**	**4,785**	**-**	**-**
Total Comprehensive Income	**8,340**	**3,032**	**4,309**	**4,663**	**8,649**	**5,276**	**5,630**	**6,036**	**11,259**	**6,809**	**7,408**

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Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	1,699	1,771	1,791	1,819	1,853	1,889	1,925	1,963	2,006	2,052	2,096
Inventories	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,158	2,271	2,291	2,319	2,353	2,389	2,425	2,463	2,506	2,552	2,596
Non-Current Assets											
Financial Assets	6,583	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,575	102,653	128,021	144,739	160,797	162,716	164,467	163,904	168,651	169,184	168,598
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	97,753	104,288	129,656	146,374	162,432	164,351	166,103	165,539	170,286	170,819	170,233
TOTAL ASSETS	100,911	106,559	131,445	148,194	164,785	166,740	168,527	167,592	172,292	172,971	172,329
LIABILITIES											
Current Liabilities											
Trade & Other Payables	734	734	747	762	781	802	823	845	870	896	921
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	68	73	77	82	86	91	95	100	105	109	114
Total Current Liabilities	802	807	824	844	867	892	918	945	974	1,005	1,035
Non-Current Liabilities											
Borrowings		2,145	22,203	35,259	42,672	39,320	35,445	28,947	22,347	16,020	8,092
Provisions	114	101	106	112	118	124	131	137	144	151	157
Total Non-Current Liabilities	114	2,246	22,309	35,372	42,790	39,445	35,576	29,079	22,491	16,170	8,250
TOTAL LIABILITIES	936	3,053	24,133	36,215	43,658	40,337	36,494	30,024	23,465	17,235	9,286
Net Assets	99,975	103,006	107,315	111,978	120,627	125,903	131,533	137,568	148,827	155,636	163,043
EQUITY											
Accumulated Surplus	74,251	77,282	81,591	86,254	90,619	95,895	101,525	107,560	114,034	120,843	128,250
Asset Revaluation Reserves	25,724	25,724	25,724	25,724	30,008	30,008	30,008	30,008	34,793	34,793	34,793
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	99,975	103,006	107,315	111,978	120,627	125,903	131,533	137,568	148,827	155,636	163,043

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Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	7,108	7,312	7,803	8,294	9,025	9,578	10,027	10,491	10,999	11,544	12,092
Investment Receipts	-	0	-	-	-	-	-	-	-	-	-
Payments:											
Operating Payments to Suppliers & Employees	(6,146)	(5,237)	(5,805)	(6,212)	(6,578)	(6,987)	(7,176)	(7,327)	(7,508)	(7,720)	(7,907)
Finance Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**962**	**2,075**	**1,998**	**2,172**	**2,447**	**2,591**	**2,851**	**3,164**	**3,490**	**3,824**	**4,183**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	2,354	2,800	3,734	4,651	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(273)	(4,018)	(10,784)	(9,792)	(8,149)	(1,811)	(776)	(304)	(811)	(1,679)	(373)
Expenditure on New/Upgraded Assets	(3,276)	(9,992)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(48)	-	-	-
Net Cash provided (or used in) Investing Activities	**(1,193)**	**(4,241)**	**(23,045)**	**(14,228)**	**(8,859)**	**761**	**1,024**	**3,340**	**3,105**	**2,444**	**3,803**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings		2,107	21,058	12,057	7,413	-	-	-	-	-	-
Payments:											
Repayments of Borrowings	(6,971)	-	-	-	-	(3,152)	(3,675)	(6,503)	(6,595)	(6,268)	(7,987)
Net Cash provided (or used in) Financing Activities	**(6,971)**	**2,107**	**21,058**	**12,057**	**7,413**	**(3,152)**	**(3,675)**	**(6,503)**	**(6,595)**	**(6,268)**	**(7,987)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,204)**	**(259)**	-	-	**(0)**	**0**	-	**(0)**	**(0)**	-	-
plus: Cash & Cash Equivalents - beginning of year	8,663	1,459	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**1,459**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

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Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS - WASTEWATER & RECYCLED WATER

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	7,345	7,372	7,825	8,420	9,059	9,813	10,863	10,529	11,042	11,580	13,156
less Expenses	(7,522)	(6,785)	(7,476)	(8,164)	(8,663)	(9,256)	(9,973)	(9,637)	(9,884)	(10,202)	(10,433)
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**256**	**396**	**558**	**890**	**892**	**1,158**	**1,378**	**2,723**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(273)	(4,916)	(10,794)	(5,792)	(3,149)	(1,011)	(778)	(393)	(311)	(1,629)	(973)
add back Depreciation, Amortisation and Impairment	1,421	1,478	1,648	1,987	2,059	2,217	2,266	2,315	2,339	2,454	2,477
add back Proceeds from Sale of Replaced Assets											
(Net Outlays) on Existing Assets	**1,148**	**(3,438)**	**(9,147)**	**(7,805)**	**(7,084)**	**1,206**	**1,488**	**1,922**	**2,028**	**824**	**2,105**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(3,276)	(6,000)	(15,975)	(8,485)	(4,240)	(1,841)	(1,807)	(0)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,354	1,000	1,744	4,251	1,515	2,634	2,734	2,778	3,915	4,973	4,176
(Net Outlays) on New and Upgraded Assets	**(922)**	**(5,000)**	**(14,231)**	**(4,234)**	**(725)**	**793**	**927**	**2,778**	**3,915**	**4,973**	**4,176**
Net Lending / (Borrowing) for Financial Year	**49**	**(10,016)**	**(21,029)**	**(12,056)**	**(7,409)**	**3,158**	**3,280**	**6,508**	**6,602**	**6,276**	**7,993**

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Return to Order of Business

Attachment 2 to Item 3.1

Julie Scoggins

From: Mount Barker District Council <notifications@engagementhq.com>
Sent: Tuesday, 10 November 2020 7:18 PM
To: Julie Scoggins; Paul Emes
Subject: CM: neonsstyle completed Draft Long Term Financial Plan Feedback

Record Number: DOC/20/166431

neonsstyle just submitted the survey Draft Long Term Financial Plan Feedback with the responses below.

Full Name

[redacted]

Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below

1. I support the Base Rate. There is no justification under difficult times to add more of a financial burden on the community when the rates are already way too high. We should have a Rate Decrease!

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Return to Order of Business

Julie Scoggins

-----Original Message-----
From: [redacted]
Sent: Wednesday, 18 November 2020 11:38 AM
To: YourSay <yoursay@mountbarker.sa.gov.au>
Subject: Rate increase above CPI

To whom it may concern,

I am totally opposed to a rate increase above CPI. As a self funded retiree I think you should do what I am doing and live within your means. The developers of these new and generally unattractive subdivisions should be paying. As ratepayers we are sitting ducks when it comes to this sort of thing.

[redacted]

Sent from my iPad

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Return to Order of Business

Mount Barker Council

Long Term Financial Plan 2020 ('Plan')

This is a submission under the public consultation for the above.

Introduction

I am unhappy about the contents of the Plan as set out below

1. **The 1% Levy**

The 1% extra levy on rates has been re-introduced for four years, having been removed less than a year ago. On 22 June 2020 I did a submission on the Annual Busines Plan in which I congratulated council on removing this 1% levy. Now it is back with the excuse that it is needed to ensure infrastructure needs are filled over the four years.

It always was an unfair imposition and it still is. How many times do people have to say they do not approve of this?

I reject the 'sales job' about it's really not much of an imposition – only about $70p.a. extra on the rates cost of a $500K property. Some ratepayers are still suffering financially because of last year's bushfires and this year's Covid-19 pandemic. (Please do not assume these people will approach council and ask for help with paying rates. A lot of people are too proud and feel too guilty at not being able to provide to do this).

Council needs to plan within its means which, for me means the minimum possible rate rises and whatever this revenue will cover in services and infrastructure.

I have been saying for years that the State Government which initially promised over $500m in infrastructure funding (then spent it on the Adelaide Oval redevelopment), and/or developers should pay for the infrastructure required for the growth of the district. Developers are benefiting massively from this growth and it is immoral that rate[ayers should, effectively, be contributing to the developers' bottom line by paying for growth infrastructure.

2. **Covid-19 Changes since the Last Draft Plan**

The last draft Plan, out for consultation in April/May 2020 was complete (council said) except for amendments for Covid -19. From council meeting agenda 6 April 2020 Item 12.2 Long Term Financial Plan:

8. It should be noted that the draft Long Term Financial Plan 2020-2030 is predicated on assumptions that exclude the impact of COVID-19. Financial modelling will be undertaken during the public consultation period to provide an initial estimate of the anticipated impact of COVID-19. The LTFP will be revised in the first half of 2020/21 when more information has been considered.

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However, council has now broken its word on this in that it has included items **not** related to Covid 19.

I do not see that any of the items in the extract at 6 below – from the council meeting agenda 2 November 2020, are because of Covid-19 which is why the draft plan was to be revised.

Thus it would appear that council has increased the plan beyond what it told ratepayers.

If correct, this is arrogant and smacks of a 'we will do what we want' attitude, regardless of ratepayers. It relies on a big majority of ratepayers not paying attention and just putting up with increases.

3. Infrastructure Changes since the Last Draft Plan

From council agenda 2 April 2020 Item 12.2 Discussion:

1. This iteration of the Draft LTFP has needed to consider changes such as the forecast year-end financial positon of Council for 2019/20, the Draft 2020/21 Budget, the impact on timing and resources as a result of receiving additional grants and more detailed costings of Strategic New Capital Projects, such as the Wastewater Treatment Plant Upgrade, Regional Sports Hub Stage 1 and the Regional Indoor Aquatic and Leisure Facility.

However, council has now purported to add infrastructure expenditure which it would appear from the quote above, was already factored into the previous draft plan. The previous draft plan already had factored in the wastewater upgrade. From council agenda meeting 2 Nov 2020, item 12.6:

6. **Revised LTFP** - The draft Long Term Financial Plan has been updated to consider changes from 2021/22 onwards. The changes to the following has been incorporated in all options proposed as shown below:

- **Gross Capital Expenditure** - has increased by c$30m over the ten years driven by the following:
- **Wastewater & Recycled Water Capital Works** – Gross expenditure has increased by c$9m reflecting revised estimates for some elements, in particular the Hampden Road Gravity Trunk Main & Inlet Pumping Station project.
- **Council Operations Capital Works** – Gross expenditure has increased by c$21m including:
  - **Current Strategic New Capital Projects (SNCP)** - $9m driven by indexation/updated assumptions for current Strategic New projects e.g. Regional Aquatic & Leisure Centre; City Centre Catalyst Project and
  - **New SNCP** - $12m from new projects including those supported by: Council decisions, commitments tied to developer contribution revenue and other key priorities.

The 'revised estimates' mentioned above are not due to Covid 19 and either should have been done properly previously, or not allowed in the plan as the breach the promise to ratepayers that revisions would only be for Covid 19.

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4. Option 2

Option 2 is not explained at all. It appears to be the same as option 1 but with half the growth – i.e., 1.25%. I cannot find any explanation of the ramifications of this option on services/infrastructure and so it would appear to be incomplete. Ratepayers are not mind readers.

5. Liability Parameter

I am greatly concerned that, for five of the ten years in the Plan, exceeds its own 80% maximum threshold – instead hitting 100%.

Worse, the in the section on waste water alone, the same liability parameter is **grossly** exceeded – up to 400% instead of 80% maximum – and for eight years of the plan. This is irresponsible management. The 80% threshold is supposed to ring warning bells when exceeded, **so the plan can be revised downwards.** That's the whole point of such a parameter. Council has ignored these warnings and needs to cut this area of expenditure back to more reasonable levels.

6. Waste Water Infrastructure

Ratepayers continue to fund millions of dollars-worth of waste water infrastructure expenditure which as far as I'm aware, should be at the cost of developers. I have been asking council since at least 2014 for information proving that developers will in fact pay for all this. I eventually got a spreadsheet (from Mr Brian Clancey), with figures out to 2040 but it did not prove this proposition. I remain as concerned as ever that, in the first instance, ratepayers are bearing the brunt of expenditure which may never be clawed back through the council's WW deeds with developers. It would be very simple to publish a table showing the following:

- WW Infrastructure costs projected year by year
- WW separate rates revenue committed by developers year by year
- Shortfall/excess
- Borrowing cost to council of shortfall
- When the borrowing cost is clawed back
- Overall break-even or loss on expenditure versus developer contribution

I was told (by Mr Brian Clancey) in the past that revenue committed by developers is commercially confidential but regard this as a fob-off. A table such as the above would not identify any developer, just totals, and we know that council staff cannot tell lies without suffering severe penalties. Such information should be in a ten year plan. With

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such an enormous amount of expenditure – the biggest in the council – why hasn't the Audit Committee demanded such an analysis?

I do not believe that even councillors have seen such an analysis. In years gone by I was told that this was because councillors hadn't asked for it. With projected costs over $100M into the future, council staff cannot continue to lean on this feeble point. Full disclosure of all such analyses must be given to councillors with risks identified. Plus the Audit committee.

The present state of the WW project can be crystallised by the following measurements:

(a) The cost when I was investigating this in 2015 was around $30m from memory. The cost is now around $70m and growing all the time – in large chunks. Inflation during this period of about five years goes nowhere to explaining the difference. Nor does population forecasts – they have been known for years. It must be that the WW project is growing out of control .
(b) Second, the LTFP is to increase WW charges by 20% over a 4 year period. This too points to a project out of control as these are more than twice inflation. I cannot remember reading an explanation for this.

I am pleased that council is going to employ some consultants to analyse the WW facilities and recommend something for the future. I do not know their terms of reference but these should include an analysis of council divesting itself of this deadweight. As far as I know, few, or no other SA councils run such a mammoth WW project. Nor should Mount Barker council in my view.

7. Waste Water Charges

The projected 20% increase over four years is unreasonable for those on the scheme. There is no justification in terms of inflation and it these services become fare too expensive. People may not have noticed this because it has been downplayed. Some would say hidden from plain sight. Council will have a backlash nearer rates declaration time when the penny drops.

These costs should be kept within inflation.

[redacted]

21 November 2020

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Return to Order of Business

Julie Scoggins

Subject: FW: Submission Update: RE: Long Term Financial Plan Consultation - Brian Calvert

Record Number: DOC/20/169663

From: [redacted]
Sent: Monday, 23 November 2020 5:47 PM
To: YourSay <yoursay@mountbarker.sa.gov.au>
Subject: CM: RE: Long Term Financial Plan Consultation

Hello Kylie

Please append the following to my submission which I should have included.

Swimming Pool

As I understand it, council has around $15m promised for the pool but is still looking for another $15m and thus delaying the start of works. The outcome of this is a delay in useful facilities being available for the growing district maybe for some considerable time. Any Olympic champions we might have will be too old to benefit from it.

My suggestions are:

(a) Make a decision to limit the initial pool spend to the $15m available. This should be able to provide a substantial facility including the major pool equipment.

(b) Stage the design so as not to limit the long term wants and needs therefore not providing 'luxury' items that are not critical. For example, no seating, no café..... Without going through a long list of intended services it should be possible to cut out all 'frills' but leave the design of these in the plan ready for future finance.

(c) Build the pool without the frills but with the provision for them being added later.

(d) remove any major pool expenditure in the LTPF which assume grants extra to the $15m.

[redacted]

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Return to Order of Business

Julie Scoggins

From: Mount Barker District Council <notifications@engagementhq.com>
Sent: Wednesday, 25 November 2020 9:53 AM
To: Julie Scoggins; Paul Emes
Subject: [redacted] completed Draft Long Term Financial Plan Feedback

[redacted] just submitted the survey Draft Long Term Financial Plan Feedback with the responses below.

Full Name

[redacted]

Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below

The residents listed of Harrogate are concerned about the proposed rate increase of 1% for the next 4 years, we feel that Harrogate certainly misses out on getting value for the rates we pay. We realise that since the fire more has been done for Harrogate than ever before and also know that funding for this has not come from council. We are requesting a local meeting with council to discuss the long term financial plan 2020-2030.

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Return to Order of Business

Julie Scoggins

From: Mount Barker District Council <notifications@engagementhq.com>
Sent: Wednesday, 25 November 2020 11:22 AM
To: Julie Scoggins; Paul Emes
Subject: CM: [redacted] completed Draft Long Term Financial Plan Feedback

Record Number: DOC/20/170659

[redacted] just submitted the survey Draft Long Term Financial Plan Feedback with the responses below.

Full Name

[redacted]

Please enter your feedback on the Long Term Financial Plan or alternatively you can upload a file below

I could not view the document as there was an error. So, it's a bit hard to comment on the long term financial plan, but overall, I would like to see more effort and resources invested in towns outside of Mount Barker and Hahndorf. Being a resident of Brukunga, I have had no end of trouble trying to get the attention of council around things like: footpaths, roadside erosion, playground shade, street trees, town art etc... I use the connections of my local North Ward councillor as I have simply run out of energy. It's disappointing that the only attention towns like Brukunga and Harrogate receive is after a catastrophic bushfire. I would like to see council focus more effort on connecting with communities as there are so many people willing to step up and take charge of positive projects! If they had better support from council staff then so much more could be achieved.

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Return to Order of Business

Julie Scoggins

From: Alex Oulianoff
Sent: Wednesday, 25 November 2020 8:06 PM
To: Julie Scoggins; Kristy McGregor
Subject: Fwd: MBDRA feedback to Draft Long Term Financial Plan

FYI

Begin forwarded message:

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From: [redacted]
Sent: Wednesday, November 25, 2020 4:58:56 PM

Subject: MBDRA feedback to Draft Long Term Financial Plan

Dear Alex and Andrew
We understand the need and importance for a Long Term Financial Plan.

We object to another 1% rate rise when it didn't occur during the usual Annual Business Planning process, but we understand why you are suggesting it.

We would ask that you continue to find ways to streamline processes to find efficiencies. One way to save money is by merging activities with other councils where possible. We have a working example of this which we can discuss with you at some stage.

Kind regards
[redacted]

[redacted]

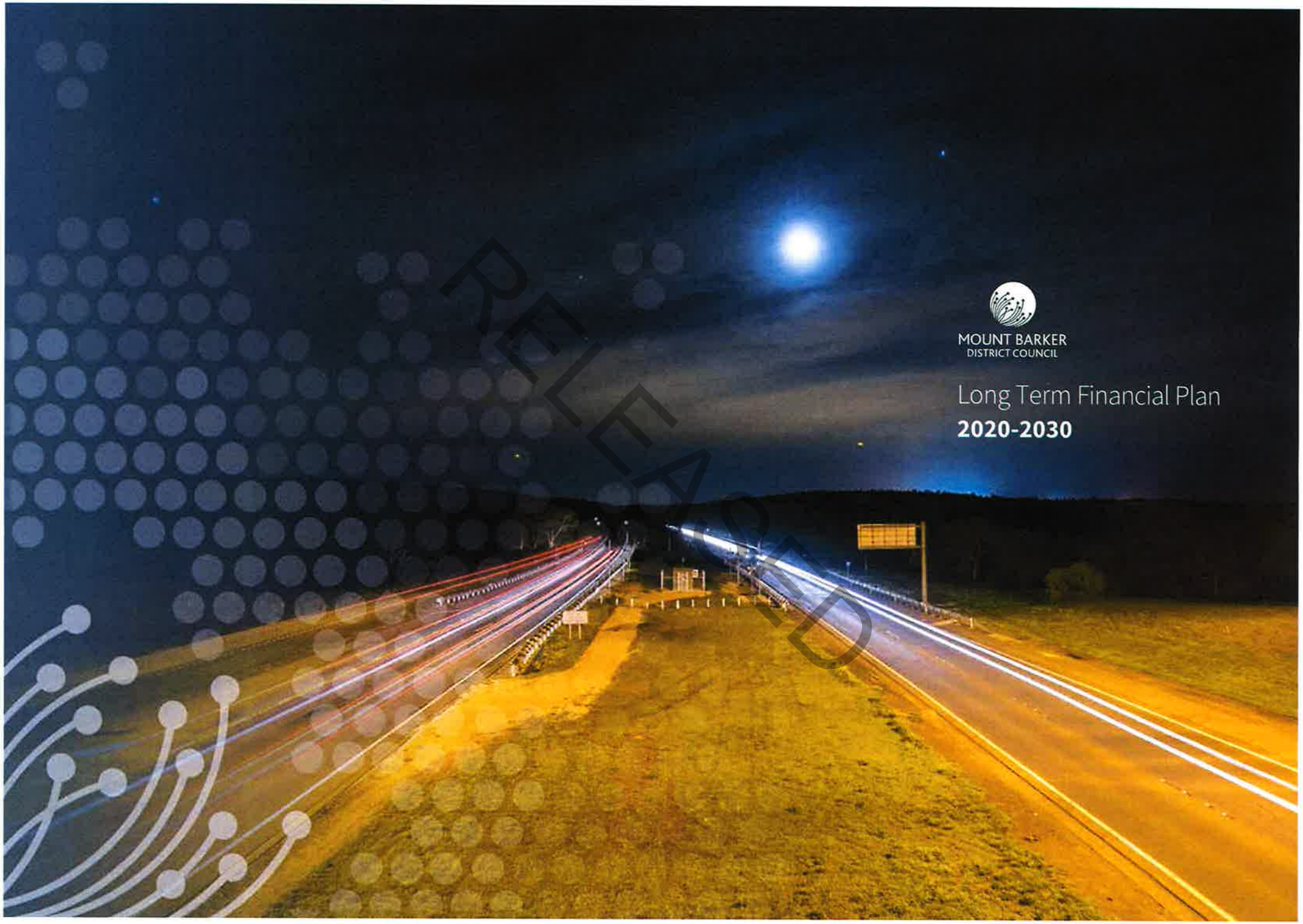
Mt Barker & District Residents' Assoc Inc (MBDRA)

Return to Order of Business

Kelledy Jones

APPENDIX 12

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MOUNT BARKER
DISTRICT COUNCIL
Long Term Financial Plan
2020-2030

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We acknowledge that the district is part of the traditional ancestral land of the Peramangk People.
We acknowledge the deep feelings of attachment and relationship of the Peramangk People to this land and their ongoing custodianship.

CONTENTS

1. Mayor's Statement
2. Executive Statement
3. Significant Influences and Challenges
4. Developer Funding and Capital Expenditure
5. Strategic Financial Framework
6. Key Assumptions
7. Key Financial Ratios
8. Sensitivity Analysis
9. Council Operations
10. Wastewater & Recycled Water

Appendix:

Assumptions

Financial Statements

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Long Term
Financial Plan
2020-2030

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Message from the Mayor

On behalf of Council, I take pride in presenting the Council's Long Term Financial Plan 2020-2030. The Long Term Financial Plan (LTFP) guides our future actions and activities. It is the foundation to Council's financial sustainability and ensures that decisions support the objectives outlined in our recently adopted Mount Barker 2035 Community Plan.

When Council adopted the Long Term Financial Plan in June 2020 we committed to review the LTFP when we understood more of the impact of COVID-19 and the Cudlee Creek Bushfires. This revised version of the LTFP reflects this additional information.

Financial sustainability is very important, it means our community continues to have well maintained facilities and infrastructure and the provision of quality services are maintained and improved. Importantly it also supports an affordable level of property rates both now and into the future.

Council's long-term financial management strategy has carefully considered the ongoing cost of growth, the continued maintenance of existing community assets and the sustained economic development of the district.

Our community continues to face significant challenges that are expected to last for many years, both personally and financially and as s a Council we are focused on meeting the needs of our growing community during these challenging times.

It is also vital we maintain the delivery of essential services and continue to work with state and federal governments to not only support community safety and wellbeing, but generate local economic activity.

It is for this purpose that Council has advocated to provide the best outcomes for the district with the delivery of significant investments in our community such as the regional sports hub, regional aquatic and leisure centre, the development of the town centre and upgrade of the district's wastewater treatment system.



Mayor
Ann Ferguson

2. EXECUTIVE STATEMENT

Mount Barker District Council's Long Term Financial Plan provides the forward financial capacity framework to resource the community's needs and aspirations. Through the alignment of this plan with the Community Plan 2020-2035 and the Strategic Asset Management Plan, Council is able to plan, manage and communicate its future objectives in a sustainable way for the long term.

The LTFP reflects the significant growth in our community that is occurring and the implications arising from that. In particular, the timely provision of infrastructure both within and external to the growth areas and the associated funding need. Contributions from developers to fund the infrastructure provision is an important source of revenue.

Our Wastewater and Recycled Water operation is a long standing significant operation within Council. It is a self-sustaining operation that due in part to major growth in our district now requires major investment not only to renew a major part of the Wastewater system, but also to accommodate significant population growth.

This Long Term Financial Plan is predicated on an assumption of significant growth driven by the Ministerial Development Plan Area (MDPA) in 2010, which is on average 2.5% over the 10 years of the LTFP. If this growth is not achieved other assumptions may need to change, for example rate increases, capital investment, and service levels.

Development in the district has driven a demand for higher standards in Council services and facilities, and this is reflected in the higher cost of servicing and maintaining upgraded and new facilities. A good example of this is the planned replacement of the aged outdoor Mountain Pool with a multi-pool indoor aquatic facility.

To remain financially sustainable whilst delivering such major projects, Council has had to plan when and how these projects will be delivered.

The Long Term Financial Plan is a roadmap for the future and provides a target for future Annual Business Plans and Budgets. As such it provides guidance and does not determine the rates and charges for the future. If key assumptions such as growth, capital investment or interest rates change then this may drive changes in the annual budget.

Over the life of this Plan, Council is projected to maintain a strong financial position and on average meet or exceed all of its financial targets. Over the medium to long term, Council is expected to be financially sustainable in accordance with the information contained within this Plan.

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3. SIGNIFICANT INFLUENCES AND CHALLENGES

Significant Growth - The District has many special attributes that place considerable emphasis on the value and importance of the Long Term Financial Plan in Council's overall governance, consultation and management activities. One obvious example is the growth experienced in this district as a result of the State Government rezoning, which is now referred to as the Ministerial Development Plan Area (MDPA). The future of the district, Council and its community were forever changed by this State Government policy decision in 2010.

Planned Population Growth - Council's future plans, aspirations and projections were almost rendered obsolete when planned population growth was subsequently doubled by virtue of the State Government policy to an anticipated sixty-five thousand residents within the next 20-25 years. This doubling of growth has required Council to produce a very different set of plans for its new future.

Allotment Growth - With the assumptions regarding anticipated allotment growth unchanged from the previously adopted LTFP, at a rate of around 2.5% per year (on average), Council has further considered when it needs to plan and build significant new and upgraded facilities for its growing community. As a result, the value of long term planning becomes paramount.

Key Assumptions – The LTFP is The Plan is a long-term forecast and as such it is supported by many assumptions for example: community aspirations, needs and wants, growth, inflation, service levels, federal and state government policy settings and interventions. Many of these factors inevitably are external to Council and as such outside of its control.

Strategic Financial Framework - The Plan complements and is complemented by other important Council plans and strategies:

- Community Plan 2020-2035;
- Strategic Asset Management Plan
- Corporate Implementation Plan (4 Years); and
- Annual Business Plan.

Strategic New Capital Projects (SNCP) - Examples of significant investment in Strategic New Capital Projects (i.e. projects with full life expenditure in excess of $500k) included in this plan are:

- Regional Aquatic and Leisure Centre Stage 1;
- regional sports hub Stage 1;
- Mount Barker City Centre Catalyst Project; and
- Major Wastewater Treatment Plant Upgrade.

General Rate Revenue - Council's major source of income is rates, which accounts for on average circa 85% of Council Operations revenue over the ten years and is an important part of the planned long-term strategy. They provide for the delivery of major new facilities and funding to continue to manage growth and meet the expectations of the Community, by maintaining services, roads, wastewater, footpaths, buildings, etc.

Inflation - This Long Term Financial Plan has incorporated two inflation indices being the Consumer Price Index (CPI) applied to rates that reflects ability to pay, and the Local Government Price Index (LGPI), which forecasts inflation applicable to local government sector expenditure. These have been updated as at the end of June 2020.

Strategic Asset Management Plan – The Strategic Asset Management Plan was adopted in September 2020. This is aligned with the Long Term Financial Plan which allows Council to factor in the new and ongoing costs associated with projects such as the regional sports hub stage 1 and regional aquatic and leisure centre stage 1.

Infrastructure For Growth - Factored into the LTFP is the associated infrastructure that comes with recurring high levels of residential growth and results in new assets such as roads, open space and footpaths being transferred to Council and increasing annual costs associated with maintaining these assets.

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Partnerships - Council has been innovative in its approach to planning for the future and in the delivery of critical new roads, open space and community facilities, by working with developers, private schools and the government, to minimise the impact on ratepayers while recognising rates remain Council's major source of income and a major factor in the long term financial plan.

Council Operations & Wastewater & Recycled Water - In alignment with the Annual Business Plan and Budget, the Long Term Financial Plan has been developed separately for Council Operations and the Wastewater & Recycled Water Operations (in recognition of the strategic importance of these functions). The Long Term Financial Plan includes financial information shown on the following basis:

- **Consolidated** – Council Operations and Wastewater & Recycled Water;
- **Council Operations** – Services provided for the community i.e. excluding Wastewater & Recycled Water; and
- **Wastewater & Recycled Water** – The collection and treatment of Wastewater and the supply of recycled water.

Updated Assumptions - It should be noted that as decided by Council, upon adoption of the previous Long Term Financial Plan in June 2020, the LTFP has been updated to consider latest information with regard to the impact of COVID-19. The opportunity has also been taken to review and incorporate other known changes from 2021/22 onwards as follows:

- **Indexation** – Forecast CPI and LGPI assumptions have been updated to reflect the latest view as at 30 June.
- **Council Operations Capital Works Program** – This program has been updated to include indexation and the latest view for major strategic projects and new projects including those funded by developer contributions secured via deeds and/or separate rates such as transport for growth projects.
- **Wastewater & Recycled Water Capital Works Program** - This program has been updated to include indexation and the latest information for the gravity trunk main from Hampden Road to the Springs Road wastewater treatment plant & Pumping Station.

Sensitivity Analysis - Detailed modelling has been undertaken with options presented to Council Members based on the following scenarios (with more detail included later in this document).

Rationale for the LTFP with 1% general rate increase for financial sustainability for 4 years – The LTFP is predicated on the requirement for Council to invest in infrastructure to support future forecast population growth in the district in a financially sustainable manner. As such the requirement for the 1% has been driven by the substantial investment required to support both the significant investment required in the Wastewater and Recycled Water operations and the Strategic New Capital Projects.

The LTFP is predicated based on a number of key assumptions/underlying factors.:

- **CPI** – The LTFP is based upon Adelaide CPI forecasts as at June 2020. Efficiencies have been incorporated where revenue is inflated by CPI reflecting a ratepayer's ability to pay (i.e. a basket of goods purchased by an individual) compared to the inflation applied to Council's expenditure based on LGPI (i.e. a basket of goods purchased by Council) which is approximately 0.44% higher than CPI.
- **Growth** – This LTFP assumes that average growth of 2.5% per annum will be achieved over the ten years of the LTFP.
- **Net Financial Liabilities Ratio** – The Net Financial Liabilities Ratio is on average in line with the target of 80% over the LTFP ten-year time period.

If any of the targets are not achieved (i.e. if growth or CPI is lower than planned), this will mean that other assumptions will need to be changed to ensure that the targets set by the LTFP are achieved.

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1% Financial Sustainability – It is worth noting that prior to the most recently adopted LTFP in June 2020, that 1% general rate increase for sustainability above CPI (over the life of the LTFP) had been included to fund future infrastructure and associated debt. This ensured that previously adopted LTFPs achieved the balance required between the need for significant investment in infrastructure and the achievement of the key financial indicators. This was removed from the last LTFP, however, it was recognised that should key assumptions change driving pressure on the achievement of key financial ratio targets, then the 1% may need to be reintroduced (with consideration for how many years it is required).

The LTFP includes the 1% additional increase to inflation indexation over four years required to ensure that KFIs are achieved on average over the term of the LTFP.

The increase in rates will cover the maintenance, renewals and operations of new services and infrastructure such as: the regional sports hub stage 1 and regional aquatic and leisure facility stage 1.

What this increase means for the average ratepayer and Council:
The change will result in a rate payer with a property valued (Capital Value) at $500k incurring an additional circa $1.36 per week on average over the 10 years, but provides circa $13m in additional revenue which will contribute to funding the timely provision of required infrastructure.

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4. DEVELOPER FUNDING AND CAPITAL EXPENDITURE

Council has put in place a number of mechanisms to secure developer contributions for infrastructure associated with the Ministerial Development Plan Amendment Area (MDPA) and for the expansion/upgrading of infrastructure required due to growth.

Currently the key developer contribution programs are:

- **Transport Infrastructure** – The purpose of this developer fee is to raise funds to meet the costs of the required transport infrastructure upgrading that arises due to growth. This is charged on a per hectare basis when development is undertaken.
- **Wastewater Infrastructure** – Funding of the essential infrastructure required to service new properties within the district for the collection, treatment and disposal of waste water which is charged on a new allotment created basis when development is undertaken.
- **Recreation, Sport and Community Infrastructure** – This fee is charged per new allotment created when development is undertaken the purpose of which is to contribute to the provision of recreation, sport and community infrastructure.

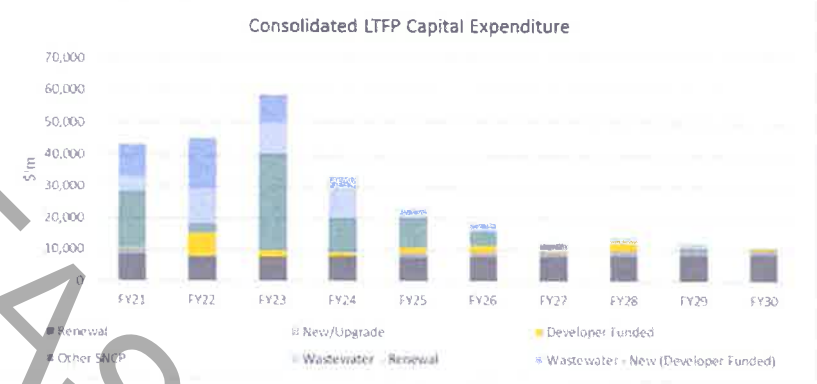
These amounts contribute to the provision of infrastructure that is external to the site of a developer. They are separate to any other infrastructure requirements that a developer may need to meet within their development site (e.g. roads, stormwater, wastewater, open space) to attain development approval

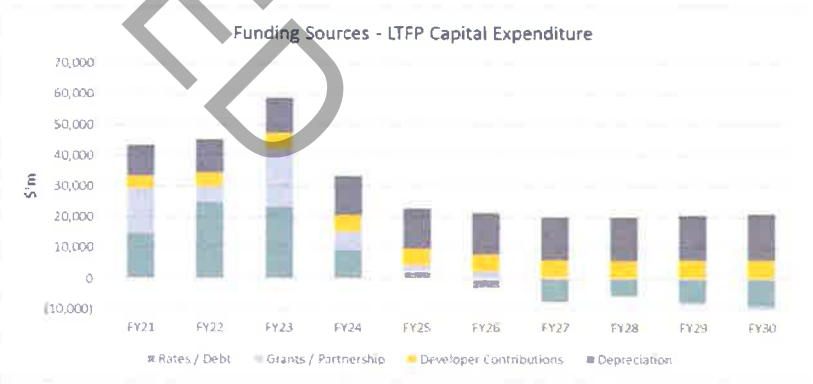
Capital Expenditure Funding - Capital expenditure over the term of the LTFP funded by developer contributions is forecast to total $61m.

Forecast Revenue - Corresponding forecast revenue over the term of the plan is assumed to be $52m.

Funding Shortfall - The shortfall which is to be recovered beyond the term of the plan is $9m. This shortfall in the interim will be funded by loans.

Key Financial Indicators - Developer contributions present and future are not included in the Net Financial Liabilities Ratio, but are relevant when considering Council's financial sustainability in the medium to long term, given the nature of the investments and the revenues which are tied.



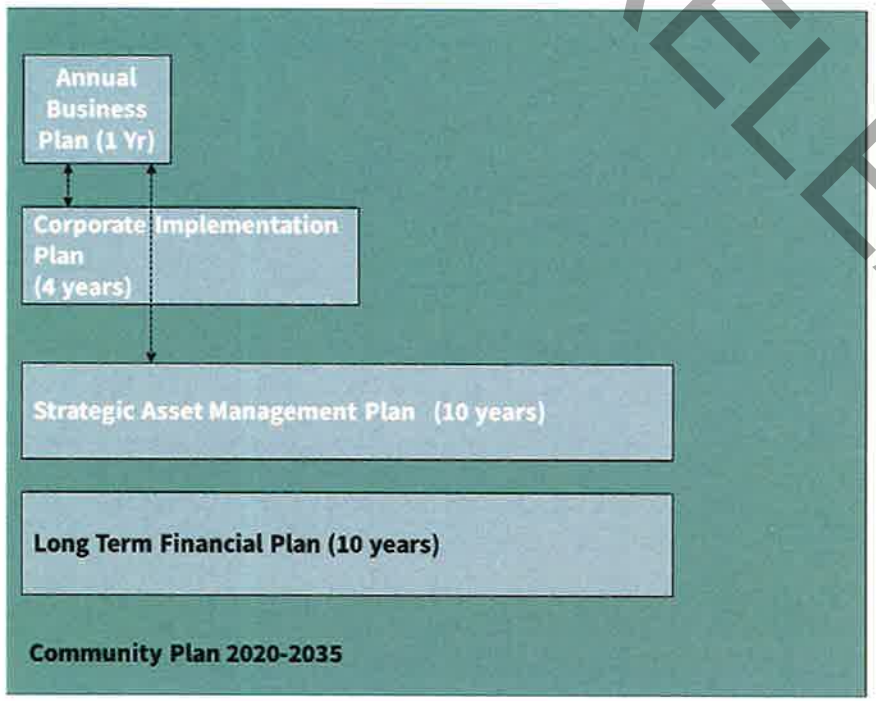


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5. STRATEGIC FINANCIAL FRAMEWORK

The Strategic Financial Framework brings together the key strategic management documents to ensure that the vision, goals and objectives set by the Community Plan 2020-2035 are implemented the Long Term Financial Plan, Strategic Asset Management Plan, Corporate Implementation Plan, and Annual Business Plan

The Long Term Financial Plan guides and is guided by other key strategic management documents as shown below:



Community Plan 2020-2035 – This guides all the work of Council, and enables partnerships with others to achieve desired outcomes for our community and environment. This includes community themes (Community Wellbeing, Ecological Sustainability and Economic Prosperity), sets long term goals and objectives, provides priority directions and is supported by indicators and delivery guidelines.

Long Term Financial Plan (10 Years) - The Long Term Financial Plan shows the financial impact of the implementation of the Community Plan 2020-2035 over the next 10 years and incorporates key assumptions from the Community Plan 2020-2035 and Strategic Asset Management Plan. The LTFP will be reviewed by Council on an annual basis.

Strategic Asset Management Plan (10 Years) - Identifies the required future expenditure on infrastructure and funding required to maintain service levels. It is aligned with the Long Term Financial Plan.

Corporate Implementation Plan (4 Years) – Sets the priorities and associated forecasts for projects, programs and services arising from the Community Plan 2020-2035, lead strategy plans and other Council priorities. This is updated annually and informs specific action, project and management plans and divisional plans. It is integrated with the Community Plan 2020-2035, Long Term Financial Plan, Strategic Asset Management Plan and Annual Business Plan.

Annual Business Plan (1 Year) - Each year, Council develops an Annual Business Plan guided by our strategic financial framework which sets strategic directions over the medium and long term and converts these into annual actions and outcomes. This shows the outcomes Council expects to achieve in the year, the services, the key measures of success and the budget required to deliver these outcomes.

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6. KEY ASSUMPTIONS

OPERATING INCOME

- **General Rates** have been indexed by forecast inflation (Adelaide CPI) and growth with the exception of 2020/21. It should be noted that a rate increase of 1.0% in the first year has been applied which is lower than the actual Adelaide CPI of 2.4% to March 2020. An additional 1% for financial sustainability has been included for 2021/22 to 24/25 inclusive to fund future infrastructure and the associated maintenance, renewal and operating costs.
- **Wastewater Annual Service Charges** have been increased by 4.25% per year plus growth for the first year of the long term financial plan followed by 5% plus growth for three years reverting to CPI after this so as to ensure the ongoing financial sustainability of Council's Wastewater network. The increase will ensure Wastewater assets can be renewed and maintained as per the updated Strategic Asset Management Plan.
- **Council Operations User Charges (excluding Wastewater and Recycled Water)** with the exception of statutory and waste management fees and charges no increase has been included in 2020/21 in response to COVID-19. It should also be noted that in 2020/21 user charges were reduced for those services that would not be provided in the first quarter of 2020/21 due to the expected impact of COVID-19. CPI increases have been applied over the remaining 9 years aligned with the user pays principle. The average increase over the period of the remaining 9 years is forecast to be circa 2.1%.
- **Refuse Charges** have been indexed by CPI plus growth in the first financial year, with increases for the remaining period of the plan matching the general rate assumptions. The increases to the refuse charge have been applied to ensure the charge reflects the cost of providing the service. Expenditure for this service is forecast to increase above inflation due to factors outside of Council's control, for example the China Recycling ban.
- **Growth** in Residential assessments has been forecast to be circa 2.5% annually (on average) over the period of the plan. The basis of this assumption has been calculated by id. "The population experts".
- **Grant Funding (Recurrent)** such as the Financial Assistance Grant (FAG) and Roads to Recovery (RTR) have been assumed to be received within the allotted year. Indexation applied is in line with forecast LGPI increases over the period of the plan.
- **Grant Funding (One-off)** is applied in the same year that tied expenditure is planned.

OPERATING EXPENDITURE

- **Materials, Contracts & Other Expenditure** has been indexed in line with forecast LGPI increases over the period of the plan (with the exception of 2020/21 which is based on the 2020/21 draft budget adjusted for COVID-19). In addition, growth indexation has been applied to the Maintenance and Operations team (MOPs) and Wastewater Departments.
- **Employee Costs** have been indexed by forecast CPI in line with the current inside Staff Enterprise Bargaining Agreement which is due to expire in 2020. Post this period an increase of CPI or 1.75% (if CPI is lower) has been allowed for.
- **FTE Increase -** Further, an annual increase of 3 Full Time Equivalent staff has been provisioned to ensure Council can maintain the current level of services to the growing community (excluding 2020/21).
- **Finance Costs** have been modelled factoring in the projected debt Council will hold in each year of the plan, and the forecast interest rate to be charged by the Local Government Finance Authority. In this plan the

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interest rate used has been modelled based on forecasts provided by Deloitte Access Economics and historical data.

CAPITAL EXPENDITURE

- **Asset Renewal** is provisioned to allow for Council to meet the renewal requirements per the adopted Strategic Asset Management Plan. Renewal, maintenance and depreciation of new and upgraded assets have been included in the plan to ensure these are funded.
- **New Capital and Strategic New Capital Projects** included in the plan are based on Council's Corporate and Community Plan 2020-2035 and is modelled to achieve the objectives of these plans in a financially sustainable manner.
- **Wastewater and Recycled Water** is assumed to be funded by council, as distinct from possible alternative funding and service delivery models.

CAPITAL REVENUE

- **Grants** have been included in the plan based on pledges, historical trend or required funding for a project to be deliverable in a financially sustainable manner.
- **Developer Contributions** including those secured by separate rates are modelled based on growth projections provided by id population forecasts and indexation applicable to the varying contribution types.

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

- **Assets** such as trade & other receivables, inventories and equity accounted investments have all been modelled based on historical averages, with no significant variances expected over the period of the plan.
- **Infrastructure, Property, Plant and Equipment** are modelled based on the cumulative effect of depreciation, capital expenditure, asset disposals and adjustments made to maintain valuations at fair value.
- **Liabilities** such as trade and other payables and provisions, have been modelled based on historical averages of Council, with no significant variances expected over the period of the plan.
- **Borrowings** are modelled based on the cumulative effect of operating surpluses, capital expenditure & revenue.

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7. KEY FINANCIAL RATIOS

OVERVIEW

Local Government Sector Performance - The following Key Financial Indicators are deemed by the Local Government Sector to be the best indicators for determining financial sustainability.

Legislative Requirement - These indicators are also a requirement of Council's annual financial reporting in accordance with Local Government legislation and regulations.

Section 122 of the Local Government Act 1999 states that Councils should assess:

"...The sustainability of the Council's financial performance and position, and... The extent of levels of services that will be required to be provided by the council to achieve its objectives and to the extent to which any infrastructure will need to be maintained, replaced or developed by the Council..."

Treasury Management Policy - The following graphs and accompanying commentary are set against targets endorsed by Council in the "Treasury Management Policy".

The policy includes an additional revenue source so that if required an additional increase in general rates may be included for the funding and debt servicing of major projects. This is effectively to fund major infrastructure, and a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) to provide intergenerational benefits to the community.

OPERATING SURPLUS RATIO

What is the purpose of this ratio?

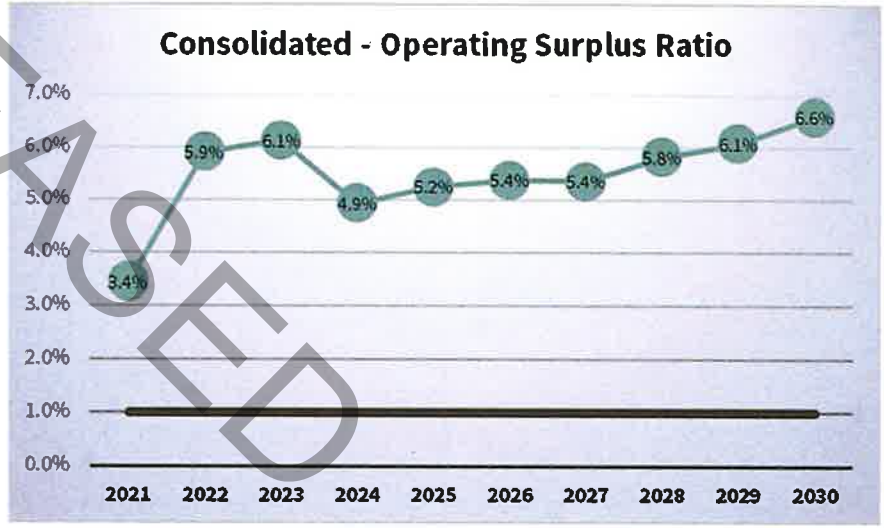
This financial indicator is useful in determining if current ratepayers are paying enough to cover products and services provided in each period.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

"Council will maintain its operating surplus ratio at greater than or equal to one percent of operating revenue."



Result:

The LTFP allows for Council to achieve a breakeven positon whilst providing a modest buffer for risk and uncertainty. The surplus in the future years is required for the repayment of debt.

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NET FINANCIAL LIABILITIES RATIO

What is the purpose of this ratio?

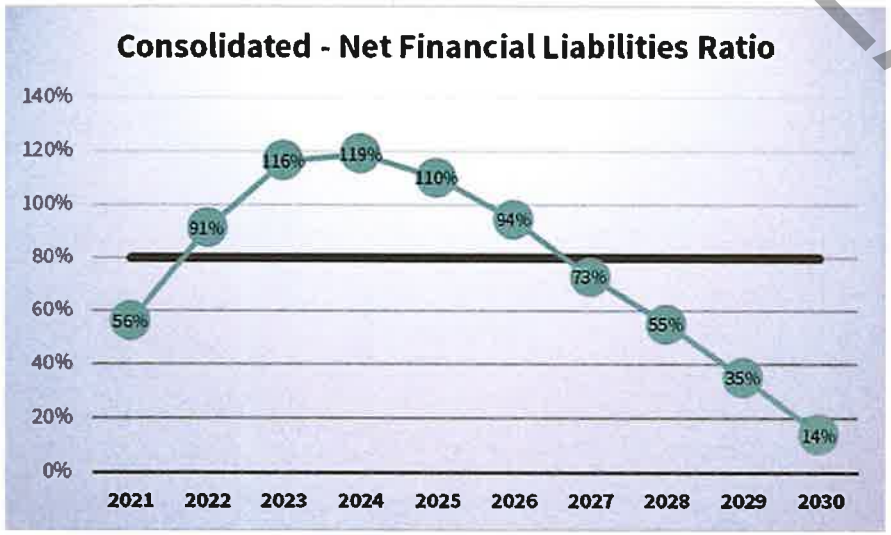
This financial indicator is useful in determining the level of indebtedness that Council has in comparison to its operating revenue. This is demonstrated by dividing Net financial liabilities by Total Operating Revenue.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

"Council will maintain its net financial liabilities ratio at greater than zero but less than 80% of total operating revenue"



Result:

Council will remain financially sustainable over the period of the plan, due in large part to the revenue assumptions included in the plan and the timing of capital works.

Although Council's Net Financial Liability exceeds the target of 80% for five of the 10 years included in the plan, it does on average remain below the target with an average Net Financial Liability Ratio of 73%.

The increased debt of Council represented in this indicator reflects the conscious decision taken by Council to fund its ambitous capital works program to build the required infrastructure to support the growing community over the ten year period. Council is forecast to invest around $271M in its infrastructure including new/upgrade projects, strategic new capital projects, investment in wastewater and recycled water, and the renewals program.

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ASSET RENEWAL FUNDING RATIO

What is the purpose of this ratio?

This financial indicator is useful in determining if Council is maintaining all of its assets.

This is best demonstrated by comparing total Capital Renewal expenditure planned against Strategic Asset Management Plan requirements.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a percentage of asset management plans allocation.

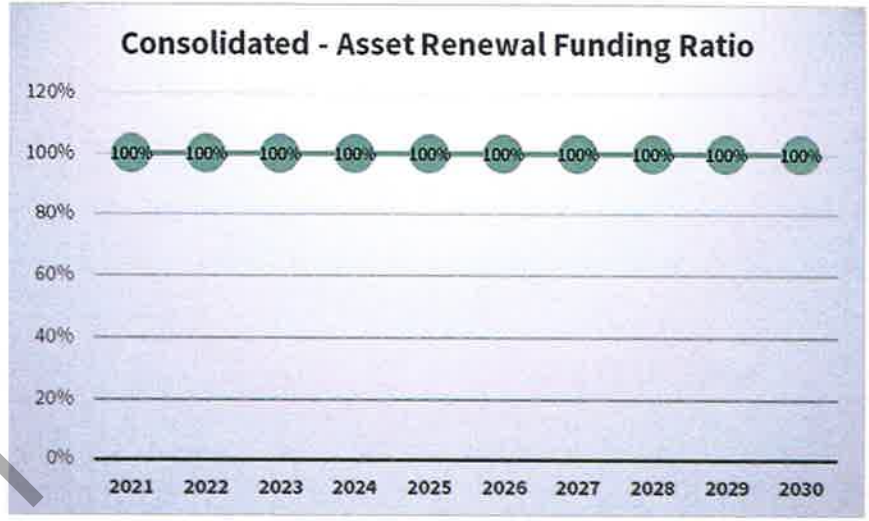
What is the target?

"Council will maintain an asset renewal funding ratio of greater than or equal to 100% of Asset Management Plans"

Result:

Council will achieve over the period of the plan the required expenditure that is set out in the Strategic Asset Management Plan adopted in September 2020.

The expenditure planned on renewing and maintaing assets in the LTFP results in Council achieving an average Asset Renewal Funding ratio of 100%.



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8. SENSITIVITY ANALYSIS

The following rating options were modelled and considered:

LTFP – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

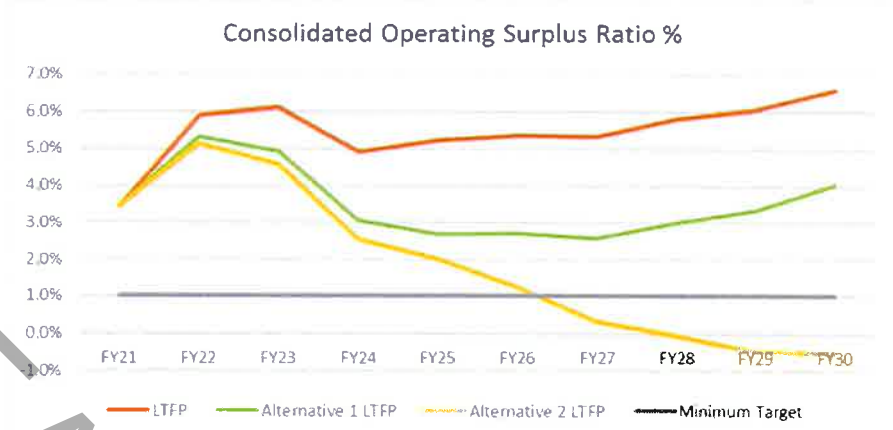
- **Operating Surplus Ratio** - Is above 1% minimum for all 10 years. The average ratio over 10 years is 5.6%.
- **Net Financial Liabilities Ratio** – For 5 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 73.4% and the peak ratio in FY24 is 119.1%.

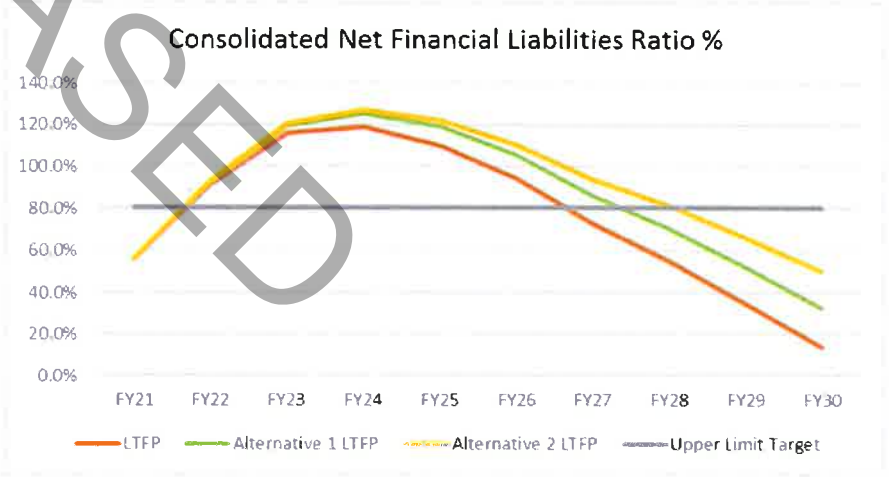
ALTERNATIVE 1 – ADELAIDE CPI ACROSS ALL YEARS AND CURRENT GROWTH OF 2.5% P.A (AVERAGE).

- **Operating Surplus Ratio** – Is above 1% minimum for all 10 years. The average ratio over 10 years is 3.5%.
- **Net Financial Liabilities Ratio** – For 6 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 83.8% and the peak ratio in FY24 is 125.1%.

ALTERNATIVE 2 – ADELAIDE CPI ACROSS ALL YEARS PLUS 1% FINANCIAL SUSTAINABILITY FOR 4 YEARS FROM 2021/22 AND A 50% REDUCTION IN GROWTH ESTIMATES OF 1.25% P.A (AVERAGE).

- **Operating Surplus Ratio** - Is below the 1% minimum for 4 years. The average ratio over 10 years is 1.6%.
- **Net Financial Liabilities Ratio** – For 7 years the Net Financial Liabilities Ratio is above the 80% maximum target. The average ratio over 10 years is 91.0% and the peak ratio in FY24 is 127.2%.





RELEASED

9. COUNCIL OPERATIONS

OPERATING SURPLUS RATIO

Years Above Target - All years are above the minimum target of 1% and higher than the LTFP adopted in June 2020.

Average Ratio – The average ratio is 5.1% over 10 years. The operating surplus is required to fund the current and future year's infrastructure program and service the associated debt.



NET FINANCIAL LIABILITIES RATIO

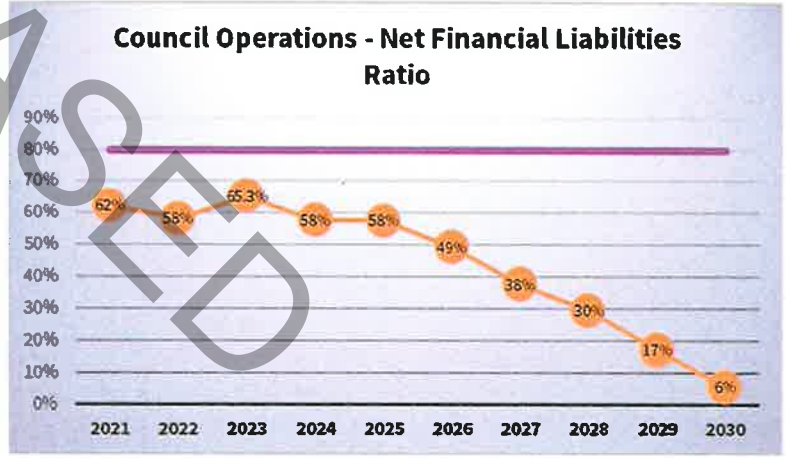
Years Below Target - The Net Financial Liabilities Ratio for all years is below the 80% maximum target.

Average Ratio - The Average ratio is 41.7% over 10 years.

Peak Ratio - There is a peak ratio of 65.3% in FY23 reflecting the amount of capital expenditure that is anticipated in that year.

The following should be noted:

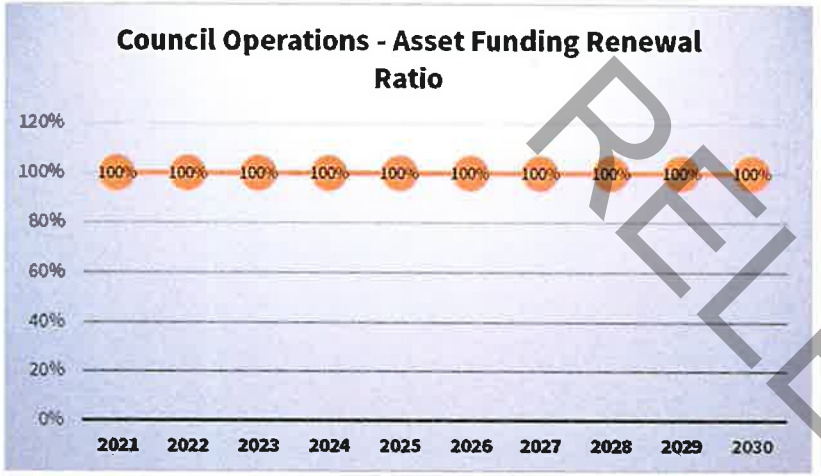
- **Capital Expenditure Timing** - The timing of capital expenditure, in particular the first 4 years with significant expenditure forecast, is impacting this ratio.
- **Future Revenue Streams** – This ratio does not account for future revenue streams (e.g. developer contributions) that will fund infrastructure such as transport projects arising due to growth (further details on the next page).



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ASSET FUNDING RENEWAL RATIO

The Long Term Financial Plan is aligned with the Strategic Asset Management Plan with a ratio of 100% in line with the target.



CAPITAL INVESTMENT PROGRAM

- **Asset Renewal Program** – Is aligned with the Strategic Asset Management Plan.
- **Key Projects** - include:

  Transport For Growth Projects – Cover the planned upgrade of roads and intersections to meet the demand from population growth including: Mawson/Battunga Intersection; Heysen Boulevard Railway Crossing; Nottage Road Upgrade; Hawthorn Road Upgrade; and Springs Road East Upgrade.

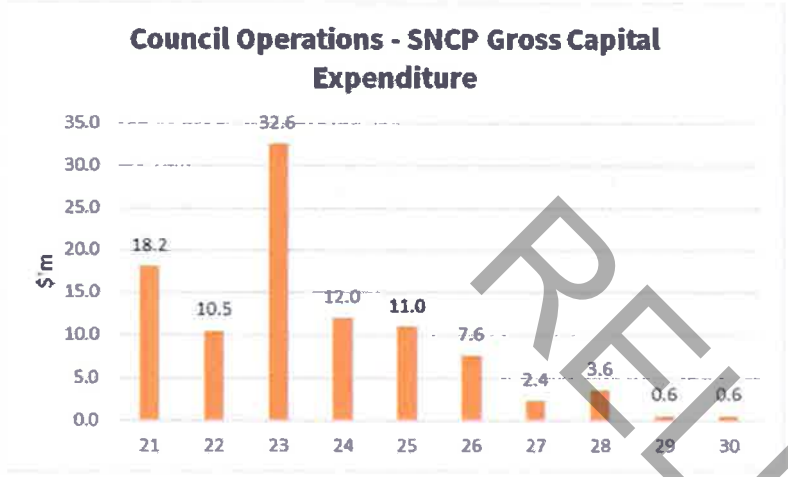
  Main Streets Projects – Including the following projects: Hahndorf Main Street Revitalisation; Nairne Main Street Upgrade; and Venables Street upgrade.

  Township Projects – Including projects that support the delivery of over 500 actions arising from Township Plans including projects that focus on the following: Main Streets; Open Space and Environment/Biodiversity; Essential Infrastructure; Community Facilities; Recreation; and Community Programs/Tourism.

  Major Strategic Projects - The delivery of major, intergenerational projects including: regional sports hub stage 1; Regional Aquatic & Leisure Centre; Regional Nature Play; Regional Hub & Surrounds; and the City Centre Catalyst Project.

  Strategic New Capital Projects Expenditure – The Long Term Financial Plan allows for gross capital expenditure of $99.1m over 10 years for Strategic New Capital projects. 74% of this expenditure occurs in the first 4 years with the delivery of significant projects such as the regional sports hub stage 1, regional aquatic and leisure centre and the Mount Barker City Centre Catalyst Project.

RELEASED



- **Strategic New Capital Revenue** – $55m (excluding indexation) of grants and partnership contributions have been assumed in support of these projects.

RELEASED

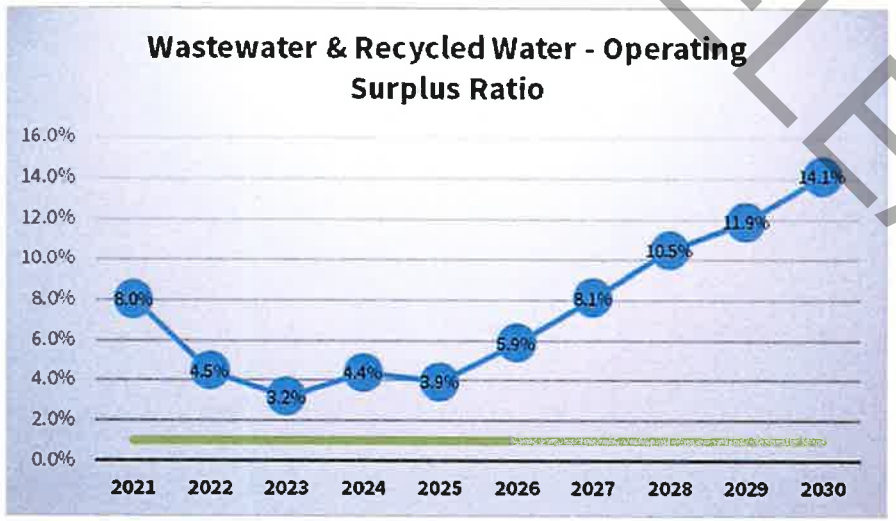
10. WASTEWATER & RECYCLED WATER

OPERATING SURPLUS RATIO

Years Above Target – All years are above the minimum target of 1% and higher than the LTFP adopted in June 2020.

Average Ratio – The Wastewater and Recycled Water average ratio is 7.9% over 10 years.

The operating surplus is required to fund the current and future year's significant investment in infrastructure required and service the associated debt.



NET FINANCIAL LIABILITIES RATIO

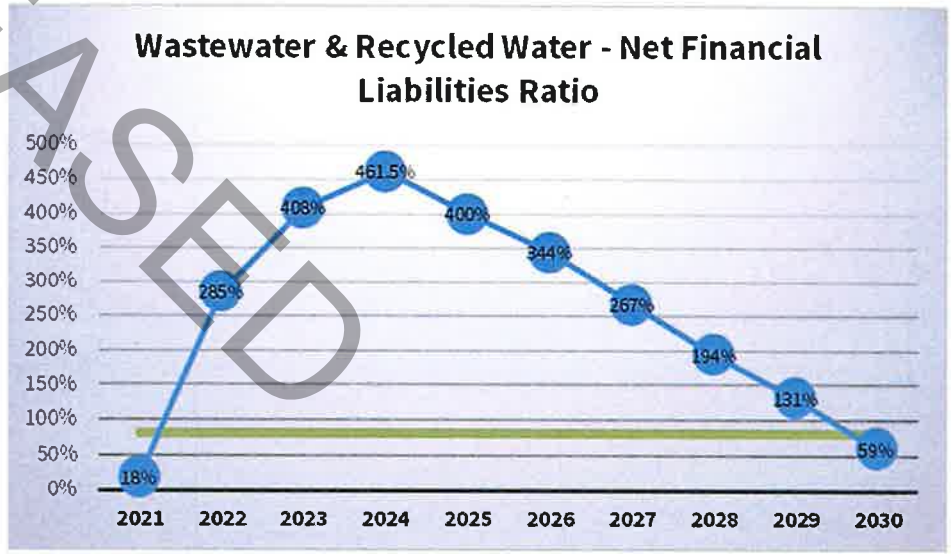
Years Above Target - The Net Financial Liabilities Ratio is above the 80% maximum target for all years of the LTFP with the exception of 2020/21 and 2029/30

Average Ratio - The average ratio is 250.8% over the 10 years reflecting the significant capital investment program.

Peak Ratio – The peak ratio of 461.5% occurs in FY24 due to significant investment capital investment.

The following should be noted:

- **Capital Expenditure Timing/Quantum** – The increase is driven by a $9m increase in expenditure arising from further investigations including the identification of the need for an additional pumping station and timing of project delivery.
- **Future Revenue Streams** – This ratio does not account for future revenue streams (e.g. developer contributions) that will fund wastewater and recycled water projects arising due to growth.

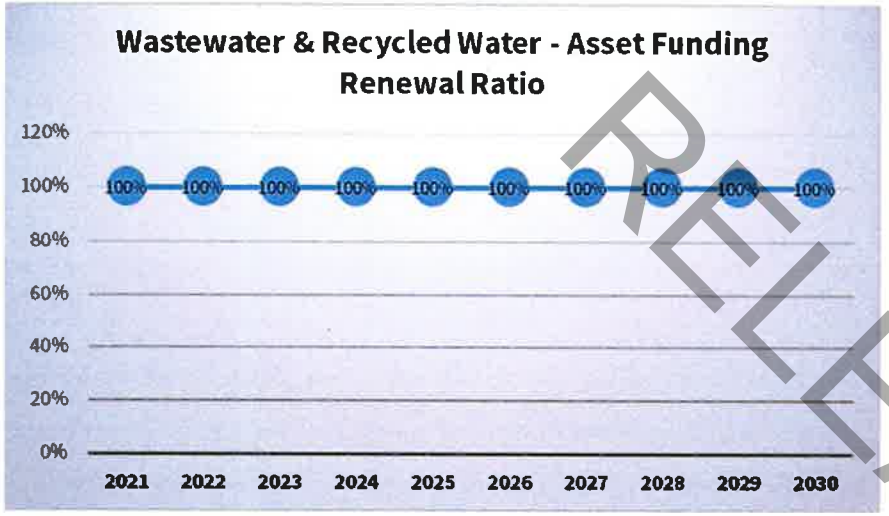


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Long Term Financial Plan 2020/21 to 2029/30

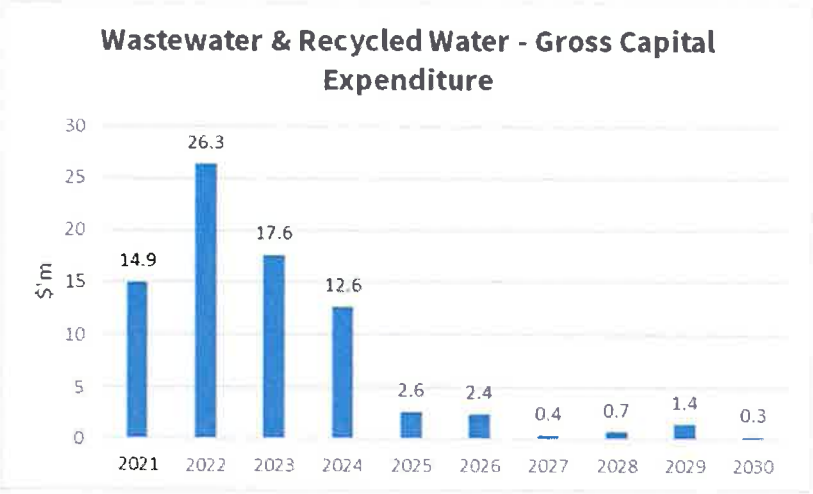
ASSET FUNDING RENEWAL RATIO

The Long Term Financial Plan is aligned with the Strategic Asset Management Plan with a ratio of 100% in line with the target.



CAPITAL INVESTMENT PROGRAM

- **Key Projects** – Include: Collection Network Upgrade (including Hampden Road Gravity Trunk Main & Pump Station), Mount Barker Treatment Plant Interim Works and Upgrading Stage 1, Callington Recycled Water Storage and Use.
- **Capital Expenditure** – Total gross capital expenditure of $79.3m over 10 years, with 44% funded from revenue from developers secured by Wastewater Commitment Deeds executed by council and a number of developers in the Mount Barker growth area, and the declaration by council of wastewater infrastructure separate rates over land within the MDPA.



- **Capital Revenue** – The LTFP includes an assumption of a $1.2m for a grant in support of the Callington Recycled Water Storage and Use.

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Long Term Financial Plan 2020/21 to 2029/30

ASSUMPTIONS

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Average
Council (excluding Wastewater)										
Adelaide Consumer Price Index	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs (EBA)	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
FTE Increase	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
General Rates - LTFP (+ 1% for 4 years)	2.30%	2.60%	3.10%	3.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.41%
Assessment Growth (LTFP and Alternative 1)	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.39%	2.38%	2.33%	2.54%
General Rates Increase - Alternative 1	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.01%
Assessment Growth - Alternative 2 (50% reduction)	1.33%	1.32%	1.31%	1.28%	1.25%	1.22%	1.20%	1.19%	1.17%	1.25%
Loan Rate	2.42%	2.42%	2.62%	3.18%	3.79%	3.79%	3.51%	3.20%	2.97%	3.01%
Wastewater										
Adelaide Consumer Price Index	1.30%	1.60%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	1.97%
Local Government Price Index	1.74%	2.04%	2.54%	2.64%	2.64%	2.64%	2.94%	3.04%	2.84%	2.41%
Employee Costs	1.75%	1.75%	2.10%	2.20%	2.20%	2.20%	2.50%	2.60%	2.40%	2.15%
Annual Service Charges Increase	5.00%	5.00%	5.00%	3.59%	2.20%	2.20%	2.50%	2.60%	2.40%	3.47%
Assessment Growth	2.66%	2.65%	2.62%	2.56%	2.50%	2.44%	2.39%	2.38%	2.33%	2.54%

As shown in the table above, the average annual increase in the wastewater annual service charge (either for sewer or Community Wastewater Management System) for council customers is 3.47% over the duration of the LTFP.

That increase is driven by the need to obtain full cost recovery from customers for the operation, maintenance and renewal (a contribution not the full cost) of the wastewater and recycled water network.

That in turn is influenced by historical charging and more recently, recurrent operational cost increases such as energy e.g. for council wastewater treatment plants and pumping stations.

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	41,930	43,723	46,100	48,697	51,632	54,628	57,217	59,894	62,848	66,003	69,151
Statutory Charges	1,441	1,453	1,493	1,517	1,549	1,583	1,618	1,654	1,695	1,739	1,781
User Charges	2,306	1,609	2,218	2,253	2,301	2,351	2,403	2,456	2,517	2,583	2,645
Grants, Subsidies & Contributions	3,835	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	355	252	255	259	265	271	276	283	290	297	304
Other Income	508	385	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses	-	57	76	90	59	73	103	120	136	228	132
Total Income	**50,470**	**51,061**	**53,910**	**56,644**	**59,596**	**62,779**	**65,575**	**68,448**	**71,627**	**75,098**	**78,361**
Expenses											
Employee Costs	16,098	16,275	16,951	17,636	18,404	19,214	20,050	20,912	21,867	22,876	23,876
Materials, Contracts & Other Expenses	23,144	22,153	22,146	22,810	23,673	25,213	26,680	28,455	30,132	32,212	34,007
Depreciation, Amortisation & Impairment	9,601	9,989	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**49,293**	**49,306**	**50,721**	**53,169**	**56,660**	**59,484**	**62,046**	**64,779**	**67,460**	**70,532**	**73,193**
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Asset Disposal & Fair Value Adjustments	(1,186)	(3,914)	(4,151)	(4,021)	(4,016)	(3,169)	(3,209)	(3,233)	(3,347)	(3,503)	(3,446)
Amounts Received Specifically for New or Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Physical Resources Received Free of Charge	25,204	9,912	10,228	10,454	10,632	10,661	10,711	10,742	10,834	11,060	11,115
Net Surplus / (Deficit)	**33,578**	**26,728**	**19,275**	**34,501**	**21,846**	**18,926**	**19,514**	**17,883**	**17,504**	**18,110**	**18,840**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	6,907	1,815	1,996	6,959	7,641	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**6,907**	**1,815**	**1,996**	**6,959**	**7,641**	**2,177**	**2,219**
Total Comprehensive Income	**33,578**	**26,728**	**20,981**	**40,821**	**28,753**	**20,741**	**21,510**	**24,842**	**25,145**	**20,287**	**21,059**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,125
Trade & Other Receivables	4,000	6,091	5,094	6,975	5,705	5,369	5,567	5,514	5,585	5,770	5,960
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	7,689	9,321	8,324	7,982	6,712	6,377	6,575	6,523	6,594	6,780	13,095
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	567,492	607,179	648,776	708,298	741,891	760,402	774,288	786,528	800,750	807,229	812,564
Other Non-Current Assets	3,933	6,383	6,351	6,481	6,654	6,933	7,247	7,635	7,994	8,375	8,759
Total Non-Current Assets	573,486	616,776	658,417	718,158	751,982	770,845	785,147	797,894	812,612	819,699	825,549
TOTAL ASSETS	**581,175**	**626,097**	**666,741**	**726,140**	**758,694**	**777,221**	**791,722**	**804,418**	**819,206**	**826,479**	**838,645**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	3,418	6,730	6,810	7,006	7,246	7,568	7,916	8,321	8,719	9,140	9,563
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,255	2,285	2,422	2,561	2,703	2,848	2,996	3,148	3,303	3,463	3,626
Total Current Liabilities	6,902	9,254	9,483	9,830	10,225	10,705	11,216	11,786	12,356	12,952	13,555
Non-Current Liabilities											
Borrowings	13,390	28,733	48,143	66,350	69,732	67,014	59,467	46,723	35,771	22,133	12,608
Provisions	261	402	426	450	475	500	526	553	580	608	636
Total Non-Current Liabilities	13,651	29,135	48,569	66,801	70,207	67,514	59,994	47,276	36,351	22,741	13,244
TOTAL LIABILITIES	**20,553**	**38,390**	**58,052**	**76,631**	**80,432**	**78,219**	**71,209**	**59,063**	**48,706**	**35,693**	**26,799**
Net Assets	**560,622**	**587,708**	**608,689**	**649,509**	**678,262**	**699,003**	**720,513**	**745,355**	**770,500**	**790,786**	**811,846**
EQUITY											
Accumulated Surplus	244,107	270,838	290,113	324,614	346,460	365,386	384,900	402,783	420,287	438,397	457,237
Asset Revaluation Reserves	294,985	294,984	296,690	303,009	309,916	311,731	313,727	320,686	328,327	330,504	332,723
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	**560,622**	**587,708**	**608,689**	**649,509**	**678,262**	**699,003**	**720,513**	**745,355**	**770,500**	**790,786**	**811,846**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	51,757	49,075	54,781	54,631	60,767	63,006	65,238	68,348	71,389	74,653	78,009
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(43,062)	(37,606)	(38,837)	(40,235)	(41,863)	(44,238)	(46,546)	(49,200)	(51,804)	(54,889)	(57,682)
Finance Payments	(450)	(890)	(743)	(1,214)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(288)
Net Cash provided (or used in) Operating Activities	**8,340**	**10,636**	**15,261**	**13,242**	**17,065**	**17,001**	**17,061**	**17,776**	**18,557**	**19,170**	**20,100**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by community Groups	4	-	4	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,825)	(9,826)	(8,738)
Expenditure on New/Upgraded Assets	(23,265)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,987)	(3,967)	(5,100)	(2,175)	(2,208)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(23,227)**	**(18,480)**	**(34,682)**	**(31,461)**	**(20,459)**	**(14,295)**	**(9,528)**	**(5,047)**	**(7,620)**	**(5,548)**	**(4,466)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	8,500	14,545	21,058	18,471	7,413	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(3,628)	(7,532)	(12,729)	(10,937)	(13,622)	(9,508)
Net Cash provided (or used in) Financing Activities	**7,668**	**7,384**	**19,421**	**18,219**	**3,395**	**(2,706)**	**(7,532)**	**(12,729)**	**(10,937)**	**(13,622)**	**(9,508)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,219)**	**(459)**	**-**	**-**	**(0)**	**-**	**-**	**-**	**-**	**-**	**6,125**
plus: Cash & Cash Equivalents - beginning of year	8,678	1,459	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Cash & Cash Equivalents - end of year	**1,459**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**7,125**

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Long Term Financial Plan 2020/21 to 2029/30

CONSOLIDATED STATEMENTS – MOUNT BARKER DISTRICT COUNCIL

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	50,470	51,061	53,910	56,644	59,596	62,779	65,575	68,448	71,627	75,098	78,361
less Expenses	(49,293)	(49,306)	(50,721)	(53,169)	(56,660)	(59,484)	(62,046)	(64,779)	(67,460)	(70,532)	(73,193)
Operating Surplus / (Deficit)	**1,177**	**1,755**	**3,188**	**3,474**	**2,937**	**3,295**	**3,529**	**3,670**	**4,167**	**4,566**	**5,168**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,469)	(13,327)	(18,565)	(17,476)	(17,059)	(8,541)	(8,462)	(8,232)	(8,825)	(9,826)	(8,738)
add back Depreciation, Amortisation and Impairment	9,601	9,989	10,882	11,508	12,683	13,229	13,624	13,979	14,375	14,790	15,022
add back Proceeds from Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
(Net Outlays) on Existing Assets	**1,402**	**(3,339)**	**(7,214)**	**(5,514)**	**(3,830)**	**5,117**	**5,600**	**6,194**	**6,006**	**5,430**	**6,761**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(23,264)	(29,998)	(26,601)	(41,255)	(16,240)	(14,322)	(9,987)	(3,967)	(5,100)	(2,175)	(2,208)
add back Amounts Received Specifically for New and Upgraded Assets	8,383	18,976	10,010	24,594	12,294	8,139	8,483	6,705	5,849	5,987	6,003
(Net Outlays) on New and Upgraded Assets	**(14,881)**	**(11,022)**	**(16,591)**	**(16,661)**	**(3,946)**	**(6,183)**	**(1,504)**	**2,738**	**749**	**3,812**	**3,795**
Net Lending / (Borrowing) for Financial Year	**(12,302)**	**(12,607)**	**(20,616)**	**(18,701)**	**(4,840)**	**2,229**	**7,625**	**12,602**	**10,922**	**13,808**	**15,724**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL – COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	35,176	36,505	38,328	40,331	42,629	45,071	47,212	49,425	51,867	54,476	57,078
Statutory Charges	1,401	1,413	1,453	1,476	1,507	1,540	1,574	1,609	1,649	1,692	1,732
User Charges	1,756	1,558	2,207	2,242	2,289	2,339	2,391	2,444	2,505	2,570	2,631
Grants, Subsidies & Contributions	3,834	3,522	3,315	3,368	3,439	3,514	3,592	3,671	3,762	3,860	3,953
Investment Income	95	60	60	60	60	60	60	60	60	60	60
Reimbursements	354	250	253	257	263	268	274	280	287	295	302
Other Income	508	385	394	400	293	299	306	312	320	329	336
Net gain - Equity Accounted Council Businesses		57	76	90	59	73	103	120	136	228	132
Total Income	**43,124**	**43,749**	**46,085**	**48,223**	**50,538**	**53,165**	**55,511**	**57,920**	**60,586**	**63,508**	**66,225**
Expenses											
Employee Costs	15,102	15,157	15,814	16,480	17,223	18,007	18,816	19,652	20,575	21,551	22,519
Materials, Contracts & Other Expenses	18,039	18,023	17,454	17,719	18,246	19,402	20,706	22,355	23,879	25,780	27,418
Depreciation, Amortisation & Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,336	12,545
Finance Costs	450	890	743	1,214	1,900	1,828	1,692	1,432	1,087	654	288
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**41,770**	**42,581**	**43,246**	**45,015**	**47,997**	**50,248**	**52,572**	**55,102**	**57,576**	**60,321**	**62,769**
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,541**	**2,917**	**2,939**	**2,817**	**3,009**	**3,188**	**3,455**
Asset Disposal & Fair Value Adjustments	(971)	(2,271)	(3,071)	(3,041)	(3,102)	(3,068)	(3,131)	(3,194)	(3,266)	(3,340)	(3,409)
Amounts Received Specifically for New or Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
Physical Resources Received Free of Charge	18,826	8,623	8,922	9,128	9,278	9,278	9,296	9,296	9,353	9,540	9,558
Net Surplus / (Deficit)	**25,238**	**23,696**	**14,966**	**29,838**	**17,481**	**13,650**	**13,884**	**11,847**	**11,030**	**11,301**	**11,433**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	1,706	6,319	2,623	1,815	1,996	6,959	2,856	2,177	2,219
Total Other Comprehensive Income	**-**	**-**	**1,706**	**6,319**	**2,623**	**1,815**	**1,996**	**6,959**	**2,856**	**2,177**	**2,219**
Total Comprehensive Income	**25,238**	**23,696**	**16,672**	**36,158**	**20,104**	**15,465**	**15,880**	**18,806**	**13,886**	**13,478**	**13,652**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL – COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	-	500	500	500	500	500	500	500	500	500	6,625
Trade & Other Receivables	2,301	4,820	3,801	5,656	4,352	3,980	4,142	4,052	4,079	4,219	4,364
Inventories	7	7	7	7	7	8	8	9	9	10	11
Non-current assets classified as "Held for Sale"	2,223	2,223	2,223	-	-	-	-	-	-	-	-
Total Current Assets	4,531	7,550	6,531	6,163	4,859	4,488	4,650	4,561	4,589	4,729	11,000
Non-Current Assets											
Financial Assets	1,654	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750
Equity Accounted Investments in Council Businesses	407	464	539	629	687	760	862	982	1,117	1,345	1,476
Infrastructure, Property, Plant & Equipment	477,917	504,526	520,756	563,559	581,094	597,686	609,821	622,533	632,099	638,045	643,966
Other Non-Current Assets	2,298	4,748	4,716	4,846	5,019	5,298	5,612	6,000	6,359	6,740	7,124
Total Non-Current Assets	482,276	512,488	528,761	571,783	589,550	606,493	619,045	632,265	642,326	648,880	655,316
TOTAL ASSETS	**486,807**	**520,038**	**535,292**	**577,946**	**594,409**	**610,982**	**623,695**	**636,825**	**646,914**	**653,609**	**666,316**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	2,684	5,996	6,064	6,244	6,465	6,766	7,093	7,476	7,850	8,244	8,642
Borrowings	1,229	240	251	263	276	289	303	318	333	349	366
Provisions	2,167	2,212	2,344	2,479	2,617	2,757	2,901	3,048	3,199	3,354	3,512
Total Current Liabilities	6,080	8,447	8,659	8,986	9,358	9,812	10,298	10,842	11,382	11,947	12,519
Non-Current Liabilities											
Borrowings	19,932	26,588	24,940	31,091	27,060	27,693	24,022	17,781	13,424	6,054	4,515
Provisions	147	302	320	338	357	376	396	416	436	457	479
Total Non-Current Liabilities	20,079	26,890	25,260	31,429	27,417	28,069	24,418	18,197	13,860	6,511	4,994
TOTAL LIABILITIES	**26,159**	**35,337**	**33,919**	**40,415**	**36,775**	**37,882**	**34,715**	**29,039**	**25,241**	**18,458**	**17,513**
Net Assets	**460,648**	**484,701**	**501,373**	**537,531**	**557,635**	**573,100**	**588,980**	**607,786**	**621,673**	**635,151**	**648,802**
EQUITY											
Accumulated Surplus	169,858	193,555	208,521	238,360	255,841	269,491	283,375	295,223	306,253	317,554	328,986
Asset Revaluation Reserves	269,260	269,260	270,966	277,285	279,908	281,723	283,719	290,678	293,534	295,711	297,930
Other Reserves	21,530	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886	21,886
Total Equity	**460,648**	**484,701**	**501,373**	**537,531**	**557,635**	**573,100**	**588,980**	**607,786**	**621,673**	**635,151**	**648,802**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL – COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	44,962	41,764	46,978	46,237	51,742	53,429	55,211	57,857	60,390	63,109	65,917
Investment Receipts	95	57	60	60	60	60	60	60	60	60	60
Payments:											
Operating Payments to Suppliers & Employees	(37,229)	(32,369)	(33,032)	(34,012)	(35,285)	(37,251)	(39,370)	(41,873)	(44,296)	(47,169)	(49,773)
Finance Payments	(450)	(890)	(743)	(1,214)	(1,900)	(1,828)	(1,692)	(1,432)	(1,087)	(654)	(288)
Net Cash provided (or used in) Operating Activities	**7,378**	**8,562**	**13,263**	**11,070**	**14,618**	**14,410**	**14,210**	**14,613**	**15,067**	**15,346**	**15,916**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
Sale of Non Current Assets "Held for Sale"	-	-	-	2,223	-	-	-	-	-	-	-
Repayment of Loans by Community Groups	4	-	4	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(8,196)	(8,410)	(7,771)	(7,683)	(7,910)	(7,530)	(7,684)	(7,839)	(8,014)	(8,197)	(8,366)
Expenditure on New/Upgraded Assets	(19,989)	(20,005)	(10,606)	(32,769)	(12,000)	(12,479)	(8,085)	(3,922)	(5,100)	(2,175)	(2,208)
Loans Made to Community Groups	(150)	(1,100)	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	**(22,032)**	**(13,339)**	**(11,627)**	**(17,233)**	**(10,600)**	**(15,056)**	**(10,552)**	**(8,386)**	**(10,725)**	**(7,992)**	**(8,269)**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	15,471	12,438	-	6,414	-	922	-	-	-	-	-
Payments:											
Repayments of Borrowings	(832)	(7,161)	(1,637)	(251)	(4,018)	(276)	(3,657)	(6,226)	(4,342)	(7,354)	(1,522)
Net Cash provided (or used in) Financing Activities	**14,639**	**5,277**	**(1,637)**	**6,163**	**(4,018)**	**646**	**(3,657)**	**(6,226)**	**(4,342)**	**(7,354)**	**(1,522)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(15)**	**500**	**-**	**-**	**-**	**0**	**-**	**-**	**-**	**-**	**6,125**
plus: Cash & Cash Equivalents - beginning of year	15	-	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**-**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**6,625**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – MOUNT BARKER DISTRICT COUNCIL – COUNCIL OPERATIONS (EXCLUDING WASTEWATER & RECYCLED WATER)

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	43,124	43,749	46,085	48,223	50,538	53,165	55,511	57,920	60,586	63,508	66,225
less Expenses	(41,770)	(42,581)	(43,246)	(45,015)	(47,997)	(50,248)	(52,572)	(55,102)	(57,576)	(60,321)	(62,769)
Operating Surplus / (Deficit)	**1,354**	**1,168**	**2,839**	**3,209**	**2,541**	**2,917**	**2,939**	**2,817**	**3,009**	**3,188**	**3,455**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,196)	(8,410)	(7,771)	(7,683)	(7,910)	(7,530)	(7,684)	(7,839)	(8,014)	(8,197)	(8,366)
add back Depreciation, Amortisation and Impairment	8,179	8,510	9,234	9,601	10,628	11,012	11,358	11,663	12,036	12,336	12,545
add back Proceeds from Sale of Replaced Assets	270	-	470	453	546	429	438	446	456	467	476
(Net Outlays) on Existing Assets	**253**	**100**	**1,933**	**2,371**	**3,264**	**3,911**	**4,112**	**4,271**	**4,478**	**4,606**	**4,656**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(19,989)	(20,005)	(10,606)	(32,769)	(12,000)	(12,479)	(8,085)	(3,922)	(5,100)	(2,175)	(2,208)
add back Amounts Received Specifically for New and Upgraded Assets	6,029	16,176	6,276	20,543	8,764	4,524	4,780	2,928	1,934	1,914	1,828
(Net Outlays) on New and Upgraded Assets	**(13,960)**	**(3,829)**	**(4,329)**	**(12,226)**	**(3,236)**	**(7,955)**	**(3,306)**	**(994)**	**(3,167)**	**(262)**	**(380)**
Net Lending / (Borrowing) for Financial Year	**(12,353)**	**(2,561)**	**442**	**(6,646)**	**2,569**	**(1,127)**	**3,745**	**6,094**	**4,320**	**7,532**	**7,731**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Statement of Comprehensive Income

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Income											
Rates	6,754	7,219	7,772	8,366	9,003	9,556	10,005	10,469	10,981	11,527	12,072
Statutory Charges	40	40	41	41	42	43	44	45	46	47	48
User Charges	550	51	11	11	12	12	12	12	13	13	13
Grants, Subsidies & Contributions	-	-	-	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	1	2	2	2	2	2	2	2	2	2	2
Other Income	-	-	-	-	-	-	-	-	-	-	-
Net gain - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Income	**7,345**	**7,312**	**7,825**	**8,420**	**9,059**	**9,613**	**10,063**	**10,529**	**11,042**	**11,590**	**12,136**
Expenses											
Employee Costs	996	1,117	1,137	1,157	1,181	1,207	1,233	1,261	1,292	1,326	1,357
Materials, Contracts & Other Expenses	5,105	4,130	4,692	5,091	5,427	5,811	5,974	6,100	6,252	6,432	6,589
Depreciation, Amortisation & Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
Finance Costs	-	-	-	-	-	-	-	-	-	-	-
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	**7,522**	**6,725**	**7,476**	**8,155**	**8,663**	**9,235**	**9,474**	**9,676**	**9,884**	**10,212**	**10,423**
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Asset Disposal & Fair Value Adjustments	(215)	(1,643)	(1,079)	(979)	(915)	(101)	(78)	(39)	(81)	(163)	(37)
Amounts Received Specifically for New or Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Physical Resources Received Free of Charge	6,378	1,288	1,305	1,326	1,354	1,384	1,414	1,445	1,481	1,520	1,556
Net Surplus / (Deficit)	**8,340**	**3,032**	**4,309**	**4,663**	**4,365**	**5,276**	**5,630**	**6,036**	**6,474**	**6,809**	**7,408**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	-	-	-	-	4,284	-	-	-	4,785	-	-
Total Other Comprehensive Income	**-**	**-**	**-**	**-**	**4,284**	**-**	**-**	**-**	**4,785**	**-**	**-**
Total Comprehensive Income	**8,340**	**3,032**	**4,309**	**4,663**	**8,649**	**5,276**	**5,630**	**6,036**	**11,259**	**6,809**	**7,408**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Statement of Financial Position

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
ASSETS											
Current Assets											
Cash & Cash Equivalents	1,459	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	1,699	1,271	1,293	1,319	1,353	1,389	1,425	1,463	1,506	1,552	1,596
Inventories	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,158	1,771	1,793	1,819	1,853	1,889	1,925	1,963	2,006	2,052	2,096
Non-Current Assets											
Financial Assets	6,543	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	89,575	102,653	128,021	144,739	160,797	162,716	164,467	163,994	168,651	169,184	168,598
Other Non-Current Assets	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635
Total Non-Current Assets	97,753	104,288	129,656	146,374	162,432	164,351	166,102	165,629	170,286	170,819	170,233
TOTAL ASSETS	**100,911**	**106,059**	**131,449**	**148,194**	**164,285**	**166,240**	**168,027**	**167,592**	**172,292**	**172,871**	**172,329**
LIABILITIES											
Current Liabilities											
Trade & Other Payables	734	734	747	762	781	802	823	845	870	896	921
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Provisions	88	73	77	82	86	91	95	100	105	109	114
Total Current Liabilities	822	807	824	844	867	892	918	945	974	1,005	1,036
Non-Current Liabilities											
Borrowings	-	2,145	23,203	35,259	42,672	39,320	35,445	28,942	22,347	16,079	8,092
Provisions	114	101	106	112	118	124	131	137	144	151	157
Total Non-Current Liabilities	114	2,246	23,309	35,372	42,790	39,445	35,576	29,079	22,491	16,229	8,250
TOTAL LIABILITIES	**936**	**3,053**	**24,133**	**36,215**	**43,658**	**40,337**	**36,494**	**30,024**	**23,465**	**17,235**	**9,286**
Net Assets	**99,975**	**103,006**	**107,315**	**111,978**	**120,627**	**125,903**	**131,533**	**137,568**	**148,827**	**155,636**	**163,043**
EQUITY											
Accumulated Surplus	74,251	77,282	81,591	86,254	90,619	95,895	101,525	107,560	114,034	120,843	128,250
Asset Revaluation Reserves	25,724	25,724	25,724	25,724	30,008	30,008	30,008	30,008	34,793	34,793	34,793
Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Total Equity	**99,975**	**103,006**	**107,315**	**111,978**	**120,627**	**125,903**	**131,533**	**137,568**	**148,827**	**155,636**	**163,043**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Statement of Cash Flows

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Cash Flows from Operating Activities											
Receipts:											
Operating Receipts	7,108	7,312	7,803	8,394	9,025	9,578	10,027	10,491	10,999	11,544	12,092
Investment Receipts	-	0	-	-	-	-	-	-	-	-	-
Payments:											
Operating Payments to Suppliers & Employees	(6,146)	(5,237)	(5,806)	(6,222)	(6,578)	(6,987)	(7,176)	(7,327)	(7,508)	(7,720)	(7,909)
Finance Payments	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	**962**	**2,075**	**1,998**	**2,172**	**2,447**	**2,591**	**2,851**	**3,164**	**3,490**	**3,824**	**4,183**
Cash Flows from Investing Activities											
Receipts:											
Amounts Received Specifically for New/Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-
Repayment of Loan by Council	-	6,970	-	-	-	-	-	-	-	-	-
Payments:											
Expenditure on Renewal/Replacement of Assets	(273)	(4,918)	(10,794)	(9,792)	(9,149)	(1,011)	(778)	(393)	(811)	(1,629)	(373)
Expenditure on New/Upgraded Assets	(3,276)	(9,993)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(45)	-	-	-
Net Cash provided (or used in) Investing Activities	**(1,195)**	**(5,141)**	**(23,056)**	**(14,228)**	**(9,859)**	**761**	**1,024**	**3,340**	**3,105**	**2,444**	**3,803**
Cash Flows from Financing Activities											
Receipts:											
Proceeds from Borrowings	-	2,107	21,058	12,057	7,413	-	-	-	-	-	-
Payments:											
Repayments of Borrowings	(6,971)	-	-	-	-	(3,352)	(3,875)	(6,503)	(6,595)	(6,268)	(7,987)
Net Cash provided (or used in) Financing Activities	**(6,971)**	**2,107**	**21,058**	**12,057**	**7,413**	**(3,352)**	**(3,875)**	**(6,503)**	**(6,595)**	**(6,268)**	**(7,987)**
Net Increase/(Decrease) in Cash & Cash Equivalents	**(7,204)**	**(959)**	**-**	**-**	**(0)**	**0**	**-**	**(0)**	**(0)**	**-**	**-**
plus: Cash & Cash Equivalents - beginning of year	8,663	1,459	500	500	500	500	500	500	500	500	500
Cash & Cash Equivalents - end of year	**1,459**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**	**500**

RELEASED

Long Term Financial Plan 2020/21 to 2029/30

STATEMENTS – WASTEWATER & RECYCLED WATER

Uniform Presentation of Finances

	2019/20 $'000	2020/21 $'000	2021/22 $'000	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Operating Activities											
Income	7,345	7,312	7,825	8,420	9,059	9,613	10,063	10,529	11,042	11,590	12,136
less Expenses	(7,522)	(6,725)	(7,476)	(8,155)	(8,663)	(9,235)	(9,474)	(9,676)	(9,884)	(10,212)	(10,423)
Operating Surplus / (Deficit)	**(177)**	**587**	**349**	**266**	**396**	**378**	**590**	**852**	**1,158**	**1,378**	**1,713**
Capital Activities											
less (Net Outlays) on Existing Assets											
Capital Expenditure on Renewal and Replacement of Existing Assets	(273)	(4,918)	(10,794)	(9,792)	(9,149)	(1,011)	(778)	(393)	(811)	(1,629)	(373)
add back Depreciation, Amortisation and Impairment	1,421	1,478	1,648	1,907	2,054	2,217	2,266	2,316	2,339	2,454	2,477
add back Proceeds from Sale of Replaced Assets											
(Net Outlays) on Existing Assets	**1,148**	**(3,439)**	**(9,147)**	**(7,885)**	**(7,094)**	**1,206**	**1,488**	**1,923**	**1,528**	**824**	**2,105**
less (Net Outlays) on New and Upgraded Assets											
Capital Expenditure of New and Upgraded Assets	(3,276)	(9,993)	(15,995)	(8,486)	(4,240)	(1,843)	(1,902)	(45)	-	-	-
add back Amounts Received Specifically for New and Upgraded Assets	2,354	2,800	3,734	4,051	3,530	3,615	3,704	3,778	3,915	4,073	4,176
(Net Outlays) on New and Upgraded Assets	**(922)**	**(7,193)**	**(12,261)**	**(4,436)**	**(710)**	**1,772**	**1,802**	**3,732**	**3,915**	**4,073**	**4,176**
Net Lending / (Borrowing) for Financial Year	**49**	**(10,046)**	**(21,059)**	**(12,056)**	**(7,409)**	**3,356**	**3,880**	**6,508**	**6,602**	**6,276**	**7,993**

RELEASED

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APPENDIX 13

RELEASED

TITLE: PUBLIC CONSULTATION POLICY

MOUNT BARKER
DISTRICT COUNCIL

REFERENCE NUMBER:	DOC/21/39155
RESPONSIBLE OFFICER/ DEPARTMENT:	Community Services
APPLICABLE LEGISLATION:	Local Government Act 1999 Public Access and Public Consultation Notice (No2) 2020
MOUNT BARKER DC 2020 - 2035 – COMMUNITY PLAN:	**Leadership and good governance** LGG Strategy 3 Provide opportunities for the community to access and participate in decision-making processes and fully integrate community engagement practices into Council activities.
RELATED POLICIES:	Nil
SUPPORTING PROCEDURES:	To be drafted
PREVIOUS REVIEW DATES:	4 May 2020
ENDORSED BY COUNCIL:	6 April 2021
MINUTE RESOLUTION NUMBER:	OM20210406.11
NEXT REVIEW DATE:	6 April 2024

RELEASED

On 15 March 2020, the Chief Executive of the Department for Health and Wellbeing in the State of South Australia, pursuant to section 87 of the *South Australian Public Health Act 2011*, declared that an emergency which threatens to cause the death of, or injury or other damage to the health of any person is occurring or about to occur in relation to the transmission of COVID-19, and declared the emergency to be a public health emergency.

On 22 March 2020, the State Co-ordinator for the State of South Australia declared, pursuant to section 23 of the *Emergency Management Act 2004*, that a Major Emergency is occurring in respect of the outbreak of the Human Disease named COVID-19 within South Australia.

On 8 April 2020 the Minister for Transport, Infrastructure and Local Government issued a notice pursuant to section 302B of the *Local Government Act 1999*, the *Public Access and Public Consultation Notice (No 2) 2020* (**Notice No 2**) varying or suspending the operation of the specified provisions of the *Local Government Act 1999* as set out in Schedule 1 to Notice No 2. Notice No 2 commenced operation on 8 April 2020.

For the period Notice No 2 has effect (as provided for in Notice No 2), this Public Consultation Policy is altered as set out below and those alterations have effect notwithstanding any other provision in this Policy to the contrary.

For the avoidance of doubt, save for the alterations to the Policy as set out below, the Policy otherwise applies to public consultation undertaken by the Council for the purposes of the *Local Government Act 1999*.

For the purposes of these alterations the Council includes an officer or employee of the Council acting within the scope of that person's ordinary functions and duties except in circumstances where these alterations expressly require a matter to be considered at a meeting of the Council.

RELEASED

1. PURPOSE

The Mount Barker District Council is strongly committed to genuine, effective and timely community consultation on a range of issues to ensure it meets (or exceeds) its obligations under the Local Government Act 1999 ("the Act"). Council consultation may often exceed the minimum consultation requirements.

This Policy sets out the steps the Council will follow for public consultation as required under Section 50 of the Local Government Act 1999 ("The Act") and provides guidelines for other consultation topics.

2. SCOPE

The Policy will define the role of Council Members and employees, in consulting with the community and the methods which will be used.

3. DEFINITIONS

Council shall mean the Mount Barker District Council

Public Consultation shall mean two-way communication to seek ideas, opinions, alternatives and proposals to inform decision making.

The Act shall mean the Local Government Act, 1999.

Note – for the purposes of this Policy the words 'community' and 'public' are interchangeable.

4. ROLES & RESPONSIBILITIES

Council:

- Prepare and adopt the Public Consultation Policy;
- Participate in, and advocate for, community consultation processes and activities; and
- Receive, review and consider the information received from the community in the course of its decision-making to ensure it is aware of the community's perspective and incorporates reasonable consultation suggestions to make an informed decision to provide the community with the best possible outcomes.

Chief Executive Officer:

- Implement the Public Consultation Policy; and
- Review the consultation levels, reporting outcomes of the consultations to Council, and review the value of the Policy.

Employees

- Planning for and following the requirements of this Policy and requirements in the Act;
- Provide a summary of consultation comments in the report to Council and all submissions as an attachment.

5. POLICY STATEMENT

The primary objectives of this Policy are to:

- Encourage the community to actively participate in policy development, planning and programming, the management and evaluation of services and in identifying areas of concern.
- Ensure that Council's objectives and initiatives are informed and improved by the valuable information gathered in community consultation.
- Demonstrate that community consultation precedes action - it is the beginning of the cycle which results in action.
- Provide a community consultation process which serves and builds trust and positive relationships within the community.
- Demonstrates open, transparent and responsive decision making.

RELEASED

6. PUBLIC CONSULTATION REQUIREMENTS

6.1 Consultation Methods

Generally, the strategic objective of any community consultation plan is to ensure that community stakeholders, residents and ratepayers receive regular information about Council's plans, , objectives, achievements and performance, and are advised of major initiatives and issues that may impact or affect the community and those stakeholders are given the opportunity to be consulted on such topics. .

To assist in this objective the Statutes Amendment (Local Government Review) Bill 2020 introduces one Community Engagement Charter for the whole local government sector. Upon passing of the Bill, Council staff will draft a Community Engagement procedure to be used in conjunction with this policy and the Community Engagement Charter.

The Statutes Amendment (Local Government Review) Bill 2020, which was introduced into Parliament on 17 June 2020 is currently with the Upper House and there is uncertainty regarding timing of the introduction of any reforms should the Bill pass.

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6.2 Statutory Requirements

Statutory Requirement to Hold Public Meetings Suspended

The Council will not publish a notice in a newspaper circulating in the area of the Council inviting interested persons to attend a public meeting or meeting of the Council in relation to any matter within the scope of Sections 123, 151 or 156 of the *Local Government Act 1999* for which public consultation is required under the *Local Government Act 1999*. The Council will not hold such a public meeting or invite persons to attend a meeting of the Council to ask questions or make submissions on the matter.

The Council will publish a notice in a newspaper circulating in the area of the Council inviting interested persons to make written submissions within the period stated in the notice (which will not be less than 21 days after the publication of the notice) in relation any matter within the scope of Sections 123, 151 or 156 of the *Local Government Act 1999* for which public consultation is required under the *Local Government Act 1999*. The Council will consider the submissions at a meeting of the Council.

Other Requirement to Hold Public Meeting Suspended

The Council will not hold a public meeting in relation to any matter for which the *Local Government Act 1999* requires the Council to follow the steps set out in its public consultation policy.

The Council will not hold a public meeting in relation to any matter for which this Policy would, but for this provision, require the Council to hold a public meeting.

To the extent this Policy would otherwise require the Council to hold a public meeting in relation to a matter, the Council will instead publish a notice on its website or in a newspaper circulating in the area of the Council inviting interested persons to make written submissions in relation to any matter within the period stated in the notice (which will not be less than 21 days after the publication of the notice, unless the matter is considered by the Council to require urgent consideration and it is not otherwise contrary to the *Local Government Act 1999* to consult for a lesser period). The Council will consider the submissions.

Other Requirement to undertake in Person Consultation Activity Suspended

The Council will not undertake any form of face-to-face or in person public consultation activity (including without limitation a door knock, focus group, forum, briefing session, workshop, open house, citizen panel, conversation café, citizen jury, round table or symposium) in relation to any matter for which the *Local Government Act 1999* requires the Council to follow the steps set out in its public consultation policy.

The Council will not undertake any form of face-to-face or in person public consultation activity (including without limitation a door knock, focus group, forum, briefing session, workshop, open house, citizen panel, conversation café, citizen jury, round table or symposium) in relation to any matter for which this Policy would, but for this provision, require the Council to hold such an activity.

To the extent this Policy would otherwise require the Council to hold a face-to-face or in person public consultation activity in relation to a matter, the Council will instead publish a notice on its website or in a newspaper circulating in the area of the Council inviting interested persons to make written submissions in relation any matter within the period stated in the notice (which will not be less than 21 days after the publication of the notice, unless the matter is considered by the Council to require urgent consideration and it is not otherwise contrary to the *Local Government Act 1999* to consult for a lesser period). The Council will consider the submissions.

Suspension of Other Inconsistent Provisions

To the extent that any other provision of this Policy could be read as requiring the Council to undertake public consultation with a person face-to-face or in person, the provision is suspended while these provisions are in effect and the provisions of the paragraphs under ***Other Requirement to undertake in Person Consultation Activity Suspended*** operate in their stead.

In a number of program and service areas the Council is required to comply with specific legislative timeframes and requirements regarding public consultation as set out in the Act, which include minimum consultation periods, publication in the Gazette and public meetings etc. Below are tables with consultation requirements requiring Council compliance .

RELEASED

In addition, if not specified in the Act, as a minimum Council will ensure information related to the consultation topic as noted below will be included on Council's website and hard copies available for perusal or purchase at the Local Government Centre. Consideration will also be given to other optional consultation methods as noted in 6.4.

Sections of the Act with specific timeframes and requirements

Representation Reviews	Section 12 (7) (8) (9) (10)
Status of a Council/Change of Name	Section 13 (2)
Public Consultation Policies	Section 50
Annual Business Plan	Section 123 (3) (4) (5) (6) (7) (8) (9) (10)
Rates and Charges – Change to Basis of Rating Report	Section 151 (5a) (5b) (5c) (5d) (5e) (7) (8) (8a)
Rating – Differential Rates	Section 156 (14) (14a) (14b) (14c) (14d) (14e) (14ea)
Passing by-laws	Section 249 (1) (2)
Councils to develop policies (power to make orders)	Section 259

In addition reporting on public consultation is required for:

Prudential Requirements for certain activities	Section 48

RELEASED

6.3 Consultation Categories – Where A Timeframe is Not Defined in the Local Government Act 1999

The Public Consultation Policy specifies three (3) levels of consultation designed to suit statutory requirements where the timeframe is not defined. Any good consultation strategy requires a certain degree of flexibility to suit the specific situation. While setting out minimum standards, each level reflects this need by not being too prescriptive.

Level 1:

a) At least 21 days consultation period;
b) Follow any legislative requirements
c) A notice in The Courier (minimum) inviting submissions on the matter;
d) Information will be available at the Local Government Centre and on Council's website.
e) Consideration will be given to other optional consultation methods as noted in 6.4.

Principal Office – Opening Hours	Section 45(3)
Code of Practice – Access to Meetings and documents	Section 92 (5) (6) (7)
Community Land Management Plans	Section 197 (1) (3)
Community Land – Alienation by lease or licence	Section 202 (2)
Authorisation / Permits for works on Roads	Section 223
Roads – Trees if planting impacts on residents, businesses or advertisers	Section 232 (b)
Time limits for dealing with certain applications	Section 242 (4)
Strategic Management Plans: • Long Term Financial Plan • Strategic Asset Management Plan	Section 122 (6), (8)

Level 2:

a) At least 28 days consultation period;
b) Follow any legislative requirements;
c) A notice in The Courier (minimum) inviting submissions on the matter,
d) Information available at the Local Government Centre and on Council's website.
e) Signage will be installed for the consultation period at the site.
f) Consideration will be given to other optional consultation methods as noted in 5.4.

Community Land – Revocation	Section 193(3) and 194(2)
Community Land Management Plans – amendment or revocation	Section 198 (2) (4)

Level 3:

a) At least 6 weeks consultation period;
b) Follow any legislative requirements;
c) A notice in The Courier (minimum) inviting submissions on the matter,
d) Information available at the Local Government Centre and on Council's website.
e)
f) Consideration will be given to the other optional consultation methods as noted in 5.4.

Strategic Management Plans: • Eg Community Plan	Section 122 (6), (8)

RELEASED

6.4 Consultation for matters not stipulated by the Local Government Act 1999

It is Council's prerogative to establish the level of consultation for topics not identified in the Act as requiring consultation. This includes matters brought to its attention by the community as requiring consultation. If not stipulated in the Act, the level of engagement will be dependent on project complexity, community impact, community interest, political sensitivity, timelines and resource availability and may include:

- Direct mail publications or letterbox drops within a particular street or radius of the subject matter;
- Advertising in The Advertiser, The Courier, The Weekender Herald, local radio stations, local township newsletters and other media outlets as deemed appropriate;
- Social media including Facebook;
- Media releases to appropriate media outlets and community groups;
- Community forums, workshops and stakeholder meetings;
- Use of facilitators for face to face or online workshops for complex matters';
- Market research or surveys;
- The Council Your Say site yoursay.mountbarker.sa.gov.au
- General fixed displays (noticeboards in the Council foyer, Library and local shopping centres); and
- Specific displays or signage, as appropriate.

6.5 Council Decision

Public consultation assists the Chief Executive Officer and his delegates in formulating recommendations to Council within Council's formal decision making process. .

6.6 Submissions

Feedback methods will require the name, address and where relevant, stakeholder group to be included in any responses from the community, including telephone, electronic and written responses. This will enable residents, ratepayers, businesses, members of social, sporting and service clubs, and other interested parties to be separately identified by Council Officers and data aggregated separately.

Names, addresses and any other identifying items from individuals will remain confidential unless legally required to be disclosed.

Submissions from associations, incorporated bodies and community organisations/groups will be made available with the details of the association, incorporated body or community organisation/group being identified.

Where possible such entities are encouraged to include an extract of the minutes of the meeting at which their submission is considered and/or endorsed.

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In some instances, the content of a submission may dictate that it be subject to the application of another Council policy and/or treated in confidence such as under the Public Interest Disclosure Act and associated council procedure . In these instances, Council Officers will not make the submission public, and/or will redact relevant sections. The person making the submission will be advised where possible (in the event their identity is known and contact details provided) by the Risk & Governance Officer in the event the content of a submission (or part thereof) is excluded and the reasons why.

A thematic summary of all submissions will be provided to Council as part of the report on the consultation. The summary will identify major themes from submissions and Council's response to the points raised clarifying either:

- If the issue is already identified - where;
- If the matter is deemed not relevant – why;
- Whether the suggestion will be included

A copy of all submissions will be provided as an attachment (unless determined to remain confidential). Confidential submissions will be made available to Council Members through the Council extranet. Depending on the volume of submissions this may only be via an electronic attachment, with one hard copy available at the Local Government Centre with the agenda, and one hard copy at the Council meeting.

RELEASED

7. TRAINING / EDUCATION

Appropriate training for staff involved in formal public consultation processes will be provided when required.

8. REVIEW

This Policy will be reviewed every three years or the frequency may be dictated in legislation, or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Chief Executive Officer.

9. ACCESS TO THE POLICY

The Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au

10. FURTHER INFORMATION

For further information on this Policy, please contact:

Title: Communications Manager
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: (08) 8391 7200
Email: yoursay@mountbarker.sa.gov.au

Kelledy Jones

APPENDIX 14

RELEASED

12.2 **REPORT TITLE:** **DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY 2021/22 FOR PUBLIC CONSULTATION**

DATE OF MEETING: **3 MAY 2021**

FILE NUMBER: **DOC/21/55258**

ATTACHMENTS: **DOC/21/63707 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**
This attachment is provided separately on the Council website (click here)

Moved Councillor Bailey that Council:

1. endorse the 2021/22 Draft Annual Business Plan, Budget and Rating Policy (attached) for public consultation.

2. authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

3. notwithstanding the terms of Council's Public Consultation Policy (as modified on account of the making of the Public Access and Public Consultation Notice (No 2) 2020), Council determines that one public meeting will be convened for Monday 7 June 2021 to receive public submissions on the draft 2021/22 Annual Business Plan at 5.15pm as part of its consultation activities.

4. authorises the Chief Executive Officer to:
   a. arrange for the holding of such a meeting;
   b. provide notice to the public of the meeting in such manner and form as he sees fit; and
   c. cancel the meeting entirely or determine that the meeting be held via electronic means in the event it cannot be accommodated in line with relevant State Government public health/emergency directions, regulations or legislation related to COVID-19.

Seconded Councillor Morrison CARRIED

OM20210503.07

RELEASED

12.2	**REPORT TITLE:**	**DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY 2021/22 FOR PUBLIC CONSULTATION**
	DATE OF MEETING:	**3 MAY 2021**
	FILE NUMBER:	**DOC/21/55258**
	ATTACHMENTS:	**DOC/21/63707 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY** This attachment is provided separately on the Council website (click here)
	Key Contact	Ian Hildebrand, Communications Manager Julie Scoggins, Manager, Financial Services
	Manager/Sponsor	Greg Parker, General Manager Community Services Alexander Oulianoff, Chief Financial Officer

RELEASED

Mount Barker 2020-2035 – Community Plan:

Leadership and Good Governance:

LGG Strategy 1.8 Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

Annual Business Plan 2020/2021:
Impact as included in report.

Purpose:
To provide the Council with the 2021/22 Draft Annual Business Plan, Budget and Rating Policy for endorsement for public consultation.

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt an Annual Business Plan in accordance with the Local Government Act and Regulations.
2. **Operational & Financial Planning Document** - The Annual Business Plan is the key annual operational and financial planning document for Mount Barker District Council.
3. **Annual Overview** – This document describes Council's proposed services and projects for the 2021/22 year and includes the rating strategy and annual budget.
4. **Inclusion of 1% for Financial Sustainability** – The 1% is required to have the capacity to deliver the projects and services included in the draft Annual Business Plan.

Return to Order of Business

5. **Alignment to LTFP** – The Adopted LTFP included an assumption that the four years from 2021/22 to 2024/25 inclusive would include a 1% increase above CPI for Financial Sustainability. The decision on whether the 1% for financial sustainability is required is determined each year when the draft Annual Business Plan and budget is prepared.

Recommendation:

That Council:

1. Endorse the 2021/22 Draft Annual Business Plan, Budget and Rating Policy (attached) for public consultation.
2. Authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
3. Notwithstanding the terms of Council's Public Consultation Policy (as modified on account of the making of the Public Access and Public Consultation Notice (No 2) 2020), Council determines that one public meeting will be convened for Monday 7 June 2021 to receive public submissions on the draft 2021/22 Annual Business Plan at 5.15pm as part of its consultation activities.
4. Authorises the Chief Executive Officer to:
   a. arrange for the holding of such a meeting;
   b. provide notice to the public of the meeting in such manner and form as he sees fit; and
   c. cancel the meeting entirely or determine that the meeting be held via electronic means in the event it cannot be accommodated in line with relevant State Government public health/emergency directions, regulations or legislation related to COVID-19.

Background:

1. Section 123 of the Local Government Act 1999 requires Council to have an Annual Business Plan and Budget.
2. The Plan is Council's statement of its intended programs and outcomes for the year and should include:
   a. A summary of the Council's longer term objectives, as set out in its strategic management plans;
   b. An outline of:
      1. The Council's objectives for the financial year; and
      2. The activities (services and projects) that the Council intends to undertake to achieve those objectives; and
      3. The measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and
   c. An assessment of the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its

RELEASED

Return to Order of Business

proposed operating expenditure, capital expenditure and sources of revenue; and

d. The rates structure and policies for the financial year; and

e. An assessment of the impact of the rates structure and policies on the community, based on modelling that has been undertaken or obtained by the Council;

f. Alignment with the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council; and

g. Address or include any other matter prescribed by the regulations.

3. Part 2(6) of the Local Government (Financial Management) Regulations 2011 states that the Annual Business Plan must include:

   a. The reason why the Council has adopted its valuation method for rating purposes.

   b. If differential rates are used, the reasons and justifications for the differentiation, and the expected level of revenue to be raised by each differential rate;

   d. The use and level of any separate rate, service rate or service charge, including reasons for the rate or charge;

   e. The Council's policy on discretionary rebates and remissions, with particular reference to the rebates that will apply for more than 1 financial year and including information on how a rebate is designed to meet the purpose behind the rebate;

   f. Issues concerning equity within the community and the impact of rates across the area;

   g. The application or operation of a minimum amount payable by way of rates.

4. Consultation must be undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123(4) of the Act.

5. **Audit and Risk Committee Meeting May 2020** - A report was presented at the Audit and Risk committee meeting on 14 May 2020 seeking feedback and recommendations from members. The removal of the 1% for financial sustainability in the draft LTFP was discussed and the following recommendation was included in the minutes:

   ARCM20200514.02

   The Committee supports the 1% Financial Sustainability rating measure and requests Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.

6. **Council Meeting June 2020 –** The LTFP was adopted by Council on 1 June 2020. The report highlighted the impact of the removal of the 1% for financial sustainability on the LTFP and included the following recommendations:

   That Council:

   2. *Review the LTFP and the associated assumptions 6 months following adoption by Council.*

RELEASED

3. *Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*

7. **Audit & Risk Committee August 2020 and Council Meeting September 2020 –** The revised Treasury Management Policy was reviewed at the Audit & Risk Committee and adopted by Council at the September meeting. The policy was updated to include a provision for the introduction of an additional rate increase for financial sustainability i.e. if required, an additional increase in general rates may be included for the funding and debt servicing of major projects.

8. **Council Member Informal Briefings September/October 2020 –** Two informal briefings were held with Council Members on 14 September 2020 and 12 October 2020. The first session presented LTFP parameters and priorities and the second session presented the results of sensitivity analysis where three options were modelled for Council Member consideration.

9. **Audit & Risk Committee 27 October 2020** – A report was presented to the Audit & Risk Committee on 27 October 2020 to review the draft LTFP and sensitivity analysis prior to the provision of the report to Council.

10. **ARCM20201027.02**

    That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

11. **Council Meeting 14 December 2020** – At a special Council meeting the Long Term Financial Plan was adopted with the following recommendation:

    That Council:

    4. Notes that when the 2021/22 budget is prepared and adopted following community consultation, the 1% additional general rate increase will only be included if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment.

12. **Annual Business Plan and Budget Development** – The draft Annual Business Plan and Budget was developed in consultation with staff across Council. Staff provided detailed budget requirements for the coming year to deliver services for the community and specific projects. This was then reviewed by senior Council staff and Council Members.

13. **Annual Business Plan and Budget Council Member Engagement** – Three informal briefings were held with Council Members during February, March and April 2021 to brief them on the contents of the draft budget for Wastewater and Recycled Water and Council Operations and to understand their priorities for the coming year.

Discussion:

14. **Strategic Management Plans** - Council's Annual Business Plan and Budget was formulated within the guiding principles detailed in its suite of Strategic Management Plans, including the Mount Barker 2020-2035 Community Plan, Strategic Asset Management Plan and Long Term Financial Plan.

RELEASED

15. **Mount Barker 2020-2035 – Community Plan** – The draft Annual Business Plan has been developed in alignment with the current version of the Mount Barker 2020-2035 – Community Plan (as adopted in November 2020).

16. **Alignment To Long Term Financial Plan (LTFP)** – The draft budget is guided by the LTFP as adopted in December 2020, adjusted as required. The adopted 2021/22 budget will be included as the base year for the next review of the LTFP to be presented to members in the first half of 2021/22.

17. **Strategic Asset Management Plan (SAMP)** The Annual Business Plan is linked to Council's Strategic Plan and Long Term Financial Plan (LTFP) and provides capital maintenance programs for renewal and replacement to prevent costly deterioration of infrastructure. Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is, the burden of costs is met equally by current and future ratepayers. The draft Strategic Asset Management Plan was adopted in August 2020. These plans were used to determine which assets require renewal or replacement based on:
    a. condition assessment
    b. service levels
    c. affordability/sustainability

18. **Service Levels To The Community** - Council's annual operating program was developed to ensure maintenance of the current level of all existing services to the whole community including new residents and developments, where the provision of services to new residents and developments is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue of a similar inflationary factor. It should be noted that this Annual Business Plan does not include the provision of new services such as hard waste collection.

19. **Key Financial Indicators (KFIs)** - As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Management Policy were adhered to including:
    a. to achieve an operating surplus greater than or equal to one percent of operating revenue;
    b. maintaining a healthy level of net financial liabilities; and
    c. maintaining Council's asset base.

20. **New Assets/Major Upgrades** - Expenditure on new assets and/or major upgrades to the service levels of existing infrastructure assets results from strategic planning decisions and generally this expenditure is to be funded using capital grants and contributions, sale of surplus assets and or borrowings. It is appreciated that new or upgraded assets when completed incur additional renewal, maintenance and annual operating costs for Council and therefore require new sources of ongoing revenue. Some major capital projects are budgeted over more than one year.

21. **Structure of The Annual Business Plan document** – It should be noted that the structure of the document is aligned with the Annual Business Plan produced last year including the following

    a. **Mayor's Introduction** - Included at the front of the Annual Business Plan document provides an overview of the Annual Business Plan and Budget.

    b. **Significant Influences** – Providing context of the environment in which the Annual Business Plan and Budget was developed i.e. the economic environment, climate change, and COVID-19.

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c. **Council Snapshot** – Shows a summary of how the budget is funded, an overview of budget expenditure and how rates contribute to expenditure on ongoing services.

d. **Strategic Context** – An overview of the other documents that are influenced by and influence the Annual Business Plan.

e. **Highlights For 2021/22** – An overview of proposed key outcomes for the coming year.

f. **Key Assumptions** – Provides an overview of key assumptions and principles applied in building the budget.

g. **Capital Projects (Excluding Wastewater & Recycled Water)** – Provides an overview of the capital works program with definitions for the different categories of projects. This is supported by additional project information in the appendix that shows whether the projects will be in the design or construction stage.

h. **Financial Overview (Excluding Wastewater & Recycled Water)** – Is a summary of the budget for Council Operations.

i. **Financial Targets (Including Wastewater & Recycled Water)** – Shows how the 2021/22 budget key financial indicators compare to target.

j. **Wastewater/Recycled Water** – This section provides an overview of Wastewater/Recycled Water including information aligned with each strategic goal.

22. **Our Goals** – Provides an overview of the key Annual Business Plan and Budget information included in the document aligned to the headings of the three Community Plan themes and two implementation strategies:
Themes:
- Community Wellbeing;
- Ecological Sustainability; and
- Economic Prosperity;

Implementation:
- Leadership and Good Governance; and
- Working Smarter.

23. Each Community Plan goal includes the following information:
- **Community Plan Goals** – Goals from the Community Plan 2020-2035 to which the Annual Business Plan and Budget are aligned.
- **Key Annual Objectives** – Priority outcomes that Council are planning to achieve in the coming year.
- **Services** – The list of services that Council will deliver for the community.
- **Key Performance Measures** – Measures that will highlight the expected performance in the delivery of services and annual objectives.
- **Projects** – Project names, a brief description of the project, the gross cost, expected grants/contributions and the net cost to Council (after taking account of the revenue to be received).

24. **Budget Structure** – The Annual Business Plan and Budget has been developed separately for Council Operations and the Wastewater and Recycled Water Operations (in recognition the strategic importance of these functions). As such sections of the document and the financial statements are included on the following basis:

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- **Consolidated** – Council Operations and Wastewater and Recycled Water Operations.
- **Council Operations** – Services provided by Council for the Community i.e. excluding Wastewater and Recycled Water Operations.
- **Wastewater and Recycled Water Operations** – The collection (via the network), treatment (of wastewater) and disposal (i.e. sale of recycled water) of water.

25. **Council Operations - Financial Overview (Excluding Wastewater & Recycled Water)**:

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
General Rate Assumptions	General Rate Increase	1.00%	1.00%	1.30%
	Additional 1% For Financial Sustainability	0.00%	1.00%	1.00%
	Total Rate Increase	**1.00%**	**2.00%**	**2.30%**
	Estimated Assessment Growth	2.82%	2.90%	
Key Financial Indicators	Operating Surplus Ratio	2.65%	8.60%	1% (minimum)
	Net Financial Liabilities Ratio	62.34%	49.37%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%
Operating Expenditure	Ongoing Services ($'m)	30.7	31.5	
Capital Expenditure	Asset Renewals ($'m)	8.4	7.8	
	New/Upgrade	20.0	9.6	

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- **Inflation** – Inflation of 1% has been included aligned with actual Adelaide CPI for December 2020 and the latest forecast CPI for 2021/22.
- **Additional 1% For Financial Sustainability** – In line with the Long Term Financial Plan adopted in December 2020 and the adopted Treasury Management Policy 1% has been included for the funding and debt servicing of major projects.
- **Total Revenue Growth** - The total revenue generated from the general rate will increase by 1.0% CPI (based on Adelaide CPI to December 2020) plus 1% for financial sustainability plus growth of 2.9%. However, the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each property. Additional rates will be raised from growth e.g. property valuation increases related to new development and capital improvements.

- **.Operating Surplus** - Council's estimated operating surplus in 2021/22 is $4.2 m, including exceptional items such as Cudlee Creek bushfire and Local Roads and Infrastructure grants that will fund $2.1m of capital works and a contribution to the for Stage 2 Upgrade Of Flaxley Road of $430k and Rainbird Drive Junction ($2.5m excluding these items) and recovery of finance and overhead costs from Wastewater and Recycled Water of $1.5 m, and $0.6m in Roads to Recovery funding which will be used to complete the sealing program for unsealed roads in townships.

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- **Ongoing Services** - A total of $31.5m (excluding Wastewater/Recycled Water) will be spent on providing ongoing services including waste management and disposal, development assessment and planning services, the community library, immunisation, HACC, community development and events to the growing community, plus the maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.
- **Renewal Program** - Next year $7.8m (excluding Wastewater/Recycled Water) has been allocated to renew assets including $4.4m for roads, $1.4m for the plant replacement program and $0.6m for footpaths.
- **New/Upgrade & Strategic New Capital** - Capital expenditure (excluding Wastewater/Recycled Water) on new and upgraded assets and Strategic New Capital of $9.6 million next year includes $2.1 million investment in main streets and $0.3m in the footpath connectivity program; $2.4m in recreational assets including $1.0m for the design of the Regional Aquatic Facility and $3.5m in roads.
- **Key Financial Indicators** – Targets are achieved or exceeded for all Key Financial Indicators.

26. **Wastewater & Recycled Water Financial Overview:**

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
Revenue Assumptions	Annual Service Charge Increase	4.25%	4.00%	
	CWMS/Sewer Infrastructure Fee Increase	4.50%	4.50%	
Key Financial Indicators	Operating Surplus Ratio	8.13%	9.04%	1% (minimum)
	Net Financial Liabilities Ratio	17.43%	42.27%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%
Operating Expenditure	Ongoing Services ($'m)	5.1	5.3	
Capital Expenditure	Asset Renewals ($'m)	4.9	6.8	
	New/Upgrade	10.0	13.4	

- **Revenue Assumptions** - Financial modelling of the planned future operation, renewal and upgrading of Council's Wastewater/Recycled Water systems demonstrates that for the sustainability of the business, the following increases are required: CWMS/Sewer Annual Service Charges 4.0% (payable by ratepayers) and CWMS/Sewer Infrastructure Fee 4.5% (payable by developers).
- **Operating Surplus** - Council's Wastewater and Recycled Water service/business operating surplus of $0.7m.
- **Ongoing Services** - Includes $5.3m to maintain and operate the collection, treatment and disposal of wastewater/recycled water.
- **Renewal Program** - Capital renewal programs are budgeted to be $6.8m for both renewal elements of large programs and minor renewal projects such as the pump renewal and manhole restoration programs.
- **New/Upgrade (Including Strategic New Capital)** - $13.4m is allocated to fund significant investment in the Wastewater Treatment Plant, Mount Barker Wastewater Collection Network Expansion & Upgrade, and Mount Barker Recycled Water Network Expansion.

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27. **Infrastructure Funding** - Council has continued to implement strategies to advance the delivery of required community infrastructure. These strategies include partnering with the private and not for profit sectors, pursuing grant funding and working closely with developers to secure fit for purpose infrastructure.

28. **Grant Funding** - Council has submitted a number of grant funding applications to external bodies seeking funding for a range of projects/initiatives. The outcome of some of these applications is not yet known and may impact the 2021/22 budget. Council has also been successful in securing significant grant funding from Local Roads and Community Infrastructure and Cudlee Creek Bushfire grants.

29. **Draft 2021/22 Rating Policy** - Included in the attached draft 2021/22 Rating Policy is the basis for determining the amounts of the respective infrastructure separate rates that are applicable to all of the 2010 Ministerial DPA area in both Mount Barker and Nairne.

30. **Key Changes to the 2021/22 Rating Policy from previous financial years** – Due to the most recent planning reforms underpinned by the *Planning, Development and Infrastructure Act 2016*, *elements of Council's rating policy have changed for 2021/22 as follows:*
    1. **The General Differential Rate by Locality** – Residential Land use within the new Productive Rural Landscape Zone and Rural Zone has changed from the previous used Primary Production Zone.
    2. **The Mount Barker Regional Town Centre Separate Rate** - Will be applied to the defined area in the map provided in the Draft Rating Policy within the township of Mount Barker. The area is identical to what was previously known as the Regional Town Centre Zone.

31. **Financial Statements** - Includes the following statements for 2020/21 and 2021/22:
    - Statement of Comprehensive Income;
    - Statement of Financial Position (Balance Sheet);
    - Statement of Changes in Equity;
    - Statement of Cash Flows;
    - Uniform Presentation of Finances; and
    - Financial Indicators.

32. **Net Borrowing** - Council's consolidated net borrowing (budget deficit) as shown in the Uniform Presentation of Finances in 2021/22 is expected to be ($13.6m). This is within the target for the ratio that indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. The resulting draft plan outlines Council's objectives and goals in accordance with Council's Strategic Plan and Long Term Financial Plan maintaining a strong financial and strategic focus to provide sustainability for residents and ratepayers in the future.

33. **Key Financial Indicators (KFI's)** - Council has set financial targets to ensure its long term financial sustainability and key financial indicators measure Council's performance. The following table shows that the draft indicators for the consolidated Council position (including Wastewater and Recycled Water) 2021/22 compared to 2020/21 are aligned with or exceed target levels.

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Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
Key Financial Indicators	Operating Surplus Ratio	3.44%	8.66%	1% (minimum)
	Net Financial Liabilities Ratio	55.91%	48.36%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%

34. **Increase For Financial Sustainability** - The general rate increase proposed will be 2.0% (including 1.0% for financial sustainability) + growth of 2.90%. Aligned with Council's Treasury Management Policy, if required an additional increase in general rates has been included for the funding and debt servicing of major projects.

    The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Centre and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

Community Engagement:

35. The timeframes for consultation and adoption of the Annual Business Plan are as detailed below.

Decision to be made	Endorse for the Annual Business Plan.
Key factors to be considered in decision (dot points)	• Long Term Financial Plan • Asset Management plans • Strategic Plan • Local Government Act 1999
Area of community influence	**Aspects that are fixed**: Legislative factors. **Key areas for community input**: Community may make submissions on all sections of the Draft Annual Business Plan.
Method of consultation, informing community & cost	Copies will be available at : • the Mount Barker Community Library; and • Council's offices; A copy will be available on Council's Your Say website; A facility will be available for the community to ask questions and receive submissions on Council's website during the consultation period. The Annual Business Plan will be presented at the Audit and Risk Committee meeting on Thursday, 20 May 2021 to provide an opportunity for the Audit and Risk Committee to review and provide recommendations/comment to

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	Council on Council's 2021/22 Draft Annual Business Plan and Budget. A public meeting will be held on Monday, 7 June 2021 at 5.15pm to hear feedback from the community.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Annual Business Plan 2021/22 has been adopted by Council.
Timeframe for consultation	5 May - 26 May 2021

Policy:

2021/22 Rating Policy
Rate Rebate Policy
Separate Rate - Developer Contributions: Payment, Rebate, Postponement Policy
Funding policy
Treasury Management Policy
Infrastructure Contributions – Separate Rate Relief Policy

Long Term Financial Plan:
The draft Annual budget has been informed by the Long Term Financial Plan (LTFP) adopted in December 2020 and once adopted the budget will inform the next version of the LTFP to be considered by Council in the first half of 2021/22.

The draft budget has been prepared in alignment with the adopted Long Term Financial Plan in that it includes 1% for financial sustainability as referenced below:

Council Meeting 14 December 2020 – At a special Council meeting the Long Term Financial Plan was adopted with the following recommendation:

That Council:

That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

Aligned with Council's Treasury Management Policy, if required an additional increase in general rates may be included for the funding and debt servicing of major projects.

The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Facility and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

Budget:
The 2021/22 draft Annual Business Plan includes the draft Annual Budget.

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Statutory/Legal:
Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.

Staff Resource Requirements:
The development of the Annual Business Plan 2021/22 is managed within existing staff resources.
The capacity and capability of the organisation to deliver the annual business plan outcomes has been reviewed and confirmed with key stakeholders.

Environmental:
The Annual Business Plan 2021/22 includes Council's environmental budget for the year and annual objectives, key performance measures, services and projects aligned with the strategic theme of Ecological Sustainability (aligned with the Community Plan 2020-2035).

Social:
The application of rates is recognised as a system of taxation of residents and as such, Council strives to the best of its ability to ensure that rates are applied fairly and that the burden is shared equally by those with the ability to pay in proportion to their wealth.

Council has and will continue to consider the impact of rates on all sections of the community and particularly those on fixed incomes and with limited financial resources.

Risk Assessment:
The *Local Government Act 1999* requires that Council assesses the financial requirements of the Council for the financial year and sets out a summary of its proposed operating expenditure, capital expenditure and sources of revenue and takes into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

Asset Management:
The Annual Business Plan addresses issues relating to the management and development of infrastructure and major assets by the Council. It has been considered in the context of the Strategic Asset Management Plan adopted in August 2020.

Conclusion:
When adopted by Council the Draft Annual Business Plan, detailing Council's intended programs for the 2021/22 year including the rating policy and annual budget, will be available for comment and submission by the community from 5 May to 26 May 2021.

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ITEM 12.2 **DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY 2021/22 FOR PUBLIC CONSULTATION**

ATTACHMENT: **1. DOC/21/63707 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**

PROVIDED AS SEPARATE ATTACHMENT ON COUNCIL'S WEBSITE

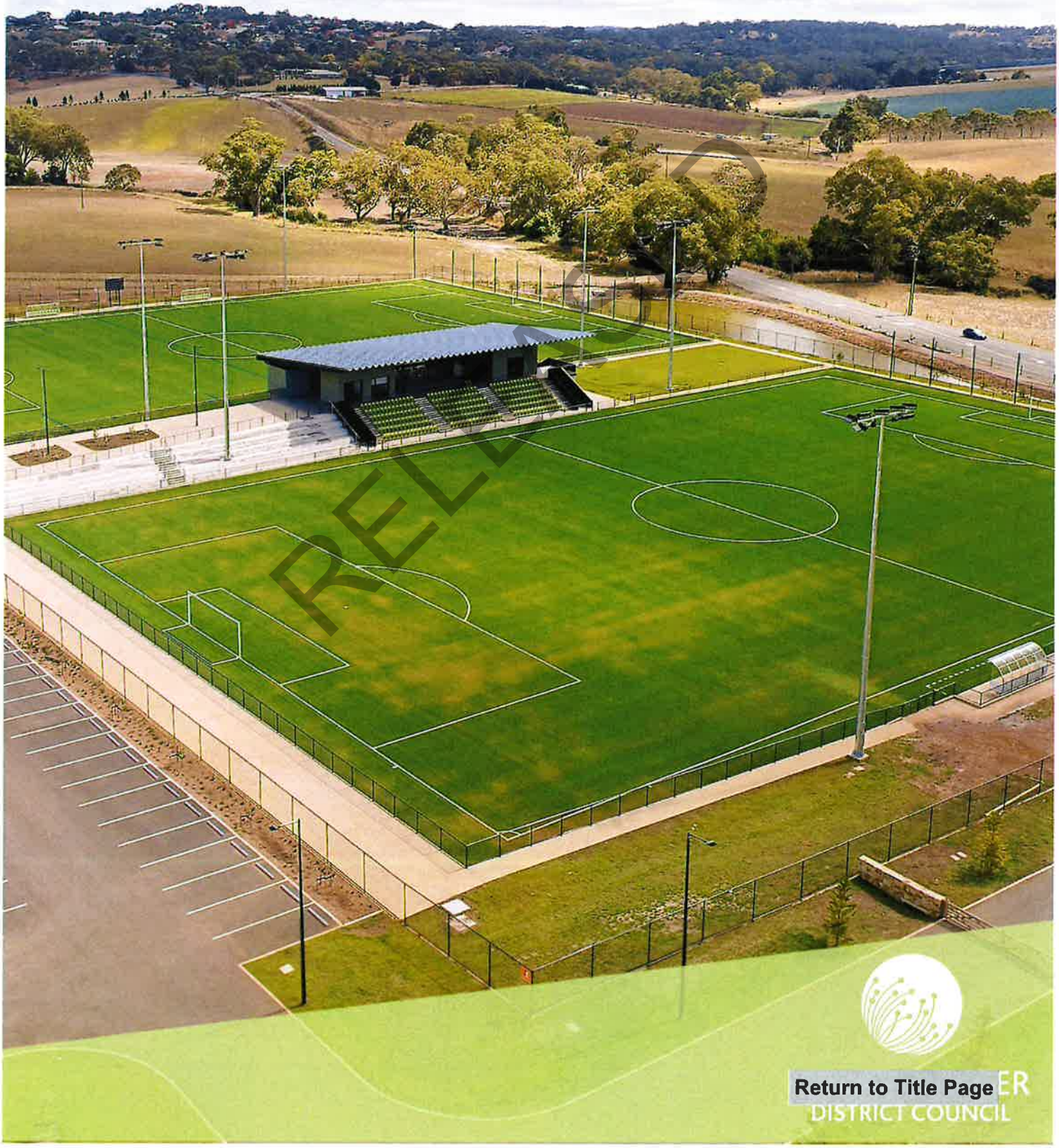
https://www.mountbarker.sa.gov.au/council/meetings/full-council

Please click here to be taken to the Attachments

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DRAFT 2021-22 ANNUAL BUSINESS PLAN



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DISTRICT COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and respect that we are part of the lands of the Peramangk people who are highly respected rainmakers, sorcerers, doctors and the fire givers among the other Aboriginal nations.

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MAYOR'S INTRODUCTION

On behalf of Elected Members and staff, welcome to the Mount Barker District Council's Annual Business Plan for the 2021-2022 financial year.

2020 challenged all of us, with the coronavirus pandemic affecting people, businesses, economies and systems around the world.

Mount Barker District Council is focused on the health, wellbeing and safety of our residents, businesses, volunteers and staff, and adapting to the rapidly changing needs of our communities.

It's now more important than ever for councils to help their communities, local economies and environments thrive, while developing strategies to mitigate the potential impacts of climate change, natural disasters, disease, and changing social and cultural attitudes .

Council has responded to the needs of a growing community with the need to invest in future infrastructure, and redress past service levels. As such the Annual Business Plan has been formed with an increase in total rate revenue of 2% + Growth (including a 1% increase for financial sustainability).

Our plan ensures that we deliver the most essential services and facilities our communities need, both now and in the future.

Local economic stimulus will continue to be focussed upon infrastructure projects, including the continued implementation of asset renewal of roads, footpaths, kerbs and gutters, and stormwater infrastructure.

During 2021-22, the district will continue to be improved through investment in projects including the Summit Sport and Recreation Park, wastewater infrastructure upgrades, Aquatic and Leisure Centre and the City Centre Catalyst Project.

Council has, and continues to work diligently to secure supplementary funding contributions for projects like these from the Federal and State Governments. By delivering such projects, we will be pumping life into the local economy when it is sorely needed.

Another important focus of Council is the impact of climate change and caring for our environment. Throughout the year we will implement key actions from the Climate Change Action Plan, invest in renewable energy sources on Council facilities, and demonstrate progress towards carbon neutrality.

Yours faithfully,
Mayor Ann Ferguson



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OUR VALUES

ACCESSIBILITY

Ready to listen to ideas and concerns of individuals, groups and institutions and respond with straightforward answers.

COMMITMENT

Working hard to deliver appropriate and quality services and projects and build resilient communities.

FAIRNESS

All people working, living and visiting the Mount Barker District make this a rich community and we aim to represent them equally.

INVOLVEMENT

Decision making processes are transparent and open to community scrutiny. Individuals and communities can be involved in influencing policies and local activities.

LONG TERM THINKING

to inform decision making

Council will consider all the consequences of decisions and ensure they reflect the Strategic Plan. We need to act for now and the future. Council will have regard to the long term and cumulative effects of its decisions.

RESOURCEFULNESS

Making the most of Council and community assets and strengths and building on local resources by attracting investment from outside the District.

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HOW THIS PLAN WAS PREPARED



PURPOSE OF THIS DOCUMENT

The Annual Business Plan is the key operational and financial document for Council. It sets outs the proposed operational programs and capital projects for 2021/22 and how we will allocate our budget.

STRATEGIC DIRECTION

The content has been developed after taking into consideration the long term direction of the Mount Barker Community Plan 2020 - 2035, The Long Term Financial Plan (10 Year Plan) and the Strategic Asset Management Plan (10 Years). Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is the burden of costs is met equally by current and future ratepayers.

COUNCIL MEMBER REVIEW

A number of informal briefings were held with Council Members to develop this budget and discuss priorities within the draft plan.



OPERATIONS BUDGET BUILD APPROACH

The Annual Business Plan 2021/22 involved budget submissions from each individual department to examine their costs which required managers to justify expenditure and provide assumptions for revenue.

PROJECT BUDGETS APPROACH

Project charters (high level business cases) were developed for Capital Projects and New Initiatives. These were reviewed by a Budget Steering group made up of key cross council staff and General Managers to rank their priority based on the community plan alignment, value for money and risk. Some of these projects may be delivered over multiple years while others impact only 2021/22. The resulting draft priorities were further reviewed by the Senior Management Team and presented to Council Members at informal briefings.

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SIGNIFICANT INFLUENCES

In the development of the Annual Business Plan we undertake a review of our internal environment and broader external environment that includes political, economic, environmental, social and technological elements. This review identifies key issues that help provide the context for the development of this plan.

The following broad trends impacting our district include:

PUBLIC HEALTH AND WELLBEING

The COVID-19 virus has brought about global changes. While South Australia managed the impact of the pandemic in 2020 reasonably well, there are still ongoing ramifications that will continue to affect the local community and economy.

Council's focus will be on vigilance and rapid response when appropriate.

ENVIRONMENT

Climate change poses a real threat to Australia's environment, community and economy. Projections indicate overall reduced rainfall and more intense heavy rainfall events and more severe and extreme fire danger and a longer fire season.

The Mount Barker District Council remains committed to mitigate against climate change and to help our residents, businesses and local ecosystems to build resilience and adapt to the impacts of a changing climate.

In November 2019 Council adopted a Climate Change Action Plan that commits it to take strong action to reduce emissions and adapt to the effects of climate change.

Biodiversity and nature conservation are other local environmental issues of significance. Council manages large areas of open space that include significant biodiversity including native vegetation, creeks and wetlands.

POPULATION

The Mount Barker district population is forecast to grow by circa 3.1% per year over the next 10 years. To facilitate growth in our community it is important to invest in our infrastructure to meet future needs.

A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of community assets.

Council is currently undertaking asset management plans over a 10-year planning period to ensure that we can continue to deliver services to our community in the most efficient and affordable way.

LOCAL ECONOMY

The state of the economy in the Mount Barker district has been relatively strong with population increases contributing to business growth and an unemployment rate generally lower than the State average.

COVID-19 and bushfires impacted the tourism, retail and hospitality sectors as well as significant disruption to general trade and employment.

Coming out of the pandemic, Council is committed to supporting businesses and the economy to rebuild and thrive.



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TECHNOLOGY

To make the most of the opportunities while solving the challenges, a smart, well connected community driven by innovation and creativity, enabled through technology will play a crucial role in driving and enabling community prosperity, sustainability and wellbeing.

The innovative use of technology and data will underpin the prosperity of local business and attract new industries creating job opportunities and investment essential for a growing community.

Taking a leading role driven by the needs of our community, council is committed to establishing a smart and connected community.

PLANNING REFORMS

South Australia's planning system has undergone its biggest reform in over 20 years, led by the State Planning Commission through the Department of Infrastructure and Transport (DIT).

In April 2016, Parliament passed the *Planning, Development and Infrastructure Act 2016* (PDI Act) which replaces the system under the Development Act 1993.

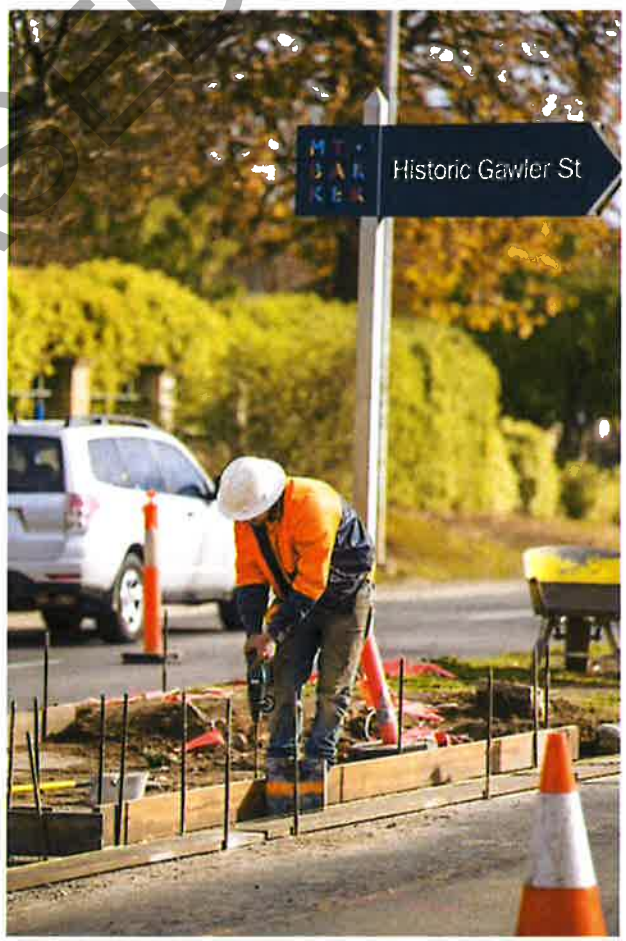
New land use planning documents are being introduced to replace the Development Plan and South Australian Planning Strategy.

The modernisation of the system includes converting all Council development plans into one central online portal, the E-Planning system.

Further changes include:

- establishment of an independent State Planning Commission;
- establishment of a new Community Engagement Charter;
- delivering new planning tools for professionals and the public;
- development of a planning professional accreditation system;
- delivering an online planning portal as a one-stop shop for planning information and lodging development applications.

Council will monitor the impact of the State Government's reforms package on our business operations.



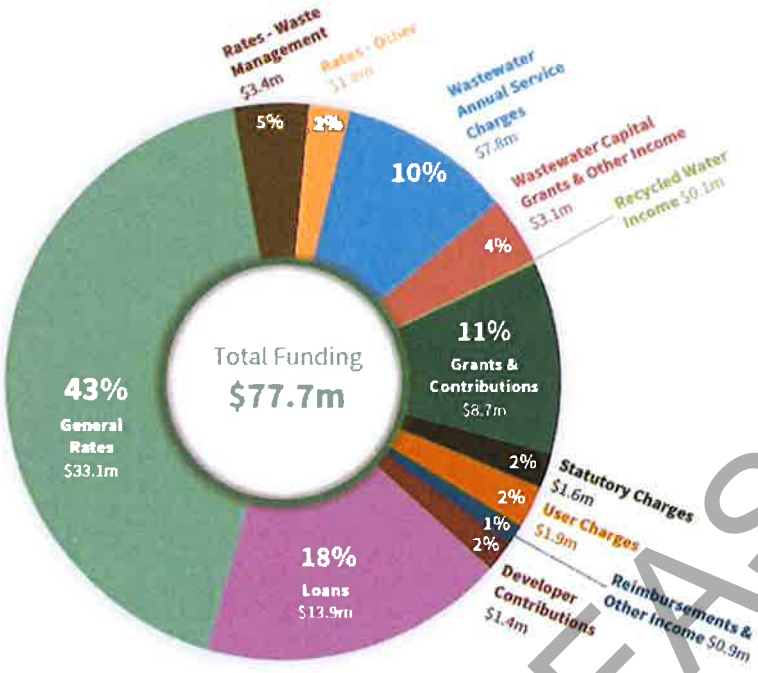
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FUNDING AND EXPENDITURE SUMMARY

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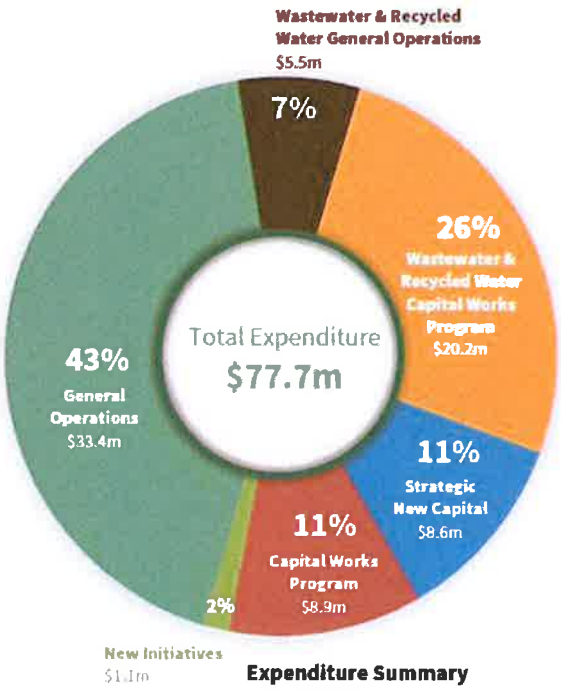
WHERE THE MONEY COMES FROM



Funding Summary

Wastewater & Recycled Water	$11.0m
Council	$66.7m

WHERE THE MONEY GOES

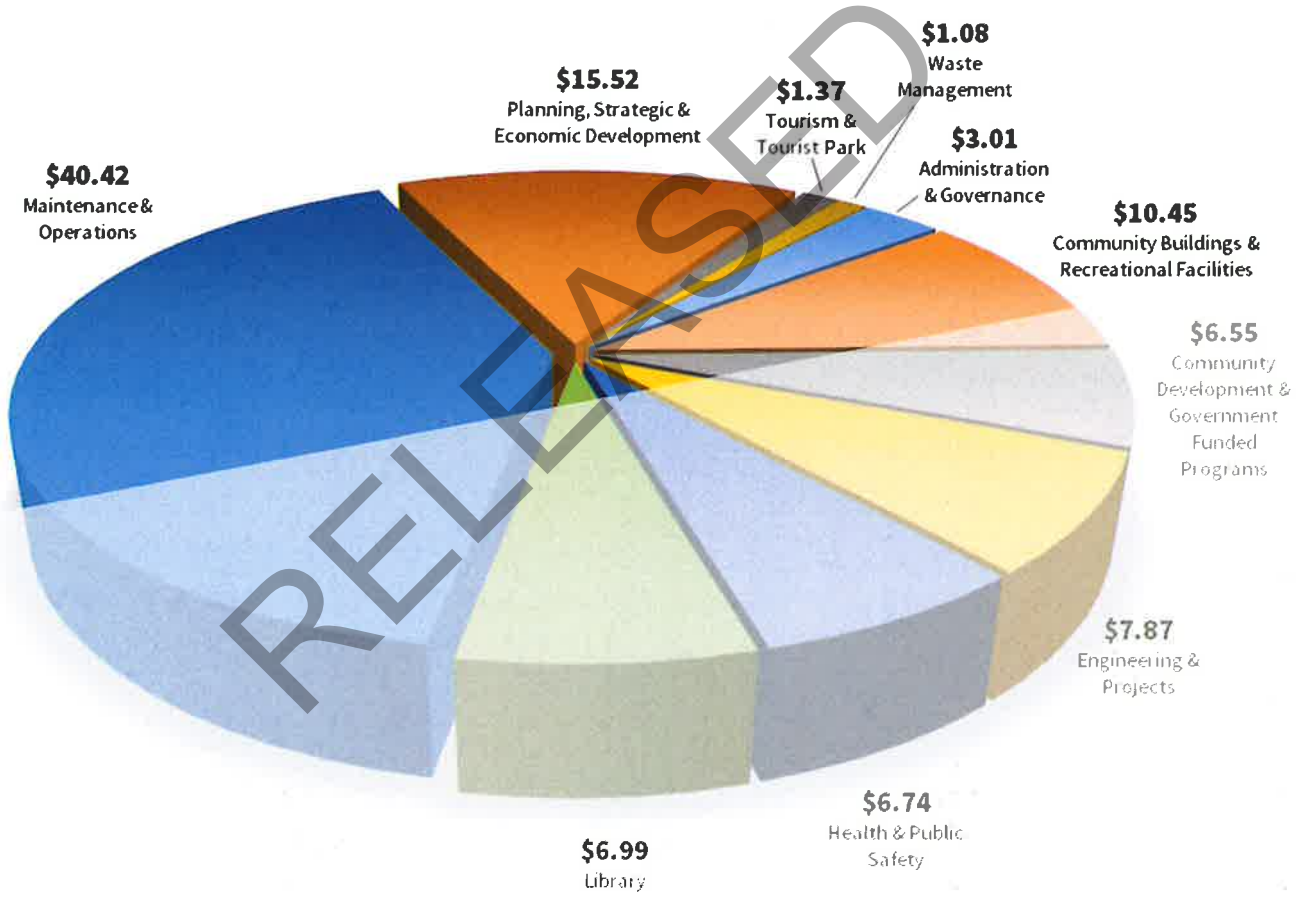


Expenditure Summary

Wastewater & Recycled Water	$25.7m
Council	$52.0m

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HOW WILL $100 OF YOUR RATES BE SPENT?



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COUNCIL SNAPSHOT



AREA
595 Sq kms

STAFF
178 FTE

POPULATION
38,523

GROWTH
2.98%

ROADS
Unsealed 375kms
Sealed 384kms

ECONOMIC PROFILE
Gross Regional Product $1.21 billion
Local jobs 10,882
Retail is the largest industry sector

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STRATEGIC CONTEXT

15 Years	**Community Plan** Your vision Our future	• Community themes • Long-term goals and objectives • Priority directions • Indicators • Delivery guidelines
10 Years	**Long Term Financial Plan and Strategic Asset Management**	The Long Term Financial Plan anticipates and plans for fiscal challenges and opportunities and aligns with the Community Plan and Strategic Asset Management Plan to ensure that Council can achieve its objectives and maintain its financial sustainability in the medium to long term.
4 Years	**Corporate Implementation Plan**	Sets priorities and budgets for projects, programs and services stemming from strategies, plans and other Council priorities. The Corporate Implementation Plan is updated annually and informs specific actions, project and management plans and divisional business plans. It is integrated with Council's Long Term Financial Plan and Strategic Asset Management Plan.
1 Year	**Annual Business Plan**	The Annual Business Plan sets the annual work program and budget and is informed by the Corporate Implementation Plan.

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HIGHLIGHTS

With finite resources, pressures to deliver more and changes in expectations of the consumers of Council's services, there is a growing need for Council to deliver services tailored to demand.

This Annual Business Plan will focus on maintaining service standards efficiently. Highlights for the year ahead include:

SUMMIT SPORT AND RECREATION PARK

Springs Road, Mt Barker

Activation of the regional sport (AFL, soccer, cricket) facility including construction of a grassed warm up area and an associated connected walking trail to be used by the community.

WASTEWATER INFRASTRUCTURE UPGRADES

Council's objective is to undertake a staged approach to capital investment to achieve cost effective delivery of wastewater services and to maximise the productive use of recycled water to deliver environmental, economic and social benefits to the community.

RATE INCREASE

A number of factors have been considered in the 2021/22 rate increase.

Mount Barker is a developing council with a requirement to expand the budget to build future infrastructure, deliver services for a growing population, and increase standards so that the assets provided for the existing population are aligned with new developments e.g. the footpath connectivity program.

Taking these factors into consideration means that an additional 1% rating increase is required to ensure that the Council is financially sustainable in the short to medium term.

REGIONAL AQUATIC AND LEISURE CENTRE

Council has been successful in securing $7.3million in State Government funding towards construction of Stage 1 of the Regional Indoor Aquatic and Leisure Centre in Mount Barker.



This is in addition to the $15 million of Federal Government Funding already attained. At this stage the budget includes funding that will allow the commencement of detailed design in 2021/22.

CAPITAL WORKS PROGRAM

A strong commitment with significant and sustained funding for investment in the capital works program of $37.7 million (including Wastewater and Recycled Water) for 2021/22 that balances renewals of our existing asset base with upgrades/new assets required to support our growing population.

CITY CENTRE CATALYST

The focal point of the catalyst development is the large vacant, and long underutilised site measuring 12,000m2, adjacent to Hutchinson Street and Morphett Street, and the tree-lined Druids Avenue to the north.

Community input is fundamental to the success of this project, with formal engagement set to occur prior to progressing the design to enable activation of the site and resultant community and economic outcomes.

BIODIVERSITY STRATEGY AND CLIMATE CHANGE ACTION PLAN

Council's response is multifaceted and evolving, with priorities in the coming period focussed on more sustainable urban development through the 'House of Tomorrow' project, a new management plan for the Laratinga wetland and increasing tree canopy cover and biodiversity protection with more bushcare, revegetation and street and reserve tree planting.

ARTS & CULTURE

Support creative expression and appreciation amongst the community through the development and implementation of a district response and plan for the Arts which will guide investment in public art and provide opportunities and spaces for artists, writers and performers.

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KEY ASSUMPTIONS

RATES

The general rate provides benefits to the whole community and ensures social, economic and environmental sustainability. The number of rateable properties in 2021/22 is 18,605 with estimated assessment growth of 2.90% included in rates revenue.

This budget incorporates an additional 1% for financial sustainability that is required to fund both future infrastructure and investment to meet current standards across the district.

Note : The most recent valuations available to the Council at the time that the Council adopts its budget under Section 167 of the Act will govern the assessment of rates for the financial year, which will result in changes to cents in the dollar and distribution of General rates.

USER PAYS PRINCIPLE

Benefits that are provided to a distinct group of the community will, wherever practicable be charged directly to the recipient of that benefit.

DEVELOPER PAYS

Funding for costs associated with the management of growth/urban development where possible is borne by those initiating and or benefiting from that development by applying separate rates for waste water, transport infrastructure and community sport and recreation infrastructure.

CURRENT SERVICE LEVELS

Council's annual operating program was developed to ensure maintenance of the current level of existing services to the whole community.

GROWTH

This includes new residents and developments, where the provision of services to new residents and developments is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue by a similar inflationary factor.

KEY FINANCIAL INDICATORS (KFIS)

As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Management Policy were adhered to:

Operating Surplus Ratio – to achieve a ratio of greater than or equal to 1% of total operating revenue over the medium term;

Net Financial Liabilities – maintaining a healthy level of net financial liabilities; and

Asset Renewal – maintaining Council's asset base.

LONG TERM FINANCIAL PLAN

The 2021/22 business plan and budget have been set in the context of the 2020-2030 Long Term Financial Plan (LTFP) that was adopted in December 2020.

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CAPITAL EXPENDITURE

(excluding Wastewater/Recycled Water)

It is essential that Council manages and maintains its assets responsibly, to maximise the value and the services the community derives from them. The annual capital works program is informed by

(a) Elected Members and community input

(b) The Community Plan 2020-2035

(c) The suite of asset management plans (e.g. roads, footpaths) comprising the Strategic Asset Management Plan and

(d) The Long Term Financial Plan.

The capital projects budget identifies the amount of money that Council will invest in its long term physical assets and includes three categories:

RENEWALS

The amount of money that Council will spend in maintaining and replacing its existing asset base. This category would include such projects as road resurfacing and line marking, street and footway lighting.

NEW CAPITAL/UPGRADE

The amount of money Council will invest in the creation of new assets, this can either be the upgrade of existing assets or the creation of new assets.

This category also includes Strategic New Capital Projects i.e. projects that deliver significant strategic outcomes and cost more than $0.5 million over the life of the project. This category includes projects such as the Regional Aquatic Facility and programs such as the Footpath Connectivity Program and major projects that support the Transport Masterplan.

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Asset Classes $'000s	Renewals	New/ Upgrade	Grand Total
Bridges & Culverts	455	500	955
Buildings	448	100	548
Drainage	200		200
Footpath	600	2,398	2,998
Plant & Equipment	1,359	177	1,536
Land	-	120	120
Recreational Assets	387	2,858	3,245
Roads	4,394	3,475	7,869
Grand Total	**7,843**	**9,628**	**17,471**

This table provides an indication of what Council will spend to maintain Council's infrastructure and is based on Council's Asset Management Plans and Strategic Asset Management Plan.

See Appendix 1 for individual project details including project lifecycle stage i.e. if the project is being designed or constructed.

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FINANCIAL OVERVIEW

(excluding Wastewater/Recycled Water)

GENERAL RATE INCREASE

The general rate increase proposed will be 2% + growth of 2.90% (including a 1% increase for financial sustainability).

Aligned with Council's Treasury Management Policy, if required an additional increase in general rates has been included for the funding and debt servicing of major projects.

The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Facility and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

It should be noted, however, that the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each property.



OPERATING SURPLUS

Council's estimated operating surplus in 2021/22 is $4.2 million including an overhead and finance cost recovery from Wastewater and Recycled Water of $1.5 million and $0.6 million in Federal Government funding for the Roads to Recovery program that will be used to complete the sealing program of unsealed roads in townships.

SERVICE PROVISION

A total of $31.5 million will be spent on providing ongoing services including waste management and disposal, development assessment and planning services, the community library, immunisation, community transport and support programs, community development and events to the growing community, plus maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.

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FINANCIAL TARGETS

(including Council's Wastewater/Recycled Water)

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OPERATING SURPLUS RATIO

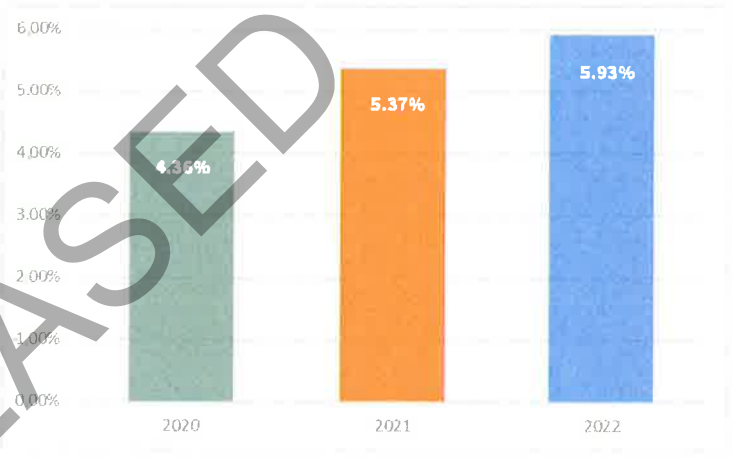
This ratio is a measure of the ability to cover operational costs and have revenues available for capital funding, repayment of debt or consider the provision of new services.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

The target is a ratio of greater than or equal to 1% of total operating revenue.



Operating Surplus Ratio –
Rolling 3 year average

ASSET RENEWAL FUNDING RATIO

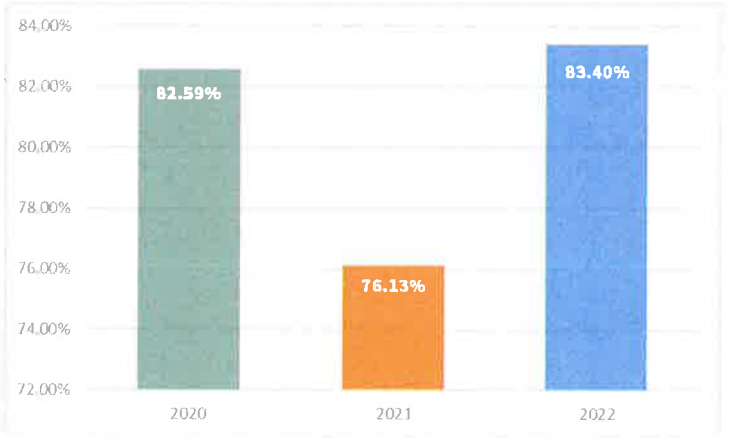
This ratio indicates whether the Council is renewing or replacing infrastructure assets at the rate of consumption.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a % of asset management plans allocation.

What is the target?

The target is a ratio of greater than or equal to 100% of asset management plans.



Asset Renewal Funding Ratio –
Rolling 3 year average

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NET FINANCIAL LIABILITIES RATIO

This ratio is a measure of the significance of the net amount owed by Council at the end of a financial year compared with income for the year.

An increase in this ratio indicates that Council requires more of its operating income to fund its financial obligations.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

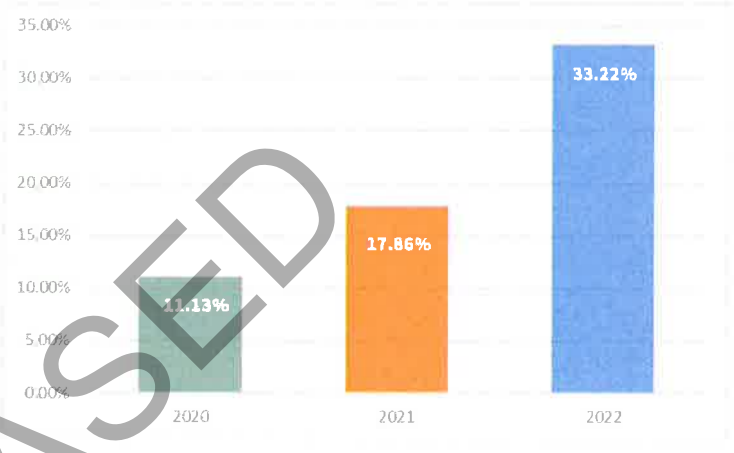
The target is a ratio of greater than zero but less than 80% of operating revenue.

Other Considerations

Council has put in place a number of mechanisms to secure developer contributions for infrastructure associated with the Ministerial Development Plan Amendment Area (MDPA) and for the expansion/ upgrading of infrastructure required due to growth.

There will be a timing difference between when the infrastructure is built and revenue is received. This shortfall in the interim will be funded by loans.

Developer contributions present and future are not included in the Net Financial Liabilities Ratio, but are relevant when considering Council's financial sustainability in the medium to long term, given the nature of the investments and the revenues, which are tied.



Net Financial Liabilities Ratio – Rolling 3 year average

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COMMUNITY WELLBEING



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COMMUNITY PLAN GOALS

CW 1 Activity and movement

Physical and mental health and wellbeing is supported by opportunities to access parks and natural areas, quality open space and recreation and sporting facilities.

CW 2 Health and social connection

Our community feels engaged, confident and proud. We work together and support each other to be healthy, thrive and achieve our potential.

CW 3 Heritage, cultural expression and celebration

The diverse and evolving cultural life of the district is promoted, celebrated and supported. Truth-telling and reconciliation helps to unite Australian Aboriginal people and generations of new arrivals from diverse cultural backgrounds in creating a shared future together. Cultural, performing and visual arts help educate, connect and celebrate community and environment.

CW 4 Safety and resilience

People feel safe throughout the district and community resilience is supported and encouraged.

CW 5 Mobility and accessibility

Transport solutions, infrastructure and trails allow people to move to, from and within the district in a convenient, efficient and accessible manner.



KEY ANNUAL OBJECTIVES
for 2021/22

- Activate Summit Sport and Recreation Park
- Implement the Disability Access and Inclusion Plan
- Commence Regional Indoor Aquatic and Leisure Centre – Stage 1
- Regional Adventure Play Space
- Deliver Nairne Village Green – Stage 3
- Deliver the Littlehampton Greening project (Miels Park, the Glebe and the Main Street
- Deliver the pedestrian footbridge over the Bremer River, Callington
- Expand the shared path network in line with the trails plan and available grant funding
- Develop a new footpath strategy and program for implementation
- Implement a Collection Development Strategy at the Mount Barker Community Library
- Develop and implement a district response and plan for the Arts
- Develop and implement a volunteer development action plan
- Facilitate a diverse community event program
- Endorse and implement the Reconciliation Action Plan

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SERVICES

- Open Space & trails planning and management
- Cemetery maintenance
- Community facilities management
- Public health and safety
- Recreation facilities provision
- Volunteer management
- Community support programs
- Community transport
- Library services
- Immunisation services
- Community development activities
- Social and Recreation Planning
- Asset (roads etc) infrastructure renewal and maintenance
- Urban design and open space planning
- Development policy planning
- Strategic planning
- Township Planning
- Infrastructure Planning
- Infrastructure Project Delivery
- Development services

KEY PERFORMANCE MEASURES

- Maximise participation at the Summit Sport and Recreation Park
- Reconciliation Action Plan endorsed and implementation commenced
- Disability Access and Inclusion Plan implemented
- Construction commenced for Regional Indoor Aquatic and Leisure Centre – Stage 1
- Complete detailed concept design and secure project funding for a regional Adventure Play space
- Complete planning and design for City Centre Catalyst Project and explore early activation of the site
- Use of playing fields at the Summit Sport and Recreation Park is maximised
- Increase the number of people participating in Council volunteer programs by at least 5%
- Increase the number of people attending council-supported community events by at least 5%
- Arts Plan developed
- Deliver the new walking and cycling trails program including the connection to the new Regional Sports Hub.
- Improved Library collection that meets the needs and interests of the community

RELEASED

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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
St Francis Community Indoor Sports Facility	Contribution to community facility.	251		251
Contribution for Stage 2 Upgrade Of Flaxley Road and Rainbird Drive Junction	50% funding contribution for the approved cost of the upgrading of the Flaxley Road/Rainbird Drive junction – stage 2. As approved at January 2021 Council Meeting.	430		430
Library Print Management System	Print management system to customers to print from devices and release prints on a user-pays basis.	27	(4)	23
Bridges & Major Culverts Renewal Program	Program for the renewal and repair of highest priority bridges and major culverts.	455		455
Building Renewal Program	Replacement of existing structures as identified by asset condition inspection and valuation works.	300		300
Footpath Renewal Program	Replacement of existing footpaths as identified by asset condition inspection and valuation works.	600		600
Playground Renewal Program	Replacement of existing playground equipment as identified by asset condition inspection works.	170		170
Playing Fields Renewal Budget	Replacement of existing sports facilities as identified by asset condition inspection works e.g. tennis courts.	187		187
Reserve Renewal Program	Identifying reserves which do no meet the level of service and are at a point where operational spends will not achieve adequate rectification. Specific shortcomings will be identified on an individual reserve basis and scoped. Once identified reserves have scoped works, these will be prioritised based on potential usage and access to alternative reserves.	30		30
Kerb Renewal Program	Programmed kerbing renewal program including: Peake Court Mount Barker and North Road Nairne.	300		300
Roads to Recovery Program	Program is to improve roads that fit in accordance with the Strategic Asset Management Plan 2020 and related policies.	594	(594)	0
Sealed Road Resurfacing Program	The resealing of the sealed roads network.	1,700		1,700
Sealed Road Shoulder Strengthening & Widening	Strengthening and widening of shoulders in various locations to improve road safety and prolong the life of sealed road assets.	300		300

RELEASED

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Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Unsealed roads resheeting program	The re-sheeting of the unsealed road network.	1,500		1,500
Bremer River Pedestrian Footbridge	To construct a standalone pedestrian footbridge adjacent to and on the northern side of Erskine Bridge, Murray Street.	450	(338)	112
Springs Rd East Bridge Upgrade	Design work that will seek to better define allowable loadings and associated strengthening requirements considering the needs of cyclists and pedestrians.	50		50
Gawler/Hutchinson Street Upgrade	Preparation of designs for a roundabout/wombat treatment and/or signalised intersection.	40		40
New Footpath Program - Connectivity Gaps	Construction of new pathway connections between existing pathways to meet community expectations and identified linkages.	330	(80)	250
Adelaide Hills Recreation Centre Upgrade of Court 3	Improve the heating and cooling issues on Court 3 by installing insulation in the walls and industrial fans on the ceiling.	61	(31)	30
Callington Recreation Grounds Improvements	Improve the provision of youth based recreation and play at the Callington Recreation Grounds. (refer Callington Township Plan). This project was initiated by Murray Bridge Council and the potential for co-funding exists.	40	(20)	20
Hahndorf Bowling Club & Open Space	Improve the Hahndorf Bowling Club community and sporting facility including the creation of a new area of open space. The improvements are proposed to be funded through the partial sale of the site / Council land (English Street land).	50	(50)	0
Littlehampton Greening (Miels Park, Glebe)	An upgrade of two key open spaces for Littlehampton, being Miels Park and The Glebe, providing improved functionality and aesthetics.	750	(375)	375
Miels Park Storage Shed - Littlehampton Netball Club	Demolition of existing structure and construction of a storage shed at Miels Park.	80	(52)	28
Nairne Village Green	The third phase of the project includes Stage 1 of construction, focusing on developing the Village Green space on the western side of Jeffrey Street with an open grassed area, additional landscaping and public seating, new footpaths, relocated RSL Memorial and off street parking along Cockburn Street.	595	(297)	298
Regional Aquatic Facility	Detailed design of new Regional Indoor Aquatic and Leisure Facility.	1,000	(710)	290
Lord Robinson Park Amenity Upgrade (Crystal Lake Macclesfield)	Construct and install shared public toilet facilities to service the large public reserve and the range of community groups who operate from the land.	57	(57)	0
RSH – Warm up space for Australian rules football	Construction of a grassed warm up area/oval for the new regional football ground at the Summit Sport and Recreation Park.	76	(38)	38

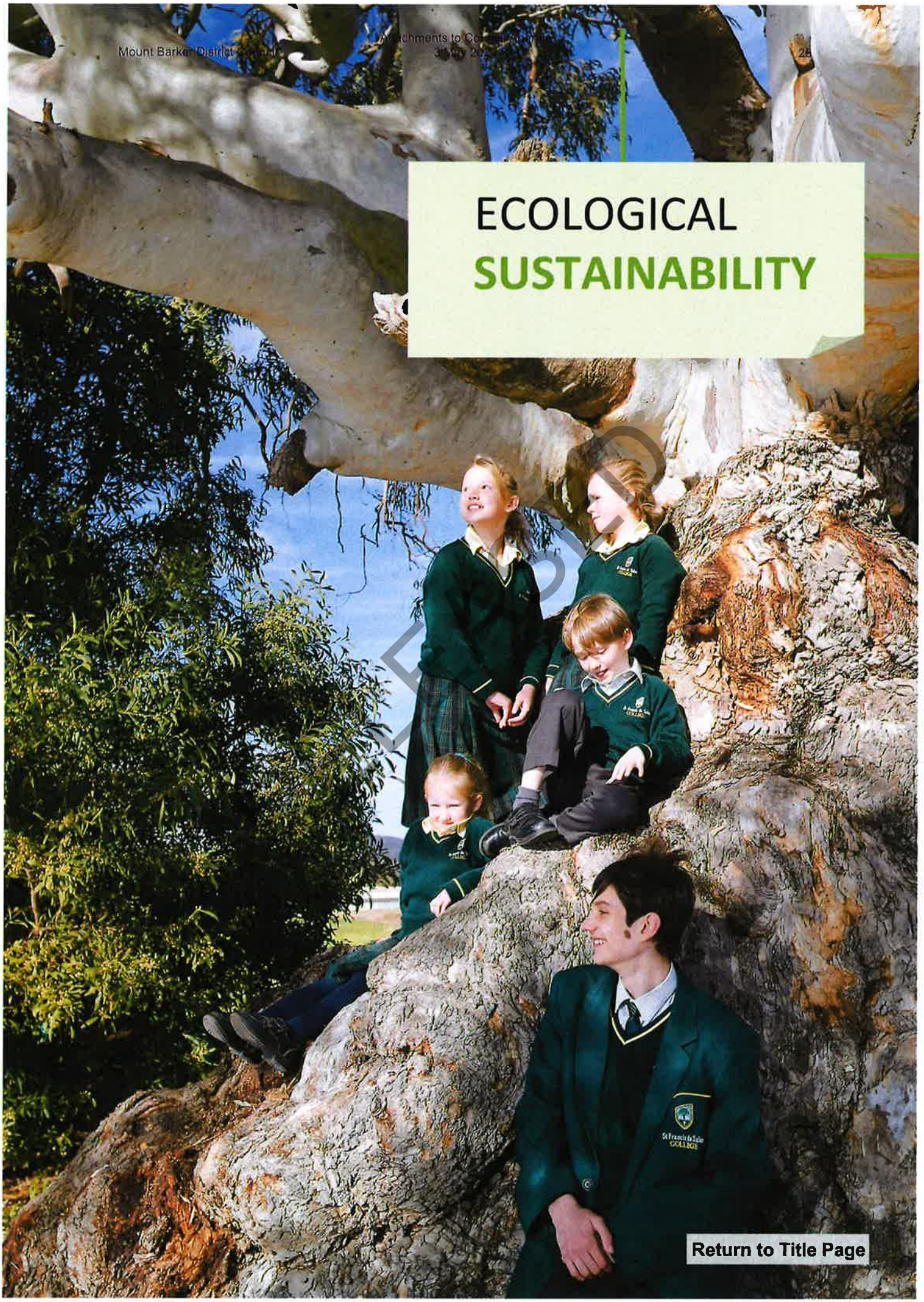
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Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Bus Stop Program	To bring up to standard and fit for purpose provisions for bus pads and / or bus shelters ensuring that universal design criteria are met.	100		100
Gifted Assets (Staff Resources)	Gifted assets planning and inspection resource.	278		278
Harrogate Road	Repair and sealing of the unsealed 1.3km section of Harrogate Road south of the township.	521	(521)	0
Hurling Drive and Barker Road Intersection	Upgrade Hurling Drive and Barker Road Intersection to improve safety and functionality and cater for growth.	500	(268)	232
Mawson / Battunga Intersection Upgrade	Upgrade of existing DIT intersection and landscaping/streetscape works to improve vehicle and pedestrian movement in Meadows.	624	(170)	454
Nottage Road Upgrade	Upgrading of approximately 380 metres of Nottage Road (upgrade and widen pavement and new kerbs, footpath, street lighting, storm water and recycled water pipeline). Note: The above works are subject to a Developer Agreement with Council.	826	(547)	279
Paech Road Intersection with Connector Rd	Collector road connectivity with Heysen Boulevard as an appropriate level of safe access to Heysen Boulevard. Roundabout will be required.	25		25
Paech Road Upgrade	Upgraded road to collector standard.	50		50
Springs Road East Upgrade Stage 1A – Bald Hills Road (CH0) to Mt Barker Creek (CH450)	Upgraded two lane collector road, widen, cycle lanes and upgrade pavement to appropriate standard.	50		50
Springs Road/Heysen Boulevard Roundabout	Council's contribution to the construction of a roundabout at the intersection of Springs Road and Heysen Boulevard.	501		501
Plant Renewal Program	Replacement of cars, light commercials and heavy plant.	1,200	(349)	851
1.7t Mini Excavator with trailer	Purchase of a 1.7t mini excavator and dedicated plant trailer to add to the maintenance and operations plant fleet.	43		43
Purchase of 12 Tonne (Roller) Compactor	Purchase of a 12 Tonne Steel Barrel Compactor for use by Council's Patrol Grading Crews.	134		134
Total		**15,275**	**(4,501)**	**10,776**

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ECOLOGICAL SUSTAINABILITY

DRAFT

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COMMINITY PLAN GOALS

ES 1 Emissions reduction

The district embarks on a rapid transition to net zero emissions, including 100% renewable energy.

ES 2 Low Waste

Waste reduction is the priority objective followed by reuse, repurposing and recycling.

ES 3 Urban Greening

The district's urban areas are known for the high levels of tree canopy coverage, biodiverse watercourses, linear trails and parklands. Natural and remnant vegetation is integrated with and enhances residential and commercial development.

ES 4 Nature and wildlife

The district's nature and wildlife are highly valued and thriving, appropriately protected and replenished. Urban and rural areas are designed and managed to allow harmonious co-existence between people and other species. Native vegetation areas are fully protected and extended.

ES 5 Clean and abundant water

Water is highly valued and used frugally and wisely. Innovative treatment and reuse of wastewater and stormwater becomes the norm. Water sensitive urban design is the cornerstone that supports the ecology, greening and liveability of urban areas. The district strives to be water self-sufficient.

KEY ANNUAL OBJECTIVES

for 2021/22

- Significantly reduce carbon and other greenhouse gas emissions in capital projects and operational practices
- Develop the House of Tomorrow demonstration
- Establish renewable energy capability on Council facilities
- Provide community education, awareness and incentive programs to reduce waste
- Introduce a hard rubbish collection service
- Undertake urban greening initiatives
- Complete the Open Space Lead Strategy
- Review and update Council's trails plan
- Implement priority actions from the biodiversity strategy on bushcare and roadside vegetation sites including in bushfire affected areas
- Continue to implement cat management strategies to minimise the impact on native wildlife
- Develop a food waste program for food businesses

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SERVICES

- Arboriculture (tree services)
- Fire Prevention
- Recycled product use
- Community planting and weed eradication projects
- Waste and recycling services
- Environmental sustainability projects
- Biodiversity projects
- Horticulture services including Laratinga Wetlands
- Tree planting and revegetation projects
- Animal Management (eg cats and dogs)

KEY PERFORMANCE MEASURES

- Emissions reductions at key sites
- Increase the % of renewable energy used on Council occupied facilities each year
- A House of Tomorrow virtual display village is established by 22/23
- Plant a minimum of 250 street trees and 100 shade trees in Council's parks and reserves
- Plant a target of 14,000 plants in revegetation projects
- Annual increase in recycled materials being procured for general projects
- Cat management customer requests successfully addressed
- Parks and reserves maintained to approved schedule
- 2% reduction of waste to landfill per capita
- Minimum 4 Free Green Waste Days conducted
- Develop a communication plan to promote wastewater services to the community

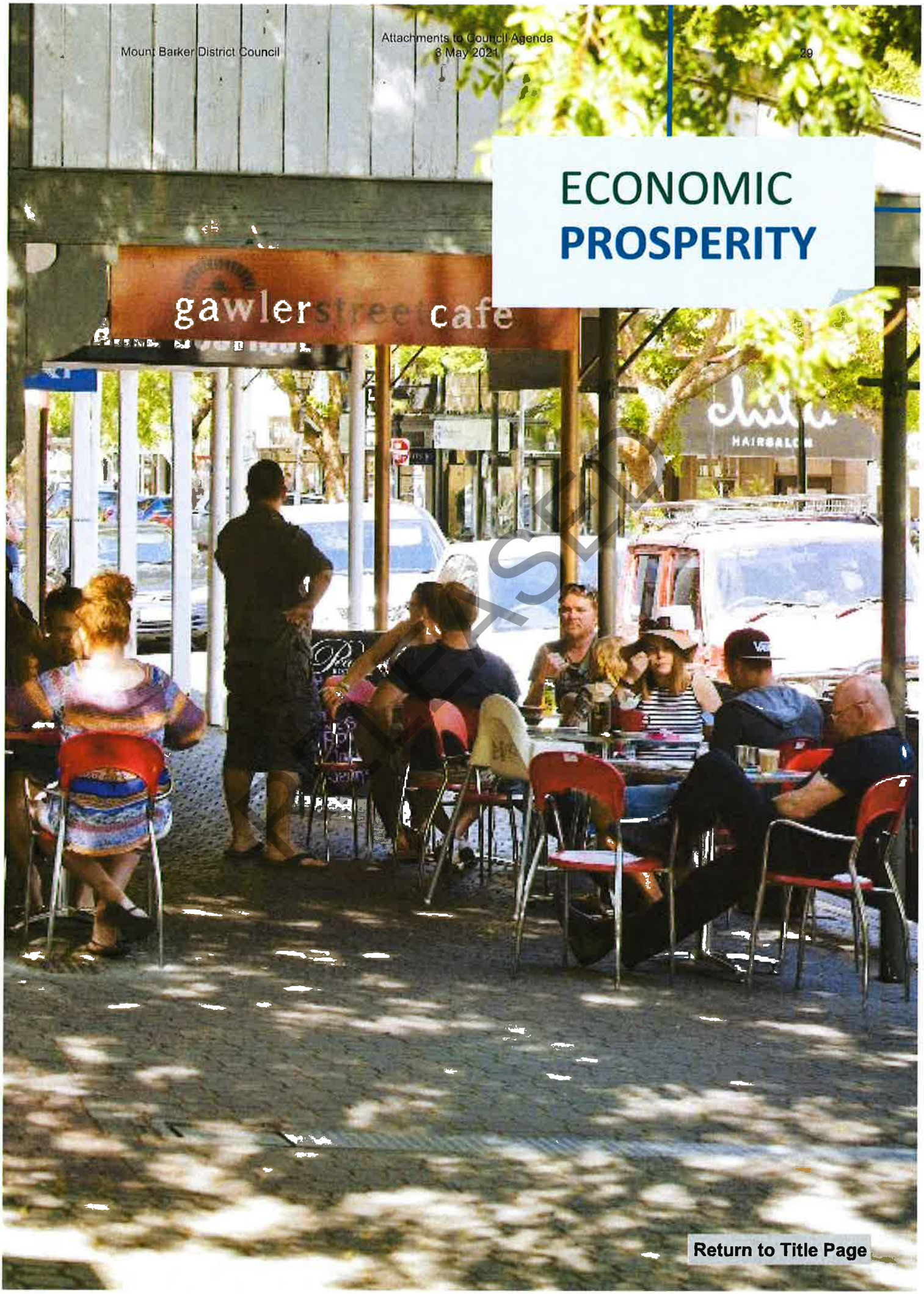
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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Implementation of Biodiversity Strategy & Bushfire Recovery	To increase Council's efforts to protect biodiversity assets through on ground works, in line with its Biodiversity Strategy 2017 and to help in the bushfire recovery effort.	90	(60)	30
Hahndorf Stormwater Masterplan	Development of the Hahndorf Stormwater Masterplan.	100	(50)	50
Stormwater Renewal Program	Program for the renewal and repair of highest priority stormwater pipes and pits.	200		200
WTS Bunded Bay	Construction of a bunded bay at the Waste Transfer Station for the storage and drying of street sweepings.	100		100
Total		**490**	**(110)**	**380**

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ECONOMIC PROSPERITY



PROPOSED

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COMMUNITY PLAN GOALS

EP 1 Business and employment

Business thrives in a supportive environment. A diverse range of skilled and unskilled local job options are available to those that want them.

EP 2 Identity and reputation

The district is known for its liveability, vibrancy and sustainability. Mount Barker thrives with great events and where new and existing businesses want to invest and become established. Smaller towns and rural areas underpin community pride, cohesion and lifestyle opportunities.

EP 3 Growth and opportunity

Add value to the growth of the district by exploiting new economy opportunities aligned with the key strengths of liveability, sustainability and low emissions

EP 4 Education, learning and innovation

The district's population has easy access to formal and informal education and learning opportunities.

Education drives innovation and new enterprise and supports community wellbeing, liveability and ecological sustainability. We recognise and utilise the skills, knowledge and expertise residing in the community.

KEY ANNUAL OBJECTIVES for 2021/22

- Plan and deliver Main Street upgrades in Hahndorf, Nairne, Littlehampton and Macclesfield
- Continue planning for the development of under-utilised space in the Mount Barker CBD.
- Run activities and events that support small to medium businesses
- Support Adelaide Hills Tourism, tourism businesses and local events
- Support and facilitate quality, sustainable residential and commercial development including iconic public and private building developments in town centres.

SERVICES

- Event management and support
- Local business events, training and support
- Economic development activities
- Investment attraction
- Tourism attraction and development
- Visitor Information Centre
- Mount Barker Tourist Park
- Land Use and urban planning.

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KEY PERFORMANCE MEASURES

- At least 1 staged main street upgrade commenced or underway each year until complete
- New content added to Invest Mount Barker monthly
- Two events supporting small to medium enterprises conducted
- Complete development agreement and partner negotiations and concept design for residential and commercial development in town centres

PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Community Plan Implementation	Activate the Community Plan 2020-2035 through a grants program focussed on the 6 Priority Directions of the Plan.	15		15
Tourism Development Significant Event Proposal	Design, develop and initiate a major event program to stimulate economic activity and leverage use and promotion of council land assets and projects.	50		50
Township Plan Implementation Signage & Wayfinding	Entrance and wayfinding signs for Hahndorf, Littlehampton, Echunga, Macclesfield, Callington and Harrogate / Brukunga.	45		45
Mount Barker Tourist Park Renewals	Asset renewals/upgrades of Tourist Park Renewal Program delivery for Tourist Park Facilities including replacement of cabins, appliances and civil works.	148	(30)	118
Hahndorf Main Street Revitalisation	Detailed design for the upgrade of Mount Barker Road, Hahndorf, including paving, lighting, street furniture and landscaping.	300	(198)	102

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Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Littlehampton Main Street	The project originated from the Littlehampton and Blakiston Neighbourhood Plan where undergrounding of powerlines along the Main Street was prioritised. Beautification of the street following PLEC is a requirement of the program.	608	(158)	450
Nairne Main Street Upgrade (Incl Bythorne Park to Main St Trail)	Detailed design and construction of paving, street furniture and landscaping of Nairne Main Street along with an upgrade of the Soldiers Memorial Hall Car Park and access	705	(705)	0
Venables Street Upgrade	Construction of the third stage of main street upgrades, focusing on the eastern side of Venables Street from Vernon Street to the Macclesfield Institute.	415	(415)	0
City Centre Catalyst	Continue planning for the development of under-utilised space in the Mount Barker CBD.	120	(60)	60
Regional Hub Precinct	Development of an integrated leisure, tourism, recreation and community hub, combining Council, Government and private sector investment to create a nationality significant leisure precinct.	150		150
Total		**2,556**	**(1,566)**	**990**

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LEADERSHIP & GOOD GOVERNANCE



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COMMUNITY PLAN STRATEGIES

LGG 1
Attract a diverse elected body that represents, promotes and reflects the composition of the community.

LGG 2
Ensure the elected body has a comprehensive understanding of its roles and responsibilities and is supported to fulfill them effectively.

LGG 3
Provide opportunities for the community to access and participate in decision-making processes and fully integrate community engagement practices into Council activities.

LGG 4
Enable community leadership.

LGG 5
Demonstrate accountability through clear, relevant and easily accessible policies, corporate reporting and legislative compliance.

LGG 6
Maintain a highlyskilled and effective workforce that applies a work ethic of confident and responsive action.

LGG 7
Develop and refine a corporate customer service strategy.

LGG 8
Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

LGG 9
Identify and manage strategic and operational risk and liabilities.

LGG 10
Adopt and apply a commercial approach to deliver projects, programs and services where enduring community value and benefit can be demonstrated.

KEY ANNUAL OBJECTIVES
for 2021/22

- Contribute to the development of the SA LGA Community Engagement Charter
- Revise Council's Community Engagement Framework with reference to the SA LGA Community Engagement Charter
- Deliver an efficient accounts payable service to the organisation that meets the needs of internal customers and external suppliers
- Promote the use of local suppliers in the procurement of goods and services
- Conduct a corporate customer service review across Council and develop a Customer Service Strategy
- Implement the Workforce Development Strategy

SERVICES

- Public relations and communications
- Community Engagement
- Information and communication technology
- Business systems and process improvement
- Human resource management
- Organisational development
- Financial transaction, analysis and reporting
- Rates collection
- Auditing
- Procurement and contract management
- Records and information management
- Service reviews
- Property services
- Risk and governance
- Work, Health and Safety
- Injury management

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KEY PERFORMANCE MEASURES

- Increase the number of people with a disability participating in community engagement activities by 2% PA
- Achieve 5% of people participating in community engagement activities being youth (aged 12-25)
- Percentage of supplier invoices paid according to approved terms is greater than 90% of total (by volume)
- Maintain or improve customer satisfaction against agreed service standards
- Number of regional contractors/suppliers versus total contractors/suppliers engaged in the previous 3 months is either:

  - 35% or higher of the total number of suppliers for that quarter; or

  - dollar value is 15% or higher of the total value for that quarter.

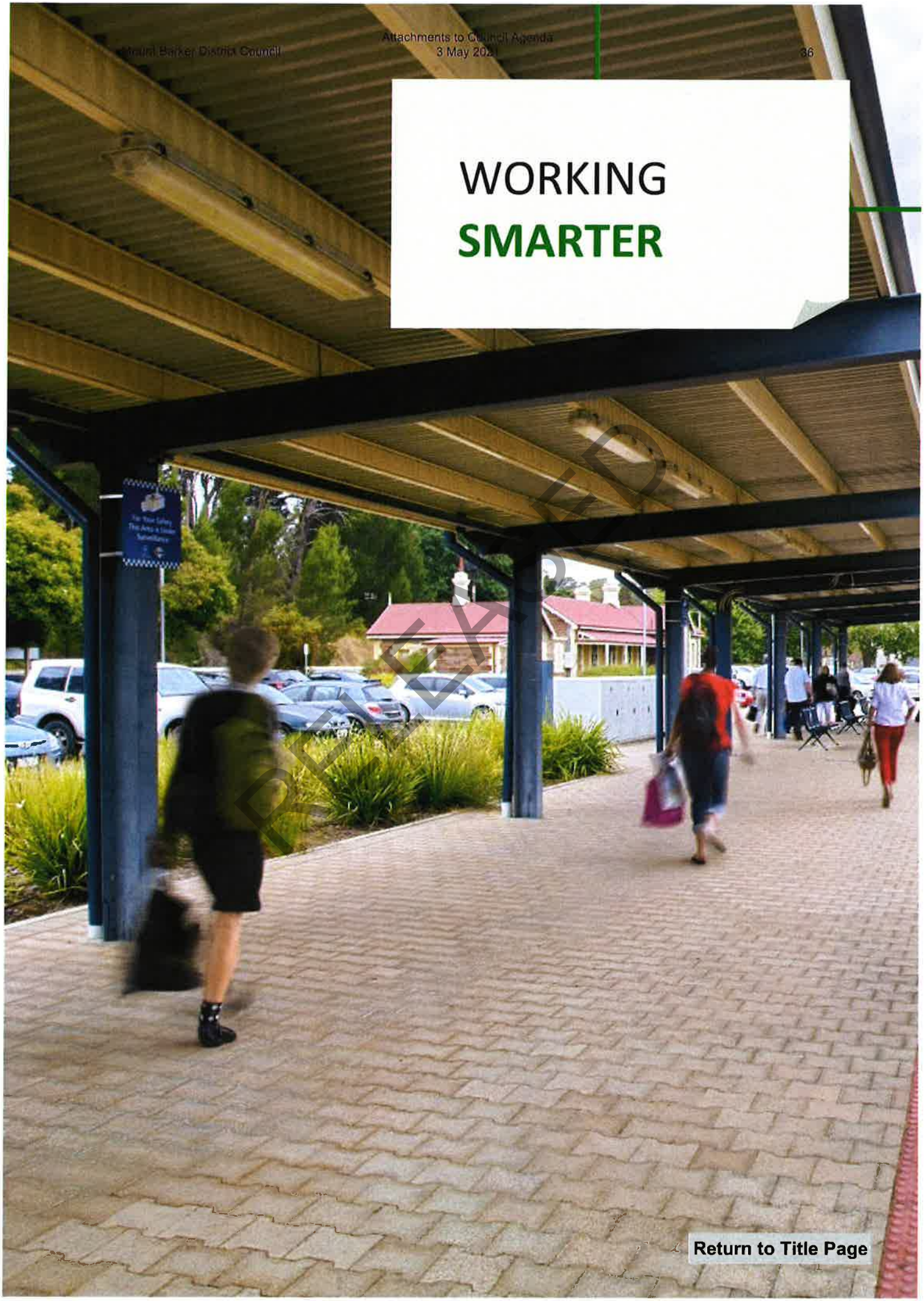


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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Network (MPLS) Review, Procurement & Implementation	Conduct a detailed and in-depth review to determine the best network solution to support user access across sites and remotely for the next 5-8 years, further to procure and implement the determined solution.	40		40
ICT Renewal Program	ICT assets renewed at a secure and reliable level and associated equipment and tools will be provided to ensure key business goals are met.	159		159
Total		**199**	**-**	**199**

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WORKING SMARTER

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COMMUNITY PLAN STRATEGIES

WS 1
Use smart community principles and technology to identify community and environmental issues and devise solutions to problems.

WS 2
Strive to improve performance and service delivery across all Council functions where gaps are identified.

WS 3
Adopt digital services and social media to support community engagement, improved service delivery and accessibility for residents.

LGG 4
Use technology to increase efficiency and save money.

LGG 5
Ensure that implementation of 'smart community' solutions don't contradict other objectives, for example excessive energy use and increased emissions.

SERVICES

- Public relations and communications
- Information and communication technology
- Business systems and process improvement
- Service reviews
- Risk and governance
- Work, Health and Safety.

KEY PERFORMANCE MEASURES

- At least 1 action from the Smart Community Strategy implemented each year
- At least one communication per month on planned works in the public realm
- 10 smart meters installed in 2021/22 and 25% reduction in time taken to read meters and invoice customers
- Trial of maintenance management system completed

KEY ANNUAL OBJECTIVES for 2021/22

- Implement the Smart Community Strategy
- Conduct service reviews
- Survey, analyse and map the community's access to different communication channels and its preferences
- Develop a more targeted approach to inform residents about planned works in the public realm and the impact they will have on services
- Promote and facilitate access to community infrastructure through a booking system
- Implement maintenance management system to plan and track completion of maintenance activity on infrastructure assets



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WASTEWATER/ RECYCLED WATER

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OVERVIEW

Council's Wastewater/Recycled Water service/business estimated operating surplus in 2021/22 is budgeted to be $0.7 million.

The Wastewater/Recycled Water business will provide cost recovery to Council Operations of $1.5 million.

ANNUAL SERVICE CHARGE INCREASE

Financial modelling of the planned future operation, renewal and upgrading of Council's wastewater networks demonstrates that for the sustainability of the service, an increase of 4.00% to the annual service charge for wastewater (both sewer and Community Wastewater Management System) is required.

The existing rebate to ratepayers in the town of Brukunga for the sewer annual service charge will be maintained.

SERVICE PROVISION

A total of $5.3 million will be spent on providing ongoing services to maintain and operate the collection and treatment of wastewater and the disposal of recycled water.



CAPITAL INVESTMENT

The works program includes the following strategic priorities:

Collection Network Augmentation and Expansion $15.6m

Pipes, pits and pump stations.

Treatment Facilities $2.6m

Upgraded works to the Springs Road Wastewater Treatment Plant.

Disposal $1.3m

Recycled water network expansion and construction of additional storage.

Council's objective is to undertake a staged approach to capital investment to achieve cost effective delivery of wastewater services and to maximise the productive use of recycled water to deliver environmental, economic and social benefits to the community.

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KEY ANNUAL OBJECTIVES
for 2021/22

- Continue to seek new recycled water customers
- Provide an affordable, cost-effective and reliable service offering to our wastewater customers
- Maximise the Laratinga Wetlands' environmental and social benefits
- Minimise environmental impacts throughout the process
- Continue with planning, design and construction of the capital works program:
  - for delivery of the required wastewater infrastructure to service growth;
  - upgrading of the wastewater treatment plant; and
  - to expand the recycled water infrastructure network.
- Complete the business case assessment for the provision of a sewer service to the Mount Barker City Centre.

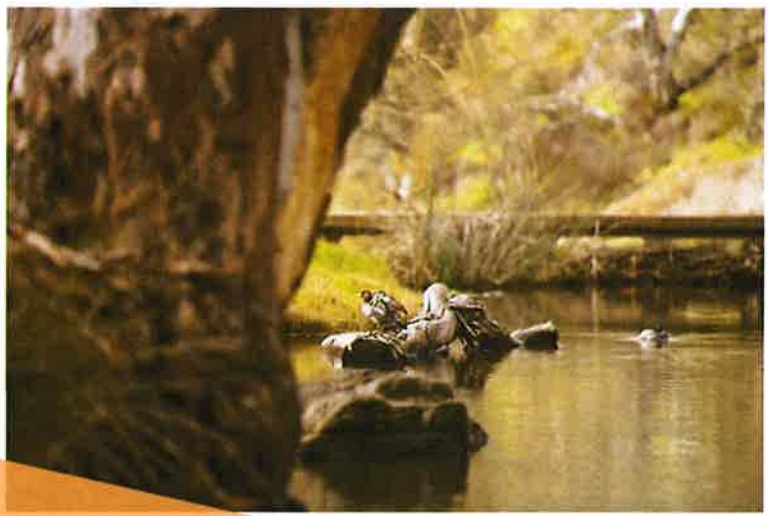
SERVICES

- Wastewater planning and maintenance
- Collection – Wastewater infrastructure expansion
- Treatment – Operation of wastewater treatment plant
- Disposal – Recycled water provision.

KEY PERFORMANCE MEASURES

- New recycled water customers equating to 300 megalitres per annum
- Target 85% of capital works program completed to budget, time and scope
- Implement remaining actions from the Naturallogic Laratinga Wetland report
- Implement the remaining actions in theEnvironment Protection Authority approved Environmental Improvement Plan.

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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Mt. Barker Wastewater Treatment Plant Expansion & Upgrade*	Renew and upgrade of Springs Road treatment plant.	2,615	-	2,615
Mt. Barker Recycled Water Network Expansion	Construction of Storage Facility to achieve the objective of 100% recycled water use.	1,250	(625)	625
Mt Barker Wastewater Collection Network Expansion & Upgrade*	Pipes and pump stations to cater for population growth in the Mount Barker growth area.	15,595	-	15,595
Collection Network Expansion*	Expansion of the collection network to support growth.	50	-	50
Renewable Energy	Procurement and installation of solar energy systems at Wastewater and Recycled Water locations.	440	-	440
Trade Waste	To implement Improved monitoring, support and administration of trade waste.	50	-	50
Laratinga Wetlands Operational Improvements	Implementation of remaining priority actions identified in the Naturallogic Laratinga Wetlands report.	70	-	70
Smart Meters For Wastewater	Implementation of smart metering and trade waste monitoring technology on wastewater and recycled water networks and trade waste discharge points.	77	(5)	72
Wastewater & Recycled Water Asset Renewal – Minor Capital	Minor renewal projects including the Gravity Mains Replacement Program, Pump Renewal Program, Manhole Restoration Program and Meadows Borewater Supply Renewal	280	-	280
Total		**20,427**	**(630)**	**19,797**

* Projects are either fully or partially funded by developer contributions secured by separate rates.

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RATES

Council delivers an extensive range of services to its community. In order to be able to deliver these services and infrastructure without significantly impacting on future generations, it charges annual rates. Council will determine the rate in the dollar that it requires to meet the cost of providing these services to the community.

Council plans to raise $33.363m from rates (excluding RL levy, service charges, separate rates).

Council uses the capital value determined by the Valuer-General as the basis for valuing land and calculating rates. Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

RATES MODELLING

Our rates are determined by multiplying the applicable rate in the dollar by the valuation of rateable land in the Council area. Property valuations for the purpose of calculating rates payable are prepared on the basis of 'Capital Value'.

Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

DIFFERENTIAL RATES

The Act allows Councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land.

2021/22

Differential rate applied to the following land use	Cents in the Dollar	Rateable Property (number of properties)	Rates Raised $	Rates Raised %	Rateable Property use from 2020/21 - 2021/22
Residential (Category (a))	0.417074	12,840	21,987,707	66	26
Commercial (Categories (b), (c) and (d))	0.417074	878	2,402,735	7	(2)
Industry (Categories (e) and (f))	0.417074	153	378,428	1	0
Primary Production (Category (h))	0.350342	2,016	4,716,138	14	2
Vacant Land (Category (i))	0.417074	1,749	1,505,181	5	638
Other (Category (g))	0.417074	137	454,938	1	1
All Residential land within the zone of Productive Rural Landscape Zone and Rural Zone	0.375367	832	1,918,200	6	1
		18,605	**33,363,327**	**100**	**666**

Other Rates and Service Charges

Minimum Rate $785 Wastewater CWMS $564

Wastewater Sewer $688

Recycled Water – Portion of Meadows $60 and $2.82 per KL

Meadows Non-Potable Water $411

Waste Management Charge
$177 for 2 bin service – Waste and recycling per property
$211 for 3 bin service – Waste, recycling and green waste per property
$177 for properties leased from Council – Any 2 bins per property

* Note the distribution of General rate revenue % distribution by land use has not changed from 2020/21

* Note : The most recent valuations available to the Council at the time that the Council adopts its budget under Section 167 of the Act will govern the assessment of rates for the financial year, which will result in changes to cents in the dollar and distribution of General rates detailed in the table above.

Some exclusions do apply – refer to the Rating Polic
page for fur

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DRAFT RATING POLICY
2021/22

Reference Number:	DOC/21/33093
Responsible Department:	Corporate Services
Applicable Legislation:	*Local Government Act 1999*
Mount Barker Community Plan 2020 - 2035:	**Leadership and Good Governance** LGG Strategy 1.4 Enable Community Leadership. LGG1.5 Demonstrate accountability through clear, relevant and easily accessible policies, corporate reporting and legislative compliance.
Related Policies:	Infrastructure Contributions – Separate Rate Relief Policy Separate Rate – Developer Contributions – Payment, Rebate Postponement Policy Indirect Developer Contributions – Funds Management Policy Rate Rate Rebate Policy Hardship Policy
Supporting Procedures:	
Previous Review Date:	6 July 2020
Endorsed by Council:	
Minute Resolution Number:	
Next Review Date:	4 July 2022

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1. PURPOSE

Councils have power to raise and collect rates and this policy provides the detail on the methodology and principles that Council will apply.

In developing a rating policy Council must make political and professional judgements based on a number of guiding principles and objectives. These principles and objectives are often competing and must be balanced to achieve the desired outcome. Council has identified and developed the following key objectives in response to the outcomes of our community engagement activities and on-going annual reviews.

1.1 Equity for our communities

A key consideration in developing a taxation system is the equity principle. In developing the rating policy we have endeavoured to ensure that the rating responsibility is distributed in an equitable manner across and within our communities. To achieve this objective our policy is designed to:

- improve equity in rate distribution across our communities
- prevent inequitable shifts in rate responsibility
- collect a base contribution from all rateable properties
- equally distribute the responsibility of rates across the community (unless some compelling application of the other taxation principles should be applied)
- raise an equitable level of contribution from each land use sector.

1.2 Benefit to our communities

A further consideration in developing a taxation system is the benefit principle. To achieve this objective our policy is designed to:

- wherever practicable charge the direct beneficiary for benefits through user charges, services charges and separate rates
- recognise communities where there is a greater consumption of services and resources.

1.3 Economic and property development

Our rating policy seeks to balance Council's economic and property development focus and to achieve this objective our policy is designed to:

- facilitate a strong and vibrant economic environment
- support the growth of business within the area
- balance the issue of consumption of resources with economic development objectives
- encourage development on vacant land
- recognise the importance of arable land suitable for viable primary production.

1.4 Taxation principles

While balancing the community needs and Council's broader economic and development objectives Council has developed a policy which also provides a balance against the principles of taxation. Council's policy objectives, methodologies and strategies have been developed with this in mind and rank highly against the principles of taxation.

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2. SCOPE

This Policy is applicable to all ratepayers in the District.

3. DEFINITIONS

'Act' refers to the *Local Government Act 1999 (SA).*

'Capital value' refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971.*

'CWMS' refers to a Community Wastewater Management System within the Council area formerly referred to as Septic Tank Effluent Disposal Schemes (STEDS).

'Different 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).

'General Rate' refers to the rate in the dollar that applies to properties in the calculation of the general rate payable by way of Council Rates. Please note that the 'General Rate' is also referred to as the Differential General Rate under the Act.

'MDPA area' refers to the Mount Barker Urban Growth Development Plan Amendment (MDPA) as gazetted by the Minister for Planning in December 2010 and as shown in attachment 1.

'Minimum Rate' is where Council can fix a minimum amount payable by way of rates or charges under Section 158 of the Act, this cannot be applied to more than 35% of the area.

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

'Rating' refers to the overall process of raising revenue by way of levying rates and charges.

'Rebates' refers to an amount that a rate or charge may be reduced in accordance with Chapter 10, Division 5 of the Act.

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

'Residential rate cap rebate' refers to the rate cap applied to properties with a Residential land use, subject to specific criteria, which is applied under the discretionary rebate provisions of Section 166(1)(l) 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 a mechanism used to fund specific activities in accordance with Section 154 of the Act.

'Sewer' refers to an adequate and sanitary wastewater disposal system.

4. ROLES & RESPONSIBILITIES

Council Members

Council Members must adopt the policy.

Chief Executive Officer

As prescribed by Section 99 of the Act, the Chief Executive Officer is responsible for ensuring that systems are in place to cause all rating to comply with legislation.

Team Leader Revenue

The Team Leader Revenue will ensure that staff are made aware of the new Policy which will be placed on Council's website and intranet.

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5. SPECIFIC POLICY INFORMATION

5.1 Strategic and budget considerations

Council has determined that the application of an annual Rating Policy should be developed within a framework which integrates strategic planning through to service delivery. The strategic directions for the Mount Barker District Council are outlined in the Mount Barker District Council Community Plan 2020-2035, which establishes the overall direction for the Mount Barker District Council looking at a 15-year horizon but with a 5-year focus and annual reporting.

The Community Plan 2020-2035 contains 3 themes that are central to achieving our vision, including; Community Wellbeing, Economic Prosperity and Ecological Sustainability.

The annual Rating Policy for 2021/22 has been reviewed to support the vision goals set in the Community Plan 2020-2035. As part of the financial planning and budget processes to support the Community Plan 2020-2035, the rate revenue required to meet expenditure needs is calculated taking into account other sources of revenue. The structure of the rating system is then determined having consideration for how the rates are levied between, and within, various categories of ratepayers.

5.2 Rating Strategies and Methodologies

The following key strategies and methodologies have been developed consistent with our policy principles to meet the rating objectives:

- valuation methodology based on capital value
- different rates for different land use categories and locality
- rate rebates (including rate capping for residential properties and discretionary rebates)
- rate remissions
- separate rates
- service charges.

These strategies rank highly against the principles of taxation and are consistent with our strategic and financial planning. Each of these strategies are discussed in the relevant sections below.

5.2.1 Valuation methodology

Council uses the capital value determined by the Valuer-General as the basis for valuing land and calculating rates.

Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

If a ratepayer is dissatisfied with the valuation made by the Office of 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 Act, in which case the objection period is 60 days from the receipt of the first notice; or

(b) previously had an objection to the valuation considered by the Office of the Valuer-General.

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5.2.2 Differential rating

The Act allows Councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land.

The Mount Barker District Council applies different rates on the basis of land use and locality. The Act allows Council the option to use a combination of factors (land use and locality) to apply different rates. Land use is recognised by other State taxing agencies and is easily identified and understood by our communities. It is therefore considered the most appropriate method for applying different rates by the majority of Councils.

Currently the general differential rates are on the basis of category of land use as determined by the Local Government (General) Regulations 2013, with the exception of properties with the category of residential land use in the Productive Rural Landscape Zone and the Rural Zone.

Definitions of the use of the land are prescribed by regulation and are categorised as follows for rating purposes:

- Residential (Category (a))
- Commercial – Shop (Category (b))
- Commercial – Office (Category (c))
- Commercial – Other (Category (d))
- Industrial – Light (Category (e))
- Industrial – Other (Category (f))
- Primary Production (Category (g))
- Vacant Land (Category (h))
- Other (Category (i))
- Locality -

  *All residential land within the Productive Rural Landscape Zone and the Rural Zone.

As part of the valuation assessment process the Office of the Valuer-General applies a land use to each assessment to identify the predominant use of the land. This land use is applied by various taxing authorities. Council generally applies this land use for general rating purposes, however under the Act, Council is the relevant authority that determines land use for rating purposes. The rating land use applied by Council must meet the definitions under Development Regulations. As such the local government land use may vary from that used by other taxing authorities.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made as detailed in Section 5.13 of the Policy.

***Note:** The most recent valuations available to the Council at the time that the council adopts its budget under Section 167 of the Act will govern the assessment of rates for the financial year, which will result in changes the cents in the dollar figures provided in the document.*

5.2.3 Different rates

Residential (Category (a))

Council has determined that a different rate of **0.417074 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Residential.

Commercial (Categories (b), (c), (d))

Council has determined that a different rate of **0.417074 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Commercial.

Industrial (Categories (e), (f))

Council has determined that a different rate of **0.417074 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Industrial.

Primary Production (Category (g))

Council has determined that a different rate of **0.350342 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Primary Production.

Vacant Land (Category (h))

Council has determined that a different rate of **0.417074 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Vacant Land.

Other (Category (i))

Council has determined that a different rate of **0.417074 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of other.

Locality

Council has determined that a different rate of **0.375367 cents** in the dollar will be applied for 2021/22 to all residential land within the Productive Rural Landscape Zone and the Rural Zone.

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5.2.4 Separate Rates

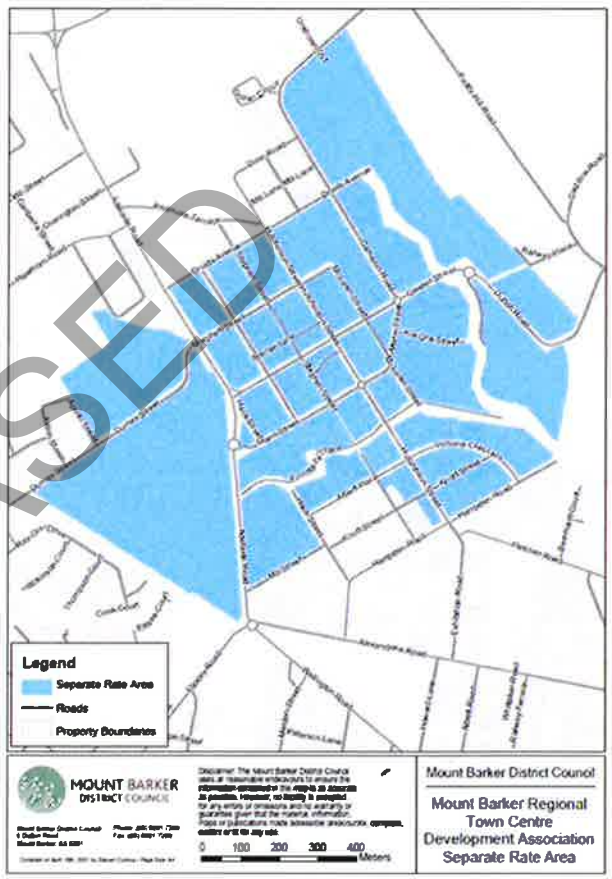
Section 154 of the Act permits Councils to raise a separate rate on properties, which may benefit from a project or undertaking. The main legislative features of a separate rate are:

- It can be applied to properties that benefit from the purpose of raising the rate;
- Money raised by these means cannot be put to any other use;
- The separate rate must cease when the purpose has been completed and paid for.

5.2.4.1 Mount Barker Regional Town Centre Separate Rate

On behalf of the Mount Barker Regional Town Centre Development Association Inc, a separate rate will be applied to the commercial and industrial businesses, including vacant properties and vacant land, applied to that part of the Council area defined within the Township of Mount Barker. The area is similar to what was previously known as the Regional Town Centre Zone of Mount Barker for a period of one year of $116,000. As a consequence Council proposes that a separate rate of **0.042161 cents** in the dollar be set. The purpose of this separate rate is to be utilised for enhancing the commercial and business viability of the Regional Town Centre.

The funds will be raised over a 12 month period from rateable entities (ie land and property owners and business operators) on behalf of the Mount Barker Regional Town Centre Development Association Inc. The Separate Rate will be applied to that part of the Council area defined in the map (below) within the Township of Mount Barker, the area is identical to what was previously known as the Regional Town Centre Zone.



5.2.4.2 Hahndorf Separate Rate

On behalf of the Hahndorf Business & Tourism Inc, a separate rate will be applied to that part of the Council area defined within the Township of Hahndorf, the area is similar to what was previously known as the

Heritage Area (1) Zone. The separate rate will be applied to the Commercial and Industrial businesses, including vacant properties or and vacant land for a total $110,000. Council proposes a separate rate of **0.185514 cents** in the dollar with the separate rate capped at a maximum amount of $2,500.

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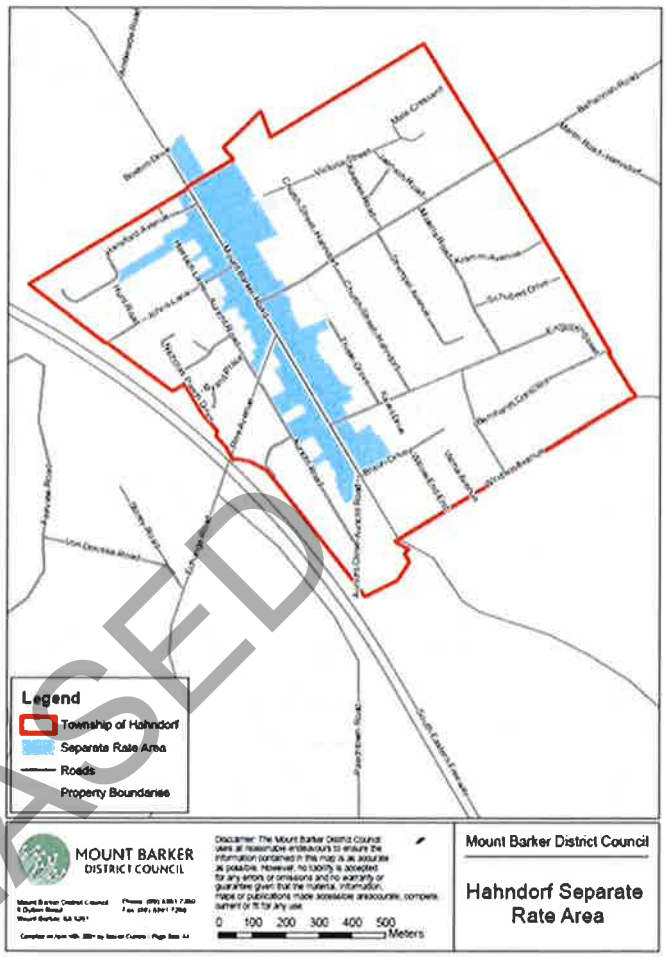
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The funds will be raised over a 12 month period from rateable entities (i.e. land and property owners and business operators) on behalf of the Hahndorf Business & Tourism Inc. The Separate Rate will be applied to that part of the Council area defined in the map within the Township of Hahndorf, the area is similar to what was previously known as the Heritage Area (1) Zone.

The purpose of this separate rate is to plan and implement the marketing program for Hahndorf including promotion, marketing and the business viability of the town.

Separate Rates (other than Mt Barker Town Centre and Hahndorf) apply only to specific parcels of land for the purposes of contributing to required infrastructure and only become payable when development is undertaken.

***Note:** Amounts to be collected for 2021/22 to be confirmed in consultation with Mount barker Regional Town Centre Development Association Inc. and the Hahndorf Business & Tourism Inc. prior to 1 July 2021.*



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5.2.4.3 District Wide Residential Plan Amendment Report (PAR) and Developer Contributions Separate Rate

In 2006 Council entered into Agreements with various developers and landowners that recognise the developer's concept for development of land within the Council area and the developer's willingness to construct works adjacent to or in the vicinity of the Proposed Development. In each Agreement the developer has agreed, at the developer's cost, to undertake or procure the construction of specified infrastructure works adjacent to or in the vicinity of the land required as a consequence of the Proposed Development.

In some cases specified Infrastructure works are included in the Development Plan for the Mount Barker District Council, including where an agreement has not been entered into by the land owner.

As a means of providing adequate financial security for Council of the performance by the developer of the construction of specific infrastructure works, a separate rate will be declared under the Act. A separate rate will not be declared if the developer has agreed with Council on an alternative security mechanism, e.g. bank guarantee/ insurance bond or has already fully satisfied their obligations in the Agreement.

The parcels of land that may become the subject of a Separate Rate as a security mechanism for specific infrastructure works are:

- Hawthorn Road CT 5888/156 Allotment 98 DP 60057
- Fiora Court CT 6242/598 Piece 2108 DP124788
- Fiora Court CT 6242/598 Piece 2109 DP124788
- Rise Court CT 6242/598 Piece 2110 DP124788
- Matthew Road CT 6121/666 Piece 301 DP 84858
- Princes Hwy CT 6121/666 Piece 302 DP 84858
- Old Princes Highway CT 6212/947 Piece 306 DP118941
- Old Princes Highway CT6212/947 Piece 307 DP118941

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5.2.5 Separate Rates subject to Infrastructure Contributions– Separate Rate Relief Policy:

5.2.5.1 Transport Infrastructure MDPA Area

A separate rate of a proportionate amount of **$64,264** per hectare on rateable land within the defined MDPA Area which separate rate is the primary mechanism to raise funds to meet the costs of the required transport infrastructure to support and service the MDPA Area for the benefit of the land the subject of the separate rate and also to the occupiers of the land within the MDPA area. A revised scope of required transport infrastructure works and governance arrangements has been prepared and is available on Council's website.

The amount per hectare is essentially the same as applies pursuant to Transport Infrastructure Deeds executed in 2012 by various developers with the State Government (Minister for Transport and Infrastructure). The amount is the subject of annual indexation in accordance with the Index Number 3101 (Road and Bridge Construction Index) for South Australia as published by the Australian Bureau of Statistics

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

5.2.5.2 Wastewater (Sewer) Infrastructure Mount Barker MDPA Area

A separate rate of a fixed charge of **$9,344** per new allotment on all rateable land within the defined MDPA Area (excepting land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952) the purpose of which is to fund the activity of essential infrastructure works to meet Wastewater needs and being of particular benefit to the land and to the occupiers of the land to which the separate rate applies.

The amount per new allotment for both Sewer (as above) and CWMS (as below) is the subject of both:

a) annual indexation using the Producer Price Index Australia (6427) Index Number 3101 Road and Bridge Construction South Australia as published by the Australian Bureau of Statistics; and

b) annual review by Council taking into account (among other things) new technology, market conditions and current and proposed statutory requirements including all relevant and applicable legislation and all lawful conditions, requirements, notices and directives applicable under any such legislation or by any statutory authority.

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

5.2.5.3 Wastewater (CWMS) Infrastructure Nairne MDPA Area

A separate rate of a fixed charge of **$6,441** per new allotment on all rateable land within the defined Nairne MDPA Area namely land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952 the purpose of which is to fund the activity of essential infrastructure works to meet Wastewater needs and being of particular benefit to the land and to the occupiers of the land to which the separate rate applies.

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

5.2.5.4 Recreation, Sport & Community Infrastructure Mount Barker MDPA Area

A separate rate of a fixed charge of **$1,809** per new allotment on all rateable land within the defined MDPA Area (excepting land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952) the purpose of which is to contribute to the activity of recreation, sport and community infrastructure that will be of direct benefit to land within the Mount Barker MDPA Area and to occupiers of that land.

The amount per new allotment for both the Mount Barker MDPA Area (as above) and the Nairne MDPA Area (as below) is the subject of both:

(a) annual indexation using the Recreation and Culture Index, Adelaide (Series ID: A2331221T) as published by the Australian Bureau of Statistics; and

(b) annual review by Council taking into account (among other things):

- the timing and extent of proposed capital expenditure by Council on required community, recreation and sport infrastructure facilities;
- the financial implications of that expenditure including loan funding, without resulting in unfair or unreasonable financial impact on the current community; and
- the extent of benefit that can reasonably be anticipated to apply to both the current community and new/proposed development.

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

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5.2.5.5 Recreation, Sport & Community Infrastructure Nairne MDPA Area

A separate rate of a fixed charge of **$1,527** per new allotment on all rateable land within the defined Nairne MDPA Area namely land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949

and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952 the purpose of which is to contribute to the activity of recreation, sport and community infrastructure that will be of direct benefit to land within the Nairne MDPA Area and to occupiers of that land.

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

5.2.5.6 Western Sector Community Open Space Land Acquisition

A separate rate of fixed charges for the rateable allotments namely;

Certificate of Title	Property Description	Amount
6236/354	Pce 101-102, DP123403	$277,265
6249/748	Lot 1080 DP125377	$897,317
6250/893	Lot 1075 DP125783	$396,595

The purpose of which is to provide security to recover the cost to Council of the purchase Lot 503, Bollen Road, Mount Barker for the purposes of community open space, that will be of direct benefit to the specified land within the Western Sector of the MDPA Area and to occupiers of that land.

***Note:** These separate rate amounts will be adjusted on 1 July 2021 to reflect payments received in 2020/21 and the cost of finance to Council for the period 1 July 2020 to 30 June 2021.*

5.2.5.7 Bluestone Indirect Infrastructure

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a separate rate on the land parcel listed below:

Certificate of Title	Property Description	Area	Amount
6217/687	PCE: 5104 DP120292	2.026	$478,848

The purpose of the separate rate is to provide the required security for remaining Bluestone commitments for indirect infrastructure obligations to Council being works of particular benefit to the land and to the occupiers of the land that is the subject of the proposed development and to visitors to that part of the Council area.

As these separate rates are consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

***Note:** The above amount is subject to an annual adjustment to be calculated as at 1 July 2021.*

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5.2.5.8 Wastewater Commitment

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a separate rate on each of the land parcels listed below:

Certificate of Title	Location	Property Description	Amount
6250/893	Henderson Grove	Lot 1075, DP125783	$675,831
6249/749	Newenham Parade	PCE 1081-1082, DP125377	$799,370
6246/300	Bollen Road	Lot 1003, DP124166	$890,934
6249/748	Newenham Parade	Lot 1080, DP125377	$1,010,113
6248/70	Heysen Boulevard	PCE7011-7012, DP125709	$879,307
5974/333	239 Wellington Road	Lot 31, DP17656	$377,884
6248/246	Cotterdale Ave	PCE 914-915, DP125745	$784,836
6247/150	Paech Road	Lot 506, DP125571	$794,512
6236/354	Rainbird Drive	PCE 101-102 DP123403	$574,093
6243/853	Paech Road	PCE 6008-6010, DP124635	$3,677,102
6249/569	Fidler Lane	PCE 1041-1042, DP125685	$1,337,128
6247/994	Wellington Road	Lot 7258, DP125768	$2,027,521
6223/774	19 Hawthorn Road	Lot 692, DP120995	$897,120
6247/862	Flaxley Road	Lot 2003, DP125523	$79,937
6231/683	Martin Road	Lot 1000, DP122249	$1,584,240
6245/807	269 Flaxley Road	Lot 1015, DP125360	$1,369,236
6165/943	52 Beneva Road	Lot 6, DP49619	$1,017,380
6248/37	Matilda Way	LOT 521 DP 125773	$963,662
6216/537	41 Bollen Road	LOT 1000 DP120098	$271,786

#Note: Subject to the execution of a Wastewater Commitment Deed by the developer.

The purpose of the separate rate is as a replacement mechanism for the existing Wastewater (Sewer) Infrastructure Mount Barker Area MDPA Separate Rate where the developer has executed a Wastewater Commitment Deed with Council and requested the use of this mechanism to provide security commensurate with the amount specified in their Wastewater Commitment Deed.

As these separate rates are consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

*Note: The above amount is subject to an annual adjustment to be calculated as at 1 July 2021

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5.2.5.9 Wastewater Infrastructure Augmentation Separate Rate (WIASR)

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a separate rate on the land parcel listed below:

Certificate of Title	Property Description	Amount
5626/645	Lot 3, DP15515	$201,486
6226/351, 6226/352	Lot 3 & 4, DP121249	$232,000 (Inclusive of Lot 3 $68,000 + Lot 4 $164,000)
6037/784	Lot 411, DP73444	$39,000

The purpose of the separate rate is to provide a mechanism for Council to apply this to affected land parcels and secure a commensurate contribution from the developer (when development is undertaken) to the cost of the extension and/or upsizing of the capacity of wastewater infrastructure network.

The WIASR is only applied within the MDPA area to applicable land parcels (i.e. not all MDPA land but those sites for which there is a direct benefit from the wastewater infrastructure network extension and/or upsizing) and would be automatically 100% postponed until the subject land is developed.

As this separate rate is consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy it will be subject to the principles of this Policy as it applies to the separate rate.

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

5.2.6 Littlehampton Development Sites Infrastructure Separate Rates Proposal

5.2.6.1 Littlehampton Direct Infrastructure Contribution Separate Rate

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a Direct Infrastructure Contribution separate rate on the land parcel listed below:

Certificate of Title	Property Description	Amount
5826/809	Lot 97, FP157332	$406,474

This infrastructure separate rate will ensure that the beneficiaries of development, as a result of the rezoning of land initiated by Council in 2006, contribute to the necessary additional specific and critical infrastructure, and existing ratepayers will be protected from excessive increases in general rates to fund such additional infrastructure.

As this separate rate is consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy it will be subject to the principles of this Policy as they apply to these separate rates.

***Note:** The above amount is subject to an annual adjustment to be calculated as at 1 July 2021.*

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5.2.6.2 Littlehampton Indirect Infrastructure Contribution Separate Rate

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares an Indirect Infrastructure Contribution separate rate on the land parcels listed below:

Certificate of Title	Property Description	Amount
5902/341	Lot 101, DP62247	$137,170
5902/342	Lot 102, DP62247	$137,170

This infrastructure separate rate will ensure that the beneficiaries of development, as a result of the rezoning of land initiated by Council in 2006, contribute to the necessary additional specific and critical infrastructure, and existing ratepayers will be protected from excessive increases in general rates to fund such additional infrastructure.

As this separate rate is consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy it will be subject to the principles of this Policy as they apply to these separate rates.

***Note:** The above amount is subject to an annual adjustment to be calculated as at 1 July 2021.*

5.3 Regional Landscape Levy

Mount Mount Barker District Council falls within the Hills & Fleurieu Regional Landscape Region for the purposes of the regional landscape levy. The creation of new landscape regions for the purposes of determining regional landscape levies, is being managed through a levy transitional scheme.

The Regional Landscape Levy for the Council ('the Levy') for the 2021/2022 financial year, is based on the NRM contribution, previously raised for the Adelaide and Mount Lofty Ranges and the SA Murray-Darling Basin Regions. The Levy transition scheme establishes that the landscape levy rates need to be equalized by 2022/2023, therefore the levies for 2021/22 will continue to be raised at two different levy rates.

While the Levy is a State Tax, the Council is required, under the *Landscape South Australia Act 2019*, to make a specified annual contribution to the Landscape Administration Fund, which is distributed to the Hills & Fleurieu Regional Landscape Board ('the Board') and to recover this amount by way of the Levy.

The Levy is collected by a separate rate, based on capital values. This rate is calculated to raise the same amount as the Council's contribution to the Board (taking into account any rebates or remissions that may apply under sections 159 – 166 of the *Local Government Act 1999*.

Council does not determine how the revenue raised by the Levy is to be spent. That is a matter dealt with by the Board, by reference to its Annual Business Plan.

The transition to this new Levy, sees the abolition of the Natural Resources Management Levy, previously collected by the Council on behalf of the State under the *Natural Resources Management Act 2004.*

For the 2021/2022 financial year, the following Levy will apply:

- a separate rate of **0.008948** cents in the dollar on the value of rateable land in the former area of the Adelaide and Mount Lofty Ranges Region; and
- a separate rate of **0.022355** cents in the dollar on the value of rateable land in the area of the SA Murray-Darling Basin Region.

Under the Landscape South Australia Act 2019 there are currently no provisions for exemptions from payment of the Levy. All properties are subject to the Levy.

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5.4 Minimum Rate

Section 158 of the Act permits a Council to 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.

A minimum amount payable by way of general rates of **$785** is proposed to be fixed in respect of rateable land in the Council's area for 2021/22.

5.5 Service Rates and Charges

Council provides various prescribed services pursuant to Section 155 of the Act. Service rates and charges can only be levied for:

- Treatment or provision of water
- Collection, treatment or disposal (including recycling) of waste
- Television transmission (or re-transmission) Service.



5.5.1 Wastewater Charge

Council provides a community wastewater management system to some properties in the Mount Barker District Council. The full cost of operating, maintaining and upgrading the service for the 2021/22 financial year is budgeted to be $14.2 million.

To fund the provision 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).

Where the service is provided to non-rateable land, a service charge is levied against the land. Details on what constitutes a service charge for each Property Unit, and other information about the scheme, are available from the Rates Department at Council.

Properties rebated from payment of general rates in part or full for whatever reason are not exempt from payment of these service fees and charges.

5.5.2 Wastewater – CWMS Charge

An annual service charge of **$564** for each Property Unit based upon the nature of the prescribed CWMS service per property/connection for the financial year ending 30 June 2022.

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5.5.3 Wastewater – Sewer Service Charge

All new developments must provide for an adequate and sanitary wastewater disposal system and Council in consultation with property developers has resolved that a sewerage system be established to service growth including all of the Mount Barker MDPA area and new development in Meadows, plus the remainder of the Bluestone development in Mount Barker.

An annual service charge of **$688** based upon the nature of the prescribed service of a sewerage scheme per property/connection for the financial year ending 30 June 2022.

Council is aware wastewater in Brukunga is facilitated by a sewerage system which was constructed in the mid 1950's. It is not envisaged that the cost associated with the operation of this system will significantly increase. Recognising the historical arrangement and the minimal load on the overall system attributable to Brukunga, Council will continue to not seek to recoup additional funds from the Brukunga residents with the introduction of the sewer service charge in 2014/15 i.e. transition from a CWMS service charge.

Council will provide a rebate to ratepayers connected to the existing sewer system in Brukunga. The rebate will be equivalent to the difference between the sewer service charge and the Community Wastewater Management System service charge.

Example for 2021/22 Financial year for Brukunga:.

Sewer Service Charge	**$688**
Less CWMS Service Charge	**$564**
Rebate	**$124**

The rebate will not apply for any future development in Brukunga that generates new allotments

5.5.4 Recycled Water Service Charge Proposal – Portion of Meadows

Recognising that Meadows is not serviced by SA Water and is totally reliant on managing its own water resources, Council in cooperation with property developers has implemented a scheme for the growth areas to be provided with recycled water for toilet flushing and outdoor irrigation to lessen the usage of rainwater and/or ground water. This will provide a sustainable water source and increase the use of recycled water.

The service charge powers are used for the purpose of recovering costs associated with meter reading, administration and property audits for all allotments within the growth areas.

An annual service charge of a fixed amount of **$60** per new allotment will be charged on all land within the township of Meadows and a variable (metered) charge of **$2.82** per kilolitre (KL) of usage to be issued half yearly by tax invoice.

5.5.5 Meadows Non-Potable Water Service Charge

The Meadows non-potable water service charge for the 2021/22 financial year is fixed at **$411** for each connected assessment. This charge is raised for the purpose of providing a non-potable water supply to certain properties in the township of Meadows (outside of the growth areas) as per a long-standing historical arrangement. Unlike the recycled water service, this amount represents the only cost to the ratepayer as the supply is not individually metered.

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5.5.6 Waste Management Charge

Council provides waste management services to ratepayers and the cost of operating these services for the 2021/22 year will be **$3.7** million. Council will recover part of this total through the imposition of service charges dependent upon the designated area.

For a service charge of **$177** each rateable property within Council's designated kerbside waste and recycling collection area is entitled to receive:

- one weekly 140L Mobile Garbage Bin kerbside waste collection,
- one fortnightly 240L Mobile Garbage Bin kerbside recycling collection, and
- provision by Council of one 140L Mobile Garbage Bin and one 240L Mobile Garbage Bin.

For a service charge of **$211** each rateable property within the collection area designated as 'township' in the kerbside collection area is entitled to receive:

- the abovementioned services plus one fortnightly 240L Mobile Garbage Bin kerbside green waste collection which includes provision for food scraps.

The ratepayer is responsible for provision and maintenance of a suitable green coloured 240L Mobile Garbage Bin. A small kitchen container and roll of compostable bags for food scraps is provided by Council.

For Council owned properties where a refuse service is provided a service charge of **$177** for each pair of bins (one charge for each pair of bins regardless of bin combination e.g. blue, blue or blue yellow) within Council's designated kerbside waste and recycling collection area is entitled to receive:

- one weekly Mobile Garbage Bin kerbside waste collection of two bins for each service charge.

Conditions apply to Schools, multiple Tenancies, Commercial & Industrial Bin Provision and Replacement and Council owned properties (refer Kerbside Waste & Recycling Collection Service Policy for definitions).

5.6 Rebates

5.6.1 Mandatory Rate Rebates

Council is required under the Act to rebate rates payable on some land. Council has determined that rebates of rates will be granted when the applicant satisfies the requirements for mandatory rebates under Sections 159 to Section 165 of the Act.

Council has developed a Rate Rebate Policy which provides the full details regarding rate rebates permissible under the Act. This policy document supports the main Rating Policy.

5.6.2 Discretionary Rebates

The Council may grant a rebate of rates, up to 100%, pursuant to Section 166 of the Act in specific circumstances on such conditions as the Council thinks fit. Council will give reasonable consideration to the granting of rebates with consideration of applications for rebates on their merits.

Council's Rate Rebate Policy sets out those provisions applicable to the Council granting a rebate of rates to persons or bodies. The policy is intended to provide guidance to the community as to the grounds upon which a person or body is, or may be, entitled to receive a rebate of rates and service charges and the matters that the Council will take into account in deciding an application for a rebate.

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5.7 State Government Concessions – Concessions for CWMS/SEWER

To check eligibility contact the Concessions Hotline 1800 307 758 or by email concessions@sa.gov.au. For further details visit www.sa.gov.au/concessions

5.8 Postponement of Rates

5.8.1 Postponement of Rates – Hardship

Section 182 of the Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates they are invited to contact the Council to discuss the matter.

Council has a Hardship Policy to assist in identifying customers who are experiencing payment difficulties due to hardship, and assist those customers to better manage their bills on an ongoing basis.

This policy sets out:

- processes to identify customers experiencing payment difficulties due to hardship, including identification by Council, self-identification by a customer, identification by an accredited financial counsellor, or welfare agency
- an outline of a range of processes or programs that we will use, or apply, to assist our customers who have been identified as experiencing payment difficulties.

5.8.2 Assistance with Payment of Rates

Individual payment arrangements can be an alternative for ratepayers experiencing financial difficulties and as such enquiries are treated confidentially by the Council.

5.8.3 Postponement of Rates – Seniors

Under Section 182A of the *Local Government Act 1999* application in the prescribed form may be made to Council for a postponement of the payment of any amount of rates in excess of $500 for the current or a future financial year by:

- A ratepayer who holds a current State Seniors Card issued by the State Government (prescribed ratepayer) or the spouse of a prescribed ratepayer
- The rates are payable on the principal place of residence
- The land is owned by the prescribed ratepayer
- The prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.

Any rates which are postponed will become due and payable:

- When the title to the land is transferred to another person
- Failure to comply with a condition of postponement
- Interest will accrue on the amount postponed at the prescribed rate per month until the amount is paid
- Postponement is available as a right and can only be refused when the applicants have less than 50% equity in the property.



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5.9 Rate Capping

Council is continually improving its rating system to have the most equitable and fairest distribution across the community, while providing relief for those ratepayers who have limited incomes and ability to pay.

A Rate Cap is to apply to eligible residential ratepayers' principal place of residence to protect individuals against increased rates brought about by substantially increased property valuations. For the 2021/22 financial year Council will apply a rate cap to Residential 1, Residential 2 and Primary Production properties affected by the increases.

A rebate of general rates will be granted to the Principal Ratepayer where the amount of any increase in rates is greater than 12.5%.

To provide further protection for ratepayers on limited incomes, who hold a State Concession Card and are eligible for the maximum pensioner concession, a lower cap of 4% will apply.

A rebate of general rates will only be granted upon application by the ratepayer and where the conditions as set out in Section 153(4) of the Act and this Policy are met.

Rate capping rebates must be $10 and over to be applicable

Easy Steps to see if you are eligible for a rate capping rebate

1	**Have both your Rate Notices from this year and last year at hand**	
2	**From last year's Rate Notice** Write down your General Rate only (do not include any concessions, levies or rebates)	$1,200.00 (A)
3	**Work out 12.5% of A** (The Rate Recap Rebate this year is 12.5%)	$150.00 (B)
4	**Add them together A + B**	$1,350.00 (C)
5	**From your current Rate Notice** Write down your General Rate only (do not include any concessions, levies or rebates)	$1,400.00 (D)
6	**If D is less than C you will NOT be eligible for a rebate**	
7	**If D is more than C you will be eligible for a rebate (D – C)**	$50.00

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The rebate will not apply where:

- any such increase is due in whole or part to an increase in valuation of the land in the assessment because of improvements made to it worth more than $20,000 since 1 July 2020
- any such increase is in whole or part because the zoning of the land has been changed since 1 July 2020
- any such increase is due in full or part to the use of the land being different for rating purposes on the date Council declared its general rates for the 2021/22 financial year, than on the date the Council declared its general rates for the 2020/21 year
- the ownership of the rateable property has changed since 1 July 2020
- the land use classification is Commercial, Industrial, Vacant Land or Other.

Where a ratepayer believes that they may be eligible for a rate capping rebate, they must lodge an application in writing to the Rates Department before the 31 October 2021.

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5.10 Paying Your Rates

Council provides the quarterly payment of rates in September, December, March and June each year.

Payments can be made via BPay, Australia Post, credit card by phone or via Council's website (www.mountbarker.sa.gov.au), cash/cheque/EFTPOS over-the-counter at the Local Government Centre office. To view all payment methods refer to the rear of the Rate Notice.

For ratepayers who no longer want paper bills and would prefer to receive their rate notices via email, Council offers two alternatives:

BPay View

Rate Notices can be sent straight to the ratepayer's online bank for payment, rather than receiving a hard copy in the mail. For further information on how to receive, pay and store your rates notice in your online banking, go to www.Bpay.com.au/bpayview

Ezybill

Electronic distribution solution that meets the needs of both the private (single owner) and the commercial (multi-owner) customers. Ezybill utilises the resources of the Internet to provide a secure, effective and efficient distribution service that preserves the relationship that the Council has with their rate payer in a direct and transparent process.

To register go to Council's website https://mountbarker.ezybill.com.au/ and follow the prompts



5.11 Late Payment of Rates

Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act and relevant Council procedures.

Fines and interest for late payment are levied in accordance with the provisions of Section 181(8) of the Act. These provisions are the only provisions available to Council to ensure that all ratepayers pay promptly.

The Act provides that:
If an instalment of rates is not paid on or before the date on which it falls due:

(a) the instalment will be regarded as being in arrears

(b) a fine of two percent of the amount of the instalment is payable

(c) on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact Council to discuss alternative payment arrangements. It should be noted that fines and interest are still levied in accordance with the Act under any payment arrangement.

Council will consider applications for remission of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested.

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5.12 Recovery of Outstanding Rates

In accordance with sound financial management principles, the Rates Department will apply prudent debt management practices to Rate Debtors. This includes an on-going review of rates in arrears and following a systematic debt recovery approach.

Rates that remain in arrears for a period exceeding 30 days will be subject to recovery action in accordance with Council's normal debt recovery procedures.

Section 184 of the Act provides that Council may sell any property where any 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 if payment of the outstanding amount (by cash, bank cheque or electronic funds transfer) is not received within one month. Except in extraordinary circumstances, Council will enforce the sale of land for arrears of rates.

5.13 Objections

Council rates are imposed under the provisions of the Act, and within the Mount Barker District Council are based on the Capital Valuation and the Land Use Category applied for the current financial year.

Where a ratepayer believes the level of rates charged on an assessment is excessive, the avenues for appeal are to lodge a formal objection to the Capital Value or the Land Use.

It is important to note that the lodgement of any objection does not change the due date for payment of rates. Rates must be paid in accordance with the Rates Notice until otherwise notified by Council.

The following provides information on lodging objections.

5.13.1 Valuation Objections

If a ratepayer is dissatisfied with a property valuation then an objection may be made to the Office of the Valuer-General in writing, within 60 days of receiving notice of the valuation, explaining the basis for the objection – provided they have not:

- previously received a notice of this valuation, under the Act, in which case the objection period is 60 days from the receipt of the first notice, or
- previously had an objection to the valuation considered by the Office of the Valuer-Generalin the current financial year.

It should be noted that under the *Valuation of Land Act 1971* the Valuer-General has the discretion to extend the allowable objection period where it can be shown there is reasonable cause.

Objections to valuations should be addressed to:

Office of the Valuer-General
GPO Box 1354
Adelaide SA 5001

Email: OVGObjections@sa.gov.au
Telephone: 1300 653 346

The Mount Barker District Council has no role in this process and it is important to note that the lodgement of an objection does not change the due date for payment of rates. Rates must be paid in accordance with the Rate Notice until otherwise notified by Council.

5.13.2 Objection to Land Use Category

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection in writing may be made to Council within 60 days of being notified of the land use classification.

The objection must set out the basis for the objection and details of the land use that (in the opinion of the ratepayer) should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. The objection must be made to Council.

A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is also important to note that the lodgement of an objection does not change the due date for the payment of rates. Penalties apply to unpaid rates.

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5.14 Community Engagement

In accordance with Council's Community Consultation Policy, and in keeping with good practice, a community engagement process will be undertaken annually on the development of budget and rating processes and policy.

Community engagement is undertaken when developing the annual budget and rating policies as part of the annual business plan to ensure that transparency of the process is maintained and to provide an avenue for the community to contribute their opinion.

6. REVIEW

This Policy will be reviewed annually or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Team Leader Revenue.

7. ACCESS TO THE POLICY

This Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au

8. FURTHER INFORMATION

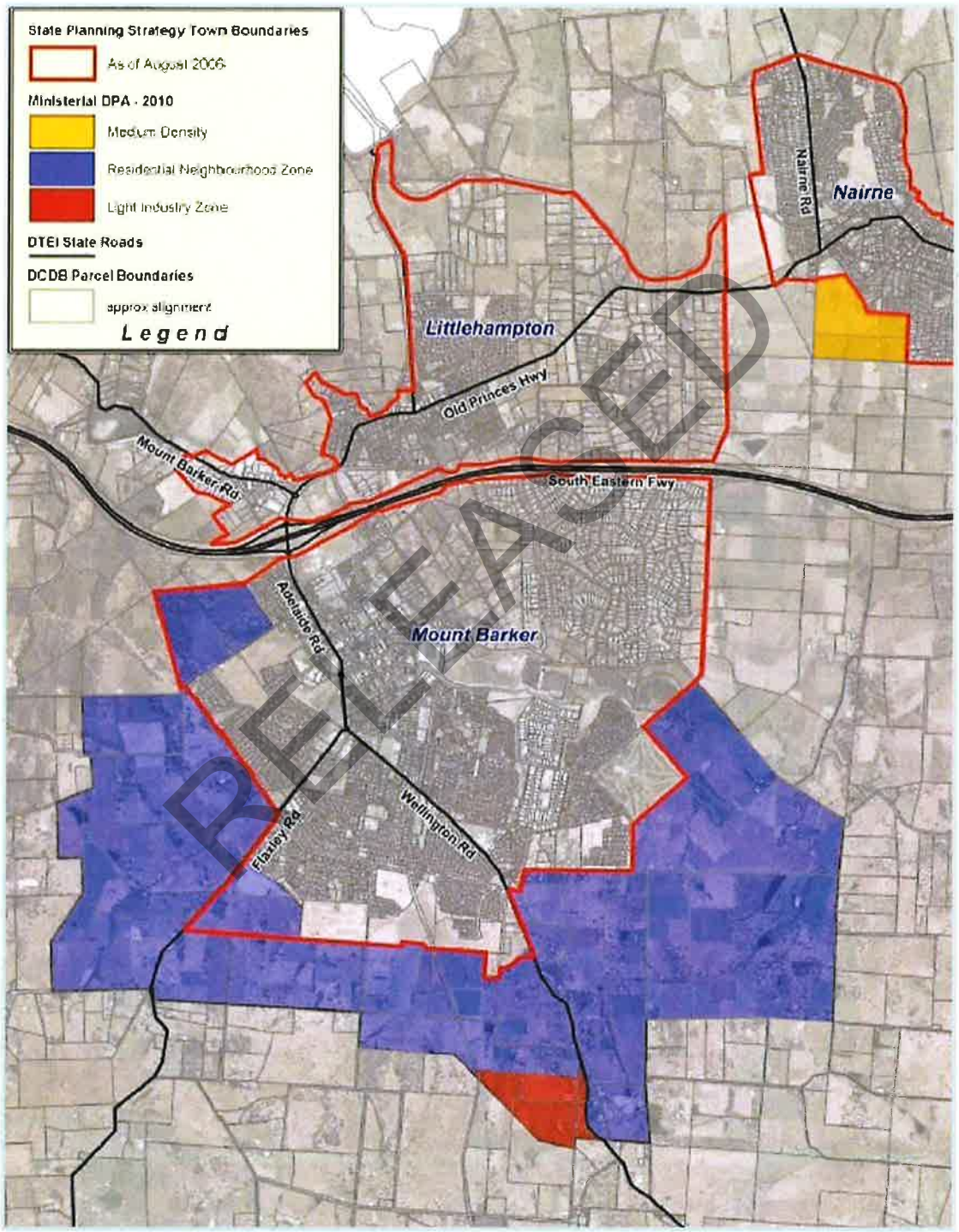
For further information on this Policy, please contact:

Title: Team Leader Revenue
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: 08 8391 7200
Email: council@mountbarker.sa.gov.au

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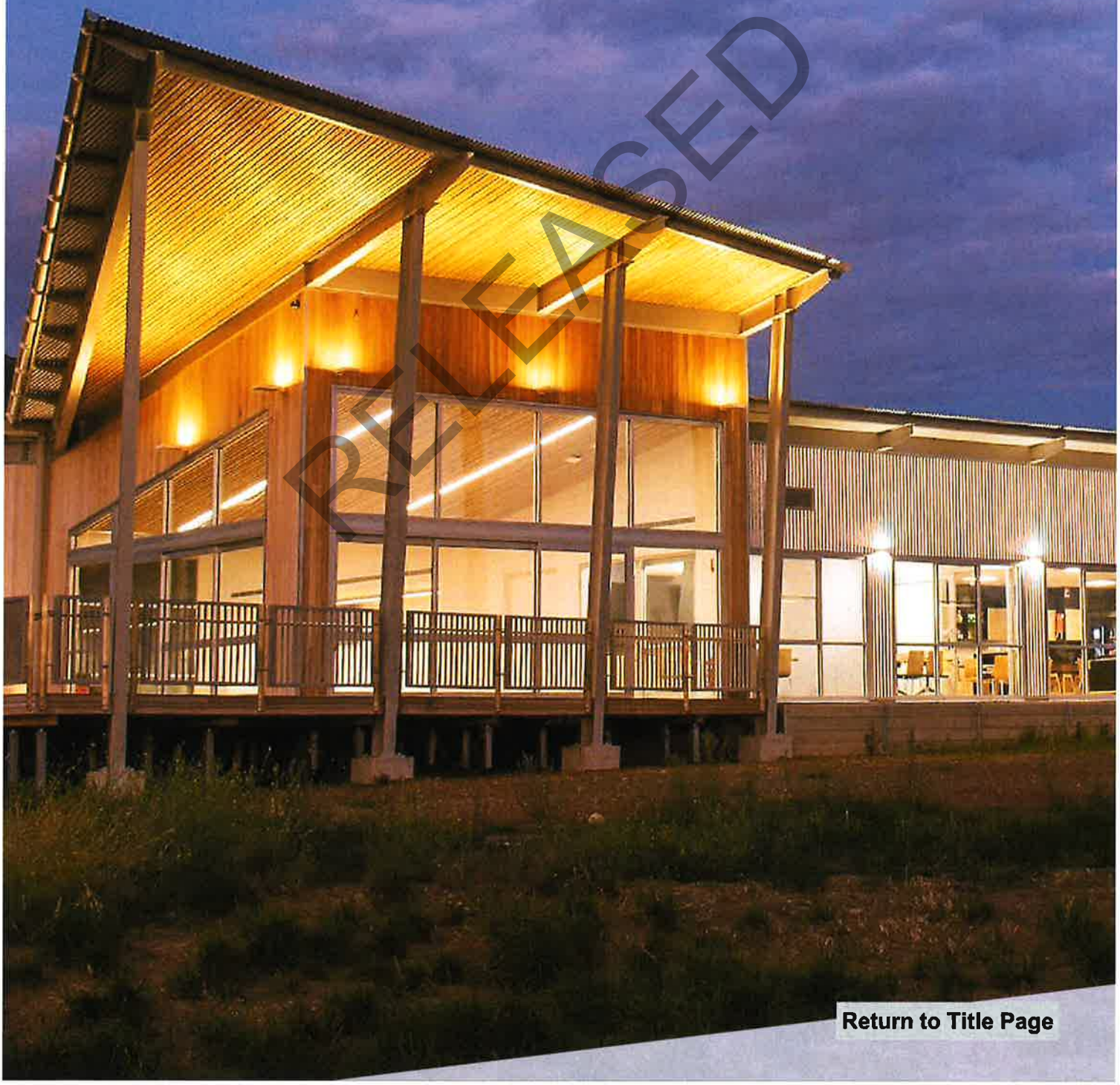
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Ministerial DPA Rezoned Land & 2006 Town Boundary

District Council of Mount Barker

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APPENDICES



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APPENDIX 1

CAPITAL PROJECTS BY ASSET CLASS

BRIDGES AND CULVERTS

Project Name	Design	Construct	$'000s	Description
Bridge Renewal Program	✔	✔	455	Program for the renewal and repair of highest priority bridges and major culverts.
Springs Road East Bridge Upgrade	✔		50	Design work that will seek to better define allowable loadings and associated strengthening requirements considering the needs of cyclists and pedestrians.
Bremer River Pedestrian Footbridge		✔	450	Construction of a standalone pedestrian footbridge adjacent to and on the northern side of Erskine Bridge, Murray Street.
Total			955	

BUILDINGS

Project Name	Design	Construct	$'000s	Description
Waste Transfer Station Street Sweepings Bay		✔	100	Construction of a bunded bay at the Waste Transfer Station for the storage and drying of street sweepings.
Building Renewal program		✔	300	Replacement of existing structures as identified by asset condition inspection and valuation works.
Mount Barker Caravan & Tourist Park Renewals/Upgrade		✔	148	Asset renewals/upgrades of Tourist Park Renewal Program delivery for Tourist Park Facilities including replacement of cabins, appliances and civil works.
Total			548	

DRAINAGE

Project Name	Design	Construct	$'000s	Description
Stormwater Renewal Program		✔	200	Program for the renewal and repair of highest priority stormwater pipes and pits.
Total			200	

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FOOTPATHS

Project Name	Design	Construct	$'000s	Description
Footpath Renewal Program		✔	600	Replacement of existing footpaths as identified by asset condition inspection and valuation works.
Gawler/Hutchinson Street Upgrade	✔		40	Preparation of designs for a roundabout/wombat treatment and/or signalised intersection.
Hahndorf Main Street Revitalisation	✔		300	Detailed design for the upgrade of Mount Barker Road, Hahndorf, including paving, lighting, street furniture and landscaping.
Littlehampton Main Street		✔	608	The project originated from the Littlehampton and Blakiston Neighbourhood Plan where undergrounding of powerlines along the Main Street was prioritised. Beautification of the street following PLEC is a requirement of the program.
Nairne Main Street Upgrade (Incl Bythorne Park to Main St Trail)		✔	705	Detailed design and construction of paving, street furniture and landscaping of Nairne Main Street along with an upgrade of the Soldiers Memorial Hall Car Park and access
New Footpath Program - Connectivity Gaps	✔	✔	330	Construction of new pathway connections between existing pathways to meet community expectations and identified linkages.
Venables Street Upgrade		✔	415	Construction of the third stage of main street upgrades, focusing on the eastern side of Venables Street from Vernon Street to the Macclesfield Institute.
Total			2,998	

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PLANT (INCLUDING ICT)

Project Name	Design	Purchase	$'000s	Description
Plant Replacement		✔	1,200	Replacement of cars, light commercials and heavy plant.
ICT Asset Renewal Plan		✔	159	ICT assets renewed at a secure and reliable level and associated equipment and tools will be provided to ensure key business goals are met.
Purchase of 12 Tonne (Roller) Compactor		✔	134	Purchase of a 12 Tonne Steel Barrel Compactor for use by Council's Patrol Grading Crews.
1.7t Mini Excavator with trailer		✔	43	Purchase of a 1.7t mini excavator and dedicated plant trailer to add to the maintenance and operations plant fleet.
Total			1,536	

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LAND

Project Name	Plan	Construct	$'000s	Description
City Centre Catalyst	✔		120	Continue planning for the development of under-utilised space in the Mount Barker CBD.
Total			120	

RECREATIONAL ASSETS

Project Name	Design	Construct	$'000s	Description
Playground Renewal Program		✔	170	Replacement of existing playground equipment as identified by asset condition inspection works.
Playing Fields Renewal program		✔	187	Replacement of existing sports facilities as identified by asset condition inspection works e.g. tennis courts.
Reserve Renewal Program	✔		30	Identifying reserves which do not meet the level of service and are at a point where operational spends will not achieve adequate rectification. Specific shortcomings will be identified on an individual reserve basis and scoped. Once identified reserves have scoped works, these will be prioritised based on potential usage and access to alternative reserves.
Adelaide Hills Recreation Centre Upgrade of Court 3		✔	61	Improve the heating and cooling issues on Court 3 by installing insulation in the walls and industrial fans on the ceiling.
Callington Recreation Grounds Improvements		✔	40	Improve the provision of youth based recreation and play at the Callington Recreation Grounds. (refer Callington Township Plan). This project was initiated by Murray Bridge Council and the potential for co-funding exists.
Hahndorf Bowling Club & Open Space	✔		50	Improve the Hahndorf Bowling Club community and sporting facility including the creation of a new area of open space. The improvements are proposed to be funded through the partial sale of the site / Council land (English Street land).
Littlehampton Greening (Miels Park, Glebe)		✔	750	An upgrade of two key open spaces for Littlehampton, being Miels Park and The Glebe, providing improved functionality and aesthetics.

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Project Name	Design	Construct	$'000s	Description
Miels Park Storage Shed - Littlehampton Netball Club		✔	80	Demolition of existing structure and construction of storage shed at Miels Park.
Nairne Village Green		✔	595	The third phase of the project includes Stage 1 of construction, focusing on developing the Village Green space on the western side of Jeffrey Street with an open grassed area, additional landscaping and public seating, new footpaths, relocated RSL Memorial and off street parking along Cockburn Street.
Regional Aquatic Facility	✔	✔	1,000	Detailed design of new Regional Indoor Aquatic and Leisure Facility.
Regional Hub Precinct	✔		150	Development of an integrated leisure, tourism, recreation and community hub, combining Council, Government and private sector investment to create a nationality significant leisure precinct.
Lord Robinson Park Amenity Upgrade (Crystal Lake Macclesfield)		✔	57	Construct and install shared public toilet facilities to service the large public reserve and the range of community groups who operate from the land.
SSRP – Warm up space for Australian rules football		✔	75	Construction of a grassed warm up area/oval for the new regional football ground at the Summit Sport and Recreation Park.
Total			3,245	

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ROADS

Project Name	Design	Construct	$'000s	Description
Springs Road East Upgrade Stage 1A – Bald Hills Road (CH0) to Mt Barker Creek (CH450)	✔		50	Upgraded 2 lane collector road, widen, cycle lanes and upgrade pavement to appropriate standard.
Bus Stop Program		✔	100	To standardise provisions for bus pads and/or bus shelters ensuring DDA compliance and consistent design.
Gifted Assets		✔	278	Inspection of and formal recording of assets gifted to Council.
Harrogate Road		✔	521	Repair and sealing of the unsealed 1.3km section of Harrogate Road south of the township.
Hurling Drive and Barker Road Intersection		✔	500	Upgrade Hurling Drive and Barker Road Intersection to improve safety and functionality and cater for growth.

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Project Name	Design	Construct	$'000s	Description
Mawson / Battunga Intersection Upgrade		✔	624	Upgrade of existing DIT intersection and landscaping/streetscape works to improve vehicle and pedestrian movement in Meadows.
Nottage Road Upgrade		✔	825	Upgrading of approximately 380 metres of Nottage Road (upgrade and widen pavement and new kerbs, footpath, street lighting, storm water and recycled water pipeline). Note: The above works are subject to a Developer Agreement with Council.
Paech Road Intersection with Connector Rd	✔		25	Collector road connectivity with Heysen Boulevard as an appropriate level of safe access to Heysen Boulevard. Roundabout will be required.
Paech Road Upgrade	✔		50	Upgraded road to collector standard.
Springs Road/Heysen Boulevard Roundabout		✔	502	Council's contribution of 50% of the cost of a roundabout at the junction of Springs Road and Heysen Boulevard.
Kerb Renewal Program		✔	300	Programmed kerbing renewal program including: Peake Court Mount Barker and North Road Nairne.
Unsealed Road – Sealing Program (Roads 2 Recovery)		✔	594	The sealing of roads within urban areas to provide an improved level of service.
Unsealed Roads – Resheeting Program		✔	1.500	The re-sheeting of the unsealed road network.
Sealed Roads Bituminous Renewal		✔	1,700	The resealing of sealed roads network.
Sealed Collector Road Shoulder Strengthening and Widening		✔	300	Strengthening and widening of shoulders in various location to improve road safety and prolong the life of sealed road assets.
Total			7,869	

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APPENDIX 2

Consolidated Budgeted Financial Statements 2021/22

STATEMENT OF COMPREHENSIVE INCOME

for the Period ending 30 June 2022

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Income			
41 918	Rates Revenues	43 724	43 800	46 187
1 531	Statutory Charges	1 453	1 855	1 694
2 613	User Charges	1 609	1 879	2 004
3 043	Grants, Subsidies and Contributions	3 522	5 192	5 725
136	Investment Income	60	40	50
440	Reimbursements	252	287	352
464	Other Income	385	372	475
69	Net Gain – Equity Accounted Council Businesses	57	57	57
50 215	**Total Income**	51 062	53 482	56 544
	Expenses			
15 826	Employee Costs	16 275	16 075	16 901
21 656	Materials, Contracts & Other Expenses	22 153	22 331	22 294
11 121	Depreciation, Amortisation & Impairment	9 989	10 929	11 584
368	Finance Costs	890	606	865
48 971	**Total Expenses**	49 307	49 941	51 644
1 244	**Operating Surplus / (Deficit)**	**1 755**	**3 542**	**4 900**
(1 297)	Asset Disposal & Fair Value Adjustments	(3 914)	(3 914)	(4 097)
7 417	Amounts Received Specifically for New or Upgraded Assets	18 976	17 649	7 396
33 017	Physical Resources Received Free of Charge	9 911	9 912	10 227
40 381	**Net Surplus / (Deficit)**	**26 728**	**27 189**	**18 426**

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STATEMENT OF FINANCIAL POSITION

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Assets		
	Current Assets		
3 858	Cash & Cash Equivalents	1 000	1 000
6 053	Trade & Other Receivables	6 057	4 033
6	Inventories	7	6
9 917	Subtotal	7 064	5 039
2 783	Non-Current Assets Held for Sale	2 223	2 223
12 700	Total Current Assets	9 287	7 262
	Non-Current Assets		
1 654	Financial Assets	1 650	3 000
476	Equity Accounted Investments in Council Business	533	589
565 820	Infrastructure, Property, Plant & Equipment	594 388	628 125
12 318	Other Non-Current Assets	12 318	12 318
580 268	Total Non-Current Assets	608 889	644 032
592 968	**Total Assets**	**618 176**	**651 294**
	Liabilities		
	Current Liabilities		
11 747	Trade & Other Payables	7 433	11 306
1 838	Borrowings	915	992
2 249	Provisions	2 284	2 472
15 834	Total Current Liabilities	10 **632**	**14 770**
	Non-Current Liabilities		
8 313	Non-Current Borrowings	11 414	20 217
287	Non-Current Provisions	408	401
8 600	Total Non-Current Liabilities	11 822	20 618
24 434	**Total Liabilities**	**22 454**	**35 387**
568 535	**Net Assets**	**595 722**	**615 907**
	Equity		
251 083	Accumulated Surplus	278 271	296 697
298 224	Asset Revaluation Reserves	298 224	299 983
19 227	Other Reserves	19 227	19 227
568 535	**Total Council Equity**	**595 722**	**615 907**

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STATEMENT OF CASH FLOWS

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Cash Flows from Operating Activities		
	Receipts		
48 363	Operating Receipts	51 635	61 994
136	Investment Receipts	61	49
	Payments		
(37 159)	Operating Payments to Suppliers & Employees	(38 800)	(38 700)
(344)	Finance Payments	(706)	(841)
10 996	Net Cash provided by (or used in) Operating Activities	12 190	22 502
	Cash Flows from Investing Activities		
	Receipts		
10 101	Amounts Specifically for New or Upgraded Assets	15 710	7 396
321	Proceeds from Sale of Replaced Assets	270	270
39	Proceeds from Sale of Surplus Assets	820	
	Sale of Non Current Assets "Held for Sale"	560	
4	Repayment of Loans by Community Groups	4	4
	Payments		
(6 800)	Expenditure on Renewal/Replacement of Assets	(10 426)	(14 676)
(19 372)	Expenditure on New/Upgraded Assets	(24 164)	(23 025)
(150)	Loans Made to Community Groups		(1 350)
(15 856)	Net Cash provided by (or used in) Investing Activities	(17 226)	(31 381)
	Cash Flows from Financing Activities		
	Receipts		
1 536	Proceeds from Borrowings	4 016	9 794
	Payments		
(843)	Repayment of Borrowings	(1 217)	(240)
(641)	Repayment of Lease Liabilities	(621)	(675)
(11)	Repayment of Bonds and Deposits		
41	Net Cash provided by (or used in) Financing Activities	2 178	8 879
(4 820)	**Net Increase (Decrease) in Cash Held**	(2 858)	-
8 678	**Cash & Cash Equivalents at Beginning of Period**	**3 858**	**1 000**
3 858	**Cash & Cash Equivalents at end of period**	**1 000**	**1 000**

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Notes to and forming part of the Financial Statements for the Period ending 30 June 2022

FINANCIAL INDICATORS

2020	$ '000	DRAFT Budget 2022	DRAFT Budget 2022	Forecast 2021 as at 31 March
These Financial Indicators have been calculated in accordance with *Information paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.				
	1. Operating Surplus Ratio			
2.48%	Operating Surplus	4 900	**8.66%**	**6.62%**
	Total Operating Revenue	56 566		
This ratio expresses the operating surplus as a percentage of total operating revenue				
	2. Net Financial Liabilities Ratio			
25.63%	Net Financial Liabilities	27 354	**48.36%**	**25.70%**
	Total Operating Revenue	56 566		
Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.				
	3. Asset Renewal Funding Ratio			
77.20%	Net Asset Renewals	14 676	**100.00%**	**76.25%**
	Infrastructure & Asset Management Plan required expenditure	14 676		
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.				

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Notes to and forming part of the Financial Statements
for the Period ending 30 June 2022

UNIFORM PRESENTATION OF FINANCES

2020	$ '000	Budget 2020	Forecast 2021 as at 31 March	DRAFT Budget 2022
50 215	Income	51 062	53 482	56 566
(48 971)	less Expenses	(49 307)	(49 940)	(51 666)
1 244	**Operating Surplus / (Deficit)**	**1 755**	**3 542**	**4 900**
	less Net Outlays on Existing Assets			
(6 800)	Capital Expenditure on Renewal and Replacement of Existing Assets	(13 320)	(10 426)	(14 676)
11 121	less Depreciation, Amortisation and Impairment	9 989	10 929	11 584
321	less Proceeds from Sale of Replaced Assets		270	270
4 642	Subtotal	(3 331)	773	(2 822)
	less Net Outlays on New and Upgraded Assets			
(19 372)	Capital Expenditure on New and Upgraded Assets	(30 006)	(24 164)	(23 025)
10 101	less Amounts Received Specifically for New and Upgraded Assets	18 976	15 710	7 396
39	less Proceeds from Sale of Surplus Assets		820	
(9 232)	Subtotal	(11 030)	(7 634)	(15 629)
(3 346)	**Net Lending / (Borrowing) for Financial Year**	**(12 606)**	**(3 319)**	**(13 551)**

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EQUITY STATEMENT

for the Period ending 30 June 2021

$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
Opening Balance	568 534	595 722
Net Surplus/(Deficit) for Year	27 188	18 425
Other Reserves		1 760
Equity – Balance at the end of the reporting period	**595 722**	**615 907**

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APPENDIX 3

Consolidated Budgeted (Excluding Wastewater/ Recycled Water) Financial Statements 2021/22

STATEMENT OF COMPREHENSIVE INCOME

for the Period ending 30 June 2022

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2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Income			
35 164	Rates Revenues	36 505	36 505	38 355
1 436	Statutory Charges	1 413	1 765	1 594
1 982	User Charges	1 558	1 800	1 883
3 043	Grants, Subsidies and Contributions	3 522	5 192	5 725
136	Investment Income	60	40	50
438	Reimbursements	250	285	350
464	Other Income	385	372	474
69	Net Gain – Equity Accounted Council Businesses	57	57	57
42 732	**Total Income**	43 750	46 016	48 488
	Expenses			
14 836	Employee Costs	15 158	14 961	15 829
17 888	Materials, Contracts & Other Expenses	19 362	19 516	19 349
9 280	Depreciation, Amortisation & Impairment	8 510	9 348	9 793
368	Finance Costs	890	606	865
42 372	**Total Expenses**	43 920	44 432	45 836
360	**Operating Surplus / (Deficit)**	**(170)**	**1 584**	**2 652**
782	Full Cost Attribution Recovery – Wastewater	680	775	740
346	Cost of Capital Recovery – Wastewater	651	318	780
1 488	**Net Operating Surplus / (Deficit)**	**1 161**	**2 677**	**4 172**
(1 065)	Asset Disposal & Fair Value Adjustments	(2 271)	(2 271)	(3 018)
4 796	Amounts Received Specifically for New or Upgraded Assets	16 176	15 383	4 427
25 764	Physical Resources Received Free of Charge	8 623	8 623	8 922
30 983	**Net Surplus / (Deficit)**	**23 689**	**24 412**	**14 503**

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STATEMENT OF FINANCIAL POSITION

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Assets		
	Current Assets		
1920	Cash & Cash Equivalents	500	500
4 188	Trade & Other Receivables	4 786	3 191
6	Inventories	7	6
6 114	Subtotal	5 293	3 696
2 783	Non-Current Assets Held for Sale	2 223	2 223
8, 897	Total Current Assets	7 516	5 919
	Non-Current Assets		
1 654	Financial Assets	1 650	3 000
476	Equity Accounted Investments in Council Business	533	589
472 886	Infrastructure, Property, Plant & Equipment	499 658	514 731
11 575	Other Non-Current Assets	11 575	11 575
486 591	Total Non-Current Assets	513 416	529 895
495 488	**Total Assets**	**520 932**	**535 814**
	Liabilities		
	Current Liabilities		
11 538	Trade & Other Payables	6 699	10 572
8 770	Borrowings	11 393	992
2 192	Provisions	2 212	2 394
22 500	Total Current Liabilities	20 304	13 958
	Non-Current Liabilities		
8 313	Non Current Borrowings	11 414	16 394
175	Non Current Provisions	302	287
8 488	Total Non-Current Liabilities	11 716	16 681
30 988	Total Liabilities	32 020	30 639
464 500	**Net Assets**	**488 912**	**505 175**
	Equity		
176 155	Accumulated Surplus	200 567	215 071
269 118	Asset Revaluation Reserves	269 118	270 877
19 227	Other Reserves	19 227	19 227
464 500	**Total Council Equity**	**488 912**	**505 175**

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STATEMENT OF CASH FLOWS

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Cash Flows from Operating Activities		
	Receipts		
40 673	Operating Receipts	43 575	53 509
136	Investment receipts	61	49
346	Cost of Capital – Wastewater	318	780
	Payments		
(30 995)	Operating payment to suppliers & employees	(34 633)	(33 956)
(344)	Finance payment	(706)	(841)
9 816	**Net Cash provided by (or used in) Operating Activities**	**8 615**	**19 541**
	Cash Flows from Investing Activities		
	Receipts		
8 499	Amounts Specifically for New or Upgraded Assets	13 445	4 427
321	Proceeds from Sale of Replaced Assets	270	270
39	Proceeds from Sale of Surplus Assets	820	
	Proceeds from of Non Current Assets "Held for Sale"	560	
4	Repayment of Loans by Community Groups	4	4
	Payments		
(5 926)	Expenditure on Renewal/Replacement of Assets	(9 375)	(7 843)
(17 929)	Expenditure on New/Upgraded Assets	(21 483)	(9 628)
(150)	Loans Made to Community Groups		(1 350)
(15 142)	**Net Cash provided by (or used in) Investing Activities**	**(15 759)**	**(14 120)**

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	Cash Flows from Financing Activities		
	Receipts		
1 536	Proceeds from Borrowings	7 562	5 972
6 932	Proceeds from Internal Borrowings		
	Payments		
(843)	Repayment of Borrowings	(1 217)	(10 718)
(641)	Repayment of Lease Liabilities	(621)	(675)
(11)	Repayment of Bonds & Deposits		
6 973	**Net Cash provided by (or used in) Financing Activities**	**5 724**	**(5 421)**
1 647	**Net Increase (Decrease) in Cash Held**	**(1 420)**	-
273	**Cash & Cash Equivalents at Beginning of Period**	**1 920**	**500**
1 920	**Cash & Cash Equivalents at end of period**	**500**	**500**

RELEASED

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Notes to and forming part of the Financial Statements for the Period ending 30 June 2022

FINANCIAL INDICATORS

2020	$ '000	DRAFT Budget 2022	DRAFT Budget 2022	Forecast 2021 as at 31 March
These Financial Indicators have been calculated in accordance with *Information paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.				
	1. Operating Surplus Ratio			
3.48%	Operating Surplus	4 172	**8.60%**	**5.82%**
	Total Operating Revenue	48 488		
This ratio expresses the operating surplus as a percentage of total operating revenue.				
	2. Net Financial Liabilities Ratio			
54.35%	Net Financial Liabilities	23 948	**49.37%**	**54.49%**
	Total Operating Revenue	48 509		
Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.				
	3. Asset Renewal Funding Ratio			
70.61%	Net Asset Renewals	7 843	**100.00%**	**111.47%**
	Infrastructure & Asset Management Plan required expenditure	7 843		
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.				

RELEASED

Return to Title Page

Notes to and forming part of the Financial Statements for the Period ending 30 June 2022

UNIFORM PRESENTATION OF FINANCES

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
42 732	Income	43 750	46 016	48 488
(42 372)	less Expenses	(43 920)	(44 432)	(45 836)
782	FCA – Wastewater	680	775	740
346	Cost of Capital – Wastewater	651	318	780
1 488	**Operating Surplus / (Deficit)**	**1 161**	**2 677**	**4 172**
	less Net Outlays on Existing Assets			
(5 926)	Capital Expenditure on Renewal and Replacement of Existing Assets	(8 410)	(9 375)	(7 843)
9 280	less Depreciation, Amortisation and Impairment	8 510	9 348	9 793
321	less Proceeds from Sale of Replaced Assets		270	270
3 675	Subtotal	100	243	2 220
	less Net Outlays on New and Upgraded Assets			
(17 929)	Capital Expenditure on New and Upgraded Assets	(20 005)	(21 483)	(9 628)
8 499	Upgraded Assets	16 176	13444	4 427
39	less Proceeds from Sale of Surplus Assets		820	
(9 391)	Subtotal	(3 178)	(7 219)	(5 201)
(4 228)	**Net Lending / (Borrowing) for Financial Year**	**(2 568)**	**(4 299)**	**1 191 ****

** If the reallocation of costs to Wastewater i.e. the Full Cost Attribution (FCA) and Cost of Capital are excluded there is a net borrowing of ($329k).

RELEASED

EQUITY STATEMENT

for the Period ending 30 June 2021

$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
Opening Balance	464 500	488 912
Net Surplus/(Deficit) for Year	24 412	14 503
Other Reserves		1 760
Equity – Balance at the end of the reporting period	**488 912**	**505 175**

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APPENDIX 4

Wastewater/Recycled Water
Financial Statements 2021/22

STATEMENT OF COMPREHENSIVE INCOME

for the Period ending 30 June 2022

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Income			
6 754	Rates Revenues	7 219	7 295	7 832
95	Statutory Charges	40	90	101
631	User Charges	51	79	121
	Grants, Subsidies and Contributions			
	Investment Income			
2	Reimbursements	2	2	2
	Other Income			
	Net Gain – Equity Accounted Council Businesses			
7 482	**Total Income**	**7 312**	**7 466**	**8 056**
	Expenses			
990	Employee Costs	1 117	1 114	1 073
3 768	Materials, Contracts & Other Expenses	2 791	2 814	2 944
1 841	Depreciation, Amortisation & Impairment	1 478	1 581	1 791
	Finance Costs			
	Net loss – Equity Accounted Council Businesses			
6 599	**Total Expenses**	5 386	5 509	5 808
883	**Operating Surplus / (Deficit)**	**1 925**	**1 957**	**2 248**
782	Full Cost Attribution	680	775	740
346	Cost of Capital	651	318	780
(245)	**Net Operating Surplus / (Deficit)**	**594**	**864**	**728**
(232)	Asset Disposal & Fair Value Adjustments	(1 643)	(1 643)	(1 079)
2 621	Amounts Received Specifically for New or Upgraded Assets	2 800	2 266	2 968
7 253	Physical Resources Received Free of Charge	1 288	1 289	1 305
9 397	**Net Surplus / (Deficit)**	**3 039**	**2 776**	**3 922**

RELEASED

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STATEMENT OF FINANCIAL POSITION

for the Period ending 30 June 2022

2020	$ '000	Forecast 2022 as at 31 March	DRAFT Budget 2022
	Assets		
	Current Assets		
1 938	Cash & Cash Equivalents	500	500
8 797	Trade & Other Receivables	11 749	843
	Inventories		
10 735	Subtotal	12 249	1 343
	Non-Current Assets Held for Sale		
10 735	Total Current Assets	12 249	1 343
	Non-Current Assets		
	Financial Assets		
	Internal Loan to Council		
	Equity Accounted Investments in Council Business		
92 934	Infrastructure, Property, Plant & Equipment	94 730	113 394
743	Other Non-Current Assets	743	743
93 677	Total Non-Current Assets	95 473	114 137
104 412	**TOTAL ASSETS**	**107 722**	**115 480**
	Liabilities		
	Current Liabilities		
209	Trade & Other Payables	734	734
	Revenue in Advance		
	Borrowings		3 822
57	Provisions	72	78
266	Total Current Liabilities	806	4 634
	Non-Current Liabilities		
	Non-Current Borrowings		
112	Non-Current Provisions	106	114
112	Total Non-Current Liabilities	106	114
378	Total Liabilities	912	4 748
104 034	**Net Assets**	**106 810**	**110 732**
	Equity		
74 928	Accumulated Surplus	77 704	81 626
29 106	Asset Revaluation Reserves	29 106	29 106
	Other Reserves		
104 034	**Total Council Equity**	**106 810**	

RELEASED

Return to Title Page

STATEMENT OF CASH FLOWS

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Cash Flows from Operating Activities		
	Receipts		
7 690	Operating Receipts	8 060	8 484
	Investment receipts		
	Payments		
(6 164)	Operating payment to suppliers & employees	(4 168)	(4 744)
	Finance payment		
(346)	Cost of Capital	(318)	(780)
1 180	**Net Cash provided by (or used in) Operating Activities**	**3 574**	**2 960**
	Cash Flows from Investing Activities0		
	Receipts		
1 602	Amounts Specifically for New or Upgraded Assets	2 266	2 968
	Proceeds from Sale of Replaced Assets		
	Proceeds from Sale of Surplus Assets		
	Repayment of Loan by Council		10 479
	Payments		
(822)	Expenditure on Renewal/Replacement of Assets	(1 051)	(6 833)
(1 435)	Expenditure on New/Upgraded Assets	(2 681)	(13 396)
	Loans Made to Community Groups		
(6 932)	Other Investing Activity Payments	(3 546)	
(7 647)	**Net Cash provided by (or used in) Investing Activities**	**(5 012)**	**(6 782)**
	Cash Flows from Financing Activities		
	Receipts		
	Proceeds from Borrowings		3 822
	Proceeds from Bonds & Deposits		
	Payments		
	Repayment of Borrowings		
	Provision of Internal Loans		
	Net Cash provided by (or used in) Financing Activities		**3 822**
(7 647)	**Net Increase (Decrease) in Cash Held**	**(1 438)**	-
8 405	**Cash & Cash Equivalents at Beginning of Period**	**1 938**	**500**
1 938	**Cash & Cash Equivalents at end of period**	**500**	**500**

RELEASED

Return to Title Page

Notes to and forming part of the Financial Statements for the Period ending 30 June 2022

FINANCIAL INDICATORS

2020	$ '000	DRAFT Budget 2022	DRAFT Budget 2022	Forecast 2021 as at 31 March
These Financial Indicators have been calculated in accordance with *Information paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.				
	1. Operating Surplus Ratio			
(3.27%)	Operating Surplus	728	**9.04%**	**11.58%**
	Total Operating Revenue	8 056		
This ratio expresses the operating surplus as a percentage of total operating revenue.				
	2. Net Financial Liabilities Ratio			
(138.43%)	Net Financial Liabilities	3 405	**42.27%**	**(151.84%)**
	Total Operating Revenue	8 056		
Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.				
	3. Asset Renewal Funding Ratio			
72.30%	Net Asset Renewals	6 833	**100.00%**	**21.41%**
	Infrastructure & Asset Management Plan required expenditure	6 833		
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.				

RELEASED

Return to Title Page

Notes to and forming part of the Financial Statements
for the Period ending 30 June 2022

UNIFORM PRESENTATION OF FINANCES

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
7 482	Income	7 312	7 466	8 056
(6 599)	less Expenses	(5 386)	(5 509)	(5 808)
(782)	less Full Cost Attribution	(680)	(775)	(740)
101	**Operating Surplus / (Deficit)**	**1 245**	**1 182**	**1 508**
	less Net Outlays on Existing Assets			
(882)	Capital Expenditure on Renewal and Replacement of Existing Assets	(4 910)	(1 051)	(6 833)
1 841	less Depreciation, Amortisation and Impairment	1 478	1 581	1 791
	less Proceeds from Sale of Replaced Assets			
959	Subtotal	(3 432)	530	(5 042)
	less Net Outlays on New and Upgraded Assets			
(1 435)	Capital Expenditure on New and Upgraded Assets	(10 001)	(2 681)	(13 396)
1 602	less Amounts Received Specifically for New and Upgraded Assets	2 800	2 266	2 968
	less Proceeds from Sale of Surplus Assets			
(346)	less Cost of Capital	(651)	(318)	(780)
(179)	Subtotal	(7 852)	(733)	(11 208)
881	**Net Lending / (Borrowing) for Financial Year**	**(10 039)**	**980**	**(14 742)**

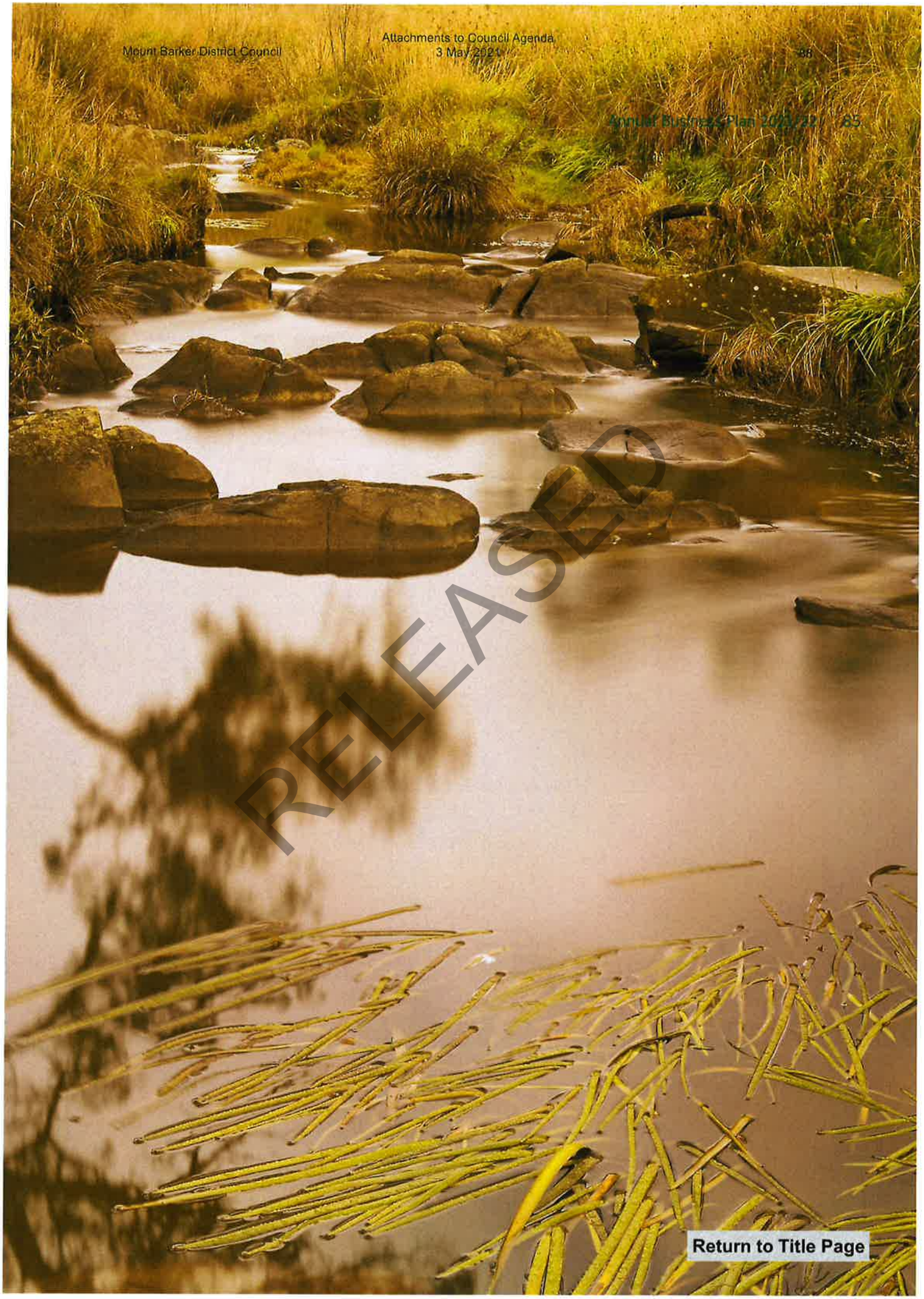
RELEASED

EQUITY STATEMENT

for the Period ending 30 June 2022

$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
Opening Balance	104 034	106 810
Net Surplus/(Deficit) for Year	2 776	3 922
Equity – Balance at the end of the reporting period	**106 810**	**110 732**

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RELEASED

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Kelledy Jones

APPENDIX 15

RELEASED

DEATHS

DEATH
ROBINSON, Margaret Ann

Passed away peacefully on April 26, 2021. Aged 89 years.

Dearly loved wife of the late William (Bill).

Much loved and devoted mother and mother-in-law of Julie and Joseph, Kerry and Julie.

Loving Nana to Tamsin and Nigel, Tristan and Natalie, Stephanie and Adrian, and Alana.

Great Nana of 12 and great great Nana of two.

Very much loved by all of her extended family and friends.

Privately farewelled.

ADELAIDE HILLS FUNERALS
Thomas Family
Mount Barker 8398 2244
Accredited Member A.F.D.A

DEATH
WAGENKNECHT, Roy Edwin

Of Nairne.
27/3/1935 - 28/4/2021
Aged 86 years.

Dearly loved and loving husband of Margaret for 58 years.

Much loved and loving father and father-in-law of Karen and David, Sharon and Steve, Diane and Ashley, and Paul.

Loving Popa of Nathan; Hannah and Toby; Isaac, Emily and Samuel; Tarsha; Chloe and Travis.

Great Popa of Darcy.

Loved son of Hermann and Edna (both deceased); brother of Syd (deceased), Melva, Eric and Rex. Loved by their families.

A kind and caring man with a great sense of humour, who will be deeply missed by all who knew him.

Just remember Jesus loves you.

Relatives and friends are invited to attend Roy's Funeral Service to be held with Covid-19 restrictions, on Friday, May 7, 2021, at 10.00 a.m.

It is a requirement to register your attendance and to receive further details by contacting Diane Nicholls via email address dianen@internode.on.net by Wednesday, May 5, 2021.

If you cannot attend Roy's funeral service, you can watch his service via live streaming using the link details as follows: vimeo.com/543479624/98019ac8e0

ADELAIDE HILLS FUNERALS
Thomas Family
Mount Barker 8398 2244
Accredited Member A.F.D.A

PUBLIC NOTICES

MOUNT BARKER DISTRICT COUNCIL

Notice of application for Category 3 Development pursuant to Section 38(5) of the Development Act 1993 is hereby given that an application comprising a Category 3 Development has been lodged with the Council for development assessment.

Application Details

Development No.	580/357/21
Applicant Address	Bell Family Super Fund PO Box 1 HAHNDORF SA 5245
Nature of Development	Change in use to Motor Repair Station and associated carparking and infrastructure
Subject Land	LOT: 51 FP: 5401 CT: 5526/487 LOT: 52 FP: 5401 CT: 5526/487 31 & 33 Battunga Road MEADOWS
Zone	The land is located within the Mixed Use Zone
Contact Officer	Derek Henderson 8393 6417

The application is available to be examined on Council's website at https://www.mountbarker.sa.gov.au/build/plan_and_develop/public_notices/ should you not be able to attend the Office of the Council located at 6 Dutton Road, Mount Barker during business hours (9.00am - 5.00pm Monday to Friday) to examine. It is preferable to view online in the first instance if possible. Any person or body affected may make relevant representations in writing or via email concerning this application to reach the Chief Executive Officer at:

No later than Wednesday 19th May 2021

If a person presents making a submission desires to appear personally or be represented by another party before the Council, this must be indicated in the submission. Please note that, pursuant to Section 38(8) of the Development Act, a copy of each representation received will be forwarded to the applicant for a written response. The notice can also be viewed at Council's website, **www.mountbarker.sa.gov.au**

Dated 27 May 2021
Andrea Stuart, Chief Executive Officer

Have your say
DRAFT ANNUAL BUSINESS PLAN

Adelaide Hills Council invites you to comment on the *Draft Annual Business Plan (ABP) 2021-22*. The Draft ABP provides a detailed overview of our proposed programs, projects and services for the next financial year, and outlines how this work contributes to our broader strategic goals.

Council considers community feedback on the Draft ABP before finalising and adopting it.

COMMUNITY CONSULTATION IS NOW OPEN.

Further information and a full copy of the Draft ABP is available online at engage.ahc.sa.gov.au, at any of our libraries and customer service centres, or can be requested via 8408 0400 or engage@ahc.sa.gov.au

PROVIDE YOUR FEEDBACK:

- Online at engage.ahc.sa.gov.au
- Via email to engage@ahc.sa.gov.au
- Via post to Annual Business Plan, PO Box 44, Woodside SA 5244, or
- In person, 6.30pm, Tuesday 25 May at the Stirling Council Chamber

Feedback must reach us no later than 5pm Wednesday 26 May 2021 in order to be considered.

For further information:
Kira Laverty
Corporate Planning & Performance Coordinator
8408 0400
ahc.sa.gov.au

Adelaide Hills COUNCIL

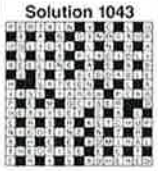
PUBLIC NOTICES

THE COURIER MOTHERS DAY COMPETITION

WINNERS

1st - Antonio Finmanio
2nd - Ella Pollard
3rd - Rebecca Sibley

Solution 1043



PUBLIC NOTICES

KANMANTOO-CALLINGTON COMMUNITY CONSULTATIVE COMMITTEE (KCCCC)

The next meeting of the KCCCC will be held on:

Thursday May 13, 2021
from 7.30pm – 9.30pm
at the Callington Memorial Hall

All members of the community are welcome

To ensure Covid-19 restrictions are met all persons attending must use QR code or sign in to attendance register.

The agenda and notes from previous meetings are available on the KCCCC webpage of the Hillgrove Resources website:
kcccc.hillgroveresources.com.au
or call Tamara Brown on 8538 6800 for copies to be sent out.

PUBLIC NOTICES

Community Consultation
Draft 2021/22 Annual Business Plan

MOUNT BARKER DISTRICT COUNCIL

Mount Barker District Council's Annual Business Plan, Budget and Rating Policy has been developed as a draft document to enable public comment prior to its finalisation and adoption in July 2021. This is available on yoursay.mountbarker.sa.gov.au

The Annual Business Plan sets out the Council's proposed services, programs and projects for 2021-22. Council aims to maintain efficient services for the community and make continued progress towards the longer term objectives for the district as set out in the Community Plan 2020-2035.

Specific objectives for the year proposed are consistent with Council's Long Term Financial Plan and Asset Management Plans, to ensure the long term sustainability of Council's financial performance and position.

To achieve the services and projects included in the draft Annual Business Plan general rate revenue will increase by 2% plus growth (including a 1% increase for financial sustainability).

Council Is Seeking Your Feedback

Copies of the Draft Annual Business Plan will be available during the consultation period on the Your Say website and from the Civic Centre, 6 Dutton Road Mount Barker and the Mount Barker Community Library, Dumas Street Mount Barker.

Council is invoking submissions from the community on the Draft 2021-22 Annual Business Plan. To provide comment on the plan you can:

- Provide a submission to Council by completing the submission form included on the Your Say page for the Annual Business Plan (yoursay.mountbarker.sa.gov.au), or by sending written submissions to:
  Annual Business Plan
  Chief Executive Officer
  Mount Barker District Council
  PO Box 54, Mount Barker SA 5251
- We will be holding a public meeting on Monday 7 June 2021 at 5.15pm where members of the community will be able to provide comments on the draft plan. Please contact us if you wish to present at one of these meetings by emailing yoursay.mountbarker.sa.gov.au or by phoning Ian Hildebrand on 8393 6470 by 5pm Wednesday 26 May 2021.

Submissions to be received no later than 5pm Wednesday 26 May 2021

Local Government Centre
Mount Barker Homemaker Centre
6 Dutton Road, Mount Barker

9am-5pm Monday to Friday
Phone: 8391 7200
www.mountbarker.sa.gov.au

PUBLIC NOTICES

GARAGE SALE TODAY

UNCLUTTER YOUR HOUSE AND TURN YOUR UNWANTED ITEMS INTO CASH!

There is no better time than the present to empty out your garage and turn all your unwanted goods into cash. On placing a garage sale advertisement in The Courier you may call into our Mt Barker office and obtain a 'Garage Sale' sign at no extra cost. With our special 'Garage Sale' sign your success is sure to be even better.

Had your photo taken by a Courier photographer?

It didn't appear in the paper?

You can still get a copy!

Come in and select from our proof sheets.

Be quick!

p 8391 1388

When you call 13 11 20, a cancer nurse will answer.

Whether you have cancer, are supporting a loved one, are a health professional or just want to find out a bit more.

If you need advice, support, information or just someone to listen, Cancer Council SA is there for you, and for all South Australians.

13 11 20 is just one of the ways we help anyone affected by cancer.

cancersa.org.au

Cancer Council SA

Every minute
Every hour
Every day

RELEASED

DRAFT ABP Consultation Facebook Post 1

Date: 5 May 2021
Reach: 2659
Shares: 9
Link Clicks: 28

Mount Barker District Council
Published by Ian James Hildebrand · 5 May ·

GET EXCITED AND HAVE YOUR SAY --
DRAFT 2021-22 ANNUAL BUSINESS PLAN

Design of a Regional Indoor Aquatic and Leisure Centre – Stage 1, activation of the Summit Sport and Recreation Park, a district-wide new footpath program, planning and design for the City Centre Catalyst project, Nairne Village Green - Stage 2, development of an Arts Plan, and main street upgrades in Nairne, Littlehampton and Macclesfield are just some of the proposed projects to get excited about in Council's Draft 2021-22 Annual Business Plan.

Council is seeking your feedback on the Draft 2021 - 22 Annual Business Plan until 5.00pm Wednesday 26 May 2021.

To read the draft plan and make a submission visit https://yoursay.mountbarker.sa.gov.au/

Hard copies of the Draft Annual Business Plan are also available for viewing at the Local Government Centre, 6 Dutton Road and the Mount Barker Community Library, Dumas Street Mount Barker.

Mt Barker & District Residents' Association Inc
Nairne and Districts Residents Association - NDRA
Echunga Community Chat
Nairne Chat
Nairne Locals
Meadows Buzz
Kanmantoo, Callington, Monarto, Dawesley, Nairne and Surrounds - Chat
Callington, Kanmantoo and surrounds community chat
Macclesfield SA Community Chat
Littlehampton Community Association Inc
Macclesfield Community Association
Echunga Community Association - 'Heart of Gold'
Harrogate SA Community Noticeboard, Chat & Watch
ADELAIDE HILLS CHAT
Brukunga Community Chat
Welcome to Mt Barker
Mt Barker Community Group
Hahndorf
Hahndorf Community Association
Hahndorf community chat
Mount Barker Business Group
Mount Barker



Post insights



GET EXCITED AND HAVE YOUR SAY -- DRAFT 2021-22 ANNUAL BUSINESS PLAN Design of a Regional Indo...
Published by Ian James Hildebrand · 5 May ·

Post impressions	Post reach	Post engagement
2,839	2,659	301

Interactions

14	2	0	0	0	0

Reactions	16
Comments	25
Link clicks	28
Shares	9
Other clicks	216

Other

Hide post	0
Hide all posts	0

RELEASED

DRAFT ABP Consultation Facebook Post 3

Date: 24 May 2021
Reach: 7091
Shares: 20
Link Clicks: 77

Mount Barker District Council
Published by Ian James Hildebrand · 24 May ·

MOUNT BARKER - A GROWING DISTRICT

The Annual Business Plan is a balancing act for Council with the delivery of services and projects for the community and the raising of rates to pay for them.

Find out more about Council rates at https://yoursay.mountbarker.sa.gov.au/.../documents/204574

Mount Barker is a growth council, and this growth results in more rates income being generated. But as a result of growth, Council has and will continue to need to build, maintain and renew open space and recreation, footpaths, roads, trails, street lighting and other essential infrastructure, in addition to the need to provide and expand on the much loved community services Council currently provides to our existing residents.

Have we got the balancing act right?

Have your say how your rates are invested in the local community – get involved in Council's Annual Business Plan consultation by 5.00pm Wednesday 26 May 2021. https://yoursay.mountbarker.sa.gov.au

Mount Barker Springs & Summit Community
Mt Barker & District Residents' Association Inc
Nairne and Districts Residents Association - NDRA
Echunga Community Chat
Nairne Chat
Nairne Locals
Meadows Buzzz
Kanmantoo, Callington, Monarto, Dawesley, Nairne and Surrounds - Chat
Callington, Kanmantoo and surrounds community chat
Macclesfield SA Community Chat
Littlehampton Community Association Inc
Macclesfield Community Association
Harrogate SA Community Noticeboard, Chat & Watch
ADELAIDE HILLS CHAT
Adelaide Hills Chat
The Better Adelaide Hills Community Chat
Welcome to Mt Barker
Mt Barker Community Group
Hahndorf
Hahndorf Community Association
Hahndorf community chat
Mount Barker Business Group
Mount Barker
Echunga Community Association - Heart of Gold



Post insights



MOUNT BARKER - A GROWING DISTRICT The Annual Business Plan is a balancing act for Council with the...
Published by Ian James Hildebrand · 24 May ·

Post impressions	Post reach	Post engagement
7,746	7,091	822

Interactions

30	0	1	0	0	0

Reactions	31
Comments	27
Link clicks	77
Shares	20
Other clicks	657

Other

Hide post	1
Hide all posts	1

RELEASED

Kelledy Jones

APPENDIX 16

RELEASED

Letters to the Editor

'No' to rate rise

I WAS elected to the Mt Barker Council in 2018 with a simple platform – to cap rates to the Consumer Price Index (CPI) and eliminate unnecessary spending by the organisation.

Council staff have demonstrated they can do more with less by introducing operational efficiencies and working smarter. Kudos to those employees.

Earlier this month the council proposed to increase rates by 2% where the Adelaide CPI increase was 1%.

This recommendation has been sent out for public consultation.

As an accountant and former manager in four Federal Government agencies, my view is rates could be capped to CPI without reducing services by eliminating unnecessary expenditure.

Handing over $70,000 to the Adelaide Festival is a prime example of how we can decrease spending.

We have been handing over $20,000 to this festival for years, the extra $50,000 is obscene when people are struggling to pay their bills.

Before the naysayers get too frothy, Adelaide City Council is the only other council that gives this well-funded body ratepayers' cash.

The Federal Government has plenty of grant money available post Covid-19 lockdown for arts bodies to bring much valued performances to the regions.

Pensioners do not get twice the CPI increase, nor do self-funded retirees. Business owners would love to increase their margins in tough times and very few wages are going up by 2% this year.

Rate increases above CPI, tell them they are dreaming, have your say on the council website, before you get your rates bill increased.

Cr David Leach
Blakiston
All opinions are my own and do not represent the views of the Mt Barker Council

In the poo

THE council septic rule change which has resulted in household wastewater systems backing up may require further consideration.

Increasing the time period from three to five years for the removal of waste from septic tanks connected to the Adelaide Hills Council-operated community waste management system (CWMS) has not been communicated to residents.

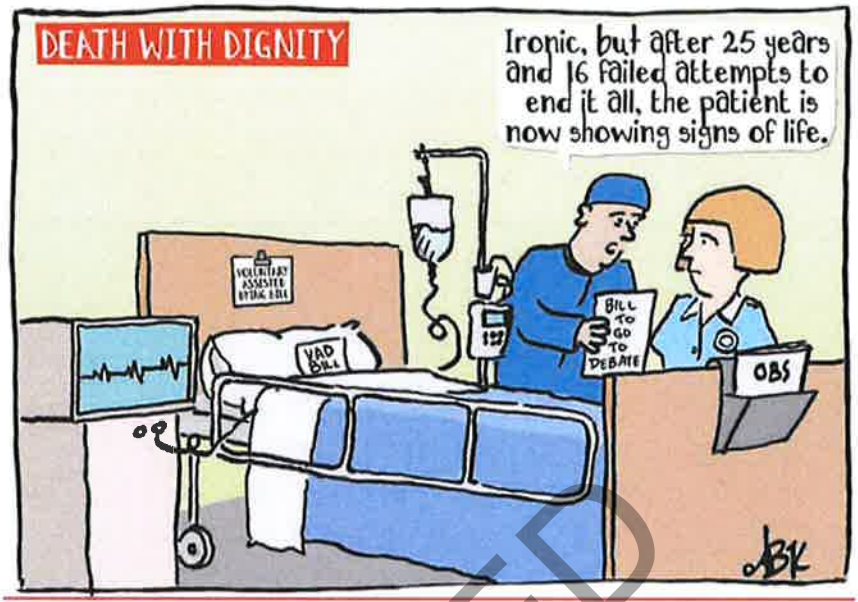
I assumed they were running behind schedule again which historically was always the reason given when septic tanks were not emptied in a timely manner according to the proposed three yearly schedule.

We can only hope those schedule delays don't result in the frequency being pushed out even further or we will all be in the poo.

Hopefully the council is considering a rate reduction for those connected to the CWMS given the cost saving associated with a decrease in the frequency of septic tank waste removal.

James Schaller
Woodside

Find us on Facebook
www.facebook.com/MBCourier



Letters to the Editor should be as brief as possible. Priority may be given to letters of fewer than 200 words. All letters, including those sent via email, must contain a daytime contact phone number (not for publication). Letters may be edited for reasons of space, content or clarity and must contain the author's name and address for publication.

email letters@courier.net.au
mail PO Box 21, Mt Barker, SA, 5251

RELEASED

Rail bypass

RECENT *Courier* articles about trucks needing to go around the Hills has had me consider once again the benefits of a freight train bypass of the Hills.

We don't need the freight trains going through the Hills and there would be many benefits in removing them.

This includes significant economic benefits as freight would be able to be moved quickly interstate – where most rail freight is destined.

This would allow more freight removed from heavy vehicles meaning fewer trucks on the freeway.

Upgrading a road around the Hills would not add to its attractiveness when it is already at a suitable standard for B-doubles.

The main problem is the additional distance of at least 80kms, and no truck driver or company would willingly do that when they can take a fast entrance into Adelaide.

And could we seriously legally prevent these trucks from using the freeway?

This present Liberal government, and the previous Labor government, has never taken the growth of Mt Barker, Murray Bridge and Strathalbyn, and consequent demands on the freeway, seriously.

I suggest that this government draw up full engineering plans for this freight train bypass so that it is 'shovel ready' for the time when we are ready to make a serious investment in the State's future.

Lynton Vonow
Lobethal

Let's get honest

GROWING up in a society that continues to promote the old ideas that you must not discuss 'sex, religion and politics', is it any wonder people are finding it difficult to get a handle on healthy discussions explaining to our youth the subject of consent in relation to intimacy?

Witnessing the Federal Government's latest total waste of taxpayers' money by commissioning a video using a milkshake analogy, one wonders what is next.

Let's get honest and accept some embarrassment and discuss it for what it is openly, honestly and with clarity.

Glen Chenoweth
Goolwa

Name change

I SUGGEST the ABC change its initials to AABC – Anthony Albanese Broadcasting Company.

The blatant political bias is so obvious it becomes embarrassing to listen, watch or read.

Take for example the recent poll which shows two out of three Australians think Scott Morrison's Government is doing a great job containing Covid-19.

What does the ABC report?

One in three think the opposite!

Never have they and their masters had the moral fibre to say well done ScoMo for keeping the deaths from this pandemic down to 910 sad events, when the rest of the world is losing millions.

Shame on them.

Clive Bulmer
Forreston

Woodside love

I WANTED to acknowledge a group of dedicated people who are always doing something for Woodside.

The trees in the street look lovely but at this time of year are dropping their leaves.

This group are out with shovels, brooms and wheelbarrows, sweeping and collecting the leaves from the gutters and footpaths.

They do this because they are proud of the town and want to keep the town tidy.

The group are from Love Woodside and Woodside Commerce Group.

I am a senior person and have found the leaves very dangerous at times when walking, so I thank you personally.

Ann Wuttke
Woodside

Freeway drivers

WHAT is wrong with some Hills motorists?

The State Government has just spent millions of dollars upgrading the Stirling/Crafers interchange to make it safer for traffic to enter the freeway.

Yet there are many who join it at Stirling to travel on the down track and feel the need to cross the 'ghost island' as fast as they can, to get out of the inside lane, presumably so they don't get stuck behind a heavy vehicle further ahead, whether or not there is one present.

I'm waiting for the first accident to occur because of this stupidity.

Name and address supplied

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Rise up against rate increase

By Nick Grimm

A Mt Barker councillor wants locals to demand their council halve its proposed rate increase.

David Leach is urging ratepayers to oppose his council's plan to raise rates by 2% – a 1% CPI increase and an extra 1% for "financial stability".

He is calling on people to demand the removal of the extra 1%, a move which would reduce the council's $33m rate revenue by about $330,000.

Cr Leach has been a vocal opponent of rate increases above CPI even before his election in 2018.

He told *The Courier* he chose not to oppose the rate increase at the council's May meeting, instead voting to send the budget out for consultation.

Last week he put out a call for locals to oppose the plan.

"We've got a very good council and the majority of the time it is run very well," he said.

"But there is always room for improvement and people can't afford continual increases.

"There are funds set to be spent in this budget that don't need to be spent.

"They include a proposed $70,000 sponsorship to the Adelaide Festival, fees for consultants and $45,000 on new signage in towns such as Hahndorf and Littlehampton.

"That's unnecessary expenditure and adds up to more than $115,000 that could be cut instantly."

According to the council's budget papers the number of rateable properties is expected to grow by 2.90%, a figure which Cr Leach said proved the extra 1% was unnecessary.

"Including CPI that's an increase of 3.90% in rate revenue, due to population growth," he said.

"The extra 1% is cumulative and compounding so, say in four years time, the increase in year four is actually 4% above the total CPI increase.

"We don't need the extra 1% increase – it's that simple – and I think it's important the people voice their opinion and say that they don't want it."

Community consultation on the council's draft 2021/22 budget closes on May 26.

To view the document, visit yoursay.



RIGHT: Mt Barker Councillor David Leach is calling on locals to demand his council reduce its planned rate increase



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Managing Director
Raine & Horne Oakbank & Mount Barker

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Kelledy Jones

APPENDIX 17

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6. QUESTIONS WITHOUT NOTICE

NIL

7. MOTIONS ON NOTICE

NIL

8. MOTIONS WITHOUT NOTICE

NIL

9. PETITIONS

NIL

10. REPORTS BY OFFICERS

10.1

REPORT TITLE:	**2021/22 DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY**
DATE OF MEETING:	**20 MAY 2021**
FILE NUMBER:	**DOC/21/67516**
ATTACHMENTS:	**DOC/21/63707 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**

Moved Pamela Lee that the Audit and Risk Committee in relation to Council's 2021/22 Draft Annual Business Plan, Budget and Rating Policy and/or the associated processes and risks:

1. congratulate officers on the quality and the community focus of the document, and provided minor formatting edits; and

2. that the Audit and Risk Committee recommends, that Council:

   - Consider in future plans and strategies an increase in the target for the net financial liabilities ratio due to the growth nature of Council and the need to achieve inter-generational equity
   - Note the need for inclusion of the additional 1% rate revenue increase in accordance with the endorsed Treasury Management Policy
   - Consider strategies to build upon messaging around the proposed rate increase
   - Seek in future to provide the Audit and Risk Committee with the opportunity to consider the draft Annual Business Plan prior to public consultation.

Seconded Councillor Hardingham CARRIED

ARCM20210520.02

RELEASED

Mount Barker District Council Audit and Risk Committee – 20 May 2021

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10.1 2021/22 Draft Annual Business Plan, Budget and Rating Policy 6
To provide an opportunity for the Audit and Risk Committee to review and provide recommendations/comment to Council on Council's 2021/22 Draft Annual Business Plan and Budget.

10.2 Wastewater/Recycled Water – Revised Long Term Financial Modelling 19
To present an overview of the revised long term financial modelling and the associated assumptions for wastewater/recycled water, for the Audit and Risk Committee to review and provide recommendations to Council.

10.3 Proposed Process for the Appointment of External Auditors 33
To provide information for the Audit and Risk Committee to recommend to Council on the proposed tender process for Council to appoint a new External Auditor for a period of 5 years.

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10.4 **Results of Council's Internal Financial Control Assessment 37**
To inform the Audit and Risk Committee of the outcomes of Council's Internal Financial Control assessment facilitated by Council's Corporate Services Management team, throughout February and March 2021.

11. **INFORMATION REPORTS 41**

11.1 **External Audit Management Report 41**
To inform the Audit and Risk Committee of the following audit plan for the Financial Year 2021; Council's External Auditor's recommendations following the April 2021 interim audit conducted by Dean Newbery & Partners as a part of the external audit for the year ending 30 June 2021; and progress against items identified in this and previous reports.

11.2 **Work Health and Safety Report 70**
To provide a summary report to the Audit and Risk Committee in relation to Work Health & Safety.

11.3 **Possible Conflict of Interest 72**
To close out a query as to a possible conflict of interest that arose at the Audit and Risk Committee meeting held on 11 February 2021.

12. **CONFIDENTIAL REPORTS 74**

RELEASED

1. COMMITTEE OPENING

1.1 APOLOGIES OR LEAVE OF ABSENCE

2. CONFIRMATION OF MINUTES

2.1 RECOMMENDATION

That the minutes of the 18 March 2021 as circulated to members be confirmed as a true and accurate record of proceedings.

3. CONFLICT OF INTEREST DECLARATION

4. DEPUTATIONS

NIL

5. QUESTIONS WITH NOTICE

NIL

6. QUESTIONS WITHOUT NOTICE

7. MOTIONS ON NOTICE

NIL

8. MOTIONS WITHOUT NOTICE

9. PETITIONS

NIL

RELEASED

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10. REPORTS BY OFFICERS

10.1 REPORT TITLE: 2021/22 DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY

DATE OF MEETING: 20 MAY 2021

FILE NUMBER: DOC/21/67516

ATTACHMENTS: DOC/21/63707 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY
This attachment is provided separately on the Council website
https://yoursay.mountbarker.sa.gov.au/draft-2021-22-annual-business-plan

Key Contact Ian Hildebrand, Manager, Communications
Julie Scoggins, Manager, Financial Services

Manager/Sponsor Greg Parker, General Manager, Community Services
Alexander Oulianoff, Chief Financial Officer

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Mount Barker 2020-2035 – Community Plan:

Leadership and Good Governance:

LGG Strategy 1.8 Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

Audit & Risk Committee Terms of Reference:

The Audit and Risk Committee Terms of Reference states the committee's role in the review of strategic management and business plans including as below:

1.6.1 The Committee shall review and provide advice on Council's strategic management plans (at the time of their preparation and scheduled review), which include the :

- *Strategic Plan;*
- *Key principles and assumptions of the Long Term Financial Plan;*
- *Annual Business Plan; and*
- *Various Asset Management Plans.*

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Purpose:
This item provides an opportunity for the Audit and Risk Committee to review and provide recommendations/comment to Council on Council's 2021/22 Draft Annual Business Plan and Budget.

Summary – Key Issues:

1. **Legislation** - Council is required to develop and adopt an Annual Business Plan in accordance with the Local Government Act and Regulations.
2. **Operational & Financial Planning Document** - The Annual Business Plan is the key annual operational and financial planning document for Mount Barker District Council.
3. **Annual Overview** – This document describes Council's proposed services and projects for the 2021/22 year and includes the rating strategy and annual budget.
4. **Inclusion of 1% for Financial Sustainability** – The 1% is required to have the capacity to deliver the projects and services included in the draft Annual Business Plan.
5. **Alignment to LTFP** – The Adopted LTFP included an assumption that the four years from 2021/22 to 2024/25 inclusive would include a 1% increase above CPI for Financial Sustainability. The decision on whether the 1% for financial sustainability is required is determined each year when the draft Annual Business Plan and budget is prepared.

Recommendation:

That the Audit and Risk Committee determine if it wishes to make any recommendations to Council to be included in public consultation feedback on Council's 2021/22 Draft Annual Business Plan, Budget and Rating Policy and/or the associated processes and risks.

Background:

1. Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.
2. The Plan is Council's statement of its intended programs and outcomes for the year and should include:
    - A summary of the Council's longer term objectives, as set out in its strategic management plans;
    - An outline of:
        1. The Council's objectives for the financial year; and
        2. The activities that the Council intends to undertake to achieve those objectives; and
        3. The measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and

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- An assessment of the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue; and
- The rates structure and policies for the financial year; and
- An assessment of the impact of the rates structure and policies on the community, based on modelling that has been undertaken or obtained by the Council;
- Alignment with the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council; and
- Address or include any other matter prescribed by the regulations.

3. Part 2(6) of the Local Government (Financial Management) Regulations 2011 states that the business plan must include:
   a. The reason why the Council has adopted its valuation method for rating purposes.
   b. If differential rates are used, the reasons and justifications for the differentiation, and the expected level of revenue to be raised by each differential rate;
   d. The use and level of any separate rate, service rate or service charge, including reasons for the rate or charge;
   e. The Council's policy on discretionary rebates and remissions, with particular reference to the rebates that will apply for more than 1 financial year and including information on how a rebate is designed to meet the purpose behind the rebate;
   f. Issues concerning equity within the community and the impact of rates across the area;
   g. The application or operation of a minimum amount payable by way of rates.
4. Consultation must be undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123(4) of the Act.
5. **Audit and Risk Committee Meeting May 2020 -** A report was presented at the Audit and Risk committee meeting on 14 May 2020 seeking feedback and recommendations from members. The removal of the 1% for financial sustainability in the draft LTFP was discussed and the following recommendation was included in the minutes:

   ARCM20200514.02

   The Committee supports the 1% Financial Sustainability rating measure and requests Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.

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6. **Council Meeting June 2020** – The LTFP was adopted by Council on 1 June 2020. The report highlighted the impact of the removal of the 1% for financial sustainability on the LTFP and included the following recommendations:

   That Council:

   2. *Review the LTFP and the associated assumptions 6 months following adoption by Council.*

   3. *Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*

7. **Audit & Risk Committee August 2020 and Council Meeting September 2020** – The revised Treasury Management Policy was reviewed at the Audit & Risk Committee and adopted by Council at the September meeting. The policy was updated to include a provision for the introduction of an additional rate increase for financial sustainability i.e. if required, an additional increase in general rates may be included for the funding and debt servicing of major projects.

8. **Council Member Informal Briefings September/October 2020** – Two informal briefings were held with Council Members on 14 September 2020 and 12 October 2020. The first session presented LTFP parameters and priorities and the second session presented the results of sensitivity analysis where three options were modelled for Council Member consideration.

9. **Audit & Risk Committee 27 October 2020** – A report was presented to the Audit & Risk Committee on 27 October 2020 to review the draft LTFP and sensitivity analysis prior to the provision of the report to Council.

10. **ARCM20201027.02**

    That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

11. **Council Meeting 14 December 2020** – At a special Council meeting the Long Term Financial Plan was adopted with the following recommendation:

    That Council:

    4. *Notes that when the 2021/22 budget is prepared and adopted following community consultation, the 1% additional general rate increase will only be included if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment.*

12. **Annual Business Plan and Budget Development** – The draft Annual Business Plan and Budget was developed in consultation with staff across Council. Staff provided detailed budget requirements for the coming year to deliver services for the community and specific projects. This was then reviewed by senior Council staff and Council Members.

13. **Annual Business Plan and Budget Council Member Engagement** – Three informal briefings were held with Council Members during February, March and April 2021 to brief them on the contents of the draft budget for Wastewater and Recycled Water and Council Operations and to understand their priorities for the coming year.

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14. **Draft Annual Business Plan, Budget & Rating Policy 2021/22 For Public Consultation** – Was endorsed by Council for public consultation at the Council meeting on 3 May 2021. Public consultation commenced on 5 May 2021.

Discussion:

15. **Strategic Management Plans** - Council's Annual Business Plan and Budget was formulated within the guiding principles detailed in its suite of Strategic Management Plans, including the Mount Barker 2020-2035 Community Plan, Strategic Asset Management Plan and Long Term Financial Plan.

16. **Mount Barker 2020-2035 – Community Plan** – The draft Annual Business Plan has been developed in alignment with the current version of the Mount Barker 2020-2035 – Community Plan (as adopted in November 2020).

17. **Alignment To Long Term Financial Plan (LTFP)** – The draft budget is guided by the LTFP as adopted in December 2020, adjusted as required. The adopted 2021/22 budget will be included as the base year for the next review of the LTFP to be presented to members in the first half of 2021/22.

18. **Strategic Asset Management Plan (SAMP)** The Annual Business Plan is linked to Council's Strategic Plan and Long Term Financial Plan (LTFP) and provides capital maintenance programs for renewal and replacement to prevent costly deterioration of infrastructure. Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is, the burden of costs is met equally by current and future ratepayers. The draft Strategic Asset Management Plan was adopted in August 2020. These plans were used to determine which assets require renewal or replacement based on:
    a. condition assessment
    b. service levels
    c. affordability/sustainability

19. **Service Levels To The Community** - Council's annual operating program was developed to ensure maintenance of the current level of all existing services to the whole community including new residents and developments, where the provision of services to new residents and developments is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue of a similar inflationary factor. It should be noted that this Annual Business Plan does not include the provision of new services such as hard waste collection.

20. **Key Financial Indicators (KFIs)** - As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Management Policy were adhered to including:
    a. to achieve an operating surplus greater than or equal to one percent of operating revenue;
    b. maintaining a healthy level of net financial liabilities; and
    c. maintaining Council's asset base.

21. **New Assets/Major Upgrades** - Expenditure on new assets and/or major upgrades to the service levels of existing infrastructure assets results from strategic planning decisions and generally this expenditure is to be funded using capital grants and contributions, sale of surplus assets and or borrowings. It is appreciated that new or upgraded assets when completed incur additional renewal, maintenance and annual operating costs for Council and therefore require new sources of ongoing revenue. Some major capital projects are budgeted over more than one year.

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22. **Structure of The Annual Business Plan document** – It should be noted that the structure of the document is aligned with the Annual Business Plan produced last year including the following

    - **Mayor's Introduction** - Included at the front of the Annual Business Plan document provides an overview of the Annual Business Plan and Budget.
    - **Significant Influences** – Providing context of the environment in which the Annual Business Plan and Budget was developed i.e. the economic environment, climate change, and COVID-19.
    - **Council Snapshot** – Shows a summary of how the budget is funded, an overview of budget expenditure and how rates contribute to expenditure on ongoing services.
    - **Strategic Context** – An overview of the other documents that are influenced by and influence the Annual Business Plan.
    - **Highlights For 2021/22** – An overview of proposed key outcomes for the coming year.
    - **Key Assumptions** – Provides an overview of key assumptions and principles applied in building the budget.
    - **Capital Projects (Excluding Wastewater & Recycled Water)** – Provides an overview of the capital works program with definitions for the different categories of projects. This is supported by additional project information in the appendix that shows whether the projects will be in the design or construction stage.
    - **Financial Overview (Excluding Wastewater & Recycled Water)** – Is a summary of the budget for Council Operations.
    - **Financial Targets (Including Wastewater & Recycled Water)** – Shows how the 2021/22 budget key financial indicators compare to target.
    - **Wastewater/Recycled Water** – This section provides an overview of Wastewater/Recycled Water including information aligned with each strategic goal.

23. **Our Goals** – Provides an overview of the key Annual Business Plan and Budget information included in the document aligned to the headings of the three Community Plan themes and two implementation strategies:

    Themes:
    - Community Wellbeing;
    - Ecological Sustainability; and
    - Economic Prosperity;

    Implementation:
    - Leadership and Good Governance; and
    - Working Smarter.

24. Each Community Plan goal includes the following information:
    - **Community Plan Goals** – Goals from the Community Plan 2020-2035 to which the Annual Business Plan and Budget are aligned.
    - **Key Annual Objectives** – Priority outcomes that Council are planning to achieve in the coming year.
    - **Services** – The list of services that Council will deliver for the community.

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- **Key Performance Measures** – Measures that will highlight the expected performance in the delivery of services and annual objectives.
- **Projects** – Project names, a brief description of the project, the gross cost, expected grants/contributions and the net cost to Council (after taking account of the revenue to be received).

25. **Budget Structure** – The Annual Business Plan and Budget has been developed separately for Council Operations and the Wastewater and Recycled Water Operations (in recognition the strategic importance of these functions). As such sections of the document and the financial statements are included on the following basis:
    - **Consolidated** – Council Operations and Wastewater and Recycled Water Operations.
    - **Council Operations** – Services provided by Council for the Community i.e. excluding Wastewater and Recycled Water Operations.
    - **Wastewater and Recycled Water Operations** – The collection (via the network), treatment (of wastewater) and disposal (i.e. sale of recycled water) of water.

26. **Council Operations - Financial Overview (Excluding Wastewater & Recycled Water):**

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
General Rate Assumptions	General Rate Increase	1.00%	1.00%	1.30%
	Additional 1% For Financial Sustainability	0.00%	1.00%	1.00%
	Total Rate Increase	**1.00%**	**2.00%**	**2.30%**
	Estimated Assessment Growth	2.82%	2.90%	
Key Financial Indicators	Operating Surplus Ratio	2.65%	8.60%	1% (minimum)
	Net Financial Liabilities Ratio	62.34%	49.37%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%
Operating Expenditure	Ongoing Services ($'m)	30.7	31.5	
Capital Expenditure	Asset Renewals ($'m)	8.4	7.8	
	New/Upgrade	20.0	9.6	

- **Inflation** – Inflation of 1% has been included aligned with actual Adelaide CPI for December 2020 and the latest forecast CPI for 2021/22.
- **Additional 1% For Financial Sustainability** – In line with the Long Term Financial Plan adopted in December 2020 and the adopted Treasury Management Policy 1% has been included for the funding and debt servicing of major projects.
- **Total Revenue Growth** - The total revenue generated from the general rate will increase by 1.0% CPI (based on Adelaide CPI to December 2020) plus 1% for financial sustainability plus growth of 2.9%. However, the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each property. Additional rates will

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be raised from growth e.g. property valuation increases related to new development and capital improvements.

- **Operating Surplus** - Council's estimated operating surplus in 2021/22 is $4.2 m, including exceptional items such as Cudlee Creek bushfire and Local Roads and Infrastructure grants that will fund $2.1m of capital works and a contribution to the for Stage 2 Upgrade Of Flaxley Road of $430k and Rainbird Drive Junction ($2.5m excluding these items) and recovery of finance and overhead costs from Wastewater and Recycled Water of $1.5 m, and $0.6m in Roads to Recovery funding which will be used to complete the sealing program for unsealed roads in townships.
- **Ongoing Services** - A total of $31.5m (excluding Wastewater/Recycled Water) will be spent on providing ongoing services including waste management and disposal, development assessment and planning services, the community library, immunisation, HACC, community development and events to the growing community, plus the maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.
- **Renewal Program** - Next year $7.8m (excluding Wastewater/Recycled Water) has been allocated to renew assets including $4.4m for roads, $1.4m for the plant replacement program and $0.6m for footpaths.
- **New/Upgrade & Strategic New Capital** - Capital expenditure (excluding Wastewater/Recycled Water) on new and upgraded assets and Strategic New Capital of $9.6 million next year includes $2.1 million investment in main streets and $0.3m in the footpath connectivity program; $2.4m in recreational assets including $1.0m for the design of the Regional Aquatic Facility and $3.5m in roads.
- **Key Financial Indicators** – Targets are achieved or exceeded for all Key Financial Indicators.

27. **Wastewater & Recycled Water Financial Overview**:

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
Revenue Assumptions	Annual Service Charge Increase	4.25%	4.00%	
	CWMS/Sewer Infrastructure Fee Increase	4.50%	4.50%	
Key Financial Indicators	Operating Surplus Ratio	8.13%	9.04%	1% (minimum)
	Net Financial Liabilities Ratio	17.43%	42.27%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%
Operating Expenditure	Ongoing Services ($'m)	5.1	5.3	
Capital Expenditure	Asset Renewals ($'m)	4.9	6.8	
	New/Upgrade	10.0	13.4	

- **Revenue Assumptions** - Financial modelling of the planned future operation, renewal and upgrading of Council's Wastewater/Recycled Water systems demonstrates that for the sustainability of the business, the following increases are required: CWMS/Sewer Annual Service Charges 4.0% (payable by ratepayers) and CWMS/Sewer Infrastructure Fee 4.5% (payable by developers).

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- **Operating Surplus** - Council's Wastewater and Recycled Water service/business operating surplus of $0.7m.
- **Ongoing Services** - Includes $5.3m to maintain and operate the collection, treatment and disposal of wastewater/recycled water.
- **Renewal Program** - Capital renewal programs are budgeted to be $6.8m for both renewal elements of large programs and minor renewal projects such as the pump renewal and manhole restoration programs.
- **New/Upgrade (Including Strategic New Capital)** - $13.4m is allocated to fund significant investment in the Wastewater Treatment Plant, Mount Barker Wastewater Collection Network Expansion & Upgrade, and Mount Barker Recycled Water Network Expansion.

28. **Infrastructure Funding** - Council has continued to implement strategies to advance the delivery of required community infrastructure. These strategies include partnering with the private and not for profit sectors, pursuing grant funding and working closely with developers to secure fit for purpose infrastructure.

29. **Grant Funding** - Council has submitted a number of grant funding applications to external bodies seeking funding for a range of projects/initiatives. The outcome of some of these applications is not yet known and may impact the 2021/22 budget. Council has also been successful in securing significant grant funding from Local Roads and Community Infrastructure and Cudlee Creek Bushfire grants.

30. **Draft 2021/22 Rating Policy** - Included in the attached draft 2021/22 Rating Policy is the basis for determining the amounts of the respective infrastructure separate rates that are applicable to all of the 2010 Ministerial DPA area in both Mount Barker and Nairne.

31. **Key Changes to the 2021/22 Rating Policy from previous financial years –** Due to the most recent planning reforms underpinned by the Planning, Development and Infrastructure Act 2016, *elements of Council's rating policy have changed for 2021/22 as follows:*
    1. **The General Differential Rate by Locality** – Residential Land use within the new Productive Rural Landscape Zone and Rural Zone has changed from the previous used Primary Production Zone.
    2. **The Mount Barker Regional Town Centre Separate Rate** - Will be applied to the defined area in the map provided in the Draft Rating Policy within the township of Mount Barker. The area is identical to what was previously known as the Regional Town Centre Zone.

32. **Net Borrowing** - Council's consolidated net borrowing (budget deficit) as shown in the Uniform Presentation of Finances in 2021/22 is expected to be ($13.6m). This is within the target for the ratio that indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. The resulting draft plan outlines Council's objectives and goals in accordance with Council's Strategic Plan and Long Term Financial Plan maintaining a strong financial and strategic focus to provide sustainability for residents and ratepayers in the future.

33. **Key Financial Indicators (KFI's)** - Council has set financial targets to ensure its long term financial sustainability and key financial indicators measure Council's performance. The following table shows that the draft indicators for the consolidated Council position (including Wastewater and Recycled Water) 2021/22 compared to 2020/21 are aligned with or exceed target levels.

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Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
Key Financial Indicators	Operating Surplus Ratio	3.44%	8.66%	1% (minimum)
	Net Financial Liabilities Ratio	55.91%	48.36%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%

34. **Increase For Financial Sustainability** - The general rate increase proposed will be 2.0% (including 1.0% for financial sustainability) + growth of 2.90%. Aligned with Council's Treasury Management Policy, if required an additional increase in general rates has been included for the funding and debt servicing of major projects.

    The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Centre and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

Community Engagement:

Decision to be made	Make recommendations for the Annual Business Plan 2021/22 process
Key factors to be considered in decision (dot points)	• Long Term Financial Plan • Asset Management plans • Community Plan • Local Government Act 1999
Area of community influence	**Aspects that are fixed**: Legislative factors. **Key areas for community input**: Community may make submissions on all sections of the Draft Annual Business Plan.
Method of consultation, informing community & cost	Copies will be available at : the Mount Barker Community Library; and Council's offices; A copy will be available on Council's Your Say website; A facility will be available for the community to ask questions and receive submissions on Council's website during the consultation period. The Annual Business Plan will be presented at the Audit and Risk Committee meeting on Thursday, 20 May 2021 to provide an opportunity for the Audit and Risk Committee

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Return to Order of Business

	to review and provide recommendations/comment to Council on Council's 2021/22 Draft Annual Business Plan and Budget. A public meeting will be held on Monday, 7 June 2021 at 5.15pm to hear feedback from the community.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Annual Business Plan 2021/22 has been adopted by Council.
Timeframe for consultation	5 May - 26 May 2021

Policy:

2021/22 Rating Policy
Rate Rebate Policy
Separate Rate - Developer Contributions: Payment, Rebate, Postponement Policy
Funding policy
Treasury Management Policy
Infrastructure Contributions – Separate Rate Relief Policy

Long Term Financial Plan:

The draft Annual budget has been informed by the Long Term Financial Plan (LTFP) adopted in December 2020 and once adopted the budget will inform the next version of the LTFP to be considered by Council in the first half of 2021/22.

The draft budget has been prepared in alignment with the adopted Long Term Financial Plan in that it includes 1% for financial sustainability as referenced below:

Council Meeting 14 December 2020 – At a special Council meeting the Long Term Financial Plan was adopted with the following recommendation:

That Council:

That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

Aligned with Council's Treasury Management Policy, if required an additional increase in general rates may be included for the funding and debt servicing of major projects.

The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Facility and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

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Budget:
The 2021/22 Annual Business Plan includes the Annual Budget.

Statutory/Legal:
Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.

Staff Resource Requirements:
The development of the Annual Business Plan 2021/22 is managed within existing staff resources.
The capacity and capability of the organisation to deliver the annual business plan outcomes has been reviewed and confirmed with key stakeholders.

Environmental:
The Annual Business Plan 2021/22 includes Council's environmental budget for the year and annual objectives, key performance measures, services and projects aligned with the strategic theme of Ecological Sustainability (aligned with the Community Plan 2020-2035).

Social:
The application of rates is recognised as a system of taxation of residents and as such, Council strives to the best of its ability to ensure that rates are applied fairly and that the burden is shared equally by those with the ability to pay in proportion to their wealth.

Council has and will continue to consider the impact of rates on all sections of the community and particularly those on fixed incomes and with limited financial resources.

Risk Assessment:
The capacity to deliver the annual business plan and budget has been reviewed by the Corporate Governance Group (Executive) with a particular focus on the delivery of the capital works program.

Asset Management:
The Annual Business Plan addresses issues relating to the management and development of infrastructure and major assets by the Council. It has been considered in the context of the Strategic Asset Management Plan adopted in August 2020.

Conclusion:
The Draft Annual Business Plan, detailing Council's intended programs for the 2021/22 year including the rating policy and annual budget, was endorsed for public consultation on 3 May 2021 and will be available for comment and submission by the community until 26 May 2021.

The process that was undertaken to build the budget achieved the key outcomes established prior to the start of the process.

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Return to Order of Business

Previous Decisions By/Information Reports to Council

Meeting Date	3 May 2021	HPRM Reference	DOC/21/55258
Title	Draft Annual Business Plan, Budget and Rating Policy 2021/22 for Public Consultation		
Purpose	To provide the Council with the 2021/22 Draft Annual Business Plan, Budget and Rating Policy for endorsement for public consultation.		

Meeting Date	18 June 2020	HPRM Reference	DOC/20/71441
Title	2020/21 DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY		
Purpose	This item provides an opportunity for the Audit and Risk Committee to review and provide recommendations/comment to Council on Council's 2020-2021 Draft Annual Business Plan and Budget.		

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Return to Order of Business

Kelledy Jones

APPENDIX 18

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MOUNT BARKER
DISTRICT COUNCIL

Information Memo to Council members

STATUS: **Confidential**

TO: Council Members

CC: Corporate Governance Group, Julie Scoggins, Manager Financial Services

FROM: **Greg Parker, General Manager Community Services**

SUBJECT: Public Submissions on the Draft 2021/22 Annual Business Plan

DATE: 4 June 2021

REFERENCE: DOC/21/84571

ATTACHMENT: DOC/21/82895: 21-22 ABP consultation summary and responses

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PURPOSE:

To provide Council Members with information regarding the feedback received during the public consultation for the Draft 2021-22 Annual Business Plan and Draft Rating Policy.

BACKGROUND:

1. The draft 2021-22 Annual Business Plan public consultation timeframes were as follows:

5 – 26 May	Public consultation period
7 June	Public meeting to facilitate public submissions and questions
5 July	Council meeting to adopt final 2021-22 Annual Business Plan

2. Notification during the consultation period was provided through the following avenues:
   - 2.1 Mount Barker District Council's Yoursay website providing links to the full draft 2021-22 Annual Business Plan document, summary document, Council Rates Fact Sheet, Proposed New Footpath Strategy - Council Report, the Submission Form, and Projects Map.
   - 2.2 In response to feedback a Council Rates Fact Sheet was created and uploaded to Council's YourSay website.
   - 2.3 Council's Customer Service Centre and library, where the full draft 2021-22 Annual Business Plan document was located.
   - 2.4 Public Notice advertisement in the Courier newspaper on Wednesday 5 May.

2.5 Facebook posts on 5 May, 13 May and 24 May.

3. Consultation was undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123(4) of the Act.

4. A public meeting is scheduled for 7 June 2021 to be held pursuant to Section 123(4) (a) & (b) of the Act. This meeting will enable the public to make submissions and ask questions regarding the draft 2021-22 Annual Business Plan.

DISCUSSION:

5. The online Your Say Mount Barker site was used as the primary method of consultation by Council to provide ease of access to the community and engagement statistics that could be analysed by Council staff. The statistics show that the community engaged in the followed way:

- **Aware Participants** – 683 people (up from 308 last year) were deemed to be 'aware' i.e. they went on the website and looked at the page but did not download a document or access tools.
- **Informed Participants** – 369 people (up from 147 last year) were deemed to be 'informed' i.e. they had downloaded either the summary Annual Business Plan, Annual Business Plan document, Council Rates Fact Sheet, accessed the map or the Frequently Asked Questions section of the site.
- **Engaged Participants** – 122 people (up from 12 last year) submitted online via the submission form with the 10 other submissions sent via mail or email.

6. The public consultation process generated 134 formal written submissions including 2 late submission from Business Mount Barker and Adelaide Hills Tourism (Attachment 1).

Submissions received from	Your Say	Email/Letters
Individuals	117	9
Groups:		
Nairne & District Residents' Association	1	
Mt Barker & District Residents' Association		1
National Trust SA Mt Barker Branch	1	
Macclesfield Community Association	1	
Echunga Community Association	1	
Friends of the Library, Mount Barker Inc	1	
Business Mount Barker		1
Adelaide Hills Tourism		1
Total	**122**	**12**

7. The key 'themes' from the public consultation were:

- **New Footpath Strategy** – A separate question was asked about the proposed New Footpath Strategy:

  Do you believe an $11million investment over 10 years is appropriate for Council to

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undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?

107 people responded to the question with 45.8% supporting, 26.2% not supporting and 28% were unsure. Of those that were unsure, a significant number were not clear on where the new footpaths were to go and would be supportive if it favoured townships outside of the Mount Barker township, particularly Nairne, Littlehampton, Echunga and Macclesfield.

- **Capital Works** - Comments focussed on specific projects or areas with submissions from Groups and individuals with a significant number commenting on the need for improvement of Council playgrounds.
- **General Rates** - Feedback included reference to the 1% rate increase and reintroduction of Council's 1% for financial sustainability.

Theme	Number Of Comments
New Footpath Strategy	107
Capital Works	83
General Rates	71
Adelaide Festival	13
Arts & Culture (including Arts Plan)	10

8. All submissions have been formally acknowledged. A written response will be made to all submissions following the adoption of the Annual Business Plan 2021-22 at the Council meeting on 5 July 2021.

9. At the Audit and Risk Committee meeting on 20 May 2021 it was recommended to Council that:

   - *the Audit and Risk Committee congratulates officers on the quality and the community focus of the document, and provided minor formatting edits; and*

   - *The Audit and Risk Committee recommends, that Council:*
     - *Consider in future plans and strategies an increase in the target for the net financial liabilities ratio due to the growth nature of Council and the need to achieve inter-generational equity*
     - *Note the need for inclusion of the additional 1% rate revenue increase in accordance with the endorsed Treasury Management Policy*
     - *Consider strategies to build upon messaging around the proposed rate increase*
     - *Seek in future to provide the Audit and Risk Committee with the opportunity to consider the draft Annual Business Plan prior to public consultation.*

In response to the feedback from the Audit and Risk Committee adjustments will be made to the Annual Business Plan document.

Individual submissions have been collated into a PDF and are available for you to access on the Council Members' Extranet under the Communications tab.

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Public Meetings

10. A public meeting is scheduled for 5.15pm on 7 June 2021.
11. Eleven people and groups indicated that they wish to present verbal submissions to the public meeting.
12. Nominees to present have been contacted to confirm attendance.
13. To date there have been three confirmed presentations and 3 have withdrawn.
14. It is expected that, at least another two people, who made one line written submissions, may also withdraw.
15. As such, it is anticipated that there will be six with a maximum of eight presentations at the public meeting.

Greg Parker
GENERAL MANAGER COMMUNITY SERVICES

Direct Line: 8393 6445
E-mail: gparker@mountbarker.sa.gov.au

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Doc/21/82895
(attachment
to memo
4/6/21
(unredacted)

MOUNT BARKER
DISTRICT COUNCIL

Your Say Mount Barker

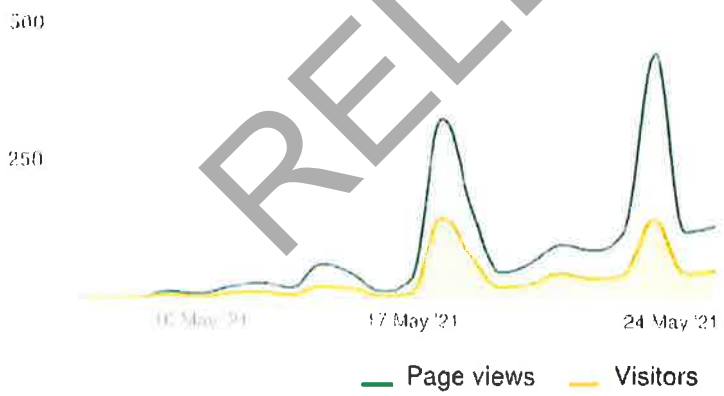
Consultation: Draft 2021 - 22 Annual Business Plan

Consultation Summary
and
Survey Responses

5 May 2021 - 26 May 2021

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Visitors Summary



Highlights

ENGAGED VISITORS (Completed Survey)	INFORMED VISITORS (Opened an Information source)	AWARE VISITORS (Visited the consultation page)
133	369	683

ENGAGEMENT TOOL: SURVEY TOOL

Please provide feedback on the Draft Annual Business Plan

Visitors 417	Contributors 133	CONTRIBUTIONS 134

I wish to present at the public meeting on Monday 7 June 2021

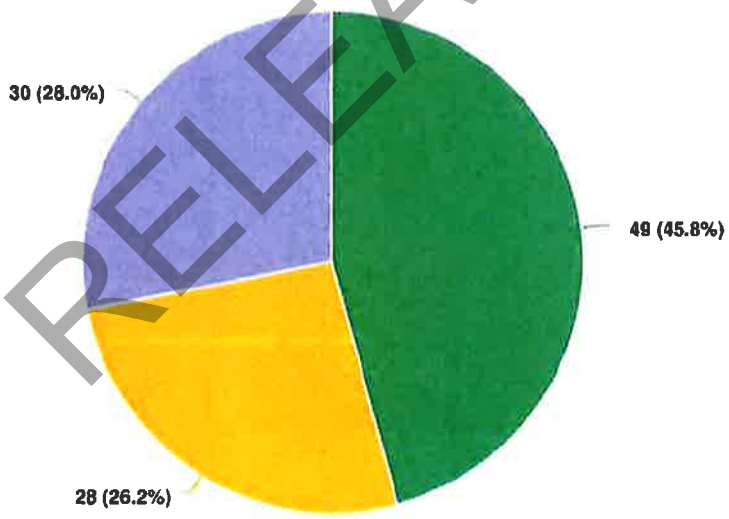
11 *responses* - Yes

INFORMATION SOURCE SUMMARY

Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Draft 21-22 Annual Business Plan	170	183
Document	Proposed New Footpath Strategy - Council Report	37	41
Document	Council Rates Fact Sheet	62	105
Document	Draft 21 - 22 Annual Business Plan Summary	14	15
Document	Community Plan 2020-2035	7	7
Document	Long Term Financial Plan 2020 - 2030	2	2
Document	Strategic Asset Management Plan 2020	0	0
Faqs	FAQS	14	14

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Do you believe an **$11million** investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?



Question options

Yes No Not Sure



Respondent No: 1
[redacted]

Responded At: May 14, 2021 13:39:06 pm
Last Seen: May 14, 2021 13:39:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am writing to provide input into the Mt Barker District Council Business Plan. Attached is the letter I have emailed to Phil Burton General Manager Infrastructure at the Council. I cc'd Narelle Hardingham, David Leach,Harry Seager and Simon Westwood the four North Ward Councillors in to my email. Can you please acknowledge you have received this email and the attached letter and let me know the timeline of what happens next in relation to the Business Plan.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

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Respondent No: 2
[redacted]

Responded At: May 13, 2021 16:34:26 pm
Last Seen: May 13, 2021 07:04:27 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I have read through the Draft business plan. I have concerns about the lack of bike paths mentioned. It's nice to have the bike "trials" through the down, but there are literally zero bike paths on the roads. This makes it impossible for kids or anyone to ride safely on the roads to actually get to the trails! It is so dangerous for kids riding on the roads with the amount of trucks driving through mount barker. There are needs to be dedicated bike paths to the wetlands and other popular venues such as keith stevenson park. Without these, kids are forced to ride on the road. Lowering the speed limit will not solve the problem. Something like a dedicated bike path along peach/hartman/alexandrina roads to the wetlands would improve safety enormously. 2. There is no mention of the hartman/alexandrina intersection. This intersection is so busy there is traffic baked up past the golf course and nearly back to Sims road in peak hour. Hartman/Alexandrina desperately needs a roundabout! Plenty of room around the intersection to put this in as well.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. Do you wish to add a comment to support or add to your response above?

not answered

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Respondent No: 3
[redacted]

Responded At: May 14, 2021 06:55:56 am
Last Seen: May 14, 2021 02:07:36 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Council Rates Set council rates at 1%. STOP ripping ratepayers off all the time ! Just think about the struggling families and pensioners for a change. Adelaide festivals $ 70,000 donation This is an absolute waste of hard earned ratepayers money !

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. Do you wish to add a comment to support or add to your response above?

not answered

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Respondent No: 4
[redacted]

Responded At: May 14, 2021 08:18:46 am
Last Seen: May 14, 2021 08:18:46 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

To whom it may concern, Hawthorn rd should be 60km/h, safety rails are needed around the corners especially where the drops are, there should be more lighting, more reflectors should be placed closer together up the road, the trees blocking the 25km corner signs need to be cut back so they are visible before you are on top of the sign, line markings should run the whole length of the road, local hills traffic only should be allowed on this road, a speed camera should be placed because tradies and trucks fly up this road, the gum trees need to be cut up higher because trucks are knocking off branches I've replaced my radiator 3 times because of debris, there are deer on the road so there should be signs warning people, trucks and cars need to stop cutting the corners and considering how many times our fences have been hit the council should either implement these changes or pay for our fences every time someone hits them. This road has become a main service road for trucks and yet the road is not wide enough to deal with trucks and cars on the corners. Every accident on this road causes me extremely bad anxiety because it's usually out the front of our home. I have witnessed more accidents since living on Hawthorn rd than I have living anywhere else in South Australia.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. Do you wish to add a comment to support or add to your response above?

Not answered

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Respondent No: 5

[redacted]

Responded At: May 14, 2021 22:08:29 pm
Last Seen: May 14, 2021 22:08:29 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I have read through and have to express my disappointment. I am not surprised in the least though. Majority of improvements are within Mt Barker, not other smaller townships. Yet we get copped with extremely high cou council rates. I understand the importance of council rates but in all honesty I feel you should get some sort of discounted percentage if you're not in Mt. Barker as you do not reap the benefits. I still do not understand why our rates are so high and why living in Meadows where we have no Mains water we still have to pay a Murray-Darling Basin levy??? Our local playground (Bultunga Park) has the most useless play equipment for kids like honestly majority of it is suitable for older kids and it's more fitness focussed rather then play focused and the the other section for "toddlers" is poorly chosen too. The toilets dont get looked after enough at the playdound either, they are always filthy. I get each town wants something and we need to be patient but to put majority of the funding in to Mount Barker even tho we are the ones copping the rate is a bit unfair. Anyway, there is my bit. My venting session. My frustrations laid out. Not that the council care or will listen in the first place!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

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Respondent No: 6
[redacted]

Responded At: May 17, 2021 06:58:19 am
Last Seen: May 25, 2021 03:49:12 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

For many years, the residents of Hogan Rd Hahndorf have approached Council for work to be done on the the road surface and surrounds which have become hazardous. Residents agree that the first 400 metres section is in the worst condition. From the Mount Barker Rd entrance to Hogan Rd the extremely rough and unsafe surface condition deteriorates rapidly to the top of the steep hill where rain cascades down the hill and erodes the surface and edges ,making it impossible to move to the road side if a vehicle approaches. This section is used by trucks with heavy equipment on a regular daily basis. On the northern side of the hill on the right hand side, a pipe has been installed on the slope to remove run off and it seems that this is needed on the southern slope plus swales on the lower section and complete sealing of the surface to the top of the hill. We note that Leonard Rd, Yantaringa Rd, Paechtown Rd and Morning Star Roads have been the recipients of funding this year and we respectfully ask that an upgrade of Hogan Rd receives favourable consideration to be included in the Business Plan for 2021/2022.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

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Respondent No: 7

[redacted]

[redacted]

Responded At: May 17, 2021 10:47:35 am
Last Seen: May 17, 2021 10:47:35 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please don't forget Echunga in your allocation of funding. We have extremely high rates here in comparison to neighbouring council areas. Yet we again seem to be overlooked in funding allocation. Fortunately we have an amazing community group. However, that shouldn't be an excuse for you to let them do all the work and fund-raising themselves. We cannot walk from our driveway to the local post office, school or park safely. The gravel along Church Hill Road, just up from the pub intersection, is unsafe. It is extremely slippery, especially if walking with a pram or child on a bike. More and more houses are being built in this area, particularly the lower portion of Church Hill Road. Surely our rates can include a footpath.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

It is needed, but it is essential all areas in the Council are included in this. There are more areas than just Mount Barker, Hahndorf, Nairne and co. Do not forget Echunga. We are desperate for a footpath on Church Hill Road.

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Respondent No: 8
[redacted]
[redacted]

Responded At: May 17, 2021 17:21:49 pm
Last Seen: May 17, 2021 17:21:49 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Council needs to address the issue of excessively high rates for this community. There needs to be some scaling back of the Council wish list because ratepayers cannot afford their grand plans

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. Do you wish to add a comment to support or add to your response above?

not answered

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Respondent No: 9
[redacted]

Responded At: May 17, 2021 17:43:38 pm
Last Seen: May 17, 2021 17:43:38 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

sorry but we cant afford the rates increase. we pay high enough rates already. it is a pity that the population increase has been dropped on us by previous governments. maybe we should charge extra for all the new housing to cover it.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

lots of other areas done even have footpaths.....just because its new areas doesnt mean they deserve it.

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Respondent No: 10
[redacted]

Responded At: May 17, 2021 17:48:41 pm
Last Seen: May 17, 2021 17:48:41 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please no rate rise. Money pressures everywhere for everyone. They are the highest in Adelaide.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 11
[redacted]

Responded At: May 17, 2021 17:55:18 pm
Last Seen: May 17, 2021 17:55:18 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am strongly opposed to both the 2% rate increase and the proposal of charging for a hard rubbish collection

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 12
[redacted]

Responded At: May 17, 2021 18:09:16 pm
Last Seen: May 17, 2021 18:09:16 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

How on earth can you keep increasing rates when people's income doesn't??? We are on a small 600 Sq m block in Littlehampton and rates are already over $3k - it's an absolute disgrace

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

A big no to rate increases - surely you can get by with the absurd amount you are charging now

RELEASED

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Respondent No: 13
[redacted]

Responded At: May 17, 2021 18:10:10 pm
Last Seen: May 17, 2021 18:10:10 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No rate increases!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 14

[redacted]

Responded At: May 17, 2021 18:20:44 pm
Last Seen: May 17, 2021 18:20:44 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I object to the 2% increase in rates when the CPI for Adelaide is 1%. Rates in Mt Barker Council are expensive enough compared to other councils, for example Onkaparinga Council.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 15

[redacted]

[redacted]

Responded At: May 17, 2021 18:22:15 pm
Last Seen: May 17, 2021 18:22:15 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 16
[redacted]
[redacted]

Responded At: May 17, 2021 18:23:15 pm
Last Seen: May 17, 2021 08:53:16 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am dismayed but, like last year, not surprised by the Council's breathtaking attempt to increase rates above CPI. I understand the need to ensure services and infrastructure are maintained, but I would have thought with the chronically poorly planned developments within the council area that rates would be flowing in at an unprecedented rate. I will NOT support an increase above CPI. The council must look at it's own projects and determine which will be supported in this financial year and which will not. I do NOT support council rates going to private schools. I ask you to please consider the fact that the majority of people who live in the Mount Barker Council area do not send their children to private schools - because they can't afford to-. I know a number of council members currently do, or have sent their children to private schools, which is of course their choice. But fond memories of years gone by should not prompt the spending of monies with corporations that can well and truly fund their own projects, like Churches.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

no

RELEASED

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Respondent No: 17

[redacted]

Responded At: May 17, 2021 18:53:37 pm
Last Seen: May 17, 2021 18:53:37 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The increased rate rise is above CPI! Wage growth is at an all time low and families cannot afford this! We are all making cut backs to everything in our household budgets to find money for bills and other essentials and thore's not much more cutting back that can be done. I suggest the Mount Barker council use this approach and look for their own savings in the budget rather than pushing hard working families over the edge due to your lavish spending

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 18
[redacted]
[redacted]

Responded At: May 17, 2021 19:01:34 pm
Last Seen: May 17, 2021 19:01:34 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rate increases of double is ridiculous and not acceptable all

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

If you want to increase rates that much perhaps it should based on living location. As someone not in mount barker the only service council provides us is bin collection and an occasional road reseal

RELEASED

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Respondent No: 19
[redacted]

Responded At: May 17, 2021 19:02:35 pm
Last Seen: May 17, 2021 19:02:35 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Increasing rate over CPI is not on, people haven't had a pay increase for 8 years, we have to budget and if we can't afford something we go without. The council could have stayed in the old building saving millions in rent. Also developers aren't doing the right thing and upgrading roads that service their huge estates, Aston Hills for example, Hartman and Paech Road are in poor condition and getting worse due to increased traffic.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

Fix the roads first then the footpaths.

RELEASED

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Respondent No: 20
[redacted]

Responded At: May 17, 2021 19:05:11 pm
Last Seen: May 17, 2021 19:05:11 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

A rate increase of 2% is ridiculous, especially when living outside of the mount barker metro zone and the only service provided is the occasional road reseal and a bin collection. Not to mention NRM levies and other associated fees, it makes the cost of living very strained.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

This will once again involve rates coming from outer suburbs and towns to fund significant infrastructure in the mount barker metro zone at the cost of these towns.

RELEASED

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Respondent No: 21
[redacted]

Responded At: May 17, 2021 19:09:39 pm
Last Seen: May 17, 2021 19:09:39 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Don't put our rates up 2%, already pay u enough

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 22
[redacted]
[redacted]

Responded At: May 17, 2021 19:33:16 pm
Last Seen: May 17, 2021 19:33:16 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates are already too high

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 23
[redacted]

Responded At: May 17, 2021 19:53:23 pm
Last Seen: May 17, 2021 19:53:23 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Not in happy with 2% rate rise. The rest of SA seems to be getting 1%. They already pay far far far less than us. They have top notch nature play reserves. Excellent libraries, and community spaces, foot paths ect For what reason do we pay MORE for LESS.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

I want plans of WHERE these are.

RELEASED

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Respondent No: 24

[redacted]

Responded At: May 17, 2021 20:15:46 pm
Last Seen: May 17, 2021 20:15:46 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rate increase is too much! It's already very expensive and the roads are still average and mt barker is horrendous to drive in. We needs better basic facilities with our already expensive rates, as apposed to planning for more fun/ recreational facilities.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. Do you wish to add a comment to support or add to your response above?

Not answered

RELEASED

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Respondent No: 25
[redacted]
[redacted]

Responded At: May 17, 2021 20:25:46 pm
Last Seen: May 17, 2021 20:25:46 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The proposed 2% increase on CPI is absolutely ludicrous, council rates are already astronomical and unless you live directly in Mount Barker, you see very little come of your fortunes spent on council fees.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 26

[redacted]

Responded At: May 17, 2021 20:25:58 pm
Last Seen: May 17, 2021 20:25:58 pm
IP Address: n/a

Q1 **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates are already far above reasonable, particularly when u live in a forgotten town that gets ZERO benefit from rates as it is

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 27
[redacted]
[redacted]

Responded At: May 17, 2021 20:47:09 pm
Last Seen: May 17, 2021 20:47:09 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Disagree with the proposal rate increase. It's disappointing that we pay for services we don't use or aren't provided. For example, we have no need to use the library - why should we be paying $6.99 in the $100 for it? Could you A) reduce the amount paid to elected members (most are well off enough) and/or B) Collect more parking infringement fines (a guaranteed source of income - it's almost like no one cares anymore) and/or C) stop donating excessive amounts of money to things such as the Cedars at Hahndorf.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Could have this been budgeted in the past 10 years when the money would have gone further?

RELEASED

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Respondent No: 28
[redacted]
[redacted]

Responded At: May 17, 2021 21:09:53 pm
Last Seen: May 17, 2021 21:09:53 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No rate rise needed. Find savings

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

No

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. Do you wish to add a comment to support or add to your response above?

Not answered

RELEASED

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Respondent No: 29
[redacted]
[redacted]

Responded At: May 17, 2021 21:11:52 pm
Last Seen: May 17, 2021 21:11:52 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

An increase of 2% in the business plan will have an effect on my budget. Surely funds can be capped on some things.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 30
[redacted]
[redacted]

Responded At: May 17, 2021 21:12:13 pm
Last Seen: May 17, 2021 21:12:13 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

That rate hike is unfeasible. Make do. Stop replacing and remodelling your marketting. Stop all the stupid signage advertising the new developments.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 31
[redacted]

Responded At: May 17, 2021 21:24:12 pm
Last Seen: May 17, 2021 21:24:12 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

2% is too much when cpi is 1%

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 32

[redacted]

Responded At: May 17, 2021 21:33:56 pm
Last Seen: May 17, 2021 21:33:56 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No to 2% increase in council rates Yes to improve footpaths. Needs more money. They need to be ok for wheelchairs and mobility scooters, currently some curb edges are too steep. Some bike/ walking pathways have fencing blocking access to shops, ie. Mr barker Kmart side, path along creek can't get to Carpark to then get to shops. Poor planning. Try using the paths yourself with scooter.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Needs more money and see above at first question

RELEASED

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Respondent No: 33
[redacted]
[redacted]

Responded At: May 17, 2021 21:36:42 pm
Last Seen: May 17, 2021 21:36:42 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Given the economic challenges facing our community as a result of covid 19 job losses and wage stagnation, to increase rates by any more than CPI I believe is wrong and out of touch with community needs. Council should come into alignment with the commercial sector and look to roll out cost control programs to reduce spend and look to innovate in order to realise financial efficiencies.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 34
[redacted]

Responded At: May 17, 2021 22:05:51 pm
Last Seen: May 17, 2021 22:05:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The better the paths, hopefully will encourage people to get out & see their surroundings, also allow the elderly to feel safe and able to enjoys our paths.

RELEASED

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Respondent No: 35
[redacted]

Responded At: May 17, 2021 22:23:42 pm
Last Seen: May 17, 2021 22:23:42 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No rate rise.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 36
[redacted]
[redacted]

Responded At: May 17, 2021 23:14:39 pm
Last Seen: May 17, 2021 13:44:39 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

What the go with hard rubbish.

RELEASED

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Respondent No: 37

[redacted]

Responded At: May 17, 2021 23:26:33 pm
Last Seen: May 17, 2021 23:26:33 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I'm on a pension and have enough trouble finding the money to pay my rates and now you want to put it up 2% this is so wrong other wise you are here for the people wake up council and stop being greedy

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 38
[redacted]

Responded At: May 18, 2021 04:37:00 am
Last Seen: May 17, 2021 19:07:01 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Mount Barker Council - Proposed Rate Increase 2021. it's 2% - double the Adelaide CPI of 1%. Council should find $340K of savings without decreasing planned services. Spending worth reviewing would include $251K to St Francis sports facility; regional hub $150K; wastewater $18million (sell it off!); $70K to Festival Centre. The game is – the 2% is in the Business Plan and unless enough people complain, council might say no one's bothered and it will stay as the rate rise. I'm not playing the game so I am making my feelings known by 26 May 2021.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Without improved access for pedestrians connecting new estates to existing areas someone will get hurt. Take the Aston Hills residents (kids and teens) walking to Waldorf school along Paech/Sims Rds (bi-daily!) as case in point.

RELEASED

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Respondent No: 39
[redacted]

Responded At: May 18, 2021 05:59:53 am
Last Seen: May 18, 2021 05:59:53 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Stagnant wage growth with rising cost of living means a 2% rise is highly inappropriate

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

No

RELEASED

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Respondent No: 40
[redacted]

Responded At: May 18, 2021 10:31:00 am
Last Seen: May 18, 2021 10:31:00 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

You are asking too much from your cash strapped LGA. We have not had 2% rise in our wages meaning your cash grab is intending for us to be poorer. You are supposed to work for us not against us. Please reduce the increase to 1% which is far more affordable and you have lots of scope for identifying savings this small.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Whatever you plan to do it has to be with utmost respect for the money you are forcing us to part with. Few of us are getting wage rises as big as the rate increase you are suggesting. It is easy for you to just raise rates that we are forced to pay. Think about the consequences to peoples home budgets already under great stress from lower incomes during 2020.

RELEASED

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Respondent No: 41
[redacted]
[redacted]

Responded At: May 18, 2021 11:54:52 am
Last Seen: May 18, 2021 11:54:52 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

If it means a rate rise council is over spending, SA residents already pay highest taxes in the country, budget within income

RELEASED

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Respondent No: 42
[redacted]

Responded At: May 18, 2021 13:58:38 pm
Last Seen: May 18, 2021 05:49:04 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I'm on a disability pension, my pension doesn't rise with CPI yet you're raising our rates by double CPI. We can't afford them now, how do you expect us to pay a 2% rise?

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I'm in a wheelchair, I'm all for the footpath upgrades.

RELEASED

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Respondent No: 43
[redacted]

Responded At: May 18, 2021 20:20:43 pm
Last Seen: May 18, 2021 20:20:43 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

In this economic hardship where it is likely that a large amount of residents won't receive any wage increase this year to offset CPI increase, you should show restraint in your spending habits, limiting imposed rate increases. Show leadership, be creative, have empathy. I suggest you look at the already inflated rates, comparative in percentage to other districts, and reconsider the increase to be less impactful on the people who you have responsibilities for. Better yet freeze rates for a year and utilise the skills of your financial teams and tendering departments.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 44
[redacted]
[redacted]

Responded At: May 19, 2021 09:28:24 am
Last Seen: May 19, 2021 09:28:24 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Just NO. Council should live within their means, like we all have to do. Less funding for Heysen and Sports field please. Why fund mostly private enterprise? Increase your dog officers and parking inspectors and collect more revenue that way.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5 **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 45
[redacted]
[redacted]

Responded At: May 19, 2021 09:31:44 am
Last Seen: May 19, 2021 09:31:44 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rate increase should be no higher than 1%

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 46
[redacted]
[redacted]

Responded At: May 19, 2021 11:44:42 am
Last Seen: May 19, 2021 01:40:41 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I agree with Councilor David Leach. Remove the extra money grab of 1% for "financial stability" another extra burden on residents. Reduce council expenses including high salaries and help keep rate costs down. Its been a very difficult period caused by Covid and people have had difficulties in paying for their cost of living let alone a further rate increase. Many residents did not ask for the increase in population and if this is the case then get more from developers who have turned a once beautiful landscape into a horrible and ugly landscape. Then again this is what progress gives us - a "concrete jungle " with the easy tick of approval. Hold the aquatic spend and maybe fix existing swimming pool. Reduce your costs and help us reduce our costs. Its not asking for much. It would be a good idea to not increase rates this year. Wouldn't that be a bonus for the rate payers.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Make the developers pay for this. If they refuse then let them go they have done enough damage to the districts as is.

RELEASED

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Respondent No: 47
[redacted]

Responded At: May 19, 2021 14:01:34 pm
Last Seen: May 23, 2021 13:36:43 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

That money for footpaths should be spent over 5 years and areas like Nairne and Littlehampton NOT in Mt Barker.

RELEASED

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Respondent No: 48
[redacted]

Responded At: May 19, 2021 14:06:28 pm
Last Seen: May 23, 2021 13:36:43 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

That money should be allocated to Nairne and Littlehampton and the work should be completed in 5years

RELEASED

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Respondent No: 49

[redacted]

[redacted]

Responded At: May 19, 2021 15:39:06 pm
Last Seen: May 19, 2021 15:39:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I do not agree with the 2% rate increase, our rates are already exorbitant. Mt Barker Council has not proved to spend our rates effectively. Examples include poor planning of the Hutchinson st pedestrian crossings leading to structural issues and expensive replacement costs, poor understanding and application of horticulture leading to costly mistakes and significant tree losses (the dragon tree near Wohlers, the cutting down of significant gums at the new sports development and selling the story to ratepayers as 'relocating'them, and allowing developers to cut down large numbers of significant native trees), the application of costly fake turf at the new sports site which is also environmentally irresponsible. I do not believe council effectively manages their finances or their employees. I have contacted council numerous times for advice on our significant tree, also about pedestrian safety on woodside rd in Nairne. We were never contacted back. As such, I do not have faith in Council's ability to appropriately manage our rate funding and do not support the increase.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Footpaths in areas that do not have sufficient ones (Woodside rd & North Rd Nairne) and from Nairne oval to Dawesley and on Donald St Dawesley should be prioritized over revitalizing existing footpaths or in developments where they should be funded by the developer with the provision of a maintenance budget from the developer also.

RELEASED

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Respondent No: 50

[redacted]

Responded At: May 20, 2021 08:25:06 am
Last Seen: May 19, 2021 22:48:28 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Echunga has been forgotten again. No meaningful provisions to improve infrastructure in our township. Meadows and Macclesfield have scored funding again! Echunga needs council to come on board and start some basic infrastructure funding into our much loved new and first community park. Footpaths are non existent along Battunga Road and Strathalbyn Road with dangerous conditions for walkers and cyclists. Hard for kids to walk safely to school when they have to walk along highway verges. There is no linkage in and around the town.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

How many metres does $11 million construct and how do you prioritise who gets the footpaths. Echunga has been waiting for decades!!

RELEASED

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Respondent No: 51

[redacted]

Responded At: May 20, 2021 15:04:19 pm
Last Seen: May 20, 2021 15:04:19 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

increasing the rates by 2% plus 1 % and a further 1% in this current economic times is far to great. I am a pensioner and have lived in the area for approx 30 years, work 3 day a week, these increase will place huge financial burden. this current year the rated were around $2500 dollars. My income will not increase more than 1% if i am lucky. The council is their to provide infrastructure maintenance and development to the area not to waist money on sponsorship and consultant fee. doing thing like signage, in these time the focus should be on the council area. As I indicated I have live in the area for 30 years and we have been waiting for foot path and street numbering which the council promised. on our first council rates the common effluent cosr was fix , not to change, but has increase . It is time the council tightens the belts and focuses on the community and not increase the rate beyond the cpi.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4 **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

as long as the 11 mill dollars foot paths are used in areas like Echunga

RELEASED

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Respondent No: 52

[redacted]

Responded At: May 20, 2021 15:44:12 pm
Last Seen: May 20, 2021 15:44:12 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

a 2% increase in already high council rates is unwarranted. I would like to know why the council is required to provide wastewater treatment for residential properties at such a high cost? Was this an oversight when Mount Barker began to grow? We have lived in the district since 2006 and each year our council rates have climbed. In 2009 our rates were calculated at .0029 and now we are being asked to pay .003503. We are rated as primary production but we are not producing anything, most properties around us are owned by people who want space, peace and quiet and a relaxed lifestyle and we pay to support this. We pay dearly! Mount Barker is the fastest growing region and also has the highest property rates. Why does the council need to have an operating surplus of such a large amount? Why is the council funding parts of roads that are required for new developments that wouldn't be needed if the land wasn't developed? Why is the council giving $70,000 to the Festival Centre and $251,000 to St Francis sports facility which is a private catholic school? It seems unlikely that the increase in rates will benefit the community but will be to the detriment of the community who shoulder the burden for the seemingly poor choices, decisions and lack of forethought of the previous and current council members. I hope that the council will listen to the community and find suitable alternatives to asking for more money each year. Yes work smarter as your documents say...live that philosophy and bring it to life. Do not increase rates before all other options for financial management have been exhausted and think carefully about where ratepayers money is spent. You risk alienating the very community you rely on to exist.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Costs for infrastructure upgrades forecasted for 10 years out will inevitably fall short of their initial estimate. I thought developers were required to fund and construct adequate footpaths and manage long term? If you are robbing Peter to pay Paul what is the point? The wording of this statement, reduced capacity to fund other emerging priorities, is unclear and unjust. Please use plain English, what are the emerging priorities?

RELEASED

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Respondent No: 53
[redacted]
[redacted]

Responded At: May 20, 2021 21:10:11 pm
Last Seen: May 20, 2021 11:40:11 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Do not raise the rates they are ridiculously high already. Other councils operate on less and your claim that it is because of infrastructure is almost laughable. With the increasing population you should have plenty of money. What I pay is almost twice what I payed for a comparable property in Adelaide Hills council. Make the developers of all these new houses pay for infrastructure.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 54
[redacted]
[redacted]

Responded At: May 21, 2021 00:04:38 am
Last Seen: May 21, 2021 00:04:38 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates should not be necessary. Trim fat elsewhere.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Footpaths are great on theory, but there are already public walking spaces. Footpaths to nowhere and increase of 5%?

RELEASED

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Respondent No: 55
[redacted]

Responded At: May 21, 2021 02:13:03 am
Last Seen: May 21, 2021 02:13:03 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No increase in rates. It is beyond reasonable that we pay so much more than is needed. We will be moving from the area because it is making life too expensive especially in a year where COVID has ravaged peoples income. So out of touch with reality.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

11 million for footpaths seems a little high. I'd be looking at your contractors or suppliers for cheaper rates.

RELEASED

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Respondent No: 56
[redacted]

Responded At: May 21, 2021 08:09:17 am
Last Seen: May 21, 2021 08:09:17 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The proposed rate increase is substantially more than is required, especially in comparison with other "growing" councils of Adelaide and surrounds. Your constituents can't afford these hikes, and I for one, do not agree that they are relative to the development occurring around the town. ESPECIALLY in towns not mount Barker, Nairne is missing any of this development and yet pays the increase for facilities that we are not getting. Please, PLEASE take into consideration the thousands of families who will be severely affected financially by such an increase in rates.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 57

[redacted]

Responded At: May 21, 2021 10:30:37 am
Last Seen: May 21, 2021 10:30:37 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I would like to see more Indigenous plants being put in, more Indigenous names being used and a lot less subdivision. In rural townships I would like to see less council interference. Yes to playgrounds and public toilets for those passing through. But also more going back to our roots with roosters etc being supported for township, lower speed limits instead of upgraded intersections and provision for local shows/fairs supported by council to improve tourism in the area and support rural township life. Dont like the commute? Want bigger roads etc? Go to the city! Lets put money into our native wildlife planting Indigenous trees and preventing more subdivision and support our farmers more. We need local farmers not more houses.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Particularly for Echunga and other small rural townships I dont support footpaths being installed. Rural townships should be rural, look rural and keep to their heritage. Brand new footpaths look modern and city like they just dont fit and we dont need them. Only those yearning for the city in the country want them and they can go back to the city or move to mtbarker.

RELEASED

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Respondent No: 58

[redacted]

[redacted]

Responded At: May 21, 2021 12:54:29 pm
Last Seen: May 21, 2021 12:54:29 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

With 4yrs in the town of Mt Barker I am appalled at the council rates we pay for the services we receive. We are paying ridiculous rates and I am aware of more affluent suburbs paying a lot less then we are being charged. I propose a 5% reduction in rates fees just to start with and road surfacing, foot paths and pruning of trees be done more regularly with the already obtained funds.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

You need to review who you use to build these paths. You are being ripped off because you're a government body that will sign off on anything that makes your life easy.

RELEASED

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Respondent No: 59

[redacted]

Responded At: May 21, 2021 13:18:15 pm
Last Seen: May 21, 2021 13:18:15 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I think that you have forgotten to include Echunga. We also pay rates and would love to have some of the facilities that are being provided to other townships such as functioning footpaths, toilets that aren't disgusting and even just a clean up of the roadsides to make moving around the town safe. Other things such as moving out the 80km signs or making the bus stops safer would be a minimal cost but greatly appreciated

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 60
[redacted]

Responded At: May 22, 2021 18:41:51 pm
Last Seen: May 22, 2021 18:41:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please develop a footpath on parin / bugle range road , Macclesfield because of many walkers , prams, dogs and children have to walk on the narrow road over the bridge. Skate park and devernport park near by. School is near aswell, during busy hours , it is very dangerous to walk along that stretch.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 61
[redacted]
[redacted]

Responded At: May 22, 2021 20:27:21 pm
Last Seen: May 22, 2021 20:27:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No footpaths for Macclesfield Than you.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

As someone who walks around Macclesfield everyday I see no reason for footpaths to be added. The cost would hugely out weigh their use. Massive waste of money.

RELEASED

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Respondent No: 62
[redacted]

Responded At: May 22, 2021 21:33:33 pm
Last Seen: May 22, 2021 21:33:33 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The bridge on the main road to Strathalbyn in Macclesfield needs a proper footpath on the Strathalbyn side of the river. It is impossible to keep off the road (Venables St) when walking over the bridge with a pram or dog or child in hand when on the west side because of the guardrail. On the east side there is a footpath behind the guardrail on the northern side but it only goes to the footbridge and needs to continue on the southern side behind the guard rail. Without that you have to cross to the west or walk on the road due to the guardrail.

RELEASED

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Respondent No: 63

[redacted]

Responded At: May 22, 2021 22:15:06 pm
Last Seen: May 22, 2021 22:15:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Foot paths required for all main entrances into maccy as people do not follow speed limits thus making it unsafe to walk from a home (within town limits) to Main Street/school/park etc

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I have nearly been hit multiple times while walking as there is no where safe to get off the road as it's uneven surfaces

RELEASED

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Respondent No: 64
[redacted]

Responded At: May 23, 2021 10:31:27 am
Last Seen: May 23, 2021 10:31:27 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I support the Arts plan and the tourism event programme. Particularly in regions or towns outside of Mount Barker and Hahndorf, stimulating visitation and growth for the small townships . The continued development of Crystal Lake Park in Macclesfield as a unique arts hub and picnic destination in a sculpture park setting.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Not answered

RELEASED

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Respondent No: 65
[redacted]
[redacted]

Responded At: May 23, 2021 12:43:51 pm
Last Seen: May 23, 2021 12:43:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

More investment needed for environmental projects particularly ones that involve the community, and other sustainability issues like wastewater management.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Macclesfield township is in dire need of safe footpaths particularly for the elderly and children. We need a safe road crossing at the school. There are also many places where you need to walk out into the road because there are no footpaths where the roads cross rivers. It is very unsafe when walking with small children.

RELEASED

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Respondent No: 66

[redacted]

Responded At: May 23, 2021 17:53:14 pm
Last Seen: May 23, 2021 17:53:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I truly believe that a 2% rate rise is just pure greed and should be reconsidered, especially given how many have struggled for the past 18 months

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 67

[redacted]

[redacted]

Responded At: May 23, 2021 18:18:06 pm
Last Seen: May 23, 2021 18:18:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I'm not happy that it appears that another rate rise of 2% is forecast. Tough tie a for people and our rates are already ridiculously higher compared to other councils that have more services than we do. Footpaths - I certainly hope some of that money goes to footpaths in Nairne. Our footpaths are either non existent of we have to navigate gravel, dirt, and uneven surfaces or full of autumn leaves making it even more dangerous to walk around. Hope urban areas refers to regional towns also and not just Mt Barker! I also do not want extra charges for a hard rubbish waste service per household. It should be either free x2 tunes a year like other councils or a user pay as required.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 68
[redacted]

Responded At: May 23, 2021 19:04:24 pm
Last Seen: May 23, 2021 19:04:24 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Every year, we the rate payers are asked to put our hands in our pockets to fund supposed extra services needed by ratepayers to live better. Well I say enough ! As a pensioner I find it difficult to pay last years rates and don't accept the 1% extra is necessary. INSTEAD stand up to the STATE GOVERNMENT who put us in this mess and give YOUR ratepayers some relief. I DON'T SUPPORT THE EXTRA 1%

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Providing both state and federal government put in HALF the money, or put a wage freeze on council staff for 10 years.

RELEASED

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Respondent No: 69
[redacted]

Responded At: May 23, 2021 19:18:30 pm
Last Seen: May 23, 2021 19:18:30 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please allow money for footpaths in Macclesfield.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Macclesfield needs more footpaths. Especially between the Mt Dennis estate and Davenport square. It's very dangerous to walk with kids on the main road

RELEASED

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Respondent No: 70

[redacted]

Responded At: May 23, 2021 19:31:28 pm
Last Seen: May 23, 2021 19:31:28 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Residents of nairne dont need to pay any more to be forgotten about. Apparently we aren't worthy of spending money on to upgrade north road despite it being unsafe and a main road. Charging us more for rates when we lack opportunity to even basic rights of our safety being considered and maintain is not fair. I refuse to pay more to support ripping up footpaths in mount barker when WE DON'T EVEN HAVE A FOOTPATH DESPITE ASKING FOR YEARS (but yet you continue to make mount barkers better by paving them).

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

11 million for foothpaths in areas that are needed would be great - but nairnes are needed and you somehow cannot justify it. North road and nairne deserve footpaths! Council need to stop favouring mount barker.

RELEASED

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Respondent No: 71
[redacted]
[redacted]

Responded At: May 23, 2021 19:46:49 pm
Last Seen: May 23, 2021 19:46:49 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I would like to see more footpaths within the Macclesfield township, especially opposite the school entrance to allow for a children's crossing. This road can be dangerous for kids at school time especially with vehicles (including a lot of trucks) not slowing down when coming from Gemmell Rd. They have been seen not only going quicker than the signed 25 but well over 50 too. I know this is a small school but our children should feel safe to get to their family cars.

RELEASED

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Respondent No: 72

[redacted]

[redacted]

Responded At: May 23, 2021 20:28:20 pm
Last Seen: May 23, 2021 20:28:20 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Our council rates are already too high! Do not raise the rates!!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

As long as it's done properly and actually planned properly, not like normal stupid council decisions. Let the community decide what areas are a priority

RELEASED

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Respondent No: 73
[redacted]

Responded At: May 23, 2021 20:31:51 pm
Last Seen: May 23, 2021 20:31:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

We are desperate for footpaths in Macclesfield. In particular Searle street, which is regularly used by many residents and does not even have a suitable verge for children and adults to ride or walk on or even move over when traffic is coming. It's very dangerous and needs attention.

RELEASED

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Respondent No: 74

[redacted]

Responded At: May 23, 2021 23:06:43 pm
Last Seen: May 23, 2021 13:36:43 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

There should be no donation for the festival at all and no monies should be spent on the aquatic centre

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Only to be spent on new footpaths in Nairne and Littlehampton

RELEASED

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Respondent No: 75
[redacted]
[redacted]

Responded At: May 24, 2021 10:34:32 am
Last Seen: May 24, 2021 10:34:32 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

As a 65 year old male living in Macclesfield I enjoy early morning walks. Unfortunately for 7 months of the year for personal safety due to poor or no early morning light my walks are restricted to laps of the oval. Having more footpaths in the town would make my walks safer during these months as it would take me off the road and away from traffic. Many of the off road sections around town are also pitted with holes and gullies due to heavy rains and poor maintenance. Footpaths would create safe, flat walking surfaces.

RELEASED

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Respondent No: 76
[redacted]

Responded At: May 24, 2021 11:10:03 am
Last Seen: May 24, 2021 11:10:03 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Therefore my note to my say, is my objection to the proposed rate increase above inflation! This has been a traumatic year and a half for all and putting this kind of pressure on the rate payers is very unfair. I also object to a $50,000.00 increase to the arts. As far as I am concerned attending the arts festival is personal choice and users pay not every person. Similar reasoning to using a swimming pool!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 77

[redacted]

[redacted]

Responded At: May 24, 2021 11:13:40 am
Last Seen: May 24, 2021 11:13:40 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I hope that small towns such as Macclesfield are also including in this footpath plan? From wirrinilla Drive, I have to cross the road 5 times to safely steer my pram down to the post office. Always feels like mt barker has always got the money spent int he town but now with the new developments, it feels like the small towns are getting left behind. It would be nice if you wrote which towns will be included in he footpath plan.

RELEASED

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Respondent No: 78
[redacted]

Responded At: May 24, 2021 12:55:45 pm
Last Seen: May 24, 2021 12:55:45 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

It is disappointing seeing such a high increase in residential council rates, especially as our rates are already high compared to other local councils. An increase of double the inflation rate (2% instead of 1% inflation) should be explained explicitly. I don't really see where this increase of rates is going to benefit local residents. Where will this increase go to benefit local residents? How are we going to see a return for this - I don't see this outlined in the plan.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 79
[redacted]
[redacted]

Responded At: May 24, 2021 13:29:21 pm
Last Seen: May 24, 2021 13:29:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a local artist I am most interested in the fact that Arts and Culture gets a mention in this draft business plan. Arts and cultural programs are key to placemaking and developing community identity. Should these be planned for and delivered in a Community Arts and Cultural Development model (as opposed being a hook to get people to engage in commerce like we see at winery 'Arts' weekends etc) it would result in more authentic engagement as we evolve to develop a shared sense of belonging and identity as hills residents. Shared story is key to connecting people and the Arts provide an opportunity for this. With a rapidly growing population the Arts could be a tool for developing cohesion and community and shaping the identity that we want to have as a growing place. I am most interested in how it is that the council plans to draft an Arts and Culture plan and in what infrastructure, particularly around space may be in this plan. There is currently no dedicated performing arts venue in the hills. As a theatre maker I can tell you that we are very limited when it comes to suitable venues to present work. Likewise without an arts officer or anybody in the role of developing arts and cultural engagement locally their is no obvious support network for art makers to develop or present work with or for community. There are no programs for artist residencies, artist run spaces or other such initiatives.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Not answered

RELEASED

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Respondent No: 80
[redacted]
[redacted]

Responded At: May 24, 2021 15:26:11 pm
Last Seen: May 24, 2021 15:26:11 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The increase in rates simply makes no sense considering the amount of new houses being built. We already pay some of the highest rates in the state and you are pushing for a near 5% increase after what has been a difficult time for many families due to covid. And all we ever seem to see is changes to roads with little change to infrastructure. The council is totally out of touch as to what is fair.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 81
[redacted]
[redacted]

Responded At: May 24, 2021 16:13:39 pm
Last Seen: May 24, 2021 16:13:39 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Great to see that you have included Arts and Culture and one of your measurable outcomes is to have a Arts plan in place. As a local publisher in the Adelaide Hills I hope that the council will support all Arts including literature and writing and continue to support the Mount Barker Library, other libraries and also support initiatives to promote reading, writing and literature through various events, such as a "book fair".

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 82
[redacted]
[redacted]

Responded At: May 24, 2021 16:36:52 pm
Last Seen: May 24, 2021 07:06:52 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Will the footpaths in Echunga be upgraded in this plan. The footpaths in the Main Street are very rough and patchy and there are no real footpaths in any other part of the,town. Battunga road Echunga is part of the township and it's very dangerous trying to walking along there, with dogs or kids walking,to,school. It's a matter of making sure cars don't clip you on their way passed.

RELEASED

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Respondent No: 83
[redacted]
[redacted]

Responded At: May 24, 2021 16:54:17 pm
Last Seen: May 24, 2021 07:06:52 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I notice that there is no budget for Echunga in anyway, even though our area would contribute quite a bit in rates. We currently have a path to nowhere in a community park area, that has been worked on by two or three of the committee members of the Echunga Community Association. All we want is an actual community area with toilets and a BBQ shelter. A decent playground area for older kids and a separate off lead dog area. Within the community park. We live within the township and have NO footpaths, street lights, mains water or even postal delivery. Our community association cannot do it all. The local Institute is actually crumbling and has no community activities for older people. Not everyone is happy to drive to Mt Barker to use the facilities there.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 84
[redacted]

Responded At: May 24, 2021 17:10:00 pm
Last Seen: May 24, 2021 07:34:39 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

What funds have been allocated to the Echunga township plan

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

It would be great to see some work done on the Echunga Foot paths as agreed in the township plan

RELEASED

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Respondent No: 85
[redacted]
[redacted]

Responded At: May 24, 2021 17:36:35 pm
Last Seen: May 24, 2021 17:36:35 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a resident of Echunga I am very disappointed to see no recommendations from the MBDC Township plan in 2018 have been implemented. In particular more secure footpaths, including Echunga in the footpath connectivity and renewal programs. MBDC talks about their disability and inclusion program and their target to assist people with disabilities to get out and about more in the community. Being a family with someone with a disability, living in Echunga is hard for this to happen. From our house we have to navigate a very busy and unsafe road, no footpaths or safe options for someone with limited mobility to freely move around the township, to be able to access bus stops or be able to safely navigate their way to the community park (which still needs funding to be finished). To access the community park or indeed the oval or to go to the local shop or post office, we are forced to drive for safety. I would also like to see MBDC put in a noise management program for Echunga. In particular the amount of heavy trucks that come through our town and especially traveling down Meadows Road. This road is used daily by locals exercising, walking their dogs or local children walking to and from school, it is only a matter of time before someone is severely injured or killed. Vehicles and heavy loaded trucks fly down this road well in excess of the 50km with total disregard to safety. 90% of trucks as they approach the town are using their airbrakes, the intersection of Meadows Road and Strathlbyn needs to be looked at and traffic management need to implement changes to stop people flying into/out of the intersection. As with other towns in the MBDC I think it is well and truly time to look at moving powerlines underground to enhance the natural beauty of the town.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Not answered

RELEASED

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Respondent No: 86
[redacted]

Responded At: May 24, 2021 17:45:17 pm
Last Seen: May 24, 2021 17:45:17 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The 10 year footpath program is a great idea and I would love to see more footpaths in Macclesfield. I understand the main street is being upgraded and that will include the much needed footpaths in this area however I think we really need a footpath in Macclesfield from the main street to the RSL Anzac memorial gardens. The ground in this section is very uneven and rutted on one side and the hedge on the other side is often overgrown and reaching out to the road. This section is totally unusable to anyone with any sort of walking disability. This section would give access to the sports grounds and the Memorial Gardens.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

see previous comment

RELEASED

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Respondent No: 87
[redacted]

Responded At: May 24, 2021 19:02:09 pm
Last Seen: May 24, 2021 19:02:09 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 88

[redacted]

Responded At: May 24, 2021 19:53:39 pm
Last Seen: May 24, 2021 19:53:39 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 89

[redacted]

Responded At: May 24, 2021 19:54:43 pm
Last Seen: May 24, 2021 19:54:43 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Thank you for your good work but could you please constrain your spending so as to reduce council rates rather than continually increase them. A couple of years ago there was an outcry regarding the quadrupling of electricity costs over a particular period. I can't recall the exact dates but at the time performed a-calculation comparing your rate rises over the same period, and it was on par with the electricity increase. My income has been stagnant for over a decade and I'm sick of government at all levels scraping more and more revenue to pay for their projects.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 90

[redacted]

Responded At: May 24, 2021 19:55:47 pm
Last Seen: May 24, 2021 19:55:47 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

firstly may I say I concur with Cr David Leach(this week's Courier article) on the proposed handing over of monies to the Adelaide Festival When I first moved to Hahndorf in the seventies Mt Barker had one of the lowest rates in the state....now they rank in the highest and even considering this type expenditure in the current climate beggars belief.....council's mandate must surely be to save money whorever possible secondly may I suggest that the money be spent on one of the district's best assets..namely the Laratinga wetlands which many hundreds of locals & others use every week. The problem lies in the carpark surface material which is fine in dry weather but turns into a sticky mess after the slightest shower...I had to hose down my grandson's pusher wheels before returning it to my daughter one wet day last week Could you please send a copy of this email to Cr Leach for info Regards [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 91

[redacted]

Responded At: May 24, 2021 19:56:50 pm
Last Seen: May 24, 2021 19:56:50 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a ratepayer I am shocked by this council's decision to give $70,000 of our money to fund the Adelaide Arts Festival. This is outrageous and totally unacceptable. Council members are elected to their positions by the local people who entrust them to make well considered decisions on how best to use the hard earned money they pay in rates to best advantage and benefit of our local community. I request this decision be put to another vote and overturned asap. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 92

[redacted]

Responded At: May 24, 2021 19:57:53 pm
Last Seen: May 24, 2021 19:57:53 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Requesting an internal review of a council decision I request the council to reconsider the proposed $70000 sponsorship of an arts festival. As so eloquently outlined in The Courier 12/5/21, I support Mr David Leach's opinion. "Charity begins at home." Please help your ratepayers, many of whom are doing it tough right now.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 93

[redacted]

Responded At: May 24, 2021 19:58:56 pm
Last Seen: May 24, 2021 19:58:56 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I write regarding the condition and urgent need for an upgrade to the surface and drainage of Hogan Rd, Hahndorf. My partner [redacted] and I live on a property on Hogan Road where the condition of the road is appalling. I am concerned about the safety of both the residents of Hogan Rd and the many others who use the road, parking at the end, to use the bush track. The state of the road, both the surface and lack of adequate drainage, is of particular concern because Hogan is both a winding and hilly road. Hogan has several blind spots. Three hills that you cannot see over, as well as corners. We are concerned that the condition of the road surface and lack of drainage compounds these potentially unsafe conditions. We are concerned the condition of the road will lead to an accident preventable should the road be re-surfaced with well designed drainage and, subsequently, maintained in a timely fashion. Currently Hogan Road has serious potholes, loose surface and no drainage. The surface of the road deteriorates when it rains. It is uneven and the temporary measures the council took, filling in the pot holes, is long gone. Hogan Road is dangerous for drivers and having been warned, the Mount Barker Council could be called to account should there be an accident. The council needs to direct resources into fixing Hogan Rd. We are aware funds are available in the council budget for road works. We ask that monies be used to ensure Hogan Road is safe, usable, and will stay that way for many years to come. Please let us know that you have heard our concerns and that you have a realistic timeline for this work to be carried out. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 94
[redacted]

Responded At: May 24, 2021 20:30:10 pm
Last Seen: May 24, 2021 10:54:30 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates increase again for locals! The developers and the new home owners should be pay for the extra costs. Enough is enough the locals don't want the town to gross it is and now we are paying for it as well

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

11 million.your kidding I will do them by hand for half that

RELEASED

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Respondent No: 95
[redacted]
[redacted]

Responded At: May 24, 2021 21:02:44 pm
Last Seen: May 24, 2021 11:00:50 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I object to the proposed increase in council rates. We already pay far too much in rates. My parents pay less in rates on their Burnside home (worth three times $ as much as ours) than we do here. It's ridiculous. Baker street is STILL waiting (years later) for the promised upgrade to the stormwaterr system so we do not FLOOD again. It was promised in the 2019/20 budget I believe? We have zero footpaths in much of Littlehampton??! Certainly none in the older section (unless you count the one path directly bordering the school). We are NOT getting much of anytying for our Council rates. The Council has committed to an insanely expensive sports centre on Bald Hills road, that you expect our rates to contribute to. We just want the basics here guys.... non flooding streets/promised $300,000K+ budgeted stormwater upgrades, footpaths, district playgrounds that aren't embarrassing (Keith Stephenson is disgusting - filthy equipment), playgrounds with shade and toilets, more carparking in Mt Barker! We don't have enough room to seriously be expanding Mt Barker on beautiful farmland. The infrastructure isn't there, it's not coping as is with the population. I reference the two absolute standstills on the freeway recently - now imagine adding MORE citizens up here when we don't have the roads, shops, carparks, or escape routes in case of bushfire. Lots of info above, but bottom line is, we are paying too much in rates for far too little. No to the increase, thank you.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Your footpath strategy doesn't include areas for footpaths. As mentioned above, Littlehampton is severely lacking in footpaths. CHILDREN, prams, all pedestrians have to walk on roads ina district we pay a fortune in rates to live in. Baker st, Gardner street, Wigzell st, Fulford Tce, West Tce, Alston rd, Compson rd...the list goes on. It's a disgrace. So many families with children within walking distance of a strictly zoned primary school (and The Glebe), and children have to walk on roads or uneven verges to get there.

RELEASED

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Respondent No: 96
[redacted]

Responded At: May 24, 2021 21:19:57 pm
Last Seen: May 24, 2021 21:19:57 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Dear Sir/Madam, I am writing to you as a Mount Barker District Council resident who has dedicated their professional career to the Performing Arts (as a performer on local, national and international stages), as an academic (BA Honours Degree from Flinders University), Teacher (Diploma of Teaching, Primary) and the founding and current Artistic Director of Ink Pot Arts. It will therefore come as no surprise when I present my passion for dedicating council resources to develop the much-needed Arts Plan for our region. This is a necessity should the council be successful in their recent grant application to create the Arts Plan (for which we wrote a support letter) or not. The Arts, and the Performing Arts in particular, offer a unique service for developing the wellbeing of our community, alongside nurturing a sense of place and identity through sharing stories that have meaning for our residents. Having an Arts Plan, created with expertise and consultation with those in the Arts sector, will enable strategic development and is of primary importance to meet the needs of the growing population of Mt Barker. A comprehensive Arts Plan would see all levels of Arts engagement supported (Community Arts, pathways for Arts engagement and careers in the Arts, affordable professional local productions etc), while dedicating funds to employing staff with expertise in the Arts & Community Cultural development. It would also provide planning for facilities to house these cultural activities. I look forward to seeing what positive steps will be taken in the future. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

Not answered

RELEASED

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Respondent No: 97
[redacted]

Responded At: May 24, 2021 21:35:49 pm
Last Seen: May 24, 2021 21:35:49 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

My intial view is that the Plan is very Mt Barker centric. You are the the DISTRICT Council of Mt Barker and all the areas/towns in your region need to be more included, not just for planning but to commit $$ to the planning, which i dont believe has happened. I appreciate that there is a LOT happening in the Mt Barker township but dont loose sight of the fact that people like me who live on a rural allotment pay over 3.2K per year in rates just to have our rubbish collected and our unsealed road graded once per year. Hardley value for money i think! Our local town of Echunga has a very hard working core group of people who just want our little town to be welcoming and attractive to both locals and toursists. This dos not onvolve vast sums of $$$ BUT is does involve some $$$. I ask you to look "outside the square"

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Put more of that into better roads and intersections. I belive road traffic will increasd at a far grear rate that foor traffic

RELEASED

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Respondent No: 98

[redacted]

[redacted]

Responded At: May 24, 2021 23:04:21 pm
Last Seen: May 24, 2021 23:04:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am vehemently opposed to the proposed increase in rates. A 2% increase is more than sufficient to carry out the majority of the proposed works. Mount Barker Council consistently forgets about the rate payers from satellite towns such as Nairne, where my young children have to literally jump off the road into people's gardens to avoid oncoming cars due to the lack of footpaths. This is just one of many scenarios which alienate your rate paying base. When you start to actually action and complete COMMUNITY projects in these areas (footpaths through Bassett Street and North Road would be a GREAT start) instead of pandering to the large developers, you may start to see a decline in rate payers so opposed to the current mis-management of the Council area.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I am only in favour of this if there are proposed footpath builds in Nairne - not upgrades, but desperately needed NEW footpaths for our children and elderly.

RELEASED

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Respondent No: 99

[redacted]

Responded At: May 25, 2021 06:26:52 am
Last Seen: May 25, 2021 06:26:52 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Re Macclesfield footpaths - I consider making a separate footpath on the section between Venables and Cunliffe streets unnecessary given that this is a section of road little used by vehicles. However, it is well used by pedestrians and some improvements would be good.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 100

[redacted]

[redacted]

Responded At: May 25, 2021 08:06:32 am
Last Seen: May 25, 2021 08:06:32 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Many of the smaller towns in the district do not have footpaths for the younger and older residents to walk on.

RELEASED

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Respondent No: 101

[redacted]

[redacted]

Responded At: May 25, 2021 08:36:24 am
Last Seen: May 25, 2021 08:36:24 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The draft plan looks fine. My only issues is that the rate rise, of 5%, which is wll above CPI, around 1.1% (https://www.abs.gov.au/media-centre/media-releases/cpi-rose-06-march-2021-quarter). On lop of this thc average wage increase is in Australia is 1.4% (https://www.abs.gov.au/media-centre/media-releases/annual-wage-growth-remains-14#~:text=The%20seasonally%20adjusted%20Wage%20Price,Bureau%20of%20Statistics%20(ABS).) As Mount Barker Council already has some of the highest rates in South Australia, the proposes 5% increase will place many families within the District will be placed under increased financial pressure. It would be more appropriate for Mount Barker Council to maintain the current rates or, if a reat rise is required, only raiso rates to meet CIP.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

the installation of footpaths is necessary for any community. The current provision of footpaths in the older ares is woefully inadequate and places pedestrians in danger. However, the council has not done a good job installing new footpaths as the quality of workmanship is poor and the surface provided really meet the required standards/legislation (e.g. AGRD06A-17 or Disability Discrimination Act 1992). This is particularly the case for township in the North and South Wards.

RELEASED

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Respondent No: 102
[redacted]

Responded At: May 25, 2021 10:02:45 am
Last Seen: May 25, 2021 10:02:45 am
IP Address: n/a

Q1. Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below

Hello I am writing as a member of the Adelaide Hills Ceramic Association and a long term resident of the Mount Barker Council. The purpose of my feedback is to support the need within our community for a solid arts plan and one that is not dependent on a obtaining a grant to fund or match the $25000 amount the council have agreed to provide. As a practicing artist I have taken an interest in the overall development of the arts within our community and have noticed that they are historically/generally poorly funded. Our group formed when TAFE moved the only Art course available in Mount Barker to the city which impacted on general community access to art. Small art groups consistently apply for grants without success which further impacts on the capacity to provide access to arts for community members. I understand the competing demands to provide funds to various activities within the Mount Barker region however as Mount Barker grows in population to 50000-60000 residents it is clear that forward planning will become essential in all areas. I/we feel that Mount Barker council should consider providing the total funds required ($50,000) to make a solid Arts Plan that might have a vision further than 20/21 if the grant is not obtained. [redacted]

Q2. Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan

Q3. I wish to present at the public meeting on Monday 7 June 2021

Q4. Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district? Not Sure

Q5. Do you wish to add a comment to support or add to your response above?

I am not sure of how much footpaths cost but would like to support the need for footpaths as a safety issue and for the community to get around the town. I live in Macclesfield and our community does not really have footpaths but would support the installation of footpaths on sections of our town to make it safe. I live on the now busy sector of 8 bugle range road and whist there is roadside verge for some of the area it is uneven/covered with long grass. I am not really able to walk into town without being on the road which has become a bit of a race track by some residents. Turning in to my drive way has become tricky when coming from the Mount Barker direction and I have even been beeped for slowing down to try and manage the turn into my driveway. I have made a report to council about this issues. There are also young children in this zone that need to walk on the road. [redacted]

RELEASED

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Respondent No: 103
[redacted]

Responded At: May 25, 2021 13:07:22 pm
Last Seen: May 25, 2021 13:07:22 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please find attached a submission to the Mount Barker District Council Draft 2021-22 Annual Business Plan from the National Trust of SA, Mount Barker Branch.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 104
Login: ECA
Email: echunga.community@gmail.com

Responded At: May 25, 2021 13:12:51 pm
Last Seen: May 25, 2021 03:38:33 am
IP Address: [redacted]

Q1. Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below

Our revised feedback is linked directly to our Endorsed Township Plan (2019) Echunga Community Association is seeking from the 2021-22 Annual Business Plan: 1. $50,000 to continue the Community Park Establishment 2. Inclusion in the Footpath connectivity and renewal strategy 3. Commencement of the initial stages of our Main Street Upgrade Please see attached document for further details.

Q2. Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan

Read Submission

Q3. I wish to present at the public meeting on Monday 7 June 2021

Yes

Q4. Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?

Yes

Q5. Do you wish to add a comment to support or add to your response above?

However, ECA believe more should be allocated for footpaths and especially throughout the district, not just Mount Barker, as many surrounding towns are falling into disrepair with growing populations of young families and aged persons that are unable to safely access facilities around their township. The broader Echunga community has provided ongoing feedback about the need to deal with our footpaths over several years and predominantly through the consultation phase for the township plan. Echunga should be included in the Footpath Connectivity and Renewal Programs to provide safe pedestrian and cycle access to township and connect our heavily used main streets to community infrastructure/recreational areas. • New footpaths along Echunga Road/Strathalbyn Road to link the Recreation grounds, golf course, school and Kidman Trail area to the Main Street • New footpaths along Battunga Road/Angus Road/Meadows Road/Churchill Road for resident safety and to link Main Street to residential areas. • Footpath renewal along main street in line with Main Street Upgrade

RELEASED

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Respondent No: 105

[redacted]

Responded At: May 25, 2021 15:21:26 pm
Last Seen: May 25, 2021 15:21:26 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 106
[redacted]
[redacted]

Responded At: May 25, 2021 17:45:29 pm
Last Seen: May 25, 2021 08:14:32 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a resident and member of Echunga Community Association I submit the following feedback to Mount Barker District Council in regards to the DRAFT 2021-22 Annual Business Plan. 1. I believe money allocated to Entrance Signage in the Draft 2021-22 ABP should be redirected to the already commenced Community Park project, as town infrastructure improvements should come first. $50,000 would fund: • Picnic Shelter with Electric BBQ - $30,000 The Picnic Shelter would enhance liveability, be a location for future events and entice travellers to spend time in Echunga to help local business. • Extension of linking pathways within the park - $10-15,000 Extend hard rubble pathways to link to the Picnic Shelter and future bike pump track. • Bike Pump Track at north end of park (as per Township Plan) - $5-10,000 Bike Pump Track to be constructed through existing vegetation in the northern part of the park as per Township Plan. 2. Echunga should be included in the Footpath Connectivity and Renewal Programs to provide safe pedestrian and cycle access to township and connect our heavily used main streets to community infrastructure/recreational areas. • New footpaths along Echunga Road/Strathalbyn Road to link the Recreation grounds, golf course, school and Kidman Trail area to the Main Street • New footpaths along Battunga Road/Angus Road/Churchill Road for resident safety and to link Main Street to residential areas. • Footpath renewal along main street in line with Main Street Upgrade 3. Commencement of the initial stages of our Main Street Upgrade • Undergrounding of powerlines. • Move forward with any short-term projects such as Bus Stop relocations on Main St for improved parking at General Store and Hall/Post Office. • Advocate for a DTI led review and upgrade of the Strathalbyn Road / Church Hill Road intersection and an improved interface with the heritage listed Hagen Arms Hotel. • Approach DTI to improve directional signage around Echunga to entice people into the Township. • MBDC/DTI to remove duplicate, dated and miscellaneous signage to project a more vibrant community and help way finding.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I would like an assurance that small towns such as Echunga are not forgotten in the planning of this program

RELEASED

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Respondent No: 107

[redacted]

Responded At: May 25, 2021 17:58:37 pm
Last Seen: May 25, 2021 17:58:37 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Walking path along Old Mount Barker Road as no pedestrian access to Echunga and dangerous to walk along

RELEASED

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Respondent No: 108
[redacted]

Responded At: May 25, 2021 18:08:38 pm
Last Seen: May 25, 2021 18:08:38 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The running and administration of any Council is running a Business and with that comes challenges especially in our council district with near biggest population growth in the state with families shifting into the area from the Adelaide suburbs. With this expansion people don't seem to have a concept that services that they may take for granted in Adelaide are not so prevalent in our area as it is growing faster than we can get the infrastructure in place which is no fault of the local council this was something that was put in place by the State Government in 2010. If we are going to be able to get the area up to a standard that ex Adelaide dwellers expect then some Rates will have to increase so as to make this happen. Residents of the council Seem Not to have a full grasp of where there council rates are distributed and consideration should be made to insert a copy of the Council rate Fact sheet with the next Rates notice and that there is some explanation in regards to how Adelaide council charge for different items (Rate per valuation and that Sewer fees are on Water rates and not Council rates ETC.). One of the disappointing aspects which i have see since having the privilege to attend council meeting due to my circumstances changing is the way that people complain about the Rates but at a council meeting in the Gallery there is only a hand full of residents which is pretty woeful for the size of the councils population. If more people actually attended the council meeting and or read some of the minutes from the council meetings they may get a better understanding of how this Business is and has to be managed. If residents of the district also used the council website and saw what the council has to offer them they may have a slightly different opinion about the running of the council. The web site is a job well done to those that manage it and how the integration of the district mapping system has been implemented into it.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The council has to be mindful that most of the footpaths that are required are in the older parts of the district housing as most of the newer areas have footpaths as part of the development and when people see these footpaths every one wants a new footpath. The program needs to be in place that the areas that get footpaths are in places that reduces the risk to the residents injuring themselves while using the area even if the walking area is of a dirt construction.

RELEASED

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Respondent No: 109
[redacted]
[redacted]

Responded At: May 25, 2021 21:42:11 pm
Last Seen: May 25, 2021 12:12:11 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

It's hard to answer when we don't know what may be canned due to this new program. I do believe that we want rates to be spent on making our roads and connectivity safer for everyone. I also feel that drainage, particularly in Macclesfield is an issue during large rain events and this is probably more important to address than having amenities in Crystal Lake that also creates an ongoing cost. I also have concerns about cyclists and hope that money will go towards providing good cycle-ways to keep cyclists off our roads. At times it is very dangerous coming around corners and coming upon a cyclist in a 80 or 100km zone. There is nowhere for the cars to keep a 1m distance on the narrow country roads. I think the main concern for me is the rate increase. We already pay high rates as we're in a rapidly growing council.

RELEASED

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Respondent No: 110

[redacted]

Responded At: May 25, 2021 21:52:34 pm
Last Seen: May 25, 2021 21:52:34 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

New Footpaths for Echunga Main Street. Toilet complex at the new Echunga Community Park. Driveway kerbs need upgrading, especially at the Institute. Trees need to be cut down at the exit of the Institute drive-thru as it is dangerous to see cars coming from Meadows.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The footpaths along Adelaide Road (Main St) Echunga need an upgrade, as they are deteriating badly and very dangerous for pedestrians, especially the section between the CFS and Uniting Church because of tree roots and ETSA points. Another safety issue is the tree branches overhanging the footpaths.

RELEASED

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Respondent No: 111

[redacted]

Responded At: May 26, 2021 06:50:29 am
Last Seen: May 26, 2021 06:50:29 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

We were really disapoointed to here that there was no funding available for Echunga Community association projects mainly footpaths and the new community park. My kids and other kids going to Echunga Primary School were really excited to see the Echunga Community Park progressing with the hard work from the Echunga association volunteers. Need to start putting more money towards smaller towns rather than Mount Barker which is getting bigger by the day

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 112
[redacted]

Responded At: May 26, 2021 07:04:55 am
Last Seen: May 26, 2021 07:04:55 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 113

[redacted]

Responded At: May 26, 2021 07:51:53 am
Last Seen: May 26, 2021 07:51:53 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 114
[redacted]

Responded At: May 26, 2021 10:47:29 am
Last Seen: May 26, 2021 10:47:29 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

It looks to be a well rounded plan that focusses on some of the major enabling infrastructure projects that the majority of the population wouldn't even realise were required (wastewater treatment & extensive road and path upgrades). Thanks for all the new walking trails & upgrades to Gawler street - they are fantastic! Items of concern for me, as part of young family living in the area are: Decentralisation of the main Mount Barker 'CBD": with the 30% projected increase in population over 30 years. The complex series of one way systems around the town are already showing signs of misuse& road rage. It can be reasonably expected that with the 30% increase in population, there could be a 10-20% increase in traffic from residents and extra additional for anyone working within Mount Barker. Identifying now a location for a second masterplanned shopping precinct outside of the current to service the rapidly expanding footprint of Mount Barker would allow for advanced road planning for all of the new estates too. An out of town/Harbour Town type shopping centre between Mount Barker and Murray Bridge accessed from a new freeway exit would be amazing. It would draw people up from the city into the hills as well as being a place to stop for those travelling from VIC. It would also reduce the traffic through the town - which would be a blessing and curse. So therefore a location on the outskirts of Mount Barker should be considered - perhaps out past Newingham. Public transport: Keoride is fantastic for an area like the Mount Barker District Council! I can understand why a standard bus network would hold a lot of wasted capital. If this could be expanded for both the number of busses to increase availability at peak times as well as working hours - this would help those without a car to access out of hours jobs in hospitality & retail (which is likely to be a large percentage of the users. after school kids) UBER. please encourage UBER (or similar) to rethink their bail on servicing the Adelaide hills. The amount of drink driving incidents could be reduced if people had a cost effective method of getting home. This would tie in with the increased coverage of Keoride! Keith Stephenson Playground. This playground is known as 'the mouldy playground' within the community. Many families refuse to use it for that reason. There should be a regional playground in the area (even if it isn't Mount Barker! as long as it is accessible by public transport & walking routes from there) that provides play equipment for 0 up to say 12 year olds. It is imperative that it has a fenced area as that is something that the district is completely lacking. The fencing is not to allow parents to 'switch off' and not supervise their kids. It's to help them when they are there with more than one child OR they have a child with additional needs who are prone to bolting. Hard Rubbish Collection: We actually aren't interested in a service, but can see why some people would be. Have the council considered having a truck scheduled to go round once every 6 months and people book into the pre-scheduled service - rather than contracting one out when someone wants it for $160+ a time? I would assume (without having any of the financials) that this would end up being cheaper for the end user who is clearly someone who doesn't have a trailer/car /strength to take their hard rubbish to the tip themselves. Thanks for listening! P.S VERY excited for the new Aquatic Centre! the old Mountain pool site would make a bloody awesome playground with it's pre-existing shade, fence, toilets & cafe.... Walkable from the town and caravan park, with plenty of parking....

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

RELEASED

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Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I work in Capital Projects for BHP, so understand that $11M over 10 years is really not a lot of money in the grand scheme of things. As you haven't provided a map of where the proposed new footpaths are (actual linear meters etc.), I couldn't comment on whether $11M is an appropriate value for the proposed footpath network. It's repeatedly outlined that approving this strategy would reduce flexibility in the short term for new services or service levels - this should have had more detail as the public are not aware of what these services may be (even though i'm sure it is very obvious to the council!) and it opens you up to increased complaints about future rate increases to meet community service demand.

RELEASED

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Respondent No: 115

[redacted]

Responded At: May 26, 2021 11:23:51 am
Last Seen: May 26, 2021 11:23:51 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I can't see anything in this document that addresses the issue of Hawthorn Road. Action needs to be taken now. Multiple crashes on the road every year and daily near crashes are unacceptable. The road is being used as a cut through to Mount Barker by trucks as well as motorists who are not aware of the sharp bends and blind spots. The 80kmph speed limit needs to be reduced immediately. Large prominent signage is urgently required. The action required is not a significant amount of money but would save lives and have a major impact on accident reduction. The last crash - only a couple of weeks involved a child who sustained serious injuries. Action for Hawthorn Road is urgent. Please respond

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** Not Answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

The roads need to made safe first before footpaths are considered. If the roads are dangerous then footpaths will be dangerous.

RELEASED

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Respondent No: 116
[redacted]

Responded At: May 26, 2021 11:46:26 am
Last Seen: May 26, 2021 01:41:25 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

It depends on how and where the money is spent rather than how much. In the plan, I think a few key areas have been missed.

RELEASED

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Respondent No: 117

[redacted]

Responded At: May 26, 2021 11:54:16 am
Last Seen: May 26, 2021 11:54:16 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Keith Stephenson park upgrades need to be prioritised for this FY. We don't want to have another failure like at the Callinfton playground. It has taken way to long to complete this project and people are sick of the poor condition of the playground and aren't using it anymore

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 118
[redacted]

Responded At: May 26, 2021 12:34:54 pm
Last Seen: May 26, 2021 12:34:54 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am glad to see that an Art Plan will be happening in this financial year. I hope this is not contingent on any grant funding and would respectfully request that the Art Plan proceed without any delays. Mt Barker District is long overdue for an Arts Policy and this a great start. As a Nairne resident thank you for the work to create a new village green in the centre of town. I look forward to the finished result.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I strongly support this decision by Council. It will be great to see the long-overdue delivery of more footpaths throughout the district. Thank you for making it happen on behalf of those who use footpaths but are not responding to this survey.

RELEASED

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Respondent No: 119
[redacted]

Responded At: May 26, 2021 13:16:54 pm
Last Seen: May 26, 2021 13:16:54 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I have just read the draft of the business plan and as a resident of Echunga I must say I am completely disappointed. The only mention of Echunga is a new way-finder sign - - really!! Quite frankly it's pretty clear where the money goes and makes me very angry that we then have to pay higher rates, for what exactly??

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

Please reassess the funding and importance of safe footpaths. You only have to look on our road, we currently have 10 new houses being or about to begin construction around us on Church Hill Rd, Echunga. If you want to walk the steep 50metres to the main street you have two options. Either navigate the eroded gravel 'path' to the pub which then disappears forcing you to walk on the road at a busy intersection. Or you can walk in the grass then gravel on the other side and fall over like I have. All these new homes being approved here yet we can't even get a footpath.

RELEASED

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Respondent No: 120

[redacted]

Responded At: May 26, 2021 14:15:28 pm
Last Seen: May 26, 2021 04:32:33 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I think the Rate increase is too much. I think some loyalty to long term residents of the hills needs to be reflected here. Residents who have been here for 10+ Years should be except from current Rate hikes. Long term residents SHOULD NOT be footing the bill to sustain the current development and growth.....NEW residents to the council area should be paying the extra. You can only hike the Rates up so much before you start losing the support of the people. So far - in regards to rates- , Mt Barker is the most expensive, and residents do not get the services that other councils supply within the price of these rates - such as hard rubbish collection - which is just part of the council service in nearly ALL of the other council areas. I think the Council need to look for other funding options instead of just passing the cost on to residents. It is not fair, and A LOT of families are working pay check to pay check and financially struggling and just can't afford a rate increase. Increase rates for new residents to the hills. Show RESPECT for long term residents of 10+ years by freezing rates.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Listen to the People. Stop hitting their wallets.

RELEASED

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Respondent No: 121
[redacted]

Responded At: May 26, 2021 14:46:38 pm
Last Seen: May 26, 2021 14:46:38 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

26 May 2021 DCMB To whom it may concern, In response to the drafted Annual Business Plan, and as a member of the Echunga community, I strongly believe that the following items are of critical importance within the township of Echunga, and need more consideration and representation within the ABP: • funding toward the new Community Park; footpaths and picnic area. The effort to progress this community facility has been proactively driven by ECA. The group deserves more support and funding from Council to progress the project in alignment with the endorsed township plan. There is currently NO allowance in the drafted ABP - this is not acceptable given the input and traction this piece of work has been gaining within the community, and it will be a major letdown for Council not to provide some level of support for its progress. • hard rubbish I have already directly submitted feedback on this, but support the proposal that it be a paid at-call service for those who require it. • footpaths; our community has been crying out for better and safer footpaths for a very long time. Feedback received during the community consultation phase of the township planning exercise substantiated this, and Echunga should hope to receive more attention (and action!) from council over this matter in FY21/22. • more representations within the ABP for smaller townships. .. • the one item that has been referenced for Echunga in the ABP is wayfinding signage. This is less critical for the near future, given that no major improvements have been undertaken yet in the township (ie as outlined in the township plan). This expenditure could be more relevant further down the track, once the community park is more established and there are more noticeable upgrades to the Main Street... but for now, this is NOT important to or for our township, [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

We need to understand what investment would be made within our township of Echunga, and how it would address the issues with our existing footpaths, that have been raised time and time again. More detail (and clear commitment) needed!

RELEASED

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Respondent No: 122
[redacted]

Responded At: May 26, 2021 14:52:35 pm
Last Seen: May 26, 2021 14:52:35 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Echunga needs more funding for projects important to the residents - community park project, footpaths, main Street upgrade. We have safety/maintenance issues and a lack of community spaces and have not received adequate funding in decades. Our township plan appears to have gone nowhere fast with outstanding projects and a lack of commitment from MBDC. For a district so large the smaller outlier towns are being forgotten in amongst the developments, yet we are paying increasing (ridiculous) rates to fund the upgrading of Mt Barker. Echunga feels forgotten even though there is much to offer. Please continue our Community Park project, which would also benefit the whole district with a large nature play area.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Echunga needs linking footpaths for safety around the town. Surrounded by main roads with speeding vehicles, large trucks and other dangerous traffic it is unsafe to walk around the township and residential areas. Not the smaller residential streets, but the large linking roads - Churchill, Battunga, Strathalbyn, Angus and meadows roads. It is so dangerous for residents to have no footpaths in these busy areas. This should not have to be funded through rate increases alone, we are already paying ridiculous rates for a lack of services and infrastructure.

RELEASED

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Respondent No: 123
[redacted]

Responded At: May 26, 2021 14:58:23 pm
Last Seen: May 26, 2021 14:58:23 pm
IP Address: n/a

Q1. Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below

District Council of Mount Barker Annual Business Plan C.E.O. I refer to your 'Draft Budget for Community Comment' 1) In most organisations the area of expenditure reflects the area of greatest importance or need District Council Mount Barker has indicated that the Library is budgeted to receive what seems a disproportionately large piece of the 'pie' in relation to almost all other activities of Council. I also note that Tourism, which considered by many to provide huge economic benefit to the region, and is a substantial provider of jobs, hardly rates a mention. It is an unbalanced budget. 2) The bureaucracy of Council, in planning a 2% increase in rates, is also way off the mark in terms of community expectation. Why should increases be greater than C.P.I.? Why should there be any increase over the coming year, as many small business people and others have not yet recovered from the imposts and income reduction caused by COVID? Your promotion of an increase in Rates of 'only 2%' is highly deceptive. Why 'don't you tell the truth'? Property prices have been rising and the State Government has forecast a substantial increase in property values throughout the State. It can be anticipated that all Council rates will increase by at least 10%. Of course, there will also be other substantial increases in State charges; Land Tax, Water Rates etc. etc. I know of no large salary rises, no large increase in business turnover (the opposite in those businesses still affected by Covid, eg. those relying on international tourism) and yet our community representatives, our Councillors, still want to increase Rates? Even with no % rate increase in the dollar for 2021 – 2022, Council income will still be substantially greater than last year. The track record of many years has shown this to be the case. Please! No rate increase this year. Council already stands out as being the only arm of Government to have given no Covid -19 relief. [redacted] c.c. To all Councillors of District Council of Mt Barker

Q2. Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan

Read Submission

Q3. I wish to present at the public meeting on Monday 7 June 2021

Q4. Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?

Not Sure

Q5. Do you wish to add a comment to support or add to your response above?

1) Simple, Clear Road Infrastructure within and around Mount Barker with connections points to SE freeway. At this point in time required more so than the footpaths. 2) Is this budget evenly spread throughout the district or just in Mount Barker 2) Yes to Footpath maintenance on all footpaths existing - interlinking main corridors in the community - wider footpaths to accommodate scooters etc. 3) Does the budget include lighting on footpaths and if so are they solar or renewable energy 4) Does this include sitting at points along the way - noted landscape is noted in report

RELEASED

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Respondent No: 124

[redacted]

Responded At: May 26, 2021 15:19:04 pm
Last Seen: May 26, 2021 05:36:47 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

1. Reduction of rates for those in this district. Mount Barker Council is one of the most expensive councils in the nation per land value for minimal returns for rate payers. The amount of revenue coming into Mt Barker council from the State Government, rate payers, New coming rate payers (new properties) and developers is astonishing. Based on this extensive revenue alone, it is unreasonable and money grabbing to increase rates further. How about a reduction of rates instead. 2. Hard rubbish, this needs to happen now and happen for free with no additional expense to rate payers. This shall be a twice yearly service for the community. Why is it 2021 and MBDC still has not introduced this service yet, especially considering the high rates we pay. 3. Stop dropping speed limits. End of story. 4. Infrastructure and forward planning. MBDC seems to do none of this at all and is very reactive. It is about time this changes to a proactive approach and starts thinking about the population in the coming years. All of the major roads within the district are at or above capacity with no room for additional traffic. Adelaide road in Mt Barker is atrocious with frequent accidents and although this is a State managed road, MBDC needs to take action with DIT to drastically upgrade it.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not Sure

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Not answered

RELEASED

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Respondent No: 125
[redacted]

Responded At: May 26, 2021 15:24:46 pm
Last Seen: May 26, 2021 15:24:46 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The Meadows Community Association supports the development of footpaths in the Meadows township.

RELEASED

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Respondent No: 126
Login: Nairne & Districts Residents Association
Email: ndraapresident@gmail.com

Responded At: May 26, 2021 15:25:21 pm
Last Seen: May 26, 2021 15:25:21 pm
IP Address: n/a

Q1. Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below

The impact of so many new housing developments, both current and future, cannot be denied. We will see greatly increased demand on every aspect of Council services. The Nairne & Districts Residents Association would like to see more responsibility from developers to provide for a liveable community, and not just a dormer area with tiny blocks and streets too narrow to negotiate. Council's own Values and Goals would suggest that new developments must include walking paths, playgrounds, green areas, and environmental initiatives such as local storm water collection, community energy generation & space for community events. Developers must also be responsible for creating neighbourhoods which can both cope with and reduce the effects of climate change on the community. If this is not required of all developers we risk losing the most essential and intrinsic aspects of our region. Rather than an ideal place to live and raise a family, it will become yet another dormitory suburb - a place to put a cheap house, while lifestyle and living happen elsewhere. The NDRA is excited to see projects in the 5252 area continue to progress. The Village Green, Kerb Renewal Program, and Main Street Upgrade will all contribute to the amenity and lifestyle of Nairne township. The Callington footbridge is a long overdue and very welcome upgrade. We would like to see all smaller local towns benefit from similar projects, rather than a concentration of spending in the Mount Barker township. Pedestrian access to the new "Chapmans" development continues to be difficult, and we look forward to the construction of footpaths which will provide for access along North Road / Bridge Street, the main road, and Bartley Street. Safe crossing places are also urgently needed. The proposed plan for the arts is a welcome one. The local community is known for its enthusiastic support of the arts, and a formal plan from Council is well overdue. NDRA members have expressed some concern about the Sustainability levy added to rates, as well as any rate increase at all. They would also like to know exactly where developer contribution funds are being spent. Questions have also been raised about the Reserve Renewal program mentioned - it appears that this program as described could be used as an excuse to remove, rather than upgrade, existing reserves and parks. It is my belief that Council does not do a good job of educating the community about where rates are spent, how they're calculated, or what portion is collected on behalf of the state government. Every year there is resistance and anger about rates, which could be reduced if more information was shared with the community throughout the year. Merely including it in Council documents is clearly not working, and a more proactive approach seems necessary.

RELEASED

Q2. Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan

Q3. I wish to present at the public meeting on Monday 7 June 2021 Yes

Q4. Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district? Not Sure

Q5. Do you wish to add a comment to support or add to your response above?

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Respondent No: 127
[redacted]

Responded At: May 26, 2021 15:36:30 pm
Last Seen: May 26, 2021 15:36:30 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 128
[redacted]

Responded At: May 26, 2021 16:19:51 pm
Last Seen: May 26, 2021 05:33:00 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Why is there a forecast expenditure of $25.7m for waste and recycled water systems with a projected income of only $11m. What is this extra money to be used for? Is this gap amount realised from a shortfall in Developer contributions to properly service existing and proposed infrastructure needs? If there is aa shortfall, go back and hit the Developers in the pocket, not play catch-up at ratepayers expense. What is the expenditure breakdown for the proposed Strategic New Capital projects? Have these been assessed for 'value for money' and risk to ratepayers; and have milestones and completion target dates been clearly defined? What priority has been assigned to each of these proposed projects? Given the projected urban growth of 2.9%, why is there not a comparison of income generated by a 1% rise in rates against income generated by a 2% increase, alongside the projected income generated by the 2.9% urban growth? Council needs to be able to clearly justify why an extra 1% increase (another 2.9% urban growth) is necessary to achieve the required documented outcomes for services delivery.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Not without a risk assessed project plan clearly listing a scope of works and identified target completion dates for each area within the district.

RELEASED

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Respondent No: 129

[redacted]

Responded At: May 26, 2021 16:29:25 pm
Last Seen: May 26, 2021 00:58:48 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 130

[redacted]

Responded At: May 26, 2021 16:47:14 pm
Last Seen: May 26, 2021 16:47:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

It would be great to to see funding allocated to continue the Community Park upgrades (picnic/shelter/bbq and bike track/paths) in Echunga. Other signage upgrades in Echunga should be part of the maintenance issues, not part of the Township Plan. Entry signage shouldn't be a top priority. Including Echunga in the Foothpath Connectivity and Renewal programs for safety and to connect our streets is important. Including Echunga's mainstreet upgrade by starting the investigation of the underground powerlines, plus being able to move forward with short term projects detailed in the Plan (eg moving bus stops, etc) is also imporant personally.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 131
[redacted]

Responded At: May 26, 2021 16:47:14 pm
Last Seen: May 26, 2021 16:47:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

We are pensioners with a small amount of money in term deposits. Interest rates are virtually zero and the pension is not meeting the increase in the cost of living. Any rate increase above the rate of inflation will completely demolish us.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 132
Login: Mt Barker & District Residents' Assoc Inc
[redacted]

Responded At: May 26, 2021 16:47:14 pm
Last Seen: May 26, 2021 16:47:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please see our association's submission to the Annual Business Plan 2021. This is a group effort as usual.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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[redacted]

To
Phil Burton
General Manager Infrastructure
Mount Barker District Council
3/6 Dutton Rd
Mt Barker 5251

Dear Phil,

I am writing to you in your role at the Council in relation to the condition and urgent need for an upgrade to the surface and drainage of Hogan Rd.

We live on a property on Hogan Road. The condition of the road has been deteriorating for years. While there was some work done by the Council to fill in some potholes approx. two years ago this was a temporary fix only. Hogan Road needs to be resurfaced and have appropriate drainage installed.

Currently Hogan Road has serious potholes, no drainage which means the surface of the road constantly deteriorates when it rains, there is, an uneven surface, the work done on the pot holes is no longer evident and the road it is dangerous for drivers.

We are asking council to put expertise and time into fixing Hogan Rd. It is costly to do a temporary fix and then in a short time the same problems will arise.

We are aware that there are currently funds available in the council budget for road works. We ask that some of this money be used to ensure Hogan road is safe, usable for everyone and will stay that way for many years to come.

We would also like a realistic timeline for when this work will be carried out.

We look forward to your reply.

[redacted]

RELEASED

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MACCLESFIELD COMMUNITY ASSOCIATION INC.

P.O. BOX 357
Macclesfield
SA 5153

Email: maccommunityassc@yahoo.com.au

24 May 2021

Dear Mayor and Councillors

RE: Submission on Mount Barker District Council's draft Annual Business Plan and Budget 2021/22, Macclesfield Community Association

The MCA has the following comments to make regarding the MBDC draft Annual Business Plan and Budget 2021/22.

1. **Consultation process**

   The MCA notes that the consultation process for the draft budget has been changed this year so that there is more time for consideration of community feedback. We thank Council's Elected Members and Administration for this improved process in 2021/22. The extended timeframe does provide some hope that the community's comments and feedback will be given serious consideration.

2. **Income and Expenditure**

   The MCA recognises that Council is proposing a 2% rate rise in 2021/22 and that this is a lower rate rise than other councils in this region. A 2% rise will increase rates for a median priced house by around $36 per year, and 69 cents per week. This may not seem like a lot, but is significant for many households in the District which are struggling due to the continuing economic impacts of the pandemic on jobs and businesses. We recognise that Council's costs do not follow CPI. It is important that Council spends rates income responsibly, effectively and on positive initiatives that will support community recovery, environment outcomes and quality of life.

   In our view there are some positive proposals in this budget. We note, however, that proposed spending in some areas like roads ($7.8 mil), wastewater ($20.2 mil) and recreation infrastructure ($3.2 mil) is considerable, and that there is scope to revise the 2021/22 budget to include some of our points that follow without requiring any further increase in rates. Council intends to spend 48% of its 2021/22 expenditure on capital projects (including wastewater infrastructure), and a small reduction in this amount could accommodate more spending on services and new initiatives as requested in this submission.

   Some of the requests in this submission were also made last year by the MCA and remain high priorities in terms of the outcomes we would like Council to achieve for and with the community, beyond infrastructure.

RELEASED

We would like to see Council increase the proportion of expenditure allocated for 'New Initiatives'. This is currently only 1.1 mil or 2% of spending. With a modest increase to 2.5% of total spending (an additional $275,000) Council could deliver more innovation in its services and programs and direct resources to some of the points in the rest of our submission.

Recommendation:
2.1 Increase funding for 'New Initiatives' to at least 2.5 % of annual budget each year.

3. Township Plans

We wish to see a stronger link between the Township Plans which Council has produced recently for many of its townships, and the draft Annual Business Plan and Budget.

Again this year there are few projects to be undertaken in the South Ward evident in these documents, with one intersection in Meadows, a public toilet, a main street upgrade in Macclesfield, and wayfinding signs being the only new projects / initiatives that are clearly related to implementing the Township Plans for South Ward. This represents, however, a very welcome increase from only one capital project (value of $51,000) that was identified in the 2020/21 Budget.

MCA has estimated that residential rates in the South Ward will be more than $4 mil in 2021/22. The proposed $1.1 mil investment in new capital projects is a much better investment in the South Ward than we have seen in recent years. It is disappointing that there is no new spending linked to the Echunga Township Plan.

According to council staff, other priority actions will be implemented within existing staff resources, maintenance and infrastructure budgets.

We request again that the program of works to implement Township Plans to be made public so that they can be easily identified and reported on to residents and ratepayers. The MCA would like to see Township Plans more closely linked to the Annual Business Plan and Budget so that their implementation is clearly reflected in the annual work program and budget allocation of Council.

There is currently no way of identifying the initiatives that will be undertaken each year without constant advocacy by communities to Elected Members and the council staff. The Macclesfield Township Plan includes 28 Actions that have a short-term timeframe of 0-3 years. The Meadows Township Plan includes 19 short-term actions and Echunga's Plan includes 7. We are already more than 1 year into this 3-year period and we would like to understand how Council will resource the delivery of these 54 Actions during the next two years.

A budget line for 'early wins' for the Township Plans that have recently been endorsed across the District would do a great deal to build community confidence that these Plans will translate into outcomes on the ground.

Recommendations:
3.1 Allocate $50,000 for small, local projects and to deliver easy wins from Township Plans across the whole of the Mount Barker District.

RELEASED

3.2 In the future Council's Annual Business Plans and Budgets should clearly show how each of the Township Plans will be implemented in the coming year. This should not be limited to capital works, but include other Actions as well.

4. Venables Street Master Plan

It is great to see that Council has listened to our community regarding the importance of the improvements to Venables Street, and that this project will be included in the 2021/22 capital works program.

The eastern side of the street is in an appalling and dangerous condition. The MCA has consistently communicated to Council that this project is a very high priority for the town and this was borne out by the consultation results for the Macclesfield Township Plan.

We are very pleased that this project will now progress to Stage 3.

The MCA is concerned, however, that the amount of funding for the project has been reduced by almost 20% without any clear rationale. Council's funding application for $250,000 for Venables Street to the State Government's People for Places program was unsuccessful in 2020, but this was only meant to be 50% of funding for the project. In the draft 2021/22 Budget Council has proposed $415K expenditure on Venables Street instead of $500K.

Has the scope of the project changed? What is the length of the street that will be completed this year? The MCA has provided comment on a draft design (October 2020) and is keen to review the final design work.

We also note that a staging plan for implementing the Venables Street Landscape Master Plan (endorsed 2014) has not been made public, despite the Council resolution of July 2019 that required this to be developed by staff and reported to the Council.

RELEASED

Recommendations

4.1 Undertake the next stage of work in the Venables Street Landscape Master Plan with the economic stimulus funding provided by the Australian government.
4.2 Release publicly the detailed design and scope of work for the next stage of the project.
4.3 Release publicly the staging Plan for the Venables Street Landscape Master Plan so that our community understands when the remaining stages are to be delivered.

5. Arts and Culture

The MCA notes that page 20 of the draft ABP and Budget includes a Key Annual Objective of delivering an Arts Plan for the District. This is a very welcome inclusion, and one that the MCA has requested in several submissions to Council in recent years.

We have not found the budget line for the Plan, but MCA provided a letter of support for a grant application by MBDC for $25K. The MCA believes that an Arts and Culture Plan should be developed in 2021/22 whether a grant of $25K is received or not. The Plan should provide a clearer rationale and strategy for how Council will support the arts, develop local creative industries and audiences, provide opportunities for local artists, and apply transparent processes of decision-making.

MCA remains concerned about the low level of support and investment in arts and culture by MBDC. Only $174,000 of the operating budget for community development will be used for arts/cultural development in 2020/21. This is a reduction from the amount of $220,000 that was allocated in 2019/20.

The arts make an important contribution to community identity and sense of place, social cohesion, health and wellbeing, as well as economic development and tourism. Macclesfield residents have shown great commitment to developing the Sculptors @ Crystal Lake event which has been a successful visitor attraction as well as developing the capacity and skill of the artists involved.

In comparison to the low level of funding for arts and cultural development year after year, Council allocates millions of dollars for sporting infrastructure and projects each year. Although we recognise that sport is important in the District, we remain mystified as to how this imbalance justified.

We note that the proposal to spend $70K on the Adelaide Festival is framed as an economic initiative. It is not a substitute for investing in local arts and culture initiatives.

Recommendations:

5.1 Complete an Arts and Culture Plan in 2021/22 – whether a grant is received or not.

5.2 Increase the spending on local arts activity and cultural development from $174,000 in 2021/22 in recognition of the importance of the arts and culture, the terrible impact of Covid-19 closures on the arts industry, and so that council plays a role in the recovery of the creative industries.

5.3 Match the $70K proposed for Adelaide Festival with an increase of $70K for local arts and cultural initiatives. Some of this could be released in the form of a creative arts grant program to stimulate both arts activity and community recovery.

RELEASED

6. Transport Infrastructure including proposed Footpath Program

We are very pleased to see the proposed increased expenditure for footpath construction as we have been requesting this for some years now. Councils last two annual budgets only included a total of $651,000 for footpath renewal and $51,000 for new footpath construction. In the same two years Council allocated close to $15 mil to road expenditure. The proposal to increasing annual investment in footpaths to around $1 mil p.a. will begin to address the lack of footpaths in many parts of the District's towns.

The MCA strongly supports this aspect of the draft budget for 2021/22, and we want to see increased footpath project spending continued in future years. During the consultation held in 2019 for the Macclesfield Township Plan, the survey results showed that 'Improving pedestrian/cyclist movement throughout the township' attracted the highest number of 1st and 2nd preference votes of the 5 priorities that Council staff posed for feedback. The Venables Street upgrade (Eastern side) attracted the next highest number of 1st and 2nd preference votes. Both of these are relevant to the Footpath Program and demonstrate strong community support.

We look forward to discussion with relevant Council officers regarding the priority footpaths and the treatments to be applied in Macclesfield.

We note that Council is implementing a Trails Strategy, but this Strategy does not seem to extend far outside of the town of Mount Barker. We believe that a District-wide Walking and Cycling Plan is warranted, to incorporate the proposed Footpath Program, and to ensure the proposed increased spending for the Footpath Program is applied strategically and the community can understand the basis for decisions. We note that whilst footpaths are critical, there are other matters that can be barriers for active transport eg crossings on busy roads, lighting, safety, shade and connectivity.

Recommendations

6.1 Adopt the proposed Footpath Program.
6.2 Allocate the proposed increase in expenditure on footpaths during 2021/22.
6.3 Develop a Walking and Cycling Plan that covers the whole of the District. Ensure that transport planning includes pedestrian and cycling initiatives and that these are resourced in future annual budgets.
6.4 Ensure communities have opportunities to provide input to the locations and the treatments of new footpaths to be constructed.

7. Environmental projects and plans

In recent years, Council has endorsed some good plans and strategies for managing the environment including a Biodiversity Strategy, Climate Change Action Plan, Environment Strategy, Watercourse Management Plan etc. Community and stakeholders consulted during the development of these plans want to see that there are outcomes and achievements.

We encourage Council to invest more resources to implement these plans and strategies. There is $90K of spending proposed for new biodiversity and bushfire initiatives (page 27), including $30 for biodiversity. This is strongly supported by the MCA.

There are very few other environmental projects identified in the draft Annual Business Plan and Budget for 2021/22 which demonstrate that Council has a genuine commitment to improved environmental outcomes. The state of our District's environment and the increasing impacts of climate change, require a more substantial response and allocation of resources. We could not identify any initiatives that are addressing Climate Change, despite the rhetoric in the preamble (page 7) and Council's declaration of a 'Climate Emergency'. The response to MCA questions indicates that there are projects that are being done with operation budget, but these are not visible to the community and there needs to be higher priority for this.

It is not good enough in our view to declare a Climate Emergency and then fail to invest in the areas that Council has both a responsibility and an opportunity to address. The priority actions in the various environmental plans need to be resourced properly, implemented and there should be regular reports on their progress.

Recommendation

7.1 Provide additional budget and resources for implementation of priority actions from Council's suite of environment plans. An increase of at least $30K for new initiatives or expansion of successful projects is warranted.

RELEASED

8. Community Plan implementation

We support the introduction of a new grants program focussed on the 6 Priority directions identified through community consultation for the Community Plan 2020- 2035. However, this amount of $15K is surprisingly small given the time dedicated to public consultation, number of people consulted and the importance of this section of the Community Plan. This gives the unfortunate impression that 'community priorities' are marginal to 'Council priorities'.

The MCA believes that an innovative grant program that allows for $5K - $10K for a community or business initiative or partnership to address one of these 6 priorities would have a huge impact. At the moment the Council provides only very small amounts of funding via its Community Grants Scheme. If some larger grants were available (eg grants between $3,000 - $10,000), then communities could fundraise and contribute in-kind resources to deliver local projects of considerable value and benefit. There is currently a gap because projects at this scale are generally too small for the Annual Capital Works budget, but they are at the scale that a community can deliver with the talent and capacity of its small organisations, drawing on volunteers and local businesses (and probably at a lower price than Council can). Small projects like this would strengthen social connections and collaborations between community groups as well.

We request that Council increases the allocation for a new grant program from $15K for all 6 Priorities to $10K per priority. This will result in $60K invested in innovative responses to the 6 Priorities of the community – potentially fostering the initiative and creativity of our District with funding support for more than one great idea for each priority.

Recommendation

8.1 Increase the allocation for a new grant program from $15K to $60K

Summary

The Macclesfield Community Association strongly supports a number of initiatives included in the 2021/22 draft Annual Business Plan and Budget. These include

- funding for Venables Street (Stage 3)
- development of an Arts Plan
- additional investment in biodiversity initiatives and
- the proposed Footpath Program.

There are number of requests for more funding in this submission. These include

- arts and culture initiatives that foster our local talent and creative industries
- environmental programs – specifically to address climate change
- small wins from Township Plans and
- a larger grants program aligned to the 6 Community Priorities in the Community Plan 2020-2035.

By increasing the investment in 'New Initiatives' from 2% to 2.5%, these ideas can be funded without an increase in general rates. This would require a reallocation of $275K from the total capital projects budget of $37.7 mil and would have a very big impact.

RELEASED

I trust that these comments on the draft 2021/22 Annual Business Plan and Budget help you to understand the concerns and priorities of residents and ratepayers. I have attached the Council officer's response to MCA's questions as a part of this submission, as well as our letter of support for the Arts Plan grant application.

I look forward to your response and am available for further discussion on these points if required.

A member of the MCA wishes to attend the public meeting on 7 June 2021.

Yours Sincerely,

[redacted]

Chairperson, Macclesfield Community Association

ph: [redacted]

CC: Mayor Ann Ferguson, Cllr Minett and Cllr Morrison

Attachments:

1. MBDC staff response to MCA's questions about draft 2021/22 ABP
2. MCA Letter of Support for Arts Plan

RELEASED

The Chief Executive Officer
Mt Barker District Council
PO Box 54 Mt Barker SA 5251

RECEIVED
MOUNT BARKER
DISTRICT COUNCIL
24 MAY 2021
File Fin/21/1193
Doc

Dear Sir

I am opposed to the above CPI Rates increase.

As an Aged Pensioner, I will find the extra 1% very difficult. I have noticed price increases for pretty well everything that my wife and I use. This ranges from the basic food, medical and utility increases, etc.

While all businesses want to recoup their drop of income revenues caused by Co-Vid, us ordinary ratepayers/citizens have not got such an ability.

With all of the new houses going up on all of the developments within the Council area, I would suspect Council will recoup previous lost incomes very quickly.

I note we already have the dubious honour in living in one of the highest rating areas in South Australia, if not the highest.

I understand developers are required to provide an amount of infrastructure when developing former pastoral areas, so Council should not be to get out of pocket if at all.

Please consider those of us who don't have the fortune of the high incomes certain Council employees have.

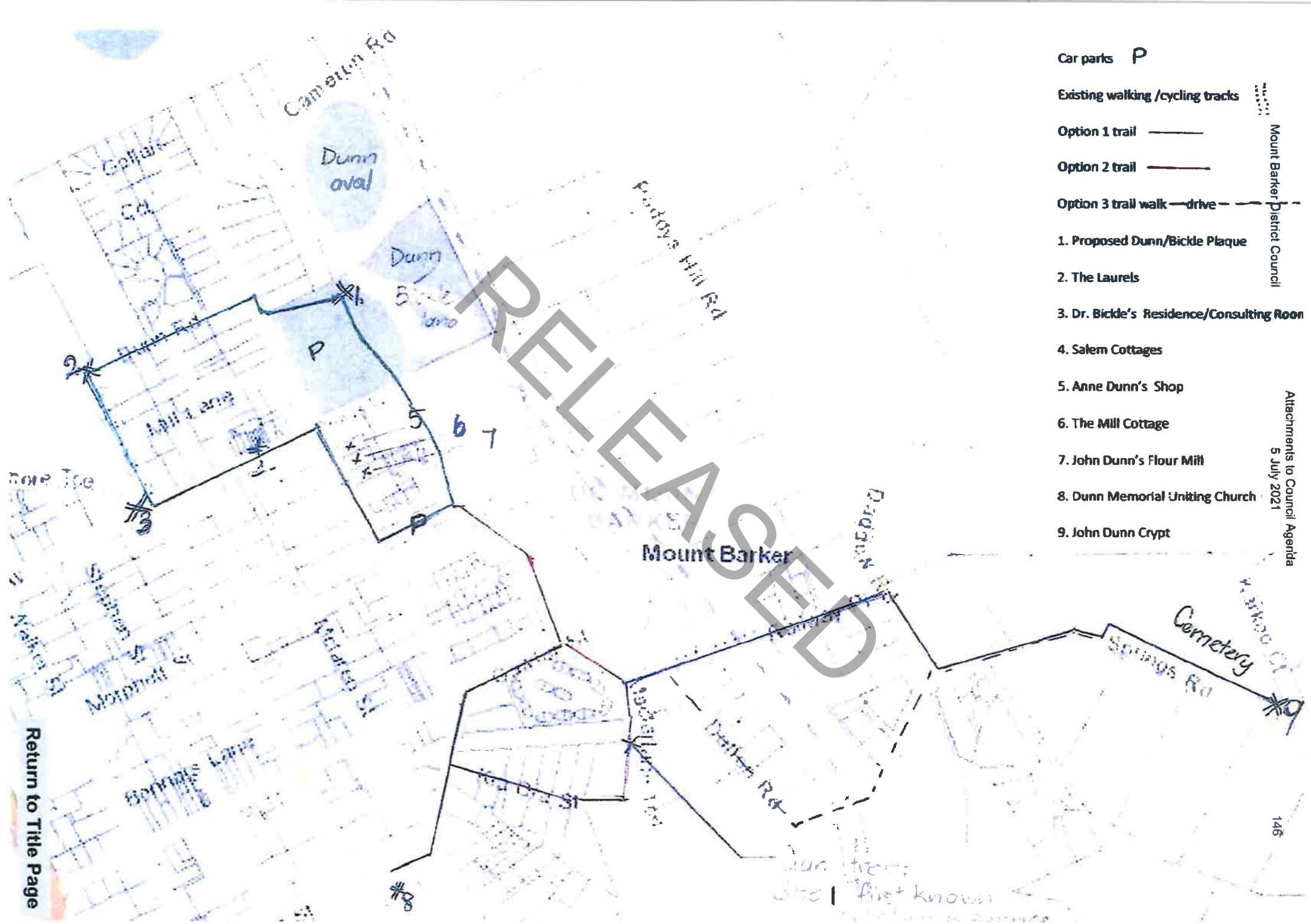
I trust you will view this submission with the seriousness it deserves. Failure to do so will help increase poverty in our communities.

[redacted]

[redacted]

RELEASED

Return to Title Page



RELEASED

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John Dunn Heritage Walking Trail 2021

The Mount Barker Branch of the National Trust of SA, has worked to produce a plan for a walking trail which connects sites associated with John Dunn (1802 – 1894). This significant early pioneer and philanthropist lived near the centre of the old township of Mount Barker, and his legacy of historically significant buildings and public land, remains in the heart of our modern and more fragmented township.

John Dunn and Dr Bickle donated money and land to the people of Mount Barker in 1892 and in 1898, to promote the recreation and good health of the citizens of the town. Our modern community continues to benefit from their generosity and vision. Today new subdivisions are built further and further from the original centre of the township. There is a possibility that we will become disconnected with each other and green spaces.

RELEASED

Our proposed walking trail (or cycling or driving) will provide a focus on some of the historical events of our district. The 9 sites we have identified which relate to John Dunn and Dr Bickle, fall within an interesting and attractive area of the original town. It allows a pleasant walk through tree lined streets and in green park areas. We believe Dunn and Bickle would thoroughly approve of modern residents exercising and enjoying their bequest. It could attract more isolated residents back into the centre of town, where there are more opportunities to reconnect with community facilities. It is an opportunity to use, with purpose, our wonderful existing Linear Trail and the Dunn/Bickle open green land.

It could be a focus for community engagement. Engagement with our parks and history is a vital part of a vital community.

We propose a Three Stage walking/cycling/driving experience.

Proposed Historical Walking Trail 22 May 2021

In the Steps of John Dunn, Founding Father of Mount Barker

1. Meeting point
   At the proposed Dunn/Bickle Plaque on the Walking Trail.
   Walk up Dunn Road to Dunn's grand home, The Laurels.

2. The Laurels
   Continue down Hutchinson St to the corner with Druids Ave. to Dr Bickle's home.

3. Dr Bickle's home and surgery.
   Look across Druids Ave to the proposed City Catalyst Project.(Our civic centre)

4. Salem Cottages

   Co-built by John and Jane Dunn in 1879 for aged women and widows.

Cross Cameron Rd at the roundabout

5. Anne Dunn's Shop

6. The Mill cottage (1847)

7. Dunn's Mill

Option 1 Return to Start at the carpark along the existing walking trail

Option 2 Walk/cycle/drive to Dunn Memorial Church in Mann St

Option 3 Cycle/drive to cemetery to see the Dunn Crypt and Bickle graves.

Option 4 At the start, (site1) walk into the Dunn-Bickle Park

8. Dunn Memorial Church
9. Dunn Crypt
   Currently in need of cleaning and refurbishment.

RELEASED

Return to Title Page

Working together

The Mount Barker Branch of the National Trust of SA welcomes the opportunity to work together with the District Council of Mount Barker, to facilitate an opportunity for members of our community to enjoy the wonderful environment we share.

As a result of the foresight of John Dunn and Dr Bickle, we can walk today through green areas very close to the centre of the town. There is a wonderful opportunity to give purpose and direction to a walk, by providing information about the history of these places and the people who gave so much.

We propose a Walking Trail which highlights some of the sites significant to the story of John Dunn and Dr Bickle. The walk makes use of excellent existing community facilities, such as the Linear Trail, and takes the walker through an attractive part of the town.

RELEASED

We believe the plan could be achieved using

- Markers to define the route.
- Brochures to illustrate the route and historical information.
- Plaques/story boards giving the historical information.
- QR codes available at each site.
- Cleaning and refurbishment of the Dunn Crypt by the Council.
- Recognition of the involvement of both the National Trust and the District Council and the Peramangk.

We would be pleased to cooperate with this endeavour.

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2021-22 Annual Business Plan Feedback
Echunga Community Association (ECA)

Our revised feedback is linked directly to our Endorsed Township Plan (2019)

ECA is seeking from the 2021-22 Annual Business Plan:
1. $50,000 to continue the Community Park Establishment
2. Inclusion in the Footpath connectivity and renewal strategy
3. Commencement of the initial stages of our Main Street Upgrade



RELEASED

1. $50,000 to continue the Community Park Establishment
ECA believe money allocated to Entrance Signage in the Draft 2021-22 ABP should be redirected to the already commenced Community Park project, as town infrastructure improvements should come first.
ECA secured a Landscape SA grant and have since undertaken ~$30,000 of in-kind to clear/prepare the site on which 100+ volunteers planted 500 trees. A Federal government grant through MBDC installed linking pathways. ECA received a 2021 community grant for picnic benches/sandstone-seating wallers.

$50,000 would fund three parts to the continuance of this project:

A) Picnic Shelter with Electric BBQ - $30,000
- $30,000 (12 x 6m Picnic Shelter, Electric BBQ, Seating, Installation materials)
- ECA to contribute ~$30,000 in-kind to construct and install the shelter

A Picnic Shelter would enhance liveability, be a location for future events and entice travellers to spend time in Echunga to help local business.

B) Extension of linking pathways within the park - $10-15,000
Extend hard rubble pathways to link to the Picnic Shelter and future bike pump track.

C) Bike Pump Track at north end of park (as per Township Plan) - $5-10,000
Bike Pump Track to be constructed through existing vegetation in the northern part of the park as per Township Plan.

2. Inclusion in the Footpath connectivity and renewal strategy

Include Echunga in the Footpath Connectivity and Renewal Programs to provide safe pedestrian and cycle access to township and connect our heavily used main streets to community infrastructure/recreational areas. The broader Echunga community has provided ongoing feedback about the need to deal with our footpaths over several years and predominantly through the consultation phase for the township plan.

- New footpaths along Echunga Road/Strathalbyn Road to link the Recreation grounds, golf course, school and Kidman Trail area to the Main Street
- New footpaths along Battunga Road/Angus Road/Meadows Road/Churchill Road for resident safety and to link Main Street to residential areas.
- Footpath renewal along main street in line with Main Street Upgrade

3. Commencement of the initial stages of our Main Street Upgrade

- Begin the first stage towards the Main St upgrade; a feasibility analysis to underground the powerlines.
- Move forward with any short-term projects such as Bus Stop relocations on Main St for improved parking at General Store and Hall/Post Office.
- Advocate for a DTI led review and upgrade of the Strathalbyn Road / Church Hill Road intersection and an improved interface with the heritage listed Hagen Arms Hotel.
- Approach DTI to improve directional signage around Echunga to entice people into the Township.
- MBDC/DTI to remove duplicate, dated and miscellaneous signage to project a more vibrant community and help way finding.

Echunga Community Association looks forward to working with Mount Barker District Council to progress our Endorsed Township Plan.



RELEASED

25/5/21

RECEIVED
25 MAY 2021
MOUNT BARKER
DISTRICT COUNCIL

[redacted]

[redacted]

RECEIVED
MOUNT BARKER
DISTRICT COUNCIL
25 MAY 2021
FOL 121/1123

RELEASED

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[redacted]

Annual Business Plan
Chief Executive Officer
Mount Barker Council
PO Box 54
Mount Barker SA 5251

25 May 2021

Review, refine and reduce the rate rise

Thank you for the opportunity to comment on this year's draft Annual Business Plan.

First, I am against the 2% rise.

I know you say that 1% is within the CPI and the other 1% is for financial sustainability. But it does not matter what weasel words or euphemisms you use; it is still a 2% rise which is much more than my Commonwealth Superannuation pension rises by. Thus, in real terms I will be paying more, as happened in some past years. Also, the financial sustainability 1% is cumulative and like compound interest, when you are getting compound interest (when we got interest!) that was good, but when I am paying it out it is not good.

So, to reduce the proposed rate rise, I suggest that Councillors look further to make cuts in other areas. A couple of suggestions:

The $70,000.00 for the Adelaide Festival of the Arts. Now, I am not against giving money to the arts. In fact, a month ago I made a donation to Her Majesty's Theatre, but that was my choice with my money. In the Mayor's message on page 4 she says *"Our plan ensures that we deliver the most essential services and facilities our communities need, both now and in the future."* I do not see that this $70K is for an essential service. Whilst I can choose who to give my money away to, but that is not the Council's job.

The Festival also provides some very glossy figures about the benefits to the district and the communities etc. However, from personal experience when I took part in one of their surveys one year outside a Festival Venue, they are dodgy at best. When being surveyed, I realized that it was a sham and so asked for the sheet on which they had been recording my answers to be given to me. They refused saying that it was their property, to which I responded "but it is my intellectual property". Then ensued quite a scene which many on lookers' thought was great street theatre. Thus, I would not trust their surveys or their results with a barge full of poles.

My second suggestion is for the $251.000.00 to St Francis to be revisited. I cannot imagine how you can possibly consider providing this to one of the world's most financial loaded organisations. [redacted] And you are going to provide $257.000 of rate payer money to this organization! Give me a break.

So, councillors, there are a couple of suggestions on how to lower this 2% rise, now please, go and do your job.

Thank you

Yours sincerely

[redacted]

Rate payer - whose Commonwealth Superannuation Pension rises only by CPI

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Draft Annual Business Plan 2021

[redacted]

Please acknowledge receipt by email to:

[redacted]

1. Consultation Process

I am unhappy with the way that council engages with the community on matters as important as the Annual Business Plan (ABP). It is all very well to have the ABP on the council's website and post it to the council's Facebook page – even the other social media FB pages in the Hills. However, in my experience, this still does not achieve the plan, and its importance, registering with enough people to generate dozens – scores even hundreds of submissions. With nearly 19.000 rateable properties, in 2021, how many submissions would be a reflection of reasonable community engagement? A 10% figure would be 1900. It is highly unlikely we would ever see so many. From distant memory, in 2009/10 there were some 520 written submissions to the State Govt on the proposed MDPA re-zoning which was widely advertised as a looming disaster for some months, including a mailout to every household by me, ('Mount Barker Needs You). The policy for cat registration some months ago generated about 500 submissions. My own view, unless there is a big change in engaging the community, 200 submissions would be a good result on the ABP.

As a small example of lack of community knowledge, despite council postings on social media, I posted on three Hills group FB pages about the increase in rates included in the ABP. This immediately revealed something like 50+ people angry with council for going above CPI. No one seemed to know – emphasising my point above about the ABP not registering with people.

I gave people a link to the council's submission page and encouraged them, instead of ranting on Facebook, to make a submission. I do not know how many did.

It seems that rate rises get people interested - ABP's do not. Maybe council should promote the ABP as affecting next year's rates and promote the proposed rate rise, as I did. Maybe council should be more proactive in encouraging people to respond by, (as I did), following up on complaints and trying to turn them into submissions.

It is good that council promotes such things now not just on its own social media page, but also others in the hills, but it is not creating enough interest. People are busy with their lives, jobs, families and Netflix etc., and need to be jolted into doing something.

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I have suggested a number of times before to council that it should look at a 'GoTo' group for consultation on major issues.(The Aquatic Centre – see below is an example). While 'normal' consultation, as now, would continue, the GoTo group would comprise say 1000 ratepayers, picked by a polling company as a balanced group reflecting the council demographics. These people would opt in to studying major proposals and providing a submission. Let's say at any time, this produced a less-than-full result – say 200(not 1000) submissions, this would be a lot sounder than the response at present.

Another idea, unfortunately not a balanced group, would be to offer ratepayers who made submissions on major items like the business ABP, a small rates rebate – say 10% of their annual rates bill for one year,

However, I've had said to me that council would never do either of these as it would produce a much better community view than now, and that the present system ensures little response, with council able to say 'we're doing X – there was little opposition so we're justified'

2. Preparation of the ABP

Under this section of the ABP, I was dismayed, as in recent years, with the apparent absence of a top-down set of parameters from council to staff on which to prepare the ABP. It is stated that the various departments worked up ideas and costings for the year, this was then reviewed by the budget group and again by the senior management group and then put to councillors in informal briefings.

This methodology misses a crucial first step – that the councillors – the council – advise the staff of the overall financial parameters it wishes followed, if at all possible, and if not, advice on why not. For example, a key one would be that overall costs should not rise from previous year's actuals by more than CPI. This sets a high level parameter against which staff and senior management can then tailor their departmental plans.

Rather than abdicating responsibility and letting the ABP go for consultation without such guidance, the method above provides better service to those(majority of) ratepayers who, for whatever reason, do not know about, and do not respond to the ABP. They voted in councillors to look after their interests.

The above was apparently not done. Rather management has decided that costs can rise by CPI (1%) then another 1% for 'sustainability', then constructed a budget based on that.

We are now faced with a ABP that assumes a 2% cost rise over last year, with projects to suit, and ratepayers are being asked if they agree. Council relies on this method for many of its consultations – 'go for broke and see if anyone complains' It relies on the majority of the ratepayers not being engaged and therefore, in many cases 'gets away with it' as people generally do not seek out such plans and make submissions. They rely on the councillors who they voted in to do that on their behalf. T

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In short, I object to the methodology. It appears to be designed to get away with as much expenditure as staff/management can, regardless of the consequences to ratepayers and is missing policy direction from council.

3. **Content of the ABP**

I found it verbose and full of 'waffle' – cloudy aspirations and 'targets' which aren't targets at all. Too many irrelevant photographs. Figures presented towards the end needed an accounting degree to understand fully. The same figures, with layperson explanations, or, as often is done in accounting reports, footnotes explaining what they meant would improve understandability. For example, what is included in the rather large block figure of $1m for the Aquatic Centre design? How much design exactly do we get for that – shovel ready?

Silly things occur. The rates revenue on p 41 is stated as $33.363m excluding RL levy, service charges and separate rates. I could not reconcile this figure against any of the appendices.

One lady in my post on Facebook said she'd read through the ABP . Her comments included *'after reading the entire document I am not only brain dead but also wondering if it's just nice window dressing that doesn't tell the entire truth. I don't have confidence that my submission will be noted or even considered. I get the feeling the council will do what it likes regardless.....'*

4. **Rate Rise**

Our economy and employment is still not back to pre-Covid conditions and interest rates are at an all-time low. Families with a breadwinner still out of work, and out of Government assistance as well as pensioners living on interest, or superannuation will find it harder to pay their rates. Wages are hardly rising in line with inflation. My own super fund earnings have taken a nosedive in the past year and capital value has not yet returned to pre-Covid levels.

In this climate, council should be seeking to respond and be frugal and minimise rates increases. Regrettably it is not so doing.

i am most unhappy that the infamous 1% has reappeared after this was scrapped a couple of years ago. In 2019 I seem to remember a large upswell against this, with something like 150 submissions saying no. The 1% levy is nonsense anyway. At around $330K it doesn't make a dent in the millions of dollars required for infrastructure. (the $19m on waste water infrastructure). Does council think that enough time has passed for the community to forget they didn't like this idea? Or that they are now busy doing other things to notice it has reappeared?

How many times does council need to be told by the community that it doesn't like the extra 1%?

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The 1% must be dumped. Permanently.

Additional reasons are that, including the stated 2.9% growth, council's rates revenue rises, over 2020, by 5.5% (from $43.8m to $46.2m – p71 ABP). Or, p76, 5.2% rising from $36.5 2021 to $38.4 draft budget. (Consistent with my example below)

This is too much. A 1% (CPI) rate rise, with growth factored in, would still increase rates revenue by approx. 4% **and council should live within this.

** *Here's my own example to illustrate. A very small council has only 100 rateable properties. Rates are the same for every property at $50. So total rates revenue is $5000. Growth is assumed to be 2.9% in properties just like Mount Barker – so now 103. All the 2.9% growth is assumed from the start of the financial year so in that sense the result is slightly overstated. A 1% rate rise makes the rates $50.50 x 103 properties = $5201. The extra $201 is a 4% rise on top of $5000. A 2% rate rise : $52 gives total rates of $5253 which is a 5% rise on $5000*

In summary, I strongly oppose the additional 1% levy and believe the rate rise should be capped at 1% maximum

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5. The Aquatic Centre

The ABP outlines a spend of $1m on design, with a net cost of $290K to council/ratepayers. Trouble is, I don't think anyone in the community has a clear picture of what the specification of the Aquatic Centre is at the start of the design, nor whether it is fitting for ur community now and in the future. I think the last consultation was 2019 and from memory I don't believe a summary of the design features favoured by the community was subsequently published. With a once-in-a-lifetime project like this, we must get it right. Look at the age of the Mountain Pool – it had to last around 50 years. So will this one.

The motion from Cr Jones at the 3 May 2021 council meeting does not go far enough as it does not ask for options on reducing facilities to enable a 50m pool to be included.

Specifications

(a) It is inconceivable – to me – that a new aquatic centre costing $30m should not have a 50m pool – at least a Summer one. How can we not have 50m when the Strath pool is 6 lanes of 50m? We should have a 50m outdoor Summer pool.
(b) Tiered seating - which I think was in the last design - isn't necessary in a regional pool. Putting seating in later(with design provision for this) would be much easier than putting in a 50m pool later.
(c) A gymnasium is nice-to-have, not essential. Mount Barker is endowed with many. Possibly too many already.
(d) There seems to be a deal of support for a hydrotherapy pool – can't remember if this was in the design.

(e) I cannot remember the other inclusions, but the design should be stripped-back to enable the 50m pool to be available from the start.

Poll

There must be a balanced poll on what the centre should have. Not a Facebook poll or even community consultation; enough people do not contribute. For future generations we must get it right. If the last consultation was in 2019, enough time has passed for people to have changed views. More people have arrived in MB in that time.

A balanced poll would be, (for example) done by a professional polling company of say 1000 people as a balanced sample of the community. It would have a series of sensible, (not leading) questions about facilities without any in- built trade-offs.

6. Costs/Projects

Enough costs need to be dropped/postponed to enable the rate rise to be limited to 1%. I am not an expert on projects but the following would be in my list for dumping/reducing:

(a) Heysen/Springs Roundabout . This shows what looks like an actual cost for council ('contribution') of **$501K** in the coming year. I am aware that the practice is that for developer work, council may pay first and recoup the costs from a developer later. However, 'contribution' sounds different. Like a real cost. I understood that, from years ago, developers had agreed to fund the costs of this connector road themselves – not ratepayers. (If this is not a real contribution, add this to the criticisms of the wording of the ABP).

(b)Plant renewal: **$1m** – reduce this – 10% would save $100K

(c) City Centre and Regional Hub **$210K.** Definitely in the not critical category for me

(d) As I understand it, the $70K gift to the Festival Centre is part of the ABP, however I cannot find this anywhere. Why is it not listed? This should be deleted. For too many years ratepayers' money has been inappropriately used for an annual gift to the Centre of $20K – not $70K. I do not believe the purported benefits brought to the region always touted as justifying these gifts. Any such arrangement should be conditional upon **provable** increase in Mount Barker region revenue **directly attributable** to the event. If there was a shortfall, the grant would be proportionally reduced. That way, the ratepayers don't take the risk of paying out for no return. Some time ago, the council announced it wanted to be more businesslike. This is what happens in the business world.

(e) Waste water infrastructure – quite a few items adding to around **$19m.** I have long been an advocate of selling off this cash-eating monster, subject to satisfactory charges to ratepayers on going and reducing our risk while at the

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same time freeing-up cash for other projects. I do not believe council should be in the waste water business.

Plenty of scope to reduce expenditure by the $330K needed – the equivalent of 1%.

25 May 2021

[redacted]

[redacted]

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To Mount Barker Council:

Thank you for asking for feedback on the draft.

1. **RATES:** The $3.01 out of $100 or rates, spent on admin is way too high. The council needs to be more efficient in their administration and if they can be, then the chance of rates increasing is improved. if you saved $1, which equates to 1%, then you would not need to increase rates for financial sustainability. I also think the money given to the tourist park can be looked at. I wasn't even aware there was a tourist park.

2. **RATES:** In regard to rates, if a person is paying late, they may not be able to pay so putting a fee on top of the rates will just make it harder for them and not easier. It can be hard for people to reach out for help when they need it even with an instalment option. A fee is not an incentive to pay on time. How about a on time discount rather than another fee? Think about other incentives besides fines.

3. **FOOTPATHS:** There are a number of areas where footpaths are not in place and it's not good enough. The main ones of concern are around the Mount Barker South School. This is an issue I have previously addressed at a council meeting and with a number of council workers. It has and continues to come up in conversation at Governing Council Meetings at respective schools in the area. Parents and the community are not happy about the lack of movement on this issue.

4. **ROAD SAFETY:** Road Safety around the Willow's Children's Centre continues to be an issue. This includes parking space, speed of cards, distracted drivers, children present and lack of space for the increased traffic. Although many conversations with council have taken place no improvements had been made and I'm concerned that this is not a priority for council. I believe safety of our community should be number 1.

5. **PLAYGROUNDS:** The playgrounds in the council area are no longer adequate for the community needs. The main play space, Keith Stevenson Park, is in need of a major overall as the equipment is tired and the unsafe. A fence around play areas would make the area much safer for families and children. I also suggest a creative nature play space would be preferred and in keeping with council vision. I had also spoken to council about placing a jumping castle in a park for a birthday party and was told this can no longer happen. I think it should be allowed.

6. **ENCUMBRANCES:** Ensure that encumbrances have been upheld by developments where required. There are a number of homes in my area who have not complied with encumbrance requirements. Street parking in developments is also an issue with boats and cars being long term parked on streets.

7. **EVENTS:** The major events program is a good idea and worth pursing. Continue to support local artist in various capacities and by providing continuance and start up grants for community groups. It would also be good if there was a community space make available for such groups at a reduced or free rate. This could be a hall with a piano, kitchen, toilets etc.

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[redacted]

24th May 2021

District Council of Mount Barker
Annual Business Plan
C.E.O.

I refer to your 'Draft Budget for Community Comment'

1) In most organisations the area of expenditure reflects the area of greatest importance or need District Council Mount Barker has indicated that the Library is budgeted to receive what seems a disproportionately large piece of the 'pie' in relation to almost all other activities of Council.
   I also note that Tourism, which considered by many to provide huge economic benefit to the region, and is a substantial provider of jobs, hardly rates a mention.
   It is an unbalanced budget.
2) The bureaucracy of Council, in planning a 2% increase in rates, is also way off the mark in terms of community expectation.
   Why should increases be greater than C.P.I.?
   Why should there be any increase over the coming year, as many small business people and others have not yet recovered from the imposts and income reduction caused by COVID?
   Your promotion of an increase in Rates of 'only 2%' is highly deceptive. Why 'don't you tell the truth'?
   Property prices have been rising and the State Government has forecast a substantial increase in property values throughout the State. It can be anticipated that all Council rates will increase by at least 10%.
   Of course, there will also be other substantial increases in State charges; Land Tax, Water Rates etc. etc.
   I know of no large salary rises, no large increase in business turnover (the opposite in those businesses still affected by Covid, eg. those relying on international tourism) and yet our community representatives, our Councillors, still want to increase Rates?
   Even with no % rate increase in the dollar for 2021 – 2022, Council income will still be substantially greater than last year. The track record of many years has shown this to be the case.
   Please! No rate increase this year.
   Council already stands out as being the only arm of Government to have given no Covid -19 relief.

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- Importance of arts

We have a wonderful, bright and vibrant community, but the last year has been a difficult one. Among the many components of Hills life that have suffered due to Covid, the arts have taken a substantial beating. Many shows were cancelled along with live performances in pubs and clubs.

The effects of this on a community are very difficult to assess – but there is clear evidence that the arts can support positive mental health outcomes.

- Festival Programme

In that light, I would like to commend Council and show my support for the Adelaide Festival Arts sponsorship. I am looking forward to hearing more details as they are released, but the idea of a special event that leverages such facilities as the Nationally recognised UKARIA Centre is tremendously exciting, and the estimates of 280,000 tourist dollars coming into the community as part of this will be a real boon to our local business.

- Real Cost

Having said that, 70,000 to fund this 2-part sponsorship does sound like a lot of money, but what is that in real terms?

Imagining a case where the entire Festival sponsorship is coming from our hard-earned rates, this item would represent just over 0.2 percent of that income. In other words, if hypothetically the rates component of my council bill was $2000, council is asking for around $4.20 to fund a program that will benefit, not only those who participate, but other businesses in the community. I for one think that's worth one less cup of coffee this year.

- Additional arts grants

On the topic of arts support, I would also like to commend council for its grants supporting groups like the Mount Barker District Concert Band, The Har-Mummies - a brand new community choir, and Family House Inc's new ukulele group, to name just a few. Council's Community Plan goals show that Councils priorities, big and small are not just in waste water and sports fields, but in the health and mental well-being of us, its residents.

- Public debate

On a final note, I would also like to commend Council for defeating a motion that could have removed this item from the draft plan before it was released for public consultation.

A much-seen political attitude in this country seems to be:
"If the budget's too tight, kick it in the Arts."

Far too often in the last few years, we have seen government quietly removing arts funding from our schools and grants, with SA Sate Government cutting 10s of millions of dollars in Arts funding since 2018.

It's important that the public get to have their say, and if this motion had passed, more Arts funding would have been quietly redirected, with no say from the people it would most benefit.

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Friends of the Library, Mount Barker Incorporated

5 Dumas Street Mount Barker

South Australia 5251

Annual Business Plan

Andrew Stuart CEO

Mount Barker District Council

P.O Box 54

25.5.21

Dear Mr Stuart,

The Friends of the Library, Mount Barker Incorporated welcome the opportunity to comment on the Mount Barker District Council Annual Business Plan 2021/22. It is hoped the Council will take points in this submission on board and Council is receptive to the needs of public Library users across the district and further afield.

A Friends of the Library is the primary voice for public Libraries and their users. Their aim is to ensure views are taken into consideration regarding matters around policy, decision making, finance and general operations of public Libraries.

A report commissioned by the Australian Library and Information Association (ALIA) highlighted that for every $1 invested in Australian public libraries, came a return of $2.90 in benefit. The report showed that the larger the investment was, the larger the benefits were for the community, and not just public Library users, but Authors, publishers, new writers, and those in associated industries.

Such a report though, is not going to cover the health, social and community benefits in terms of investing in public Libraries. These benefits are ones one cannot put a price upon, and anything that improve people's lives goes way beyond a dollar sign. The need to encourage young children to read in a modern age is important for example to see a good balance between using electronic devices and reading books.

At present the Mount Barker Community Library is in a difficult set of circumstances in terms of increased investment, due to an announcement by the Mount Barker District Council regarding a relocation of the Mount Barker Community Library to another site. This potentially will see the Mount Barker District Council less likely to want to invest in a site they have lost interest in, as their primary focus will be on developing new Library plans for elsewhere.

To put this in perspective, one only has to see the lack of investment coming from ratepayers' funds by the Council re improvements at the Mount Barker Community Library over the last 10 years. The last round of improvements at the Library, only came into play due to a Council land sale, which paid for such improvements. As there was only a set amount of money available, this meant that many areas were left unaddressed which could have been put in place in terms of Library improvements, new facilities, and upgrades.

Addressing the following would be seen by many as a positive move and a step in the right direction:

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New Library books

As part of a presentation to Elected Members regarding Library collections, a $30,000 figure was mentioned in terms of the need to purchase new Library books. Later during informal budget discussions, it was stated that such funds could be staged out over several years, despite the fact the collection (particularly books) at the Mount Barker Community Library is tired and in some areas the book collections are in poor condition. One example is the Children's collection with some books on sale including pages which have been torn to the extent the book is no longer able to be loaned out.

Whilst a $30,000 amount for book purchases is welcomed (if it is to go forward), the lack of investment in resources provided by the Council to purchase new Library assets, including Library books has been an ongoing issue for over 10 years. As a result, any investment in this area, only addresses the lack of investment in previous years. The staging out of any funds over multiple years, will see very few new books on shelves. For example, with an average book purchase price of $35.00 per book, this will see 300 books on Library shelves costing $10,500, if one was to stage funds over many years at around $10,000 per year. A $30,000 figure in one financial year will see potentially 900 books available on shelves (in one financial year) which will make a difference in real terms.

However, one needs to consider investment in Library books by other Councils to realise that $30,000 is a small figure to allocate and equates to around $0.85c per person across the Council area. The City of Mount Gambier in 2020 spent $121,438 on Library books and materials, with most funds spent on books and some funds spent on furnishings such a shelving. If as a society we want people to take up reading from a young age, then we must be willing to invest in new books.

Recommendation: That a $30,000 figure in principle be provided, with any funds for new books and resources be staged over one financial year not multiple. The Council could also consider a higher amount if possible, towards books and resources if such a move could be afforded.

New computers

There is need for new Library computers. The current computers are old, out of date and should be put to recycling. The buttons on keyboards break due to age and parts of some keyboards on the bottom are broken. Many cannot afford computers, and this is the only access point they have to technology like a computer. Many are also looking for new employment and computers are used to type resumes for example. TAFE SA students who come into the Library have access to new TAFE SA computers, but public Library users do not, so access to new computers for the public is important.

Recommendation: That the Mount Barker District Council budget for new computers in the 2021/22 Annual Business Plan.

Adelaide Festival funding, $20,000

Over the last few years, Mount Barker District Council has allocated $20,000 to the Adelaide Festival for an event at the Ukaria Cultural Centre, held in March each year as part of the Adelaide Festival. With substantial finances provided to the Adelaide Festival from other sources and the independent operations of the Ukaria Cultural Centre, such an event at the Ukaria Cultural Centre should be able to be self-sufficient, sourcing funds from other areas. With a $20,000 amount to spend, this could be allocated to new Library initiatives, programs, facilities, e-resources and books on shelves.

Recommendation: That the council reconsider allocating $20,000 to the Adelaide Festival and consider putting such funds into other areas regarding culture, community development and arts.

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Tourism Development, Significant Event Proposal, $50,000

Each year the Mount Barker Community Library puts on a range of events for the public to attend with events ranging from Author evenings, cooking demonstrations, a recent evening regarding indoor plants (which was booked out) through to outdoor activities like mushroom foraging sessions at Kuitpo Forest and children's events at Four Oaks Farm, Littlehampton, all extremely popular. There is a need for more Library activities alongside facilities to be put in place particularly aimed at young people aged 13-24 years and some of the $50,000 figure could be allocated towards new Library events and facilities aimed at young people, teenagers, and young adults.

Recommendation: That the $50,000 figure be revised by the Council in terms of where it is spent events wise. There are many operations such as the Mount Barker Community Library and Mount Barker Community Centre, alongside community events that would appreciate more Council funds.

Council arts plan

The development of a Council arts plan is welcomed. It is important though that there is a high level of community input and say regarding such a plan, with many in the community, including organisations such as the Friends of the Library, Mount Barker Incorporated value adding to such a plan. Local organisations, public Library users and residents of the area have a lot to contribute.

Recommendation: That the Council set up an advisory committee regarding the arts plan to ensure the positions of local organisations and the public are taken into consideration.

Community Plan Implementation Grants Program, $15,000

A Community Plan Grants Program relating to the Council's Community Plan is in principle a good idea. It is important that any grants program is user friendly and able to take on larger scale ideas and initiatives. The Friends of the Library, Mount Barker Incorporated have a proposal out in the community for a Makerspace which they wish to start, so access to outside grant funding is vital in that regard. Other Councils have grant programs in place to facilitate new ideas, so a grants program based around facilitating new ideas would be appreciated by the Friends of the Library, Mount Barker Incorporated.

Recommendation: A grants program that supports new ideas and revitalises the area and aligns with the Council's Community Plan should be a primary aim, funds allocated could be increased with organisations able to apply for grants over a 12-month period to fit in with their timetable.

Makerspace for Mt Barker

The Friends of the Library, Mount Barker Incorporated have been working on the development of a Makerspace for Mount Barker for some time, after visiting Makerspace Adelaide last year. At present our organisation wants to set up a 'pop-up' operation in the 'collaborative study area' next to the Mount Barker Community Library. A program of activities would be developed with the aim to see more people come into the Library and see people learn and develop new skills in an informal environment. Activities would range from robotic programs, arts & craft programs including the use of a scan and cut machine, learn how to sew programs, and use of items such as a badge making machine. These activities have proven extremely popular at Makerspace Adelaide, Parks Library and Mt Gambier Library Makerspaces. At a later stage with enough support the aim is to move to a permanent location to facilitate more activity, alongside use of the collaborative study area.

Recommendation: The Mount Barker District Council financially support the creation of a Makerspace as per the above in Mount Barker, through financial provisions in 2021/22.

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Annual Business Plan and budget setting process

Public consultation, before the Annual Business Plan is put out to the public by the Mount Barker District Council would be appreciated by those in the wider community at large, including the Friends of the Library, Mount Barker Incorporated. Such a move will enable people and organisations to have a direct input into the budget setting process and put forward ideas and proposals they would like to see taken further, with their comments kept on the record. People want more say and input and require quality settings and processes to see such input occur and change come to fruition. See the below:

"Revamping an age-old establishment takes more than just visionary leadership at the top. Communities - the end-users - need to be drawn into the discussion. Yet so often, decisions about the future of communities are made behind closed doors by a select few with little to no meaningful citizen input. The existing vehicles for public comment are time consuming, hard to find, difficult to navigate, and unpleasant from a participant perspective. Most people are unaware of where relevant public meetings are taking place, and most people cannot take an afternoon off to make a two-minute comment that will rarely even garner a response. Because forums for public engagement are often woefully underutilized, people might interpret a community's lack of engagement as a lack of interest. But perhaps the issue is that public spaces (are not used) where people from all backgrounds can engage in meaningful idea-sharing and collaborative community problem-solving in a user-friendly, free, convenient, welcoming way, where their ideas will actually be heard and considered by decision-makers."

https://www.huffpost.com/entry/100-great-ideas-for-the-for-the-future-of-libraries_b_6551440

A future could see a consultation session held at the Mount Barker Community Library re the Annual Business Plan. A lot of people come into the Library itself with people asked where they would like funds spent in terms of the Annual Business Plan, Library operations and other expenditure.

The Draft City of Mount Gambier Annual Business Plan for 2021/22 (totalling 38 pages) includes an 'Operating and Capital Budget by Master Account'. Providing a good overview regarding specific Council finances down to the dollar sign, one gets a particularly good idea of where Council rates are being allocated and provides a clear understanding of where funds are going, for example amounts to purchase Library books. Such a setup within Mount Barker District Council would be good to have.

Recommendation: Mount Barker District Council revises how it consults with the public re the Annual Business Plan and ensures such a process is very hands-on and engaging. The Mount Barker District Council should revise what is included in the Annual Business Plan re content as per the above.

Conclusion

The Friends of the Library, Mount Barker Incorporated want to work with a range of partners to see better outcomes for the wider community. As a result, it is important to have a local Council and Elected Members on board to support what you are looking for – an improved society. To present at the Council Annual Business Plan meeting is therefore asked for, as a result.

Thank you for the opportunity to comment.

[redacted]

Chairperson, Friends of the Library, Mount Barker Incorporated.

@yourcommunitylibrary on Facebook

RELEASED

Return to Title Page

Mt Barker & District Residents' Association Inc.
PO Box 19 Mount Barker, South Australia 5251

For the Community

26 May 2021

Mr Andrew Stuart CEO
Elected Members
Mt Barker District Council
PO Box 54
Mt Barker 5251 SA

Dear Andrew and Elected Members

RE: DRAFT ANNUAL BUSINESS PLAN 2021

RELEASED

The Mt Barker & District Residents' Association (MBDRA) appreciates the opportunity to provide feedback to the Draft Annual Business Plan 2021.

We firstly wish to acknowledge the excellent work undertaken by the CFO and Finance Manager and their teams in preparing a document that is much more reader friendly than in previous years. The mandatory financial information is placed at the back of the document, with the main section focused on promoting and explaining expenditure in the District in logical and easy to read chunks – comparative to previous years. We appreciate some readers may still find it a lengthy and difficult document to read and absorb as it includes a great deal of important information.

The MBDRA met with the CFO and Finance Manager several times during the past 12 months with the aim to improve this process and provide ideas to engage more collaboratively with the community about how their rates are spent. We appreciate the staff willingness to listen to our requests and incorporate some of our feedback into this document. We provided questions to improve the Council's FAQ site and gave some feedback to document layout. We were also planning an online Q&A session with Council but that had to be cancelled due to COVID.

We still feel the ABP process is a somewhat flawed one and could be substantially improved by taking a radically different approach to budget setting, which is to take a participatory approach with the community. We understand Cr Carol Bailey has been promoting this approach for many years and we support her on this. By bringing the community together much earlier in the process and ask them what they would like their rates spent on, could reduce the complaints that are heard once the rate notices are sent. We tried last year to encourage an earlier approach to consultation but COVID stopped that. We aim to try again this year, that is to ask for community consultation about how the community would like to set the budget items for the year. It would be innovative and interesting to see the outcomes and to see if the community will contribute.

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This submission is written without all members agreeing to the main points and where these differ, we will advise. Most members believe it is ludicrous that Council think it appropriate to increase rates by 2% after one of the most extraordinary and difficult years on record for most people. COVID moved many people into alternative employment, lower salaries, JobKeeper, JobSeeker and very difficult personal situations. Council rates are for many people the single largest expense other than their mortgages or rents. There are constant complaints on social media about how high the rates are, and how little in return people feel they receive from their Council – in their eyes, some roads are maintained, their rubbish is collected, some footpaths are constructed. Most people do not understand or see where their rates go to in a practical sense.

Some MBDRA members believe that there needs to be an alternative narrative to constantly increasing rates each year, especially more than the CPI increase. Some believe this cycle of expectation needs to stop. Council needs to find ways to reduce costs, not just on projects, but on administration and other activities. Has Council reviewed expenses recently? Has Council taken a sharp pencil to operational budgets? It only takes a cut of approximately $330,000 from the operational budget to ensure that rates do not have to rise by 1%. Surely this can be done without cutting the required and essential services? Surely there are ways to be more creative?

Last year, almost everyone had to make do with less and be cleverer about how they managed their scarce income. Council needs to do this too. They cannot keep asking the ratepayer for constant increases, above CPI, of rates each year. Some Association members are advocating for no increase at all this year, while others think the 1% CPI increase acceptable. In light of increasing property values, there is likely less requirement to increase rates.

In finding ways to cut funds, Council could reduce the amount given to the Adelaide Festival (is this written as 'major event' in the plan?) Why is this money simply handed over with no tender process? How are its effects and outcomes measured? What are the Key Performance Indicators? Is it the best way to spend $50,000 on the arts?

Is it possible to rewrite the agreement with the St Francis School to reduce the amount they receive this year? Is it possible to for developers to pay for more as a condition of approval for developments? Have the developers contribute more into the community so that the ratepayer does not have to keep paying for the developer's road to riches. Find ways to have developers pay for more heritage building improvements eg the Shepherd's Hut or other improvements. Developers should be contributing to the cost of the proposed community swimming pool. It will benefit the people who buy the developer's land. These are just a few ways to think differently about raising funds. There are many more and earlier consultation with the community would have helped to identify other innovative options. The MBDRA is willing to support this activity as volunteers to save Council this expense.

Regarding the pool – this does not have to have so much money spent on design. It may be better to copy a design from another similar pool (why reinvent the wheel as we are building on greenfield?) and then have funds for a 50m pool, rather than just a 25m pool. Let us be clever about this before it becomes an enormous money pit.

RELEASED

Return to Title Page

Why doesn't the Council privatise wastewater treatment? Is this core business for a council? Why is $55 million needed to be invested in the treatment plant? Are there smarter ways to manage this essential service that do not cost so much money? If the State Government can outsource its trains, surely a local council can outsource or privatise its wastewater management? This would then move the issue of cost to the private sector rather than a yearly confrontation between the council and rate payers.

Thank you once again for the opportunity to provide feedback. We hope that Council can provide some relief to ratepayers in this post COVID era.

Yours sincerely

[redacted]

[redacted]
Chairperson

RELEASED

26 May 2021

Mayor Ann Ferguson
Mount Barker District Council
6 Dutton Road Mount Barker SA 5251

Dear Mayor Ferguson,

Re: Council support for the Adelaide Festival

I understand that Mount Barker District Council is considering supporting an event in Mount Barker as part of the 2022 Adelaide Festival, in addition to the sponsorship for the annual event at Ukaria.

The Adelaide Festival is recognised worldwide as one of the highest quality and successful arts festivals and has done much to support tourism and events in South Australia and associated economic activity. Tourism and events are a significant part of the regional economy and the economic benefits and brand association gained through the Council sponsorship is, in our view, significant.

The business community greatly values events as a way of bringing locals together to participate in their community and to attract people into the main activity hubs to spend money at local businesses. This has been demonstrated through previous events that have been held in Mount Barker and is broadly supported by local businesses.

As Mount Barker grows, it is imperative that we find ways to attract visitors to the region for investment, employment creation and community vitality. Events such as proposed through the Adelaide Festival partnership are an excellent way to do this and I encourage Mount Barker District Council to support this initiative.

Regards,

[redacted]

[redacted]

Chairperson Business Mt Barker

RELEASED

Return to Title Page

Adelaide Hills

30 May 2021

Mayor Ann Ferguson
Mount Barker District Council
6 Dutton Road Mount Barker SA 5251

Dear Mayor Ferguson,

Re: Council support for the Adelaide Festival

I understand that Mount Barker District Council is considering supporting an event in Mount Barker as part of the 2022 Adelaide Festival, in addition to the sponsorship for the annual event at Ukaria.

The Adelaide Festival is recognised worldwide as one of the highest quality and successful arts festivals and has done much to support the tourism and events economy of South Australia. Tourism and events are a significant part of the regional economy and the economic benefits and brand association gained through the Council sponsorship is, in our view, significant.

Apart from the immediate benefits that the proposed event would bring to the Mount Barker community over 5 days in February/March, the festival will help boost the reputation of the region as a destination for high quality events and encourage others to invest in similar activities that promote the natural beauty and qualities of the region.

The proposed festival support aligns closely with the Adelaide Hills priorities as identified in the SA Regional Visitor Strategy, specifically:

- Support the development of experiences that reflect the Adelaide Hills Interpretation Plan themes... including art, heritage and culture
- Optimise major Adelaide and cross-regional events
- Collaborate with Mount Barker District Council to attract events .

As Mount Barker grows, it is imperative that we find ways to attract visitors to the region for investment, employment creation and community vitality. Events such as proposed through the Adelaide Festival partnership are an excellent way to do this and I encourage Mount Barker District Council to support this initiative.

Yours Sincerely

[redacted]

Chairperson
Adelaide Hills Tourism Inc.

RELEASED

From: [redacted]
Sent: Wednesday, 24 February 2021 4:50 PM
To: Michelle Bell [redacted]
Subject: FW: Echunga Recreation Grounds - Entrance Walls

Hi Michelle

I am contacting you on behalf of the Echunga Recreation Grounds Committee to ascertain the process involved in applying for Council funding assistance for two projects we are proposing for next financial year, at the Echunga Recreation Grounds.

Project One: New Front Entrance (please see enclosed artist impression of new front entrance)

As per email trail below, Derek Henderson, Senior Planner at Mt Barker Council has indicated this structure will become Council property.
The costs for this project are as follows:

Footings (including excavation, steel, concrete & labour)	$3,630.00 inc GST
Installation of four sandstone pillars (including materials & labour)	$9,680.00 inc GST
Corten steel including laser cut out of sign	$1,056.00 inc GST
Solar lighting	$1,000.00 inc GST
Total	**$15,366.00 inc**
GST	

I can supply written quotes for all items except solar lighting. I have calculated an approximate cost of solar lighting through viewing costings via various web sites. Actual costs can be confirmed if required.

Project two: CCTV

As you are aware we have had numerous incidence of break-ins, vandalism, graffiti etc to buildings within the Echunga Recreation Grounds.

As a Committee, we have decided to increase security for this area and are proposing to install CCTV as a security monitoring system.
I have consulted with a supplier and have met on site with him to ascertain our requirements. He has designed and provided a quote for supply only of a system recommended by him. A quote for installation can be sourced if required. This system will allow for expansion if required in future.

Supply only cost $5,373.21 inc GST

Please feel free to contact me if you have any questions regarding our request for proposed projects.

Regards

[redacted]
President
Echunga Recreation Grounds Committee

RELEASED

Return to Title Page

Kelledy Jones

APPENDIX 19

RELEASED

From: [redacted]
Sent: Saturday, 3 July 2021 3:02 PM
To: 'igrosser@mountbarker.sa.gov.au' <igrosser@mountbarker.sa.gov.au>;
'samjones@mountbarker.sa.gov.au:' <samjones@mountbarker.sa.gov.au:>
Subject: FW:

These bounced back apparently I got your email addresses wrong

From: [redacted]
Sent: Saturday, 3 July 2021 2:57 PM
To: 'Ann Ferguson' <aferguson@mountbarker.sa.gov.au>;
'nhardingham@mountbarker.sa.gov.au' <nhardingham@mountbarker.sa.gov.au>;
'dleach@mountbarker.sa.gov.au' <dleach@mountbarker.sa.gov.au>;
'hseager@mountbarker.sa.gov.au' <hseager@mountbarker.sa.gov.au>;
'swestwood@mountbarker.sa.gov.au' <swestwood@mountbarker.sa.gov.au>;

RELEASED

'cbailey@mountbarker.sa.gov.au' <cbailey@mountbarker.sa.gov.au>;
'igrosser@mountbarkersa.gov.au' <igrosser@mountbarkersa.gov.au>;
'samjones@mountbarker.sa.gov.au:' <samjones@mountbarker.sa.gov.au:>;
'bdorr@mountbarker.sa.gov.au' <bdorr@mountbarker.sa.gov.au>;
'tminett@mountbarker.sa.gov.au' <tminett@mountbarker.sa.gov.au>;
'gmorrison@mountbarker.sa.gov.au' <gmorrison@mountbarker.sa.gov.au>
Subject:

Dear Councillors

I am writing to alert you to the misrepresentation – some would say falsification of the community consultation results of the 2021-2 annual business plan in the report in agenda item 12.5 of the council meeting next Monday 5 July 2021. This report is plainly wrong. It is full of spin in disguising what the respondents said about the proposed 2% rate rise. It says things like ***'The key 'themes' from the public consultation were....., General Rates 71' and 'General Rate Increase – Commentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial sustainability'.*** This last quote even implies people were asking for reinstatement of the 1% additional rate! The thing that **IS** correct in the report is the risk assessment at the end: ***'A reputational risk is that the community perceives Council is simply going through the motions and isn't taking on board/having regard for the views of those who have responded'***

I have read all of the numbered 132 submissions. The report does not tell you that many people strongly objected to the 2% increase, or indeed, any increase. It does not tell you that many complained about footpaths, or that a lot said that Echunga had been left out of the plan.

The facts from the submissions are as follows:

- 68 people oppose the 2% rate rise. Many strongly oppose this. Many are vocal about their incomes and monetary constraints. Some of the comments are passionate and moving. Here is just one example from respondent number 131: ***'We are pensioners with a small amount of money in term deposits. Interest rates are virtually zero and the pension is not meeting the increase in the cost of living. Any rate increase above the rate of inflation will completely demolish us.'***

- 59 people made comments about improvements in footpaths or agreed with the proposed $11m spend on footpaths. (I didn't attempt to differentiate – there was just a lot of feeling about footpaths.)

- 17 people said Echunga was ignored in the plan, or not enough was on offer for Echunga.

I am attaching my handwritten analysis of the submissions. Excuse the scribble.

These strong messages from ratepayers are not in the report. This cannot be accidental. If all you did was read the report to item 12.5 you would not know the above.

Please take the time to read the submissions. Far fewer submissions were made on the consultation input on wards/councillors yet these were analysed in detail for you.

RELEASED

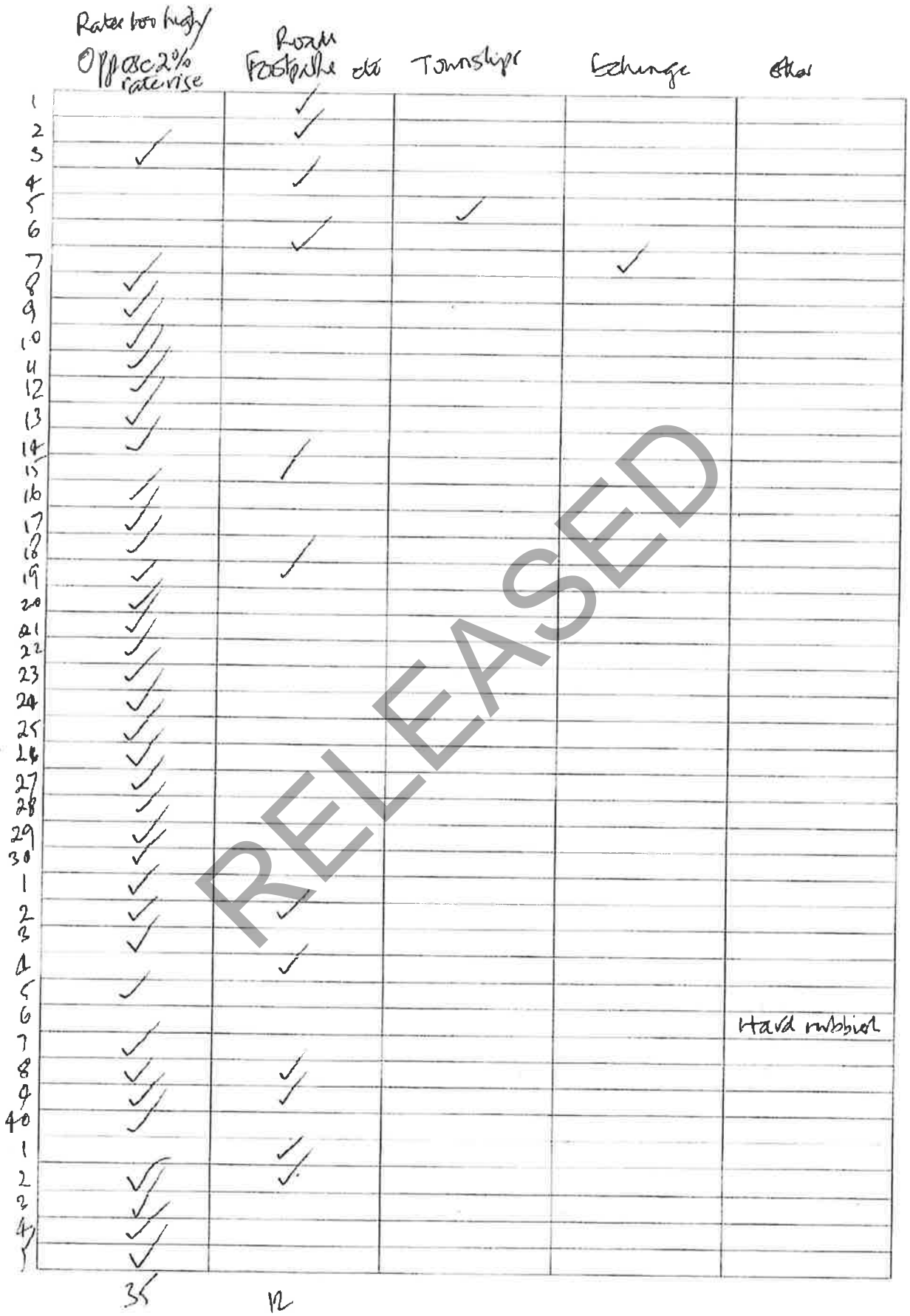
The community now relies on you to take their views into consideration. I will be making the above known on social media as many people got off their bums to tell you what they thought and do not read council agenda. They don't at the moment know they are being ignored. As they are being so far. These are the same people you will want to vote for you next year.

Over to you.

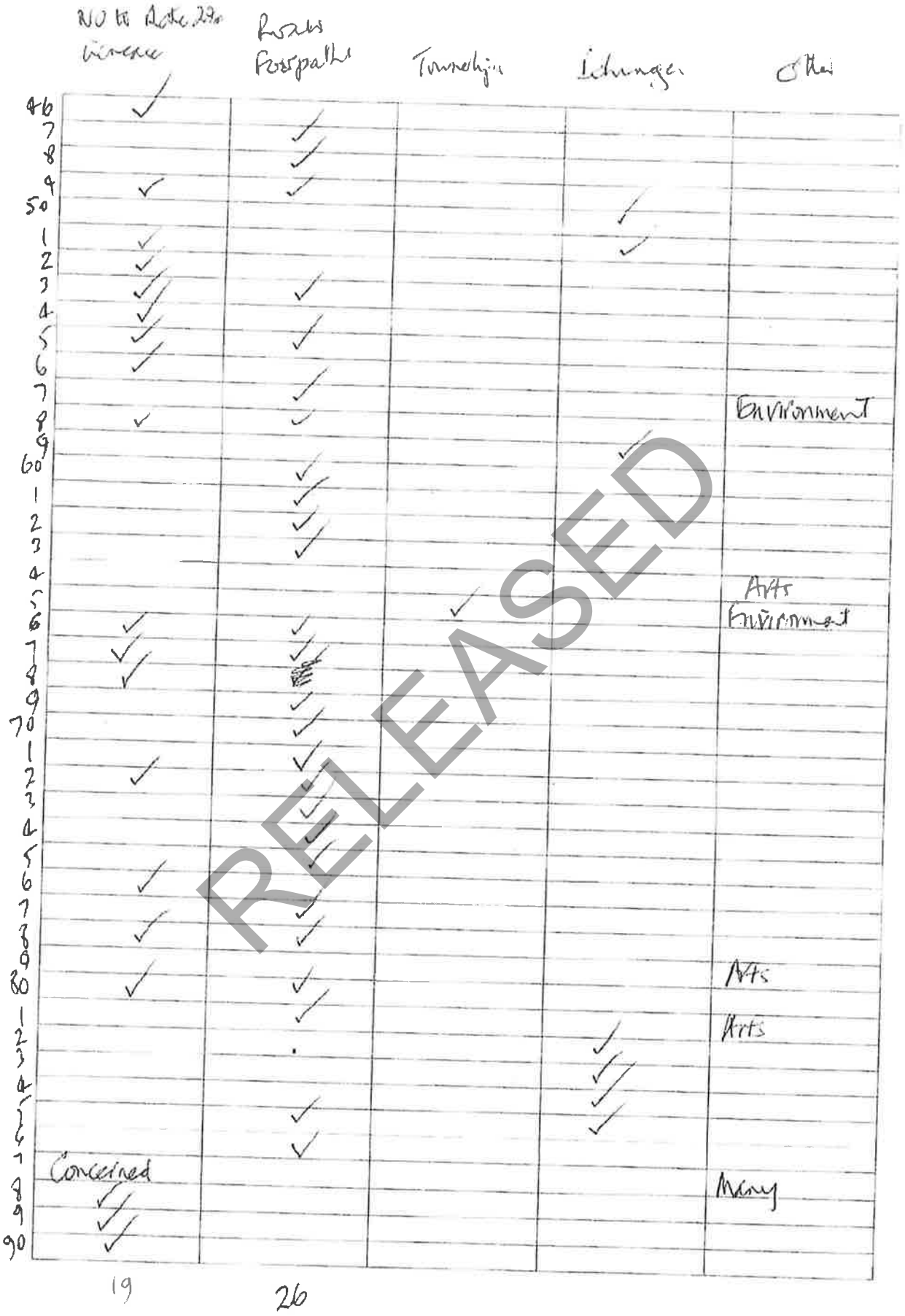
[redacted]

RELEASED

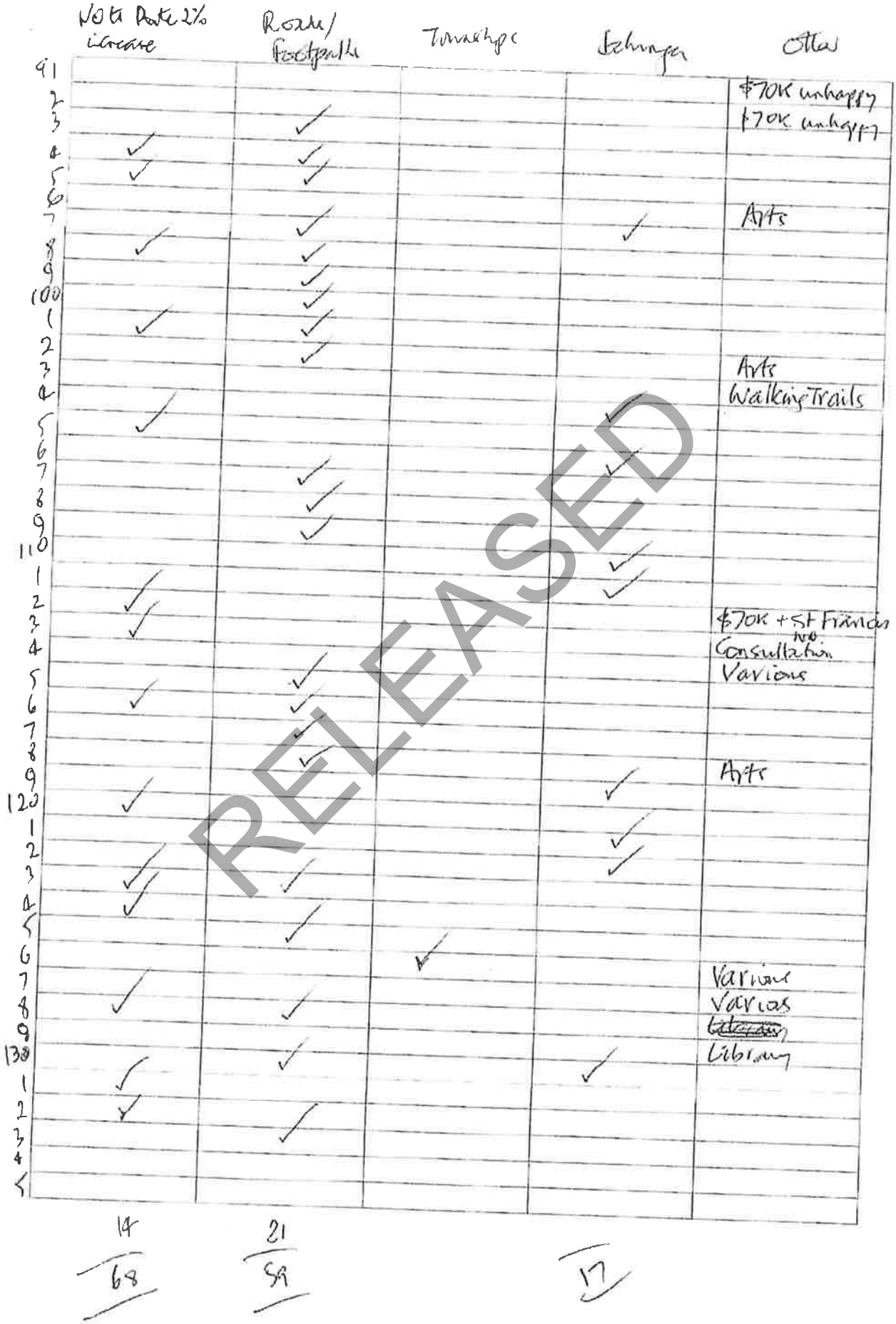
Submissions Annual Plan 2021 MB Comms



RELEASED


NO to Rate 23a licence
Roads Footpaths
Townships
Exchanges
Other
Environment
Arts Environment
Arts
Arts
Concerned
Many
19
26

RELEASED


NOTE Parks 2% increase
Roads/ Footpaths
Transport
Exchanges
Other
$70K unhappy
$70K unhappy
Arts
Arts
Walking Trails
$70K + St Francis
no
Consultation
Various
Arts
Various
Various
Library
14
68
21
59
17

RELEASED

Kelledy Jones

APPENDIX 20

RELEASED

12.5 REPORT TITLE: **PUBLIC SUBMISSIONS ON THE DRAFT 2021-22 ANNUAL BUSINESS PLAN AND DRAFT RATING POLICY**
DATE OF MEETING: **5 JULY 2021**
FILE NUMBER: **DOC/20/74779**
ATTACHMENTS: **1. DOC/21/94169 SUBMISSIONS**
Attachment provided separately on the Council website
2. DOC/21/89285 RECORD OF PROCEEDINGS PUBLIC MEETING 7 JUNE 2021

Moved Councillor Morrison that Council receives and takes into consideration in the adoption of the 2021-22 Annual Business Plan, Budget and Rating Policy, the public submissions (attachment 1) and record of proceedings from the Public Meeting on 7 June 2021 (attachment 2).

Seconded Councillor Orr

CARRIED
OM20210705.07

12.6 REPORT TITLE: **DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY FOR ADOPTION**
DATE OF MEETING: **5 JULY 2021**
FILE NUMBER: **DOC/21/92791**
ATTACHMENTS: **DOC/21/98319 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**
Attachment provided separately on the Council website

Moved Councillor Jones that Council:

1. adopt the Draft 2021/22 Annual Business Plan, Budget and Rating Policy reflecting a an increase of 2.0% from general rates excluding growth as per attachment 1.

2. authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

Seconded Councillor Leach

Councillor Leach with the consent of the mover of the motion Councillor Jones, sought and was granted leave of the meeting to withdraw the motion to enable the meeting to consider separately three motions (listed below) prior to adopting the Draft 2021/22 Annual Business Plan, Budget and Rating Policy.

RELEASED

12.5	**REPORT TITLE:**	**PUBLIC SUBMISSIONS ON THE DRAFT 2021-22 ANNUAL BUSINESS PLAN AND DRAFT RATING POLICY**
	DATE OF MEETING:	**5 JULY 2021**
	FILE NUMBER:	**DOC/20/74779**
	ATTACHMENTS:	**1. DOC/21/94169 SUBMISSIONS** This attachment is provided separately on the Council website (click here) **2. DOC/21/89285 RECORD OF PROCEEEDINGS PUBLIC MEETING 7 JUNE 2021**
	KEY CONTACT	**Ian Hildebrand, Communications Manager**
	MANAGER/SPONSOR	**Greg Parker, General Manager, Community Services**

RELEASED

Mount Barker 2020-2035 – Community Plan:
Leadership and Good Governance:
LGG Strategy 1.8 Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

Annual Business Plan 2020/2021:
Core element of the ABP formulation process.

Purpose:
To provide Council Members with information and commentary regarding the feedback received during the public consultation for the Draft 2021/22 Annual Business Plan and Draft Rating Policy.

Summary – Key Issues:

- **Number of Written Submissions** - 135 submissions were received including 126 submissions from individuals and 9 submissions from groups.
- **Number of Verbal Submissions** – Two people presented at the public meeting.
- **Key Themes** - The majority of submissions focussed upon the new footpath strategy, capital works projects within specific district zones and general rates.

Return to Order of Business

Recommendation:

That Council receives and takes into consideration in the adoption of the 2021-22 Annual Business Plan, Budget and Rating Policy, the public submissions (attachment 1) and record of proceedings from the Public Meeting on 7 June 2021 (attachment 2).

Background:

1. The draft 2021-22 Annual Business Plan public consultation timeframes were as follows:

5 - 26 May	Public consultation period
7 June	Public meeting to facilitate public submissions and questions
5 July	Council meeting to adopt final 2021-22 Annual Business Plan

2. Notification during the consultation period was provided through the following avenues:
   - 2.1 Mount Barker District Council's YourSay website providing links to the full draft 2021-22 Annual Business Plan document, summary document, Council Rates Fact Sheet, Proposed New Footpath Strategy - Council Report, the Submission Form and Projects Map.
   - 2.2 In response to feedback a Council Rates Fact Sheet was created and uploaded to Council's YourSay website.
   - 2.3 Council's Customer Service Centre and library, where the full draft 2021-22 Annual Business Plan document was located.
   - 2.4 Public Notice advertisement in the Courier newspaper on Wednesday 5 May 2021.
   - 2.5 Facebook posts on 5 May, 13 May and 24 May 2021.

3. Consultation was undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123(4) of the Local Government Act.

4. A public meeting was arranged pursuant with Section 123(4) (a) & (b) of the Act on 7 June 2021 to enable the public to make submissions and ask questions regarding the draft 2021-22 Annual Business Plan.

Discussion:

1. The online Your Say Mount Barker site was used as the primary method of consultation by Council to provide ease of access to the community and engagement statistics that could be analysed by Council staff. The statistics show that the community engaged in the followed way:

RELEASED

- **Aware Participants** – 683 people (up from 308 in 2020/21) were deemed to be 'aware' i.e. they went on the website and looked at the page but did not download a document or access tools.
- **Informed Participants** – 369 people (up from 147 in 2020/21) were deemed to be 'informed' i.e. they had downloaded either the summary Annual Business Plan, Annual Business Plan document, Council Rates Fact Sheet, accessed the map or the Frequently Asked Questions section of the site.
- **Engaged Participants** – 122 people (up from 12 in 2020/21) submitted online via the submission forms. With the other 13 submissions sent via email.

2. The public consultation process generated 135 formal written submissions including 2 late submission from Business Mount Barker and Adelaide Hills Tourism. All submissions were made available to Council members on 4 June 2021.

Submissions received from	Your Say	Email/Letters
Individuals	117	9
Groups:		
Nairne & District Residents' Association	1	
Mt Barker & District Residents' Association		1
National Trust SA Mt Barker Branch	1	
Macclesfield Community Association	1	
Echunga Community Association	1	
Friends of the Library, Mount Barker Inc	1	
Echunga Recreation Grounds		1
Business Mount Barker		1
Adelaide Hills Tourism		1
Total	**122**	**13**

3. There were 2 verbal submissions presented at the public meeting on 7 June 2021 in support of their written submission:
   3.1 Jon McKay
   3.2 Penny Worland - Macclesfield Community Association

4. The key 'themes' from the public consultation were:

Theme	Number Of Comments
New Footpath Strategy	107
Capital Works	83

RELEASED

General Rates	71
Adelaide Festival	13
Arts & Culture (including Arts Plan)	10

- **New Footpath Strategy** – A specific and separate question was asked about the proposed New Footpath Strategy. The question posed:

  Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?
  A 107 people responded to the question with 46% supporting, 26% not supporting and 28% were unsure. Of those that were unsure, a significant number were not clear on where the new footpaths were to go and would be supportive if it favoured townships outside of the Mount Barker township, particularly Nairne, Littlehampton, Echunga and Macclesfield.

  This analysis is further discussed in agenda item 12.9.

- **Capital Works** - Comments focussed on specific projects and/or district zones with submissions from Groups and individuals with a number commenting on the need for improvement of Council playgrounds. Group submissions were received from the Macclesfield Community Association, the Echunga Community Association, the Nairne and District Residents Association and Mt Barker District Residents Association. In addition there were approximately 12 and 11 submissions respectively from individuals regarding capital improvements in the townships of Echunga and Macclesfield respectively.

- **General Rate Increase** – Commentary included reference to the general rate increase and the reinstatement of the additional 1% increase for financial sustainability.

- **Arts and Culture and Adelaide Festival** – It should be noted that comments on these two items constituted approximately only 8% of total comments. The majority of submissions mentioning the Adelaide Festival did not support the additional funding. On the other hand, a majority of submissions mentioning the Arts and Culture Plan supported Council's investment in this initiative.

5. All written submissions have been formally acknowledged. A written response will be made to all submissions following the adoption of the Annual Business Plan 2021-22 at the Council meeting on 5 July 2021.
6. At the Audit and Risk Committee meeting on 20 May 2021 it was recommended to Council that:

RELEASED

- *the Audit and Risk Committee congratulates officers on the quality and the community focus of the document, and provided minor formatting edits; and*

- *The Audit and Risk Committee recommends, that Council:*
  - *Consider in future plans and strategies an increase in the target for the net financial liabilities ratio due to the growth nature of Council and the need to achieve inter-generational equity*
  - *Note the need for inclusion of the additional 1% rate revenue increase in accordance with the endorsed Treasury Management Policy*
  - *Consider strategies to build upon messaging around the proposed rate increase*
  - *Seek in future to provide the Audit and Risk Committee with the opportunity to consider the draft Annual Business Plan prior to public consultation.*

7. In response to the feedback from the Audit and Risk Committee adjustments have been made to the Annual Business Plan document (please refer to the Draft Annual Business Plan, Budget and Rating Policy 2021-22 report (Item 12.6) on this meeting agenda).

Community Engagement:

Decision to be made	Note the submissions.
Key factors to be considered in decision (dot points)	• Long Term Financial Plan • Asset Management plans • Community (Strategic) Plan • Local Government Act 1999
Area of community influence	**Aspects that are fixed**: Legislative factors. **Key areas for community input**: Community may make submissions on all sections of the Draft Annual Business Plan.
Method of consultation, informing community & cost	Copies were made available at : • the Mount Barker Community Library; and • Council's offices; A copy was available on Council's Your Say website; A facility was available for the community to ask questions and receive submissions on Council's Your Say website during the consultation period. In addition, as required under the Local Government Act 1999, a public meeting was held at 5.15pm on Monday, 7 June 2021 to hear feedback from the community.

RELEASED

Feedback to stakeholders/Council	A written response will be made to all submissions once the Annual Business Plan 2021-22 has been adopted by Council.
Timeframe for consultation	5 - 26 May 2021
Community input (post consultation only)	A written response will be made to all submissions following the adoption of the Annual Business Plan 2021-22 at the Council meeting on 5 July 2021.
Recommendations (post consultation only)	That Council evaluate the nature and content of the community consultation submissions in deliberating Agenda item 12.6.

Policy:
2021/22 Rating Policy
Rate Rebate Policy
Separate Rate - Developer Contributions: Payment, Rebate, Postponement Policy
Funding policy
Treasury Management Policy
Infrastructure Contributions – Separate Rate Relief Policy

Long Term Financial Plan (LTFP):
Annual budget will form the foundation of the next long term financial plan to be brought to Council Members later this calendar year.

Budget:
The 2021-22 Annual Business Plan includes the Annual Budget.

Statutory/Legal:
Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.

Staff Resource Requirements:
The development of the Annual Business Plan 2021-22 is managed within existing staff resources.
The capacity and capability of the organisation to deliver the annual business plan outcomes has been reviewed and confirmed with key stakeholders.

Environmental:
The Annual Business Plan 2021-22 includes Council's environmental budget for the year.

Social:
The application of rates is recognised as a system of taxation of residents and as such, Council strives to the best of its ability to ensure that rates are applied fairly and that the burden is shared equally by those with the ability to pay in proportion to their wealth.

RELEASED

Council has and will continue to consider the impact of rates on all sections of the community and particularly those on fixed incomes and with limited financial resources.

Risk Assessment:

A reputational risk is that the community perceives Council is simply going through the motions and isn't taking on board/having regard for the views of those who have responded.

There are also financial sustainability and service delivery risks associated with not delivering and managing to community expectations.

Asset Management:

The Annual Business Plan addresses issues relating to the management and development of infrastructure and major assets by the Council.

Conclusion:

Written/verbal submissions received before, during and after the consultation period and at the public meetings totalled 137. The majority of submissions focussed upon the new footpath strategy, capital works projects within specific areas and general rates.

Previous Decisions By/Information Reports to Council

Meeting Date	3 May 2021	HPRM Reference	DOC/21/55258
Title	Draft Annual Business Plan, Budget and Rating Policy 2021/22 for Public Consultation		
Purpose	To provide the Council with the 2020/21 Draft Annual Business Plan, Budget and Rating Policy for endorsement for public consultation.		

RELEASED

ITEM 12.5 **PUBLIC SUBMISSIONS ON THE DRAFT 2021-2022 ANNUAL BUSINESS PLAN AND DRAFT RATING POLICY**

ATTACHMENT: **1. DOC/21/94169 SUBMISSIONS**

PROVIDED AS SEPARATE ATTACHMENTS ON COUNCIL'S WEBSITE

https://www.mountbarker.sa.gov.au/council/meetings/full-council

Please click here to be taken to the Attachments

RELEASED

Attachment 2 to Item 12.5

PUBLIC MEETING FOR THE ANNUAL BUSINESS PLAN 7June 20121

RECORD OF PROCEEDINGS:	of the Public Meeting for the Annual Business Plan in accordance with S123(4)(a)(i)(A) of the Local Government Act 1999 in the Mount Barker District Council held in the Council Chambers of the Local Government Centre, 6 Dutton Road, Mount Barker on Monday 7 June 2021 at 5.15pm.
PRESENT	Mayor Ferguson, Cr Bailey, Cr Seager, Cr Grosser, Cr Hardingham, Cr Jones, Cr Minett, Cr Leach, Cr Westwood, and Cr Orr
IN ATTENDANCE:	Chief Executive Officer (A. Stuart), Deputy Chief Executive Officer/General Manager Governance, Strategic Projects, Wastewater/Recycled Water (B. Clancey), Acting General Manager Community Services (J. Tann), General Manager Infrastructure (P. Burton), Chief Financial Officer (A. Oulianoff), Manager Finance (J. Scoggins), Communications Manager (I. Hildebrand)

1. **PUBLIC MEETING OPENING BY MAYOR FERGUSON**
Peramangk Acknowledgement

APOLOGIES: Councillor Morrison

2. **VERBAL SUBMISSIONS**

5.20 – 5.25pm **Jon McKay**

- The district has a vibrant community but Arts (eg restrictions in live performances in pubs and clubs) has taken a beating in recent times.
- Supports the Adelaide Festival funding proposal
- Estimates $280k tourist dollars from a $70k Council investment which equates to 0.2% of income
- Commends Council for grants to Arts groups stressing the importance of Arts in supporting health and mental wellbeing
- Commends Council in not removing Adelaide Festival funding from the Annual Business Plan before it went out to public consultation

5.25 – 5.33pm **Penny Worland** – Macclesfield Community Association

RELEASED

Return to Order of Business

- Pleased to see Venables Street part of the capital works budget. Notes that funding is 20% lower than previous estimates so will be interested to see what is different.
- In favour of the new footpath program – highest priority in the Macclesfield Township Plan.
- In favour of the Arts Plan proposal and has provided a letter of support to Council for grant funding.
- Concerned that funding and support for Art and Culture is still at a low level.
- Supports the biodiversity initiatives and would like to see erven greater Council investment in environmental initiatives particularly with regard to climate change.
- Would like to see a stronger link between budget and Township Plans as only small amounts are proposed for priority areas.
- New initiatives only make up 2 – 2.5% of budget. Capital investment could be reduced by a small amount to fund some other new initiatives.

MEETING CLOSED AT 6.00pm

RELEASED

Attachment 1 - Item 12.5

Redacted (Public)

MOUNT BARKER
DISTRICT COUNCIL

Your Say Mount Barker

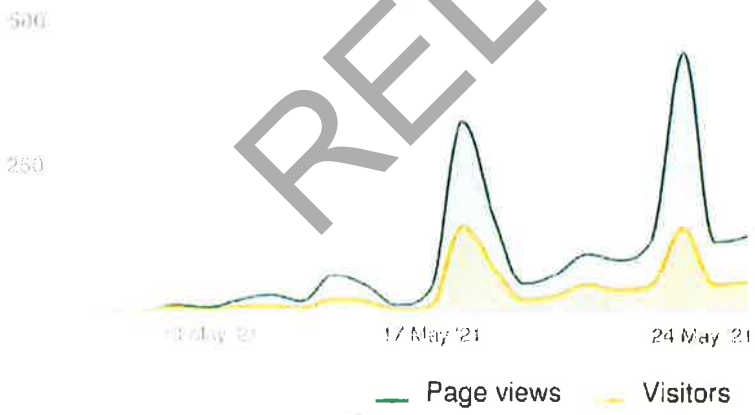
Consultation: Draft 2021 - 22 Annual Business Plan

Consultation Summary
and
Survey Responses

5 May 2021 - 26 May 2021

RELEASED

Visitors Summary



Highlights

ENGAGED VISITORS (Completed Survey)	INFORMED VISITORS (Opened an information source)	AWARE VISITORS (Visited the consultation page)
133	369	683

ENGAGEMENT TOOL: SURVEY TOOL

Please provide feedback on the Draft Annual Business Plan

Visitors 417	Contributors 133	CONTRIBUTIONS 134

I wish to present at the public meeting on Monday 7 June 2021

11 *responses* - Yes

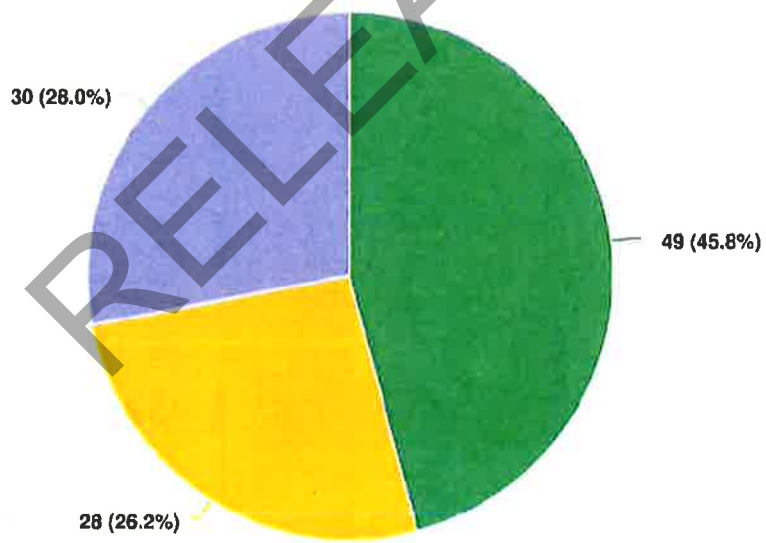
Return to Title Page

INFORMATION SOURCE SUMMARY

Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Draft 21-22 Annual Business Plan	170	183
Document	Proposed New Footpath Strategy - Council Report	37	41
Document	Council Rates Fact Sheet	62	105
Document	Draft 21 - 22 Annual Business Plan Summary	14	15
Document	Community Plan 2020-2035	7	7
Document	Long Term Financial Plan 2020 - 2030	2	2
Document	Strategic Asset Management Plan 2020	0	0
Faqs	FAQS	14	14

RELEASED

Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?



Question options

Yes No Not Sure

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Respondent No: 1

[redacted]

Responded At: May 14, 2021 13:39:06 pm
Last Seen: May 14, 2021 13:39:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am writing to provide input into the Mt Barker District Council Business Plan. Attached is the letter I have emailed to Phil Burton General Manager Infrastructure at the Council. I cc'd Narelle Hardingham, David Leach,Harry Seager and Simon Westwood the four North Ward Councillors in to my email. Can you please acknowledge you have received this email and the attached letter and let me know the timeline of what happens next in relation to the Business Plan.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 2
[redacted]

Responded At: May 13, 2021 16:34:26 pm
Last Seen: May 13, 2021 07:04:27 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I have read through the Draft business plan. I have concerns about the lack of bike paths mentioned. It's nice to have the bike "trials" through the down, but there are literally zero bike paths on the roads. This makes it impossible for kids or anyone to ride safely on the roads to actually get to the trails! It is so dangerous for kids riding on the roads with the amount of trucks driving through mount barker. There are needs to be dedicated bike paths to the wetlands and other popular venues such as keith stevenson park. Without these, kids are forced to ride on the road. Lowering the speed limit will not solve the problem. Something like a dedicated bike path along peach/hartman/alexandrina roads to the wetlands would improve safety enormously. 2. There is no mention of the hartman/alexandrina intersection. This intersection is so busy there is traffic baked up past the golf course and nearly back to Sims road in peak hour. Hartman/Alexandrina desperately needs a roundabout! Plenty of room around the intersection to put this in as well.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 3
[redacted]

Responded At: May 14, 2021 06:55:56 am
Last Seen: May 14, 2021 02:07:36 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Council Rates Set council rates at 1%. STOP ripping ratepayers off all the time ! Just think about the struggling families and pensioners for a change. Adelaide festivals $ 70,000 donation This is an absolute waste of hard earned ratepayers money !

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 4
[redacted]

Responded At: May 14, 2021 08:18:46 am
Last Seen: May 14, 2021 08:18:46 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

To whom it may concern, Hawthorn rd should be 60km/h, safety rails are needed around the corners especially where the drops are, there should be more lighting, more reflectors should be placed closer together up the road, the trees blocking the 25km corner signs need to be cut back so they are visible before you are on top of the sign, line markings should run the whole length of the road, local hills traffic only should be allowed on this road. a speed camera should be placed because tradies and trucks fly up this road, the gum trees need to be cut up higher because trucks are knocking off branches I've replaced my radiator 3 times because of debris, there are deer on the road so there should be signs warning people, trucks and cars need to stop cutting the corners and considering how many times our fences have been hit the council should either implement these changes or pay for our fences every time someone hits them. This road has become a main service road for trucks and yet the road is not wide enough to deal with trucks and cars on the corners. Every accident on this road causes me extremely bad anxiety because it's usually out the front of our home. I have witnessed more accidents since living on Hawthorn rd than I have living anywhere else in South Australia.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 5
[redacted]

Responded At: May 14, 2021 22:08:29 pm
Last Seen: May 14, 2021 22:08:29 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I have read through and have to express my disappointment. I am not surprised in the least though. Majority of improvements are within Mt Barker, not other smaller townships. Yet we get copped with extremely high cou council rates. I understand the importance of council rates but in all honesty I feel you should get some sort of discounted percentage if you're not in Mt. Barker as you do not reap the benefits. I still do not understand why our rates are so high and why living in Meadows where we have no Mains water we still have to pay a Murray-Darling Basin levy??? Our local playground (Buttunga Park) has the most useless play equipment for kids like honestly majority of it is suitable for older kids and it's more fitness focussed rather then play focused and the the other section for "toddlers" is poorly chosen too. The toilets dont get looked after enough at the playdound either, they are always filthy. I get each town wants something and we need to be patient but to put majority of the funding in to Mount Barker even tho we are the ones copping the rate is a bit unfair. Anyway, there is my bit. My venting session. My frustrations laid out. Not that the council care or will listen in the first place!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 6
[redacted]
[redacted]

Responded At: May 17, 2021 06:58:19 am
Last Seen: May 25, 2021 03:49:12 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

For many years, the residents of Hogan Rd Hahndorf have approached Council for work to be done on the the road surface and surrounds which have become hazardous. Residents agree that the first 400 metres section is in the worst condition. From the Mount Barker Rd entrance to Hogan Rd the extremely rough and unsafe surface condition deteriorates rapidly to the top of the steep hill where rain cascades down the hill and erodes the surface and edges ,making it impossible to move to the road side if a vehicle approaches. This section is used by trucks with heavy equipment on a regular daily basis. On the northern side of the hill on the right hand side, a pipe has been installed on the slope to remove run off and it seems that this is needed on the southern slope plus swales on the lower section and complete sealing of the surface to the top of the hill. We note that Leonard Rd, Yantaringa Rd, Paechtown Rd and Morning Star Roads have been the recipients of funding this year and we respectfully ask that an upgrade of Hogan Rd receives favourable consideration to be included in the Business Plan for 2021/2022.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 7
[redacted]

Responded At: May 17, 2021 10:47:35 am
Last Seen: May 17, 2021 10:47:35 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please don't forget Echunga in your allocation of funding. We have extremely high rates here in comparison to neighbouring council areas. Yet we again seem to be overlooked in funding allocation. Fortunately we have an amazing community group. However, that shouldn't be an excuse for you to let them do all the work and fund-raising themselves. We cannot walk from our driveway to the local post office, school or park safely. The gravel along Church Hill Road, just up from the pub intersection, is unsafe. It is extremely slippery, especially if walking with a pram or child on a bike. More and more houses are being built in this area, particularly the lower portion of Church Hill Road. Surely our rates can include a footpath.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

It is needed, but it is essential all areas in the Council are included in this. There are more areas than just Mount Barker, Hahndorf, Nairne and co. Do not forget Echunga. We are desperate for a footpath on Church Hill Road.

RELEASED

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Respondent No: 8
[redacted]

Responded At: May 17, 2021 17:21:49 pm
Last Seen: May 17, 2021 17:21:49 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Council needs to address the issue of excessively high rates for this community. There needs to be some scaling back of the Council wish list because ratepayers cannot afford their grand plans

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 9

[redacted]

Responded At: May 17, 2021 17:43:38 pm
Last Seen: May 17, 2021 17:43:38 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

sorry but we cant afford the rates increase. we pay high enough rates already. it is a pity that the population increase has been dropped on us by previous governments. maybe we should charge extra for all the new housing to cover it.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

lots of other areas done even have footpaths.....just because its new areas doesnt mean they deserve it.

RELEASED

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Respondent No: 10
[redacted]

Responded At: May 17, 2021 17:48:41 pm
Last Seen: May 17, 2021 17:48:41 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please no rate rise. Money pressures everywhere for everyone. They are the highest in Adelaide.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 11
[redacted]

Responded At: May 17, 2021 17:55:18 pm
Last Seen: May 17, 2021 17:55:18 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am strongly opposed to both the 2% rate increase and the proposal of charging for a hard rubbish collection

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 12
[redacted]

Responded At: May 17, 2021 18:09:16 pm
Last Seen: May 17, 2021 18:09:16 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

How on earth can you keep increasing rates when people's income doesn't??? We are on a small 600 Sq m block in Littlehampton and rates are already over $3k - it's an absolute disgrace

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

A big no to rate increases - surely you can get by with the absurd amount you are charging now

RELEASED

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Respondent No: 13

[redacted]

[redacted]

Responded At: May 17, 2021 18:10:10 pm
Last Seen: May 17, 2021 18:10:10 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No rate increases!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 14
[redacted]

Responded At: May 17, 2021 18:20:44 pm
Last Seen: May 17, 2021 18:20:44 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I object to the 2% increase in rates when the CPI for Adelaide is 1%. Rates in Mt Barker Council are expensive enough compared to other councils, for example Onkaparinga Council.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. Do you wish to add a comment to support or add to your response above?

not answered

RELEASED

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Respondent No: 15

[redacted]

Responded At: May 17, 2021 18:22:15 pm
Last Seen: May 17, 2021 18:22:15 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

Return to Title Page



Respondent No: 16
[redacted]
[redacted]
t

Responded At: May 17, 2021 18:23:15 pm
Last Seen: May 17, 2021 08:53:16 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am dismayed but, like last year, not surprised by the Council's breathtaking attempt to increase rates above CPI. I understand the need to ensure services and infrastructure are maintained, but I would have thought with the chronically poorly planned developments within the council area that rates would be flowing in at an unprecedented rate. I will NOT support an increase above CPI. The council must look at it's own projects and determine which will be supported in this financial year and which will not. I do NOT support council rates going to private schools. I ask you to please consider the fact that the majority of people who live in the Mount Barker Council area do not send their children to private schools - because they can't afford to-. I know a number of council members currently do, or have sent their children to private schools, which is of course their choice. But fond memories of years gone by should not prompt the spending of monies with corporations that can well and truly fund their own projects, like Churches.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

no

RELEASED

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Respondent No: 17

[redacted]

Responded At: May 17, 2021 18:53:37 pm
Last Seen: May 17, 2021 18:53:37 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The increased rate rise is above CPI! Wage growth is at an all time low and families cannot afford this! We are all making cut backs to everything in our household budgets to find money for bills and other essentials and there's not much more cutting back that can be done. I suggest the Mount Barker council use this approach and look for their own savings in the budget rather than pushing hard working families over the edge due to your lavish spending

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 18
[redacted]
[redacted]

Responded At: May 17, 2021 19:01:34 pm
Last Seen: May 17, 2021 19:01:34 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rate increases of double is ridiculous and not acceptable all

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

If you want to increase rates that much perhaps it should based on living location. As someone not in mount barker the only service council provides us is bin collection and an occasional road reseal

RELEASED

Return to Title Page



Respondent No: 19
[redacted]
[redacted]

Responded At: May 17, 2021 19:02:35 pm
Last Seen: May 17, 2021 19:02:35 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Increasing rate over CPI is not on, people haven't had a pay increase for 8 years, we have to budget and if we can't afford something we go without. The council could have stayed in the old building saving millions in rent. Also developers aren't doing the right thing and upgrading roads that service their huge estates, Aston Hills for example, Hartman and Paech Road are in poor condition and getting worse due to increased traffic.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

Fix the roads first then the footpaths.

RELEASED

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Respondent No: 20
[redacted]
[redacted]

Responded At: May 17, 2021 19:05:11 pm
Last Seen: May 17, 2021 19:05:11 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

A rate increase of 2% is ridiculous, especially when living outside of the mount barker metro zone and the only service provided is the occasional road reseal and a bin collection. Not to mention NRM levies and other associated fees, it makes the cost of living very strained.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

This will once again involve rates coming from outer suburbs and towns to fund significant infrastructure in the mount barker metro zone at the cost of these towns.

RELEASED

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Respondent No: 21
[redacted]
[redacted]

Responded At: May 17, 2021 19:09:39 pm
Last Seen: May 17, 2021 19:09:39 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Don't put our rates up 2%, already pay u enough

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 22
[redacted]
[redacted]

Responded At: May 17, 2021 19:33:16 pm
Last Seen: May 17, 2021 19:33:16 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates are already too high

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 23

[redacted]

[redacted]

Responded At: May 17, 2021 19:53:23 pm
Last Seen: May 17, 2021 19:53:23 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Not in happy with 2% rate rise. The rest of SA seems to be getting 1%. They already pay far far far less than us. They have top notch nature play reserves. Excellent libraries, and community spaces, foot paths ect For what reason do we pay MORE for LESS.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not Answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not Answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

I want plans of WHERE these are.

RELEASED

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Respondent No: 24
[redacted]

Responded At: May 17, 2021 20:15:46 pm
Last Seen: May 17, 2021 20:15:46 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rate increase is too much! It's already very expensive and the roads are still average and mt barker is horrendous to drive in. We needs better basic facilities with our already expensive rates, as apposed to planning for more fun/ recreational facilities.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 25
[redacted]

Responded At: May 17, 2021 20:25:46 pm
Last Seen: May 17, 2021 20:25:46 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The proposed 2% increase on CPI is absolutely ludicrous, council rates are already astronomical and unless you live directly in Mount Barker, you see very little come of your fortunes spent on council fees.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 26
[redacted]

Responded At: May 17, 2021 20:25:58 pm
Last Seen: May 17, 2021 20:25:58 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates are already far above reasonable, particularly when u live in a forgotten town that gets ZERO benefit from rates as it is

Q2 **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

[redacted]

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 27
[redacted]

Responded At: May 17, 2021 20:47:09 pm
Last Seen: May 17, 2021 20:47:09 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Disagree with the proposal rate increase. It's disappointing that we pay for services we don't use or aren't provided. For example, we have no need to use the library - why should we be paying $6.99 in the $100 for it? Could you A) reduce the amount paid to elected members (most are well off enough) and/or B) Collect more parking infringement fines (a guaranteed source of income - it's almost like no one cares anymore) and/or C) stop donating excessive amounts of money to things such as the Cedars at Hahndorf.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Could have this been budgeted in the past 10 years when the money would have gone further?

RELEASED

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Respondent No: 28
[redacted]

Responded At: May 17, 2021 21:09:53 pm
Last Seen: May 17, 2021 21:09:53 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No rate rise needed. Find savings

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 29
[redacted]

Responded At: May 17, 2021 21:11:52 pm
Last Seen: May 17, 2021 21:11:52 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

An increase of 2% in the business plan will have an effect on my budget. Surely funds can be capped on some things.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 30
[redacted]

Responded At: May 17, 2021 21:12:13 pm
Last Seen: May 17, 2021 21:12:13 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

That rate hike is unfeasible. Make do. Stop replacing and remodelling your marketting. Stop all the stupid signage advertising the new developments.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 31

[redacted]

[redacted]

Responded At: May 17, 2021 21:24:12 pm
Last Seen: May 17, 2021 21:24:12 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

2% is too much when cpi is 1%

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 32

[redacted]

Responded At: May 17, 2021 21:33:56 pm
Last Seen: May 17, 2021 21:33:56 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No to 2% increase in council rates Yes to improve footpaths. Needs more money. They need to be ok for wheelchairs and mobility scooters, currently some curb edges are too steep. Some bike/ walking pathways have fencing blocking access to shops, ie. Mr barker Kmart side, path along creek can't get to Carpark to then get to shops. Poor planning. Try using the paths yourself with scooter.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

Needs more money and see above at first question

RELEASED

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Respondent No: 33

[redacted]

Responded At: May 17, 2021 21:36:42 pm
Last Seen: May 17, 2021 21:36:42 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Given the economic challenges facing our community as a result of covid 19 job losses and wage stagnation, to increase rates by any more than CPI I believe is wrong and out of touch with community needs. Council should come into alignment with the commercial sector and look to roll out cost control programs to reduce spend and look to innovate in order to realise financial efficiencies.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 34
[redacted]

Responded At: May 17, 2021 22:05:51 pm
Last Seen: May 17, 2021 22:05:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The better the paths, hopefully will encourage people to get out & see their surroundings, also allow the elderly to feel safe and able to enjoys our paths.

RELEASED

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Respondent No: 35
[redacted]

Responded At: May 17, 2021 22:23:42 pm
Last Seen: May 17, 2021 22:23:42 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No rate rise.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 36
[redacted]
[redacted]

Responded At: May 17, 2021 23:14:39 pm
Last Seen: May 17, 2021 13:44:39 pm
IP Address: 49.178.30.95

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

What the go with hard rubbish.

RELEASED

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Respondent No: 37
[redacted]

Responded At: May 17, 2021 23:26:33 pm
Last Seen: May 17, 2021 23:26:33 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I'm on a pension and have enough trouble finding the money to pay my rates and now you want to put it up 2% this is so wrong other wise you are here for the people wake up council and stop being greedy

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 38
[redacted]
[redacted]

Responded At: May 18, 2021 04:37:00 am
Last Seen: May 17, 2021 19:07:01 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Mount Barker Council - Proposed Rate Increase 2021. It's 2% - double the Adelaide CPI of 1%. Council should find $340K of savings without decreasing planned services. Spending worth reviewing would include $251K to St Francis sports facility; regional hub $150K; wastewater $18million (sell it off!); $70K to Festival Centre. The game is -- the 2% is in the Business Plan and unless enough people complain, council might say no one's bothered and it will stay as the rate rise. I'm not playing the game so I am making my feelings known by 26 May 2021.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Without improved access for pedestrians connecting new estates to existing areas someone will get hurt. Take the Aston Hills residents (kids and teens) walking to Waldorf school along Paech/Sims Rds (bi-daily!) as case in point.

RELEASED

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Respondent No: 39
[redacted]

Responded At: May 18, 2021 05:59:53 am
Last Seen: May 18, 2021 05:59:53 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Stagnant wage growth with rising cost of living means a 2% rise is highly inappropriate

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

No

RELEASED

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Respondent No: 40
[redacted]

Responded At: May 18, 2021 10:31:00 am
Last Seen: May 18, 2021 10:31:00 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

You are asking too much from your cash strapped LGA. We have not had 2% rise in our wages meaning your cash grab is intending for us to be poorer. You are supposed to work for us not against us. Please reduce the increase to 1% which is far more affordable and you have lots of scope for identifying savings this small.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Whatever you plan to do it has to be with utmost respect for the money you are forcing us to part with. Few of us are getting wage rises as big as the rate increase you are suggesting. It is easy for you to just raise rates that we are forced to pay. Think about the consequences to peoples home budgets already under great stress from lower incomes during 2020.

RELEASED

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Respondent No: 41
[redacted]

Responded At: May 18, 2021 11:54:52 am
Last Seen: May 18, 2021 11:54:52 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

If it means a rate rise council is over spending. SA residents already pay highest taxes in the country, budget within income

RELEASED

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Respondent No: 42
[redacted]
[redacted]

Responded At: May 18, 2021 13:58:38 pm
Last Seen: May 18, 2021 05:49:04 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I'm on a disability pension, my pension doesn't rise with CPI yet you're raising our rates by double CPI. We can't afford them now, how do you expect us to pay a 2% rise?

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I'm in a wheelchair, I'm all for the footpath upgrades.

RELEASED

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Respondent No: 43
[redacted]

Responded At: May 18, 2021 20:20:43 pm
Last Seen: May 18, 2021 20:20:43 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

In this economic hardship where it is likely that a large amount of residents won't receive any wage increase this year to offset CPI increase, you should show restraint in your spending habits, limiting imposed rate increases. Show leadership, be creative, have empathy. I suggest you look at the already inflated rates, comparative in percentage to other districts, and reconsider the increase to be less impactful on the people who you have responsibilities for. Better yet freeze rates for a year and utilise the skills of your financial teams and tendering departments.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 44
[redacted]

Responded At: May 19, 2021 09:28:24 am
Last Seen: May 19, 2021 09:28:24 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Just NO. Council should live within their means, like we all have to do. Less funding for Heysen and Sports field please. Why fund mostly private enterprise? Increase your dog officers and parking inspectors and collect more revenue that way.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 45
[redacted]

Responded At: May 19, 2021 09:31:44 am
Last Seen: May 19, 2021 09:31:44 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rate increase should be no higher than 1%

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 46
[redacted]

Responded At: May 19, 2021 11:44:42 am
Last Seen: May 19, 2021 01:40:41 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I agree with Councilor David Leach. Remove the extra money grab of 1% for "financial stability" another extra burden on residents. Reduce council expenses including high salaries and help keep rate costs down. Its been a very difficult period caused by Covid and people have had difficulties in paying for their cost of living let alone a further rate increase. Many residents did not ask for the increase in population and if this is the case then get more from developers who have turned a once beautiful landscape into a horrible and ugly landscape. Then again this is what progress gives us - a "concrete jungle " with the easy tick of approval. Hold the aquatic spend and maybe fix existing swimming pool. Reduce your costs and help us reduce our costs. Its not asking for much. It would be a good idea to not increase rates this year. Wouldn't that be a bonus for the rate payers.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Make the developers pay for this. If they refuse then let them go they have done enough damage to the districts as is.

RELEASED

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Respondent No: 47
[redacted]

Responded At: May 19, 2021 14:01:34 pm
Last Seen: May 23, 2021 13:36:43 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

That money for footpaths should be spent over 5 years and areas like Nairne and Littlehampton NOT in Mt Barker.

RELEASED

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Respondent No: 48
[redacted]

Responded At: May 19, 2021 14:06:28 pm
Last Seen: May 23, 2021 13:36:43 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

That money should be allocated to Nairne and Littlehampton and the work should be completed in 5years

RELEASED

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Respondent No: 49

[redacted]

Responded At: May 19, 2021 15:39:06 pm
Last Seen: May 19, 2021 15:39:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I do not agree with the 2% rate increase, our rates are already exorbitant. Mt Barker Council has not proved to spend our rates effectively. Examples include poor planning of the Hutchinson st pedestrian crossings leading to structural issues and expensive replacement costs, poor understanding and application of horticulture leading to costly mistakes and significant tree losses (the dragon tree near Wohlers, the cutting down of significant gums at the new sports development and selling the story to ratepayers as 'relocating'them, and allowing developers to cut down large numbers of significant native trees), the application of costly fake turf at the new sports site which is also environmentally irresponsible. I do not believe council effectively manages their finances or their employees. I have contacted council numerous times for advice on our significant tree, also about pedestrian safety on woodside rd in Nairne. We were never contacted back. As such, I do not have faith in Council's ability to appropriately manage our rate funding and do not support the increase.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Footpaths in areas that do not have sulficient ones (Woodside rd & North Rd Nairne) and from Nairne oval to Dawesley and on Donald St Dawesley should be prioritized over revitalizing existing footpaths or in developments where they should be funded by the developer with the provision of a maintenance budget from the developer also.

RELEASED

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Respondent No: 50

[redacted]

Responded At: May 20, 2021 08:25:06 am
Last Seen: May 19, 2021 22:48:28 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Echunga has been forgotten again. No meaningful provisions to improve infrastructure in our township. Meadows and Macclesfield have scored funding again! Echunga needs council to come on board and start some basic infrastructure funding into our much loved new and first community park. Footpaths are non existent along Battunga Road and Strathalbyn Road with dangerous conditions for walkers and cyclists. Hard for kids to walk safely to school when they have to walk along highway verges. There is no linkage in and around the town.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

How many metres does $11 million construct and how do you prioritise who gets the footpaths. Echunga has been waiting for decades!!

RELEASED

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Respondent No: 51

[redacted]

Responded At: May 20, 2021 15:04:19 pm
Last Seen: May 20, 2021 15:04:19 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

increasing the rates by 2% plus 1 % and a further 1% in this current economic times is far to great. I am a pensioner and have lived in the area for approx 30 years, work 3 day a week, these increase will place huge financial burden. this current year the rated were around $2500 dollars. My income will not increase more than 1% if i am lucky. The council is their to provide infrastructure maintenance and development to the area not to waist money on sponsorship and consultant fee. doing thing like signage, in these time the focus should be on the council area. As I indicated I have live in the area for 30 years and we have been waiting for foot path and street numbering which the council promised. on our first council rates the common effluent cosr was fix , not to change, but has increase . It is time the council tightens the belts and focuses on the community and not increase the rate beyond the cpi.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

as long as the 11 mill dollars foot paths are used in areas like Echunga

RELEASED

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Respondent No: 52
[redacted]

Responded At: May 20, 2021 15:44:12 pm
Last Seen: May 20, 2021 15:44:12 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

a 2% increase in already high council rates is unwarranted. I would like to know why the council is required to provide wastewater treatment for residential properties at such a high cost? Was this an oversight when Mount Barker began to grow? We have lived in the district since 2006 and each year our council rates have climbed. In 2009 our rates were calculated at .0029 and now we are being asked to pay .003503. We are rated as primary production but we are not producing anything, most properties around us are owned by people who want space, peace and quiet and a relaxed lifestyle and we pay to support this. We pay dearly! Mount Barker is the fastest-growing region and also has the highest property rates. Why does the council need to have an operating surplus of such a large amount? Why is the council funding parts of roads that are required for new developments that wouldn't be needed if the land wasn't developed? Why is the council giving $70,000 to the Festival Centre and $251,000 to St Francis sports facility which is a private catholic school? It seems unlikely that the increase in rates will benefit the community but will be to the detriment of the community who shoulder the burden for the seemingly poor choices, decisions and lack of forethought of the previous and current council members. I hope that the council will listen to the community and find suitable alternatives to asking for more money each year. Yes work smarter as your documents say...live that philosophy and bring it to life. Do not increase rates before all other options for financial management have been exhausted and think carefully about where ratepayers money is spent. You risk alienating the very community you rely on to exist.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Costs for infrastructure upgrades forecasted for 10 years out will inevitably fall short of their initial estimate. I thought developers were required to fund and construct adequate footpaths and manage long term? If you are robbing Peter to pay Paul what is the point? The wording of this statement, reduced capacity to fund other emerging priorities, is unclear and unjust. Please use plain English, what are the emerging priorities?

RELEASED

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Respondent No: 53

[redacted]

[redacted]

Responded At: May 20, 2021 21:10:11 pm
Last Seen: May 20, 2021 11:40:11 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Do not raise the rates they are ridiculously high already. Other councils operate on less and your claim that it is because of infrastructure is almost laughable. With the increasing population you should have plenty of money. What I pay is almost twice what I payed for a comparable property in Adelaide Hills council. Make the developers of all these new houses pay for infrastructure.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 54
[redacted]

Responded At: May 21, 2021 00:04:38 am
Last Seen: May 21, 2021 00:04:38 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates should not be necessary. Trim fat elsewhere.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Footpaths are great on theory, but there are already public walking spaces. Footpaths to nowhere and increase of 5%?

RELEASED

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Respondent No: 55
[redacted]

Responded At: May 21, 2021 02:13:03 am
Last Seen: May 21, 2021 02:13:03 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No increase in rates. It is beyond reasonable that we pay so much more than is needed. We will be moving from the area because it is making life too expensive especially in a year where COVID has ravaged peoples income. So out of touch with reality.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

11 million for footpaths seems a little high. I'd be looking at your contractors or suppliers for cheaper rates.

RELEASED

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Respondent No: 56
[redacted]

Responded At: May 21, 2021 08:09:17 am
Last Seen: May 21, 2021 08:09:17 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The proposed rate increase is substantially more than is required, ospecially in comparison with other "growing' councils of Adelaide and surrounds. Your constituents can't afford those hikes, and I for one, do not agree that they are relative to the development occurring around the town. ESPECIALLY in towns not mount Barker, Nairne is missing any of this development and yet pays the increase for facilities that we are not getting. Please, PLEASE take into consideration the thousands of families who will be severely affected financially by such an increase in rates.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 57
[redacted]

Responded At: May 21, 2021 10:30:37 am
Last Seen: May 21, 2021 10:30:37 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I would like to see more Indigenous plants being put in, more Indigenous names being used and a lot less subdivision. In rural townships I would like to see less council interference. Yes to playgrounds and public toilets for those passing through. But also more going back to our roots with roosters etc being supported for township, lower speed limits instead of upgraded intersections and provision for local shows/fairs supported by council to improve tourism in the area and support rural township life. Dont like the commute? Want bigger roads etc? Go to the city! Lets put money into our native wildlife plantung Indigenous trees and preventing more subdivision and support our farmers more. We need local farmers not more houses.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Particularly for Echunga and other small rural townships I dont support footpaths being installed. Rural townships should be rural, look rural and keep to their heritage. Brand new footpaths look modern and city like they just dont fit and we dont need them. Only those yearning for the city in the country want them and they can go back to the city or move to mtbarker.

RELEASED

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Respondent No: 58
[redacted]

Responded At: May 21, 2021 12:54:29 pm
Last Seen: May 21, 2021 12:54:29 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

With 4yrs in the town of Mt Barker I am appalled at the council rates we pay for the services we receive. We are paying ridiculous rates and I am aware of more affluent suburbs paying a lot less then we are being charged. I propose a 5% reduction in rates fees just to start with and road surfacing, foot paths and pruning of trees be done more regularly with the already obtained funds.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

You need to review who you use to build these paths. You are being ripped off because you're a government body that will sign off on anything that makes your life easy.

RELEASED

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Respondent No: 59
[redacted]

Responded At: May 21, 2021 13:18:15 pm
Last Seen: May 21, 2021 13:18:15 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I think that you have forgotten to include Echunga. We also pay rates and would love to have some of the facilities that are being provided to other townships such as functioning footpaths, toilets that aren't disgusting and even just a clean up of the roadsides to make moving around the town safe. Other things such as moving out the 80km signs or making the bus stops safer would be a minimal cost but greatly appreciated

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 60
[redacted]

Responded At: May 22, 2021 18:41:51 pm
Last Seen: May 22, 2021 18:41:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please develop a footpath on parin / bugle range road , Macclesfield because of many walkers , prams, dogs and children have to walk on the narrow road over the bridge. Skate park and devernport park near by. School is near aswell, during busy hours , it is very dangerous to walk along that stretch.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 61
[redacted]

Responded At: May 22, 2021 20:27:21 pm
Last Seen: May 22, 2021 20:27:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

No footpaths for Macclesfield Than you

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

As someone who walks around Macclesfield everyday I see no reason for footpaths to be added. The cost would hugely out weigh their use. Massive waste of money.

RELEASED

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Respondent No: 62
[redacted]

Responded At: May 22, 2021 21:33:33 pm
Last Seen: May 22, 2021 21:33:33 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The bridge on the main road to Strathalbyn in Macclesfield needs a proper footpath on the Strathalbyn side of the river. It is impossible to keep off the road (Venables St) when walking over the bridge with a pram or dog or child in hand when on the west side because of the guardrail. On the east side there is a footpath behind the guardrail on the northern side but it only goes to the footbridge and needs to continue on the southern side behind the guard rail. Without that you have to cross to the west or walk on the road due to the guardrail.

RELEASED

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Respondent No: 63
[redacted]

Responded At: May 22, 2021 22:15:06 pm
Last Seen: May 22, 2021 22:15:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Foot paths required for all main entrances into maccy as people do not follow speed limits thus making it unsafe to walk from a home (within town limits) to Main Street/school/park etc

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I have nearly been hit multiple times while walking as there is no where safe to get off the road as it's uneven surfaces

RELEASED

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Respondent No: 64
[redacted]

Responded At: May 23, 2021 10:31:27 am
Last Seen: May 23, 2021 10:31:27 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I support the Arts plan and the tourism event programme. Particularly in regions or towns outside of Mount Barker and Hahndorf. stimulating visitation and growth for the small townships . The continued development of Crystal Lake Park in Macclesfield as a unique arts hub and picnic destination in a sculpture park setting.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 65
[redacted]

Responded At: May 23, 2021 12:43:51 pm
Last Seen: May 23, 2021 12:43:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

More investment needed for environmental projects particularly ones that involve the community, and other sustainability issues like wastewater management.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Macclesfield township is in dire need of safe footpaths particularly for the elderly and children. We need a safe road crossing at the school. There are also many places where you need to walk out into the road because there are no footpaths where the roads cross rivers. It is very unsafe when walking with small children.

RELEASED

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Respondent No: 66
[redacted]

Responded At: May 23, 2021 17:53:14 pm
Last Seen: May 23, 2021 17:53:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I truly believe that a 2% rate rise is just pure greed and should be reconsidered, especially given how many have struggled for the past 18 months

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 67

[redacted]

Responded At: May 23, 2021 18:18:06 pm
Last Seen: May 23, 2021 18:18:06 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I'm not happy that it appears that another rate rise of 2% is forecast. Tough tie a for people and our rates are already ridiculously higher compared to other councils that have more services than we do. Footpaths - I certainly hope some of that money goes to footpaths in Nairne. Our footpaths are either non existent of we have to navigate gravel, dirt, and uneven surfaces or full of autumn leaves making it even more dangerous to walk around. Hope urban areas refers to regional towns also and not just Mt Barker! I also do not want extra charges for a hard rubbish waste service per household. It should be either free x2 tunes a year like other councils or a user pay as required.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 68
[redacted]

Responded At: May 23, 2021 19:04:24 pm
Last Seen: May 23, 2021 19:04:24 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Every year, we the rate payers are asked to put our hands in our pockets to fund supposed extra services needed by ratepayers to live better. Well I say enough ! As a pensioner I find it difficult to pay last years rates and don't accept the 1% extra is necessary. INSTEAD stand up to the STATE GOVERNMENT who put us in this mess and give YOUR ratepayers some relief. I DON'T SUPPORT THE EXTRA 1%

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Providing both state and federal government put in HALF the money, or put a wage freeze on council staff for 10 years.

RELEASED

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Respondent No: 69

[redacted]

[redacted]

Responded At: May 23, 2021 19:18:30 pm
Last Seen: May 23, 2021 19:18:30 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please allow money for footpaths in Macclesfield.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Macclesfield needs more footpaths. Especially between the Mt Dennis estate and Davenport square. It's very dangerous to walk with kids on the main road

RELEASED

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Respondent No: 70
[redacted]

Responded At: May 23, 2021 19:31:28 pm
Last Seen: May 23, 2021 19:31:28 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Residents of nairne dont need to pay any more to be forgotten about. Apparently we aren't worthy of spending money on to upgrade north road despite it being unsafe and a main road. Charging us more for rates when we lack opportunity to even basic rights of our safety being considered and maintain is not fair. I refuse to pay more to support ripping up footpaths in mount barker when WE DON'T EVEN HAVE A FOOTPATH DESPITE ASKING FOR YEARS (but yet you continue to make mount barkers better by paving them).

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

[not answered]

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

[not answered]

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

11 million for foothpaths in areas that are needed would be great - but nairnes are needed and you somehow cannot justify it. North road and nairne deserve footpaths! Council need to stop favouring mount barker.

RELEASED

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Respondent No: 71
[redacted]

Responded At: May 23, 2021 19:46:49 pm
Last Seen: May 23, 2021 19:46:49 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I would like to see more footpaths within the Macclesfield township, especially opposite the school entrance to allow for a children's crossing. This road can be dangerous for kids at school time especially with vehicles (including a lot of trucks) not slowing down when coming from Gommell Rd. They have been seen not only going quicker than the signed 25 but well over 50 too. I know this is a small school but our children should feel safe to get to their family cars.

RELEASED

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Respondent No: 72
[redacted]

Responded At: May 23, 2021 20:28:20 pm
Last Seen: May 23, 2021 20:28:20 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Our council rates are already too high! Do not raise the rates!!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

As long as it's done properly and actually planned properly, not like normal stupid council decisions. Let the community decide what areas are a priority

RELEASED

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Respondent No: 73
[redacted]

Responded At: May 23, 2021 20:31:51 pm
Last Seen: May 23, 2021 20:31:51 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

We are desperate for footpaths in Macclesfield. In particular Searle street, which is regularly used by many residents and does not even have a suitable verge for children and adults to ride or walk on or even move over when traffic is coming. It's very dangerous and needs attention.

RELEASED

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Respondent No: 74
[redacted]

Responded At: May 23, 2021 23:06:43 pm
Last Seen: May 23, 2021 13:36:43 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

There should be no donation for the festival at all and no monies should be spent on the aquatic centre

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Only to be spent on new footpaths in Nairne and Littlehampton

RELEASED

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Respondent No: 75
[redacted]
[redacted]

Responded At: May 24, 2021 10:34:32 am
Last Seen: May 24, 2021 10:34:32 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

As a 65 year old male living in Macclesfield I enjoy early morning walks. Unfortunately for 7 months of the year for personal safety due to poor or no early morning light my walks are restricted to laps of the oval. Having more footpaths in the town would make my walks safer during these months as it would take me off the road and away from traffic. Many of the off road sections around town are also pitted with holes and gullies due to heavy rains and poor maintenance. Footpaths would create safe, flat walking surfaces.

RELEASED

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Respondent No: 76
[redacted]

Responded At: May 24, 2021 11:10:03 am
Last Seen: May 24, 2021 11:10:03 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Therefore my note to my say, is my objection to the proposed rate increase above inflation! This has been a traumatic year and a half for all and putting this kind of pressure on the rate payers is very unfair. I also object to a $50,000.00 increase to the arts. As far as I am concerned attending the arts festival is personal choice and users pay not every person. Similar reasoning to using a swimming pool!

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 77

[redacted]

[redacted]

Responded At: May 24, 2021 11:13:40 am
Last Seen: May 24, 2021 11:13:40 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I hope that small towns such as Macclesfield are also including in this footpath plan? From wirrinilla Drive, I have to cross the road 5 times to safely steer my pram down to the post office. Always feels like mt barker has always got the money spent int he town but now with the new developments, it feels like the small towns are getting left behind. It would be nice if you wrote which towns will be included in he footpath plan.

RELEASED

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Respondent No: 78

[redacted]

[redacted]

Responded At: May 24, 2021 12:55:45 pm
Last Seen: May 24, 2021 12:55:45 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

It is disappointing seeing such a high increase in residential council rates, especially as our rates are already high compared to other local councils. An increase of double the inflation rate (2% instead of 1% inflation) should be explained explicitly. I don't really see where this increase of rates is going to benefit local residents. Where will this increase go to benefit local residents? How are we going to see a return for this - I don't see this outlined in the plan.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 79
[redacted]

Responded At: May 24, 2021 13:29:21 pm
Last Seen: May 24, 2021 13:29:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a local artist I am most interested in the fact that Arts and Culture gets a mention in this draft business plan. Arts and cultural programs are key to placemaking and developing community identity. Should these be planned for and delivered in a Community Arts and Cultural Development model (as opposed being a hook to get people to engage in commerce like we see at winery 'Arts' weekends etc) it would result in more authentic engagement as we evolve to develop a shared sense of belonging and identity as hills residents. Shared story is key to connecting people and the Arts provide an opportunity for this. With a rapidly growing population the Arts could be a tool for developing cohesion and community and shaping the identity that we want to have as a growing place. I am most interested in how it is that the council plans to draft an Arts and Culture plan and in what infrastructure, particularly around space may be in this plan. There is currently no dedicated performing arts venue in the hills. As a theatre maker I can tell you that we are very limited when it comes to suitable venues to present work. Likewise without an arts officer or anybody in the role of developing arts and cultural engagement locally their is no obvious support network for art makers to develop or present work with or for community. There are no programs for artist residencies, artist run spaces or other such initiatives.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 80
[redacted]

Responded At: May 24, 2021 15:26:11 pm
Last Seen: May 24, 2021 15:26:11 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The increase in rates simply makes no sense considering the amount of new houses being built. We already pay some of the highest rates in the state and you are pushing for a near 5% increase after what has been a difficult time for many families due to covid. And all we ever seem to see is changes to roads with little change to infrastructure. The council is totally out of touch as to what is fair.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 81
[redacted]

Responded At: May 24, 2021 16:13:39 pm
Last Seen: May 24, 2021 16:13:39 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Great to see that you have included Arts and Culture and one of your measurable outcomes is to have a Arts plan in place. As a local publisher in the Adelaide Hills I hope that the council will support all Arts including literature and writing and continue to support the Mount Barker Library, other libraries and also support initiatives to promote reading, writing and literature through various events, such as a "book fair".

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 82
[redacted]
[redacted]

Responded At: May 24, 2021 16:36:52 pm
Last Seen: May 24, 2021 07:06:52 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Will the footpaths in Echunga be upgraded in this plan. The footpaths in the Main Street are very rough and patchy and there are no real footpaths in any other part of the,town. Battunga road Echunga is part of the township and it's very dangerous trying to walking along there, with dogs or kids walking,to,school. It's a matter of making sure cars don't clip you on their way passed.

RELEASED

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Respondent No: 83
[redacted]
[redacted]

Responded At: May 24, 2021 16:54:17 pm
Last Seen: May 24, 2021 07:06:52 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I notice that there is no budget for Echunga in anyway, even though our area would contribute quite a bit in rates. We currently have a path to nowhere in a community park area, that has been worked on by two or three of the committee members of the Echunga Community Association. All we want is an actual community area with toilets and a BBQ shelter. A decent playground area for older kids and a separate off lead dog area. Within the community park. We live within the township and have NO footpaths, street lights, mains water or even postal delivery. Our community association cannot do it all. The local Institute is actually crumbling and has no community activities for older people. Not everyone is happy to drive to Mt Barker to use the facilities there.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 84
[redacted]

Responded At: May 24, 2021 17:10:00 pm
Last Seen: May 24, 2021 07:34:39 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

What funds have been allocated to the Echunga township plan

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

It would be great to see some work done on the Echunga Foot paths as agreed in the township plan

RELEASED

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Respondent No: 85
[redacted]

Responded At: May 24, 2021 17:36:35 pm
Last Seen: May 24, 2021 17:36:35 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a resident of Echunga I am very disappointed to see no recommendations from the MBDC Township plan in 2018 have been implemented. In particular more secure footpaths, including Echunga in the footpath connectivity and renewal programs. MBDC talks about their disability and inclusion program and their target to assist people with disabilities to get out and about more in the community. Being a family with someone with a disability, living in Echunga is hard for this to happen. From our house we have to navigate a very busy and unsafe road, no footpaths or safe options for someone with limited mobility to freely move around the township, to be able to access bus stops or be able to safely navigate their way to the community park (which still needs funding to be finished). To access the community park or indeed the oval or to go to the local shop or post office, we are forced to drive for safety. I would also like to see MBDC put in a noise management program for Echunga. In particular the amount of heavy trucks that come through our town and especially traveling down Meadows Road. This road is used daily by locals exercising, walking their dogs or local children walking to and from school, it is only a matter of time before someone is severely injured or killed. Vehicles and heavy loaded trucks fly down this road well in excess of the 50km with total disregard to safety. 90% of trucks as they approach the town are using their airbrakes, the intersection of Meadows Road and Strathlbyn needs to be looked at and traffic management need to implement changes to stop people flying into/out of the intersection. As with other towns in the MBDC I think it is well and truly time to look at moving powerlines underground to enhance the natural beauty of the town.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 86
[redacted]

Responded At: May 24, 2021 17:45:17 pm
Last Seen: May 24, 2021 17:45:17 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The 10 year footpath program is a great idea and I would love to see more footpaths in Macclesfield. I understand the main street is being upgraded and that will include the much needed footpaths in this area however I think we really need a footpath in Macclesfield from the main street to the RSL Anzac memorial gardens. The ground in this section is very uneven and rutted on one side and the hedge on the other side is often overgrown and reaching out to the road. This section is totally unusable to anyone with any sort of walking disability. This section would give access to the sports grounds and the Memorial Gardens.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

see previous comment

RELEASED

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Respondent No: 87
[redacted]

Responded At: May 24, 2021 19:02:09 pm
Last Seen: May 24, 2021 19:02:09 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 88
[redacted]

Responded At: May 24, 2021 19:53:39 pm
Last Seen: May 24, 2021 19:53:39 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 89

[redacted]

Responded At: May 24, 2021 19:54:43 pm
Last Seen: May 24, 2021 19:54:43 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Thank you for your good work but could you please constrain your spending so as to reduce council rates rather than continually increase them. A couple of years ago there was an outcry regarding the quadrupling of electricity costs over a particular period. I can't recall the exact dates but at the time performed a calculation comparing your rate rises over the same period, and it was on par with the electricity increase. My income has been stagnant for over a decade and I'm sick of government at all levels scraping more and more revenue to pay for their projects.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 90
[redacted]

Responded At: May 24, 2021 19:55:47 pm
Last Seen: May 24, 2021 19:55:47 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

firstly may I say I concur with Cr David Leach(this week's Courier article) on the proposed handing over of monies to the Adelaide Festival When I first moved to Hahndorf in the seventies Mt Barker had one of the lowest rates in the state....now they rank in the highest and even considering this type expenditure in the current climate beggars belief.....council's mandate must surely be to save money wherever possible secondly may I suggest that the money be spent on one of the district's best assets..namely the Laratinga wetlands which many hundreds of locals & others use every week. The problem lies in the carpark surface material which is fine in dry weather but turns into a sticky mess after the slightest shower...I had to hose down my grandson's pusher wheels before returning it to my daughter one wet day last week Could you please send a copy of this email to Cr Leach for info Regards [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 91
[redacted]

Responded At: May 24, 2021 19:56:50 pm
Last Seen: May 24, 2021 19:56:50 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a ratepayer I am shocked by this council's decision to give $70,000 of our money to fund the Adelaide Arts Festival. This is outrageous and totally unacceptable. Council members are elected to their positions by the local people who entrust them to make well considered decisions on how best to use the hard earned money they pay in rates to best advantage and benefit of our local community. I request this decision be put to another vote and overturned asap. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 92

[redacted]

Responded At: May 24, 2021 19:57:53 pm
Last Seen: May 24, 2021 19:57:53 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Requesting an internal review of a council decision I request the council to reconsider the proposed $70000 sponsorship of an arts festival. As so eloquently outlined in The Courier 12/5/21, I support Mr David Leach's opinion. "Charity begins at home." Please help your ratepayers, many of whom are doing it tough right now.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 93
[redacted]

Responded At: May 24, 2021 19:58:56 pm
Last Seen: May 24, 2021 19:58:56 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I write regarding the condition and urgent need for an upgrade to the surface and drainage of Hogan Rd, Hahndorf. My partner [redacted] and I live on a property on Hogan Road where the condition of the road is appalling. I am concerned about the safety of both the residents of Hogan Rd and the many others who use the road, parking at the end, to use the bush track. The state of the road, both the surface and lack of adequate drainage, is of particular concern because Hogan is both a winding and hilly road. Hogan has several blind spots. Three hills that you cannot see over, as well as corners. We are concerned that the condition of the road surface and lack of drainage compounds these potentially unsafe conditions. We are concerned the condition of the road will lead to an accident preventable should the road be re-surfaced with well designed drainage and, subsequently, maintained in a timely fashion. Currently Hogan Road has serious potholes, loose surface and no drainage. The surface of the road deteriorates when it rains. It is uneven and the temporary measures the council took, filling in the pot holes, is long gone. Hogan Road is dangerous for drivers and having been warned, the Mount Barker Council could be called to account should there be an accident. The council needs to direct resources into fixing Hogan Rd. We are aware funds are available in the council budget for road works. We ask that monies be used to ensure Hogan Road is safe, usable, and will stay that way for many years to come. Please let us know that you have heard our concerns and that you have a realistic timeline for this work to be carried out. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 94
[redacted]
[redacted]

Responded At: May 24, 2021 20:30:10 pm
Last Seen: May 24, 2021 10:54:30 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Rates increase again for locals! The developers and the new home owners should be pay for the extra costs. Enough is enough the locals don't want the town to gross it is and now we are paying for it as well

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

11 million.your kidding I will do them by hand for half that

RELEASED

Return to Title Page



Respondent No: 95
[redacted]
[redacted]

Responded At: May 24, 2021 21:02:44 pm
Last Seen: May 24, 2021 11:00:50 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I object to the proposed increase in council rates. We already pay far too much in rates. My parents pay less in rates on their Burnside home (worth three times $ as much as ours) than we do here. It's ridiculous. Baker street is STILL waiting (years later) for the promised upgrade to the stormwaterr system so we do not FLOOD again. It was promised in the 2019/20 budget I believe? We have zero footpaths in much of Littlehampton??! Certainly none in the older section (unless you count the one path directly bordering the school). We are NOT getting much of anytying for our Council rates. The Council has committed to an insanely expensive sports centre on Bald Hills road, that you expect our rates to contribute to. We just want the basics here guys.....non flooding streets/promised $300,000K+ budgeted stormwater upgrades, footpaths, district playgrounds that aren't embarrassing (Keith Stephenson is disgusting - filthy equipment), playgrounds with shade and toilets, more carparking in Mt Barker! We don't have enough room to seriously be expanding Mt Barker on beautiful farmland. The infrastructure isn't there, it's not coping as is with the population. I reference the two absolute standstills on the freeway recently - now imagine adding MORE citizens up here when we don't have the roads, shops, carparks, or escape routes in case of bushfire. Lots of info above, but bottom line is, we are paying too much in rates for far too little. No to the increase, thank you.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Your footpath strategy doesn't include areas for footpaths. As mentioned above, Littlehampton is severely lacking in footpaths. CHILDREN, prams, all pedestrians have to walk on roads ina district we pay a fortune in rates to live in. Baker st, Gardner street, Wigzell st, Fulford Tce, West Tce, Alston rd, Compson rd....the list goes on. It's a disgrace. So many families with children within walking distance of a strictly zoned primary school (and The Glebe), and children have to walk on roads or uneven verges to get there.

RELEASED

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Respondent No: 96
[redacted]

Responded At: May 24, 2021 21:19:57 pm
Last Seen: May 24, 2021 21:19:57 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Dear Sir/Madam, I am writing to you as a Mount Barker District Council resident who has dedicated their professional career to the Performing Arts (as a performer on local, national and international stages), as an academic (BA Honours Degree from Flinders University), Teacher (Diploma of Teaching, Primary) and the founding and current Artistic Director of Ink Pot Arts. It will therefore come as no surprise when I present my passion for dedicating council resources to develop the much-needed Arts Plan for our region. This is a necessity should the council be successful in their recent grant application to create the Arts Plan (for which we wrote a support letter) or not. The Arts, and the Performing Arts in particular, offer a unique service for developing the wellbeing of our community, alongside nurturing a sense of place and identity through sharing stories that have meaning for our residents. Having an Arts Plan, created with expertise and consultation with those in the Arts sector, will enable strategic development and is of primary importance to meet the needs of the growing population of Mt Barker. A comprehensive Arts Plan would see all levels of Arts engagement supported (Community Arts, pathways for Arts engagement and careers in the Arts, affordable professional local productions etc), while dedicating funds to employing staff with expertise in the Arts & Community Cultural development. It would also provide planning for facilities to house these cultural activities. I look forward to seeing what positive steps will be taken in the future. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 97

[redacted]

Responded At: May 24, 2021 21:35:49 pm
Last Seen: May 24, 2021 21:35:49 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

My intial view is that the Plan is very Mt Barker centric. You are the the DISTRICT Council of Mt Barker and all the areas/towns in your region need to be more includod, not just for planning but to commit $$ to the planning, which i dont believe has happened. I appreciate that there is a LOT happening in the Mt Barker township but dont loose sight of the fact that people like me who live on a rural allotment pay over 3.2K per year in rates just to have our rubbish collected and our unsealed road graded once per year. Hardley value for money i think! Our local town of Echunga has a very hard working core group of people who just want our little town to be welcoming and attractive to both locals and toursists. This dos not onvolve vast sums of $$$ BUT is does involve some $$$. I ask you to look "outside the square"

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Put more of that into better roads and intersections. I belive road traffic will increasd at a far grear rate that foor traffic

RELEASED

Return to Title Page



Respondent No: 98
[redacted]

Responded At: May 24, 2021 23:04:21 pm
Last Seen: May 24, 2021 23:04:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am vehemently opposed to the proposed increase in rates. A 2% increase is more than sufficient to carry out the majority of the proposed works. Mount Barker Council consistently forgets about the rate payers from satellite towns such as Nairne, where my young children have to literally jump off the road into people's gardens to avoid oncoming cars due to the lack of footpaths. This is just one of many scenarios which alienate your rate paying base. When you start to actually action and complete COMMUNITY projects in these areas (footpaths through Bassett Street and North Road would be a GREAT start) instead of pandering to the large developers, you may start to see a decline in rate payers so opposed to the current mis-management of the Council area.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I am only in favour of this if there are proposed footpath builds in Nairne - not upgrades, but desperately needed NEW footpaths for our children and elderly.

RELEASED

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Respondent No: 99

[redacted]

[redacted]

Responded At: May 25, 2021 06:26:52 am
Last Seen: May 25, 2021 06:26:52 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Re Macclesfield footpaths - I consider making a separate footpath on the section between Venables and Cunliffe streets unnecessary given that this is a section of road little used by vehicles. However, it is well used by pedestrians and some improvements would be good.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 100

[redacted]

[redacted]

Responded At: May 25, 2021 08:06:32 am
Last Seen: May 25, 2021 08:06:32 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Many of the smaller towns in the district do not have footpaths for the younger and older residents to walk on.

RELEASED

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Respondent No: 101
[redacted]

Responded At: May 25, 2021 08:36:24 am
Last Seen: May 25, 2021 08:36:24 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The draft plan looks fine. My only issues is that the rate rise, of 5%, which is wll above CPI, around 1.1% (https://www.abs.gov.au/media-centre/media-releases/cpi-rose-06-march-2021-quarter). On top of this the average wage increase is in Australia is 1.4% (https://www.abs.gov.au/media-centre/media-releases/annual-wage-growth-remains-14#:~:text=The%20seasonally%20adjusted%20Wage%20Price,Bureau%20of%20Statistics%20(ABS).) As Mount Barker Council already has some of the highest rates in South Australia, the proposes 5% increase will place many families within the District will be placed under increased financial pressure. It would be more appropriate for Mount Barker Council to maintain the current rates or, if a reat rise is required, only raise rates to meet CIP.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

the installation of footpaths is necessary for any community. The current provision of footpaths in the older ares is woefully inadequate and places pedestrians in danger. However, the council has not done a good job installing new footpaths as the quality of workmanship is poor and the surface provided really meet the required standards/legislation (e.g. AGRD06A-17 or Disability Discrimination Act 1992). This is particularly the case for township in the North and South Wards.

RELEASED

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Respondent No: 102

[redacted]

Responded At: May 25, 2021 10:02:45 am
Last Seen: May 25, 2021 10:02:45 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Hello I am writing as a member of the Adelaide Hills Ceramic Association and a long term resident of the Mount Barker Council. The purpose of my feedback is to support the need within our community for a solid arts plan and one that is not dependent on a obtaining a grant to fund or match the $25000 amount the council have agreed to provide. As a practicing artist I have taken an interest in the overall development of the arts within our community and have noticed that they are historically/generally poorly funded. Our group formed when TAFE moved the only Art course available in Mount Barker to the city which impacted on general community access to art. Small art groups consistently apply for grants without success which further impacts on the capacity to provide access to arts for community members. I understand the competing demands to provide funds to various activities within the Mount Barker region however as Mount Barker grows in population to 50000-60000 residents it is clear that forward planning will become essential in all areas. I/we feel that Mount Barker council should consider providing the total funds required ($50,000) to make a solid Arts Plan that might have a vision further than 20/21 if the grant is not obtained. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I am not sure of how much footpaths cost but would like to support the need for footpaths as a safety issue and for the community to get around the town. I live in Macclesfield and our community does not really have footpaths but would support the installation of footpaths on sections of our town to make it safe. I live on the now busy sector of 8 bugle range road and whist there is roadside verge for some of the area it is uneven/covered with long grass. I am not really able to walk into town without being on the road which has become a bit of a race track by some residents. Turning in to my drive way has become tricky when coming from the Mount Barker direction and I have even been beeped for slowing down to try and manage the turn into my driveway. I have made a report to council about this issues. There are also young children in this zone that need to walk on the road. [redacted]

RELEASED

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Respondent No: 103
[redacted]

Responded At: May 25, 2021 13:07:22 pm
Last Seen: May 25, 2021 13:07:22 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please find attached a submission to the Mount Barker District Council Draft 2021-22 Annual Business Plan from the National Trust of SA, Mount Barker Branch.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 104
Login: ECA
Email: echunga.community@gmail.com

Responded At: May 25, 2021 13:12:51 pm
Last Seen: May 25, 2021 03:38:33 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Our revised feedback is linked directly to our Endorsed Township Plan (2019) Echunga Community Association is seeking from the 2021-22 Annual Business Plan: 1. $50,000 to continue the Community Park Establishment 2. Inclusion in the Footpath connectivity and renewal strategy 3. Commencement of the initial stages of our Main Street Upgrade Please see attached document for further details.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

However, ECA believe more should be allocated for footpaths and especially throughout the district, not just Mount Barker, as many surrounding towns are falling into disrepair with growing populations of young families and aged persons that are unable to safely access facilities around their township. The broader Echunga community has provided ongoing feedback about the need to deal with our footpaths over several years and predominantly through the consultation phase for the township plan. Echunga should be included in the Footpath Connectivity and Renewal Programs to provide safe pedestrian and cycle access to township and connect our heavily used main streets to community infrastructure/recreational areas. • New footpaths along Echunga Road/Strathalbyn Road to link the Recreation grounds, golf course, school and Kidman Trail area to the Main Street • New footpaths along Battunga Road/Angus Road/Meadows Road/Churchill Road for resident safety and to link Main Street to residential areas. • Footpath renewal along main stroet in line with Main Street Upgrade

RELEASED

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Respondent No: 105

[redacted]

Responded At: May 25, 2021 15:21:26 pm
Last Seen: May 25, 2021 15:21:26 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 106

[redacted]

Responded At: May 25, 2021 17:45:29 pm
Last Seen: May 25, 2021 08:14:32 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

As a resident and member of Echunga Community Association I submit the following feedback to Mount Barker District Council in regards to the DRAFT 2021-22 Annual Business Plan. 1. I believe money allocated to Entrance Signage in the Draft 2021-22 ABP should be redirected to the already commenced Community Park project, as town infrastructure improvements should come first. $50,000 would fund: • Picnic Shelter with Electric BBQ - $30,000 The Picnic Shelter would enhance liveability, be a location for future events and entice travellers to spend time in Echunga to help local business. • Extension of linking pathways within the park - $10-15,000 Extend hard rubble pathways to link to the Picnic Shelter and future bike pump track. • Bike Pump Track at north end of park (as per Township Plan) - $5-10,000 Bike Pump Track to be constructed through existing vegetation in the northern part of the park as per Township Plan. 2. Echunga should be included in the Footpath Connectivity and Renewal Programs to provide safe pedestrian and cycle access to township and connect our heavily used main streets to community infrastructure/recreational areas. • New footpaths along Echunga Road/Strathalbyn Road to link the Recreation grounds, golf course, school and Kidman Trail area to the Main Street • New footpaths along Battunga Road/Angus Road/Churchill Road for resident safety and to link Main Street to residential areas. • Footpath renewal along main street in line with Main Street Upgrade 3. Commencement of the initial stages of our Main Street Upgrade • Undergrounding of powerlines. • Move forward with any short-term projects such as Bus Stop relocations on Main St for improved parking at General Store and Hall/Post Office. • Advocate for a DTI led review and upgrade of the Strathalbyn Road / Church Hill Road intersection and an improved interface with the heritage listed Hagen Arms Hotel. • Approach DTI to improve directional signage around Echunga to entice people into the Township. • MBDC/DTI to remove duplicate, dated and miscellaneous signage to project a more vibrant community and help way finding.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I would like an assurance that small towns such as Echunga are not forgotten in the planning of this program

RELEASED

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Respondent No: 107

[redacted]

Responded At: May 25, 2021 17:58:37 pm
Last Seen: May 25, 2021 17:58:37 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

Walking path along Old Mount Barker Road as no pedestrian access to Echunga and dangerous to walk along

RELEASED

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Respondent No: 108
[redacted]

Responded At: May 25, 2021 18:08:38 pm
Last Seen: May 25, 2021 18:08:38 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The running and administration of any Council is running a Business and with that comes challenges especially in our council district with near biggest population growth in the state with families shifting into the area from the Adelaide suburbs. With this expansion people don't seem to have a concept that services that they may take for granted in Adelaide are not so prevalent in our area as it is growing faster than we can get the infrastructure in place which is no fault of the local council this was something that was put in place by the State Government in 2010. If we are going to be able to get the area up to a standard that ex Adelaide dwellers expect then some Rates will have to increase so as to make this happen. Residents of the council Seem Not to have a full grasp of where there council rates are distributed and consideration should be made to insert a copy of the Council rate Fact sheet with the next Rates notice and that there is some explanation in regards to how Adelaide council charge for different items (Rate per valuation and that Sewer fees are on Water rates and not Council rates ETC.). One of the disappointing aspects which I have see since having the privilege to attend council meeting due to my circumstances changing is the way that people complain about the Rates but at a council meeting in the Gallery there is only a hand full of residents which is pretty woeful for the size of the councils population. If more people actually attended the council meeting and or read some of the minutes from the council meetings they may get a better understanding of how this Business is and has to be managed. If residents of the district also used the council website and saw what the council has to offer them they may have a slightly different opinion about the running of the council. The web site is a job well done to those that manage it and how the integration of the district mapping system has been implemented into it.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The council has to be mindful that most of the footpaths that are required are in the older parts of the district housing as most of the newer areas have footpaths as part of the development and when people see these footpaths every one wants a new footpath. The program needs to be in place that the areas that get footpaths are in places that reduces the risk to the residents injuring themselves while using the area even if the walking area is of a dirt construction.

RELEASED

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Respondent No: 109
[redacted]

Responded At: May 25, 2021 21:42:11 pm
Last Seen: May 25, 2021 12:12:11 pm
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

It's hard to answer when we don't know what may be canned due to this new program. I do believe that we want rates to be spent on making our roads and connectivity safer for everyone. I also feel that drainage, particularly in Macclesfield is an issue during large rain events and this is probably more important to address than having amenities in Crystal Lake that also creates an ongoing cost. I also have concerns about cyclists and hope that money will go towards providing good cycle-ways to keep cyclists off our roads. At times it is very dangerous coming around corners and coming upon a cyclist in a 80 or 100km zone. There is nowhere for the cars to keep a 1m distance on the narrow country roads. I think the main concern for me is the rate increase. We already pay high rates as we're in a rapidly growing council.

RELEASED

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Respondent No: 110

[redacted]

Responded At: May 25, 2021 21:52:34 pm
Last Seen: May 25, 2021 21:52:34 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

New Footpaths for Echunga Main Street. Toilet complex at the new Echunga Community Park. Driveway kerbs need upgrading, especially at the Institute. Trees need to be cut down at the exit of the Institute drive-thru as it is dangerous to see cars coming from Meadows.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The footpaths along Adelaide Road (Main St) Echunga need an upgrade, as they are deteriating badly and very dangerous for pedestrians, especially the section between the CFS and Uniting Church because of tree roots and ETSA points. Another safety issue is the tree branches overhanging the footpaths.

RELEASED

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Respondent No: 111

[redacted]

Responded At: May 26, 2021 06:50:29 am
Last Seen: May 26, 2021 06:50:29 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

We were really disapoointed to here that there was no funding available for Echunga Community association projects mainly footpaths and the new community park. My kids and other kids going to Echunga Primary School were really excited to see the Echunga Community Park progressing with the hard work from the Echunga association volunteers. Need to start putting more money towards smaller towns rather than Mount Barker which is getting bigger by the day

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 112

[redacted]

Responded At: May 26, 2021 07:04:55 am
Last Seen: May 26, 2021 07:04:55 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 113

[redacted]

Responded At: May 26, 2021 07:51:53 am
Last Seen: May 26, 2021 07:51:53 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 114
[redacted]
[redacted]

Responded At: May 26, 2021 10:47:29 am
Last Seen: May 26, 2021 10:47:29 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

It looks to be a well rounded plan that focusses on some of the major enabling infrastructure projects that the majority of the population wouldn't even realise were required (wastewater treatment & extensive road and path upgrades). Thanks for all the new walking trails & upgrades to Gawler street - they are fantastic! Items of concern for me, as part of young family living in the area are: Decentralisation of the main Mount Barker 'CBD': with the 30% projected increase in population over 30 years. The complex series of one way systems around the town are already showing signs of misuse& road rage. It can be reasonably expected that with the 30% increase in population, there could be a 10-20% increase in traffic from residents and extra additional for anyone working within Mount Barker. Identifying now a location for a second masterplanned shopping precinct outside of the current to service the rapidly expanding footprint of Mount Barker would allow for advanced road planning for all of the new estates too. An out of town/Harbour Town type shopping centre between Mount Barker and Murray Bridge accessed from a new freeway exit would be amazing. It would draw people up from the city into the hills as well as being a place to stop for those travelling from VIC. It would also reduce the traffic through the town - which would be a blessing and curse. So therefore a location on the outskirts of Mount Barker should be considered - perhaps out past Newingham. Public transport: Keoride is fantastic for an area like the Mount Barker District Council! I can understand why a standard bus network would hold a lot of wasted capital. If this could be expanded for both the number of busses to increase availability at peak times as well as working hours - this would help those without a car to access out of hours jobs in hospitality & retail (which is likely to be a large percentage of the users, after school kids) UBER: please encourage UBER (or similar) to rethink their ban on servicing the Adelaide hills. The amount of drink driving incidents could be reduced if people had a cost effective method of getting home. This would tie in with the increased coverage of Keoride! Keith Stephenson Playground: This playground is known as 'the mouldy playground' within the community. Many families refuse to use it for that reason. There should be a regional playground in the area (even if it isn't Mount Barker! as long as it is accessible by public transport & walking routes from there) that provides play equipment for 0 up to say 12 year olds. It is imperative that it has a fenced area as that is something that the district is completely lacking. The fencing is not to allow parents to 'switch off' and not supervise their kids. It's to help them when they are there with more than one child OR they have a child with additional needs who are prone to bolting. Hard Rubbish Collection: We actually aren't interested in a service, but can see why some people would be. Have the council considered having a truck scheduled to go round once every 6 months and people book into the pre-scheduled service - rather than contracting one out when someone wants it for $160+ a time? I would assume (without having any of the financials) that this would end up being cheaper for the end user who is clearly someone who doesn't have a trailer/car /strength to take their hard rubbish to the tip themselves. Thanks for listening! P.S VERY excited for the new Aquatic Centre! the old Mountain pool site would make a bloody awesome playground with it's pre-existing shade, fence, toilets & cafe.... Walkable from the town and caravan park, with plenty of parking....

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

RELEASED

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Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

I work in Capital Projects for BHP, so understand that $11M over 10 years is really not a lot of money in the grand scheme of things. As you haven't provided a map of where the proposed new footpaths are (actual linear meters etc.), I couldn't comment on whether $11M is an appropriate value for the proposed footpath network. It's repeatedly outlined that approving this strategy would reduce flexibility in the short term for new services or service levels - this should have had more detail as the public are not aware of what these services may be (even though i'm sure it is very obvious to the council!) and it opens you up to increased complaints about future rate increases to meet community service demand.

RELEASED

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Respondent No: 115

[redacted]

Responded At: May 26, 2021 11:23:51 am
Last Seen: May 26, 2021 11:23:51 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I can't see anything in this document that addresses the issue of Hawthorn Road. Action needs to be taken now. Multiple crashes on the road every year and daily near crashes are unacceptable. The road is being used as a cut through to Mount Barker by trucks as well as motorists who are not aware of the sharp bends and blind spots. The 80kmph speed limit needs to be reduced immediately. Large prominent signage is urgently required. The action required is not a significant amount of money but would save lives and have a major impact on accident reduction. The last crash - only a couple of weeks involved a child who sustained serious injuries. Action for Hawthorn Road is urgent. Please respond

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021** Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

The roads need to made safe first before footpaths are considered. If the roads are dangerous then footpaths will be dangerous.

RELEASED

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Respondent No: 116
[redacted]
[redacted]

Responded At: May 26, 2021 11:46:26 am
Last Seen: May 26, 2021 01:41:25 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

It depends on how and where the money is spent rather than how much. In the plan, I think a few key areas have been missed.

RELEASED

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Respondent No: 117

[redacted]

[redacted]

Responded At: May 26, 2021 11:54:16 am
Last Seen: May 26, 2021 11:54:16 am
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Keith Stephenson park upgrades need to be prioritised for this FY. We don't want to have another failure like at the Callinfton playground. It has taken way to long to complete this project and people are sick of the poor condition of the playground and aren't using it anymore

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 118
[redacted]

Responded At: May 26, 2021 12:34:54 pm
Last Seen: May 26, 2021 12:34:54 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I am glad to see that an Art Plan will be happening in this financial year. I hope this is not contingent on any grant funding and would respectfully request that the Art Plan proceed without any delays. Mt Barker District is long overdue for an Arts Policy and this a great start. As a Nairne resident thank you for the work to create a new village green in the centre of town. I look forward to the finished result.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

I strongly support this decision by Council. It will be great to see the long-overdue delivery of more footpaths throughout the district. Thank you for making it happen on behalf of those who use footpaths but are not responding to this survey.

RELEASED

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Respondent No: 119

[redacted]

Responded At: May 26, 2021 13:16:54 pm
Last Seen: May 26, 2021 13:16:54 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I have just read the draft of the business plan and as a resident of Echunga I must say I am completely disappointed. The only mention of Echunga is a new way-finder sign - - really!! Quite frankly it's pretty clear where the money goes and makes me very angry that we then have to pay higher rates, for what exactly??

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

No

Q5. **Do you wish to add a comment to support or add to your response above?**

Please reassess the funding and importance of safe footpaths. You only have to look on our road, we currently have 10 new houses being or about to begin construction around us on Church Hill Rd, Echunga. If you want to walk the steep 50metres to the main street you have two options. Either navigate the eroded gravel 'path' to the pub which then disappears forcing you to walk on the road at a busy intersection. Or you can walk in the grass then gravel on the other side and fall over like I have. All these new homes being approved here yet we can't even get a footpath.

RELEASED

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Respondent No: 120

[redacted]

Responded At: May 26, 2021 14:15:28 pm
Last Seen: May 26, 2021 04:32:33 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

I think the Rate increase is too much. I think some loyalty to long term residents of the hills needs to be reflected here. Residents who have been here for 10+ Years should be except from current Rate hikes. Long term residents SHOULD NOT be footing the bill to sustain the current development and growth.....NEW residents to the council area should be paying the extra. You can only hike the Rates up so much before you start losing the support of the people. So far - in regards to rates - , Mt Barker is the most expensive, and residents do not get the services that other councils supply within the price of these rates - such as hard rubbish collection - which is just part of the council service in nearly ALL of the other council areas. I think the Council need to look for other funding options instead of just passing the cost on to residents. It is not fair, and A LOT of families are working pay check to pay check and financially struggling and just can't afford a rate increase. Increase rates for new residents to the hills. Show RESPECT for long term residents of 10+ years by freezing rates.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Listen to the People. Stop hitting their wallets.

RELEASED

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Respondent No: 121
[redacted]

Responded At: May 26, 2021 14:46:38 pm
Last Seen: May 26, 2021 14:46:38 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

26 May 2021 DCMB, To whom it may concern, In response to the drafted Annual Business Plan, and as a member of the Echunga community, I strongly believe that the following items are of critical importance within the township of Echunga, and need more consideration and representation within the ABP: • funding toward the new Community Park; footpaths and picnic area. The effort to progress this community facility has been proactively driven by ECA. The group deserves more support and funding from Council to progress the project in alignment with the endorsed township plan. There is currently NO allowance in the drafted ABP - this is not acceptable given the input and traction this piece of work has been gaining within the community, and it will be a major letdown for Council not to provide some level of support for its progress. • hard rubbish. I have already directly submitted feedback on this, but support the proposal that it be a paid at-call service for those who require it. • footpaths; our community has been crying out for better and safer footpaths for a very long time. Feedback received during the community consultation phase of the township planning exercise substantiated this, and Echunga should hope to receive more attention (and action!) from council over this matter in FY21/22. • more representations within the ABP for smaller townships. .. • the one item that has been referenced for Echunga in the ABP is wayfinding signage. This is less critical for the near future, given that no major improvements have been undertaken yet in the township (ie as outlined in the township plan). This expenditure could be more relevant further down the track, once the community park is more established and there are more noticeable upgrades to the Main Street... but for now, this is NOT important to or for our township. [redacted]

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

We need to understand what investment would be made within our township of Echunga, and how it would address the issues with our existing footpaths, that have been raised time and time again. More detail (and clear commitment) needed!

RELEASED

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Respondent No: 122

[redacted]

[redacted]

Responded At: May 26, 2021 14:52:35 pm
Last Seen: May 26, 2021 14:52:35 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Echunga needs more funding for projects important to the residents - community park project, footpaths, main Street upgrade. We have safety/maintenance issues and a lack of community spaces and have not received adequate funding in decades. Our township plan appears to have gone nowhere fast with outstanding projects and a lack of commitment from MBDC. For a district so large the smaller outlier towns are being forgotten in amongst the developments, yet we are paying increasing (ridiculous) rates to fund the upgrading of Mt Barker. Echunga feels forgotten even though there is much to offer. Please continue our Community Park project, which would also benefit the whole district with a large nature play area.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Echunga needs linking footpaths for safety around the town. Surrounded by main roads with speeding vehicles, large trucks and other dangerous traffic it is unsafe to walk around the township and residential areas. Not the smaller residential streets, but the large linking roads - Churchill, battunga, Strathalbyn, Angus and meadows roads. It is so dangerous for residents to have no footpaths in these busy areas. This should not have to be funded through rate increases alone, we are already paying ridiculous rates for a lack of services and infrastructure.

RELEASED

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Respondent No: 123
[redacted]
[redacted]

Responded At: May 26, 2021 14:58:23 pm
Last Seen: May 26, 2021 14:58:23 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

District Council of Mount Barker Annual Business Plan C.E.O. I refer to your 'Draft Budget for Community Comment' 1) In most organisations the area of expenditure reflects the area of greatest importance or need District Council Mount Barker has indicated that the Library is budgeted to receive what seems a disproportionately large piece of the 'pie' in relation to almost all other activities of Council. I also note that Tourism, which considered by many to provide huge economic benefit to the region, and is a substantial provider of jobs, hardly rates a mention. It is an unbalanced budget. 2) The bureaucracy of Council, in planning a 2% increase in rates, is also way off the mark in terms of community expectation. Why should increases be greater than C.P.I.? Why should there be any increase over the coming year, as many small business people and others have not yet recovered from the imposts and income reduction caused by COVID? Your promotion of an increase in Rates of 'only 2%' is highly deceptive. Why 'don't you tell the truth'? Property prices have been rising and the State Government has forecast a substantial increase in property values throughout the State. It can be anticipated that all Council rates will increase by at least 10%. Of course, there will also be other substantial increases in State charges; Land Tax, Water Rates etc. etc. I know of no large salary rises, no large increase in business turnover (the opposite in those businesses still affected by Covid, eg. those relying on international tourism) and yet our community representatives, our Councillors, still want to increase Rates? Even with no % rate increase in the dollar for 2021 – 2022, Council income will still be substantially greater than last year. The track record of many years has shown this to be the case. Please! No rate increase this year. Council already stands out as being the only arm of Government to have given no Covid -19 relief. [redacted] c.c. To all Councillors of District Council of Mt Barker

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not Answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

1) Simple, Clear Road Infrastructure within and around Mount Barker with connections points to SE freeway. At this point in time required more so than the footpaths. 2) Is this budget evenly spread throughout the district or just in Mount Barker 2) Yes to Footpath maintenance on all footpaths existing - interlinking main corridors in the community - wider footpaths to accommodate scooters etc. 3) Does the budget include lighting on footpaths and if so are they solar or renewable energy 4) Does this include sitting at points along the way - noted landscape is noted in report

RELEASED

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Respondent No: 124

[redacted]

[redacted]

Responded At: May 26, 2021 15:19:04 pm
Last Seen: May 26, 2021 05:36:47 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

1. Reduction of rates for those in this district. Mount Barker Council is one of the most expensive councils in the nation per land value for minimal returns for rate payers. The amount of revenue coming into Mt Barker council from the State Government, rate payers, New coming rate payers (new properties) and developers is astonishing. Based on this extensive revenue alone, it is unreasonable and money grabbing to increase rates further. How about a reduction of rates instead. 2. Hard rubbish, this needs to happen now and happen for free with no additional expense to rate payers. This shall be a twice yearly service for the community. Why is it 2021 and MBDC still has not introduced this service yet, especially considering the high rates we pay. 3. Stop dropping speed limits. End of story. 4. Infrastructure and forward planning. MBDC seems to do none of this at all and is very reactive. It is about time this changes to a proactive approach and starts thinking about the population in the coming years. All of the major roads within the district are at or above capacity with no room for additional traffic. Adelaide road in Mt Barker is atrocious with frequent accidents and although this is a State managed road, MBDC needs to take action with DIT to drastically upgrade it.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

Not answered

RELEASED

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Respondent No: 125
[redacted]

Responded At: May 26, 2021 15:24:46 pm
Last Seen: May 26, 2021 15:24:46 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

The Meadows Community Association supports the development of footpaths in the Meadows township.

RELEASED

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Respondent No: 126
Login: Nairne & Districts Residents Association
Email: ndrapresident@gmail.com

Responded At: May 26, 2021 15:25:21 pm
Last Seen: May 26, 2021 15:25:21 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

The impact of so many new housing developments, both current and future, cannot be denied. We will see greatly increased demand on every aspect of Council services. The Nairne & Districts Residents Association would like to see more responsibility from developers to provide for a liveable community, and not just a dormer area with tiny blocks and streets too narrow to negotiate. Council's own Values and Goals would suggest that new developments must include walking paths, playgrounds, green areas, and environmental initiatives such as local storm water collection, community energy generation & space for community events. Developers must also be responsible for creating neighbourhoods which can both cope with and reduce the effects of climate change on the community. If this is not required of all developers we risk losing the most essential and intrinsic aspects of our region. Rather than an ideal place to live and raise a family, it will become yet another dormitory suburb - a place to put a cheap house, while lifestyle and living happen elsewhere. The NDRA is excited to see projects in the 5252 area continue to progress. The Village Green, Kerb Renewal Program, and Main Street Upgrade will all contribute to the amenity and lifestyle of Nairne township. The Callington footbridge is a long overdue and very welcome upgrade. We would like to see all smaller local towns benefit from similar projects, rather than a concentration of spending in the Mount Barker township. Pedestrian access to the new "Chapmans" development continues to be difficult, and we look forward to the construction of footpaths which will provide for access along North Road / Bridge Street, the main road, and Bartley Street. Safe crossing places are also urgently needed. The proposed plan for the arts is a welcome one. The local community is known for its enthusiastic support of the arts, and a formal plan from Council is well overdue. NDRA members have expressed some concern about the Sustainability levy added to rates, as well as any rate increase at all. They would also like to know exactly where developer contribution funds are being spent. Questions have also been raised about the Reserve Renewal program mentioned - it appears that this program as described could be used as an excuse to remove, rather than upgrade, existing reserves and parks. It is my belief that Council does not do a good job of educating the community about where rates are spent, how they're calculated, or what portion is collected on behalf of the state government. Every year there is resistance and anger about rates, which could be reduced if more information was shared with the community throughout the year. Merely including it in Council documents is clearly not working, and a more proactive approach seems necessary.

RELEASED

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021** — Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** — Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

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Respondent No: 127
[redacted]

Responded At: May 26, 2021 15:36:30 pm
Last Seen: May 26, 2021 15:36:30 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 128

[redacted]

[redacted]

Responded At: May 26, 2021 16:19:51 pm
Last Seen: May 26, 2021 05:33:00 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Why is there a forecast expenditure of $25.7m for waste and recycled water systems with a projected income of only $11m. What is this extra money to be used for? Is this gap amount realised from a shortfall in Developer contributions to properly service existing and proposed infrastructure needs? If there is aa shortfall, go back and hit the Developers in the pocket, not play catch-up at ratepayers expense. What is the expenditure breakdown for the proposed Strategic New Capital projects? Have these been assessed for 'value for money' and risk to ratepayers; and have milestones and completion target dates been clearly defined? What priority has been assigned to each of these proposed projects? Given the projected urban growth of 2.9%, why is there not a comparison of income generated by a 1% rise in rates against income generated by a 2% increase, alongside the projected income generated by the 2.9% urban growth? Council needs to be able to clearly justify why an extra 1% increase (another 2.9% urban growth) is necessary to achieve the required documented outcomes for services delivery.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** No

Q5. **Do you wish to add a comment to support or add to your response above?**

Not without a risk assessed project plan clearly listing a scope of works and identified target completion dates for each area within the district.

RELEASED

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Respondent No: 129

[redacted]

Responded At: May 26, 2021 16:29:25 pm
Last Seen: May 26, 2021 00:58:48 am
IP Address: [redacted]

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

not answered

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

Yes

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

not answered

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 130

[redacted]

Responded At: May 26, 2021 16:47:14 pm
Last Seen: May 26, 2021 16:47:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

It would be great to to see funding allocated to continue the Community Park upgrades (picnic/shelter/bbq and bike track/paths) in Echunga. Other signage upgrades in Echunga should be part of the maintenance issues, not part of the Township Plan. Entry signage shouldn't be a top priority. Including Echunga in the Foothpath Connectivity and Renewal programs for safety and to connect our streets is important. Including Echunga's mainstreet upgrade by starting the investigation of the underground powerlines, plus being able to move forward with short term projects detailed in the Plan (eg moving bus stops, etc) is also imporant personally.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Yes

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 131
[redacted]

Responded At: May 26, 2021 16:47:14 pm
Last Seen: May 26, 2021 16:47:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

We are pensioners with a small amount of money in term deposits. Interest rates are virtually zero and the pension is not meeting the increase in the cost of living. Any rate increase above the rate of inflation will completely demolish us.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan** not answered

Q3. **I wish to present at the public meeting on Monday 7 June 2021** [redacted]

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?** Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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Respondent No: 132
Login: Mt Barker & District Residents' Assoc Inc
[redacted]

Responded At: May 26, 2021 16:47:14 pm
Last Seen: May 26, 2021 16:47:14 pm
IP Address: n/a

Q1. **Please enter your feedback on the Draft 2021 - 2022 Annual business Plan or alternatively you can upload a file below**

Please see our association's submission to the Annual Business Plan 2021. This is a group effort as usual.

Q2. **Upload a text, audio or video file with your feedback on the Draft 2021 -2022 Annual Business Plan**

Read Submission

Q3. **I wish to present at the public meeting on Monday 7 June 2021**

not answered

Q4. **Do you believe an $11million investment over 10 years is appropriate for Council to undertake on new footpaths to deliver a more comprehensive footpath network for urban areas across the district?**

Not Sure

Q5. **Do you wish to add a comment to support or add to your response above?**

not answered

RELEASED

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[redacted]

To
Phil Burton
General Manager Infrastructure
Mount Barker District Council
3/6 Dutton Rd
Mt Barker 5251

Dear Phil,

I am writing to you in your role at the Council in relation to the condition and urgent need for an upgrade to the surface and drainage of Hogan Rd.

We live on a property on Hogan Road. The condition of the road has been deteriorating for years. While there was some work done by the Council to fill in some potholes approx. two years ago this was a temporary fix only. Hogan Road needs to be resurfaced and have appropriate drainage installed.

Currently Hogan Road has serious potholes, no drainage which means the surface of the road constantly deteriorates when it rains, there is, an uneven surface, the work done on the pot holes is no longer evident and the road it is dangerous for drivers.

We are asking council to put expertise and time into fixing Hogan Rd. It is costly to do a temporary fix and then in a short time the same problems will arise.

We are aware that there are currently funds available in the council budget for road works. We ask that some of this money be used to ensure Hogan road is safe, usable for everyone and will stay that way for many years to come.

We would also like a realistic timeline for when this work will be carried out.

We look forward to your reply.

[redacted]

RELEASED

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MACCLESFIELD COMMUNITY ASSOCIATION INC.

P.O. BOX 357
Macclesfield
SA 5153
Email: maccommunityassc@yahoo.com.au

24 May 2021

Dear Mayor and Councillors

RE: Submission on Mount Barker District Council's draft Annual Business Plan and Budget 2021/22, Macclesfield Community Association

The MCA has the following comments to make regarding the MBDC draft Annual Business Plan and Budget 2021/22.

1. **Consultation process**

   The MCA notes that the consultation process for the draft budget has been changed this year so that there is more time for consideration of community feedback. We thank Council's Elected Members and Administration for this improved process in 2021/22. The extended timeframe does provide some hope that the community's comments and feedback will be given serious consideration.

2. **Income and Expenditure**

   The MCA recognises that Council is proposing a 2% rate rise in 2021/22 and that this is a lower rate rise than other councils in this region. A 2% rise will increase rates for a median priced house by around $36 per year, and 69 cents per week. This may not seem like a lot, but is significant for many households in the District which are struggling due to the continuing economic impacts of the pandemic on jobs and businesses. We recognise that Council's costs do not follow CPI. It is important that Council spends rates income responsibly, effectively and on positive initiatives that will support community recovery, environment outcomes and quality of life.

   In our view there are some positive proposals in this budget. We note, however, that proposed spending in some areas like roads ($7.8 mil), wastewater ($20.2 mil) and recreation infrastructure ($3.2 mil) is considerable, and that there is scope to revise the 2021/22 budget to include some of our points that follow without requiring any further increase in rates. Council intends to spend 48% of its 2021/22 expenditure on capital projects (including wastewater infrastructure), and a small reduction in this amount could accommodate more spending on services and new initiatives as requested in this submission.

   Some of the requests in this submission were also made last year by the MCA and remain high priorities in terms of the outcomes we would like Council to achieve for and with the community, beyond infrastructure.

RELEASED

We would like to see Council increase the proportion of expenditure allocated for 'New Initiatives'. This is currently only 1.1 mil or 2% of spending. With a modest increase to 2.5% of total spending (an additional $275,000) Council could deliver more innovation in its services and programs and direct resources to some of the points in the rest of our submission.

Recommendation:
2.1 Increase funding for 'New Initiatives' to at least 2.5 % of annual budget each year.

3. Township Plans

We wish to see a stronger link between the Township Plans which Council has produced recently for many of its townships, and the draft Annual Business Plan and Budget.

Again this year there are few projects to be undertaken in the South Ward evident in these documents, with one intersection in Meadows, a public toilet, a main street upgrade in Macclesfield, and wayfinding signs being the only new projects / initiatives that are clearly related to implementing the Township Plans for South Ward. This represents, however, a very welcome increase from only one capital project (value of $51,000) that was identified in the 2020/21 Budget.

MCA has estimated that residential rates in the South Ward will be more than $4 mil in 2021/22. The proposed $1.1 mil investment in new capital projects is a much better investment in the South Ward than we have seen in recent years. It is disappointing that there is no new spending linked to the Echunga Township Plan.

According to council staff, other priority actions will be implemented within existing staff resources, maintenance and infrastructure budgets.

We request again that the program of works to implement Township Plans to be made public so that they can be easily identified and reported on to residents and ratepayers. The MCA would like to see Township Plans more closely linked to the Annual Business Plan and Budget so that their implementation is clearly reflected in the annual work program and budget allocation of Council.

There is currently no way of identifying the initiatives that will be undertaken each year without constant advocacy by communities to Elected Members and the council staff. The Macclesfield Township Plan includes 28 Actions that have a short-term timeframe of 0-3 years. The Meadows Township Plan includes 19 short-term actions and Echunga's Plan includes 7. We are already more than 1 year into this 3-year period and we would like to understand how Council will resource the delivery of these 54 Actions during the next two years.

A budget line for 'early wins' for the Township Plans that have recently been endorsed across the District would do a great deal to build community confidence that these Plans will translate into outcomes on the ground.

Recommendations:
3.1 Allocate $50,000 for small, local projects and to deliver easy wins from Township Plans across the whole of the Mount Barker District.

RELEASED

3.2 In the future Council's Annual Business Plans and Budgets should clearly show how each of the Township Plans will be implemented in the coming year. This should not be limited to capital works, but include other Actions as well.

4. Venables Street Master Plan

It is great to see that Council has listened to our community regarding the importance of the improvements to Venables Street, and that this project will be included in the 2021/22 capital works program.

The eastern side of the street is in an appalling and dangerous condition. The MCA has consistently communicated to Council that this project is a very high priority for the town and this was borne out by the consultation results for the Macclesfield Township Plan.

We are very pleased that this project will now progress to Stage 3.

The MCA is concerned, however, that the amount of funding for the project has been reduced by almost 20% without any clear rationale. Council's funding application for $250,000 for Venables Street to the State Government's People for Places program was unsuccessful in 2020, but this was only meant to be 50% of funding for the project. In the draft 2021/22 Budget Council has proposed $415K expenditure on Venables Street instead of $500K.

Has the scope of the project changed? What is the length of the street that will be completed this year? The MCA has provided comment on a draft design (October 2020) and is keen to review the final design work.

We also note that a staging plan for implementing the Venables Street Landscape Master Plan (endorsed 2014) has not been made public, despite the Council resolution of July 2019 that required this to be developed by staff and reported to the Council.

Recommendations

4.1 Undertake the next stage of work in the Venables Street Landscape Master Plan with the economic stimulus funding provided by the Australian government.
4.2 Release publicly the detailed design and scope of work for the next stage of the project.
4.3 Release publicly the staging Plan for the Venables Street Landscape Master Plan so that our community understands when the remaining stages are to be delivered.

5. Arts and Culture

The MCA notes that page 20 of the draft ABP and Budget includes a Key Annual Objective of delivering an Arts Plan for the District. This is a very welcome inclusion, and one that the MCA has requested in several submissions to Council in recent years.

We have not found the budget line for the Plan, but MCA provided a letter of support for a grant application by MBDC for $25K. The MCA believes that an Arts and Culture Plan should be developed in 2021/22 whether a grant of $25K is received or not. The Plan should provide a clearer rationale and strategy for how Council will support the arts, develop local creative industries and audiences, provide opportunities for local artists, and apply transparent processes of decision-making.

RELEASED

MCA remains concerned about the low level of support and investment in arts and culture by MBDC. Only $174,000 of the operating budget for community development will be used for arts/cultural development in 2020/21. This is a reduction from the amount of $220,000 that was allocated in 2019/20.

The arts make an important contribution to community identity and sense of place, social cohesion, health and wellbeing, as well as economic development and tourism. Macclesfield residents have shown great commitment to developing the Sculptors @ Crystal Lake event which has been a successful visitor attraction as well as developing the capacity and skill of the artists involved.

In comparison to the low level of funding for arts and cultural development year after year, Council allocates millions of dollars for sporting infrastructure and projects each year. Although we recognise that sport is important in the District, we remain mystified as to how this imbalance justified.

We note that the proposal to spend $70K on the Adelaide Festival is framed as an economic initiative. It is not a substitute for investing in local arts and culture initiatives.

Recommendations:

5.1 Complete an Arts and Culture Plan in 2021/22 – whether a grant is received or not.

5.2 Increase the spending on local arts activity and cultural development from $174,000 in 2021/22 in recognition of the importance of the arts and culture, the terrible impact of Covid-19 closures on the arts industry, and so that council plays a role in the recovery of the creative industries.

5.3 Match the $70K proposed for Adelaide Festival with an increase of $70K for local arts and cultural initiatives. Some of this could be released in the form of a creative arts grant program to stimulate both arts activity and community recovery.

6. Transport Infrastructure including proposed Footpath Program

We are very pleased to see the proposed increased expenditure for footpath construction as we have been requesting this for some years now. Councils last two annual budgets only included a total of $651,000 for footpath renewal and $51,000 for new footpath construction. In the same two years Council allocated close to $15 mil to road expenditure. The proposal to increasing annual investment in footpaths to around $1 mil p.a. will begin to address the lack of footpaths in many parts of the District's towns.

The MCA strongly supports this aspect of the draft budget for 2021/22, and we want to see increased footpath project spending continued in future years. During the consultation held in 2019 for the Macclesfield Township Plan, the survey results showed that 'Improving pedestrian/cyclist movement throughout the township' attracted the highest number of 1st and 2nd preference votes of the 5 priorities that Council staff posed for feedback. The Venables Street upgrade (Eastern side) attracted the next highest number of 1st and 2nd preference votes. Both of these are relevant to the Footpath Program and demonstrate strong community support.

We look forward to discussion with relevant Council officers regarding the priority footpaths and the treatments to be applied in Macclesfield.

RELEASED

We note that Council is implementing a Trails Strategy, but this Strategy does not seem to extend far outside of the town of Mount Barker. We believe that a District-wide Walking and Cycling Plan is warranted, to incorporate the proposed Footpath Program, and to ensure the proposed increased spending for the Footpath Program is applied strategically and the community can understand the basis for decisions. We note that whilst footpaths are critical, there are other matters that can be barriers for active transport eg crossings on busy roads, lighting, safety, shade and connectivity.

Recommendations

6.1 Adopt the proposed Footpath Program.
6.2 Allocate the proposed increase in expenditure on footpaths during 2021/22.
6.3 Develop a Walking and Cycling Plan that covers the whole of the District. Ensure that transport planning includes pedestrian and cycling initiatives and that these are resourced in future annual budgets.
6.4 Ensure communities have opportunities to provide input to the locations and the treatments of new footpaths to be constructed.

7. Environmental projects and plans

In recent years, Council has endorsed some good plans and strategies for managing the environment including a Biodiversity Strategy, Climate Change Action Plan, Environment Strategy, Watercourse Management Plan etc. Community and stakeholders consulted during the development of these plans want to see that there are outcomes and achievements.

We encourage Council to invest more resources to implement these plans and strategies. There is $90K of spending proposed for new biodiversity and bushfire initiatives (page 27), including $30 for biodiversity. This is strongly supported by the MCA.

There are very few other environmental projects identified in the draft Annual Business Plan and Budget for 2021/22 which demonstrate that Council has a genuine commitment to improved environmental outcomes. The state of our District's environment and the increasing impacts of climate change, require a more substantial response and allocation of resources. We could not identify any initiatives that are addressing Climate Change, despite the rhetoric in the preamble (page 7) and Council's declaration of a 'Climate Emergency'. The response to MCA questions indicates that there are projects that are being done with operation budget, but these are not visible to the community and there needs to be higher priority for this.

It is not good enough in our view to declare a Climate Emergency and then fail to invest in the areas that Council has both a responsibility and an opportunity to address. The priority actions in the various environmental plans need to be resourced properly, implemented and there should be regular reports on their progress.

Recommendation

7.1 Provide additional budget and resources for implementation of priority actions from Council's suite of environment plans. An increase of at least $30K for new initiatives or expansion of successful projects is warranted.

RELEASED

8. Community Plan implementation

We support the introduction of a new grants program focussed on the 6 Priority directions identified through community consultation for the Community Plan 2020- 2035. However, this amount of $15K is surprisingly small given the time dedicated to public consultation, number of people consulted and the importance of this section of the Community Plan. This gives the unfortunate impression that 'community priorities' are marginal to 'Council priorities'.

The MCA believes that an innovative grant program that allows for $5K - $10K for a community or business initiative or partnership to address one of these 6 priorities would have a huge impact. At the moment the Council provides only very small amounts of funding via its Community Grants Scheme. If some larger grants were available (eg grants between $3,000 - $10,000), then communities could fundraise and contribute in-kind resources to deliver local projects of considerable value and benefit. There is currently a gap because projects at this scale are generally too small for the Annual Capital Works budget, but they are at the scale that a community can deliver with the talent and capacity of its small organisations, drawing on volunteers and local businesses (and probably at a lower price than Council can). Small projects like this would strengthen social connections and collaborations between community groups as well.

We request that Council increases the allocation for a new grant program from $15K for all 6 Priorities to $10K per priority. This will result in $60K invested in innovative responses to the 6 Priorities of the community – potentially fostering the initiative and creativity of our District with funding support for more than one great idea for each priority.

Recommendation

8.1 Increase the allocation for a new grant program from $15K to $60K

Summary

The Macclesfield Community Association strongly supports a number of initiatives included in the 2021/22 draft Annual Business Plan and Budget. These include

- funding for Venables Street (Stage 3)
- development of an Arts Plan
- additional investment in biodiversity initiatives and
- the proposed Footpath Program.

There are number of requests for more funding in this submission. These include

- arts and culture initiatives that foster our local talent and creative industries
- environmental programs – specifically to address climate change
- small wins from Township Plans and
- a larger grants program aligned to the 6 Community Priorities in the Community Plan 2020-2035.

By increasing the investment in 'New Initiatives' from 2% to 2.5%, these ideas can be funded without an increase in general rates. This would require a reallocation of $275K from the total capital projects budget of $37.7 mil and would have a very big impact.

RELEASED

I trust that these comments on the draft 2021/22 Annual Business Plan and Budget help you to understand the concerns and priorities of residents and ratepayers. I have attached the Council officer's response to MCA's questions as a part of this submission, as well as our letter of support for the Arts Plan grant application.

I look forward to your response and am available for further discussion on these points if required.

A member of the MCA wishes to attend the public meeting on 7 June 2021.

Yours Sincerely,

[redacted]

Chairperson, Macclesfield Community Association

ph: [redacted]

CC: Mayor Ann Ferguson, Cllr Minett and Cllr Morrison

Attachments:

1. MBDC staff response to MCA's questions about draft 2021/22 ABP
2. MCA Letter of Support for Arts Plan

RELEASED

The Chief Executive Officer
Mt Barker District Council
PO Box 54 Mt Barker SA 5251

RECEIVED
MOUNT BARKER
DISTRICT COUNCIL
24 MAY 2021
File Fin/21/1193
Doc

Dear Sir

I am opposed to the above CPI Rates increase.

As an Aged Pensioner, I will find the extra 1% very difficult. I have noticed price increases for pretty well everything that my wife and I use. This ranges from the basic food, medical and utility increases, etc.

While all businesses want to recoup their drop of income revenues caused by Co-Vid, us ordinary ratepayers/citizens have not got such an ability.

With all of the new houses going up on all of the developments within the Council area, I would suspect Council will recoup previous lost incomes very quickly.

I note we already have the dubious honour in living in one of the highest rating areas in South Australia, if not the highest.

I understand developers are required to provide an amount of infrastructure when developing former pastoral areas, so Council should not be to get out of pocket if at all.

Please consider those of us who don't have the fortune of the high incomes certain Council employees have.

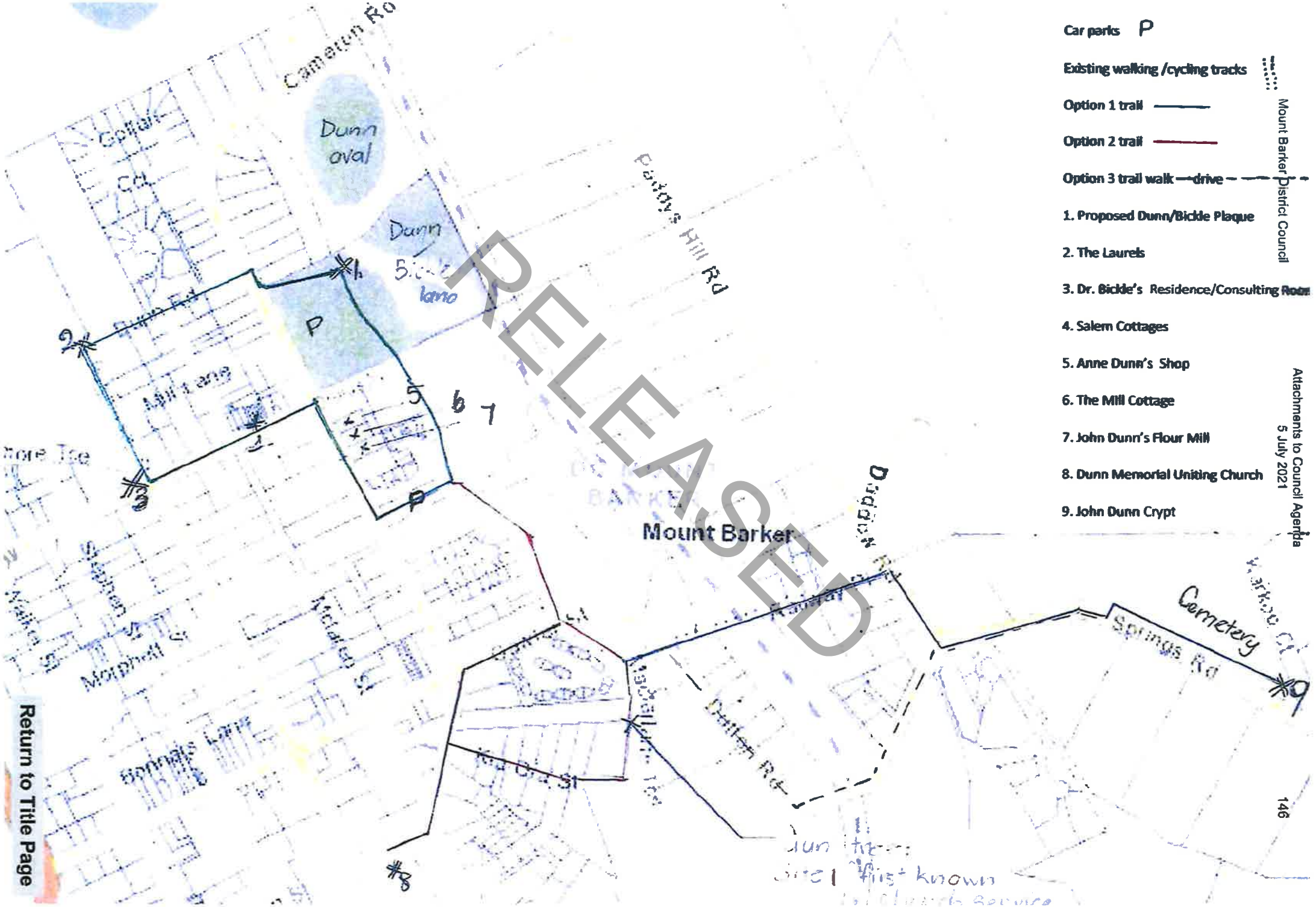
I trust you will view this submission with the seriousness it deserves. Failure to do so will help increase poverty in our communities.

[redacted]

[redacted]

RELEASED

Return to Title Page


Car parks P
Existing walking /cycling tracks
Option 1 trail
Option 2 trail
Option 3 trail walk drive
1. Proposed Dunn/Bickle Plaque
2. The Laurels
3. Dr. Bickle's Residence/Consulting Room
4. Salem Cottages
5. Anne Dunn's Shop
6. The Mill Cottage
7. John Dunn's Flour Mill
8. Dunn Memorial Uniting Church
9. John Dunn Crypt
Mount Barker District Council
Attachments to Council Agenda
5 July 2021
146
Cameron Rd
Dunn oval
Paxton's Hill Rd
Mount Barker
Cemetery
Springs Rd
Dutton Rd
Return to Title Page

RELEASED

John Dunn Heritage Walking Trail 2021

The Mount Barker Branch of the National Trust of SA, has worked to produce a plan for a walking trail which connects sites associated with John Dunn (1802 – 1894). This significant early pioneer and philanthropist lived near the centre of the old township of Mount Barker, and his legacy of historically significant buildings and public land, remains in the heart of our modern and more fragmented township.

John Dunn and Dr Bickle donated money and land to the people of Mount Barker in 1892 and in 1898, to promote the recreation and good health of the citizens of the town. Our modern community continues to benefit from their generosity and vision. Today new subdivisions are built further and further from the original centre of the township. There is a possibility that we will become disconnected with each other and green spaces.

RELEASED

Our proposed walking trail (or cycling or driving) will provide a focus on some of the historical events of our district. The 9 sites we have identified which relate to John Dunn and Dr Bickle, fall within an interesting and attractive area of the original town. It allows a pleasant walk through tree lined streets and in green park areas. We believe Dunn and Bickle would thoroughly approve of modern residents exercising and enjoying their bequest. It could attract more isolated residents back into the centre of town, where there are more opportunities to reconnect with community facilities. It is an opportunity to use, with purpose, our wonderful existing Linear Trail and the Dunn/Bickle open green land.

It could be a focus for community engagement. Engagement with our parks and history is a vital part of a vital community.

We propose a Three Stage walking/cycling/driving experience.

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Proposed Historical Walking Trail 22 May 2021

In the Steps of John Dunn, Founding Father of Mount Barker

1. Meeting point
   At the proposed Dunn/Bickle Plaque on the Walking Trail.
   Walk up Dunn Road to Dunn's grand home, The Laurels.

2. The Laurels
   Continue down Hutchinson St to the corner with Druids Ave. to Dr Bickle's home.

3. Dr Bickle's home and surgery.
   Look across Druids Ave to the proposed City Catalyst Project.(Our civic centre)

4. Salem Cottages

   Co-built by John and Jane Dunn in 1879 for aged women and widows.

Cross Cameron Rd at the roundabout

5. Anne Dunn's Shop

6. The Mill cottage (1847)

7. Dunn's Mill

Option 1 Return to Start at the carpark along the existing walking trail

Option 2 Walk/cycle/drive to Dunn Memorial Church in Mann St

Option 3 Cycle/drive to cemetery to see the Dunn Crypt and Bickle graves.

Option 4 At the start, (site1) walk into the Dunn-Bickle Park

8. Dunn Memorial Church
9. Dunn Crypt
   Currently in need of cleaning and refurbishment.

RELEASED

Return to Title Page

Working together

The Mount Barker Branch of the National Trust of SA welcomes the opportunity to work together with the District Council of Mount Barker, to facilitate an opportunity for members of our community to enjoy the wonderful environment we share.

As a result of the foresight of John Dunn and Dr Bickle, we can walk today through green areas very close to the centre of the town. There is a wonderful opportunity to give purpose and direction to a walk, by providing information about the history of these places and the people who gave so much.

We propose a Walking Trail which highlights some of the sites significant to the story of John Dunn and Dr Bickle. The walk makes use of excellent existing community facilities, such as the Linear Trail, and takes the walker through an attractive part of the town.

We believe the plan could be achieved using

- Markers to define the route.
- Brochures to illustrate the route and historical information.
- Plaques/story boards giving the historical information.
- QR codes available at each site.
- Cleaning and refurbishment of the Dunn Crypt by the Council.
- Recognition of the involvement of both the National Trust and the District Council and the Peramangk.

We would be pleased to cooperate with this endeavour.

RELEASED

Return to Title Page

2021-22 Annual Business Plan Feedback
Echunga Community Association (ECA)

Our revised feedback is linked directly to our Endorsed Township Plan (2019)

ECA is seeking from the 2021-22 Annual Business Plan:
1. $50,000 to continue the Community Park Establishment
2. Inclusion in the Footpath connectivity and renewal strategy
3. Commencement of the initial stages of our Main Street Upgrade



RELEASED

1. $50,000 to continue the Community Park Establishment
ECA believe money allocated to Entrance Signage in the Draft 2021-22 ABP should be redirected to the already commenced Community Park project, as town infrastructure improvements should come first.
ECA secured a Landscape SA grant and have since undertaken ~$30,000 of in-kind to clear/prepare the site on which 100+ volunteers planted 500 trees. A Federal government grant through MBDC installed linking pathways. ECA received a 2021 community grant for picnic benches/sandstone-seating wallers.

$50,000 would fund three parts to the continuance of this project:

A) Picnic Shelter with Electric BBQ - $30,000
- $30,000 (12 x 6m Picnic Shelter, Electric BBQ, Seating, Installation materials)
- ECA to contribute ~$30,000 in-kind to construct and install the shelter

A Picnic Shelter would enhance liveability, be a location for future events and entice travellers to spend time in Echunga to help local business.

B) Extension of linking pathways within the park - $10-15,000
Extend hard rubble pathways to link to the Picnic Shelter and future bike pump track.

C) Bike Pump Track at north end of park (as per Township Plan) - $5-10,000
Bike Pump Track to be constructed through existing vegetation in the northern part of the park as per Township Plan.

2. Inclusion in the Footpath connectivity and renewal strategy

Include Echunga in the Footpath Connectivity and Renewal Programs to provide safe pedestrian and cycle access to township and connect our heavily used main streets to community infrastructure/recreational areas. The broader Echunga community has provided ongoing feedback about the need to deal with our footpaths over several years and predominantly through the consultation phase for the township plan.

- New footpaths along Echunga Road/Strathalbyn Road to link the Recreation grounds, golf course, school and Kidman Trail area to the Main Street
- New footpaths along Battunga Road/Angus Road/Meadows Road/Churchill Road for resident safety and to link Main Street to residential areas.
- Footpath renewal along main street in line with Main Street Upgrade

3. Commencement of the initial stages of our Main Street Upgrade

- Begin the first stage towards the Main St upgrade; a feasibility analysis to underground the powerlines.
- Move forward with any short-term projects such as Bus Stop relocations on Main St for improved parking at General Store and Hall/Post Office.
- Advocate for a DTI led review and upgrade of the Strathalbyn Road / Church Hill Road intersection and an improved interface with the heritage listed Hagen Arms Hotel.
- Approach DTI to improve directional signage around Echunga to entice people into the Township.
- MBDC/DTI to remove duplicate, dated and miscellaneous signage to project a more vibrant community and help way finding.

Echunga Community Association looks forward to working with Mount Barker District Council to progress our Endorsed Township Plan.



RELEASED

25/5/21

To whom it may concern
Mt Barker District Council

RECEIVED
25 MAY 2021
MOUNT BARKER
DISTRICT COUNCIL

Dear Sir, Madam,

My vote is L Pay Rates on 2 Properties in
[redacted]
We feel the 7% Proposed increase is unnecessary
as the street [redacted] is [redacted] Many in light of "Tight" Belts"
We feel Council should do the same
as 3 years Rates Could be found elsewhere
Unnecessary Spending.

[redacted]

[redacted]

RELEASED

RECEIVED
MOUNT BARKER
DISTRICT COUNCIL
25 MAY 2021
File FOL 21/1193
Doc

[redacted]

Annual Business Plan
Chief Executive Officer
Mount Barker Council
PO Box 54
Mount Barker SA 5251

25 May 2021

Review, refine and reduce the rate rise

Thank you for the opportunity to comment on this year's draft Annual Business Plan.

First, I am against the 2% rise.

I know you say that 1% is within the CPI and the other 1% is for financial sustainability. But it does not matter what weasel words or euphemisms you use; it is still a 2% rise which is much more than my Commonwealth Superannuation pension rises by. Thus, in real terms I will be paying more, as happened in some past years. Also, the financial sustainability 1% is cumulative and like compound interest, when you are getting compound interest (when we got interest!) that was good, but when I am paying it out it is not good.

So, to reduce the proposed rate rise, I suggest that Councillors look further to make cuts in other areas. A couple of suggestions:

The $70,000.00 for the Adelaide Festival of the Arts. Now, I am not against giving money to the arts. In fact, a month ago I made a donation to Her Majesty's Theatre, but that was my choice with my money. In the Mayor's message on page 4 she says *"Our plan ensures that we deliver the most essential services and facilities our communities need, both now and in the future."* I do not see that this $70K is for an essential service. Whilst I can choose who to give my money away to, but that is not the Council's job.

The Festival also provides some very glossy figures about the benefits to the district and the communities etc. However, from personal experience when I took part in one of their surveys one year outside a Festival Venue, they are dodgy at best. When being surveyed, I realized that it was a sham and so asked for the sheet on which they had been recording my answers to be given to me. They refused saying that it was their property, to which I responded "but it is my intellectual property". Then ensued quite a scene which many on lookers' thought was great street theatre. Thus, I would not trust their surveys or their results with a barge full of poles.

My second suggestion is for the $251.000.00 to St Francis to be revisited. I cannot imagine how you can possibly consider providing this to one of the world's most financial loaded organisations. [redacted] And you are going to provide $257.000 of rate payer money to this organization! Give me a break.

So, councillors, there are a couple of suggestions on how to lower this 2% rise, now please, go and do your job.

Thank you

Yours sincerely

[redacted]

Rate payer - whose Commonwealth Superannuation Pension rises only by CPI

RELEASED

Return to Title Page

Draft Annual Business Plan 2021

[redacted]

Please acknowledge receipt by email to:

[redacted]

1. **Consultation Process**

I am unhappy with the way that council engages with the community on matters as important as the Annual Business Plan (ABP). It is all very well to have the ABP on the council's website and post it to the council's Facebook page – even the other social media FB pages in the Hills. However, in my experience, this still does not achieve the plan, and its importance, registering with enough people to generate dozens – scores – even hundreds of submissions. With nearly 19.000 rateable properties, in 2021, how many submissions would be a reflection of reasonable community engagement? A 10% figure would be 1900. It is highly unlikely we would ever see so many. From distant memory, in 2009/10 there were some 520 written submissions to the State Govt on the proposed MDPA re-zoning which was widely advertised as a looming disaster for some months, including a mailout to every household by me, ('Mount Barker Needs You). The policy for cat registration some months ago generated about 500 submissions. My own view, unless there is a big change in engaging the community, 200 submissions would be a good result on the ABP.

As a small example of lack of community knowledge, despite council postings on social media, I posted on three Hills group FB pages about the increase in rates included in the ABP. This immediately revealed something like 50+ people angry with council for going above CPI. No one seemed to know – emphasising my point above about the ABP not registering with people.

I gave people a link to the council's submission page and encouraged them, instead of ranting on Facebook, to make a submission. I do not know how many did.

It seems that rate rises get people interested - ABP's do not. Maybe council should promote the ABP as affecting next year's rates and promote the proposed rate rise, as I did. Maybe council should be more proactive in encouraging people to respond by, (as I did), following up on complaints and trying to turn them into submissions.

It is good that council promotes such things now not just on its own social media page, but also others in the hills, but it is not creating enough interest. People are busy with their lives, jobs, families and Netflix etc., and need to be jolted into doing something.

RELEASED

I have suggested a number of times before to council that it should look at a 'GoTo' group for consultation on major issues.(The Aquatic Centre – see below is an example). While 'normal' consultation, as now, would continue, the GoTo group would comprise say 1000 ratepayers, picked by a polling company as a balanced group reflecting the council demographics. These people would opt in to studying major proposals and providing a submission. Let's say at any time, this produced a less-than-full result – say 200(not 1000) submissions, this would be a lot sounder than the response at present.

Another idea, unfortunately not a balanced group, would be to offer ratepayers who made submissions on major items like the business ABP, a small rates rebate – say 10% of their annual rates bill for one year,

However, I've had said to me that council would never do either of these as it would produce a much better community view than now, and that the present system ensures little response, with council able to say 'we're doing X – there was little opposition so we're justified'

2. Preparation of the ABP

Under this section of the ABP, I was dismayed, as in recent years, with the apparent absence of a top-down set of parameters from council to staff on which to prepare the ABP. It is stated that the various departments worked up ideas and costings for the year, this was then reviewed by the budget group and again by the senior management group and then put to councillors in informal briefings.

This methodology misses a crucial first step – that the councillors – the council – advise the staff of the overall financial parameters it wishes followed, if at all possible, and if not, advice on why not. For example, a key one would be that overall costs should not rise from previous year's actuals by more than CPI. This sets a high level parameter against which staff and senior management can then tailor their departmental plans.

Rather than abdicating responsibility and letting the ABP go for consultation without such guidance, the method above provides better service to those(majority of) ratepayers who, for whatever reason, do not know about, and do not respond to the ABP. They voted in councillors to look after their interests.

The above was apparently not done. Rather management has decided that costs can rise by CPI (1%) then another 1% for 'sustainability', then constructed a budget based on that.

We are now faced with a ABP that assumes a 2% cost rise over last year, with projects to suit, and ratepayers are being asked if they agree. Council relies on this method for many of its consultations – 'go for broke and see if anyone complains' It relies on the majority of the ratepayers not being engaged and therefore, in many cases 'gets away with it' as people generally do not seek out such plans and make submissions. They rely on the councillors who they voted in to do that on their behalf. T

RELEASED

Return to Title Page

In short, I object to the methodology. It appears to be designed to get away with as much expenditure as staff/management can, regardless of the consequences to ratepayers and is missing policy direction from council.

3. **Content of the ABP**

I found it verbose and full of 'waffle' – cloudy aspirations and 'targets' which aren't targets at all. Too many irrelevant photographs. Figures presented towards the end needed an accounting degree to understand fully. The same figures, with layperson explanations, or, as often is done in accounting reports, footnotes explaining what they meant would improve understandability. For example, what is included in the rather large block figure of $1m for the Aquatic Centre design? How much design exactly do we get for that – shovel ready?

Silly things occur. The rates revenue on p 41 is stated as $33.363m excluding RL levy, service charges and separate rates. I could not reconcile this figure against any of the appendices.

One lady in my post on Facebook said she'd read through the ABP . Her comments included *'after reading the entire document I am not only brain dead but also wondering if it's just nice window dressing that doesn't tell the entire truth. I don't have confidence that my submission will be noted or even considered. I get the feeling the council will do what it likes regardless.....'*

4. **Rate Rise**

Our economy and employment is still not back to pre-Covid conditions and interest rates are at an all-time low. Families with a breadwinner still out of work, and out of Government assistance as well as pensioners living on interest, or superannuation will find it harder to pay their rates. Wages are hardly rising in line with inflation. My own super fund earnings have taken a nosedive in the past year and capital value has not yet returned to pre-Covid levels.

In this climate, council should be seeking to respond and be frugal and minimise rates increases. Regrettably it is not so doing.

I am most unhappy that the infamous 1% has reappeared after this was scrapped a couple of years ago. In 2019 I seem to remember a large upswell against this, with something like 150 submissions saying no. The 1% levy is nonsense anyway. At around $330K it doesn't make a dent in the millions of dollars required for infrastructure. (the $19m on waste water infrastructure). Does council think that enough time has passed for the community to forget they didn't like this idea? Or that they are now busy doing other things to notice it has reappeared?

How many times does council need to be told by the community that it doesn't like the extra 1%?

RELEASED

The 1% must be dumped. Permanently.

Additional reasons are that, including the stated 2.9% growth, council's rates revenue rises, over 2020, by 5.5% (from $43.8m to $46.2m – p71 ABP). Or, p76, 5.2% rising from $36.5 2021 to $38.4 draft budget. (Consistent with my example below)

This is too much. A 1% (CPI) rate rise, with growth factored in, would still increase rates revenue by approx. 4% **and council should live within this.

** *Here's my own example to illustrate. A very small council has only 100 rateable properties. Rates are the same for every property at $50. So total rates revenue is $5000. Growth is assumed to be 2.9% in properties just like Mount Barker – so now 103. All the 2.9% growth is assumed from the start of the financial year so in that sense the result is slightly overstated. A 1% rate rise makes the rates $50.50 x 103 properties = $5201. The extra $201 is a 4% rise on top of $5000. A 2% rate rise : $52 gives total rates of $5253 which is a 5% rise on $5000*

In summary, I strongly oppose the additional 1% levy and believe the rate rise should be capped at 1% maximum

5. The Aquatic Centre

The ABP outlines a spend of $1m on design, with a net cost of $290K to council/ratepayers. Trouble is, I don't think anyone in the community has a clear picture of what the specification of the Aquatic Centre is at the start of the design, nor whether it is fitting for ur community now and in the future. I think the last consultation was 2019 and from memory I don't believe a summary of the design features favoured by the community was subsequently published. With a once-in-a-lifetime project like this, we must get it right. Look at the age of the Mountain Pool – it had to last around 50 years. So will this one.

The motion from Cr Jones at the 3 May 2021 council meeting does not go far enough as it does not ask for options on reducing facilities to enable a 50m pool to be included.

Specifications

(a) It is inconceivable – to me – that a new aquatic centre costing $30m should not have a 50m pool – at least a Summer one. How can we not have 50m when the Strath pool is 6 lanes of 50m? We should have a 50m outdoor Summer pool.
(b) Tiered seating - which I think was in the last design - isn't necessary in a regional pool. Putting seating in later(with design provision for this) would be much easier than putting in a 50m pool later.
(c) A gymnasium is nice-to-have, not essential. Mount Barker is endowed with many. Possibly too many already.
(d) There seems to be a deal of support for a hydrotherapy pool – can't remember if this was in the design.

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(e) I cannot remember the other inclusions, but the design should be stripped-back to enable the 50m pool to be available from the start.

Poll

There must be a balanced poll on what the centre should have. Not a Facebook poll or even community consultation; enough people do not contribute. For future generations we must get it right. If the last consultation was in 2019, enough time has passed for people to have changed views. More people have arrived in MB in that time.

A balanced poll would be, (for example) done by a professional polling company of say 1000 people as a balanced sample of the community. It would have a series of sensible, (not leading) questions about facilities without any in- built trade-offs.

6. Costs/Projects

Enough costs need to be dropped/postponed to enable the rate rise to be limited to 1%. I am not an expert on projects but the following would be in my list for dumping/reducing:

(a) Heysen/Springs Roundabout . This shows what looks like an actual cost for council ('contribution') of **$501K** in the coming year. I am aware that the practice is that for developer work, council may pay first and recoup the costs from a developer later. However, 'contribution' sounds different. Like a real cost. I understood that, from years ago, developers had agreed to fund the costs of this connector road themselves – not ratepayers. (If this is not a real contribution, add this to the criticisms of the wording of the ABP).

(b)Plant renewal: **$1m** – reduce this – 10% would save $100K

(c) City Centre and Regional Hub **$210K.** Definitely in the not critical category for me

(d) As I understand it, the $70K gift to the Festival Centre is part of the ABP, however I cannot find this anywhere. Why is it not listed? This should be deleted. For too many years ratepayers' money has been inappropriately used for an annual gift to the Centre of $20K – not $70K. I do not believe the purported benefits brought to the region always touted as justifying these gifts. Any such arrangement should be conditional upon **provable** increase in Mount Barker region revenue **directly attributable** to the event. If there was a shortfall, the grant would be proportionally reduced. That way, the ratepayers don't take the risk of paying out for no return. Some time ago, the council announced it wanted to be more businesslike. This is what happens in the business world.

(e) Waste water infrastructure – quite a few items adding to around **$19m.** I have long been an advocate of selling off this cash-eating monster, subject to satisfactory charges to ratepayers on going and reducing our risk while at the

RELEASED

same time freeing-up cash for other projects. I do not believe council should be in the waste water business.

Plenty of scope to reduce expenditure by the $330K needed – the equivalent of 1%.

25 May 2021

[redacted]

[redacted]

RELEASED

To Mount Barker Council:

Thank you for asking for feedback on the draft.

1. **RATES:** The $3.01 out of $100 or rates, spent on admin is way too high. The council needs to be more efficient in their administration and if they can be, then the chance of rates increasing is improved. if you saved $1, which equates to 1%, then you would not need to increase rates for financial sustainability. I also think the money given to the tourist park can be looked at. I wasn't even aware there was a tourist park.

2. **RATES:** In regard to rates, if a person is paying late, they may not be able to pay so putting a fee on top of the rates will just make it harder for them and not easier. It can be hard for people to reach out for help when they need it even with an instalment option. A fee is not an incentive to pay on time. How about a on time discount rather than another fee? Think about other incentives besides fines.

3. **FOOTPATHS:** There are a number of areas where footpaths are not in place and it's not good enough. The main ones of concern are around the Mount Barker South School. This is an issue I have previously addressed at a council meeting and with a number of council workers. It has and continues to come up in conversation at Governing Council Meetings at respective schools in the area. Parents and the community are not happy about the lack of movement on this issue.

4. **ROAD SAFETY:** Road Safety around the Willow's Children's Centre continues to be an issue. This includes parking space, speed of cards, distracted drivers, children present and lack of space for the increased traffic. Although many conversations with council have taken place no improvements had been made and I'm concerned that this is not a priority for council. I believe safety of our community should be number 1.

5. **PLAYGROUNDS:** The playgrounds in the council area are no longer adequate for the community needs. The main play space, Keith Stevenson Park, is in need of a major overall as the equipment is tired and the unsafe. A fence around play areas would make the area much safer for families and children. I also suggest a creative nature play space would be preferred and in keeping with council vision. I had also spoken to council about placing a jumping castle in a park for a birthday party and was told this can no longer happen. I think it should be allowed.

6. **ENCUMBRANCES:** Ensure that encumbrances have been upheld by developments where required. There are a number of homes in my area who have not complied with encumbrance requirements. Street parking in developments is also an issue with boats and cars being long term parked on streets.

7. **EVENTS:** The major events program is a good idea and worth pursing. Continue to support local artist in various capacities and by providing continuance and start up grants for community groups. It would also be good if there was a community space make available for such groups at a reduced or free rate. This could be a hall with a piano, kitchen, toilets etc.

[redacted]

RELEASED

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[redacted]

24th May 2021

District Council of Mount Barker
Annual Business Plan
C.E.O.

I refer to your 'Draft Budget for Community Comment'

1) In most organisations the area of expenditure reflects the area of greatest importance or need District Council Mount Barker has indicated that the Library is budgeted to receive what seems a disproportionately large piece of the 'pie' in relation to almost all other activities of Council.
   I also note that Tourism, which considered by many to provide huge economic benefit to the region, and is a substantial provider of jobs, hardly rates a mention.
   It is an unbalanced budget.
2) The bureaucracy of Council, in planning a 2% increase in rates, is also way off the mark in terms of community expectation.
   Why should increases be greater than C.P.I.?
   Why should there be any increase over the coming year, as many small business people and others have not yet recovered from the imposts and income reduction caused by COVID?
   Your promotion of an increase in Rates of 'only 2%' is highly deceptive. Why 'don't you tell the truth'?
   Property prices have been rising and the State Government has forecast a substantial increase in property values throughout the State. It can be anticipated that all Council rates will increase by at least 10%.
   Of course, there will also be other substantial increases in State charges; Land Tax, Water Rates etc. etc.
   I know of no large salary rises, no large increase in business turnover (the opposite in those businesses still affected by Covid, eg. those relying on international tourism) and yet our community representatives, our Councillors, still want to increase Rates?
   Even with no % rate increase in the dollar for 2021 – 2022, Council income will still be substantially greater than last year. The track record of many years has shown this to be the case.
   Please! No rate increase this year.
   Council already stands out as being the only arm of Government to have given no Covid -19 relief.

[redacted]

RELEASED

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- Importance of arts

We have a wonderful, bright and vibrant community, but the last year has been a difficult one. Among the many components of Hills life that have suffered due to Covid, the arts have taken a substantial beating. Many shows were cancelled along with live performances in pubs and clubs.

The effects of this on a community are very difficult to assess – but there is clear evidence that the arts can support positive mental health outcomes.

- Festival Programme

In that light, I would like to commend Council and show my support for the Adelaide Festival Arts sponsorship. I am looking forward to hearing more details as they are released, but the idea of a special event that leverages such facilities as the Nationally recognised UKARIA Centre is tremendously exciting, and the estimates of 280,000 tourist dollars coming into the community as part of this will be a real boon to our local business.

- Real Cost

Having said that, 70,000 to fund this 2-part sponsorship does sound like a lot of money, but what is that in real terms?

Imagining a case where the entire Festival sponsorship is coming from our hard-earned rates, this item would represent just over 0.2 percent of that income. In other words, if hypothetically the rates component of my council bill was $2000, council is asking for around $4.20 to fund a program that will benefit, not only those who participate, but other businesses in the community. I for one think that's worth one less cup of coffee this year.

- Additional arts grants

On the topic of arts support, I would also like to commend council for its grants supporting groups like the Mount Barker District Concert Band, The Har-Mummies - a brand new community choir, and Family House Inc's new ukulele group, to name just a few. Council's Community Plan goals show that Councils priorities, big and small are not just in waste water and sports fields, but in the health and mental well-being of us, its residents.

- Public debate

On a final note, I would also like to commend Council for defeating a motion that could have removed this item from the draft plan before it was released for public consultation.

A much-seen political attitude in this country seems to be:
"If the budget's too tight, kick it in the Arts."

Far too often in the last few years, we have seen government quietly removing arts funding from our schools and grants, with SA Sate Government cutting 10s of millions of dollars in Arts funding since 2018.

It's important that the public get to have their say, and if this motion had passed, more Arts funding would have been quietly redirected, with no say from the people it would most benefit.

RELEASED

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Friends of the Library, Mount Barker Incorporated

5 Dumas Street Mount Barker

South Australia 5251

Annual Business Plan

Andrew Stuart CEO

Mount Barker District Council

P.O Box 54

25.5.21

Dear Mr Stuart,

The Friends of the Library, Mount Barker Incorporated welcome the opportunity to comment on the Mount Barker District Council Annual Business Plan 2021/22. It is hoped the Council will take points in this submission on board and Council is receptive to the needs of public Library users across the district and further afield.

A Friends of the Library is the primary voice for public Libraries and their users. Their aim is to ensure views are taken into consideration regarding matters around policy, decision making, finance and general operations of public Libraries.

A report commissioned by the Australian Library and Information Association (ALIA) highlighted that for every $1 invested in Australian public libraries, came a return of $2.90 in benefit. The report showed that the larger the investment was, the larger the benefits were for the community, and not just public Library users, but Authors, publishers, new writers, and those in associated industries.

Such a report though, is not going to cover the health, social and community benefits in terms of investing in public Libraries. These benefits are ones one cannot put a price upon, and anything that improve people's lives goes way beyond a dollar sign. The need to encourage young children to read in a modern age is important for example to see a good balance between using electronic devices and reading books.

At present the Mount Barker Community Library is in a difficult set of circumstances in terms of increased investment, due to an announcement by the Mount Barker District Council regarding a relocation of the Mount Barker Community Library to another site. This potentially will see the Mount Barker District Council less likely to want to invest in a site they have lost interest in, as their primary focus will be on developing new Library plans for elsewhere.

To put this in perspective, one only has to see the lack of investment coming from ratepayers' funds by the Council re improvements at the Mount Barker Community Library over the last 10 years. The last round of improvements at the Library, only came into play due to a Council land sale, which paid for such improvements. As there was only a set amount of money available, this meant that many areas were left unaddressed which could have been put in place in terms of Library improvements, new facilities, and upgrades.

Addressing the following would be seen by many as a positive move and a step in the right direction:

RELEASED

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New Library books

As part of a presentation to Elected Members regarding Library collections, a $30,000 figure was mentioned in terms of the need to purchase new Library books. Later during informal budget discussions, it was stated that such funds could be staged out over several years, despite the fact the collection (particularly books) at the Mount Barker Community Library is tired and in some areas the book collections are in poor condition. One example is the Children's collection with some books on sale including pages which have been torn to the extent the book is no longer able to be loaned out.

Whilst a $30,000 amount for book purchases is welcomed (if it is to go forward), the lack of investment in resources provided by the Council to purchase new Library assets, including Library books has been an ongoing issue for over 10 years. As a result, any investment in this area, only addresses the lack of investment in previous years. The staging out of any funds over multiple years, will see very few new books on shelves. For example, with an average book purchase price of $35.00 per book, this will see 300 books on Library shelves costing $10,500, if one was to stage funds over many years at around $10,000 per year. A $30,000 figure in one financial year will see potentially 900 books available on shelves (in one financial year) which will make a difference in real terms.

However, one needs to consider investment in Library books by other Councils to realise that $30,000 is a small figure to allocate and equates to around $0.85c per person across the Council area. The City of Mount Gambier in 2020 spent $121,438 on Library books and materials, with most funds spent on books and some funds spent on furnishings such a shelving. If as a society we want people to take up reading from a young age, then we must be willing to invest in new books.

Recommendation: That a $30,000 figure in principle be provided, with any funds for new books and resources be staged over one financial year not multiple. The Council could also consider a higher amount if possible, towards books and resources if such a move could be afforded.

New computers

There is need for new Library computers. The current computers are old, out of date and should be put to recycling. The buttons on keyboards break due to age and parts of some keyboards on the bottom are broken. Many cannot afford computers, and this is the only access point they have to technology like a computer. Many are also looking for new employment and computers are used to type resumes for example. TAFE SA students who come into the Library have access to new TAFE SA computers, but public Library users do not, so access to new computers for the public is important.

Recommendation: That the Mount Barker District Council budget for new computers in the 2021/22 Annual Business Plan.

Adelaide Festival funding, $20,000

Over the last few years, Mount Barker District Council has allocated $20,000 to the Adelaide Festival for an event at the Ukaria Cultural Centre, held in March each year as part of the Adelaide Festival. With substantial finances provided to the Adelaide Festival from other sources and the independent operations of the Ukaria Cultural Centre, such an event at the Ukaria Cultural Centre should be able to be self-sufficient, sourcing funds from other areas. With a $20,000 amount to spend, this could be allocated to new Library initiatives, programs, facilities, e-resources and books on shelves.

Recommendation: That the council reconsider allocating $20,000 to the Adelaide Festival and consider putting such funds into other areas regarding culture, community development and arts.

RELEASED

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Tourism Development, Significant Event Proposal, $50,000

Each year the Mount Barker Community Library puts on a range of events for the public to attend with events ranging from Author evenings, cooking demonstrations, a recent evening regarding indoor plants (which was booked out) through to outdoor activities like mushroom foraging sessions at Kuitpo Forest and children's events at Four Oaks Farm, Littlehampton, all extremely popular. There is a need for more Library activities alongside facilities to be put in place particularly aimed at young people aged 13-24 years and some of the $50,000 figure could be allocated towards new Library events and facilities aimed at young people, teenagers, and young adults.

Recommendation: That the $50,000 figure be revised by the Council in terms of where it is spent events wise. There are many operations such as the Mount Barker Community Library and Mount Barker Community Centre, alongside community events that would appreciate more Council funds.

Council arts plan

The development of a Council arts plan is welcomed. It is important though that there is a high level of community input and say regarding such a plan, with many in the community, including organisations such as the Friends of the Library, Mount Barker Incorporated value adding to such a plan. Local organisations, public Library users and residents of the area have a lot to contribute.

Recommendation: That the Council set up an advisory committee regarding the arts plan to ensure the positions of local organisations and the public are taken into consideration.

Community Plan Implementation Grants Program, $15,000

A Community Plan Grants Program relating to the Council's Community Plan is in principle a good idea. It is important that any grants program is user friendly and able to take on larger scale ideas and initiatives. The Friends of the Library, Mount Barker Incorporated have a proposal out in the community for a Makerspace which they wish to start, so access to outside grant funding is vital in that regard. Other Councils have grant programs in place to facilitate new ideas, so a grants program based around facilitating new ideas would be appreciated by the Friends of the Library, Mount Barker Incorporated.

Recommendation: A grants program that supports new ideas and revitalises the area and aligns with the Council's Community Plan should be a primary aim, funds allocated could be increased with organisations able to apply for grants over a 12-month period to fit in with their timetable.

Makerspace for Mt Barker

The Friends of the Library, Mount Barker Incorporated have been working on the development of a Makerspace for Mount Barker for some time, after visiting Makerspace Adelaide last year. At present our organisation wants to set up a 'pop-up' operation in the 'collaborative study area' next to the Mount Barker Community Library. A program of activities would be developed with the aim to see more people come into the Library and see people learn and develop new skills in an informal environment. Activities would range from robotic programs, arts & craft programs including the use of a scan and cut machine, learn how to sew programs, and use of items such as a badge making machine. These activities have proven extremely popular at Makerspace Adelaide, Parks Library and Tambier Library Makerspaces. At a later stage with enough support the aim is to move to a permanent location to facilitate more activity, alongside use of the collaborative study area.

Recommendation: The Mount Barker District Council financially support the creation of a Makerspace as per the above in Mount Barker, through financial provisions in 2021/22.

RELEASED

Annual Business Plan and budget setting process

Public consultation, before the Annual Business Plan is put out to the public by the Mount Barker District Council would be appreciated by those in the wider community at large, including the Friends of the Library, Mount Barker Incorporated. Such a move will enable people and organisations to have a direct input into the budget setting process and put forward ideas and proposals they would like to see taken further, with their comments kept on the record. People want more say and input and require quality settings and processes to see such input occur and change come to fruition. See the below:

"Revamping an age-old establishment takes more than just visionary leadership at the top. Communities - the end-users - need to be drawn into the discussion. Yet so often, decisions about the future of communities are made behind closed doors by a select few with little to no meaningful citizen input. The existing vehicles for public comment are time consuming, hard to find, difficult to navigate, and unpleasant from a participant perspective. Most people are unaware of where relevant public meetings are taking place, and most people cannot take an afternoon off to make a two-minute comment that will rarely even garner a response. Because forums for public engagement are often woefully underutilized, people might interpret a community's lack of engagement as a lack of interest. But perhaps the issue is that public spaces (are not used) where people from all backgrounds can engage in meaningful idea-sharing and collaborative community problem-solving in a user-friendly, free, convenient, welcoming way, where their ideas will actually be heard and considered by decision-makers."

https://www.huffpost.com/entry/100-great-ideas-for-the-for-the-future-of-libraries_b_6551440

A future could see a consultation session held at the Mount Barker Community Library re the Annual Business Plan. A lot of people come into the Library itself with people asked where they would like funds spent in terms of the Annual Business Plan, Library operations and other expenditure.

The Draft City of Mount Gambier Annual Business Plan for 2021/22 (totalling 38 pages) includes an 'Operating and Capital Budget by Master Account'. Providing a good overview regarding specific Council finances down to the dollar sign, one gets a particularly good idea of where Council rates are being allocated and provides a clear understanding of where funds are going, for example amounts to purchase Library books. Such a setup within Mount Barker District Council would be good to have.

Recommendation: Mount Barker District Council revises how it consults with the public re the Annual Business Plan and ensures such a process is very hands-on and engaging. The Mount Barker District Council should revise what is included in the Annual Business Plan re content as per the above.

Conclusion

The Friends of the Library, Mount Barker Incorporated want to work with a range of par
better outcomes for the wider community. As a result, it is important to have a local
Elected Members on board to support what you are looking for – an improved so
the Council Annual Business Plan meeting is therefore asked for, as a result.

Thank you for the opportunity to comment.

[redacted]

Chairperson, Friends of the Library, Mount Barker Incorporated

@yourcommunitylibrary on Facebook

RELEASED

Mt Barker & District Residents' Association Inc.
PO Box 19 Mount Barker, South Australia 5251

For the Community

26 May 2021

Mr Andrew Stuart CEO
Elected Members
Mt Barker District Council
PO Box 54
Mt Barker 5251 SA

Dear Andrew and Elected Members

RE: DRAFT ANNUAL BUSINESS PLAN 2021

RELEASED

The Mt Barker & District Residents' Association (MBDRA) appreciates the opportunity to provide feedback to the Draft Annual Business Plan 2021.

We firstly wish to acknowledge the excellent work undertaken by the CFO and Finance Manager and their teams in preparing a document that is much more reader friendly than in previous years. The mandatory financial information is placed at the back of the document, with the main section focused on promoting and explaining expenditure in the District in logical and easy to read chunks – comparative to previous years. We appreciate some readers may still find it a lengthy and difficult document to read and absorb as it includes a great deal of important information.

The MBDRA met with the CFO and Finance Manager several times during the past 12 months with the aim to improve this process and provide ideas to engage more collaboratively with the community about how their rates are spent. We appreciate the staff willingness to listen to our requests and incorporate some of our feedback into this document. We provided questions to improve the Council's FAQ site and gave some feedback to document layout. We were also planning an online Q&A session with Council but that had to be cancelled due to COVID.

We still feel the ABP process is a somewhat flawed one and could be substantially improved by taking a radically different approach to budget setting, which is to take a participatory approach with the community. We understand Cr Carol Bailey has been promoting this approach for many years and we support her on this. By bringing the community together much earlier in the process and ask them what they would like their rates spent on, could reduce the complaints that are heard once the rate notices are sent. We tried last year to encourage an earlier approach to consultation but COVID stopped that. We aim to try again this year, that is to ask for community consultation about how the community would like to set the budget items for the year. It would be innovative and interesting to see the outcomes and to see if the community will contribute.

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This submission is written without all members agreeing to the main points and where these differ, we will advise. Most members believe it is ludicrous that Council think it appropriate to increase rates by 2% after one of the most extraordinary and difficult years on record for most people. COVID moved many people into alternative employment, lower salaries, JobKeeper, JobSeeker and very difficult personal situations. Council rates are for many people the single largest expense other than their mortgages or rents. There are constant complaints on social media about how high the rates are, and how little in return people feel they receive from their Council – in their eyes, some roads are maintained, their rubbish is collected, some footpaths are constructed. Most people do not understand or see where their rates go to in a practical sense.

Some MBDRA members believe that there needs to be an alternative narrative to constantly increasing rates each year, especially more than the CPI increase. Some believe this cycle of expectation needs to stop. Council needs to find ways to reduce costs, not just on projects, but on administration and other activities. Has Council reviewed expenses recently? Has Council taken a sharp pencil to operational budgets? It only takes a cut of approximately $330,000 from the operational budget to ensure that rates do not have to rise by 1%. Surely this can be done without cutting the required and essential services? Surely there are ways to be more creative?

Last year, almost everyone had to make do with less and be cleverer about how they managed their scarce income. Council needs to do this too. They cannot keep asking the ratepayer for constant increases, above CPI, of rates each year. Some Association members are advocating for no increase at all this year, while others think the 1% CPI increase acceptable. In light of increasing property values, there is likely less requirement to increase rates.

In finding ways to cut funds, Council could reduce the amount given to the Adelaide Festival (is this written as 'major event' in the plan?) Why is this money simply handed over with no tender process? How are its effects and outcomes measured? What are the Key Performance Indicators? Is it the best way to spend $50,000 on the arts?

Is it possible to rewrite the agreement with the St Francis School to reduce the amount they receive this year? Is it possible to for developers to pay for more as a condition of approval for developments? Have the developers contribute more into the community so that the ratepayer does not have to keep paying for the developer's road to riches. Find ways to have developers pay for more heritage building improvements eg the Shepherd's Hut or other improvements. Developers should be contributing to the cost of the proposed community swimming pool. It will benefit the people who buy the developer's land. These are just a few ways to think differently about raising funds. There are many more and earlier consultation with the community would have helped to identify other innovative options. The MBDRA is willing to support this activity as volunteers to save Council this expense.

Regarding the pool – this does not have to have so much money spent on design. It may be better to copy a design from another similar pool (why reinvent the wheel as we are building on greenfield?) and then have funds for a 50m pool, rather than just a 25m pool. Let us be clever about this before it becomes an enormous money pit.

RELEASED

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Why doesn't the Council privatise wastewater treatment? Is this core business for a council? Why is $55 million needed to be invested in the treatment plant? Are there smarter ways to manage this essential service that do not cost so much money? If the State Government can outsource its trains, surely a local council can outsource or privatise its wastewater management? This would then move the issue of cost to the private sector rather than a yearly confrontation between the council and rate payers.

Thank you once again for the opportunity to provide feedback. We hope that Council can provide some relief to ratepayers in this post COVID era.

Yours sincerely

[redacted]

[redacted]
Chairperson

RELEASED

26 May 2021

Mayor Ann Ferguson
Mount Barker District Council
6 Dutton Road Mount Barker SA 5251

Dear Mayor Ferguson,

Re: Council support for the Adelaide Festival

I understand that Mount Barker District Council is considering supporting an event in Mount Barker as part of the 2022 Adelaide Festival, in addition to the sponsorship for the annual event at Ukaria.

The Adelaide Festival is recognised worldwide as one of the highest quality and successful arts festivals and has done much to support tourism and events in South Australia and associated economic activity. Tourism and events are a significant part of the regional economy and the economic benefits and brand association gained through the Council sponsorship is, in our view, significant.

The business community greatly values events as a way of bringing locals together to participate in their community and to attract people into the main activity hubs to spend money at local businesses. This has been demonstrated through previous events that have been held in Mount Barker and is broadly supported by local businesses.

As Mount Barker grows, it is imperative that we find ways to attract visitors to the region for investment, employment creation and community vitality. Events such as proposed through the Adelaide Festival partnership are an excellent way to do this and I encourage Mount Barker District Council to support this initiative.

Regards,

[redacted]

[redacted]

Chairperson Business Mt Barker

RELEASED

Return to Title Page

Adelaide Hills

30 May 2021

Mayor Ann Ferguson
Mount Barker District Council
6 Dutton Road Mount Barker SA 5251

Dear Mayor Ferguson,

Re: Council support for the Adelaide Festival

I understand that Mount Barker District Council is considering supporting an event in Mount Barker as part of the 2022 Adelaide Festival, in addition to the sponsorship for the annual event at Ukaria.

The Adelaide Festival is recognised worldwide as one of the highest quality and successful arts festivals and has done much to support the tourism and events economy of South Australia. Tourism and events are a significant part of the regional economy and the economic benefits and brand association gained through the Council sponsorship is, in our view, significant.

Apart from the immediate benefits that the proposed event would bring to the Mount Barker community over 5 days in February/March, the festival will help boost the reputation of the region as a destination for high quality events and encourage others to invest in similar activities that promote the natural beauty and qualities of the region.

The proposed festival support aligns closely with the Adelaide Hills priorities as identified in the SA Regional Visitor Strategy, specifically:

- Support the development of experiences that reflect the Adelaide Hills Interpretation Plan themes... including art, heritage and culture
- Optimise major Adelaide and cross-regional events
- Collaborate with Mount Barker District Council to attract events .

As Mount Barker grows, it is imperative that we find ways to attract visitors to the region for investment, employment creation and community vitality. Events such as proposed through the Adelaide Festival partnership are an excellent way to do this and I encourage Mount Barker District Council to support this initiative.

Yours Sincerely

[redacted]

Chairperson
Adelaide Hills Tourism Inc.

RELEASED

From: [redacted]
Sent: Wednesday, 24 February 2021 4:50 PM
To: Michelle Bell [redacted]
Subject: FW: Echunga Recreation Grounds - Entrance Walls

Hi Michelle

I am contacting you on behalf of the Echunga Recreation Grounds Committee to ascertain the process involved in applying for Council funding assistance for two projects we are proposing for next financial year, at the Echunga Recreation Grounds.

Project One: New Front Entrance (please see enclosed artist impression of new front entrance)

As per email trail below, Derek Henderson, Senior Planner at Mt Barker Council has indicated this structure will become Council property.
The costs for this project are as follows:

Footings (including excavation, steel, concrete & labour)	$3,630.00 inc GST
Installation of four sandstone pillars (including materials & labour)	$9,680.00 inc GST
Corten steel including laser cut out of sign	$1,056.00 inc GST
Solar lighting	$1,000.00 inc GST
Total	**$15,366.00 inc**
GST	

I can supply written quotes for all items except solar lighting. I have calculated an approximate cost of solar lighting through viewing costings via various web sites. Actual costs can be confirmed if required.

Project two: CCTV

As you are aware we have had numerous incidence of break-ins, vandalism, graffiti etc to buildings within the Echunga Recreation Grounds.

As a Committee, we have decided to increase security for this area and are proposing to install CCTV as a security monitoring system.
I have consulted with a supplier and have met on site with him to ascertain our requirements. He has designed and provided a quote for supply only of a system recommended by him. A quote for installation can be sourced if required. This system will allow for expansion if required in future.

Supply only cost $5,373.21 inc GST

Please feel free to contact me if you have any questions regarding our request for proposed projects.

Regards

[redacted]
President
Echunga Recreation Grounds Committee

RELEASED

Return to Title Page

Kelledy Jones

APPENDIX 21

RELEASED

12.5 REPORT TITLE: **PUBLIC SUBMISSIONS ON THE DRAFT 2021-22 ANNUAL BUSINESS PLAN AND DRAFT RATING POLICY**
DATE OF MEETING: **5 JULY 2021**
FILE NUMBER: **DOC/20/74779**
ATTACHMENTS: **1. DOC/21/94169 SUBMISSIONS**
Attachment provided separately on the Council website
2. DOC/21/89285 RECORD OF PROCEEDINGS PUBLIC MEETING 7 JUNE 2021

Moved Councillor Morrison that Council receives and takes into consideration in the adoption of the 2021-22 Annual Business Plan, Budget and Rating Policy, the public submissions (attachment 1) and record of proceedings from the Public Meeting on 7 June 2021 (attachment 2).

Seconded Councillor Orr CARRIED
OM20210705.07

12.6 REPORT TITLE: **DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY FOR ADOPTION**
DATE OF MEETING: **5 JULY 2021**
FILE NUMBER: **DOC/21/92791**
ATTACHMENTS: **DOC/21/98319 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**
Attachment provided separately on the Council website

Moved Councillor Jones that Council:

1. adopt the Draft 2021/22 Annual Business Plan, Budget and Rating Policy reflecting a an increase of 2.0% from general rates excluding growth as per attachment 1.

2. authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

Seconded Councillor Leach

Councillor Leach with the consent of the mover of the motion Councillor Jones, sought and was granted leave of the meeting to withdraw the motion to enable the meeting to consider separately three motions (listed below) prior to adopting the Draft 2021/22 Annual Business Plan, Budget and Rating Policy.

RELEASED

Moved Councillor Jones that Council remove $50,000 for Tourism Development Significant Event Proposal from the Draft Annual Business Plan and Budget 2021/22.

Seconded Councillor Leach

The vote was TIED and LOST on the casting vote of Mayor Ferguson

Moved Councillor Jones that Council remove the additional 1% for financial sustainability from total general rates revenue, excluding growth, from the Draft Annual Business Plan and Budget 2021/22.

Seconded Councillor Leach LOST

Councillor Leach called for a DIVISION

Mayor Ferguson declared the vote set aside

Those voting in the Affirmative: Councillors Orr, Grosser, Minett, Leach

Those voting in the Negative: Councillors Jones, Morrison, Hardingham, Seager, Bailey, Westwood

Mayor Ferguson declared the motion LOST

Moved Councillor Jones that Council remove $20,000 Adelaide Festival sponsorship from the Draft Annual Business Plan and Budget 2021/22.

Seconded Councillor Leach LOST

Councillor Morrison called for a DIVISION

Mayor Ferguson declared the vote set aside

Those voting in the Affirmative: Councillor Jones, Orr, Grosser, Leach

Those voting in the Negative: Councillor Morrison, Hardingham, Seager, Bailey, Minett, Westwood

Mayor Ferguson declared the motion LOST

RELEASED

Moved Councillor Leach that Council:

1. adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting a an increase of 2.0% from general rates excluding growth as per attachment 1; and

2. authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

Seconded Councillor Seager

9.11pm Councillor Morrison rose and left the Chamber
9.14pm Councillor Morrison entered the Chamber and took his chair

Councillor Orr moved an amendment that Council redirect $45,000 intended for Implementation & Wayfinding Signage (found on page 202) and instead put that money towards the Echunga communities' proposals for the community park arising from community consultation.

Seconded Councillor Westwood CARRIED
OM20210705.08

The motion as AMENDED

Moved Councillor Leach that Council:

1. adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting a an increase of 2.0% from general rates excluding growth as per attachment 1 except to redirect $45,000 intended for Implementation & Wayfinding Signage (found on page 202) and instead put that money towards the Echunga communities' proposals for the community park arising from community consultation; and

2. authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

Seconded Councillor Seager CARRIED
OM20210705.09

RELEASED

12.6 REPORT TITLE: **DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY FOR ADOPTION**

DATE OF MEETING: **5 JULY 2021**

FILE NUMBER: **DOC/21/92791**

ATTACHMENTS: **DOC/21/98319 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**
This attachment is provided separately on the Council website (click here)

Key Contact Ian Hildebrand, Communications Manager
Julie Scoggins, Manager, Financial Services

Manager/Sponsor Greg Parker, General Manager Community Services
Alexander Oulianoff, Chief Financial Officer

Mount Barker 2020-2035 – Community Plan:

Leadership and Good Governance:

LGG Strategy 1.8 Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

Annual Business Plan 2020/2021:
Impact as included in report.

Purpose:
To provide the Council with the 2021/22 Draft Annual Business Plan, Budget and Rating Policy for adoption.

Summary – Key Issues:

1. **Legislation** - Council is required to develop, consult on and adopt an Annual Business Plan in accordance with the Local Government Act and Regulations.
2. **Operational & Financial Planning Document** - The Annual Business Plan is the key annual operational and financial planning document for Mount Barker District Council.
3. **Annual Overview** – This document describes Council's proposed services and projects for the 2021/22 year and includes the rating strategy and annual budget.
4. **Inclusion of 1% for Financial Sustainability** The ABP is predicated on the requirement for Council to invest in infrastructure to support future forecast population growth. Including the 1% ensures that key financial ratios are achieved.

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Return to Order of Business

5. **Alignment to LTFP** – The Adopted LTFP included an assumption that the four years from 2021/22 to 2024/25 inclusive would include a 1% increase above CPI for Financial Sustainability to invest in infrastructure and to ensure that key financial ratios are achieved on average over the 10 years. The decision on whether the 1% for financial sustainability is required is determined each year when the draft Annual Business Plan and budget is prepared.

Recommendation:

That Council:

1. Adopt the Draft 2021-22 Annual Business Plan, Budget and Rating Policy reflecting a an increase of 2.0% from general rates excluding growth as per attachment 1.
2. Authorises the Chief Executive Officer to make any necessary changes to the draft 2021/22 Annual Business Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

Background:

1. Section 123 of the Local Government Act 1999 requires Council to have an Annual Business Plan and Budget.
2. The Plan is Council's statement of its intended programs and outcomes for the year and should include:
    a. A summary of the Council's longer term objectives, as set out in its strategic management plans;
    b. An outline of:
        1. The Council's objectives for the financial year; and
        2. The activities (services and projects) that the Council intends to undertake to achieve those objectives; and
        3. The measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year; and
    c. An assessment of the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue; and
    d. The rates structure and policies for the financial year; and
    e. An assessment of the impact of the rates structure and policies on the community, based on modelling that has been undertaken or obtained by the Council;
    f. Alignment with the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council; and
    g. Address or include any other matter prescribed by the regulations.

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Return to Order of Business

3. Part 2(6) of the Local Government (Financial Management) Regulations 2011 states that the Annual Business Plan must include:
    a. The reason why the Council has adopted its valuation method for rating purposes.
    b. If differential rates are used, the reasons and justifications for the differentiation, and the expected level of revenue to be raised by each differential rate;
    d. The use and level of any separate rate, service rate or service charge, including reasons for the rate or charge;
    e. The Council's policy on discretionary rebates and remissions, with particular reference to the rebates that will apply for more than 1 financial year and including information on how a rebate is designed to meet the purpose behind the rebate;
    f. Issues concerning equity within the community and the impact of rates across the area;
    g. The application or operation of a minimum amount payable by way of rates.
4. Consultation must be undertaken on the draft Annual Business Plan in accordance with Council's public consultation policy and Section 123(4) of the Act.
5. **Audit and Risk Committee Meeting May 2020** - A report was presented at the Audit and Risk committee meeting on 14 May 2020 seeking feedback and recommendations from members. The removal of the 1% for financial sustainability in the draft LTFP was discussed and the following recommendation was included in the minutes:

    ARCM20200514.02

    The Committee supports the 1% Financial Sustainability rating measure and requests Council carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.
6. **Council Meeting June 2020** – The LTFP was adopted by Council on 1 June 2020. The report highlighted the impact of the removal of the 1% for financial sustainability on the LTFP and included the following recommendations:

    That Council:

    2. *Review the LTFP and the associated assumptions 6 months following adoption by Council.*
    3. *Carefully examine the pros and cons of the proposed removal of the 1% Financial Sustainability rating measure.*
7. **Audit & Risk Committee August 2020 and Council Meeting September 2020** – The revised Treasury Management Policy was reviewed at the Audit & Risk Committee and adopted by Council at the September meeting. The policy was updated to include a provision for the introduction of an additional rate increase for financial sustainability i.e. if required, an additional increase in general rates may be included for the funding and debt servicing of major projects.
8. **Council Member Informal Briefings September/October 2020** – Two informal briefings were held with Council Members on 14 September 2020 and 12 October 2020. The first session presented LTFP parameters and priorities and the second

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session presented the results of sensitivity analysis where three options were modelled for Council Member consideration.

9. **Audit & Risk Committee 27 October 2020** – A report was presented to the Audit & Risk Committee on 27 October 2020 to review the draft LTFP and sensitivity analysis prior to the provision of the report to Council.

10. **ARCM20201027.02**

    That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

11. **Council Meeting 14 December 2020** – At a special Council meeting the Long Term Financial Plan was adopted with the following recommendation:

    That Council:

    4. Notes that when the 2021/22 budget is prepared and adopted following community consultation, the 1% additional general rate increase will only be included if required to achieve target key financial indicators following an assessment of the forecast performance of key indicators such as growth, inflation, grant revenue or capital investment.

12. **Annual Business Plan and Budget Development** – The draft Annual Business Plan and Budget was developed in consultation with staff across Council. Staff provided detailed budget requirements for the coming year to deliver services for the community and specific projects. This was then reviewed by senior Council staff and Council Members.

13. **Annual Business Plan and Budget Council Member Engagement** – Three informal briefings were held with Council Members during February, March and April 2021 to brief them on the contents of the draft budget for Wastewater and Recycled Water and Council Operations and to understand their priorities for the coming year.

14. **Endorsement of Draft Annual Business Plan For Public Consultation** - At the Council meeting held on Monday 3 May 2021, Council endorsed the 2021-22 Draft Annual Business Plan (ABP), budget and rating policy for public consultation.

15. **Public Consultation** - Consultation was undertaken in accordance with Council's public consultation policy and Section 123(4) of the Act.

16. **Audit & Risk Committee Review** - The 2021-22 Draft Annual Business Plan, Budget & Rating policy was reviewed by Council's Audit and Risk Committee on 20 May 2021. Changes made to the Annual Business Plan in response to the recommendations from that Committee are included in the discussion section of this report.

Discussion:

Public Consultation on 2021-22 Draft Annual Business Plan:

17. During public consultation 135 written submissions were received by Council (with one submission provided before and one submission after the consultation period). One public meeting was held on Monday 7 June 2021 to receive submissions from members of the public with presentations from two members of the public. Details of the public consultation submissions are included in a separate report "Public

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Submissions on the draft 2021-22 Annual Business Plan and Draft Rating Policy" presented at this meeting.

18. Council's Audit and Risk Committee at the meeting on 20 May 2021 recommended that some minor changes be made to the Annual Business Plan document and these have been included in the attached document (as shown below).

19. A number of changes to the Annual Business Plan and Budget have been made in the determination of the attached draft budget for adoption proposed either as a result of public consultation feedback or information that emerged during the public consultation period (these are detailed below).

Annual Business Plan Key Principles and Assumptions:

20. **Strategic Management Plans** - Council's Annual Business Plan and Budget was formulated within the guiding principles detailed in its suite of Strategic Management Plans, including the Mount Barker 2020-2035 Community Plan, Strategic Asset Management Plan and Long Term Financial Plan.

21. **Mount Barker 2020-2035 – Community Plan** – The draft Annual Business Plan has been developed in alignment with the current version of the Mount Barker 2020-2035 – Community Plan (as adopted in November 2020).

22. **Alignment To Long Term Financial Plan (LTFP)** – The draft budget is guided by the LTFP as adopted in December 2020, adjusted as required. The adopted 2021/22 budget will be included as the base year for the next review of the LTFP to be presented to members in the first half of 2021/22.

23. **Strategic Asset Management Plan (SAMP)** The Annual Business Plan is linked to Council's Strategic Plan and Long Term Financial Plan (LTFP) and provides capital maintenance programs for renewal and replacement to prevent costly deterioration of infrastructure. Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is, the burden of costs is met equally by current and future ratepayers. The draft Strategic Asset Management Plan was adopted in August 2020. These plans were used to determine which assets require renewal or replacement based on:
    a. condition assessment
    b. service levels
    c. affordability/sustainability

24. **Service Levels To The Community** - Council's annual operating program was developed to ensure maintenance of the current level of all existing services to the whole community including new residents and developments, where the provision of services to new residents and developments is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue of a similar inflationary factor. It should be noted that this Annual Business Plan does not include the provision of new services such as hard waste collection.

25. **Key Financial Indicators (KFIs)** - As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Management Policy were adhered to including:
    a. to achieve an operating surplus greater than or equal to one percent of operating revenue;
    b. maintaining a healthy level of net financial liabilities; and
    c. maintaining Council's asset base.

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26. **New Assets/Major Upgrades** - Expenditure on new assets and/or major upgrades to the service levels of existing infrastructure assets results from strategic planning decisions and generally this expenditure is to be funded using capital grants and contributions, sale of surplus assets and or borrowings. It is appreciated that new or upgraded assets when completed incur additional renewal, maintenance and annual operating costs for Council and therefore require new sources of ongoing revenue. Some major capital projects are budgeted over more than one year.

27. **Structure of The Annual Business Plan document** – It should be noted that the structure of the document is aligned with the Annual Business Plan produced last year including the following

    a. **Mayor's Introduction** - Included at the front of the Annual Business Plan document provides an overview of the Annual Business Plan and Budget.

    b. **Significant Influences** – Providing context of the environment in which the Annual Business Plan and Budget was developed i.e. the economic environment, climate change, and COVID-19.

    c. **Council Snapshot** – Shows a summary of how the budget is funded, an overview of budget expenditure and how rates contribute to expenditure on ongoing services.

    d. **Strategic Context** – An overview of the other documents that are influenced by and influence the Annual Business Plan.

    e. **Highlights For 2021/22** – An overview of proposed key outcomes for the coming year.

    f. **Key Assumptions** – Provides an overview of key assumptions and principles applied in building the budget.

    g. **Capital Projects (Excluding Wastewater & Recycled Water)** – Provides an overview of the capital works program with definitions for the different categories of projects. This is supported by additional project information in the appendix that shows whether the projects will be in the design or construction stage.

    h. **Financial Overview (Excluding Wastewater & Recycled Water)** – Is a summary of the budget for Council Operations.

    i. **Financial Targets (Including Wastewater & Recycled Water)** – Shows how the 2021/22 budget key financial indicators compare to target.

    j. **Wastewater/Recycled Water** – This section provides an overview of Wastewater/Recycled Water including information aligned with each strategic goal.

28. **Our Goals** – Provides an overview of the key Annual Business Plan and Budget information included in the document aligned to the headings of the three Community Plan themes and two implementation strategies:

    Themes:
    - Community Wellbeing;
    - Ecological Sustainability; and
    - Economic Prosperity;

    Implementation:
    - Leadership and Good Governance; and
    - Working Smarter.

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29. Each Community Plan goal includes the following information:
    - **Community Plan Goals** – Goals from the Community Plan 2020-2035 to which the Annual Business Plan and Budget are aligned.
    - **Key Annual Objectives** – Priority outcomes that Council are planning to achieve in the coming year.
    - **Services** – The list of services that Council will deliver for the community.
    - **Key Performance Measures** – Measures that will highlight the expected performance in the delivery of services and annual objectives.
    - **Projects** – Project names, a brief description of the project, the gross cost, expected grants/contributions and the net cost to Council (after taking account of the revenue to be received).

30. **Budget Structure** – The Annual Business Plan and Budget has been developed separately for Council Operations and the Wastewater and Recycled Water Operations (in recognition the strategic importance of these functions). As such sections of the document and the financial statements are included on the following basis:
    - **Consolidated** – Council Operations and Wastewater and Recycled Water Operations.
    - **Council Operations** – Services provided by Council for the Community i.e. excluding Wastewater and Recycled Water Operations.
    - **Wastewater and Recycled Water Operations** – The collection (via the network), treatment (of wastewater) and disposal (i.e. sale of recycled water) of water.

32. Council Operations - Financial Overview (Excluding Wastewater & Recycled Water):

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
General Rate Assumptions	General Rate Increase	1.00%	1.00%	1.30%
	Additional 1% For Financial Sustainability	0.00%	1.00%	1.00%
	Total Rate Increase	**1.00%**	**2.00%**	**2.30%**
	Estimated Assessment Growth	2.82%	3.50%	
Key Financial Indicators	Operating Surplus Ratio	2.65%	8.60%	1% (minimum)
	Net Financial Liabilities Ratio	62.34%	49.37%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%
Operating Expenditure	Ongoing Services ($'m)	30.7	31.5	
Capital Expenditure	Asset Renewals ($'m)	8.4	7.8	
	New/Upgrade	20.0	9.6	

- **Inflation** – Inflation of 1% has been included aligned with actual Adelaide CPI for December 2020 and the latest forecast CPI for 2021/22.
- **Additional 1% For Financial Sustainability** – In line with the Long Term Financial Plan adopted in December 2020 and the adopted Treasury Management Policy 1% has been included for the funding of infrastructure to support future population growth and debt servicing of major projects.

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- **Revenue** – General rate revenue has been updated based on the latest data available from the Valuer General. The budget also includes a budget allocation for likely objections and the estimated impact of rate capping.

- **Operating Surplus** - Council's estimated operating surplus in 2021/22 is $4.2 m, including exceptional items such as Cudlee Creek bushfire and Local Roads and Infrastructure grants that will fund $2.1m of capital works and a contribution to the for Stage 2 Upgrade Of Flaxley Road of $430k and Rainbird Drive Junction ($2.6m excluding these items) and recovery of finance and overhead costs from Wastewater and Recycled Water of $1.5 m, and $0.6m in Roads to Recovery funding which will be used to complete the sealing program for unsealed roads in townships.
- **Ongoing Services** - A total of $31.5m (excluding Wastewater/Recycled Water) will be spent on providing ongoing services including waste management and disposal, development assessment and planning services, the community library, immunisation, HACC, community development and events to the growing community, plus the maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.
- **Renewal Program** - Next year $7.8m (excluding Wastewater/Recycled Water) has been allocated to renew assets including $4.4m for roads, $1.4m for the plant replacement program and $0.6m for footpaths.
- **New/Upgrade & Strategic New Capital** - Capital expenditure (excluding Wastewater/Recycled Water) on new and upgraded assets and Strategic New Capital of $9.6 million next year includes $2.1 million investment in main streets and $0.3m in the footpath connectivity program; $2.4m in recreational assets including $1.0m for the design of the Regional Aquatic Facility and $3.5m in roads.
- **Key Financial Indicators** – Targets are achieved or exceeded for all Key Financial Indicators.

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33. Wastewater & Recycled Water Financial Overview:

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
Revenue Assumptions	Annual Service Charge Increase	4.25%	4.00%	
	CWMS Sewer Infrastructure Fee Increase	4.50%	4.50%	
Key Financial Indicators	Operating Surplus Ratio	8.13%	7.04%	1% (minimum)
	Net Financial Liabilities Ratio	17.43%	42.27%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%
Operating Expenditure	Ongoing Services ($'m)	5.1	5.3	
Capital Expenditure	Asset Renewals ($'m)	4.9	6.8	
	New/Upgrade	10.0	13.4	

- **Revenue Assumptions** - Financial modelling of the planned future operation, renewal and upgrading of Council's Wastewater/Recycled Water systems

demonstrates that for the sustainability of the business, the following increases are required: CWMS/Sewer Annual Service Charges 4.0% (payable by ratepayers) and CWMS/Sewer Infrastructure Fee 4.5% (payable by developers).

- **Operating Surplus** - Council's Wastewater and Recycled Water service/business operating surplus of $0.7m.
- **Ongoing Services** - Includes $5.3m to maintain and operate the collection, treatment and disposal of wastewater/recycled water.
- **Renewal Program** - Capital renewal programs are budgeted to be $6.8m for both renewal elements of large programs and minor renewal projects such as the pump renewal and manhole restoration programs.
- **New/Upgrade (Including Strategic New Capital)** - $13.4m is allocated to fund significant investment in the Wastewater Treatment Plant, Mount Barker Wastewater Collection Network Expansion & Upgrade, and Mount Barker Recycled Water Network Expansion.

34. **Infrastructure Funding** - Council has continued to implement strategies to advance the delivery of required community infrastructure. These strategies include partnering with the private and not for profit sectors, pursuing grant funding and working closely with developers to secure fit for purpose infrastructure.

35. **Grant Funding** - Council has submitted a number of grant funding applications to external bodies seeking funding for a range of projects/initiatives. The outcome of some of these applications is not yet known and may impact the 2021/22 budget. Council has also been successful in securing significant grant funding from Local Roads and Community Infrastructure and Cudlee Creek Bushfire grants.

36. **Draft 2021/22 Rating Policy** - Included in the attached draft 2021/22 Rating Policy is the basis for determining the amounts of the respective infrastructure separate rates that are applicable to all of the 2010 Ministerial DPA area in both Mount Barker and Nairne.

37. **Key Changes to the 2021/22 Rating Policy from previous financial years –** Due to the most recent planning reforms underpinned by the *Planning, Development and Infrastructure Act 2016, elements of Council's rating policy have changed for 2021/22 as follows:*

    i. **The General Differential Rate by Locality** – Residential Land use within the new Productive Rural Landscape Zone and Rural Zone has changed from the previous used Primary Production Zone.

    ii. **The Mount Barker Regional Town Centre Separate Rate** - Will be applied to the defined area in the map provided in the Draft Rating Policy within the township of Mount Barker. The area is identical to what was previously known as the Regional Town Centre Zone.

38. **Financial Statements** - Includes the following statements for 2020/21 and 2021/22:
    - Statement of Comprehensive Income;
    - Statement of Financial Position (Balance Sheet);
    - Statement of Changes in Equity;
    - Statement of Cash Flows;
    - Uniform Presentation of Finances; and
    - Financial Indicators.

39. **Net Borrowing** - Council's consolidated net borrowing (budget deficit) as shown in the Uniform Presentation of Finances in 2021/22 is expected to be ($13.6m). This is within the target for the ratio that indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. The

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resulting draft plan outlines Council's objectives and goals in accordance with Council's Strategic Plan and Long Term Financial Plan maintaining a strong financial and strategic focus to provide sustainability for residents and ratepayers in the future.

40. **Key Financial Indicators (KFI's)** - Council has set financial targets to ensure its long term financial sustainability and key financial indicators measure Council's performance. The following table shows that the draft indicators for the consolidated Council position (including Wastewater and Recycled Water) 2021/22 compared to 2020/21 are aligned with or exceed target levels.

Summary	Key Assumption	Adopted Budget 2021	Draft Budget 2022	Target
Key Financial Indicators	Operating Surplus Ratio	3.44%	8.66%	1% (minimum)
	Net Financial Liabilities Ratio	55.91%	48.36%	80% (maximum)
	Asset Renewal Funding Ratio	100.00%	100.00%	100.00%

41. **Increase For Financial Sustainability** - The general rate increase proposed will be 2.0% (including 1.0% for financial sustainability) + growth of 3.50%. Aligned with Council's Treasury Management Policy, if required an additional increase in general rates has been included for the funding and debt servicing of major projects.

    The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Centre and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

Community Engagement:

42. The timeframes for consultation and adoption of the Annual Business Plan were as detailed below.

Decision to be made	Endorse for the Annual Business Plan.
Key factors to be considered in decision (dot points)	• Long Term Financial Plan • Asset Management plans • Strategic Plan • Local Government Act 1999
Area of community influence	**Aspects that are fixed**: Legislative factors. **Key areas for community input**: Community made submissions on all sections of the Draft Annual Business Plan.
Method of consultation, informing community & cost	Copies were available at : • the Mount Barker Community Library; and • Council's offices;

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	A copy was available on Council's Your Say website; A facility was available for the community to ask questions and receive submissions on Council's website during the consultation period. The Annual Business Plan was presented at the Audit and Risk Committee meeting on Thursday, 20 May 2021 to provide an opportunity for the Audit and Risk Committee to review and provide recommendations/comment to Council on Council's 2021/22 Draft Annual Business Plan and Budget. A public meeting was held on Monday, 7 June 2021 at 5.15pm to hear feedback from the community.
Feedback to stakeholders/Council	A written response will be made to all submissions once the Annual Business Plan 2021/22 has been adopted by Council.
Timeframe for consultation	5 May - 26 May 2021

Policy:

2021/22 Rating Policy
Rate Rebate Policy
Separate Rate - Developer Contributions: Payment, Rebate, Postponement Policy
Funding policy
Treasury Management Policy
Infrastructure Contributions – Separate Rate Relief Policy

Long Term Financial Plan:

The draft Annual budget has been informed by the Long Term Financial Plan (LTFP) adopted in December 2020 and once adopted the budget will inform the next version of the LTFP to be considered by Council in the first half of 2021/22.

The draft budget has been prepared in alignment with the adopted Long Term Financial Plan in that it includes 1% for financial sustainability as referenced below:

Council Meeting 14 December 2020 – At a special Council meeting the Long Term Financial Plan was adopted with the following recommendation:

That Council:

That Council adopt the Draft Long Term Financial Plan 2020-2030 as attached (including adjustments to reflect the minor amendments and suggestions as recommended by the Audit and Risk Committee) for community consultation based on option 1 with a general rate increase of Adelaide CPI plus 1% per annum for financial sustainability for 2021/22 to 2024/25 inclusive.

Aligned with Council's Treasury Management Policy, if required an additional increase in general rates may be included for the funding and debt servicing of major projects.

RELEASED

The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Facility and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

Budget:
The 2021/22 draft Annual Business Plan includes the draft Annual Budget.

Statutory/Legal:
Section 123 of the Local Government Act 1999 requires Council to have an annual business plan and budget.

Staff Resource Requirements:
The development of the Annual Business Plan 2021/22 is managed within existing staff resources.
The capacity and capability of the organisation to deliver the annual business plan outcomes has been reviewed and confirmed with key stakeholders.

Environmental:
The Annual Business Plan 2021/22 includes Council's environmental budget for the year and annual objectives, key performance measures, services and projects aligned with the strategic theme of Ecological Sustainability (aligned with the Community Plan 2020-2035).

Social:
The application of rates is recognised as a system of taxation of residents and as such, Council strives to the best of its ability to ensure that rates are applied fairly and that the burden is shared equally by those with the ability to pay in proportion to their wealth.

Council has and will continue to consider the impact of rates on all sections of the community and particularly those on fixed incomes and with limited financial resources.

Risk Assessment:
The *Local Government Act 1999* requires that Council assesses the financial requirements of the Council for the financial year and sets out a summary of its proposed operating expenditure, capital expenditure and sources of revenue and takes into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

Asset Management:
The Annual Business Plan addresses issues relating to the management and development of infrastructure and major assets by the Council. It has been considered in the context of the Strategic Asset Management Plan adopted in August 2020.

Conclusion:
The Annual Business Plan details Council's intended programs for the 2021-22 financial year including the annual budget and rating policy.

RELEASED

Return to Order of Business

Previous Decisions By/Information Reports to Council

Meeting Date	3 May 2021	CM Reference	DOC/21/55258
Title	DRAFT ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY 2021/22 FOR PUBLIC CONSULTATION		
Purpose	To provide the Council with the 2021/22 Draft Annual Business Plan, Budget and Rating Policy for endorsement for public consultation.		

RELEASED

ITEM 12.6 **DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET AND RATING POLICY FOR ADOPTION**

ATTACHMENT: **1. DOC/21/98319 DRAFT 2021/22 ANNUAL BUSINESS PLAN, BUDGET & 2021/22 DRAFT RATING POLICY**

PROVIDED AS SEPARATE ATTACHMENTS ON COUNCIL'S WEBSITE

https://www.mountbarker.sa.gov.au/council/meetings/full-council

Please click here to be taken to the Attachments

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Attachment 1 - Item 12.6

2021-22 ANNUAL BUSINESS PLAN



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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and respect that we are part of the lands of the Peramangk people who are highly respected rainmakers, sorcerers, doctors and the fire givers among the other Aboriginal nations.

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MAYOR'S INTRODUCTION

On behalf of Elected Members and staff, welcome to the Mount Barker District Council's Annual Business Plan for the 2021-2022 financial year.

2020 challenged all of us, with the coronavirus pandemic affecting people, businesses, economies and systems around the world.

Mount Barker District Council is focused on the health, wellbeing and safety of our residents, businesses, volunteers and staff, and adapting to the rapidly changing needs of our communities.

It's now more important than ever for councils to help their communities, local economies and environments thrive, while developing strategies to mitigate the potential impacts of climate change, natural disasters, disease, and changing social and cultural attitudes .

Council has responded to the needs of a growing community with the need to invest in future infrastructure, and redress past service levels. As such the Annual Business Plan has been formed with an increase in total rate revenue of 2% + Growth (including a 1% increase for financial sustainability).

Our plan ensures that we deliver the most essential services and facilities our communities need, both now and in the future.

Local economic stimulus will continue to be focussed upon infrastructure projects, including the continued implementation of asset renewal of roads, footpaths, kerbs and gutters, and stormwater infrastructure.

During 2021-22, the district will continue to be improved through investment in projects including the Summit Sport and Recreation Park, wastewater infrastructure upgrades, Aquatic and Leisure Centre and the City Centre Catalyst Project.

Council has, and continues to work diligently to secure supplementary funding contributions for projects like these from the Federal and State Governments. By delivering such projects, we will be pumping life into the local economy when it is sorely needed.

Another important focus of Council is the impact of climate change and caring for our environment. Throughout the year we will implement key actions from the Climate Change Action Plan, invest in renewable energy sources on Council facilities, and demonstrate progress towards carbon neutrality.

Yours faithfully,
Mayor Ann Ferguson



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OUR VALUES

ACCESSIBILITY

Ready to listen to ideas and concerns of individuals, groups and institutions and respond with straightforward answers.

COMMITMENT

Working hard to deliver appropriate and quality services and projects and build resilient communities.

FAIRNESS

All people working, living and visiting the Mount Barker District make this a rich community and we aim to represent them equally.

INVOLVEMENT

Decision making processes are transparent and open to community scrutiny. Individuals and communities can be involved in influencing policies and local activities.

LONG TERM THINKING
to inform decision making

Council will consider all the consequences of decisions and ensure they reflect the Strategic Plan. We need to act for now and the future. Council will have regard to the long term and cumulative effects of its decisions.

RESOURCEFULNESS

Making the most of Council and community assets and strengths and building on local resources by attracting investment from outside the District.

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HOW THIS PLAN WAS PREPARED



PURPOSE OF THIS DOCUMENT

The Annual Business Plan is the key operational and financial document for Council. It sets outs the proposed operational programs and capital projects for 2021/22 and how we will allocate our budget.

STRATEGIC DIRECTION

The content has been developed after taking into consideration the long term direction of the Mount Barker Community Plan 2020 - 2035, The Long Term Financial Plan (10 Year Plan) and the Strategic Asset Management Plan (10 Years). Maintaining an adequate level of expenditure on existing assets on an annual basis ensures intergenerational equity, that is the burden of costs is met equally by current and future ratepayers.

OPERATIONS BUDGET BUILD APPROACH

The Annual Business Plan 2021/22 involved budget submissions from each individual department to examine their costs which required managers to justify expenditure and provide assumptions for revenue.

PROJECT BUDGETS APPROACH

Project charters (high level business cases) were developed for Capital Projects and New Initiatives. These were reviewed by a Budget Steering group made up of key cross council staff and General Managers to rank their priority based on the community plan alignment, value for money and risk. Some of these projects may be delivered over multiple years while others impact only 2021/22. The resulting draft priorities were further reviewed by the Senior Management Team and presented to Council Members at informal briefings.

COUNCIL MEMBER REVIEW

A number of informal briefings were held with Council Members to develop this budget and discuss priorities within the draft plan.



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SIGNIFICANT INFLUENCES

In the development of the Annual Business Plan we undertake a review of our internal environment and broader external environment that includes political, economic, environmental, social and technological elements. This review identifies key issues that help provide the context for the development of this plan.

The following broad trends impacting our district include:

PUBLIC HEALTH AND WELLBEING

The COVID-19 virus has brought about global changes. While South Australia managed the impact of the pandemic in 2020 reasonably well, there are still ongoing ramifications that will continue to affect the local community and economy.

Council's focus will be on vigilance and rapid response when appropriate.

ENVIRONMENT

Climate change poses a real threat to Australia's environment, community and economy. Projections indicate overall reduced rainfall and more intense heavy rainfall events and more severe and extreme fire danger and a longer fire season.

The Mount Barker District Council remains committed to mitigate against climate change and to help our residents, businesses and local ecosystems to build resilience and adapt to the impacts of a changing climate.

In November 2019 Council adopted a Climate Change Action Plan that commits it to take strong action to reduce emissions and adapt to the effects of climate change.

Biodiversity and nature conservation are other local environmental issues of significance. Council manages large areas of open space that include significant biodiversity including native vegetation, creeks and wetlands.

POPULATION

The Mount Barker district population is forecast to grow by circa 3.1% per year over the next 10 years. To facilitate growth in our community it is important to invest in our infrastructure to meet future needs.

A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of community assets.

Council is currently undertaking asset management plans over a 10-year planning period to ensure that we can continue to deliver services to our community in the most efficient and affordable way.

LOCAL ECONOMY

The state of the economy in the Mount Barker district has been relatively strong with population increases contributing to business growth and an unemployment rate generally lower than the State average.

COVID-19 and bushfires impacted the tourism, retail and hospitality sectors as well as significant disruption to general trade and employment.

Coming out of the pandemic, Council is committed to supporting businesses and the economy to rebuild and thrive.



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TECHNOLOGY

To make the most of the opportunities while solving the challenges, a smart, well connected community driven by innovation and creativity, enabled through technology will play a crucial role in driving and enabling community prosperity, sustainability and wellbeing.

The innovative use of technology and data will underpin the prosperity of local business and attract new industries creating job opportunities and investment essential for a growing community.

Taking a leading role driven by the needs of our community, council is committed to establishing a smart and connected community.

PLANNING REFORMS

South Australia's planning system has undergone its biggest reform in over 20 years, led by the State Planning Commission through the Department of Infrastructure and Transport (DIT).

In April 2016, Parliament passed the *Planning, Development and Infrastructure Act 2016* (PDI Act) which replaces the system under the Development Act 1993.

New land use planning documents are being introduced to replace the Development Plan and South Australian Planning Strategy.

The modernisation of the system includes converting all Council development plans into one central online portal, the E-Planning system.

Further changes include:

- establishment of an independent State Planning Commission;
- establishment of a new Community Engagement Charter;
- delivering new planning tools for professionals and the public;
- development of a planning professional accreditation system;
- delivering an online planning portal as a one-stop shop for planning information and lodging development applications.

Council will monitor the impact of the State Government's reforms package on our business operations.

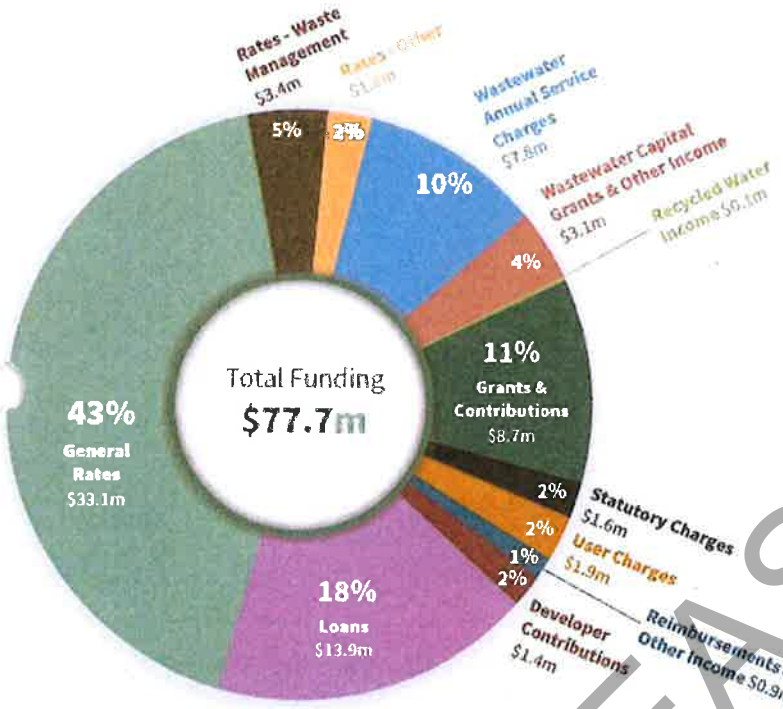


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FUNDING AND EXPENDITURE SUMMARY

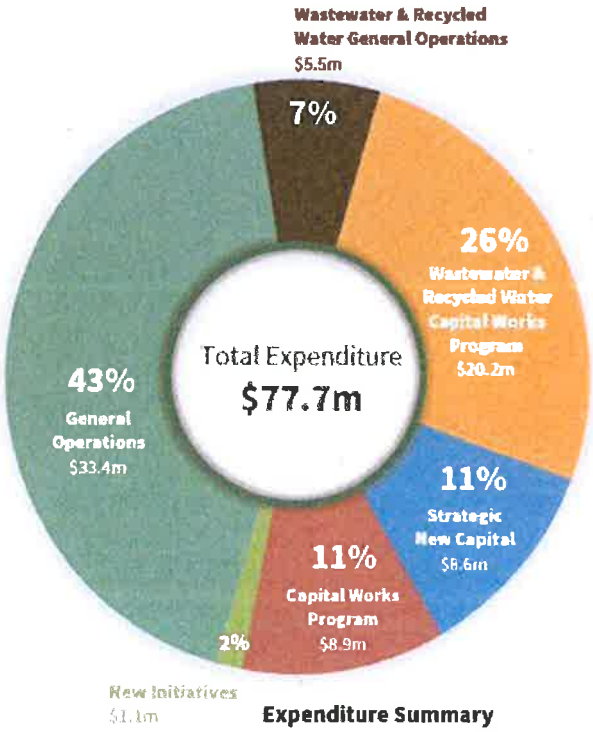
WHERE THE MONEY COMES FROM



Funding Summary

Wastewater & Recycled Water	$11.0m
Council	$66.7m

WHERE THE MONEY GOES



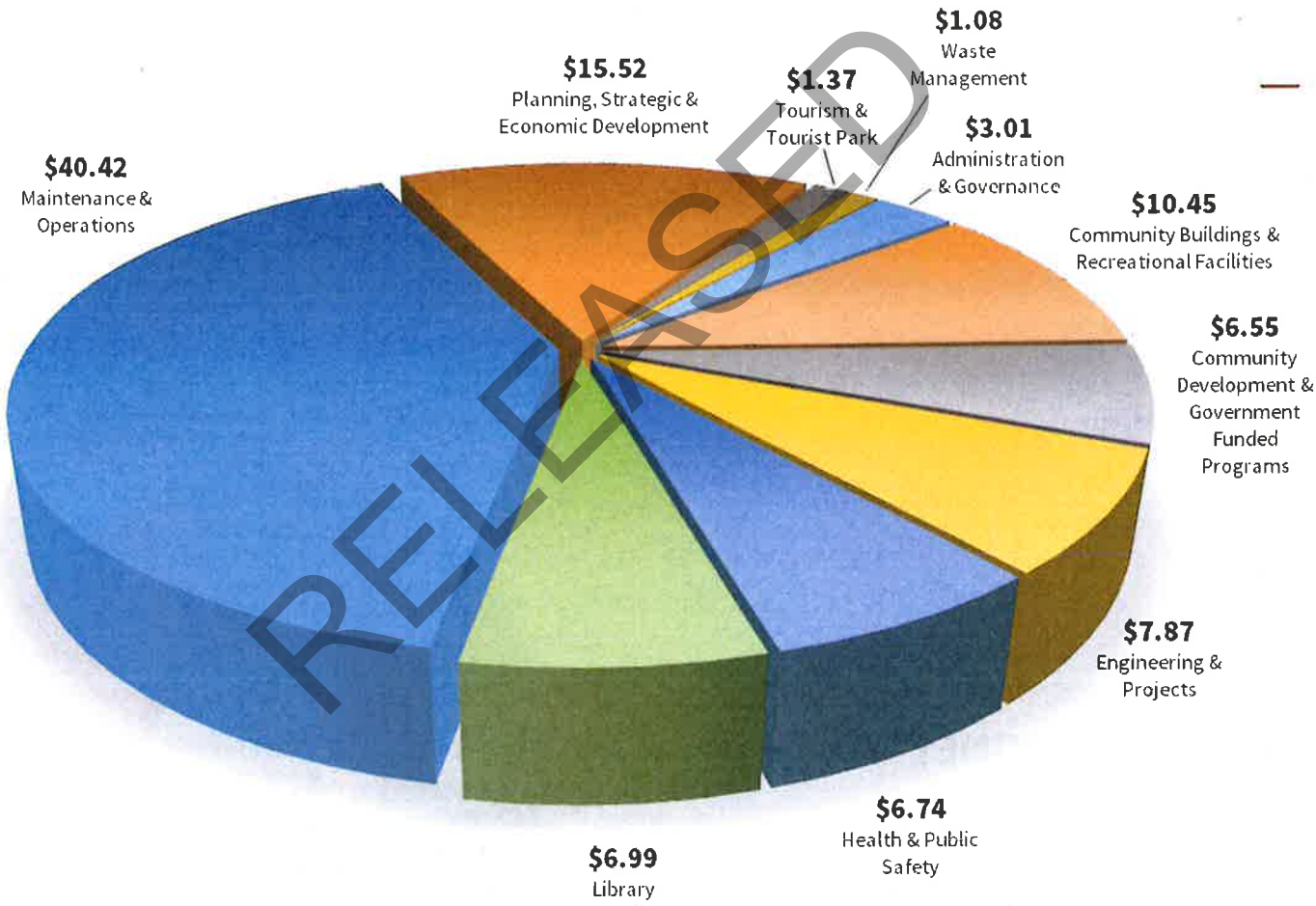
Expenditure Summary

Wastewater & Recycled Water	$25.7m
Council	$52.0m

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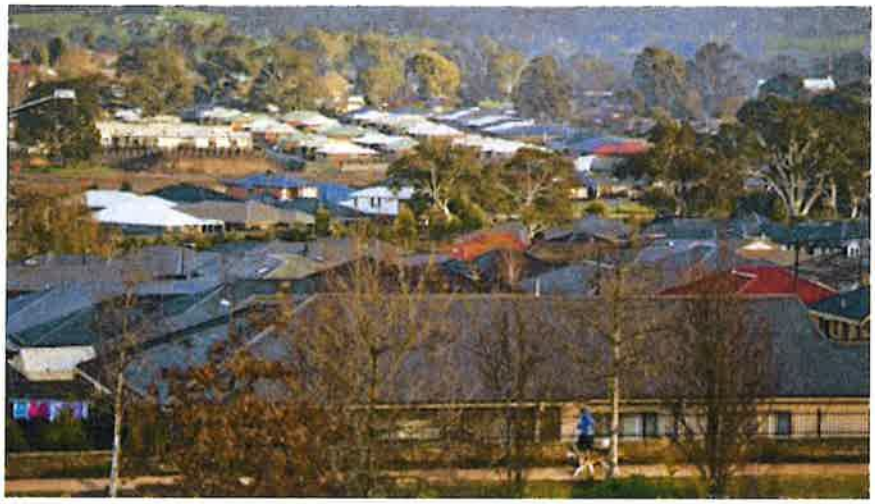
HOW WILL $100 OF YOUR RATES BE SPENT?



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COUNCIL SNAPSHOT



AREA
595 Sq kms

STAFF
173 FTE

POPULATION
38,523

GROWTH
3.50%

ROADS
Unsealed 375kms
Sealed 384kms

ECONOMIC PROFILE
Gross Regional Product $1.21 billion
Local jobs 10,882
Retail is the largest industry sector

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STRATEGIC CONTEXT

15 Years	Community Plan Your vision Our future	• Community themes • Long-term goals and objectives • Priority directions • Indicators • Delivery guidelines
10 Years	**Long Term Financial Plan and Strategic Asset Management**	The Long Term Financial Plan anticipates and plans for fiscal challenges and opportunities and aligns with the Community Plan and Strategic Asset Management Plan to ensure that Council can achieve its objectives and maintain its financial sustainability in the medium to long term.
4 Years	**Corporate Implementation Plan**	Sets priorities and budgets for projects, programs and services stemming from strategies, plans and other Council priorities. The Corporate Implementation Plan is updated annually and informs specific actions, project and management plans and divisional business plans. It is integrated with Council's Long Term Financial Plan and Strategic Asset Management Plan.
1 Year	**Annual Business Plan**	The Annual Business Plan sets the annual work program and budget and is informed by the Corporate Implementation Plan.

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HIGHLIGHTS

With finite resources, pressures to deliver more and changes in expectations of the consumers of Council's services, there is a growing need for Council to deliver services tailored to demand.

This Annual Business Plan will focus on maintaining service standards efficiently. Highlights for the year ahead include:

SUMMIT SPORT AND RECREATION PARK

Springs Road, Mt Barker

Activation of the regional sport (AFL, soccer, cricket) facility including construction of a grassed warm up area and an associated connected walking trail to be used by the community.

WASTEWATER INFRASTRUCTURE UPGRADES

Council's objective is to undertake a staged approach to capital investment to achieve cost effective delivery of wastewater services and to maximise the productive use of recycled water to deliver environmental, economic and social benefits to the community.

RATE INCREASE

A number of factors have been considered in the 2021/22 rate increase.

Mount Barker is a developing council with a requirement to expand the budget to build future infrastructure, deliver services for a growing population, and increase standards so that the assets provided for the existing population are aligned with new developments e.g. the footpath connectivity program.

Taking these factors into consideration means that an additional 1% rating increase is required to ensure that the Council is financially sustainable in the short to medium term.

REGIONAL AQUATIC AND LEISURE CENTRE

Council has been successful in securing $7.3million in State Government funding towards construction of Stage 1 of the Regional Indoor Aquatic and Leisure Centre in Mount Barker.



This is in addition to the $15 million of Federal Government Funding already attained. At this stage the budget includes funding that will allow the commencement of detailed design in 2021/22.

CAPITAL WORKS PROGRAM

A strong commitment with significant and sustained funding for investment in the capital works program of $37.7 million (including Wastewater and Recycled Water) for 2021/22 that balances renewals of our existing asset base with upgrades/new assets required to support our growing population.

CITY CENTRE CATALYST

The focal point of the catalyst development is the large vacant, and long underutilised site measuring 12,000m2, adjacent to Hutchinson Street and Morphett Street, and the tree-lined Druids Avenue to the north.

Community input is fundamental to the success of this project, with formal engagement set to occur prior to progressing the design to enable activation of the site and resultant community and economic outcomes.

BIODIVERSITY STRATEGY AND CLIMATE CHANGE ACTION PLAN

Council's response is multifaceted and evolving, with priorities in the coming period focussed on more sustainable urban development through the 'House of Tomorrow' project, a new management plan for the Laratinga wetland and increasing tree canopy cover and biodiversity protection with more bushcare, revegetation and street and reserve tree planting.

ARTS & CULTURE

Support creative expression and appreciation amongst the community through the development and implementation of a district response and plan for the Arts which will guide investment in public art and provide opportunities and spaces for artists, writers and performers.

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KEY ASSUMPTIONS

RATES

The general rate provides benefits to the whole community and ensures social, economic and environmental sustainability. The number of rateable properties in 2021/22 is 18,679 with estimated assessment growth of 3.50% included in rates revenue.

This budget incorporates an additional 1% for financial sustainability that is required to fund both future infrastructure and investment to meet current standards across the district.

USER PAYS PRINCIPLE

Benefits that are provided to a distinct group of the community will, wherever practicable be charged directly to the recipient of that benefit.

DEVELOPER PAYS

Funding for costs associated with the management of growth/urban development where possible is borne by those initiating and or benefiting from that development by applying separate rates for waste water, transport infrastructure and community sport and recreation infrastructure.

CURRENT SERVICE LEVELS

Council's annual operating program was developed to ensure maintenance of the current level of existing services to the whole community.

GROWTH

This includes new residents and developments, where the provision of services to new residents and developments is funded by the growth in revenue from increased rates, and annual increases in employee, material, contract and other costs are met by increasing rate revenue by a similar inflationary factor.

KEY FINANCIAL INDICATORS (KFIS)

As part of the development of the annual budget the key financial indicators adopted by Council in its Treasury Management Policy were adhered to:

Operating Surplus Ratio – to achieve a ratio of greater than or equal to 1% of total operating revenue over the medium term;

Net Financial Liabilities – maintaining a healthy level of net financial liabilities; and

Asset Renewal – maintaining Council's asset base.

LONG TERM FINANCIAL PLAN

The 2021/22 business plan and budget have been set in the context of the 2020-2030 Long Term Financial Plan (LTFP) that was adopted in December 2020.

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CAPITAL EXPENDITURE

(excluding Wastewater/Recycled Water)

It is essential that Council manages and maintains its assets responsibly, to maximise the value and the services the community derives from them. The annual capital works program is informed by

(a) Elected Members and community input

(b) The Community Plan 2020-2035

(c) The suite of asset management plans (e.g. roads, footpaths) comprising the Strategic Asset Management Plan and

(d) The Long Term Financial Plan.

The capital projects budget identifies the amount of money that Council will invest in its long term physical assets and includes three categories:

RENEWALS

The amount of money that Council will spend in maintaining and replacing its existing asset base. This category would include such projects as road resurfacing and line marking, street and footway lighting.

NEW CAPITAL/UPGRADE

The amount of money Council will invest in the creation of new assets, this can either be the upgrade of existing assets or the creation of new assets.

This category also includes Strategic New Capital Projects i.e. projects that deliver significant strategic outcomes and cost more than $0.5 million over the life of the project. This category includes projects such as the Regional Aquatic Facility and programs such as the Footpath Connectivity Program and major projects that support the Transport Masterplan.

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Asset Classes $'000s	Renewals	New/ Upgrade	Grand Total
Bridges & Culverts	455	500	955
Buildings	448	100	548
Drainage	200		200
Footpath	600	2,398	2,998
Plant & Equipment	1,359	177	1,536
Land	-	120	120
Recreational Assets	387	2,858	3,245
Roads	4,394	3,475	7,869
Grand Total	7,843	9,628	17,471

This table provides an indication of what Council will spend to maintain Council's infrastructure and is based on Council's Asset Management Plans and Strategic Asset Management Plan.

See Appendix 1 for individual project details including project lifecycle stage i.e. if the project is being designed or constructed.

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FINANCIAL OVERVIEW

(excluding Wastewater/Recycled Water)

GENERAL RATE INCREASE

The general rate increase proposed will be 2% + growth of 3.50% (including a 1% increase for financial sustainability).

Aligned with Council's Treasury Management Policy, if required an additional increase in general rates has been included for the funding and debt servicing of major projects.

The 1% for financial sustainability is a mechanism used to ensure that Council operates within key financial indicator targets in the short to medium term, whilst it supports the funding of Strategic New Capital Projects (SNCP) such as the Regional Aquatic Facility and redresses past standards to ensure equity across the community e.g. the footpath connectivity program to provide intergenerational benefits to the community.

It should be noted, however, that the actual increase payable by any individual ratepayer may be more or less than this depending on the movement in the capital value of each property.



OPERATING SURPLUS

Council's estimated operating surplus in 2021/22 is $4.2 million including an overhead and finance cost recovery from Wastewater and Recycled Water of $1.5 million and $0.6 million in Federal Government funding for the Roads to Recovery program that will be used to complete the sealing program of unsealed roads in townships.

SERVICE PROVISION

A total of $31.5 million will be spent on providing ongoing services including waste management and disposal, development assessment and planning services, the community library, immunisation, community transport and support programs, community development and events to the growing community, plus maintenance of infrastructure assets including roads, footpaths, lighting, storm water drainage, street trees, sporting facilities, open space, cemeteries and other Council properties.

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FINANCIAL TARGETS

(including Council's Wastewater/Recycled Water)

OPERATING SURPLUS RATIO

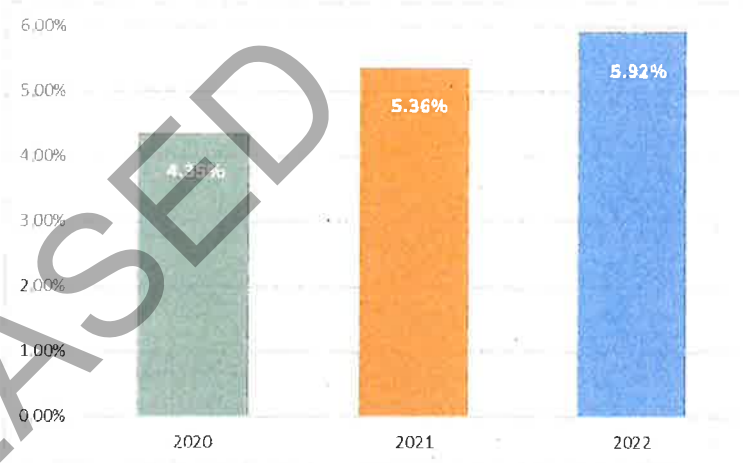
This ratio is a measure of the ability to cover operational costs and have revenues available for capital funding, repayment of debt or consider the provision of new services.

How is this ratio calculated?

Operating surplus before capital revenues as a percentage of total operating revenue.

What is the target?

The target is a ratio of greater than or equal to 1% of total operating revenue.



Operating Surplus Ratio –
Rolling 3 year average

ASSET RENEWAL FUNDING RATIO

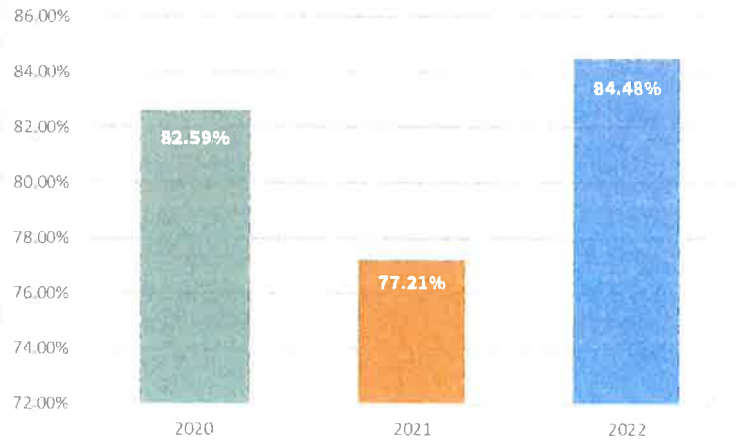
This ratio indicates whether the Council is renewing or replacing infrastructure assets at the rate of consumption.

How is this ratio calculated?

Capital expenditure on renewal or replacement of existing assets as a % of asset management plans allocation.

What is the target?

The target is a ratio of greater than or equal to 100% of asset management plans.



Asset Renewal Funding Ratio –
Rolling 3 year average

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NET FINANCIAL LIABILITIES RATIO

This ratio is a measure of the significance of the net amount owed by Council at the end of a financial year compared with income for the year.

An increase in this ratio indicates that Council requires more of its operating income to fund its financial obligations.

How is this ratio calculated?

Net financial liabilities as a percentage of total operating revenue.

What is the target?

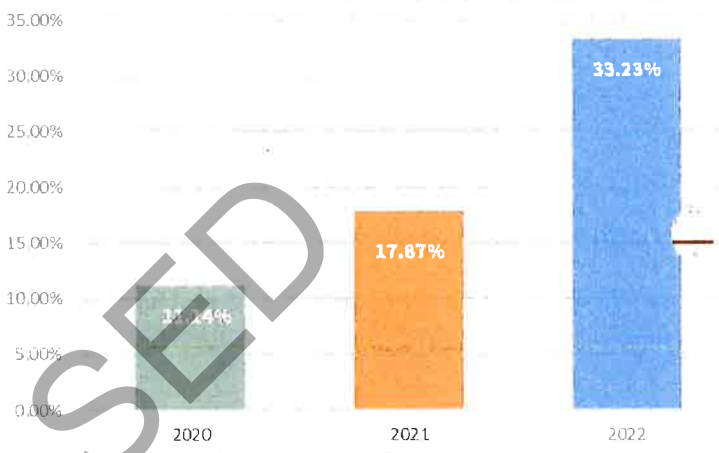
The target is a ratio of greater than zero but less than 80% of operating revenue.

Other Considerations

Council has put in place a number of mechanisms to secure developer contributions for infrastructure associated with the Ministerial Development Plan Amendment Area (MDPA) and for the expansion/ upgrading of infrastructure required due to growth.

There will be a timing difference between when the infrastructure is built and revenue is received. This shortfall in the interim will be funded by loans.

Developer contributions present and future are not included in the Net Financial Liabilities Ratio, but are relevant when considering Council's financial sustainability in the medium to long term, given the nature of the investments and the revenues, which are tied.



Net Financial Liabilities Ratio – Rolling 3 year average

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COMMUNITY WELLBEING



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COMMUNITY PLAN GOALS

CW 1 Activity and movement

Physical and mental health and wellbeing is supported by opportunities to access parks and natural areas, quality open space and recreation and sporting facilities.

CW 2 Health and social connection

Our community feels engaged, confident and proud. We work together and support each other to be healthy, thrive and achieve our potential.

CW 3 Heritage, cultural expression and celebration

The diverse and evolving cultural life of the district is promoted, celebrated and supported. Truth-telling and reconciliation helps to unite Australian Aboriginal people and generations of new arrivals from diverse cultural backgrounds in creating a shared future together. Cultural, performing and visual arts help educate, connect and celebrate community and environment.

CW 4 Safety and resilience

People feel safe throughout the district and community resilience is supported and encouraged.

CW 5 Mobility and accessibility

Transport solutions, infrastructure and trails allow people to move to, from and within the district in a convenient, efficient and accessible manner.



KEY ANNUAL OBJECTIVES for 2021/22

- Activate Summit Sport and Recreation Park
- Implement the Disability Access and Inclusion Plan
- Detailed design of Regional Indoor Aquatic and Leisure Centre – Stage 1
- Deliver Nairne Village Green – Stage 2
- Deliver the Littlehampton Greening project (Miels Park, the Glebe and the Main Street
- Deliver the pedestrian footbridge over the Bremer River, Callington
- Expand the shared path network in line with the trails plan and available grant funding
- Develop a new footpath strategy and program for implementation
- Implement a Collection Development Strategy at the Mount Barker Community Library
- Develop and implement a district response and plan for the Arts
- Develop and implement a volunteer development action plan
- Facilitate a diverse community event program
- Endorse and implement the Reconciliation Action Plan

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SERVICES

- Open Space & trails planning and management
- Cemetery maintenance
- Community facilities management
- Public health and safety
- Recreation facilities provision
- Volunteer management
- Community support programs
- Community transport
- Library services
- Immunisation services
- Community development activities
- Social and Recreation Planning
- Asset (roads etc) infrastructure renewal and maintenance
- Urban design and open space planning
- Development policy planning
- Strategic planning
- Township Planning
- Infrastructure Planning
- Infrastructure Project Delivery
- Development services

KEY PERFORMANCE MEASURES

- Maximise participation at the Summit Sport and Recreation Park
- Reconciliation Action Plan endorsed and implementation commenced
- Disability Access and Inclusion Plan implemented
- Compete detailed design of Regional Indoor Aquatic and Leisure Centre – Stage 1
- Complete detailed concept design and secure project funding for a regional Adventure Play space
- Complete planning and design for City Centre Catalyst Project and explore early activation of the site
- Use of playing fields at the Summit Sport and Recreation Park is maximised
- Increase the number of people participating in Council volunteer programs by at least 5%
- Increase the number of people attending council-supported community events by at least 5%
- Arts Plan developed
- Deliver the new walking and cycling trails program including the connection to the new Regional Sports Hub.
- Improved Library collection that meets the needs and interests of the community

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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
St Francis Community Indoor Sports Facility	Contribution to community facility.	251		251
Contribution for Stage 2 Upgrade Of Flaxley Road and Rainbird Drive Junction	50% funding contribution for the approved cost of the upgrading of the Flaxley Road/Rainbird Drive junction – stage 2. As approved at January 2021 Council Meeting.	430		430
Library Print Management System	Print management system for customers to print from mobile devices on a user-pays basis.	27	(4)	23
Bridges & Major Culverts Renewal Program	Program for the renewal and repair of highest priority bridges and major culverts.	455		455
Building Renewal Program	Replacement of existing structures as identified by asset condition inspection and valuation works.	300		300
Footpath Renewal Program	Replacement of existing footpaths as identified by asset condition inspection and valuation works.	600		600
Playground Renewal Program	Replacement of existing playground equipment as identified by asset condition inspection works.	170		170
Playing Fields Renewal Program	Replacement of existing sports fields as identified by asset condition inspection works e.g. tennis courts.	187		187
Reserve Renewal Program	Identifying reserves which do not meet the level of service and are at a point where operational spending will not achieve adequate rectification. Specific shortcomings will be identified and scoped. Scoped works will be prioritised based on potential use and community access to alternative reserves.	30		30
Kerb Renewal Program	Annual kerbing renewal program will include Peake Court Mount Barker and North Road Nairne.	300		300
Roads to Recovery Program	Program to improve roads in accordance with the Strategic Asset Management Plan 2020 and related policies.	594	(594)	0
Sealed Road Resurfacing Program	Annual program of resealing the sealed roads network.	1,700		1,700
Sealed Road Shoulder Strengthening & Widening	Strengthening and widening of shoulders in various locations to improve road safety and prolong the life of sealed roads.	300		300

RELEASED

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Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Unsealed roads resheeting program	Annual program of re-sheeting the unsealed road network.	1,500		1,500
Bremer River Pedestrian Footbridge	Construction of a standalone pedestrian footbridge adjacent to and on the northern side of Erskine Bridge, Murray Street.	450	(338)	112
Springs Road East Bridge Upgrade	Design work that will define allowable loadings and associated strengthening requirements and taking into consideration the needs of cyclists and pedestrians.	50		50
Gawler/Hutchinson Street Upgrade	Preparation of designs for a roundabout/wombat treatment and/or signalised intersection.	40		40
New Footpath Program - Connectivity Gaps	Design and initial construction of new pathway connections to meet community expectations and identified linkages.	330	(80)	250
Adelaide Hills Recreation Centre Upgrade of Court 3	Improve the heating and cooling issues on Court 3 by installing insulation in the walls and industrial fans on the ceiling.	61	(31)	30
Callington Recreation Grounds Improvements	Improve the provision of youth based recreation and play at the Callington Recreation Grounds. (refer Callington Township Plan). This project was initiated by Murray Bridge Council and the potential for co-funding exists.	40	(20)	20
Hahndorf Bowling Club & Open Space	Improve the Hahndorf Bowling Club community and sporting facility including the creation of a new area of open space. The improvements are proposed to be funded through the partial sale of the site / Council land (English Street land).	50	(50)	0
Littlehampton Greening (Miels Park, Glebe)	An upgrade of two key open spaces for Littlehampton, being Miels Park and The Glebe, providing improved functionality and aesthetics.	750	(375)	375
Miels Park Storage Shed - Littlehampton Netball Club	Demolition of existing structure and construction of a storage shed at Miels Park.	80	(52)	28
Nairne Village Green	Stage 2 of construction including renewal of public toilets, play equipment, skate ramp and on-site parking.	595	(297)	298
Regional Aquatic Facility	Detailed design of new Regional Indoor Aquatic and Leisure Facility.	1,000	(710)	290
Lord Robinson Park Amenity Upgrade (Crystal Lake Macclesfield)	Construct and install shared public toilet facilities to service the large public reserve and the range of community groups who operate from the land.	57	(57)	0
RSH – Warm up space for Australian rules football	Construction of a grassed warm up area/oval for the new regional football ground at the Summit Sport and Recreation Park.	76	(38)	38

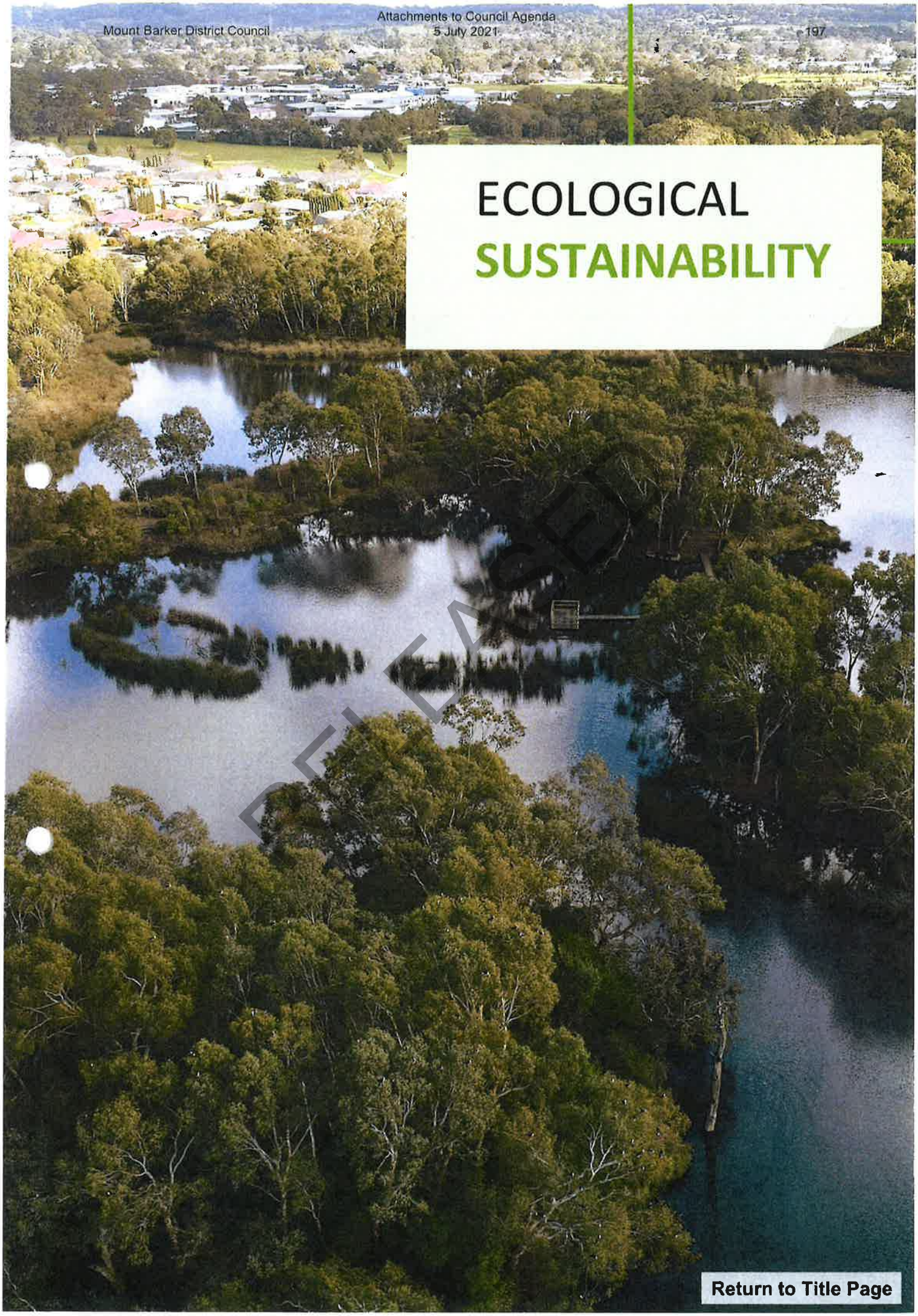
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Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Bus Stop Program	To bring up to standard and fit for purpose provisions for bus pads and / or bus shelters ensuring that universal design criteria are met.	100		100
Gifted Assets (Staff Resources)	Gifted assets planning and inspection resource.	278		278
Harrogate Road	Repair and sealing of the unsealed 1.3km section of Harrogate Road south of the township.	521	(521)	0
Hurling Drive and Barker Road Intersection	Upgrade Hurling Drive and Barker Road Intersection to improve safety and functionality and cater for growth.	500	(268)	232
Mawson / Battunga Intersection Upgrade	Upgrade of existing DIT intersection and landscaping/streetscape works to improve vehicle and pedestrian movement in Meadows.	624	(170)	454
Nottage Road Upgrade	Upgrading of approximately 380 metres of Nottage Road (upgrade and widen pavement and new kerbs, footpath, street lighting, storm water and recycled water pipeline). Note: The above works are subject to a Developer Agreement with Council.	826	(547)	279
Paech Road Intersection with Connector Rd	Collector road connectivity with Heysen Boulevard as an appropriate level of safe access to Heysen Boulevard. Roundabout will be required.	25		25
Paech Road Upgrade	Upgraded road to collector standard.	50		50
Springs Road East Upgrade Stage 1A – Bald Hills Road (CH0) to Mt Barker Creek (CH450)	Upgraded two lane collector road, widen, cycle lanes and upgrade pavement to appropriate standard.	50		50
Springs Road/Heysen Boulevard Roundabout	Council's contribution to the construction of a roundabout at the intersection of Springs Road and Heysen Boulevard.	501		501
Plant Renewal Program	Replacement of cars, light commercials and heavy plant.	1,200	(349)	851
1.7t Mini Excavator with trailer	Purchase of a 1.7t mini excavator and dedicated plant trailer to add to the maintenance and operations plant fleet.	43		43
Purchase of 12 Tonne (Roller) Compactor	Purchase of a 12 Tonne Steel Barrel Compactor for use by Council's Patrol Grading Crews.	134		134
Total		**15,275**	**(4,501)**	**10,776**

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ECOLOGICAL SUSTAINABILITY

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COMMINITY PLAN GOALS

ES 1 Emissions reduction

The district embarks on a rapid transition to net zero emissions, including 100% renewable energy.

ES 2 Low Waste

Waste reduction is the priority objective followed by reuse, repurposing and recycling.

ES 3 Urban Greening

The district's urban areas are known for the high levels of tree canopy coverage, biodiverse watercourses, linear trails and parklands. Natural and remnant vegetation is integrated with and enhances residential and commercial development.

ES 4 Nature and wildlife

The district's nature and wildlife are highly valued and thriving, appropriately protected and replenished. Urban and rural areas are designed and managed to allow harmonious co-existence between people and other species. Native vegetation areas are fully protected and extended.

ES 5 Clean and abundant water

Water is highly valued and used frugally and wisely. Innovative treatment and reuse of wastewater and stormwater becomes the norm. Water sensitive urban design is the cornerstone that supports the ecology, greening and livability of urban areas. The district strives to be water self-sufficient.

KEY ANNUAL OBJECTIVES

for 2021/22

- Significantly reduce carbon and other greenhouse gas emissions in capital projects and operational practices
- Develop the House of Tomorrow demonstration
- Establish renewable energy capability on Council facilities
- Provide community education, awareness and incentive programs to reduce waste
- Introduce a hard rubbish collection service
- Undertake urban greening initiatives
- Complete the Open Space Lead Strategy
- Review and update Council's trails plan
- Implement priority actions from the biodiversity strategy on bushcare and roadside vegetation sites including in bushfire affected areas
- Continue to implement cat management strategies to minimise the impact on native wildlife
- Develop a food waste program for food businesses

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SERVICES

- Arboriculture (tree services)
- Fire Prevention
- Recycled product use
- Community planting and weed eradication projects
- Waste and recycling services
- Environmental sustainability projects
- Biodiversity projects
- Horticulture services including Laratinga Wetlands
- Tree planting and revegetation projects
- Animal Management (eg cats and dogs)

KEY PERFORMANCE MEASURES

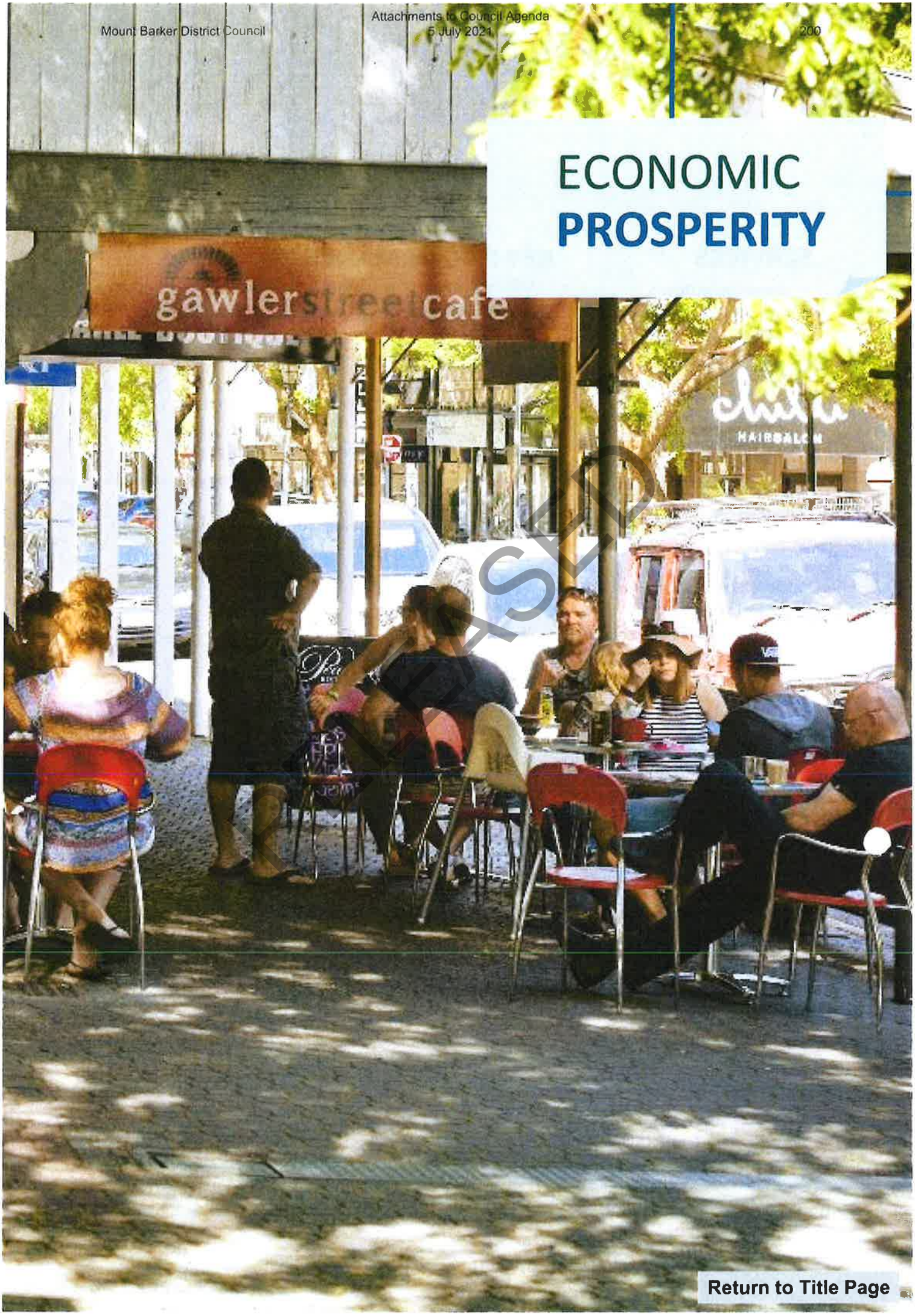
- Emissions reductions at key sites
- Increase the % of renewable energy used on Council occupied facilities each year
- A House of Tomorrow virtual display village is established by 22/23
- Plant a minimum of 250 street trees and 100 shade trees in Council's parks and reserves
- Plant a target of 14,000 plants in revegetation projects
- Annual increase in recycled materials being procured for general projects
- Cat management customer requests successfully addressed
- Parks and reserves maintained to approved schedule
- 2% reduction of waste to landfill per capita
- Minimum 4 Free Green Waste Days conducted
- Develop a communication plan to promote wastewater services to the community

RELEASED

PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Implementation of Biodiversity Strategy & Bushfire Recovery	Increase Council's efforts to protect biodiversity assets through on-ground works in line with its Biodiversity Strategy 2017 and to help in the bushfire recovery effort.	90	(60)	30
Hahndorf Stormwater Masterplan	Development of the Hahndorf Stormwater Masterplan.	100	(50)	50
Stormwater Renewal Program	Program for the renewal and repair of highest priority stormwater pipes and pits.	200		200
WTS Bunded Bay	Construction of a bunded bay at the Waste Transfer Station for the storage and drying of street sweepings.	100		100
Total		**490**	**(110)**	**380**

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ECONOMIC PROSPERITY

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COMMUNITY PLAN GOALS

EP 1 Business and employment

Business thrives in a supportive environment. A diverse range of skilled and unskilled local job options are available to those that want them.

EP 2 Identity and reputation

The district is known for its livability, vibrancy and sustainability. Mount Barker thrives with great events and where new and existing businesses want to invest and become established. Smaller towns and rural areas underpin community pride, cohesion and lifestyle opportunities.

EP 3 Growth and opportunity

Add value to the growth of the district by exploiting new economy opportunities aligned with the key strengths of livability, sustainability and low emissions

EP 4 Education, learning and innovation

The district's population has easy access to formal and informal education and learning opportunities.

Education drives innovation and new enterprise and supports community wellbeing, livability and ecological sustainability. We recognise and utilise the skills, knowledge and expertise residing in the community.

KEY ANNUAL OBJECTIVES

for 2021/22

- Plan and deliver Main Street upgrades in Hahndorf, Nairne, Littlehampton and Macclesfield
- Continue planning for the development of under-utilised space in the Mount Barker CBD.
- Run activities and events that support small to medium businesses
- Support Adelaide Hills Tourism, tourism businesses and local events
- Support and facilitate quality, sustainable residential and commercial development including iconic public and private building developments in town centres.

SERVICES

- Event management and support
- Local business events, training and support
- Economic development activities
- Investment attraction
- Tourism attraction and development
- Visitor Information Centre
- Mount Barker Tourist Park
- Land Use and urban planning.

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KEY PERFORMANCE MEASURES

- At least 1 staged main street upgrade commenced or underway each year until complete
- New content added to Invest Mount Barker monthly
- Two events supporting small to medium enterprises conducted
- Complete development agreement and partner negotiations and concept design for residential and commercial development in town centres

PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Community Plan Implementation	Activate the Community Plan 2020-2035 through a grants program focussed on the 6 Priority Directions of the Plan.	15		15
Tourism Development Significant Event Proposal	Design, develop and initiate a major event program to stimulate economic activity and leverage use and promotion of council land assets and projects.	50		50
Township Plan Implementation Signage & Wayfinding	Entrance and wayfinding signs for Hahndorf, Littlehampton, Echunga, Macclesfield, Callington and Harrogate / Brukunga.	45		45
Mount Barker Caravan & Tourist Park Renewals/Upgrade	Renewal Program for Tourist Park Facilities including replacement of cabins, appliances and civil works.	148	(30)	118
Hahndorf Main Street Revitalisation	Detailed design for the upgrade of Mount Barker Road, Hahndorf, including paving, lighting, street furniture and landscaping.	300	(198)	102

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Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Littlehampton Main Street	The project originated from the Littlehampton and Blakiston Neighbourhood Plan where undergrounding of powerlines (PLEC) along the Main Street was prioritised. Beautification of the street following PLEC is a requirement of the program.	608	(158)	450
Nairne Main Street Upgrade (Inc Byethorne Park to Main St Trail)	Detailed design and construction of paving, street furniture and landscaping of Nairne Main Street along with an upgrade of the Soldiers Memorial Hall Car Park and access	705	(705)	0
Venables Street Upgrade	Construction of the third stage of main street upgrades, focusing on the eastern side of Venables Street from Vernon Street to the Macclesfield Institute.	415	(415)	0
City Centre Catalyst	Continue planning for the development of under-utilised space in the Mount Barker CBD.	120	(60)	60
Regional Hub Precinct	Development of an integrated leisure, tourism, recreation and community hub, combining Council, Government and private sector investment to create a nationally significant leisure precinct.	150		150
Total		**2,556**	**(1,566)**	**990**

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COMMUNITY PLAN STRATEGIES

LGG 1
Attract a diverse elected body that represents, promotes and reflects the composition of the community.

LGG 2
Ensure the elected body has a comprehensive understanding of its roles and responsibilities and is supported to fulfill them effectively.

LGG 3
Provide opportunities for the community to access and participate in decision-making processes and fully integrate community engagement practices into Council activities.

LGG 4
Enable community leadership.

LGG 5
Demonstrate accountability through clear, relevant and easily accessible policies, corporate reporting and legislative compliance.

LGG 6
Maintain a highly skilled and effective workforce that applies a work ethic of confident and responsive action.

LGG 7
Develop and refine a corporate customer service strategy.

LGG 8
Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

LGG 9
Identify and manage strategic and operational risk and liabilities.

LGG 10
Adopt and apply a commercial approach to deliver projects, programs and services where enduring community value and benefit can be demonstrated.

KEY ANNUAL OBJECTIVES
for 2021/22

- Contribute to the development of the SA LGA Community Engagement Charter
- Revise Council's Community Engagement Framework with reference to the SA LGA Community Engagement Charter
- Deliver an efficient accounts payable service to the organisation that meets the needs of internal customers and external suppliers
- Promote the use of local suppliers in the procurement of goods and services
- Conduct a corporate customer service review across Council and develop a Customer Service Strategy
- Implement the Workforce Development Strategy

SERVICES

- Public relations and communications
- Community Engagement
- Information and communication technology
- Business systems and process improvement
- Human resource management
- Organisational development
- Financial transaction, analysis and reporting
- Rates collection
- Auditing
- Procurement and contract management
- Records and information management
- Service reviews
- Property services
- Risk and governance
- Work, Health and Safety
- Injury management

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KEY PERFORMANCE MEASURES

- Increase the number of people with a disability participating in community engagement activities by 2% PA
- Achieve 5% of people participating in community engagement activities being youth (aged 12-25)
- Percentage of supplier invoices paid according to approved terms is greater than 90% of total (by volume)
- Maintain or improve customer satisfaction against agreed service standards
- Number of regional contractors/suppliers versus total contractors/suppliers engaged in the previous 3 months is either:

  - 35% or higher of the total number of suppliers for that quarter; or

  - dollar value is 15% or higher of the total value for that quarter.



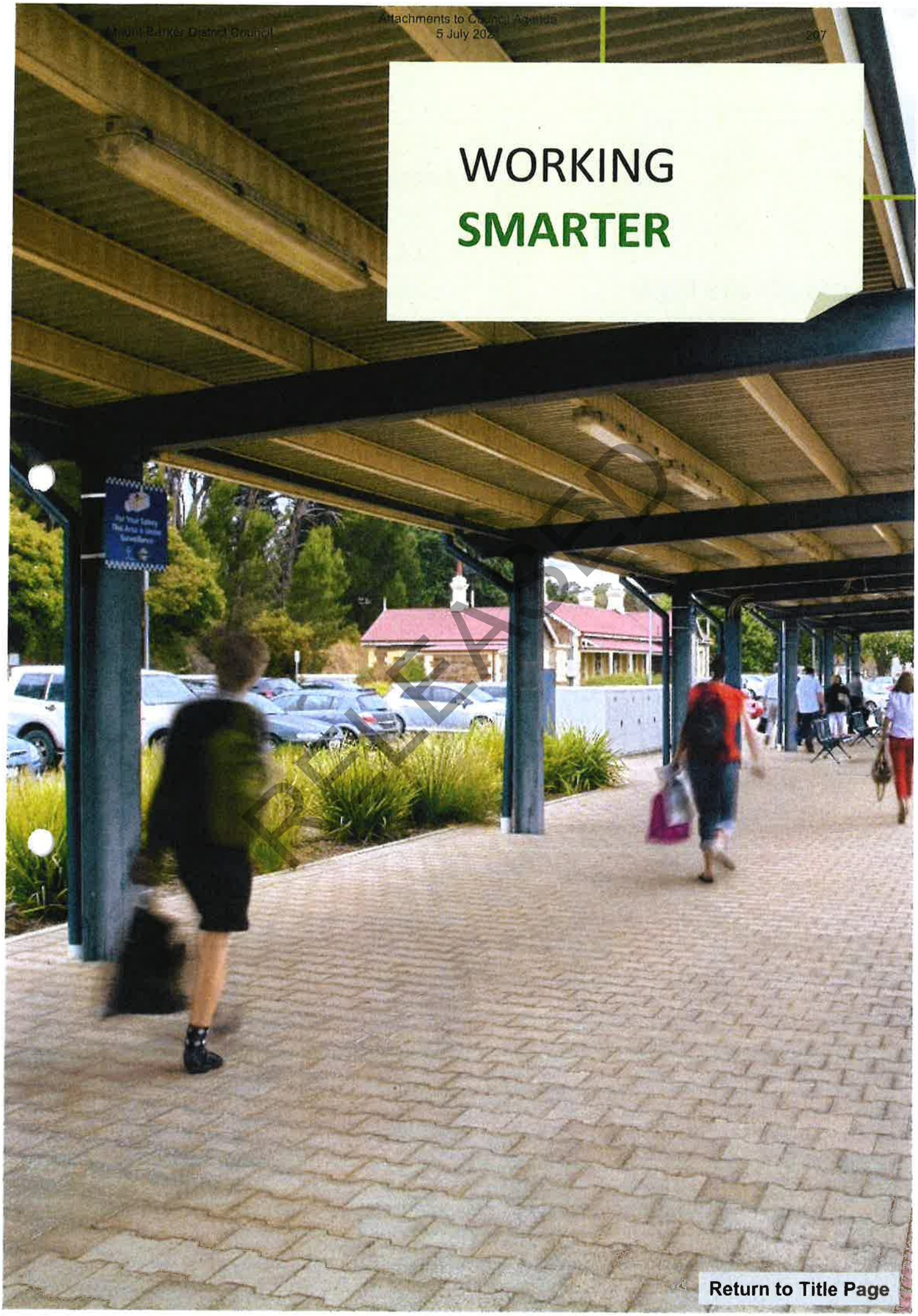
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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Telecommunications Network Review, Procurement & Implementation	Conduct a detailed and in-depth review to determine the best network solution to support user access across sites and remotely for the next 5-8 years. Procure and implement the preferred solution.	40		40
ICT Renewal Program	ICT assets renewed at a secure and reliable level and associated equipment and tools will be provided to ensure key business goals are met.	159		159
Total		**199**	**-**	**199**

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WORKING SMARTER



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COMMUNITY PLAN STRATEGIES

WS 1
Use smart community principles and technology to identify community and environmental issues and devise solutions to problems.

WS 2
Strive to improve performance and service delivery across all Council functions where gaps are identified.

WS 3
Adopt digital services and social media to support community engagement, improved service delivery and accessibility for residents.

LGG 4
Use technology to increase efficiency and save money.

LGG 5
Ensure that implementation of 'smart community' solutions don't contradict other objectives, for example excessive energy use and increased emissions.

SERVICES

- Public relations and communications
- Information and communication technology
- Business systems and process improvement
- Service reviews
- Risk and governance
- Work, Health and Safety.

KEY PERFORMANCE MEASURES

- At least 1 action from the Smart Community Strategy implemented each year
- At least one communication per month on planned works in the public realm
- 10 smart meters installed in 2021/22 and 25% reduction in time taken to read meters and invoice customers
- Trial of maintenance management system completed

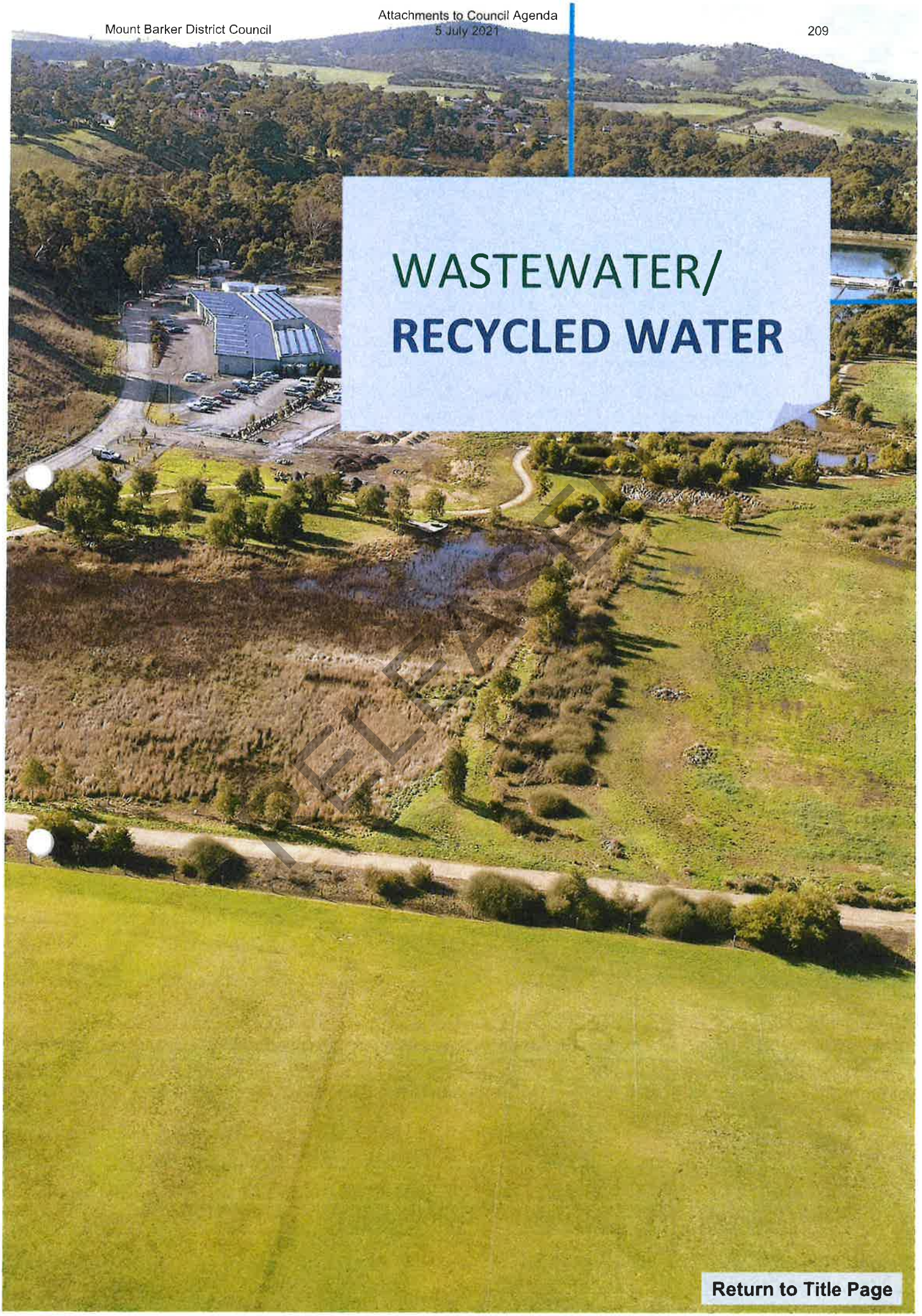
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KEY ANNUAL OBJECTIVES for 2021/22

- Implement the Smart Community Strategy
- Conduct service reviews
- Survey, analyse and map the community's access to different communication channels and its preferences
- Develop a more targeted approach to inform residents about planned works in the public realm and the impact they will have on services
- Promote and facilitate access to community infrastructure through a booking system
- Implement maintenance management system to plan and track completion of maintenance activity on infrastructure assets



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WASTEWATER/ RECYCLED WATER

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OVERVIEW

Council's Wastewater/Recycled Water service/business estimated operating surplus in 2021/22 is budgeted to be $0.7 million.

The Wastewater/Recycled Water business will provide cost recovery to Council Operations of $1.5 million.

ANNUAL SERVICE CHARGE INCREASE

Financial modelling of the planned future operation, renewal and upgrading of Council's wastewater networks demonstrates that for the sustainability of the service, an increase of 4.00% to the annual service charge for wastewater (both sewer and Community Wastewater Management System) is required.

The existing rebate to ratepayers in the town of Brukunga for the sewer annual service charge will be maintained.

SERVICE PROVISION

A total of $5.3 million will be spent on providing ongoing services to maintain and operate the collection and treatment of wastewater and the disposal of recycled water.



CAPITAL INVESTMENT

The works program includes the following strategic priorities:

Collection Network Augmentation and Expansion $15.6m

Pipes, pits and pump stations.

Treatment Facilities $2.6m

Upgraded works to the Springs Road Wastewater Treatment Plant.

Disposal $1.3m

Recycled water network expansion and construction of additional storage.

Council's objective is to undertake a staged approach to capital investment to achieve cost effective delivery of wastewater services and to maximise the productive use of recycled water to deliver environmental, economic and social benefits to the community.

RELEASED

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KEY ANNUAL OBJECTIVES
for 2021/22

- Continue to seek new recycled water customers
- Provide an affordable, cost-effective and reliable service offering to our wastewater customers
- Maximise the Laratinga Wetlands' environmental and social benefits
- Minimise environmental impacts throughout the process
- Continue with planning, design and construction of the capital works program:
  - for delivery of the required wastewater infrastructure to service growth;
  - upgrading of the wastewater treatment plant; and
  - to expand the recycled water infrastructure network.
- Complete the business case assessment for the provision of a sewer service to the Mount Barker City Centre.

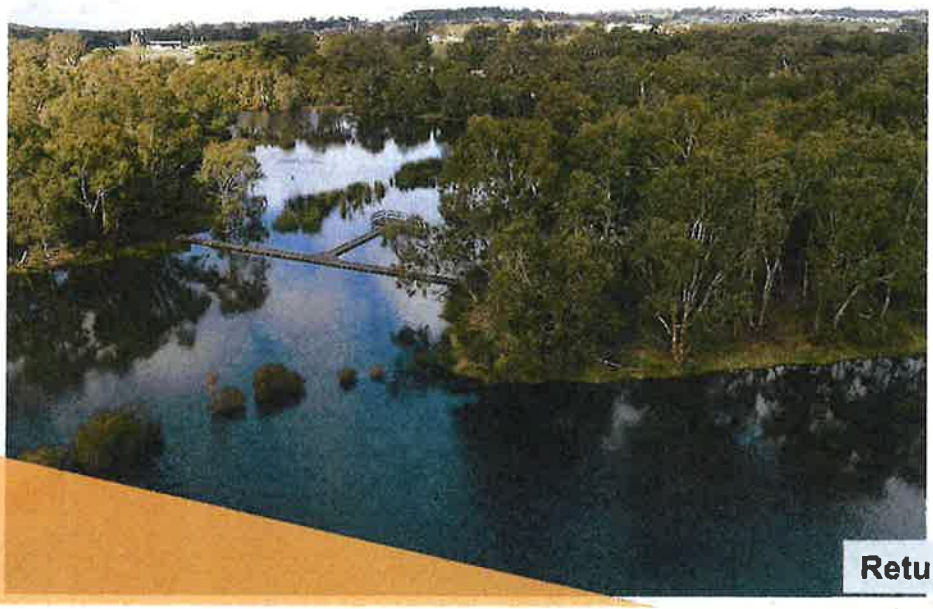
SERVICES

- Wastewater planning and maintenance
- Collection – Wastewater infrastructure expansion
- Treatment – Operation of wastewater treatment plant
- Disposal – Recycled water provision.

KEY PERFORMANCE MEASURES

- New recycled water customers equating to 300 megalitres per annum
- Target 85% of capital works program completed to budget, time and scope
- Implement remaining actions from the Naturallogic Laratinga Wetland report
- Implement the remaining actions in the Environment Protection Authority approved Environmental Improvement Plan.

RELEASED



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PROJECTS

Project Name	Description	Expenditure $'000s	Grants / Contribution $'000s	Net Position $'000s
Mt. Barker Wastewater Treatment Plant Expansion & Upgrade*	Renew and upgrade of Springs Road treatment plant.	2,615	-	2,615
Mt. Barker Recycled Water Network Expansion	Construction of Storage Facility to achieve the objective of 100% recycled water use.	1,250	(625)	625
Mt Barker Wastewater Collection Network Expansion & Upgrade*	Pipes and pump stations to cater for population growth in the Mount Barker growth area.	15,595	-	15,595
Collection Network Expansion*	Expansion of the collection network to support growth.	50	-	50
Renewable Energy	Procurement and installation of solar energy systems at Wastewater and Recycled Water locations.	440	-	440
Trade Waste	To implement Improved monitoring, support and administration of trade waste.	50	-	50
Laratinga Wetlands Operational Improvements	Implementation of remaining priority actions identified in the Naturallogic Laratinga Wetlands report.	70	-	70
Smart Meters For Wastewater	Implementation of smart metering and trade waste monitoring technology on wastewater and recycled water networks and trade waste discharge points.	77	(5)	72
Wastewater & Recycled Water Asset Renewal – Minor Capital	Minor renewal projects including the Gravity Mains Replacement Program, Pump Renewal Program, Manhole Restoration Program and Meadows Bore water Supply Renewal	280	-	280
Total		**20,427**	**(630)**	**19,797**

* Projects are either fully or partially funded by developer contributions secured by separate rates.

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RATES

Council delivers an extensive range of services to its community. In order to be able to deliver these services and infrastructure without significantly impacting on future generations, it charges annual rates. Council will determine the rate in the dollar that it requires to meet the cost of providing these services to the community.

Council plans to raise $33.554m from rates (excluding RL levy, service charges, separate rates).

Council uses the capital value determined by the Valuer-General as the basis for valuing land and calculating rates. Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

RATES MODELLING

Our rates are determined by multiplying the applicable rate in the dollar by the valuation of rateable land in the Council area. Property valuations for the purpose of calculating rates payable are prepared on the basis of 'Capital Value'.

Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

DIFFERENTIAL RATES

The Act allows Councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land.

2021/22

Differential rate applied to the following land use	Cents in the Dollar	Rateable Property (number of properties)	Rates Raised $	Rates Raised %	Rateable Property use from 2020/21 - 2021/22
Residential (Category (a))	0.411129	13,298	22,435,193	67	484
Commercial (Categories (b), (c) and (d))	0.411129	895	2,415,930	7	15
Industry (Categories (e) and (f))	0.411129	159	377,605	1	6
Primary Production (Category (h))	0.345348	2,014	4,680,530	14	0
Vacant Land (Category (i))	0.411129	1,335	1,256,371	4	224
Other (Category (g))	0.411129	141	483,324	1	5
All Residential land within the zone of Productive Rural Landscape Zone and Rural Zone	0.370016	837	1,905,201	6	6
		18,679	**33,554,154**	**100**	**740**

* Note the distribution of General rate revenue % distribution by land use has not changed from 2020/21

Other Rates and Service Charges

Minimum Rate $785 Wastewater CWMS $564

Wastewater Sewer $688

Recycled Water – Portion of Meadows $60 and $2.82 per KL

Meadows Non-Potable Water $411

Waste Management Charge
$177 for 2 bin service – Waste and recycling per property
$211 for 3 bin service – Waste, recycling and green waste per property
$177 for properties leased from Council – Any 2 bins per property

Some exclusions do apply – refer to the Rating Policy 2021/22 on the following page for further information

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DRAFT RATING POLICY
2021/22

Reference Number:	DOC/21/33093
Responsible Department:	Corporate Services
Applicable Legislation:	*Local Government Act 1999*
Mount Barker Community Plan 2020 - 2035:	**Leadership and Good Governance** LGG Strategy 1.4 Enable Community Leadership. LGG1.5 Demonstrate accountability through clear, relevant and easily accessible policies, corporate reporting and legislative compliance.
Related Policies:	Infrastructure Contributions – Separate Rate Relief Policy Separate Rate – Developer Contributions – Payment, Rebate Postponement Policy Indirect Developer Contributions – Funds Management Policy Rate Rate Rebate Policy Hardship Policy
Supporting Procedures:	
Previous Review Date:	6 July 2020
Endorsed by Council:	
Minute Resolution Number:	
Next Review Date:	4 July 2022

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1. PURPOSE

Councils have power to raise and collect rates and this policy provides the detail on the methodology and principles that Council will apply.

In developing a rating policy Council must make political and professional judgements based on a number of guiding principles and objectives. These principles and objectives are often competing and must be balanced to achieve the desired outcome. Council has identified and developed the following key objectives in response to the outcomes of our community engagement activities and on-going annual reviews.

1.1 Equity for our communities

A key consideration in developing a taxation system is the equity principle. In developing the rating policy we have endeavoured to ensure that the rating responsibility is distributed in an equitable manner across and within our communities. To achieve this objective our policy is designed to:

- improve equity in rate distribution across our communities
- prevent inequitable shifts in rate responsibility
- collect a base contribution from all rateable properties
- equally distribute the responsibility of rates across the community (unless some compelling application of the other taxation principles should be applied)
- raise an equitable level of contribution from each land use sector.

1.2 Benefit to our communities

A further consideration in developing a taxation system is the benefit principle. To achieve this objective our policy is designed to:

- wherever practicable charge the direct beneficiary for benefits through user charges, services charges and separate rates
- recognise communities where there is a greater consumption of services and resources.

1.3 Economic and property development

Our rating policy seeks to balance Council's economic and property development focus and to achieve this objective our policy is designed to:

- facilitate a strong and vibrant economic environment
- support the growth of business within the area
- balance the issue of consumption of resources with economic development objectives
- encourage development on vacant land
- recognise the importance of arable land suitable for viable primary production.

1.4 Taxation principles

While balancing the community needs and Council's broader economic and development objectives Council has developed a policy which also provides a balance against the principles of taxation. Council's policy objectives, methodologies and strategies have been developed with this in mind and rank highly against the principles of taxation.

RELEASED

2. SCOPE

This Policy is applicable to all ratepayers in the District.

3. DEFINITIONS

'Act' refers to the *Local Government Act 1999 (SA).*

'Capital value' refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971.*

'CWMS' refers to a Community Wastewater Management System within the Council area formerly referred to as Septic Tank Effluent Disposal Schemes (STEDS).

'Different 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).

'General Rate' refers to the rate in the dollar that applies to properties in the calculation of the general rate payable by way of Council Rates. Please note that the 'General Rate' is also referred to as the Differential General Rate under the Act.

'MDPA area' refers to the Mount Barker Urban Growth Development Plan Amendment (MDPA) as gazetted by the Minister for Planning in December 2010 and as shown in attachment 1.

'Minimum Rate' is where Council can fix a minimum amount payable by way of rates or charges under Section 158 of the Act, this cannot be applied to more than 35% of the area.

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

'Rating' refers to the overall process of raising revenue by way of levying rates and charges.

'Rebates' refers to an amount that a rate or charge may be reduced in accordance with Chapter 10, Division 5 of the Act.

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

'Residential rate cap rebate' refers to the rate cap applied to properties with a Residential land use, subject to specific criteria, which is applied under the discretionary rebate provisions of Section 166(1)(l) 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 a mechanism used to fund specific activities in accordance with Section 154 of the Act.

'Sewer' refers to an adequate and sanitary wastewater disposal system.

4. ROLES & RESPONSIBILITIES

Council Members

Council Members must adopt the policy.

Chief Executive Officer

As prescribed by Section 99 of the Act, the Chief Executive Officer is responsible for ensuring that systems are in place to cause all rating to comply with legislation.

Team Leader Revenue

The Team Leader Revenue will ensure that staff are made aware of the new Policy which will be placed on Council's website and intranet.

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5. SPECIFIC POLICY INFORMATION

5.1 Strategic and budget considerations

Council has determined that the application of an annual Rating Policy should be developed within a framework which integrates strategic planning through to service delivery. The strategic directions for the Mount Barker District Council are outlined in the Mount Barker District Council Community Plan 2020-2035, which establishes the overall direction for the Mount Barker District Council looking at a 15-year horizon but with a 5-year focus and annual reporting.

The Community Plan 2020-2035 contains 3 themes that are central to achieving our vision, including; Community Wellbeing, Economic Prosperity and Ecological Sustainability.

The annual Rating Policy for 2021/22 has been reviewed to support the vision goals set in the Community Plan 2020-2035. As part of the financial planning and budget processes to support the Community Plan 2020-2035, the rate revenue required to meet expenditure needs is calculated taking into account other sources of revenue. The structure of the rating system is then determined having consideration for how the rates are levied between, and within, various categories of ratepayers.

5.2 Rating Strategies and Methodologies

The following key strategies and methodologies have been developed consistent with our policy principles to meet the rating objectives:

- valuation methodology based on capital value
- different rates for different land use categories and locality
- rate rebates (including rate capping for residential properties and discretionary rebates)
- rate remissions
- separate rates
- service charges.

These strategies rank highly against the principles of taxation and are consistent with our strategic and financial planning. Each of these strategies are discussed in the relevant sections below.

5.2.1 Valuation methodology

Council uses the capital value determined by the Valuer-General as the basis for valuing land and calculating rates.

Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that this is a reasonable indicator of capacity to pay.

If a ratepayer is dissatisfied with the valuation made by the Office of 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 Act, in which case the objection period is 60 days from the receipt of the first notice; or

(b) previously had an objection to the valuation considered by the Office of the Valuer-General.

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5.2.2 Differential rating

The Act allows Councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land.

The Mount Barker District Council applies different rates on the basis of land use and locality. The Act allows Council the option to use a combination of factors (land use and locality) to apply different rates. Land use is recognised by other State taxing agencies and is easily identified and understood by our communities. It is therefore considered the most appropriate method for applying different rates by the majority of Councils.

Currently the general differential rates are on the basis of category of land use as determined by the Local Government (General) Regulations 2013, with the exception of properties with the category of residential land use in the Productive Rural Landscape Zone and the Rural Zone.

Definitions of the use of the land are prescribed by regulation and are categorised as follows for rating purposes:

- Residential (Category (a))
- Commercial – Shop (Category (b))
- Commercial – Office (Category (c))
- Commercial – Other (Category (d))
- Industrial – Light (Category (e))
- Industrial – Other (Category (f))
- Primary Production (Category (g))
- Vacant Land (Category (h))
- Other (Category (i))
- Locality -

  *All residential land within the Productive Rural Landscape Zone and the Rural Zone.

As part of the valuation assessment process the Office of the Valuer-General applies a land use to each assessment to identify the predominant use of the land. This land use is applied by various taxing authorities. Council generally applies this land use for general rating purposes, however under the Act, Council is the relevant authority that determines land use for rating purposes. The rating land use applied by Council must meet the definitions under Development Regulations. As such the local government land use may vary from that used by other taxing authorities.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made as detailed in Section 5.13 of the Policy.

5.2.3 Different rates

Residential (Category (a))

Council has determined that a different rate of **0.411129 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Residential.

Commercial (Categories (b), (c), (d))

Council has determined that a different rate of **0.411129 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Commercial.

Industrial (Categories (e), (f))

Council has determined that a different rate of **0.411129 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Industrial.

Primary Production (Category (g))

Council has determined that a different rate of **0.345348 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Primary Production.

Vacant Land (Category (h))

Council has determined that a different rate of **0.411129 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of Vacant Land.

Other (Category (i))

Council has determined that a different rate of **0.411129 cents** in the dollar will be applied for 2021/22 to all assessments attributed with a land use of other.

Locality

Council has determined that a different rate of **0.370016 cents** in the dollar will be applied for 2021/22 to all residential land within the Productive Rural Landscape Zone and the Rural Zone.

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5.2.4 Separate Rates

Section 154 of the Act permits Councils to raise a separate rate on properties, which may benefit from a project or undertaking. The main legislative features of a separate rate are:

- It can be applied to properties that benefit from the purpose of raising the rate;
- Money raised by these means cannot be put to any other use;
- The separate rate must cease when the purpose has been completed and paid for.

5.2.4.1 Mount Barker Regional Town Centre Separate Rate

On behalf of the Mount Barker Regional Town Centre Development Association Inc, a separate rate will be applied to the commercial and industrial businesses, including vacant properties and vacant land, applied to that part of the Council area defined within the Township of Mount Barker. The area is similar to what was previously known as the Regional Town Centre Zone of Mount Barker for a period of one year of $126,500. As a consequence Council proposes that a separate rate of **0.045268 cents** in the dollar be set. The purpose of this separate rate is to be utilised for enhancing the commercial and business viability of the Regional Town Centre.

The funds will be raised over a 12 month period from rateable entities (ie land and property owners and business operators) on behalf of the Mount Barker Regional Town Centre Development Association Inc. The Separate Rate will be applied to that part of the Council area defined in the map (below) within the Township of Mount Barker, the area is identical to what was previously known as the Regional Town Centre Zone.



5.2.4.2 Hahndorf Separate Rate

On behalf of the Hahndorf Business & Tourism Inc, a separate rate will be applied to that part of the Council area defined within the Township of Hahndorf, the area is similar to what was previously known as the

Heritage Area (1) Zone. The separate rate will be applied to the Commercial and Industrial businesses, including vacant properties or and vacant land for a total $110,000. Council proposes a separate rate of **0.185416 cents** in the dollar with the separate rate capped at a maximum amount of $2,500.

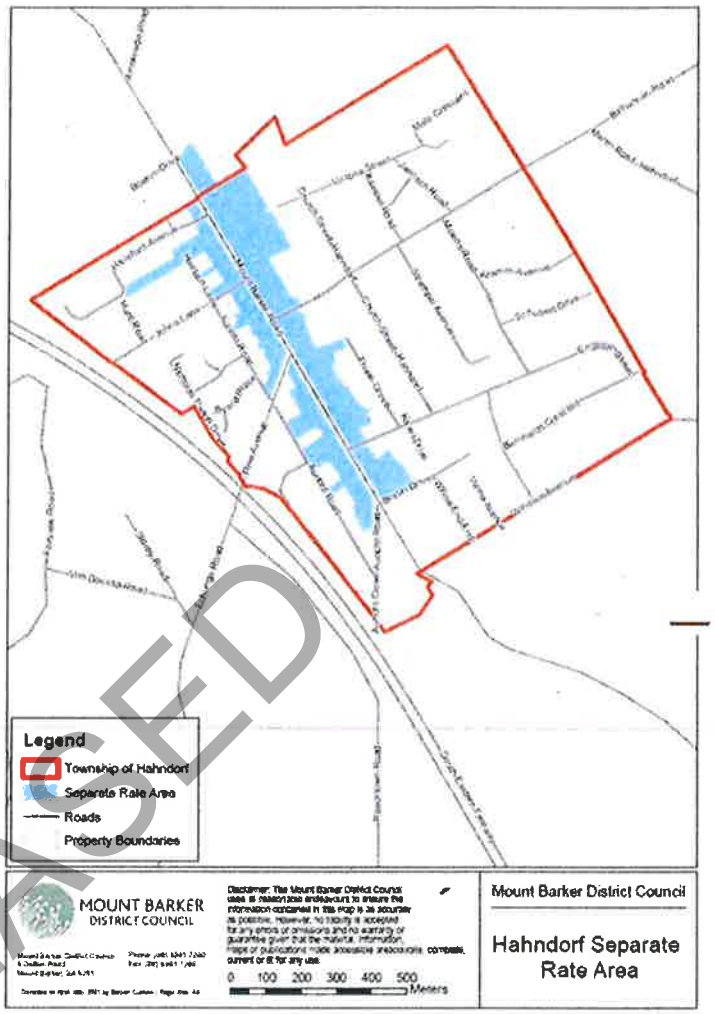
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The funds will be raised over a 12 month period from rateable entities (i.e. land and property owners and business operators) on behalf of the Hahndorf Business & Tourism Inc. The Separate Rate will be applied to that part of the Council area defined in the map within the Township of Hahndorf, the area is similar to what was previously known as the Heritage Area (1) Zone.

The purpose of this separate rate is to plan and implement the marketing program for Hahndorf including promotion, marketing and the business viability of the town.

Separate Rates (other than Mt Barker Town Centre and Hahndorf) apply only to specific parcels of land for the purposes of contributing to required infrastructure and only become payable when development is undertaken.



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5.2.4.3 District Wide Residential Plan Amendment Report (PAR) and Developer Contributions Separate Rate

In 2006 Council entered into Agreements with various developers and landowners that recognise the developer's concept for development of land within the Council area and the developer's willingness to construct works adjacent to or in the vicinity of the Proposed Development. In each Agreement the developer has agreed, at the developer's cost, to undertake or procure the construction of specified infrastructure works adjacent to or in the vicinity of the land required as a consequence of the Proposed Development.

In some cases specified Infrastructure works are included in the Development Plan for the Mount Barker District Council, including where an agreement has not been entered into by the land owner.

As a means of providing adequate financial security for Council of the performance by the developer of the construction of specific infrastructure works, a separate rate will be declared under the Act. A separate rate will not be declared if the developer has agreed with Council on an alternative security mechanism, e.g. bank guarantee/ insurance bond or has already fully satisfied their obligations in the Agreement.

The parcels of land that may become the subject of a Separate Rate as a security mechanism for specific infrastructure works are:

- Hawthorn Road CT 5888/156 Allotment 98 DP 60057
- Matthew Road CT 6121/666 Piece 301 DP 84858
- Princes Hwy CT 6121/666 Piece 302 DP 84858
- Old Princes Highway CT 6212/947 Piece 306 DP118941
- Old Princes Highway CT6212/947 Piece 307 DP118941

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5.2.5 Separate Rates subject to Infrastructure Contributions– Separate Rate Relief Policy:

5.2.5.1 Transport Infrastructure MDPA Area

A separate rate of a proportionate amount of **$64,632** per hectare on rateable land within the defined MDPA Area which separate rate is the primary mechanism to raise funds to meet the costs of the required transport infrastructure to support and service the MDPA Area for the benefit of the land the subject of the separate rate and also to the occupiers of the land within the MDPA area. A revised scope of required transport infrastructure works and governance arrangements has been prepared and is available on Council's website.

The amount per hectare is essentially the same as applies pursuant to Transport Infrastructure Deeds executed in 2012 by various developers with the State Government (Minister for Transport and Infrastructure). The amount is the subject of annual indexation in accordance with the Index Number 3101 (Road and Bridge Construction Index) for South Australia as published by the Australian Bureau of Statistics.

5.2.5.2 Wastewater (Sewer) Infrastructure Mount Barker MDPA Area

A separate rate of a fixed charge of **$9,344** per new allotment on all rateable land within the defined MDPA Area (excepting land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952) the purpose of which is to fund the activity of essential infrastructure works to meet Wastewater needs and being of particular benefit to the land and to the occupiers of the land to which the separate rate applies.

The amount per new allotment for both Sewer (as above) and CWMS (as below) is the subject of both:

a) annual indexation using the Producer Price Index Australia (6427) Index Number 3101 Road and Bridge Construction South Australia as published by the Australian Bureau of Statistics; and

b) annual review by Council taking into account (among other things) new technology, market conditions and current and proposed statutory requirements including all relevant and applicable legislation and all lawful conditions, requirements, notices and directives applicable under any such legislation or by any statutory authority.

***Note:** The above amount is subject to an annual indexation adjustment to be calculated as at 1 July 2021.*

5.2.5.3 Wastewater (CWMS) Infrastructure Nairne MDPA Area

A separate rate of a fixed charge of **$6,441** per new allotment on all rateable land within the defined Nairne MDPA Area namely land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952 the purpose of which is to fund the activity of essential infrastructure works to meet Wastewater needs and being of particular benefit to the land and to the occupiers of the land to which the separate rate applies.

5.2.5.4 Recreation, Sport & Community Infrastructure Mount Barker MDPA Area

A separate rate of a fixed charge of **$1,809** per new allotment on all rateable land within the defined MDPA Area (excepting land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949 and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952) the purpose of which is to contribute to the activity of recreation, sport and community infrastructure that will be of direct benefit to land within the Mount Barker MDPA Area and to occupiers of that land.

The amount per new allotment for both the Mount Barker MDPA Area (as above) and the Nairne MDPA Area (as below) is the subject of both:

(a) annual indexation using the Recreation and Culture Index, Adelaide (Series ID: A2331221T) as published by the Australian Bureau of Statistics; and

(b) annual review by Council taking into account (among other things):

- the timing and extent of proposed capital expenditure by Council on required community, recreation and sport infrastructure facilities;
- the financial implications of that expenditure including loan funding, without resulting in unfair or unreasonable financial impact on the current community; and
- the extent of benefit that can reasonably be anticipated to apply to both the current community and new/proposed development.

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5.2.5.5 Recreation, Sport & Community Infrastructure Nairne MDPA Area

A separate rate of a fixed charge of **$1,527** per new allotment on all rateable land within the defined Nairne MDPA Area namely land parcels in Nairne being LOT: 2 DP: 83527 CT: 6064/932, LOT: 4 FP: 157339 CT: 5385/949

and LOT: 3 FP: 157338 CT: 5520/779 and that portion contained within the MDPA LOT 1: DP83527 CT: 6077/952 the purpose of which is to contribute to the activity of recreation, sport and community infrastructure that will be of direct benefit to land within the Nairne MDPA Area and to occupiers of that land.

5.2.5.6 Western Sector Community Open Space Land Acquisition

A separate rate of fixed charges for the rateable allotments namely;

Certificate of Title	Property Description	Amount
6236/354	Pce 101-102, DP123403	$275,217
6249/748	Lot 1080 DP125377	$497,699
6250/893	Lot 1075 DP125783	$263,054

The purpose of which is to provide security to recover the cost to Council of the purchase Lot 503, Bollen Road, Mount Barker for the purposes of community open space, that will be of direct benefit to the specified land within the Western Sector of the MDPA Area and to occupiers of that land.

5.2.5.7 Bluestone Indirect Infrastructure

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a separate rate on the land parcel listed below:

Certificate of Title	Property Description	Area	Amount
6217/687	PCE: 5104 DP120292	2.026	$487,680

The purpose of the separate rate is to provide the required security for remaining Bluestone commitments for indirect infrastructure obligations to Council being works of particular benefit to the land and to the occupiers of the land that is the subject of the proposed development and to visitors to that part of the Council area.

As these separate rates are consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

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5.2.5.8 Wastewater Commitment

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a separate rate on each of the land parcels listed below:

Certificate of Title	Location	Property Description	Amount
6250/893	Henderson Grove	Lot 1075, DP125783	$235,414
6249/749	Newenham Parade	PCE 1081-1082, DP125377	$835,340
6246/300	Bollen Road	Lot 1003, DP124166	$934,062
6249/748	Newenham Parade	Lot 1080, DP125377	$1,055,566
6248/70	Heysen Boulevard	PCE7011-7012, DP125709	$698,648
5974/333	239 Wellington Road	Lot 31, DP17656	$394,888
6248/246	Cotterdale Ave	PCE 914-915, DP125745	$668,272
6247/150	Paech Road	Lot 506, DP125571	$518,925
6236/354	Rainbird Drive	PCE 101-102 DP123403	$599,926
6243/853	Paech Road	PCE 6008-6010, DP124635	$3,493,240
6253/878	Fidler Lane	PCE 1051-1052, DP126596	$911,280
6247/994	Wellington Road	Lot 7258, DP125768	$1,550,924
6223/774	19 Hawthorn Road	Lot 692, DP120995	$999,936
6247/862	Flaxley Road	Lot 2003, DP125523	$68,346
6231/683	Martin Road	Lot 1000, DP122249	$1,655,640
6245/807	269 Flaxley Road	Lot 1015, DP125360	$886,950
6165/943	52 Beneva Road	Lot 6, DP49619	$1,063,160
6248/37	Matilda Way	LOT 521 DP 125773	$820,814
6216/537	41 Bollen Road	LOT 1000 DP120098	$280,978

#Note: Subject to the execution of a Wastewater Commitment Deed by the developer.

The purpose of the separate rate is as a replacement mechanism for the existing Wastewater (Sewer) Infrastructure Mount Barker Area MDPA Separate Rate where the developer has executed a Wastewater Commitment Deed with Council and requested the use of this mechanism to provide security commensurate with the amount specified in their Wastewater Commitment Deed.

As these separate rates are consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy they will be subject to the principles of this Policy as they apply to these separate rates.

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5.2.5.9 Wastewater Infrastructure Augmentation Separate Rate (WIASR)

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a separate rate on the land parcel listed below:

Certificate of Title	Property Description	Amount
5626/645	Lot 3, DP15515	$202,641
6226/351, 6226/352	Lot 3 & 4, DP121249	$233,329
6037/784	Lot 411, DP73444	$39,223

The purpose of the separate rate is to provide a mechanism for Council to apply this to affected land parcels and secure a commensurate contribution from the developer (when development is undertaken) to the cost of the extension and/or upsizing of the capacity of wastewater infrastructure network.

The WIASR is only applied within the MDPA area to applicable land parcels (i.e. not all MDPA land but those sites for which there is a direct benefit from the wastewater infrastructure network extension and/or upsizing) and would be automatically 100% postponed until the subject land is developed.

As this separate rate is consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy it will be subject to the principles of this Policy as it applies to the separate rate.

5.2.6 Littlehampton Development Sites Infrastructure Separate Rates Proposal

5.2.6.1 Littlehampton Direct Infrastructure Contribution Separate Rate

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares a Direct Infrastructure Contribution separate rate on the land parcel listed below:

Certificate of Title	Property Description	Amount
5826/809	Lot 97, FP157332	$411,715

This infrastructure separate rate will ensure that the beneficiaries of development, as a result of the rezoning of land initiated by Council in 2006, contribute to the necessary additional specific and critical infrastructure, and existing ratepayers will be protected from excessive increases in general rates to fund such additional infrastructure.

As this separate rate is consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy it will be subject to the principles of this Policy as they apply to these separate rates.

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5.2.6.2 Littlehampton Indirect Infrastructure Contribution Separate Rate

Pursuant to Section 154 of the Act and in accordance with Section 154(2)(c) of the Act, and for the financial year ending 30 June 2022 the Council declares an Indirect Infrastructure Contribution separate rate on the land parcels listed below:

Certificate of Title	Property Description	Amount
5902/341	Lot 101, DP62247	$139,700
5902/342	Lot 102, DP62247	$139,700

This infrastructure separate rate will ensure that the beneficiaries of development, as a result of the rezoning of land initiated by Council in 2006, contribute to the necessary additional specific and critical infrastructure, and existing ratepayers will be protected from excessive increases in general rates to fund such additional infrastructure.

As this separate rate is consistent with the objects of the Infrastructure Contributions – Separate Rate Relief Policy it will be subject to the principles of this Policy as they apply to these separate rates.

5.3 Regional Landscape Levy

Mount Barker District Council falls within the Hills & Fleurieu Regional Landscape Region for the purposes of the regional landscape levy. The creation of new landscape regions for the purposes of determining regional landscape levies, is being managed through a levy transitional scheme.

The Regional Landscape Levy for the Council ('the Levy') for the 2021/2022 financial year, is based on the NRM contribution, previously raised for the Adelaide and Mount Lofty Ranges and the SA Murray-Darling Basin Regions. The Levy transition scheme establishes that the landscape levy rates need to be equalized by 2022/2023, therefore the levies for 2021/22 will continue to be raised at two different levy rates.

While the Levy is a State Tax, the Council is required, under the *Landscape South Australia Act 2019*, to make a specified annual contribution to the Landscape Administration Fund, which is distributed to the Hills & Fleurieu Regional Landscape Board ('the Board') and to recover this amount by way of the Levy.

The Levy is collected by a separate rate, based on capital values. This rate is calculated to raise the same amount as the Council's contribution to the Board (taking into account any rebates or remissions that may apply under sections 159 – 166 of the *Local Government Act 1999*.

Council does not determine how the revenue raised by the Levy is to be spent. That is a matter dealt with by the Board, by reference to its Annual Business Plan.

The transition to this new Levy, sees the abolition of the Natural Resources Management Levy, previously collected by the Council on behalf of the State under the *Natural Resources Management Act 2004*.

For the 2021/2022 financial year, the following Levy will apply:

- a separate rate of **0.008888 cents** in the dollar on the value of rateable land in the former area of the Adelaide and Mount Lofty Ranges Region; and
- a separate rate of **0.021901 cents** in the dollar on the value of rateable land in the area of the SA Murray-Darling Basin Region.

Under the Landscape South Australia Act 2019 there are currently no provisions for exemptions from payment of the Levy. All properties are subject to the Levy.

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5.4 Minimum Rate

Section 158 of the Act permits a Council to 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.

A minimum amount payable by way of general rates of **$785** is proposed to be fixed in respect of rateable land in the Council's area for 2021/22.

5.5 Service Rates and Charges

Council provides various prescribed services pursuant to Section 155 of the Act. Service rates and charges can only be levied for:

- Treatment or provision of water
- Collection, treatment or disposal (including recycling) of waste
- Television transmission (or re-transmission) Service.



5.5.1 Wastewater Charge

Council provides a community wastewater management system to some properties in the Mount Barker District Council. The full cost of operating, maintaining and upgrading the service for the 2021/22 financial year is budgeted to be $14.2 million.

To fund the provision 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).

Where the service is provided to non-rateable land, a service charge is levied against the land. Details on what constitutes a service charge for each Property Unit, and other information about the scheme, are available from the Rates Department at Council.

Properties rebated from payment of general rates in part or full for whatever reason are not exempt from payment of these service fees and charges.

5.5.2 Wastewater – CWMS Charge

An annual service charge of **$564** for each Property Unit based upon the nature of the prescribed CWMS service per property/connection for the financial year ending 30 June 2022.

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5.5.3 Wastewater – Sewer Service Charge

All new developments must provide for an adequate and sanitary wastewater disposal system and Council in consultation with property developers has resolved that a sewerage system be established to service growth including all of the Mount Barker MDPA area and new development in Meadows, plus the remainder of the Bluestone development in Mount Barker.

An annual service charge of **$688** based upon the nature of the prescribed service of a sewerage scheme per property/connection for the financial year ending 30 June 2022.

Council is aware wastewater in Brukunga is facilitated by a sewerage system which was constructed in the mid 1950's. It is not envisaged that the cost associated with the operation of this system will significantly increase. Recognising the historical arrangement and the minimal load on the overall system attributable to Brukunga, Council will continue to not seek to recoup additional funds from the Brukunga residents with the introduction of the sewer service charge in 2014/15 i.e. transition from a CWMS service charge.

Council will provide a rebate to ratepayers connected to the existing sewer system in Brukunga. The rebate will be equivalent to the difference between the sewer service charge and the Community Wastewater Management System service charge.

Example for 2021/22 Financial year for Brukunga:.

Sewer Service Charge	**$688**
Less CWMS Service Charge	**$564**
Rebate	**$124**

The rebate will not apply for any future development in Brukunga that generates new allotments

5.5.4 Recycled Water Service Charge Proposal – Portion of Meadows

Recognising that Meadows is not serviced by SA Water and is totally reliant on managing its own water resources, Council in cooperation with property developers has implemented a scheme for the growth areas to be provided with recycled water for toilet flushing and outdoor irrigation to lessen the usage of rainwater and/or ground water. This will provide a sustainable water source and increase the use of recycled water.

The service charge powers are used for the purpose of recovering costs associated with meter reading, administration and property audits for all allotments within the growth areas.

An annual service charge of a fixed amount of **$60** per new allotment will be charged on all land within the township of Meadows and a variable (metered) charge of **$2.82** per kilolitre (KL) of usage to be issued half yearly by tax invoice.

5.5.5 Meadows Non-Potable Water Service Charge

The Meadows non-potable water service charge for the 2021/22 financial year is fixed at **$411** for each connected assessment. This charge is raised for the purpose of providing a non-potable water supply to certain properties in the township of Meadows (outside of the growth areas) as per a long-standing historical arrangement. Unlike the recycled water service, this amount represents the only cost to the ratepayer as the supply is not individually metered.

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5.5.6 Waste Management Charge

Council provides waste management services to ratepayers and the cost of operating these services for the 2021/22 year will be **$3.7** million. Council will recover part of this total through the imposition of service charges dependent upon the designated area.

For a service charge of **$177** each rateable property within Council's designated kerbside waste and recycling collection area is entitled to receive:

- one weekly 140L Mobile Garbage Bin kerbside waste collection,
- one fortnightly 240L Mobile Garbage Bin kerbside recycling collection, and
- provision by Council of one 140L Mobile Garbage Bin and one 240L Mobile Garbage Bin.

For a service charge of **$211** each rateable property within the collection area designated as 'township' in the kerbside collection area is entitled to receive:

- the abovementioned services plus one fortnightly 240L Mobile Garbage Bin kerbside green waste collection which includes provision for food scraps.

The ratepayer is responsible for provision and maintenance of a suitable green coloured 240L Mobile Garbage Bin. A small kitchen container and roll of compostable bags for food scraps is provided by Council.

For Council owned properties where a refuse service is provided a service charge of **$177** for each pair of bins (one charge for each pair of bins regardless of bin combination e.g. blue, blue or blue yellow) within Council's designated kerbside waste and recycling collection area is entitled to receive:

- one weekly Mobile Garbage Bin kerbside waste collection of two bins for each service charge.

Conditions apply to Schools, multiple Tenancies, Commercial & Industrial Bin Provision and Replacement and Council owned properties (refer Kerbside Waste & Recycling Collection Service Policy for definitions).

5.6 Rebates

5.6.1 Mandatory Rate Rebates

Council is required under the Act to rebate rates payable on some land. Council has determined that rebates of rates will be granted when the applicant satisfies the requirements for mandatory rebates under Sections 159 to Section 165 of the Act.

Council has developed a Rate Rebate Policy which provides the full details regarding rate rebates permissible under the Act. This policy document supports the main Rating Policy.

5.6.2 Discretionary Rebates

The Council may grant a rebate of rates, up to 100%, pursuant to Section 166 of the Act in specific circumstances on such conditions as the Council thinks fit. Council will give reasonable consideration to the granting of rebates with consideration of applications for rebates on their merits.

Council's Rate Rebate Policy sets out those provisions applicable to the Council granting a rebate of rates to persons or bodies. The policy is intended to provide guidance to the community as to the grounds upon which a person or body is, or may be, entitled to receive a rebate of rates and service charges and the matters that the Council will take into account in deciding an application for a rebate.

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5.7 State Government Concessions – Concessions for CWMS/SEWER

To check eligibility contact the Concessions Hotline 1800 307 758 or by email concessions@sa.gov.au. For further details visit www.sa.gov.au/concessions

5.8 Postponement of Rates

5.8.1 Postponement of Rates – Hardship

Section 182 of the Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates they are invited to contact the Council to discuss the matter.

Council has a Hardship Policy to assist in identifying customers who are experiencing payment difficulties due to hardship, and assist those customers to better manage their bills on an ongoing basis.

This policy sets out:

- processes to identify customers experiencing payment difficulties due to hardship, including identification by Council, self-identification by a customer, identification by an accredited financial counsellor, or welfare agency
- an outline of a range of processes or programs that we will use, or apply, to assist our customers who have been identified as experiencing payment difficulties.

5.8.2 Assistance with Payment of Rates

Individual payment arrangements can be an alternative for ratepayers experiencing financial difficulties and as such enquiries are treated confidentially by the Council.

5.8.3 Postponement of Rates – Seniors

Under Section 182A of the *Local Government Act 1999* application in the prescribed form may be made to Council for a postponement of the payment of any amount of rates in excess of $500 for the current or a future financial year by:

- A ratepayer who holds a current State Seniors Card issued by the State Government (prescribed ratepayer) or the spouse of a prescribed ratepayer
- The rates are payable on the principal place of residence
- The land is owned by the prescribed ratepayer
- The prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.

Any rates which are postponed will become due and payable:

- When the title to the land is transferred to another person
- Failure to comply with a condition of postponement
- Interest will accrue on the amount postponed at the prescribed rate per month until the amount is paid
- Postponement is available as a right and can only be refused when the applicants have less than 50% equity in the property.



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5.9 Rate Capping

Council is continually improving its rating system to have the most equitable and fairest distribution across the community, while providing relief for those ratepayers who have limited incomes and ability to pay.

A Rate Cap is to apply to eligible residential ratepayers' principal place of residence to protect individuals against increased rates brought about by substantially increased property valuations. For the 2021/22 financial year Council will apply a rate cap to Residential 1, Residential 2 and Primary Production properties affected by the increases.

A rebate of general rates will be granted to the Principal Ratepayer where the amount of any increase in rates is greater than 12.5%.

To provide further protection for ratepayers on limited incomes, who hold a State Concession Card and are eligible for the maximum pensioner concession, a lower cap of 4% will apply.

A rebate of general rates will only be granted upon application by the ratepayer and where the conditions as set out in Section 153(4) of the Act and this Policy are met.

Rate capping rebates must be $10 and over to be applicable

Easy Steps to see if you are eligible for a rate capping rebate

1	**Have both your Rate Notices from this year and last year at hand**	
2	**From last year's Rate Notice** Write down your General Rate only (do not include any concessions, levies or rebates)	$1,200.00 (
3	**Work out 12.5% of A** (The Rate Recap Rebate this year is 12.5%)	$150.00 (E
4	**Add them together A + B**	$1,350.00 (
5	**From your current Rate Notice** Write down your General Rate only (do not include any concessions, levies or rebates)	$1,400.00 (
6	**If D is less than C you will NOT be eligible for a rebate**	
7	**If D is more than C you will be eligible for a rebate (D – C)**	$50.00

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The rebate will not apply where:

- any such increase is due in whole or part to an increase in valuation of the land in the assessment because of improvements made to it worth more than $20,000 since 1 July 2020
- any such increase is in whole or part because the zoning of the land has been changed since 1 July 2020
- any such increase is due in full or part to the use of the land being different for rating purposes on the date Council declared its general rates for the 2021/22 financial year, than on the date the Council declared its general rates for the 2020/21 year
- the ownership of the rateable property has changed since 1 July 2020
- the land use classification is Commercial, Industrial, Vacant Land or Other.

Where a ratepayer believes that they may be eligible for a rate capping rebate, they must lodge an application in writing to the Rates Department before the 31 October 2021.

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5.10 Paying Your Rates

Council provides the quarterly payment of rates in September, December, March and June each year.

Payments can be made via BPay, Australia Post, credit card by phone or via Council's website (www.mountbarker.sa.gov.au), cash/cheque/EFTPOS over-the-counter at the Local Government Centre office. To view all payment methods refer to the rear of the Rate Notice.

For ratepayers who no longer want paper bills and would prefer to receive their rate notices via email, Council offers two alternatives:

BPay View

Rate Notices can be sent straight to the ratepayer's online bank for payment, rather than receiving a hard copy in the mail. For further information on how to receive, pay and store your rates notice in your online banking, go to www.Bpay.com.au/bpayview

Ezybill

Electronic distribution solution that meets the needs of both the private (single owner) and the commercial (multi-owner) customers. Ezybill utilises the resources of the Internet to provide a secure, effective and efficient distribution service that preserves the relationship that the Council has with their rate payer in a direct and transparent process.

To register go to Council's website https://mountbarker.ezybill.com.au/ and follow the prompts

5.11 Late Payment of Rates

Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act and relevant Council procedures.

Fines and interest for late payment are levied in accordance with the provisions of Section 181(8) of the Act. These provisions are the only provisions available to Council to ensure that all ratepayers pay promptly.

The Act provides that:
If an instalment of rates is not paid on or before the date on which it falls due:

(a) the instalment will be regarded as being in arrears

(b) a fine of two percent of the amount of the instalment is payable

(c) on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact Council to discuss alternative payment arrangements. It should be noted that fines and interest are still levied in accordance with the Act under any payment arrangement.

Council will consider applications for remission of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested.

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5.12 Recovery of Outstanding Rates

In accordance with sound financial management principles, the Rates Department will apply prudent debt management practices to Rate Debtors. This includes an on-going review of rates in arrears and following a systematic debt recovery approach.

Rates that remain in arrears for a period exceeding 30 days will be subject to recovery action in accordance with Council's normal debt recovery procedures.

Section 184 of the Act provides that Council may sell any property where any 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 if payment of the outstanding amount (by cash, bank cheque or electronic funds transfer) is not received within one month. Except in extraordinary circumstances, Council will enforce the sale of land for arrears of rates.

5.13 Objections

Council rates are imposed under the provisions of the Act, and within the Mount Barker District Council are based on the Capital Valuation and the Land Use Category applied for the current financial year.

Where a ratepayer believes the level of rates charged on an assessment is excessive, the avenues for appeal are to lodge a formal objection to the Capital Value or the Land Use.

It is important to note that the lodgement of any objection does not change the due date for payment of rates. Rates must be paid in accordance with the Rates Notice until otherwise notified by Council.

The following provides information on lodging objections.

5.13.1 Valuation Objections

If a ratepayer is dissatisfied with a property valuation then an objection may be made to the Office of the Valuer-General in writing, within 60 days of receiving notice of the valuation, explaining the basis for the objection – provided they have not:

- previously received a notice of this valuation, under the Act, in which case the objection period is 60 days from the receipt of the first notice, or
- previously had an objection to the valuation considered by the Office of the Valuer-General in the current financial year.

It should be noted that under the *Valuation of Land Act 1971* the Valuer-General has the discretion to extend the allowable objection period where it can be shown there is reasonable cause.

Objections to valuations should be addressed to:

Office of the Valuer-General
GPO Box 1354
Adelaide SA 5001

Email: OVGObjections@sa.gov.au
Telephone: 1300 653 346

The Mount Barker District Council has no role in this process and it is important to note that the lodgement of an objection does not change the due date for payment of rates. Rates must be paid in accordance with the Rate Notice until otherwise notified by Council.

5.13.2 Objection to Land Use Category

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection in writing may be made to Council within 60 days of being notified of the land use classification.

The objection must set out the basis for the objection and details of the land use that (in the opinion of the ratepayer) should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. The objection must be made to Council.

A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is also important to note that the lodgement of an objection does not change the due date for the payment of rates. Penalties apply to unpaid rates.

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5.14 Community Engagement

In accordance with Council's Community Consultation Policy, and in keeping with good practice, a community engagement process will be undertaken annually on the development of budget and rating processes and policy.

Community engagement is undertaken when developing the annual budget and rating policies as part of the annual business plan to ensure that transparency of the process is maintained and to provide an avenue for the community to contribute their opinion.

6. REVIEW

This Policy will be reviewed annually or earlier in the event of changes to legislation or related Policies and Procedures or if deemed necessary by the Team Leader Revenue.

7. ACCESS TO THE POLICY

This Policy is available for public inspection at the Customer Service Centre, at the Local Government Centre, 6 Dutton Road, Mount Barker, South Australia and on the Council's website www.mountbarker.sa.gov.au

8. FURTHER INFORMATION

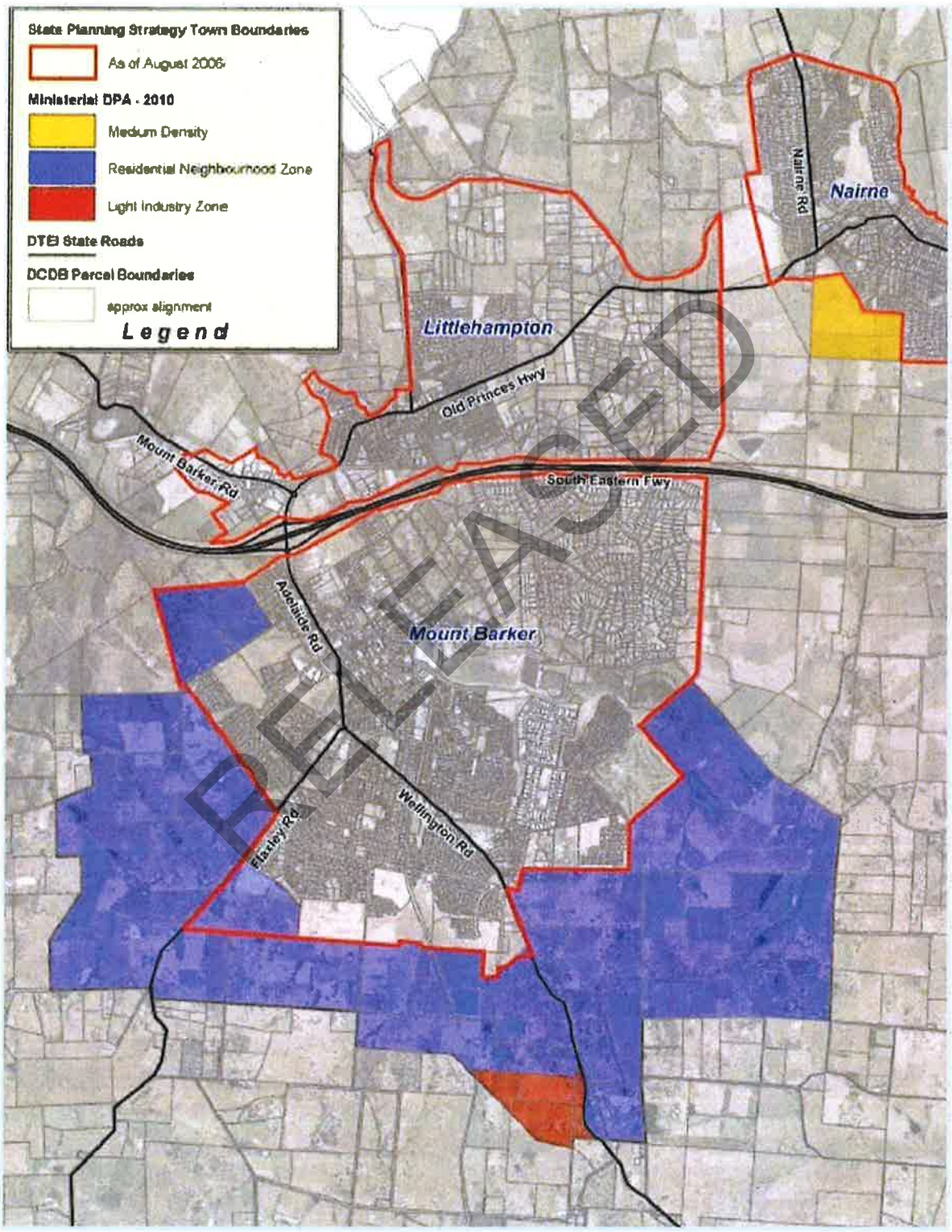
For further information on this Policy, please contact:

Title: Team Leader Revenue
Address: PO Box 54, Mount Barker
South Australia, SA, 5251
Telephone: 08 8391 7200
Email: council@mountbarker.sa.gov.au

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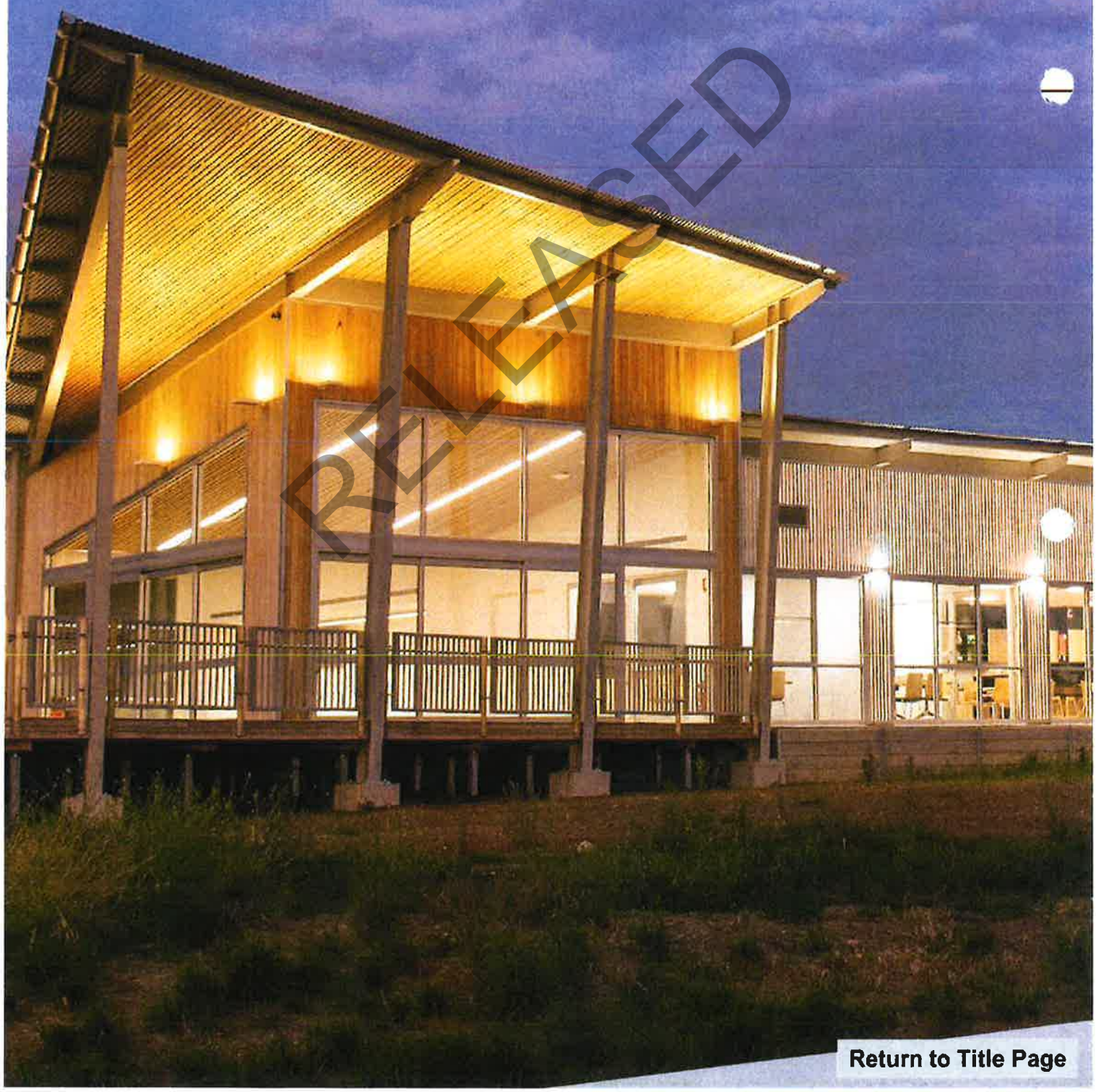
RELEASED

Ministerial DPA Rezoned Land & 2006 Town Boundary

District Council of Mount Barker

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APPENDICES



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APPENDIX 1

CAPITAL PROJECTS BY ASSET CLASS

BRIDGES AND CULVERTS

Project Name	Design	Construct	$'000s	Description
Bridge Renewal Program	✔	✔	455	Program for the renewal and repair of highest priority bridges and major culverts.
Springs Road East Bridge Upgrade	✔		50	Design work that will define allowable loadings and associated strengthening requirements and taking into consideration the needs of cyclists and pedestrians.
Bremer River Pedestrian Footbridge		✔	450	Construction of a standalone pedestrian footbridge adjacent to and on the northern side of Erskine Bridge, Murray Street.
Total			955	

BUILDINGS

Project Name	Design	Construct	$'000s	Description
Waste Transfer Station Street Sweepings Bay		✔	100	Construction of a bunded bay at the Waste Transfer Station for the storage and drying of street sweepings.
Building Renewal program		✔	300	Replacement of existing structures as identified by asset condition inspection and valuation works.
Mount Barker Caravan & Tourist Park Renewals/Upgrade		✔	148	Renewal Program for Tourist Park Facilities including replacement of cabins, appliances and civil works.
Total			548	

DRAINAGE

Project Name	Design	Construct	$'000s	Description
Stormwater Renewal Program		✔	200	Program for the renewal and repair of highest priority stormwater pipes and pits.
Total			200	

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FOOTPATHS

Project Name	Design	Construct	$'000s	Description
Footpath Renewal Program		✔	600	Replacement of existing footpaths as identified by asset condition inspection and valuation works.
Gawler/Hutchinson Street Upgrade	✔		40	Preparation of designs for a roundabout/wombat treatment and/or signalised intersection.
Hahndorf Main Street Revitalisation	✔		300	Detailed design for the upgrade of Mount Barker Road, Hahndorf, including paving, lighting, street furniture and landscaping.
Littlehampton Main Street		✔	608	The project originated from the Littlehampton and Blakiston Neighbourhood Plan where undergrounding of powerlines (PLEC) along the Main Street was prioritised. Beautification of the street following PLEC is a requirement of the program.
Nairne Main Street Upgrade (Inc Byethorne Park to Main St Trail)		✔	705	Detailed design and construction of paving, street furniture and landscaping of Nairne Main Street along with an upgrade of the Soldiers Memorial Hall Car Park and access
New Footpath Program - Connectivity Gaps	✔	✔	330	Design and initial construction of new pathway connections to meet community expectations and identified linkages.
Venables Street Upgrade		✔	415	Construction of the third stage of main street upgrades, focusing on the eastern side of Venables Street from Vernon Street to the Macclesfield Institute.
Total			2,998	

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PLANT (INCLUDING ICT)

Project Name	Design	Purchase	$'000s	Description
Plant Replacement		✔	1,200	Replacement of cars, light commercials and heavy plant.
ICT Asset Renewal Plan		✔	159	ICT assets renewed at a secure and reliable level and associated equipment and tools will be provided to ensure key business goals are met.
Purchase of 12 Tonne (Roller) Compactor		✔	134	Purchase of a 12 Tonne Steel Barrel Compactor for use by Council's Patrol Grading Crews.
1.7t Mini Excavator with trailer		✔	43	Purchase of a 1.7t mini excavator and dedicated plant trailer to add to the maintenance and operations plant fleet.
Total			1,536	

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LAND

Project Name	Plan	Construct	$'000s	Description
City Centre Catalyst	✔		120	Continue planning for the development of under-utilised space in the Mount Barker CBD.
Total			120	

RECREATIONAL ASSETS

Project Name	Design	Construct	$'000s	Description
Playground Renewal Program		✔	170	Replacement of existing playground equipment as identified by asset condition inspection works.
Playing Fields Renewal program		✔	187	Replacement of existing sports fields as identified by asset condition inspection works e.g. tennis courts.
Reserve Renewal Program	✔		30	Identifying reserves which do not meet the level of service and are at a point where operational spending will not achieve adequate rectification. Specific shortcomings will be identified and scoped. Scoped works will be prioritised based on potential use and community access to alternative reserves.
Adelaide Hills Recreation Centre Upgrade of Court 3		✔	61	Improve the heating and cooling issues on Court 3 by installing insulation in the walls and industrial fans on the ceiling.
Callington Recreation Grounds Improvements		✔	40	Improve the provision of youth based recreation and play at the Callington Recreation Grounds. (refer Callington Township Plan). This project was initiated by Murray Bridge Council and the potential for co-funding exists.
Hahndorf Bowling Club & Open Space	✔		50	Improve the Hahndorf Bowling Club community and sporting facility including the creation of a new area of open space. The improvements are proposed to be funded through the partial sale of the site / Council land (English Street land).
Littlehampton Greening (Miels Park, Glebe)		✔	750	An upgrade of two key open spaces for Littlehampton, being Miels Park and The Glebe, providing improved functionality and aesthetics.

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Project Name	Design	Construct	$'000s	Description
Miels Park Storage Shed - Littlehampton Netball Club		✔	80	Demolition of existing structure and construction of storage shed at Miels Park.
Nairne Village Green		✔	595	The third phase of the project includes Stage 1 of construction, focusing on developing the Village Green space on the western side of Jeffrey Street with an open grassed area, additional landscaping and public seating, new footpaths, relocated RSL Memorial and off street parking along Cockburn Street.
Regional Aquatic Facility	✔	✔	1,000	Detailed design of new Regional Indoor Aquatic and Leisure Facility.
Regional Hub Precinct	✔		150	Development of an integrated leisure, tourism, recreation and community hub, combining Council, Government and private sector investment to create a nationally significant leisure precinct.
Lord Robinson Park Amenity Upgrade (Crystal Lake Macclesfield)		✔	57	Construct and install shared public toilet facilities to service the large public reserve and the range of community groups who operate from the land.
SSRP – Warm up space for Australian rules football		✔	75	Construction of a grassed warm up area/oval for the new regional football ground at the Summit Sport and Recreation Park.
Total			3,245	

RELEASED

ROADS

Project Name	Design	Construct	$'000s	Description
Springs Road East Upgrade Stage 1A – Bald Hills Road (CH0) to Mt Barker Creek (CH450)	✔		50	Upgraded 2 lane collector road, widen, cycle lanes and upgrade pavement to appropriate standard.
Bus Stop Program		✔	100	To standardise provisions for bus pads and/or bus shelters ensuring DDA compliance and consistent design.
Gifted Assets		✔	278	Inspection of and formal recording of assets gifted to Council.
Harrogate Road		✔	521	Repair and sealing of the unsealed 1.3km section of Harrogate Road south of the township.
Hurling Drive and Barker Road Intersection		✔	500	Upgrade Hurling Drive and Barker Road Intersection to improve safety and functionality and cater for growth.

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Project Name	Design	Construct	$'000s	Description
Mawson / Battunga Intersection Upgrade		✔	624	Upgrade of existing DIT intersection and landscaping/streetscape works to improve vehicle and pedestrian movement in Meadows.
Nottage Road Upgrade		✔	825	Upgrading of approximately 380 metres of Nottage Road (upgrade and widen pavement and new kerbs, footpath, street lighting, storm water and recycled water pipeline). Note: The above works are subject to a Developer Agreement with Council.
Paech Road Intersection with Connector Rd	✔		25	Collector road connectivity with Heysen Boulevard as an appropriate level of safe access to Heysen Boulevard. Roundabout will be required.
Paech Road Upgrade	✔		50	Upgraded road to collector standard.
Springs Road/Heysen Boulevard Roundabout		✔	502	Council's contribution of 50% of the cost of a roundabout at the junction of Springs Road and Heysen Boulevard.
Kerb Renewal Program		✔	300	Annual kerbing renewal program will include Peake Court Mount Barker and North Road Nairne.
Unsealed Road – Sealing Program (Roads 2 Recovery)		✔	594	The sealing of roads within urban areas to provide an improved level of service.
Unsealed Roads – Resheeting Program		✔	1.500	The re-sheeting of the unsealed road network.
Sealed Roads Bituminous Renewal		✔	1,700	The resealing of sealed roads network.
Sealed Collector Road Shoulder Strengthening and Widening		✔	300	Strengthening and widening of shoulders in various location to improve road safety and prolong the life of sealed road assets.
Total			7,869	

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APPENDIX 2

Consolidated Budgeted Financial Statements 2021/22

STATEMENT OF COMPREHENSIVE INCOME

for the Period ending 30 June 2022

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Income			
41 918	Rates Revenues	43 724	43 800	46 187
1 531	Statutory Charges	1 453	1 855	1 694
2 613	User Charges	1 609	1 879	2 004
3 043	Grants, Subsidies and Contributions	3 522	5 192	5 725
136	Investment Income	60	40	50
440	Reimbursements	252	287	352
464	Other Income	385	372	475
69	Net Gain – Equity Accounted Council Businesses	57	57	57
50 215	**Total Income**	51 062	53 482	56 544
	Expenses			
15 826	Employee Costs	16 275	16 075	16 901
21 656	Materials, Contracts & Other Expenses	22 153	22 331	22 294
11 121	Depreciation, Amortisation & Impairment	9 989	10 929	11 584
368	Finance Costs	890	606	865
48 971	**Total Expenses**	49 307	49 941	51 644
1 244	**Operating Surplus / (Deficit)**	**1 755**	**3 542**	**4 900**
(1 297)	Asset Disposal & Fair Value Adjustments	(3 914)	(3 914)	(4 097)
7 417	Amounts Received Specifically for New or Upgraded Assets	18 976	17 649	7 396
33 017	Physical Resources Received Free of Charge	9 911	9 912	10 227
40 381	**Net Surplus / (Deficit)**	**26 728**	**27 189**	**18 426**

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STATEMENT OF FINANCIAL POSITION

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Assets		
	Current Assets		
3 858	Cash & Cash Equivalents	1 000	1 000
6 053	Trade & Other Receivables	6 057	4 033
6	Inventories	7	6
9 917	Subtotal	7 064	5 039
2 783	Non-Current Assets Held for Sale	2 223	2 223
12 700	Total Current Assets	9 287	7 262
	Non-Current Assets		
1 654	Financial Assets	1 650	3 000
476	Equity Accounted Investments in Council Business	533	589
565 820	Infrastructure, Property, Plant & Equipment	594 388	628 125
12 318	Other Non-Current Assets	12 318	12 318
580 268	Total Non-Current Assets	608 889	644 032
592 968	**Total Assets**	**618 176**	**651 294**
	Liabilities		
	Current Liabilities		
11 747	Trade & Other Payables	7 433	11 306
1 838	Borrowings	915	992
2 249	Provisions	2 284	2 472
15 834	Total Current Liabilities	10 632	14 770
	Non-Current Liabilities		
8 313	Non-Current Borrowings	11 414	20 217
287	Non-Current Provisions	408	401
8 600	Total Non-Current Liabilities	11 822	20 618
24 434	**Total Liabilities**	**22 454**	**35 387**
568 535	**Net Assets**	**595 722**	**615 907**
	Equity		
251 083	Accumulated Surplus	278 271	296 697
298 224	Asset Revaluation Reserves	298 224	299 983
19 227	Other Reserves	19 227	19 227
568 535	**Total Council Equity**	**595 722**	**615 907**

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STATEMENT OF CASH FLOWS

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Cash Flows from Operating Activities		
	Receipts		
48 363	Operating Receipts	51 635	61 994
136	Investment Receipts	61	49
	Payments		
(37 159)	Operating Payments to Suppliers & Employees	(38 800)	(38 700)
(344)	Finance Payments	(706)	(841)
10 996	Net Cash provided by (or used in) Operating Activities	12 190	22 502
	Cash Flows from Investing Activities		
	Receipts		
10 101	Amounts Specifically for New or Upgraded Assets	15 710	7 396
321	Proceeds from Sale of Replaced Assets	270	270
39	Proceeds from Sale of Surplus Assets	820	-
	Sale of Non Current Assets "Held for Sale"	560	
4	Repayment of Loans by Community Groups	4	4
	Payments		
(6 800)	Expenditure on Renewal/Replacement of Assets	(10 426)	(14 676)
(19 372)	Expenditure on New/Upgraded Assets	(24 164)	(23 025)
(150)	Loans Made to Community Groups		(1 350)
(15 856)	Net Cash provided by (or used in) Investing Activities	(17 226)	(31 381)
	Cash Flows from Financing Activities		
	Receipts		
1 536	Proceeds from Borrowings	4 016	9 794
	Payments		
(843)	Repayment of Borrowings	(1 217)	(240)
(641)	Repayment of Lease Liabilities	(621)	(675)
(11)	Repayment of Bonds and Deposits		
41	Net Cash provided by (or used in) Financing Activities	2 178	8 879
(4 820)	**Net Increase (Decrease) in Cash Held**	(2 858)	-
8 678	**Cash & Cash Equivalents at Beginning of Period**	**3 858**	**1 000**
3 858	**Cash & Cash Equivalents at end of period**	**1 000**	**1 000**

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Notes to and forming part of the Financial Statements for the Period ending 30 June 2022

FINANCIAL INDICATORS

2020	$ '000		DRAFT Budget 2022	DRAFT Budget 2022	Forecast 2021 as at 31 March
	These Financial Indicators have been calculated in accordance with *Information paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.				
	1. Operating Surplus Ratio				
2.48%	Operating Surplus		4 900	**8.66%**	**6.62%**
	Total Operating Revenue		56 566		
	This ratio expresses the operating surplus as a percentage of total operating revenue				
	2. Net Financial Liabilities Ratio				
25.63%	Net Financial Liabilities		27 354	**48.36%**	**25.70%**
	Total Operating Revenue		56 566		
	Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.				
	3. Asset Renewal Funding Ratio				
77.20%	Net Asset Renewals		14 676	**100.00%**	**76.25%**
	Infrastructure & Asset Management Plan required expenditure		14 676		
	Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.				

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Notes to and forming part of the Financial Statements
for the Period ending 30 June 2022

UNIFORM PRESENTATION OF FINANCES

2020	$ '000	Budget 2020	Forecast 2021 as at 31 March	DRAFT Budget 2022
50 215	Income	51 062	53 482	56 566
(48 971)	less Expenses	(49 307)	(49 940)	(51 666)
1 244	**Operating Surplus / (Deficit)**	**1 755**	**3 542**	**4 900**
	less Net Outlays on Existing Assets			
(6 800)	Capital Expenditure on Renewal and Replacement of Existing Assets	(13 320)	(10 426)	(14 676)
11 121	less Depreciation, Amortisation and Impairment	9 989	10 929	11 584
321	less Proceeds from Sale of Replaced Assets		270	270
4 642	Subtotal	(3 331)	773	(2 822)
	less Net Outlays on New and Upgraded Assets			
(19 372)	Capital Expenditure on New and Upgraded Assets	(30 006)	(24 164)	(23 025)
10 101	less Amounts Received Specifically for New and Upgraded Assets	18 976	15 710	7 396
39	less Proceeds from Sale of Surplus Assets		820	
(9 232)	Subtotal	(11 030)	(7 634)	(15 629)
(3 346)	**Net Lending / (Borrowing) for Financial Year**	**(12 606)**	**(3 319)**	**(13 551)**

RELEASED

EQUITY STATEMENT

for the Period ending 30 June 2021

$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
Opening Balance	568 534	595 722
Net Surplus/(Deficit) for Year	27 188	18 425
Other Reserves		1 760
Equity – Balance at the end of the reporting period	**595 722**	**615 907**

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APPENDIX 3

Consolidated Budgeted (Excluding Wastewater/ Recycled Water) Financial Statements 2021/22

STATEMENT OF COMPREHENSIVE INCOME

for the Period ending 30 June 2022

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2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Income			
35 164	Rates Revenues	36 505	36 505	38 355
1 436	Statutory Charges	1 413	1 765	1 594
1 982	User Charges	1 558	1 800	1 883
3 043	Grants, Subsidies and Contributions	3 522	5 192	5 725
136	Investment Income	60	40	50
438	Reimbursements	250	285	350
464	Other Income	385	372	474
69	Net Gain – Equity Accounted Council Businesses	57	57	57
42 732	**Total Income**	43 750	46 016	48 488
	Expenses			
14 836	Employee Costs	15 158	14 961	15 829
17 888	Materials, Contracts & Other Expenses	19 362	19 516	19 349
9 280	Depreciation, Amortisation & Impairment	8 510	9 348	9 793
368	Finance Costs	890	606	865
42 372	**Total Expenses**	43 920	44 432	45 836
360	**Operating Surplus / (Deficit)**	**(170)**	**1 584**	**2 652**
782	Full Cost Attribution Recovery – Wastewater	680	775	740
346	Cost of Capital Recovery – Wastewater	651	318	780
1 488	**Net Operating Surplus / (Deficit)**	**1 161**	**2 677**	**4 172**
(1 065)	Asset Disposal & Fair Value Adjustments	(2 271)	(2 271)	(3 018)
4 796	Amounts Received Specifically for New or Upgraded Assets	16 176	15 383	4 427
25 764	Physical Resources Received Free of Charge	8 623	8 623	8 922
30 983	**Net Surplus / (Deficit)**	**23 689**	**24 412**	**14 503**

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STATEMENT OF FINANCIAL POSITION

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Assets		
	Current Assets		
1920	Cash & Cash Equivalents	500	500
4 188	Trade & Other Receivables	4 786	3 191
6	Inventories	7	6
6 114	Subtotal	5 293	3 696
2 783	Non-Current Assets Held for Sale	2 223	2 223
8, 897	Total Current Assets	7 516	5 919
	Non-Current Assets		
1 654	Financial Assets	1 650	3 000
476	Equity Accounted Investments in Council Business	533	589
472 886	Infrastructure, Property, Plant & Equipment	499 658	514 731
11 575	Other Non-Current Assets	11 575	11 575
486 591	Total Non-Current Assets	513 416	529 895
495 488	**Total Assets**	**520 932**	**535 814**
	Liabilities		
	Current Liabilities		
11 538	Trade & Other Payables	6 699	10 572
8 770	Borrowings	11 393	992
2 192	Provisions	2 212	2 394
22 500	Total Current Liabilities	20 304	13 958
	Non-Current Liabilities		
8 313	Non Current Borrowings	11 414	16 394
175	Non Current Provisions	302	287
8 488	Total Non-Current Liabilities	11 716	16 681
30 988	Total Liabilities	32 020	30 639
464 500	**Net Assets**	**488 912**	**505 175**
	Equity		
176 155	Accumulated Surplus	200 567	215 071
269 118	Asset Revaluation Reserves	269 118	270 877
19 227	Other Reserves	19 227	19 227
464 500	**Total Council Equity**	**488 912**	**505 175**

RELEASED

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STATEMENT OF CASH FLOWS

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Cash Flows from Operating Activities		
	Receipts		
40 673	Operating Receipts	43 575	53 509
136	Investment receipts	61	49
346	Cost of Capital – Wastewater	318	780
	Payments		
(30 995)	Operating payment to suppliers & employees	(34 633)	(33 956)
(344)	Finance payment	(706)	(841)
9 816	**Net Cash provided by (or used in) Operating Activities**	**8 615**	**19 541**
	Cash Flows from Investing Activities		
	Receipts		
8 499	Amounts Specifically for New or Upgraded Assets	13 445	4 427
321	Proceeds from Sale of Replaced Assets	270	270
39	Proceeds from Sale of Surplus Assets	820	
	Proceeds from of Non Current Assets "Held for Sale"	560	
4	Repayment of Loans by Community Groups	4	4
	Payments		
(5 926)	Expenditure on Renewal/Replacement of Assets	(9 375)	(7 843)
(17 929)	Expenditure on New/Upgraded Assets	(21 483)	(9 628)
(150)	Loans Made to Community Groups		(1 350)
(15 142)	**Net Cash provided by (or used in) Investing Activities**	**(15 759)**	**(14 120)**

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	Cash Flows from Financing Activities		
	Receipts		
1 536	Proceeds from Borrowings	7 562	5 972
6 932	Proceeds from Internal Borrowings		
	Payments		
(843)	Repayment of Borrowings	(1 217)	(10 718)
(641)	Repayment of Lease Liabilities	(621)	(675)
(11)	Repayment of Bonds & Deposits		
6 973	**Net Cash provided by (or used in) Financing Activities**	**5 724**	**(5 421)**
1 647	**Net Increase (Decrease) in Cash Held**	**(1 420)**	-
273	**Cash & Cash Equivalents at Beginning of Period**	**1 920**	**500**
1 920	**Cash & Cash Equivalents at end of period**	**500**	**500**

RELEASED

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Notes to and forming part of the Financial Statements
for the Period ending 30 June 2022

FINANCIAL INDICATORS

2020	$ '000	DRAFT Budget 2022	DRAFT Budget 2022	Forecast 2021 as at 31 March
	These Financial Indicators have been calculated in accordance with *Information paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.			
	1. Operating Surplus Ratio			
3.48%	Operating Surplus	4 172	8.60%	5.82%
	Total Operating Revenue	48 488		
	This ratio expresses the operating surplus as a percentage of total operating revenue.			
	2. Net Financial Liabilities Ratio			
54.35%	Net Financial Liabilities	23 948	49.37%	54.49%
	Total Operating Revenue	48 509		
	Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.			
	3. Asset Renewal Funding Ratio			
70.61%	Net Asset Renewals	7 843	100.00%	111.47%
	Infrastructure & Asset Management Plan required expenditure	7 843		
	Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.			

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Notes to and forming part of the Financial Statements
for the Period ending 30 June 2022

UNIFORM PRESENTATION OF FINANCES

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
42 732	Income	43 750	46 016	48 488
(42 372)	less Expenses	(43 920)	(44 432)	(45 836)
782	FCA – Wastewater	680	775	740
346	Cost of Capital – Wastewater	651	318	780
1 488	**Operating Surplus / (Deficit)**	**1 161**	**2 677**	**4 172**
	less Net Outlays on Existing Assets			
(5 926)	Capital Expenditure on Renewal and Replacement of Existing Assets	(8 410)	(9 375)	(7 843)
9 280	less Depreciation, Amortisation and Impairment	8 510	9 348	9 793
321	less Proceeds from Sale of Replaced Assets		270	270
3 675	Subtotal	100	243	2 220
	less Net Outlays on New and Upgraded Assets			
(17 929)	Capital Expenditure on New and Upgraded Assets	(20 005)	(21 483)	(9 628)
8 499	Upgraded Assets	16 176	13444	4 427
39	less Proceeds from Sale of Surplus Assets		820	
(9 391)	Subtotal	(3 178)	(7 219)	(5 201)
(4 228)	**Net Lending / (Borrowing) for Financial Year**	**(2 568)**	**(4 299)**	**1 191 ****

RELEASED

** If the reallocation of costs to Wastewater i.e. the Full Cost Attribution (FCA) and Cost of Capital are excluded there is a net borrowing of ($329k).

EQUITY STATEMENT

for the Period ending 30 June 2021

$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
Opening Balance	464 500	488 912
Net Surplus/(Deficit) for Year	24 412	14 503
Other Reserves		1 760
Equity – Balance at the end of the reporting period	**488 912**	**505 175**

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APPENDIX 4

Wastewater/Recycled Water Financial Statements 2021/22

STATEMENT OF COMPREHENSIVE INCOME

for the Period ending 30 June 2022

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Income			
6 754	Rates Revenues	7 219	7 295	7 832
95	Statutory Charges	40	90	101
631	User Charges	51	79	121
	Grants, Subsidies and Contributions			
	Investment Income			
2	Reimbursements	2	2	2
	Other Income			
	Net Gain – Equity Accounted Council Businesses			
7 482	**Total Income**	**7 312**	**7 466**	**8 056**
	Expenses			
990	Employee Costs	1 117	1 114	1 073
3 768	Materials, Contracts & Other Expenses	2 791	2 814	2 944
1 841	Depreciation, Amortisation & Impairment	1 478	1 581	1 791
	Finance Costs			
	Net loss – Equity Accounted Council Businesses			
6 599	**Total Expenses**	5 386	5 509	5 808
883	**Operating Surplus / (Deficit)**	**1 925**	**1 957**	**2 248**
782	Full Cost Attribution	680	775	740
346	Cost of Capital	651	318	780
(245)	**Net Operating Surplus / (Deficit)**	**594**	**864**	**728**
(232)	Asset Disposal & Fair Value Adjustments	(1 643)	(1 643)	(1 079)
2 621	Amounts Received Specifically for New or Upgraded Assets	2 800	2 266	2 968
7 253	Physical Resources Received Free of Charge	1 288	1 289	1 305
9 397	**Net Surplus / (Deficit)**	**3 039**	**2 776**	**3 922**

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STATEMENT OF FINANCIAL POSITION

for the Period ending 30 June 2022

2020	$ '000	Forecast 2022 as at 31 March	DRAFT Budget 2022
	Assets		
	Current Assets		
1 938	Cash & Cash Equivalents	500	500
8 797	Trade & Other Receivables	11 749	843
	Inventories		
10 735	Subtotal	12 249	1 343
	Non-Current Assets Held for Sale		
10 735	Total Current Assets	12 249	1 343
	Non-Current Assets		
	Financial Assets		
	Internal Loan to Council		
	Equity Accounted Investments in Council Business		
92 934	Infrastructure, Property, Plant & Equipment	94 730	113 394
743	Other Non-Current Assets	743	743
93 677	Total Non-Current Assets	95 473	114 137
104 412	**TOTAL ASSETS**	**107 722**	**115 480**
	Liabilities		
	Current Liabilities		
209	Trade & Other Payables	734	734
	Revenue in Advance		
	Borrowings		3 822
57	Provisions	72	78
266	Total Current Liabilities	806	4 634
	Non-Current Liabilities		
	Non-Current Borrowings		
112	Non-Current Provisions	106	114
112	Total Non-Current Liabilities	106	114
378	Total Liabilities	912	4 748
104 034	**Net Assets**	**106 810**	**110 732**
	Equity		
74 928	Accumulated Surplus	77 704	81 626
29 106	Asset Revaluation Reserves	29 106	29 106
	Other Reserves		
104 034	**Total Council Equity**	**106 810**	

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STATEMENT OF CASH FLOWS

for the Period ending 30 June 2022

2020	$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
	Cash Flows from Operating Activities		
	Receipts		
7 690	Operating Receipts	8 060	8 484
	Investment receipts		
	Payments		
(6 164)	Operating payment to suppliers & employees	(4 168)	(4 744)
	Finance payment		
(346)	Cost of Capital	(318)	(780)
1 180	**Net Cash provided by (or used in) Operating Activities**	**3 574**	**2 960**
	Cash Flows from Investing Activities		
	Receipts		
1 602	Amounts Specifically for New or Upgraded Assets	2 266	2 968
	Proceeds from Sale of Replaced Assets		
	Proceeds from Sale of Surplus Assets		
	Repayment of Loan by Council		10 479
	Payments		
(882)	Expenditure on Renewal/Replacement of Assets	(1 051)	(6 833)
(1 435)	Expenditure on New/Upgraded Assets	(2 681)	(13 396)
	Loans Made to Community Groups		
(6 932)	Other Investing Activity Payments	(3 546)	
(7 647)	**Net Cash provided by (or used in) Investing Activities**	**(5 012)**	**(6 782)**
	Cash Flows from Financing Activities		
	Receipts		
	Proceeds from Borrowings		3 822
	Proceeds from Bonds & Deposits		
	Payments		
	Repayment of Borrowings		
	Provision of Internal Loans		
	Net Cash provided by (or used in) Financing Activities		**3 822**
(7 647)	**Net Increase (Decrease) in Cash Held**	**(1 438)**	**-**
8 405	**Cash & Cash Equivalents at Beginning of Period**	**1 938**	**500**
1 938	**Cash & Cash Equivalents at end of period**	**500**	**500**

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Notes to and forming part of the Financial Statements for the Period ending 30 June 2022

FINANCIAL INDICATORS

2020	$ '000		DRAFT Budget 2022	DRAFT Budget 2022	Forecast 2021 as at 31 March
	These Financial Indicators have been calculated in accordance with *Information paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.				
	1. Operating Surplus Ratio				
(3.27%)	Operating Surplus		728	9.04%	11.58%
	Total Operating Revenue		8 056		
	This ratio expresses the operating surplus as a percentage of total operating revenue.				
	2. Net Financial Liabilities Ratio				
(138.43%)	Net Financial Liabilities		3 405	42.27%	(151.84%)
	Total Operating Revenue		8 056		
	Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses). These are expressed as a percentage of total operating revenue.				
	3. Asset Renewal Funding Ratio				
72.30%	Net Asset Renewals		6 833	100.00%	21.41%
	Infrastructure & Asset Management Plan required expenditure		6 833		
	Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.				

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Notes to and forming part of the Financial Statements
for the Period ending 30 June 2022

UNIFORM PRESENTATION OF FINANCES

2020	$ '000	Budget 2021	Forecast 2021 as at 31 March	DRAFT Budget 2022
7 482	Income	7 312	7 466	8 056
(6 599)	less Expenses	(5 386)	(5 509)	(5 808)
(782)	less Full Cost Attribution	(680)	(775)	(740)
101	**Operating Surplus / (Deficit)**	**1 245**	**1 182**	**1 508**
	less Net Outlays on Existing Assets			
(882)	Capital Expenditure on Renewal and Replacement of Existing Assets	(4 910)	(1 051)	(6 833)
1 841	less Depreciation, Amortisation and Impairment	1 478	1 581	1 791
	less Proceeds from Sale of Replaced Assets			
959	Subtotal	(3 432)	530	(5 042)
	less Net Outlays on New and Upgraded Assets			
(1 435)	Capital Expenditure on New and Upgraded Assets	(10 001)	(2 681)	(13 396)
1 602	less Amounts Received Specifically for New and Upgraded Assets	2 800	2 266	2 968
	less Proceeds from Sale of Surplus Assets			
(346)	less Cost of Capital	(651)	(318)	(780)
(179)	Subtotal	(7 852)	(733)	(11 208)
881	**Net Lending / (Borrowing) for Financial Year**	**(10 039)**	**980**	**(14 742)**

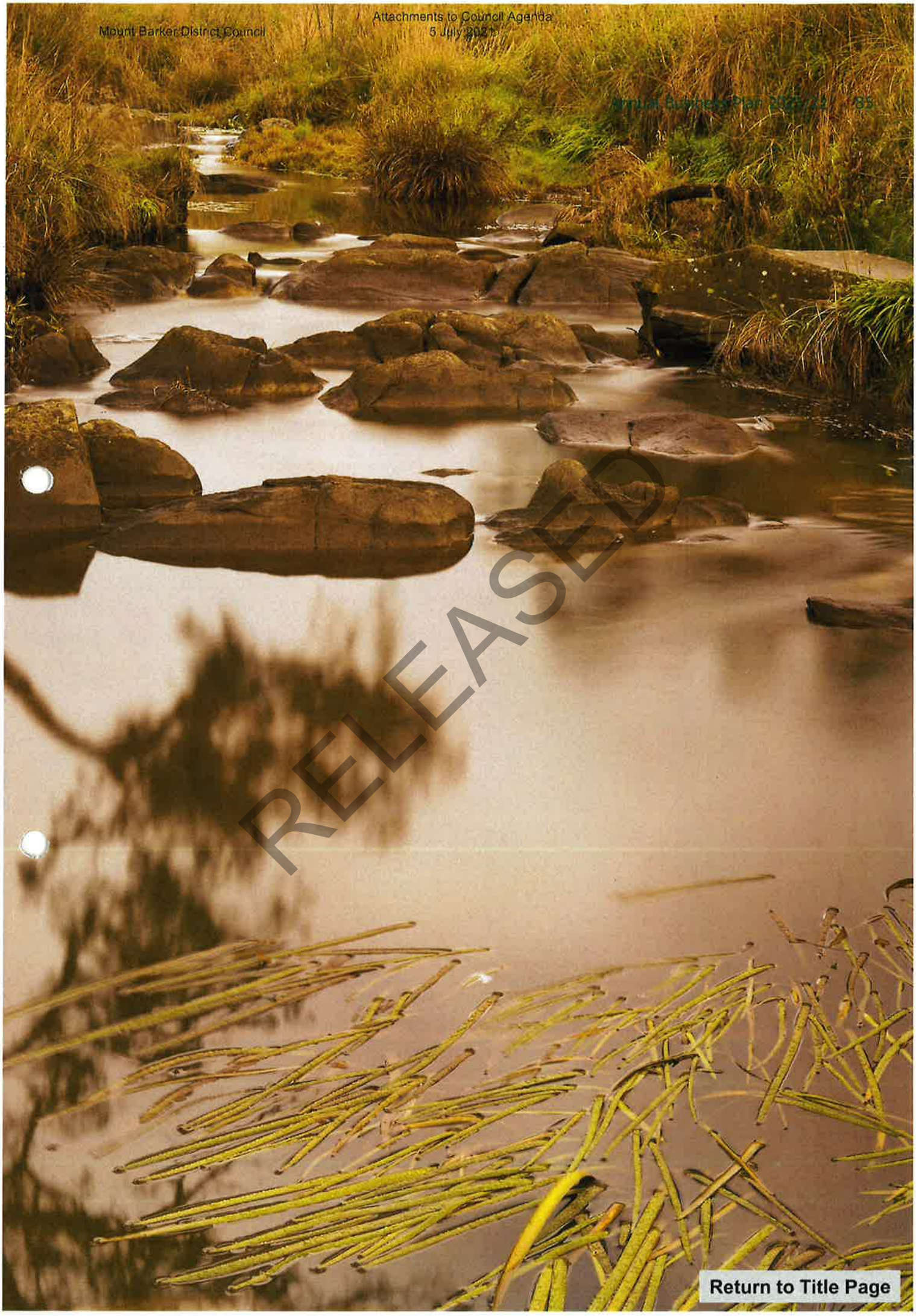
RELEASED

EQUITY STATEMENT

for the Period ending 30 June 2022

$ '000	Forecast 2021 as at 31 March	DRAFT Budget 2022
Opening Balance	104 034	106 810
Net Surplus/(Deficit) for Year	2 776	3 922
Equity – Balance at the end of the reporting period	**106 810**	**110 732**

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18.2 REPORT TITLE: **CONFIDENTIAL REPORT: INTERNAL REVIEW OF A COUNCIL DECISION – REPORT BY REVIEWER**
DATE OF MEETING: **5 OCTOBER 2021**
FILE NUMBER: **DOC/21/159603**
ATTACHMENTS: **1 – DOC/21/161993 - KELLEDY JONES LAWYERS REVIEW REPORT (appendices provided separately)**

Moved Councillor Westwood that Council:

Section 90 (3) (h) Order

1. Pursuant to Section 90(3)(h)
   Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except Chief Executive Officer, Deputy Chief Executive Officer, General Manager Community Services, Manager Infrastructure Maintenance & Operations, General Manager Planning & Development, Chief Financial Officer, Risk and Governance Officer and the Minute Secretary be excluded from attendance at the meeting for Agenda Item 18.2 Internal Review of a Council Decision – Report by Reviewer.

   The Council is satisfied that pursuant to Section 90(3)(h) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information relating to legal advice, which will be discussed with council members.

   The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because a Council decision has not yet been made in relation to the legal advice and its subject matter.

Seconded Councillor Bailey CARRIED
OM20211005.14

Moved Councillor Westwood that Council

2. receive and adopt the report prepared by Mr Michael Kelledy of Kelledy Jones Lawyers (attached) that reviews Council decision making at the Council meeting on 5 July 2021 regarding the increase in total general rates revenue (excluding growth) for 2021/22.

3. note the conclusions and recommendations of the Kelledy Jones Lawyers report, in particular that the council processes were valid, appropriate and lawful and that given this finding, there is no further action required of council.

RELEASED

4. note that as per the proposal from Kelledy Jones Lawyers that was accepted at the Council meeting held on 2 August 2021, all of the persons who requested an internal review (identified as the 18 Applicants) and those who made a complaint about the subject matter of the review (identified as the 7 Complainants) will be advised by Kelledy Jones Lawyers of the review outcome (planned to occur on Wednesday 6 October 2021) including that the Kelledy Jones Lawyers report will be made publicly available on Thursday 7 October 2021 via the released confidential items page of the Council's website (see recommendation 5 below).

Seconded Councillor Seager CARRIED
OM20211005.15

Moved Councillor Jones

Section 91(7) Order

5. Pursuant to Section 91(7)
That having considered Agenda Item 18.2 Internal Review of a Council Decision – Report by Reviewer in confidence under 90(2) and 3(h) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the discussion, report, attachments and all minutes be retained in confidence until Thursday 7 October 2021 being after the outcome of the internal review has been communicated by email from Kelledy Jones Lawyers to the 18 Applicants who requested an internal review on this matter and the 7 Complainants.

Seconded Councillor Westwood CARRIED
OM20211005.16

RELEASED

MEETING DECLARED CLOSED AT 8.15 PM

MAYOR DATE