



Annual Business Plan

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Section 1 - Mayor's Message

I am pleased to present Council's 2018/2019 Annual Business Plan and Budget to the Tatiara community.

Our Plan and Budget balance the retention of existing services levels, maintenance and renewal of assets, and a small number of new initiatives designed to grow our economy, improve the amenity of our district and make the Tatiara a better place to live for all of us.

Our Budget aims to deliver the projects and services

- Outlined in Council's Strategic Plan;
- Listed in our Asset Management Plans, and
- Raised by our community as being important.

Over the past year, our rural sector has maintained a generally positive outlook. However, cereal harvest was less than predicted and the Lucerne harvests were very poor. Unfortunately, a good spring in 2017, has now led into the driest start of the year for decades. With our business sector continuing to grow, demand for further industrial land will see the creation of six additional blocks at the Bordertown Industrial Estate this financial year.

Taking the above into consideration, Council has prepared a budget that includes 2.8% in additional general rate revenue. This follows three years which have seen a 2.4% increase in 2017/18, a zero rate increase in 2016/17 and a 4.4% rate reduction in 2015/16 respectively. Although the overall rate increase is 2.8%, rate payers will be affected differently depending on changes to their property values. Rural areas and towns in our district have seen different changes in their valuations which will be reflected in the increases or decreases of rates to be paid for these properties. While our townships have either had small or zero valuation increase, our rural areas, with the exception of Sherwood, Makin and McCallum, show increases in valuations ranging from 4%- 8%. This comes in addition to similar increases in various rural districts in 2017/18.

You are able to check how your property is affected by valuation changes or rate increases by inspecting maps available at our Bordertown and Keith offices and on our website at www.tatiara.sa.gov.au.

I am confident that our Annual Business Plan and Budget balance financial prudence and community needs. They provide for a broad range of services, programs and infrastructure projects and are a reflection of our Strategic Plan. They recognise that our businesses and residents rely on a well maintained road network and allocate substantial funds to maintenance and upgrades to important roads and intersections, including Wolseley Railway Terrace South, Ramsay Terrace from Weir Road to Cannawigara Road, and extra road network to complete the Bordertown Industrial Estate Stage 3. They also reflect the importance of the amenity of our area to attract visitors and new residents to the Tatiara, and provide for well-maintained facilities like our parks and gardens, public toilets, playgrounds and sporting fields. They finally consider a small number of economic and community development activities.

On behalf of Council, I would finally like to acknowledge that a key ingredient in delivering our Strategic Plan and making the Tatiara an even better place to live, work and play is the hard work of our district's countless volunteers. I would like to thank all our volunteers and community members who have contributed so much over the last twelve months and look forward to working with you over the coming year.

Mr Graham Excell
Mayor

Section 2 – Executive Summary

The 2018/19 financial year will involve further integration of Council's suite of core documents, being the Long Term Financial Plan, Infrastructure and Asset Management Plan and Strategic Plan. While the 2018/19 Budget and Annual Business Plan have been developed to deliver savings and productivity improvements in services and programs, considerable effort has gone into ensuring that the mix of services and capital works meets the needs of our residents, businesses and visitors to the region.

At the same time, the 2018/19 Budget and Annual Business Plan aim to balance the provision of services and facilities with our community's ability to pay. Unfortunately, the reality is that as a small regional council, we have limited opportunity to raise revenue other than rates. While we try to maximise external grants, 67% of the income required to maintain services and infrastructure ranging from swimming pools to libraries to road maintenance comes from the rates we raise.

Council's annual business planning process is an opportunity to reassess our position relative to the needs of present and future communities. These needs include:

- maintaining and improving the management of major infrastructure assets;
- providing community support programs;
- maintaining and improving open space;
- improving the community's access to information;
- supporting a strong district economy; and
- maintaining our natural resources.

Clearly, Council needs to strike a balance between delivering community outcomes and maintaining financial sustainability.

This Annual Business Plan and our 2018/19 Budget have been prepared in accordance with the requirements of the Local Government Act. Council has:

- Budgeted to maintain expenditure and service levels.
- Budgeted to receive a **2.8% increase** in general rates in 2018/19 compared to 2017/18.

We have continued the careful and prudent approach detailed in our 10 year Long Term Financial Plan, including focusing our efforts and resources on maintaining services and infrastructure rather than new and upgrades. We will use our reserve funds to alleviate any short term funding pressures, and as always, seek savings and productivity improvements across our services and programs.

A key focus continues to be the attraction of external funding to stretch our dollar further.

- Council received a considerably larger than normal amount of Roads to Recovery funding from the Federal Government in 2016/17. While funding returned to lesser levels in 2017/18 and 2018/19, it will still greatly assist in the maintenance and of our road network.
- We have budgeted for a slight increase in our Federal Government Financial Assistance Grants.
- We are seeking funding for projects ranging from the Keith Pool change room upgrades to traffic calming efforts at Padthaway Primary School.
- We welcome the return of Supplementary Road Funding, which means an additional \$270,000 in grants from the Federal Government, in 2017 /18 and 2018/19.

Ms Anne Champness
Chief Executive Officer

Section 3 – Our Strategy & Focus

Under section 122 of the *Local Government Act 1999* (the Act), Council is required to establish a set of Strategic Management Plans, including a Strategic Plan, a Long Term Financial Plan and an Asset Management Plan.

Council's Strategic Plan 2016-2020 establishes a framework for our future. It sets Council's direction by establishing our Vision, Mission and long-term Strategic Objectives.

The Strategic Plan and its framework form the basis for the preparation of our Annual Business Plan and Budget, section 123 of the Act. The Annual Business Plan summarises the long-term objectives from our Strategic Plan, outlines our objectives and activities for the financial year, assesses our financial requirements for the year, and sets out our rating structure. Both plans will continue to provide Council and our community with a key focus and direction to ensure that the vision, mission and strategic objectives of the Council are effectively implemented.

VISION

Shaping a sustainable future by realising the potential of our people and region

MISSION

To make the Tatiara a better and safer place in which to live, work and visit.

VALUES

- *We value rigorous debate conducted by well informed Council Members*
- *We will facilitate socially and environmentally responsible development.*
- *We will display leadership and reflect community aspirations.*
- *We believe in transparency and accountability*
- *We value respect and loyalty*

GOALS

1. *A Safe and Connected Community*
2. *Infrastructure & Assets*
3. *Economic Development*
4. *Natural Environment & Sustainable Living*
5. *Governance & Leadership*

Council's Strategic Plan also details the Strategies, Actions and Performance Measures, at a functional level of Council Operations, that will allow Council to achieve its identified objectives in line with its Vision and its Mission. Following the 2018 general elections, Council will review its Strategic Plan as required under the Act.

Over the coming months, Council will be undertaking a review of its Long Term Financial Plans, which will also see the continual development of Asset Management Plans.

Refer to APPENDIX 1.

SECTION 4 – 2017/18 KEY PROJECTS & ACHIEVEMENTS

Council has performed strongly during the 2017/18 financial year, delivering significant new or upgraded community infrastructure and a wide range of services. Many of our achievements have been made possible through productive partnerships with our community, businesses and other stakeholders, in particular the state and federal governments. We extend our gratitude to all our project partners and acknowledge the difference they have made to the Tatiara.

A summary of key achievements is provided below:

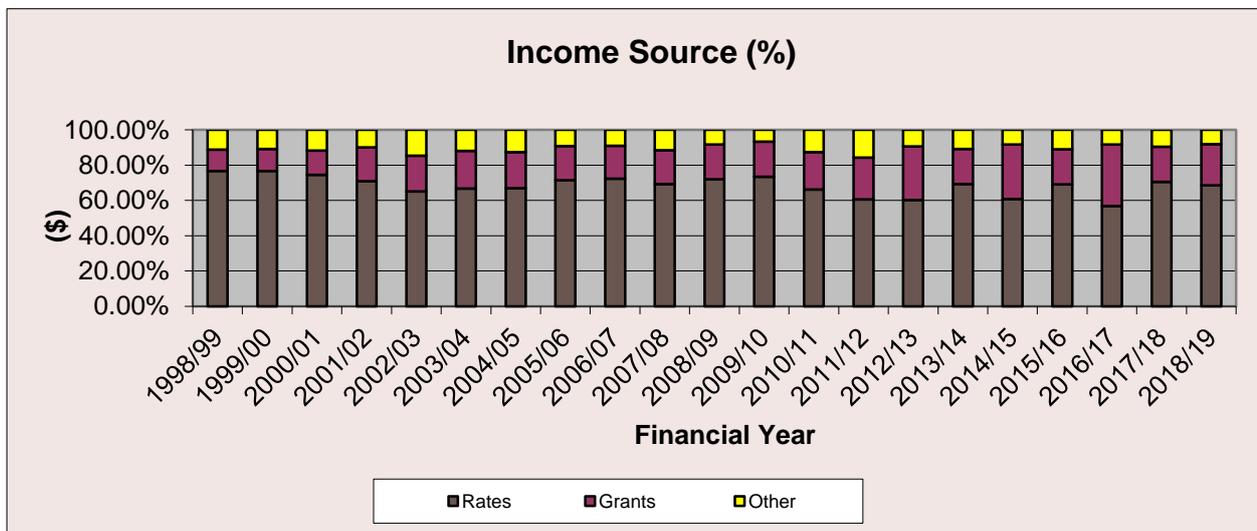
- We commenced the third stage of the Bordertown Industrial Estate development with the connection of water and electricity to the allotments, and further works (roads infrastructure) to be completed in 2018/19.
- We negotiated a lease over the Shell land in Bordertown and commenced the clean-up of the property, a key location greeting visitors to the town. Works will continue in 2018/19 and include fencing and levelling the ground.
- We installed a new effluent disposal system at Willalooka's public toilets and completed the installation of an accessible toilet at the Keith Institute.
- We sealed the Mundulla Hall carpark to improve access to the hall and Mundulla Primary School for people and children with disabilities.
- With the help of volunteers from Clayton Farm and Treasury Wines, we completed maintenance and installed a new automated sprinkler system at Clayton Farm.
- We undertook significant landscaping at Bordertown Wildlife Park, creating a rock edged pond and upgrading the carpark. Further work on external and internal structures, irrigation and planting, and sealing of the carpark will be completed in 2018/19.
- We installed new seating and a new shelter at the Keith Lions Park, as well as new table and benches in Padthaway's Apex Park.
- We sealed the Keith Swimming Pool carpark to improve access.
- The Keith Skate Park project provided new skate ramps, irrigation and landscaping. It was officially opened during Youth Week in April 2018.
- We sealed the northern entrance to the Keith & Tintinara Showgrounds to improve access for the Keith Diesel and Dirt Derby.
- We developed and commenced implementation of the Mundulla Common Management Plan. We appreciate the assistance for this work from the local community, the Coorong Tatiara Local Action Plan and Natural Resources South East.
- We upgraded intersections on Meatworks Road, Cannawigara Road, Pigeon Flat Road and Bordertown Industrial Estate, and widened Ramsay Terrace, total expenditure coming to almost \$800,000. The work was supported by funding from the Special Local Roads Programme.
- We constructed stormwater drainage, kerb, gutter and footpath on Naracoorte Road, Bordertown, to improve the entrance to the southern end of town adjacent to the Bordertown football oval.
- We completed new bike paths on Memorial Avenue in Keith and Bordertown Naracoorte Road to Clayton Farm.
- We ran very successful school holiday programs in Keith and Bordertown.
- We hosted six major exhibitions at the Walkway Gallery, including James Dodd, del kathryn barton, Tatiara Art Prize, Gerry Wedd, NE/LL and the Tatiara Palette Painters. The exhibitions brought almost 24,000 visitors to our gallery, a fantastic increase compared to 9,000 visitors in 2015/16 and 17,000 visitors in 2016/17, and confirmed our growing reputation as a unique regional gallery.
- We commenced two exciting strategic documents – an Economic Development and Visitor Strategy and a Social Media and Branding Strategy, both of which will be completed in early 2018/19.

Section 5 – 2018/19 Annual Business Plan & Budget

In preparing the Annual Business Plan and Budget for the 2018/19 Financial Year, Council has given due consideration to the Objectives, Strategies and Actions included in the Strategic Management Plan in prioritising its planned operational and capital activities for the year.

Whilst financial resource limitations make it impossible to achieve or even attempt to achieve all of the Objectives and Strategies identified in the Plan in any one year, Council has made a committed effort towards achieving as many of them as possible.

Council has limited revenue sources to pay for the vast array of services that it provides. Council receives considerable State and Federal grants and subsidies and it can raise income through fee paying activities, commercial activities or utilising debt. Council’s primary source of revenue, however, is through a property-based tax – Council Rates, as illustrated in the following graphs.



The Budget for 2018/19 provides for operating expenditure of \$15 million (including depreciation of \$4.9 million), which compares to budgeted operating expenditure of \$15.7 million in 2017/18 and actual expenditure of \$14.9 million in 2016/17. The following specific activities are incorporated in the 2018/19 Budget:

Please note, “Full Cost” shown represents all the direct cost associated with delivering the service (e.g. salaries, materials, plant etc.), plus any indirect costs (e.g. employee overheads and a proportion of the internal costs).

KEY PROGRAM COSTS: 2018/19 FULL COST BUDGET

PROGRAM	Budget Income	Budget Expense	% of Exp
• Administration	13,817,286	3,164,570	14.3%
• Public Order & Safety	35,100	203,893	0.9%
• Health	83,050	180,576	0.8%
• Social Security & Welfare	52,880	275,812	1.2%
• Housing & Community Amenities	1,607,754	2,538,277	11.5%
• Sport & Recreation	246,384	2,714,344	12.3%
• Agricultural Services	3,317	606,649	2.7%
• Mining, Manufacturing & Construction	434,200	764,958	3.5%
• Transport & Communication	1,416,989	7,418,150	33.6%
• Economic Affairs	32,647	322,838	1.5%
• Other Purposes NEC	2,625,858	3,900,536	17.7%
Total Program Expenditure and Income	20,355,462	22,090,603	100.0%
Transfers To & From Reserves (includes carry forwards)	2,439,996	644,846	
Budget Balance - Surplus	60,006		

PROJECTS & CAPITAL WORKS EXPENDITURE 2018/19

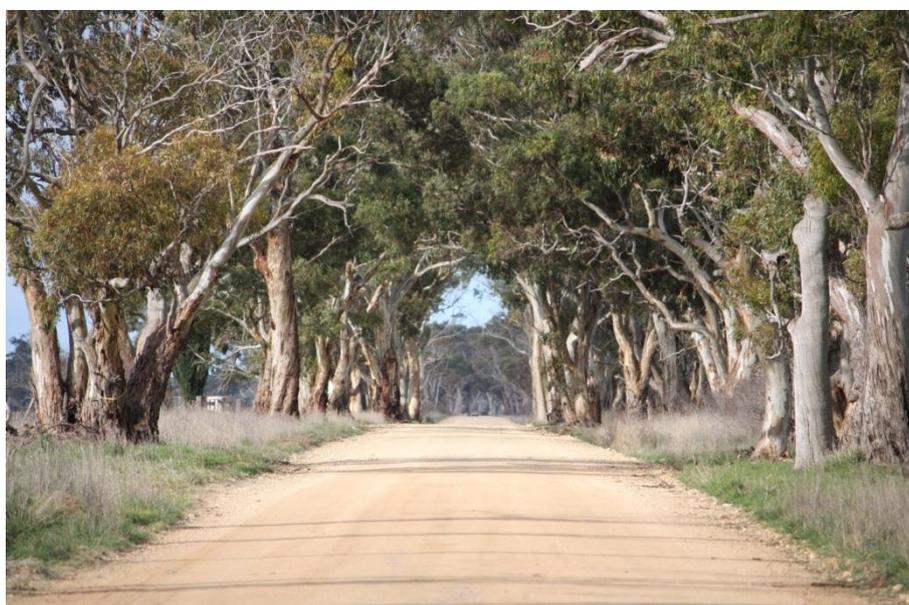
• Information technology	371,716	457,889	2.1%
• Dog Control	32,600	66,688	0.3%
• Fire Protection	2,000	70,980	0.3%
• Health Inspection	78,550	117,779	0.5%
• Cemeteries	67,000	266,208	1.2%
• Effluent Drainage	841,354	295,636	1.3%
• Public Conveniences		242,676	1.1%
• Sanitary & Garbage	690,400	980,445	4.4%
• Street Cleaning		54,120	0.3%
• Street Lighting		210,000	1.0%
• Town Planning		81,452	0.4%
• Flood Prevention		20,000	0.1%
• Land Development		375,873	1.7%
• Halls	85,450	705,922	3.2%
• Libraries	22,839	421,209	1.9%
• National Estates	1,300	45,758	0.2%
• Parks & Gardens		932,691	4.2%
• Sport & Recreation Projects	35,495	74,621	0.3%
• Swimming Pools	101,300	488,643	2.2%
• Land Management - Conservation	3,317	605,899	2.7%
• Quarries	400,000	525,000	2.4%
• Construction Works (Capital Works)		5,305,073	24.0%
Which includes:			
○ Road Construction		2,258,489	10.2%
○ Resheets		950,000	4.3%
○ Reseals		650,000	2.9%
○ Kerb and Gutter		210,000	1.0%
○ Footpaths		417,950	1.7%
• Maintenance Works		2,018,609	9.1%
Which Includes:			
○ Patrol Grading		717,954	3.3%
○ Sealed Road Maintenance		350,000	1.6%
○ Unsealed Road Maintenance		223,450	1.0%
• Economic Development	5,000	132,713	0.6%
• Tourism	10,000	159,949	0.7%
• Plant Operations	1,485,000	1,753,348	7.9%
• Depot & Overhead Expenses	1,045,858	2,005,862	9.1%

This list and the following one are not exhaustive and are intended to provide an indication of some of the projects and activities included within the Budget for 2018/2019. For a more detailed breakdown of all Budget items, please refer to Section 6 and the accompanying notes and references.

KEY PROJECT PRIORITIES FOR 2018/19 BUDGET			
PROGRAM	Budget Income	Budget Expense	% of Budget Exp
• Community Grant Submissions		56,662	0.26%
• IT Computers & Keith Copier		98,365	0.45%
• Bordertown Medical Hub – Feasibility Study		40,000	0.18%
• Volunteer Functions		12,000	0.05%
• Community Development Projects		26,000	0.12%
• Cemetery Development – Btn lawn garden beds, Padthaway directory		39,043	0.18%
• Btn Industrial Estate - 3 rd Stage develop, basic infrastructure		311,284	1.41%
• Riches Road – from Cleggett Road to McLellan Road		360,000	1.63%
• McLellan Road Extension (Light vehicle access from Cannawigra Rd)		150,000	0.68%
• Wolseley Recreation Centre Carpark		20,000	0.09%
• Keith Community Library – Extra opening times and Rhyme time		12,900	0.06%
• Parks & Gardens Development and Replacemnts		47,550	0.22%
• Bordertown Soldiers Park – Edge Masonary, complete 3 rd side			
• Bordertown Apex Park – Irrigation System			
• Keith Hartley Randell – Swing/Seat			
• Bordertown Recreation Lake - Pump filter and shed			
• Padthaway – Rocking Horse			
• Bordertown Wildlife Park Upgrade – Internal fencing, path and shelter		22,000	0.10%
• Bordertown Pool – Pool Blanket		8,500	0.04%
• Keith Pool – Female Facilities & Disabled Toilet(*)		40,000	0.18%
• Caring for Country (LAP Contribution) ³		40,000	0.18%
• Mundulla Swamp – Fencing (*)	3,000	5,000	0.02%
• Victoria Parade Bridge (*)		337,424	1.53%
• Padthaway School Road – Traffic Calming (*)	120,600	164,550	0.74%
• Keith Bike Paths – Ross Ave		40,000	0.18%
• Bordertown Bike Path - Cannawigara Road 1 track either side (*)	75,000	180,000	0.81%
• Keith Railway Yard – Beautify and create open space parking (*)	50,000	153,250	0.69%
• Economic Development Strategy		50,000	0.23%
• Social Media - Branding		65,609	0.30%
• Plant Replacement		873,118	3.95%
• Tatiara Schools Chaplaincy		10,000	0.05%

Please note:

1. Items listed above with an asterisk (*) may/are dependent on the securing of grant funding.
2. Budget income only includes Commonwealth and State Government Grants, with remaining income to be secured through: rate revenue; loans from the Local Government Finance Authority; and internal loans from Council's reserves.
3. Substantial funding shared with Coorong Council for environmental projects.
4. Income from Council's Reserves, held for the same purpose.



Section 6 – 2018/19 Rating Information

This section sets out the policy position of the Tatiara District Council for setting and collecting rates from its community. Its purpose is to increase the level of understanding about the legislative framework for Local Government rates and the principles that underpin the rating policies of the Council.

This section covers:

- 5.1. Strategic focus of the Council
- 5.2. Business impact statement
- 5.3. Issues of consistency & comparability
- 5.4. Method used to value land
- 5.5. Adoption of valuations
- 5.6. General rates
- 5.7. Fixed charge
- 5.8. Differential rates
 - Inside Townships
 - Outside Townships
 - Land Use Objections
- 5.9. Service charges
 - Community Wastewater Management
 - Kerbside Waste Collection
- 5.10. West Ward Separate Rate
- 5.11. Other Sources of Revenue
- 5.12. Rate concessions
 - Pensioner concessions
 - Self funded retiree concessions
 - Other Centrelink beneficiaries
 - Concessions guide
- 5.13. Rate Capping
- 5.14. Quarterly payment of rates
- 5.15. Methods by which rates may be paid
- 5.16. Late payment of rates
- 5.17. Remission and postponement of rates
- 5.18. Rebate of rates
- 5.19. Sale of land for non-payment
- 5.20. Copies of this policy

5.1. Strategic Focus

In setting its rates for the 2018/19 financial year, Council has budgeted for an overall general rate revenue increase of 2.8% (compared to last year) and in doing so has considered the following:

- Its statutory obligations under the *Local Government Act 1999*.
- Its revised Strategic Plan adopted in September 2016 and subsequently reviewed annually, which sets long-term objectives and priorities for the district. The Strategic Plan was developed following an extensive series of public meetings and consultation with local businesses, community groups and interested members of the community.
- The current economic climate in which the major factors are:
 - Increased operational costs.
 - The continuing trend for state government to shift responsibilities – and costs - to local government.
 - Decreases in external funding opportunities for community projects placing increased pressure on Council to fund such projects through rate revenue.
- The uneven valuation increases and decreases across the district. Council recognises that while our townships have either had small or zero valuation increases, our rural areas, with the exception of Sherwood, Makin and McCallum, show increases in valuations ranging from 4%- 8%. This comes in addition to similar increases in various rural districts in 2017/18.
- The specific issues faced by our community, which are:
 - The need for a significant capital works program to replace and up-grade Council's extensive road network and road infrastructure assets.
 - Stormwater drainage management plans.
 - The inability to raise sufficient revenue to lift the road infrastructure to the standards requested by electors.
- The impact of rates on the community, including:
 - Householders, businesses, rural living landowners and primary producers, and the need to share the rate burden between the ratepayers.
 - Council's desire to maintain a conservative low net debt management of its finances, which is mindful of the ratepayers' ability to pay the levied rate/tax.
 - The benefit ratepayers receive from the services provided by the Council.
 - The need to equitably distribute the rate burden across the community taking into account the principles of taxation.

- Minimising the level of general rates required by levying charges for the provision of CWM Schemes and kerbside waste collection on a user pays basis, so that the full cost of operating and providing the service is recovered from those ratepayers who benefit from the service. The expanding community expectations to maintain and improve community infrastructure and services, whilst still providing financial restraint by keeping Council rates as low as possible.
- Increased liability risks arising from legal compliance becoming more complex and changes to community attitudes on acceptance of responsibility for one's own actions.

5.2. Business Impact Statement

The Council has considered the impact of rates on all businesses in the Council area, including Primary production. In considering the impact, Council is continuing to assess the following matters:

- Those elements of the Council's Strategic Management Plan relating to business development.
- The equity of the distribution of the rate burden.
- Council's policy on facilitating local economic development through its financial support to the Limestone Coast Regional Development Board, who employ a small business advisor.

5.3. Issues of Consistency and Comparability Across Council Areas

For the purpose of assessing issues relating to consistency and comparability across adjoining Council areas in the imposition of rates, Council undertakes comparisons on their rates levied by other Local Government entities in the region.

With this information, Council is able to form the opinion that the Tatiara District Council method or rating is similar to other councils but the rates in the \$ were on the high side when compared with other rural Councils:

- The Tatiara District Council policy of differential rating on locality and land use (e.g. distinguishing land by the development zone and then the lands land use) appears to be a common practice of our neighbouring Councils.
- It is common between the Councils to have a lesser rate in the \$ in rural areas than in townships as those in townships receive more services.
- It is common to have different ratio of rates raised between residential, commercial & industrial, rural living and rural areas based on the different services that each area receive.
- The minimum charge of \$560 in this Council is around average of the fixed charges applied by neighbouring Councils.
- Most Councils use a capital valuation as a basis for rating purposes.

5.4. Method Used to Value Land

1. Council may adopt one of three valuation methodologies to value the properties in its area. They are:
 - a. Capital Value: the value of the land and all the improvements on the land.
 - b. Site Value: the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
 - c. Annual Value: a valuation of the rental potential of the property.
2. The Council has decided to continue to use capital value (the value of the land and all of the improvements on the land) as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:
 - a. The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
 - b. Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value;
 - c. The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

3. The Land against which rates may be assessed will include:
 - a. Any piece or section of land subject to separate ownership or occupation; or
 - b. Any aggregation of contiguous land subject to the same ownership or occupation.

5.5. Adoption of Valuations

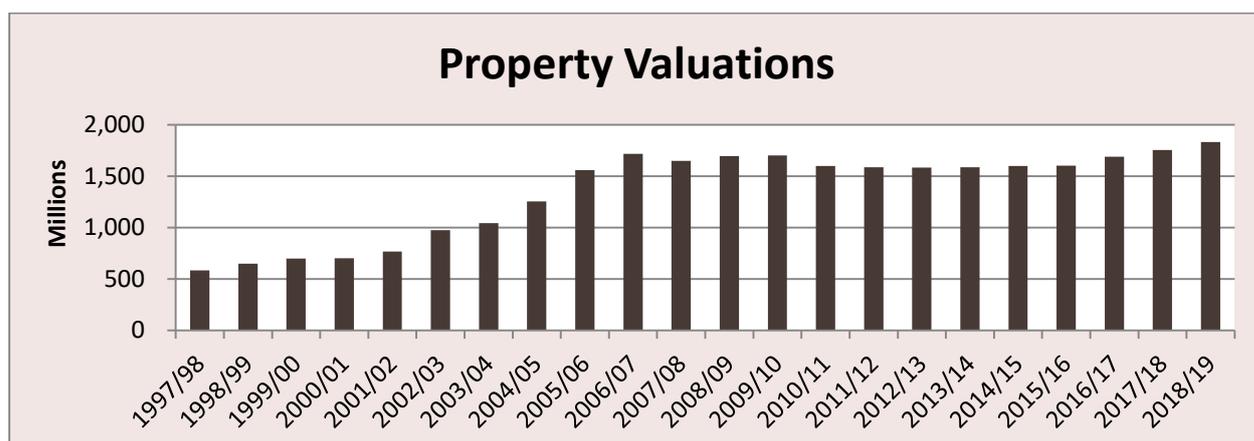
The Council will adopt the valuations made by the Valuer-General as provided to the Council on Tuesday 3rd July 2018. If you are dissatisfied with the valuation made by the Valuer-General then you may object to the Valuer-General in writing, within 60 days of receiving this notice of the valuation, explaining the basis for the objection - provided you have not:

- a. Previously received a notice of this valuation under the Local Government 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 Valuer-General.

The contact details for the State Valuation Officer are:

State Valuation Office
GPO Box 1354
Adelaide SA 5001

Tel: 1300 653 345 Email: lsg.objections@saugov.sa.gov.au

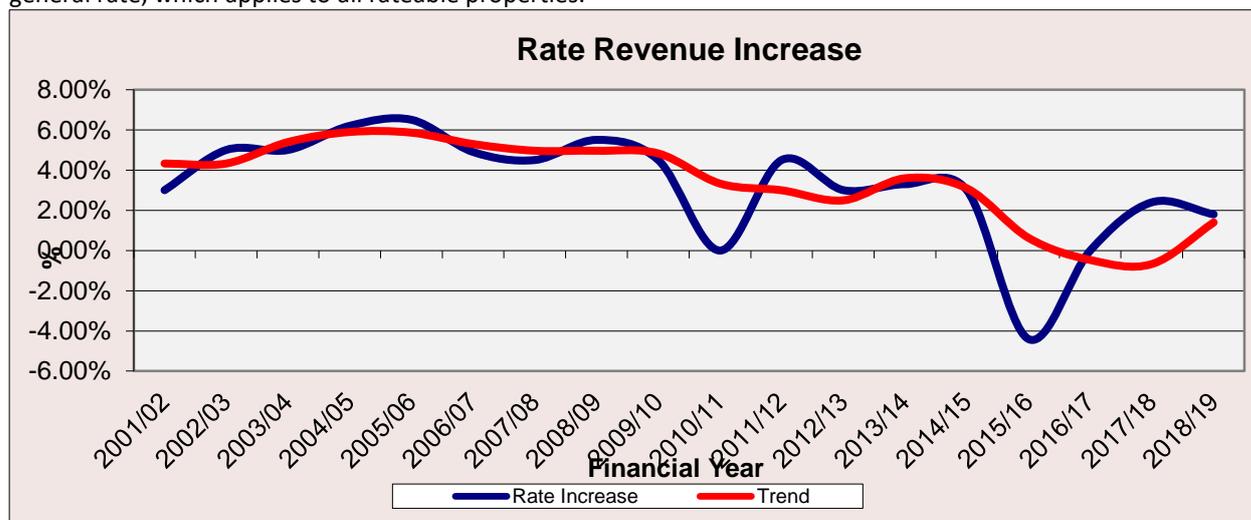


The Council has no role in this process. It is important to note that the lodgement of an objection does not change the due date for the payment of rates.

	2013/14	2014/15	2015/16	2016/2017	2017/2018	2018/2019
\$	1,586,097,900	1,599,124,900	1,603,456,600	1,690,347,000	1,757,209,800	1,834,424,320
\$ Change	389,600	13,027,000	4,331,70	86,890,400	66,862,800	77,214,520
% Change	0.2%	0.82%	0.27%	5.42%	3.96%	4.39%

5.6. General Rates

All land within the Council area, except for land within a specific exemption (e.g. Crown Land, Council occupied land and other land prescribed in the *Local Government Act* – refer to Section 147 of the Act), is rateable. The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties.



Financial Indicator	2013/14	2013/14	2015/16	2016/17	2017/18	2018/19
	%	%	%	%	%	%
Rate Increase	3.3%	3.0%	-4.42%	0.0%	2.4%	2.8%
5 Year Trend	3.6%	3.1%	0.63%	-0.47%	0.86%	1.54%

For the 2018/19 financial year, Council has budgeted to increase the general rate revenue by 2.8% from 2017/18 with rate revenue of \$8,094,616 in a total revenue budget of \$15,051,294. This represents a five year trend of 1.54%.

5.7. Minimum Rate

Council has decided to continue to impose a minimum charge in 2018/19. This financial year the minimum charge has been set at \$560, and is levied on those assessments with a low capital value.

The minimum rate is levied against the whole of an allotment (including land under a separate lease of licence) and only one minimum rate is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if the same owner owns them and occupied by the same occupier. The reasons for imposing a minimum rate are:

- The Council considers it appropriate that all rateable properties make a reasonable contribution to the cost of administering the Council's activities.
- The Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.
- The minimum rate has a lesser proportionate impact on lower income earners than a fixed charge rate system.
- From a ratepayer's perspective, anecdotal evidence appears to be in favour of a minimum rate, which is paid by those whose capital valuations are low.

5.8. Differential General Rates

The *Local Government Act 1999* allows Councils to differentiate rates based on the use of the land, the locality of the land or the use and locality of the land. Definitions of the use of the land are prescribed by regulation and the current definitions are:

- Residential
- Commercial – Shop
- Commercial – Office
- Commercial – Other

- Industry – Light
- Industry – Other
- Primary Production
- Vacant Land
- Other

In response to a comprehensive review of its rating system in 2012/13 Council decided to implement its differential rating strategy by planning zones and by land use to improve the equity in rate distribution across the community and provide Council with a more flexible rating policy that will allow it to better manage future issues as they arise.

The Council is continuing with the differential general rating strategy based on:

- whether the land is within or outside of the four planning zones;
- land uses both within and outside of the planning zones;

Simply applying the equity principle would not allow for any rate differentials. However, it is clear that the benefits received by ratepayers are not uniform – and this is particularly the case in regard to rural ratepayers in our sparsely populated Council area with a number of small townships.

Typically, the services not provided to some ratepayers include street lighting, waste management, kerb and guttering, street sweeping, footpaths and sealed roads. In addition, remoteness from a township may preclude the regular use of the library service and other Council provided services. The application of the benefit principle suggests that those ratepayers should pay less than ratepayers able to have access to the full range of Council services. (Note that this does not mean that a ratepayer who either chooses not to use Council services or has no current need of some Council services should pay less in rates. The reality is that the use of Council services varies at different periods in the lives of all ratepayers).

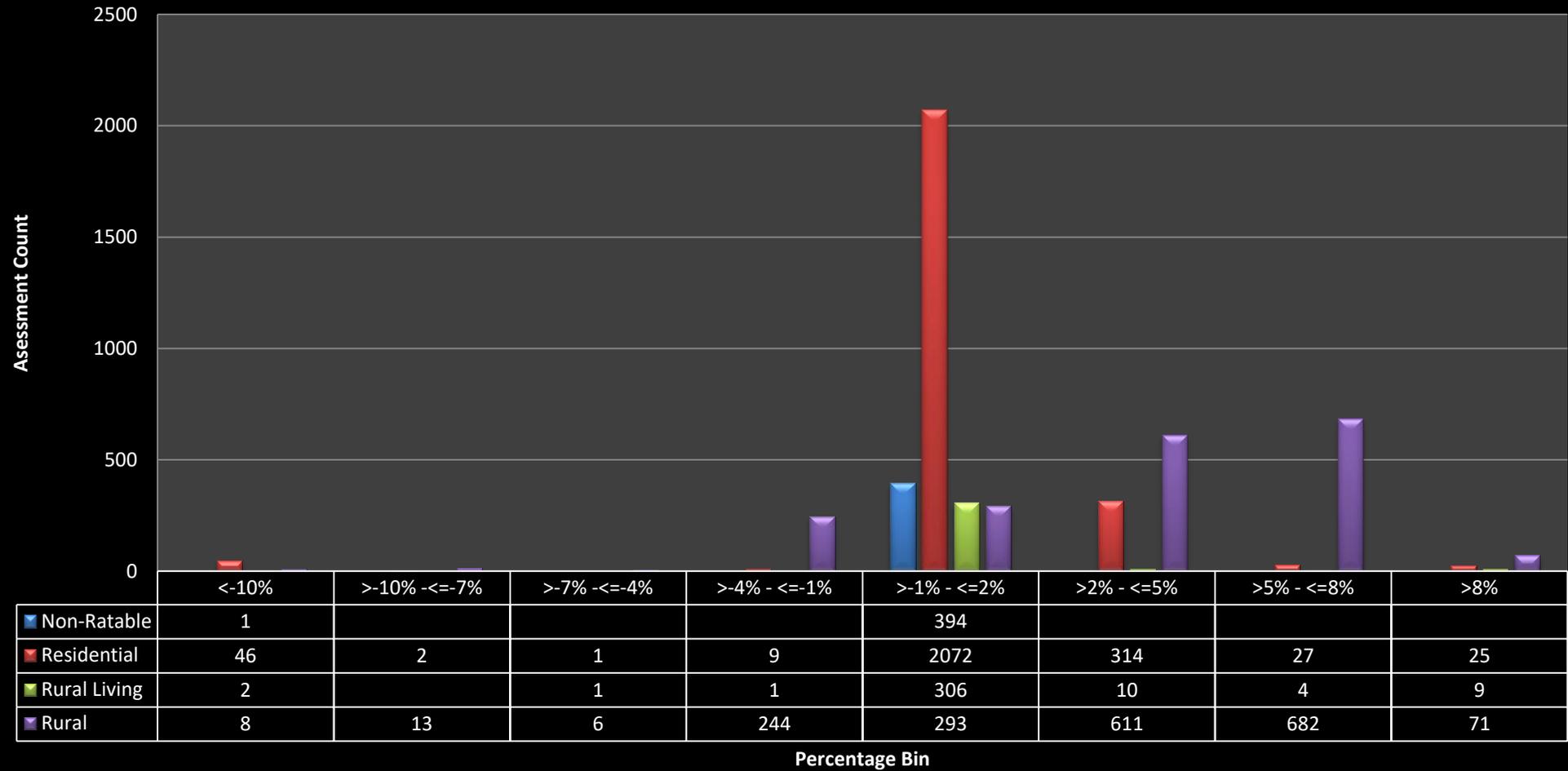
In 2018/19 Council will have the following differential rates:

- a. **0.6042** cents in the \$ for properties within the townships of Bordertown, Keith, Mundulla, Padthaway and Wolseley and for those properties within industrial and commercial zones
- b. **0.48336** cents in the \$ will be charged against properties that:
 - i. Are within rural living zones, or
 - ii. Have a land use of residential, industrial, rural living or commercial in the primary industry zone.
- c. **0.4030** cents in the \$ for Primary Industry land. This reduced rate relates to:
 - i. The land tends to be remote from many of the services provided by Council;
 - ii. Primary production properties do not receive a waste management service;
 - iii. Primary production properties do not have footpaths or street lighting;
 - iv. Many primary production properties are served by gravel, rather than sealed roads.

This is the seventh year of Council's new rating system. Council has tried to ensure that this new system is fair, equitable, flexible to changing circumstances and easy to understand.

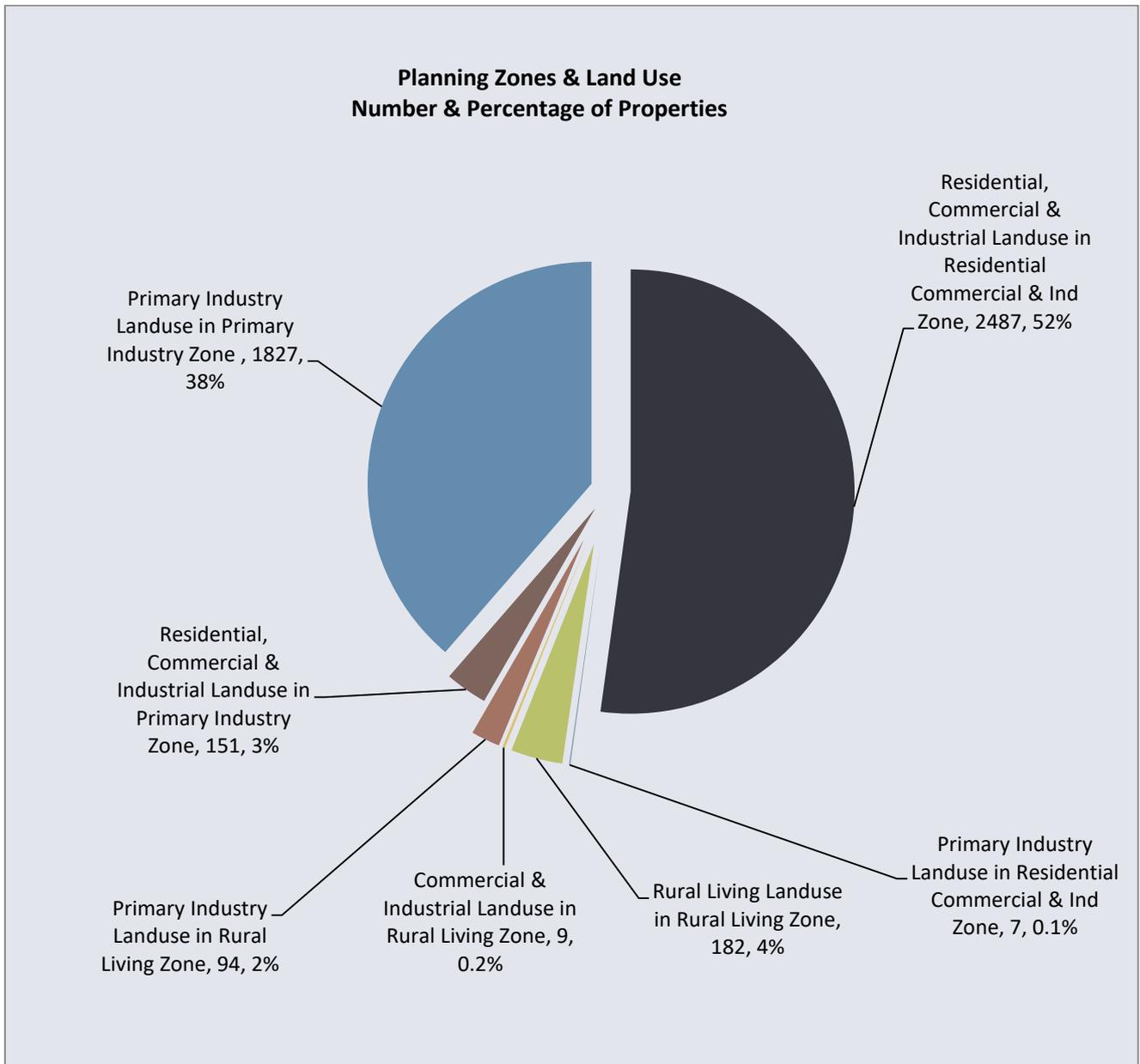
The following table, graph and map demonstrate the proposed rate distribution within the Council area for 2018/19 compared to the 2017/18 rating year.

% Change in Rates Per Assessment 17/18 to 18/19 8% Capping



Rate Model 2018/19 - 8% Rate Capping Rebate

Code	Total Props	Description	CV Value	Min Amt	GRV %	Calculated Rates	Props on Min	Concession.	Actual Rates to Raise	Rates %	Props %
00	395	NON RATEABLE	32,516,620			-					
07	2,487	RES IND COMM LU IN SAME ZONES	386,206,700	560.00	0.6042	2,333,412	549	183,449	2,254,344	28%	52%
08	7	PIN LU IN RES IND COMM ZONES	720,300	560.00	0.4030	2,903	2	-	3,923	0%	0.1%
09	182	RES LU IN R/LIVING ZONE	53,529,500	560.00	0.48336	258,737	11	280	260,372	3%	4%
10	9	IND COMM LU IN R/LIVING ZONE	1,517,500	560.00	0.6042	9,169	3	1,805	8,141	0%	0.2%
11	94	PIN LU IN R/LIVING ZONE	9,852,400	560.00	0.4030	39,704	37	150	49,451	1%	2%
12	151	RES IND COMM LU IN PIN ZONE	37,085,594	560.00	0.48336	179,254	49	6,711	188,636	2%	3%
13	1,827	PIN LU IN PIN ZONE	1,312,995,706	560.00	0.4030	5,219,367	129	10,240	5,329,150	66%	38%
	5,152		1,834,424,320			8,114,544	780	202,634	8,094,016	100%	100%
	4,757	CV less Non Rateable	1,801,907,700								
		Rate in \$	Properties				Income %	Income Rates	CV %		
	Residential	0.6042	2,496				28%	2,262,485	22%		
	Rural Living	0.48336	333				5.5%	449,008	5%		
	Rural	0.4030	1,928				66.5%	5,382,523	73%		



Code	Zone & land Use	2018/19 Financial Year			
		No. of Properties	Rate in the \$	Rates Raised \$	% of rates Raised
07	Commercial & Industrial Landuse in Residential Commercial & Industrial Zone	2,487	0.6042	2,254,344	28%
08	Primary Industry Landuse in Residential Commercial & Industrial Zone	7	0.4030	3,923	0.1%
09	Rural Living Landuse in Rural Living Zone	182	0.48336	260,372	3%
10	Residential, Commercial & Industrial Landuse in Rural Living Zone	9	0.6042	8,141	0.1%
11	Primary Industry Landuse in Rural Living Zone	94	0.4030	49,451	0.8%
12	Residential Commercial & Industrial Landuse in Primary Industry Zone	151	0.48336	188,636	2%
13	Primary Industry Landuse in Primary Industry Zone	1,827	0.4030	5,329,150	66%
Total		4,757		8,094,016	100.00

5.9. Service Charges

1. Natural Resources Management (NRM) Levy (N.B. This is a State Government Levy):
 - a. The Council is in the South East NRM area and is required under the Natural Resource Management Act 2004 to fund the operations of the South East Natural Resources Management Board. It does so by imposing a separate levy against all rateable properties in the SE area in this council area.
 - b. The Council is operating as a revenue collector for the South East Natural Resources Management Board in this regard. It does not retain this revenue or determine how the revenue is spent.
 - c. We have been advised that the land based NRM Levy in 2018/19 will be rated the same as in 2017/18, being a fixed charge dependent upon the Land Use Code (LUC). Below is an indicative spread of NRM levies for the Tatiara. The Tatiara is proposing to collect on behalf of the State Government \$538,306 compared to \$524,792 in 2017/18 & \$530,597 in 2016/17

• Residential, Vacant & Other	\$74.60
• Commercial	\$115.50
• Industrial	\$174.00
• Primary Production	\$337.00
2. Community Wastewater Management Scheme:
 - a. The Council provides a septic tank effluent disposal system to all residential and commercial properties in Bordertown, Keith, Mundulla and Wolseley. The full cost of operating and maintaining this service for this financial year is budgeted to be \$295,636. Following an updated Asset Management Plan for the Community Wastewater Management Schemes (STED) Council has decided to maintain the annual service charge, at \$340 for occupied land and \$180 for vacant blocks. The charge is to cover ongoing maintenance costs plus funds to go into a reserve to fund future maintenance and future replacement of ageing infrastructure such as pumps, pits, pipes and ponds.
 - b. Council will charge the ratepayer based on actual usage. This will not cause an increase to residences but users with multiple showers, toilets, sinks etc, such as Hospitals, Hotels, Motels, Retirement Villages, and Schools etc will be facing multiple charges.
3. Kerbside Waste Collection:
 - a. In the 2018/19 financial year, Council will continue to provide a kerbside waste, recycling collection & green bin service to the towns in the Council area.
 - b. The cost to operate the service is beyond Council's ability to absorb in general revenue and it would not be equitable to all ratepayers for them to do so. In meeting the majority of costs associated with the collection and disposal of waste and recyclables in the townships of Bordertown, Keith, Mundulla, Padthaway and Wolseley, Council will levy a service charge of \$300 per year in 2018/19. The proposed charge involves the following 3-bin system:
 - i. Town residences will be provided with a 140-litre mobile garbage bin to be used for weekly perishable waste pick up.
 - ii. Town businesses & residences will be provided with a 240-litre garbage bin for fortnightly recycling pickup.
 - iii. Town businesses will be provided with a 240-litre mobile garbage bin to be used for weekly perishable waste pick up.
 - iv. Town residences will be provided with a 240-litre mobile garbage bin to be used for a fortnightly green waste pick up.

5.10. Other Sources of Revenue

- User Pay charges set by Council: These comprise charges for the Council's fee based facilities such as Swimming Pools, Halls, Rubbish Dumps, and Cemeteries etc.
- Statutory Charges set by State Government: These are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications, dog registrations etc. Revenues generally offset the cost of the service.

- Grants and Partnerships: The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State government and other relevant parties.

5.11. Rate Concessions

Concession entitlements on Rates and Community Wastewater Management Schemes (CWMS) will no longer be available through Council.

For questions regarding the Pensioner Concessions and to check eligibility please contact the Department for Communities and Social Inclusion Concessions Hotline directly on 1800 307 758 or go to www.sa.gov.au/ for further information.

- Other Centrelink Beneficiaries: Families SA administer other Council rate concessions that are available to a range of eligible persons receiving State and Commonwealth allowances. This includes, but is not limited to, ratepayers who are in receipt of: Austudy, Newstart, Parenting Payment, Partner Allowance, Sickness Allowance, Special Benefit, Widow Allowance, Youth Allowance, Abstudy, Commonwealth Development Employment project (CDEP) or a New Enterprise Initiative Scheme. It may also apply to ratepayers in receipt of a pension as a war widow under legislation of the United Kingdom or New Zealand and the holders of a State Concession Card issued by Children, Youth and Family Services. All enquiries should be directed to your nearest branch office of Children, Youth and Family Services.
- Concession Guide: Revenue SA provides a guide that gives an overview of the major concessions available to pensioners, Centrelink allowances, seniors and other groups in SA.

5.12. Rate Capping Rebate

A Rate Capping Rebate provides relief against what would otherwise amount to a substantial change in rates payable to a ratepayer due to rapid changes in valuation and or a change in the rating system. Council reviews the Rate Capping Rebate percentage annually, and in 2012/2013 and 2013/2014 had fixed the cap at 10%, a decrease from 20% in 2011/12. Council will apply a Rate Capping Rebate of 8% for the 2018/19 financial year, maintaining the same percentage as in 2017/18 & 2016/17 and a reduction from the 15% of the previous two years.

Properties that have been purchased since July 2016 or which have had capital improvements of greater than \$25,000 and the capital value has increased because of the improvements are not eligible for the Rate Capping Rebate, unless their property has changed its rate code from the previous year.

5.13. Quarterly Payment of Rates

The *Local Government Act 1999* provides that rates are payable in four quarterly instalments. The quarterly instalments must be approximately equal in value and a rate notice in relation to each instalment must be sent at least 30 days and no more than 60 days before payment is due. The due dates for instalments for 2018/19 will be:

- Monday 3rd September 2018
- Monday 3rd December 2018
- Friday 1st March 2019
- Monday 3rd June 2019

5.14. Methods by which Rates May Be Paid

Council continues to provide a wide variety of payment methods, including:

- Internet: www.tatiara.sa.gov.au or by EFT or by Direct Credit or Direct Debit
- BPay: Biller Code 464396
- Post: PO Box 346, Bordertown SA 5268
- In Person: Payment can be made in person at the following Council Offices or Branch Offices between the hours of 8.30 am and 5.00 pm, Monday to Friday. Cheque, Credit Card and Debit card payments will be accepted.
 - Bordertown Council Office: 43 Woolshed Street, Bordertown SA 5268

- Keith Council Office: 34 Hender Street, Keith SA 5267
- Padthaway General Store, 15 Memorial Drive, Padthaway SA 5271

The Council has adopted a policy that where the payment of rates will cause a ratepayer demonstrable hardship, the Council is prepared to make extended payment provisions of payments by deferred arrangement. Any ratepayer who may, or is likely to experience difficulty with meeting the standard payment arrangements is invited to contact the Chief Executive Officer at the Council Office to discuss alternative arrangements. All such inquiries are treated confidentially.

The Chief Executive Officer has a delegation to make alternative arrangements and it is not necessary that they be reported to Council.

5.15. Postponement of Rates for Seniors

Application 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, or 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; or
- 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 and their mortgage was registered prior to 25 January 2007.

5.16. Late Payment of Rates

The *Local Government Act 1999* provides that Councils impose an initial penalty of 2% on any payment of rates that is received late. A payment that continues to be late is then charged a prescribed interest rate on the expiration of each month that it continues to be late. For the 2017/18 financial year this rate is 0.5833% per month.

Council issues a final notice for payment of rates when rates are overdue (i.e. unpaid by the due date.) Should rates remain unpaid more than 30 days after the due date, unless alternative payment arrangements have been agreed with the Council, the debt may be referred to a debt collection agency. The debt collection agency charges collection fees to the ratepayer.

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

1. First: to satisfy any costs awarded in connection with court proceedings.
2. Second: to satisfy any interest costs.
3. Third: in payment of any fines imposed.
4. Fourth: in payment of rates, in chronological order, starting with the oldest account first.

5.17. Rebate of Rates

Rebates or remissions are a concession granted by the Council and the granting of such rebates redistributes the rate burden to other ratepayers, irrespective of whether the rebates are mandated by legislation or granted on a discretionary basis by the Council.

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 *Local Government Act 1999*. Where applications for discretionary rebates are lodged under Section 166 of the Act, they will be considered under Council's Rate Rebate Policy and will be assessed against guidelines prepared by the Local Government Financial Management Group.

- **Mandatory Rebates:** The *Local Government Act 1999* requires Councils to rebate the rates payable for certain land uses. These include rebates of 100% for land:
 - a. Being predominantly used for service delivery or administration by a hospital or health centre.
 - b. Containing a church or other building used for public worship.
 - c. Used for a cemetery.
- **Discretionary Rebates:** Pursuant to section 166 of the *Local Government Act 1999*, the Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases:
 - a. Where it is desirable for the purpose of securing the proper development of the area (or part of the area).
 - b. Where it is desirable for the purpose of assisting or supporting a business in its area.
 - c. Where it will be conducive to the preservation of buildings or places of historic significance.
 - d. Where the land is being used for educational purposes.
 - e. Where the land is being used for agricultural, horticultural or floricultural exhibitions.
 - f. Where the land is being used for a hospital or health centre.
 - g. Where the land is being used to provide facilities or services for children or young persons.
 - h. Where the land is being used to provide accommodation for the aged or disabled.
 - i. Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the *Aged Care Act 1987* (Commonwealth) or a day therapy centre.
 - j. Where the land is being used by an organisation, which, in the opinion of the Council, provides a benefit or service to the local community.
 - k. Where the rebate relates to common property or land vested in a community corporation under the Community Titles Trust over which the public has a free and unrestricted right of access and enjoyment.
 - l. Where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, raid changes in valuations, or anomalies in valuations.

5.18. Sale of Land for Non Payment of Rates

The *Local Government Act 1999* provides that a Council may sell any property where the rates in arrears for three years or more. The Council is required to notify the owner of the land of:

- a. Its intention to sell the land.
- b. Details of the outstanding amounts.
- c. Council's intention to sell the land if payment of the outstanding amount is not received within one month.

Except in extraordinary circumstances, Council enforces the sale of land for arrears of rates.

5.19. Public Availability of Annual Business Plan

The public may inspect a copy of this Policy Document, without charge, at the offices of the Council.



Section 7 – Impact on Council's Financial Position

In addition to the objectives of the Strategic Management Plan, the long-term financial position is monitored using a set of financial sustainability indicators developed by the Local Government.

These indicators are:

1. Operating Surplus/Deficit (before capital Revenues)
2. Operating Surplus Ratio
3. Net Financial Liabilities
4. Net Financial Liabilities Ratio
5. Interest Cover Ratio
6. Asset Sustainability Ratio

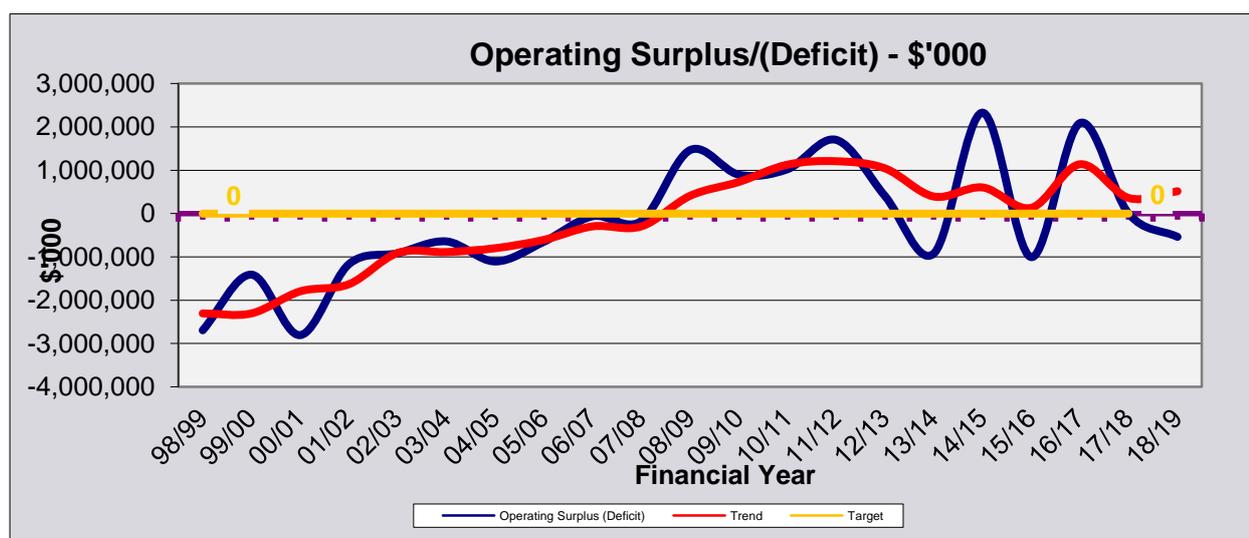
These financial indicators have been calculated in accordance with *Information Paper 9 – Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia.

Financial Indicator 1: Operating Surplus / Deficit

Financial Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
	Actual	Actual	Actual	Actual	Budget	Budget	Average
Operating Surplus/(Deficit)	-922,000	2,328,000	-1,004,000	2,089,000	-4,464	-536,946	574,318

Operating Surplus / (Deficit) measures the extent to which operating revenue is or is not sufficient to meet all of the costs of providing Council services, which includes depreciation. When an operating deficit exists, today's ratepayers are not meeting some costs being incurred in the current year. When an operating surplus is achieved, the amount of the surplus is available for capital expenditure over and above the level of depreciation expenses for the year, without the need to increase the level of Council's net financial liabilities. When such capital expenditure is not required, the amount of the operating surplus leads to a reduction in the level of net financial liabilities.

The following graph shows Council's Operating Statement since 1998/99, showing a gradual improvement over time in the Operating Result before capital revenue. A deficit Budget is estimated for the 2018/19 Budget.

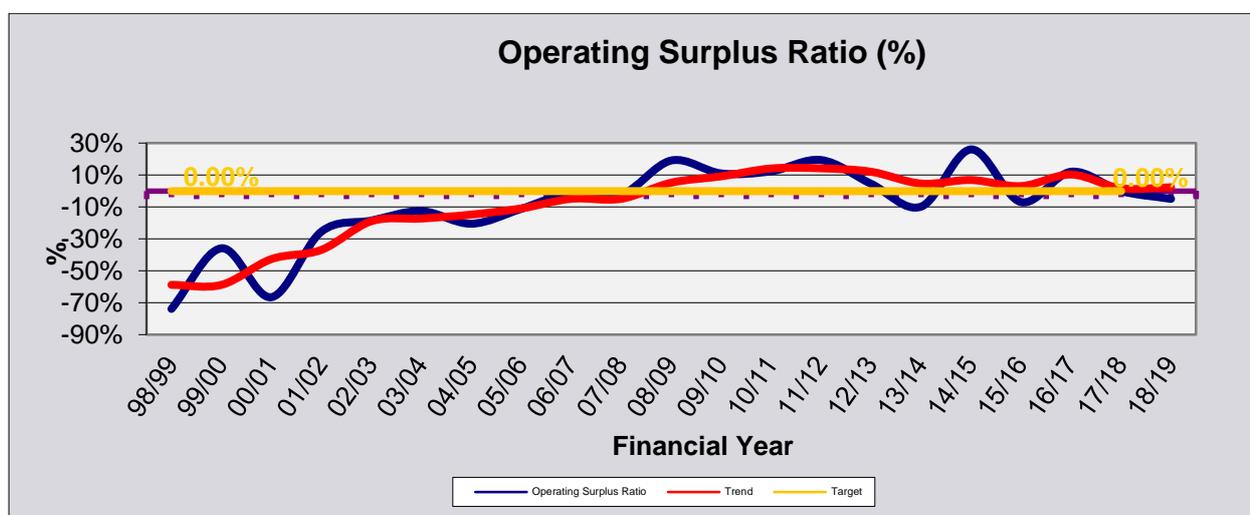


Financial Indicator 2: Operating Surplus / Deficit Ratio

Financial Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
	Actual	Actual	Actual	Actual	Budget	Budget	Average
Operating Surplus Ratio	-10%	26%	-7%	12%	0%	-5%	5%

Operating Surplus Ratio expresses the Operating Surplus / (Deficit) as a percentage of general and other rates, net of the NRM Levy. When an operating deficit exists, this measure indicates the percentage increase needed in rate revenue to achieve a break-even operating result. Equally, decreasing operating expenses also could target a break-even operating result.

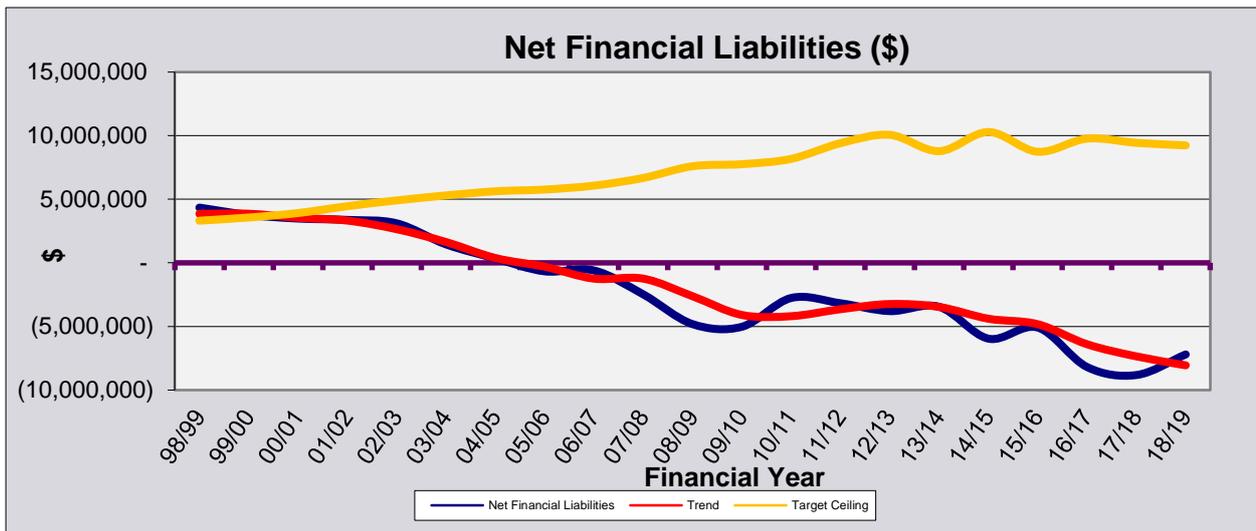
From the information presented it can be seen that Council is planning for an Operating Ratio of -5.0% in 2018/19, indicating that the operating deficit is equivalent to 5% of rate revenue.



Financial Indicator 3: Net Financial Liabilities

Financial Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
	Actual	Actual	Actual	Actual	Budget	Budget	Average
Net Financial Liabilities	-3,456,000	-5,960,000	-5,086,000	-8,188,000	-8,816,777	-7,197,771	-7,049,710

Net Financial Liabilities is a financial position measure and equals total liabilities less financial assets (being cash, investments, loans to community groups, receivables, prepayments, but excluding equity-type investments). Net Financial Liabilities is the key indicator of a Council’s indebtedness to other sectors of the economy. It is a more comprehensive measure than Net Debt as it includes, for example, creditors and provisions for employee entitlements. The amount of Net Borrowing in any one-year increases the level of Net Financial Liabilities in the year by that amount, and indicates that a Council has to incur liabilities or liquidate financial assets to finance its overall budget. Conversely, the amount of Net Lending decreases the level of Net Financial Liabilities, and indicates that a Council has to purchase financial assets or repay liabilities in order to use surplus funds in that year. When an ongoing negative Net Financial Liabilities position occurs, it implies that a Council may be placing a higher priority on investment in financial assets than applying ratepayer funds to the provision of services.

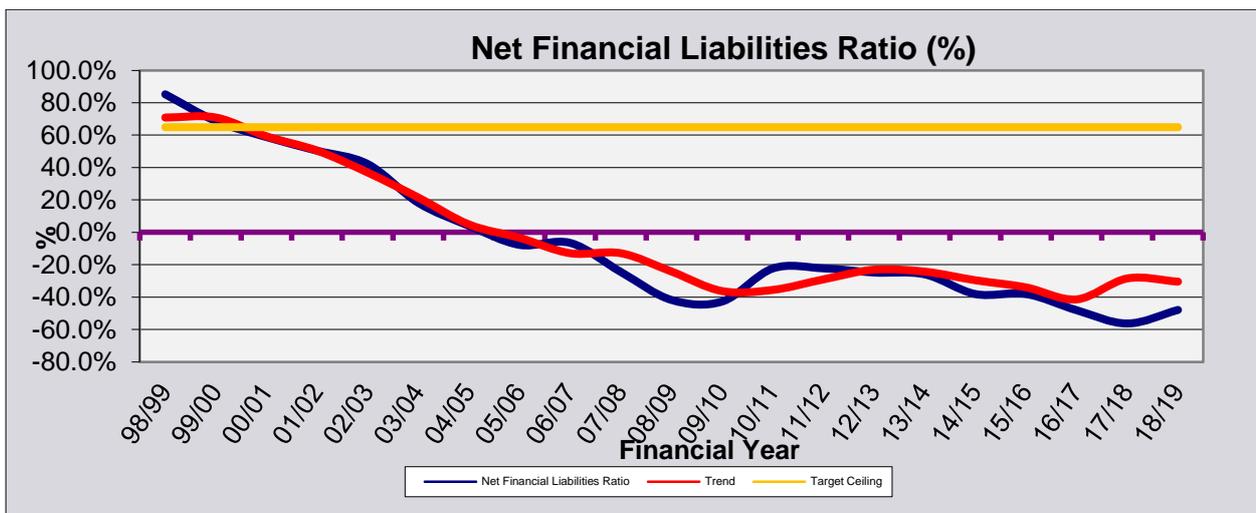


Financial Indicator 4: Net Financial Liabilities Ratio

Financial Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
	Actual	Actual	Actual	Actual	Budget	Budget	Average
Net Financial Liabilities Ratio	-26.0%	-38.0%	-38.0%	-48.0%	-56.17%	-47.82%	-45.60%

Net Financial Liabilities Ratio expresses Net Financial Liabilities as a percentage of Total Operating Revenue. This measure equates the outstanding level of Council’s financial obligations against the level of one year’s operating revenue. The measure also indicates the capacity of Council to meet its financial obligations from revenue streams. When the ratio is falling, it indicates that Council’s capacity to meet its financial obligations from revenue streams is strengthening. Conversely, where the ratio is increasing, it indicates that Council’s capacity to meet its financial obligations is deteriorating.

From the table, it can be determined that in 2018/19 Council’s projected ratio is -47.82%, which tells us that Council’s Net Financial Liabilities are funded by both its operational income and internal borrowings, and implies that Council is using its financial reserves. Over the 5 year period, from 2014/15 to 2018/19, Council will have a net financial liabilities ratio average of around -45.6%.

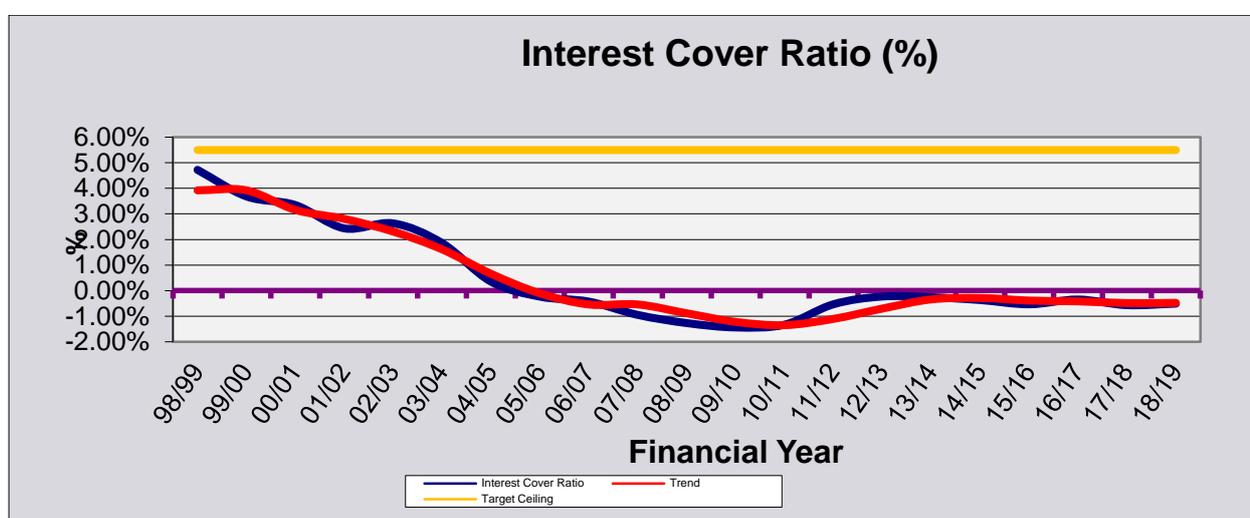


Financial Indicator 5: Net Interest Cover Ratio

Financial Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
	Actual	Actual	Actual	Actual	Budget	Budget	Average
Net Interest Cover Ratio	-0.3%	-0.47%	-0.54%	-0.35%	-0.54%	-0.50%	-0.48%

Net Interest Cover Ratio expresses Net Interest Expenses as a percentage of Total Operating Revenue, or how much of Council’s operating revenue generated is used to pay interest on loans. It indicates the extent to which a Council’s operating revenues are committed to interest expenses, however, does not take into account the component of interest expenses that is funded directly under a self-supporting loan, as for example occurs with the loans for Community Wastewater Management Schemes.

The current ratio of -0.5% of income used to pay interest on loans is low. In terms of total loan principal payable and interest on loans payable on an annual basis as opposed to rate revenue, Council’s targeted ceiling is approximately 5.5%, which means that Council can in theory raise further debt to fund capital costs without impacting on the budget substantially.

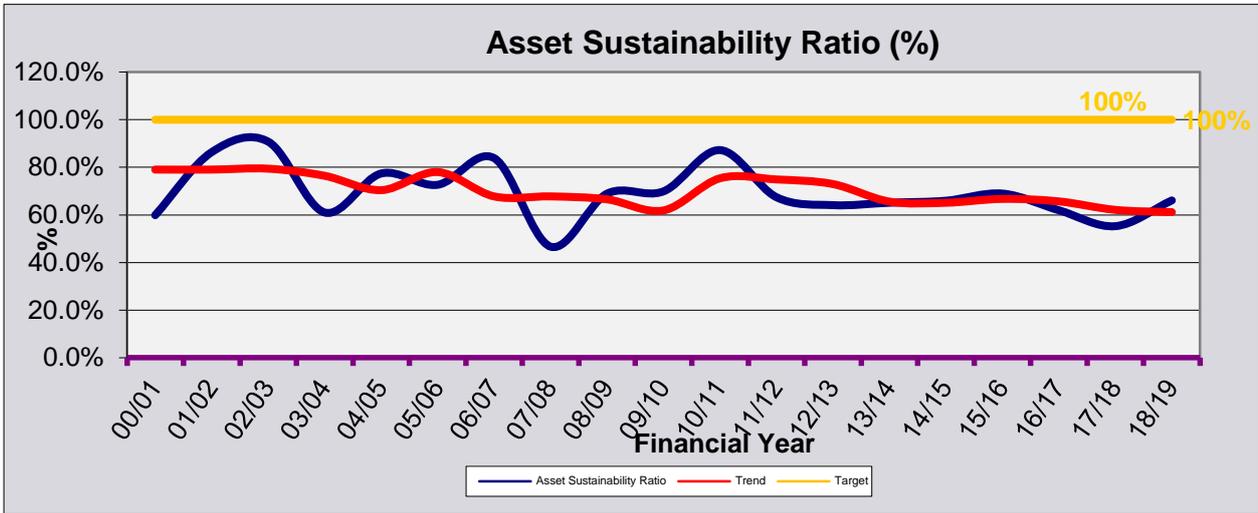


Financial Indicator 6: Asset Sustainability Ratio

Financial Indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year
	Actual	Actual	Actual	Actual	Budget	Budget	Average
Asset Sustainability Ratio	65.2%	66.0%	69.0%	62%	55.31%	66.11%	63.68%

Asset Sustainability Ratio expresses net capital expenditure on renewal and replacement of existing assets as a percentage of depreciation costs. This measure assists in identifying the potential decline or improvement in asset condition and standards. A percentage less than 100 on an ongoing basis indicates that capital expenditure levels are not being optimized so as to minimise whole of life cycle costs of assets or that assets may be deteriorating at a greater rate than spending on their renewal or replacement.

Clearly, Council should spend more on renewal and replacement of assets, an amount equivalent to that of the depreciation incurred each financial year. However, the development and implementation of Council’s asset management program will ensure a better alignment between Council’s Asset Management Plan and Long Term Financial Plan.



Appendix 1 – Strategic Management Plan Actions

Council's current Strategic Management Plan is for the years 2016/2017 to 2019/20.

STRATEGIC GOAL 1: A Safe and Connected Community

Objective: 1.1 Provide innovative and effective community services.

No.	Strategy	No.	Activity	Timeframe
1.1.1.	Build community capacity & participation in community services, culture & recreation.	1.1.1.1.	Acknowledge the contribution made by community members through their individual areas of excellence, through appropriate avenues such as Australia Day Awards, Volunteer of the Year, ANZAC Day celebrations & other events.	Annual
1.1.2.	Create a safe community environment.	1.1.2.1.	Participate in & promote community safety & wellbeing through a number of forums (e.g. Road Safety initiatives, Cybersafety, Drug & Suicide Prevention, & Dry Zone Regulation).	Annual
		1.1.2.2.	Promote & support recreational & cultural activities that encourage community participation (e.g. libraries, cinemas, men's sheds, walking trails, recreation & sporting venues).	Annual
1.1.3.	Contribute to building a vibrant & diverse community.	1.1.3.1.	Encourage & facilitate, where appropriate, a range of flexible, diverse & affordable housing options (e.g. retirement villages & independent living units).	Annual
		1.1.3.2.	Further expand the opportunities for members of multi-cultural communities to gather together through Council programs to support their sense of belonging & participation.	Annual
		1.1.3.3.	Create opportunities for all regional stakeholders to contribute to the district's promotion, growth & enhancement as part of community engagement.	Annual

Objective: 1.2. Provide community leadership through accessible, open & consultative government.

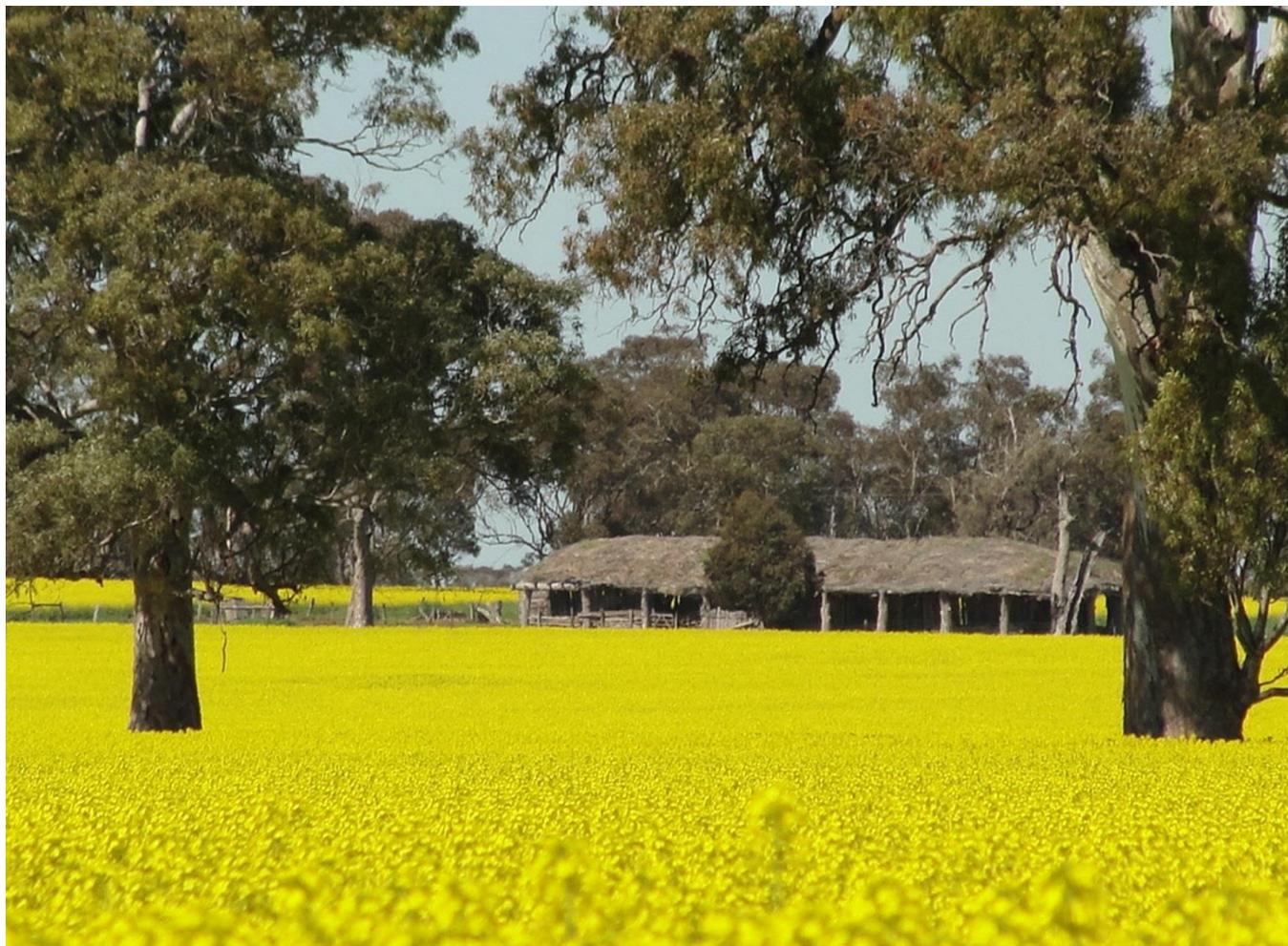
No.	Strategy	No.	Activity	Timeframe
1.2.1.	Health & social wellbeing services in the Tatiara meets regional community needs.	1.2.1.1.	Implement the recommendations / actions of Council's Regional Health Plan.	Annual
		1.2.1.2.	Facilitate the development of health services by building a close working relationship with the region's hospitals, medical centres & health services.	Annual
		1.2.1.3.	Advocate support for a Health Hub in Bordertown, Keith and Padthaway.	Annual
1.2.2.	Develop & implement a range of communication strategies to strengthen relationships between Council & community groups.	1.2.2.1.	Identify & implement communication strategies (e.g. online social media, group presentations etc.) that improve engagement with all segments of our community (e.g. youth, aged, migrant communities).	Annual

Objective: 1.3. Develop and support sport, recreation and community activities to promote healthy lifestyles and community wellbeing.

No.	Strategy	No.	Activity	Timeframe
1.3.1.	Promote community health and well-being through the provision of recreation space, facilities & programs.	1.3.1.1.	Implement the recommendations of the Parks & Gardens Master plan to enhance the management & use of Council's open space facilities.	Annual
		1.3.1.2.	Optimise recreation opportunities by co-locating, where viable, sports facilities with community / family recreation places / space.	Annual
1.3.2.	Promote the Region's library services as an information resource that is accessible & responsive to community need.	1.3.2.1.	Consolidate Tatiara Libraries planning under a Libraries Strategy Group.	Annual
		1.3.2.2.	Implement the Tatiara Libraries Forward Plan to establish a cooperative & collaborative relationship between Bordertown Library & Keith Community Library.	Annual

Objective: 1.3. Develop and support sport, recreation and community activities to promote healthy lifestyles and community wellbeing (cont).....

No.	Strategy	No.	Activity	Timeframe
		1.3.2.3.	Identify opportunities to engage with the community, funding bodies & other agencies to support library & community development programs, activities & services.	Annual
1.3.3	Collaborate with Country Arts SA to deliver a Regional Arts and Culture Plan.	1.3.2.4	Collaborate with Country Arts SA to compliment & implement the <i>Tatiara Arts & Culture Plan 2016-19</i> .	Annual



STRATEGIC GOAL 2: Infrastructure & Assets

Objective: 2.1 Plan for & provide infrastructure appropriate to the community's needs.

No.	Strategy	No.	Activity	Timeframe
2.1.1	Prudently review & manage Council's AMPs with its LTFP.	2.1.1.1.	Complete the development of Asset Management Plans for Council's core asset groups to ensure there are sufficient funds in the long term to renew infrastructure that is vital to Council's service delivery.	2016/17
		2.1.1.2.	Review & update Asset Management Plans (AMPs) on a regular basis & define condition, service & performance standards for each asset class.	Annual
		2.1.1.3.	Deliver works to develop & maintain Council's physical assets for long-term sustainability, amenity & safety.	Annual
		2.1.1.4.	Continue to look for opportunities to rationalise & dispose of surplus assets in order to reduce long-term operating & capital costs.	Annual
2.1.2	Improve the safety of the community.	2.1.2.1.	Review & improve lighting provided to public facilities, roads & open spaces to improve public safety.	Annual
		2.1.2.2.	Provide & promote walking & cycling trails for the health & wellbeing for recreation & commuter use.	Annual
2.1.3	Improve telecommunication for both residents & local business..	2.1.3.1.	To work in conjunction with state & federal government departments to provide internet (mobile BB) & mobile phone coverage to black spots within the district.	Annual
2.1.4	Maintain & manage Council owned & managed land to improve the amenity & functionality of the area.	2.1.4.1.	Plan & develop the Old Shell Depot in Bordertown & the Railway lands in Keith for "tourist" parking of larger vehicles & so that heritage information, arts & vegetation can be established to "beautify" the area.	2017/18
		2.1.4.2.	Undergrounding of power, development/improvement of parking & the improved amenity of parks (i.e. along Heritage Street, Keith; Padthaway).	2017/18

STRATEGIC GOAL 3 - Economic Development**Objective: 3.1 Create an environment which encourages new & existing businesses to achieve their aspirations for growth.**

No.	Strategy	No.	Activity	Timeframe
3.1.1.	To have a strong & prosperous economy built on diversifying our established industries, businesses & enterprises & attracting new industries & investors.	3.1.1.1.	Develop & implement an Economic Development Strategy.	2016/17
		3.1.1.2.	Develop & implement a strategy to foster economic development & tourism, which includes partnering with Government bodies (like the RDA) to seek out & attract potential new industries.	2016/17
		3.1.1.3.	Work in partnership with the business community in the development & promotion of business growth & employment opportunities, which includes Council visiting Tatiara businesses annually.	Annual
		3.1.1.4.	Maintenance & data updates of the Tatiara Community Profile on its website, which can be accessed by community groups, investors, business, students & the general public	Annual
		3.1.1.5.	Advocate to Government, in conjunction with the RDA and industry, to ensure that the supply of energy to the region caters for current & future demand levels (e.g. cold storage, bio-energy).	Annual
		3.1.1.6.	Embrace technology as a key enabler of economic development & social networking by advocating for appropriate Information Communication Technology (ICT) infrastructure to support industry, business & the community. (e.g. mobile phone coverage).	Annual
		3.1.1.7.	Coordinate long term strategic land use planning & infrastructure that assists economic development across the Tatiara with particular emphasis on the retail & commercial precincts, such as the Bordertown & Keith Industrial Estates, & the development of new homes on surplus blocks.	Annual

Objective: 3.2 Implement effective strategies to grow & retain the region's population.

No.	Strategy	No.	Activity	Timeframe
3.2.1.	Develop strategy to attract & retain people in the Tatiara.	3.2.1.1	Facilitate the provision of transport services for the aged & young families by a community bus system, encouraging local operators to provide a bus service & lobbying State/Federal Governments for transport services.	Annual

Objective: 3.3 To support and encourage a sustainable, innovative and resilient tourism sector.

No.	Strategy	No.	Activity	Timeframe
3.3.1.	To have a vibrant & growing tourism industry.	3.3.1.1.	Prepare and implement a Tourism & Marketing Plan for the region.	2016/17
		3.3.1.2.	Identify models through which Council can make the most effective use of available resources to encourage, promote & support tourism in the District.	2016/17
		3.3.1.3.	Support & work with local & regional tourism groups, including the Tatiara Business Association.	Annual
		3.3.1.4.	Support, facilitate & promote major & unique events to regional & wider audiences.	Annual
		3.3.1.5.	Identify ways to functionally & promotionally link accommodation activities with tourism attractions, tourism businesses, farms & other rural activities.	Annually
		3.3.1.6.	Encourage the community to be involved in preserving & promoting the history of their town & the region.	Annual
		3.3.1.7.	Developing the Bob Hawke Galley as a major regional tourism attraction through a partnership with the Bob Hawke Ministerial Museum, University of SA.	2016/17

STRATEGIC GOAL 4: Natural Environment & Sustainable Living**Objective: 4.1 Protect & enhance the natural landscape, urban treescapes & waterways.**

No.	Strategy	No.	Activity	Timeframe
4.1.1.	Support a clean, green & healthy environment.	4.1.1.1.	Promote sustainability & conservation of Council's bushland & waterway reserves through information, education & public events (e.g. Clean Up Australia Day).	Annual
		4.1.1.2.	Investigate projects to preserve & enhance areas of remnant vegetation or significant native flora & fauna on public & private land.	Annual
		4.1.1.3.	Support community based climate change & sustainability initiatives.	Annual

Objective: 4.2 Support our community to experience & appreciate a healthy, diverse & exciting natural environment.

No.	Strategy	No.	Activity	Timeframe
4.2.1.	Maintain Council's commitment to the Coorong & Tatiara Local Action Plan (LAP) Committee & staff.	4.2.1.1.	To achieve a better informed community on key NRM issues and actions to help protect & enhance biodiversity across our region.	Annual

Objective: 4.3 Establish Council leadership as a sustainability & environment steward.

No.	Strategy	No.	Activity	Timeframe
4.3.1.	To reduce impact of Council's activities & provide leadership in sustainability by demonstrating best practice.	4.3.1.1.	Assess the potential impacts of Climate Change in relation to Council operations & services & implement adaption strategies.	Annual
		4.3.1.2.	Develop a business case for the conversion of street lights to energy efficient lights.	Annual

Objective: 4.4 Protect & enhance the natural landscape, urban treescapes & waterways.

No.	Strategy	No.	Activity	Timeframe
4.4.1.	Ensure waste services are managed according to a long-term waste management strategy which is consistent with waste minimisation principles.	4.4.1.1.	Develop a Waste Management Strategy & Plan for the District.	2016/17
		4.4.1.2.	Encourage & promote waste reduction, recycling & reuse through community education & public awareness programs.	Annual
		4.4.1.3.	Continue to investigate cost effective ways to manage waste & recycling within the district.	Annual

STRATEGIC GOAL 5: Governance & Leadership

Objective: 5.1 Provide community leadership through accessible, open & consultative government.

No.	Strategy	No.	Activity	Timeframe
5.1.1.	Provide accountable, open, & transparent communication with the community.	5.1.1.1.	Develop a Community Engagement Framework which establishes mechanisms to inform, consult and involve the community in Council business & decision making.	Annual
		5.1.1.2.	Provide information to the community via newsletters, website, local media & other avenues.	Annual

Objective: 5.2 Maintain a clear & effective short, medium & long term planning framework.

No.	Strategy	No.	Activity	Timeframe
5.2.1.	Council's operations are effective, efficient & customer focused.	5.2.1.1.	Pursue the integration & management of information, communication & technology systems.	Annual
		5.2.1.2.	Continue to undertake service review processes to ensure efficient & effective service delivery.	Annual
5.2.2.	To continuously improve the health & safety of people within our workplace.	5.2.2.1.	Implement & monitor health, safety & injury management services to provide a safe working environment for all workers & volunteers.	Annual
		5.2.2.2.	Council's WH&S performance is at or above the regional average.	Annual
5.2.3.	Manage risk to the Council.	5.2.3.1.	Update the Risk Management Framework, which addresses workplace health & safety, emergency management, business continuity, financial management, public liability & legislative accountability.	Annual
		5.2.3.2.	Undertake an annual legislative compliance audit, commencing with key areas of risk identified under the Risk Management Framework.	Annual
		5.2.3.3.	Foster improved organisational probity, practices & risk management through effective operation of Council's Audit Committee.	Annual
		5.2.3.4.	Council's risk management performance is at or above the regional Local Government average.	Annual

Objective: 5.3 Ensure that Council's plans and budgets are both responsible and sustainable.

No.	Strategy	No.	Activity	Timeframe
5.3.1.	To implement prudent & professional financial & operational management.	5.3.1.1.	Maintain & implement prudent financial policies & practices to ensure long term financial sustainability, including the provision of quality internal control & audit procedures.	Annual
		5.3.1.2.	Review the financial assumptions & planning parameters applied to the Long Term Financial Plan to achieve long term financial sustainability.	Annual
		5.3.1.3.	Develop & implement a comprehensive rating strategy that balances the needs of Council with community interest.	Annual
		5.3.1.4.	Improve service efficiency & effectiveness through regular service reviews & process improvements.	Annual
5.3.2.	Provide leadership & advocacy to improve the financial position of the Tatiara Council.	5.3.2.1.	Advocating for legislative change including constitutional recognition for local government & improved funding models to lessen the reliance on rates as an income stream.	Annual

Appendix 2 – 2018/19 Budget Details

Acc.	DESCRIPTION	2017/18 – May Review Budget		2018/19 Budget	
		Inc. \$	Exp. \$	Inc. \$	Exp. \$
	Administration				
1000	Revenue NEC (General Ops)	132	0	0	0
1020	Revenue NEC (Rates)	8,607,729	178,996	8,674,922	11,120
1050	Governance - Elected Members	100	606,311	500	651,270
1051	Governance - Other	0	199,165	0	264,705
1055	Revenue NEC (Financial Services)	1,688,489	0	2,998,881	0
1070	Revenue NEC (Keith Office)	120,872	100,000	120,604	100,000
1080	Accounting / Finance Services	1,472,644	1,386,043	1,441,152	1,440,064
1081	Information Technology	317,114	373,726	371,716	457,889
1082	Communications	23,000	37,600	0	10,000
1083	Rates Administration	32,500	39,500	37,000	39,400
1085	Bordertown Occupancy	63,800	116,191	90,947	98,000
1089	Payroll / HR	0	35,000	0	10,000
1091	Keith Occupancy	86,305	78,497	81,564	82,122
	Program Totals	12,412,685	3,151,029	13,817,286	3,164,570
	Public Order & Safety				
1100	Dog Control	35,470	66,592	32,600	66,688
1110	Fire Protection	3,500	67,607	2,000	70,980
1130	Impounding Livestock	0	50	0	400
1140	Other Public Order & Safety	500	58,797	500	65,825
1150	Litter & Nuisance Control	500	250	0	200
	Program Totals	39,970	193,296	35,100	203,893
	Health				
1240	Health Centres	0	0	0	40,000
1250	Health Immunisation Services	9,015	9,100	4,500	8,100
1260	Health Inspection	79,936	114,440	78,550	117,776
1270	Vertebrate Pests	0	1,700	0	1,700
1280	Noxious Insects	0	0	0	0
1290	Other Health Services	808	14,508	0	13,000
	Program Totals	89,759	139,748	83,050	180,576
	Social Security & Welfare				
1320	Senior Citizens	0	8,400	0	12,500
1330	Other Social Services & Welfare	52,633	211,109	52,880	263,312
	Program Totals	52,633	219,509	52,880	275,812

Tatiara District Council 2018/19 Annual Business Plan

Acc.	DESCRIPTION	2017/18 – May Review Budget		2018/19 Budget	
		Inc. \$	Exp. \$	Inc. \$	Exp. \$
	Housing & Com. Amenities				
1400	Cemeteries	78,000	273,726	67,000	266,208
1411	Effluent Drainage - Bordertown	536,739	189,605	545,480	164,966
1412	Effluent Drainage – Keith	240,712	85,707	240,594	88,857
1413	Effluent Drainage - Mundulla	31,750	20,142	32,380	17,719
1414	Effluent Drainage - Wolseley	22,900	24,170	22,900	24,094
1420	Public Conveniences	80	258,342	0	242,676
1430	Sanitary and Garbage	709,754	964,255	690,400	980,445
1440	Street Cleaning	0	52,800	0	54,120
1450	Street Lighting	0	218,200	0	210,000
1460	Town Planning	0	72,070	0	81,345
1465	Flood Prevention	0	0	0	20,000
1477	Land Development	51,823	199,825	0	375,873
1485	Wolseley Water Supply	8,756	11,800	9,000	11,974
	Program Totals	1,680,514	2,370,642	1,607,754	2,538,277
	Sport & Recreation				
1600	Halls	97,935	816,401	85,450	705,922
1610	Bordertown Library	26,177	382,853	21,000	390,365
1615	Keith Community Library	1,839	29,844	1,839	30,844
1620	National Estate	3,900	69,946	1,300	45,758
1630	Parks & Gardens	2,000	903,074	0	932,691
1640	Sport & Recreation	37,422	211,980	35,495	74,621
1650	Swimming Pool - B/town	86,191	255,331	68,300	264,031
1660	Swimming Pool - Keith	34,353	154,833	33,000	224,612
1670	Other Cultural Services	0	23,900	0	24,500
	Other Community Structures (NEC)	0	0	0	21,000
	Program Totals	289,817	2,848,162	246,384	2,714,344
	Agricultural Services				
1800	Land Management - Conservation	23,221	601,861	3,317	605,899
1820	Land Management - Agric Pests	0	1,000	0	750
	Program Totals	23,221	602,861	3,317	606,649
	Mining, Manufacturing & Const.				
1900	Development Act	66,605	229,178	34,200	239,958
1920	Quarries	330,000	558,545	400,000	525,000
	Program Totals	396,605	787,723	434,200	764,958

Tatiara District Council 2018/19 Annual Business Plan

Acc.	DESCRIPTION	2017/18 – May Review Budget		2018/19 Budget	
		Inc. \$	Exp. \$	Inc. \$	Exp. \$
	Transport & Communication				
2000	Construction Works (Capital Wks)	0	3,761,782	0	5,305,073
2010	Maintenance Works	0	2,147,750	0	2,018,609
2002	Road Grants	1,749,962	0	1,415,886	0
2030	Parking	733	2,200	300	2,400
2040	Aerodrome	852	33,340	800	38,568
2050	Rural Addressing	25	113	0	0
2070	Other Transport & Communication	0	34,500	0	53,500
	Program Totals	1,751,572	5,979,685	1,416,986	7,418,150
	Economic Affairs				
2100	Economic Development	5,033	122,406	5,000	132,713
2120	Caravan Park	11,502	34,845	11,847	23,826
2150	Saleyards	5,829	3,000	5,800	6,350
2160	Tourism	0	142,768	10,000	159,949
	Program Totals	22,364	303,019	32,647	322,838
	Other Purposes NEC				
2210	Plant Operations	1,780,289	2,078,370	1,485,000	1,753,348
2220	Depot & Overhead Expenses	916,134	1,920,108	1,045,858	2,005,862
2230	Vandalism	0	3,000	0	3,000
2250	Other Property & Services	87,000	138,890	82,000	128,326
2260	Other General Service	25,000	16,000	13,000	10,000
	Program Totals	2,808,423	4,156,368	2,625,858	3,900,536
	Grand Totals	19,567,563	20,752,042	20,355,462	22,090,603
	Surplus / Deficit			60,006	
	Reserve Transfers – From	2,366,880		2,439,996	
	Reserve Transfers – To		1,164,188		644,846
	Total	18,210		60,006	

Budget shows a “Surplus Budget” of \$60,006 which council will review during the three Budget Reviews to be carried out in 2018/19

Appendix 3 – Rate Rebate Policy



Tatiara
the good country

TATIARA DISTRICT COUNCIL

RATE REBATE POLICY 2018/19

Policy Statement

It is the policy of Tatiara District Council that a rebate of rates in respect of any rateable land in the Council area will be available only when the applicant satisfies the requirements under the Local Government Act 1999 and, where appropriate, the requirements of this Policy.

Introduction

1. The *Local Government Act 1999* ("the Act") sets out at Chapter 10, Division 5 (Sections 159 to 166) those provisions applicable to the Council granting a rebate of rates to persons or bodies.
2. The Council has decided to adopt a Policy to assist it in its decision-making functions relative to the operation of the rate rebate provisions contained in the Act.
3. This 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 the matters that the Council will take into account in deciding an application for a rebate.
4. In accordance with the rebate provisions contained in the Act, this Policy sets out the type of use in respect of land which the Council must grant a rebate of rates and the amount that rebate must be, and those types of land use where the Council has a discretion to grant a rebate of rates.

Local Government Act 1999

1. Section 159(3) of the Act provides that the Council may grant a rebate of rates under the Act if it is satisfied that it is appropriate to do so.
2. The Act provides for a mandatory rebate of rates in specified cases and the amount of that mandatory rebate (see Mandatory Rebates Clause below).
3. The Act also provides that where the Council must grant a rebate of rates under the Act, and the amount of that rebate is fixed by the Act at less than 100%, the Council **may** increase the amount of the rebate.
4. The Act provides, at Section 166 for the Council to provide a discretionary rebate of rates in the cases set out in that Section.

Mandatory Rebates

1. The Council must grant a rebate in the amount specified in respect of those land uses, which the Act provides, will be granted a rebate.
2. Rates on the following land will be rebated at **100%**:
 - Health Services - Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australia Health Commission Act 1976;
 - Religious Purposes - Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes;
 - Public Cemeteries - Land being used for the purposes of a public cemetery;
 - Royal Zoological Society of SA - Land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated.

2. Rates on the following land will be rebated at **75%**:
- a. Community Services - Land being predominantly used for service delivery and administration by a community services organisation. A “community services organisation” is defined in the Act as a body that:
- o Is incorporated on a not for profit basis for the benefit of the public; and
 - o Provides community services without charge or for a charge that is below the cost to the body of providing the services; and
 - o Does not restrict its services to persons who are members of the body.

It is necessary for a community services organisation to satisfy all of the above criteria to be entitled to the mandatory 75% rebate.

The Act further provides that eligibility for a rebate by a community services organisation is subject to it providing one or more of the following community services –

- i. Emergency accommodation
- ii. Food or clothing for disadvantaged persons (i.e., persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability);
- iii. Supported accommodation (i.e., residential care facilities in receipt of Commonwealth funding or accommodation for persons with mental health, intellectual, physical or other difficulties who require support in order to live an independent life);
- iv. Essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;
- v. Legal services for disadvantaged persons;
- vi. Drug or alcohol rehabilitation services; or
- vii. The conduct of research into, or the provision of community education about, diseases or illnesses, or the provision of palliative care to persons who suffer from diseases or illnesses.

Educational Purposes

- i. Land occupied by a government school under a lease or licence and being used for educational purposes; or
 - ii. Land occupied by a non-government school registered under Part 5 of the Education Act 1972 and being used for educational purposes; or
 - iii. Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.
3. Where the Council is satisfied from its own records or from other sources that a person or body meets the necessary criteria for a mandatory 100% or 75% rebate, the Council will grant the rebate of its own initiative. Where the Council is not so satisfied it will require the person or body to apply for the rebate in accordance with the Applications Clause of the Rate Rebate Policy.
4. Where a person or body is entitled to a rebate of 75% the Council may, pursuant to Section 159(4) of the Act, increase the rebate up to a further 25%. The Council may grant the further 25% rebate upon application or on its own initiative. In either case the Council **will** take into account those matters set out within the Applications Clause of the Rate Rebate Policy and **may** take into account any or all of those matters set out within that Clause.

5. Where an application is made to the Council for a rebate of up to a further 25% the application will be made in accordance with the Applications Clause of this Policy and the Council will provide written notice to the applicant of its determination of that application.

Discretionary Rebates

1. The Council may in its absolute discretion grant a rebate of rates or service charges in any of the following cases pursuant to Section 166 of the Act –
 - (a) Where it is desirable for the purpose of securing the proper development of the area (or a part of the area);
 - (b) Where it is desirable for the purpose of assisting or supporting a business in its area;
 - (c) Where it will be conducive to the preservation of buildings or places of historic significance;
 - (d) Where the land is being used for educational purposes;
 - (e) Where the land is being used for agricultural, horticultural or floricultural exhibitions;
 - (f) Where the land is being used for a hospital or health centre;
 - (g) Where the land is being used to provide facilities or services for children or young persons;
 - (h) Where the land is being used to provide accommodation for the aged or disabled;
 - (i) Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the *Aged Care Act 1987* (Commonwealth) or a day therapy centre;
 - (j) Where the land is being used by an organisation which, in the opinion of the Council, provides a benefit or service to the local community;
 - (k) Where the rebate relates to common property or land vested in a community corporation under the *Community Titles Act 1996* over which the public has a free and unrestricted right of access and enjoyment; and
 - (l) Where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.
2. The Council may grant a rebate of rates up to and including 100% of the relevant rates or service charges. The Council may grant a rebate for a period exceeding one year, but not exceeding 10 years in respect of those cases identified in the Discretionary Rebates Clause above.
3. The Council has an absolute discretion –
 - (a) To grant a rebate of rates or service charges in the above cases; and
 - (b) To determine the amount of any such rebate.
4. Persons who or bodies, which seek a discretionary rebate, will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

5. Council for the purpose of providing relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to a rapid change in valuations, will provide a rebate on the general rate in 2017/18 on any one assessment so that the maximum general rate paid is not greater than 15% more than applicable in the previous year. The rebate will not apply where:
 - (a) The property has been acquired by the ratepayer after 30 June 2016.
 - (b) The increase in the general rate payable is due in whole or in part to an increase in the valuation of the property attributable to improvements made to it valued in excess of \$25,000.
 - (c) The increase in the general rate payable is due in whole or in part to an increase in the valuation of the property attributable to a change in the zoning of the land under the *Development Act 1993*.

The rebate will be automatically calculated by Council and recorded on the 2018/19 rate notice, written application for the rebate will not be required.

Applications

1. The Council will inform the community of the provisions for rate rebate under the Local Government Act by the inclusion of suitable details in the Rating Policy Summary distributed with the annual rate notice.
2. Persons or bodies who seek a rebate of rates (and/or service charges) either –
 - (a) Pursuant to Section 159(4) of the Act and Mandatory Clause of this Policy; or
 - (b) Pursuant to Section 166 of the Act and Discretionary Clause of this Policy,
 - (c) Must make written application to the Council pursuant to Section 159(1) of the Act in the manner and form determined by the Council and supplying such information as the Council may reasonably require.
3. Application forms may be obtained from the Council office located at 43 Woolshed Street, Bordertown.
4. The Council will take into account, in accordance with Section 159(5) of the Act, the following matters:
 - (a) The nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area;
 - (b) The community need that is being met by activities carried out on the land for which the rebate is sought; and
 - (c) The extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.
5. The Council may take into account other matters considered relevant by the Council including, but not limited to, the following –
 - (a) Why there is a need for financial assistance through a rebate;
 - (b) The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
 - (c) The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
 - (d) Whether the applicant has made/intends to make applications to another Council;
 - (e) Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;

- (f) Whether the applicant is a public sector body, a private not for profit body or a private or profit body;
 - (g) Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
 - (h) The desirability of granting a rebate for more than one year in those circumstances identified within Discretionary Clause of this policy;
 - (i) Consideration of the full financial consequences of the rebate for the Council;
 - (j) The time the application is received;
 - (k) The availability of any community grant to the person or body making the application;
 - (l) Whether the applicant is in receipt of a community grant; and
 - (m) Any other matters, and policies of the Council, which the Council considers relevant.
6. All persons who or bodies which wish to apply to the Council for a rebate of rates must do so on or before 31st December 2018. The Council reserves the right to refuse to consider applications received after that date. However, applicants who satisfy the criteria for a mandatory 100% rebate will be granted the rebate at any time.
7. The Act provides that the Council may grant a rebate of rates or charges on such conditions as the Council thinks fit.
8. The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.
9. Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.
10. It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act. The maximum penalty for this offence is \$5,000.
11. If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence. The maximum penalty for this offence is \$5,000.
12. The Council will, in writing, advise an applicant for a rebate of its determination of that application within 40 business days of receiving the application or of receiving all information requested by the Council. The advice will state –
- (a) If the application has been granted, the amount of the rebate; or
 - (b) If the application has not been granted, the reasons why.

Delegation

1. The Council has delegated its power, pursuant to Section 44 of the Act, to grant applications for mandatory rebates, which meet the requirements of the Act.
2. All discretionary rebates shall be determined by Council with the exception of the Rate Cap, which shall be applied automatically to rate notices.

Review

1. A person who or a body which is aggrieved by a determination of the Council in respect of an application for a rebate may seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy within 30 days of the date of the notice of determination which is given pursuant to Applications Clause of this Policy.

Community Grants

1. If an application for a rebate is unsuccessful, the Council has an absolute discretion to then treat the application as one for a community grant and to determine it in accordance with the Council's Community Financial Assistance Policy.

Availability of Policy

1. This Policy is available for inspection at the Council offices and persons may obtain a copy of this Policy upon payment of the fee set by the Council.

Record of Amendments

DATE	REVISION NO	REASON FOR AMENDMENT
14 th August 2001	Rev: 00	Draft Rate Rebate Policy
14 th July 2004	Rev 01	2004/05 Review of Rebate Policy to include new rebate under Discretionary Rebates (5).
12 th July 2005	Rev 02	Annual Review
11 th July 2006	Rev 03	Annual Review
10 th July 2007	Rev 04	Annual Review
8 th July 2008	Rev 05	Annual Review
7 th July 2009	Rev 06	Annual Review
6 th July 2010	Rev 07	Annual Review
5 th July 2011	Rev 08	Annual Review
3 rd July 2012	Rev 09	Annual Review
2 nd July 2013	Rev 10	Annual Review
1 st July 2014	Rev 11	Annual Review
7 th July 2015	Rev 12	Annual Review
5 th July 2016	Rev 13	Annual Review
4 th July 2017	Rev 14	Annual Review
3 July 2018	Rev 15	Annual Review

APPLICATION FORM FOR RATE REBATE

2018/2019 Financial Year

- Details of Applicant

Name

Address

.....

Telephone

If the Applicant is not a natural person, please provide details of a contact person for the Applicant

Name

Address

.....

Telephone

- Details of Land

Certificate of Title Reference

Address

.....

Owner of Land (if not you)

- Categories of Rebate

Please tick the category of rebate under which you are seeking a rebate –

3.1 Mandatory

3.1.1 Health Services: Land being predominantly used for service delivery or administration by a hospital or health centre incorporated under the *South Australia Health Commission Act 1976*;

3.1.2 Religious Purposes: Land containing a church or other building used for public worship (and any grounds), or land solely used for religious purposes;

3.1.3 Public Cemeteries: Land being used for the purposes of a public cemetery;

3.1.4 Royal Zoological Society of SA: Land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Incorporated.

3.1.5 Community Services: Land being predominantly used for service delivery and administration by a community services organisation.

Does your organisation satisfy the following?

- (a) Is incorporated on a not for profit basis for the benefit of the public; and
- (b) Provides community services without charge or for a charge that is below the cost to the body of providing the services; and
- (c) Does not restrict its services to persons who are members of the body.

If you have ticked (a), (b) and (c) above which of the following services does your organisation provide –

- (a) Emergency accommodation;
- (b) Food or clothing for disadvantaged persons (i.e., persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability);
- (c) Supported accommodation (i.e., residential care facilities in receipt of Commonwealth funding or accommodation for persons with mental health, intellectual, physical or other difficulties that require support in order to live an independent life);
- (d) Essential services, or employment support, for persons with mental health disabilities, or with intellectual or physical disabilities;
- (e) Legal services for disadvantaged persons;
- (f) Drug or alcohol rehabilitation services; and/or
- (g) Research into, or community education about, diseases or illnesses, or palliative care to persons who suffer from diseases or illnesses.
- (h) Other – please specify

Educational Purposes

Which of the following criteria apply –

- (a) Land occupied by a government school under a lease or licence and being used for educational purposes; or
- (b) Land occupied by a non-government school registered under Part 5 of the Education Act 1972 and being used for educational purposes; or
- (c) Land being used by a University or University College to provide accommodation and other forms of support for students on a not for profit basis.

3.2 Discretionary

The Council may in its discretion grant a rebate of rates or service charges in any of the following cases. Please indicate which of the following is applicable to your application–

- (a) The rebate is desirable for the purpose of securing the proper development of the area (or a part of the area);
- (b) The rebate is desirable for the purpose of assisting or supporting a business in its area;

- (c) The rebate will be conducive to the preservation of buildings or places of historic significance;
- (d) The land is being used for educational purposes;
- (e) The land is being used for agricultural, horticultural or floricultural exhibitions;
- (f) The land is being used for a hospital or health centre;
- (g) The land is being used to provide facilities or services for children or young persons;
- (h) The land is being used to provide accommodation for the aged or disabled;
- (i) The land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1987 (Commonwealth) or a day therapy centre;
- (j) The land is being used by an organisation that provides a benefit or service to the local community;
- (k) The rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment;
- (l) The rebate is appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a rate payer due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.

4. Amount of Rebate

If you are seeking a mandatory rebate under Clause 3.2 of this Application, for which you are entitled to a 75% rebate, are you also applying to the Council to increase that rebate?

YES NO

Please specify the amount of rebate that you are applying for –

.....
.....

If you are applying for a discretionary rebate under Clause 3.3 of this Application, please specify the rebate amount you are applying for.

.....

Please specify why you (or your organisation) need financial assistance through a rebate and why the amount of rebate you have applied for is appropriate.

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5. Additional Information Required

The Council requires you to attach the following additional information to this Application–

5.1 Where you are seeking a rebate under Clause 3.5 of this Application – Community Services:

- 5.1.1 Evidence that the land is being used for service delivery and/or administration;
- 5.1.2 A copy of the organisation’s Constitution and/or other documentation establishing that it is incorporated on a not-for-profit basis;
- 5.1.3 A copy of the organisation’s latest Annual Report;
- 5.1.4 Evidence that the organisation provides services free of charge or below cost;
- 5.1.5 Evidence that the organisation provides services to persons other than members.

5.2 Where you are seeking a rebate in any other case –

- 5.2.1 Evidence that the land is being used for the purpose for which the rebate is being sought;
- 5.2.2 Information as to whether, and if so to what extent, you (or your organisation) will be providing a service within the Council area;
- 5.2.3 Whether you have made or intend to make an application to another council;
- 5.2.4 The extent of financial assistance (if any) being provided by Commonwealth or State agencies;
- 5.2.5 Whether you are in receipt of a community grant;
- 5.2.6 Any other information that you believe is relevant in support of this Application.

6. Application Forms

Application forms and all additional information must be submitted to the Council on or before 31st December each year

A failure to submit application forms or to provide the additional information required by the Council to assess the application by the due date may result in the Council refusing to consider the application.

Important Information

It is an offence for a person or body to make a false or misleading statement or representation in an application or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act. The maximum penalty for this offence is \$5,000.00, (Section 159 (2) of the Local Government Act 1999).

The Council may grant a rebate of rates or charges on such conditions as the Council thinks fit.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to notify the Council that person or body is guilty of an offence and liable to a maximum penalty of \$5,000.00, (Section 159 (7) and (8) of the *Local Government Act 1999*).

The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.

Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

I declare that the information I have provided on and attached to this application form is true.

DATED the _____ day of _____ 20

Signed