



## NOTICE OF SPECIAL COUNCIL MEETING

To: Mayor Jan-Claire Wisdom

Councillor Ian Bailey
Councillor Kirrilee Boyd
Councillor Nathan Daniell
Councillor Pauline Gill
Councillor Chris Grant
Councillor Linda Green
Councillor Malcolm Herrmann
Councillor John Kemp
Councillor Leith Mudge
Councillor Mark Osterstock
Councillor Kirsty Parkin
Councillor Andrew Stratford

Notice is hereby given pursuant to the provisions under Section 82 of the *Local Government Act 1999* that a Special meeting of the Council will be held on:

**Tuesday 30 June 2020**  
**6.30pm**  
**Zoom Virtual Meeting Room**

Business of the meeting:

1. Annual Business Plan & Budget Adoption
2. Draft Fees and Charges
3. Discretionary Rate Rebate
4. Adelaide Hills Tourism 3 year Funding Agreement 2020
5. Stirling Business Association 3 year Funding Agreement 2020
6. Sealed Roads Renewal Contract (Confidential)

Notice of this meeting is supplied to Council Members under Section 83 of the Act. Public notice of this meeting is supplied under Section 84 of the Act.

Following amendments to s90 of the Act, this meeting of the Council is taken to be conducted in a place open to the public given that the Council Members will be participating via electronic means and the public can access a live stream of the meeting via the link contained on Council's website.

**Andrew Aitken**  
**Chief Executive Officer**



## **AGENDA FOR SPECIAL COUNCIL MEETING**

**Tuesday 30 June 2020  
6.30pm  
Zoom Virtual Meeting Room**

### **ORDER OF BUSINESS**

**1. COMMENCEMENT**

**2. OPENING STATEMENT**

“Council acknowledges that we meet on the traditional lands of the Peramangk and Kurna people and we recognise their connection with the land.

We understand that we do not inherit the land from our ancestors but borrow it from our children and in this context the decisions we make should be guided by the principle that nothing we do should decrease our children’s ability to live on this land.”

**3. APOLOGIES/LEAVE OF ABSENCE**

3.1. Apology

3.2. Leave of Absence

**4. DECLARATION OF INTEREST BY MEMBERS OF COUNCIL**

**5. PRESIDING MEMBER’S OPENING REMARKS**

**6. DEPUTATION**

6.1. Simon Jones, Stirling Business Association



**Adelaide Hills**  
COUNCIL

**7. BUSINESS OF THE MEETING**

- 7.1. Annual Business Plan & Budget Adoption  
*Refer to agenda*
- 7.2. Draft Fees and Charges
1. *That the report be received and noted.*
  2. *To adopt the 2020-21 Fees and Charges Schedule included at Appendix 1 to apply on and from 1 July 2020.*
  3. *Council notes that the statutory fees will be included on the schedule of fees and charges available for public inspection subsequent to being gazetted.*
- 7.3. Discretionary Rate Rebate
1. *That the report be received and noted.*
  2. *That a discretionary rate rebate requested by the following applicant under Section 166 of the Local Government Act 1999 be declined on the basis that they do not meet the criteria set out in Council's Rating Policy:*
    - *Oakbank Racing Club Inc*
      - *Dorset Lane & 46 Oakwood Road & Shillabeer Road Oakbank – Assessment No. 17886 – racecourse*
      - *46 Oakwood Road Oakbank – Assessment No. 17887 – dwelling*
      - *Dorset Lane Oakbank – Assessment No. 17853 – communication lease*
  3. *That the applicant be formally advised of Council's decision.*
- 7.4. Adelaide Hills Tourism 3 year Funding Agreement 2020
1. *That the report be received and noted*
  2. *That the three year funding agreement, as contained in Appendix 1, with the Adelaide Hills Tourism be approved and that the Chief Executive Officer be authorised to make any minor changes or variations to the Agreement before execution by both parties or during the life of the Agreement.*
  3. *That the Chief Executive Officer be authorised to execute the Agreement on behalf of Council.*
- 7.5. Stirling Business Association 3 year Funding Agreement 2020
1. *That the report be received and noted.*
  2. *That the three year funding agreement, as contained in Appendix 1, with the Stirling Business Association be approved and that the Chief Executive Officer be authorised to make any minor changes or variations to the Agreement before execution by both parties or during the life of the Agreement.*
  3. *That the Chief Executive Officer be authorised to execute the Agreement on behalf of Council.*
  4. *That the Chief Executive Officer be authorised to appoint a representative, who shall not be a member of the Stirling Business Association management committee, to attend regular meetings of the association for the purposes of Annexure A of the Funding Agreement.*



**8. CONFIDENTIAL ITEM**

8.1. Sealed Roads Renewal Contract

**9. CLOSE SPECIAL COUNCIL MEETING**



**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 30 June 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.1

**Responsible Officer:** Kira-marie Laverty  
Corporate Planning & Performance Coordinator  
Office of the Chief Executive

**Subject:** 2020-21 Annual Business Plan and Budget Adoption

**For:** Decision

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**SUMMARY**

The *Annual Business Plan 2020-21* (ABP) is a legislative requirement under s122 of the *Local Government Act 1999* (the Act). It is also a key element of Adelaide Hills Council's *Corporate Planning and Performance Framework*.

The *Annual Business Plan 2020-21* has been developed to align to the *Long Term Financial Plan* (LTFP) 2020-30, the *Asset Management Plan* (AMP) and the *Strategic Plan 2020-24*. Council resolutions, staff and community feedback and risk assessments have also informed projects and programs included in the ABP.

The purpose of this report is to provide the *Annual Business Plan 2020-21* (**Appendix 1**) to Council for adoption.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted
- 1.1 Pursuant to and in accordance with Section 123(6) of the *Local Government Act 1999* ("the Act") and Regulation 6 of the *Local Government (Financial Management) Regulations 2011* and having considered all submissions and consultation feedback received, the Annual Business Plan (Appendix 1) as laid before Council for the financial year ending 30 June 2021 be adopted.
- 1.2 Pursuant to and in accordance with Section 123(7) of the Act and Regulation 7 of the *Local Government (Financial Management) Regulations 2011*, having considered the Budget in conjunction with, and determined the Budget to be consistent with, the Council's Annual Business Plan, the Budget for the financial year ending 30 June 2021 as laid before the Council at this meeting, be adopted.

### 1.3 Determination and Adoption of Valuations – 2020-21

- 1.3.1 Rates assessed on rateable land in the area of the Council will be based on the capital value of land for all rateable land.
- 1.3.2 Pursuant to Section 167(2)(a) of the Act the most recent valuations of the Valuer General available to the Council of the capital value of land within the Council area, be adopted for rating purposes for the financial year ending 30 June 2021, totalling **\$x,xxx,xxx,xxx**.

### 1.4 Determination of Basis for Differential Rating

Having taken into account the general principles of rating contained in Section 150 of the Act and the requirements of Section 153(2) of the Act, and in order to raise the amount in paragraph 1.2.3, pursuant to Section 152(1)(c) of the Act the Council declares that general rates for the financial year ending 30 June 2021 will consist of two components:

1. one being based on the value of the land;
2. the other being a fixed charge

Pursuant to Sections 153(1)(b) and 156(1)(a) of the Act the Council declares the following differential general rates for the financial year ending 30 June 2021 on rateable property within the Council area, based upon the capital value of the land and varying according to land use categories in accordance with Regulation 14 of the *Local Government (General) Regulations 2013*:

- 1.4.1 On rateable land assigned Category (a), (g), (h) & (i) (Residential, Primary Production, Vacant and Other), a rate of 0.2453 cents in the dollar of the capital value of such land;
- 1.4.2 On rateable land assigned Category (b), (c), (d), (e) and (f) (Commercial – Shop, Office and Other and Industrial – Light and Other) a rate of 0.2821 cents in the dollar of the capital value of such land.

### 1.5 Declaration of General Rates – Annual Fixed Charge

Pursuant to Section 152(1)(c)(ii) of the Act, the Council declares a fixed charge of \$682 in respect of all rateable land in the Council area for the financial year ending 30 June 2021.

### 1.6 Imposition of Regional Landscape Levy

In accordance with the Landscape South Australia Act 2019 (formerly under Section 95 of the *Natural Resource Management Act 2004*), and Section 154 of the Act, in order to reimburse the Council the amount contributed to the Hills and Fleurieu Regional Landscape Board based upon contributions previously made to the Mt Lofty Natural Resource Management Board and the SA Murray-Darling Basin Natural Resource Management Board, the Council declares the following separate rates based upon the capital value of rateable land for the financial year ending 30 June 2021:

**1.6.1 0.009288 cents in the dollar on all rateable land in the Council area and in the area of Adelaide and Mt Lofty Ranges Region;**

**1.6.2 0.02465 cents in the dollar on all rateable land in the Council area and in the area of the SA Murray-Darling Basin Region.**

## **1.7 Annual Service Charge**

**Pursuant to Section 155 of Act, for the financial year ending 30 June 2021 the Council imposes the following annual service charges based on the nature of the service and the level of usage of the service:**

**1.7.1 In respect of all land to which the Council provides or makes available the prescribed services known as:**

- the Woodside Community Wastewater Management System**
- the Woodside Extension Community Wastewater Management System**
- the Birdwood and Mt Torrens Community Wastewater Management System**
- the Kersbrook Township Community Wastewater Management System**
- the Charleston Community Wastewater Management System**
- the Verdun Community Wastewater Management System**
- the Mt Lofty Ward Community Wastewater Management System**

**an annual service charge of \$884 in respect of land which is occupied and an annual service charge of \$450 in respect of land which is vacant.**

## **1.8 Rebates**

### **1.8.1 Rate Cap**

**Pursuant to Section 153(3) and (4) of the Act, the Council has determined to fix a maximum increase in general rates to be charged on any rateable land within its area which constitutes the principal place of residence of a principal ratepayer upon application by the principal ratepayer, in circumstances where:**

- the general rates payable for the financial year ending 30 June 2021 exceed the general rates paid in the previous year by 15% or more**

**and where the increase in general rates is not as a result of:**

- (i) improvements made to the property worth more than \$20,000; or**
- (ii) a change to the land use of the property since 1 January 2019; or**
- (iii) a change in ownership of the rateable property since 1 January 2019;**

**the amount of any cap being the difference between the amount of general rates in monetary terms imposed for the 2020-21 financial year and the amount of rates in monetary terms (after any rebate was applied) for the 2019-20 financial year plus 15% of those rates.**

**Principal ratepayers with multiple assessments (such as primary producers) will be entitled to the rate cap only in respect of the assessment containing the principal place of residence of the principal ratepayer.**

**1.8.2 Primary Production Rebate**

Pursuant to Section 166(1)(b) of the Act, Council continues to offer, for 2020-21, upon application, a discretionary Primary Production Rebate of 10% on the differential rate to those ratepayers in the business of primary production who do not have a notional capital value assessment of their property

**1.9 Separate Rates**

**Declaration of Separate rate – Stirling Business Separate Rate**

**1.9.1** Pursuant to Section 154 of the Act for the financial year ending 30 June 2021 in order to raise the amount of \$95,000 to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce in that part of the Council's area comprising rateable land within the precinct known as the District Centre (Stirling) Zone and businesses fronting both sides of Mt Barker Road east of the District Centre (Stirling) Zone to Pine Street, excluding land attributed a land use category 1 (residential) and government owned land, the Council declares a differential separate rate of 0.0941 cents in the dollar on all other land uses based on the capital value of the rateable land within that part of the Council area.

**1.9.2** In exercise of the powers contained in Section 158(1)(a) of the Act the minimum amount that is payable by way of the Stirling Business separate rate is \$280 (affecting all properties within the area to which the separate rate applies for which the capital value is below \$297,556).

**1.9.3** In exercise of the powers contained in Section 158(1)(b) of the Act the amount that would otherwise be payable by way of rates in respect of the Stirling Business separate rate is altered by fixing the maximum amount of the separate rate payable at \$2,500 (affecting all properties within the area to which this separate rate applies which have a capital value in excess of \$2,656,748).

**1.10 Payment of Rates**

**1.10.1** That pursuant to the provisions of Section 181 of the Act, the above rates including charges which have been imposed for the financial year ending 30 June 2021 are payable by four equal (or approximately equal) quarterly instalments (unless otherwise agreed with the principal ratepayer), falling due during the months of September and December 2020 and March and June 2021.

**1.10.2** In exercise of the powers contained in section 44 of the Act, the Council delegates to the Chief Executive Officer

- the power pursuant to Section 181(2) of the Act to determine the day on which each instalment falls due in the months specified in part 1.10.1 of this resolution; and,
- the power pursuant to Section 181(4)(b) of the Act, to enter into agreements with principal ratepayers relating to the payment of rates in any case of hardship or financial difficulty.

### **1.11 Adoption of Rating Policy**

- 1.11.1 With an effective date of 1 July 2020, to revoke the 25 June 2019 Rating Policy and adopt the Rating Policy, in Appendix 2 of the 2020-21 Annual Business Plan in Appendix 1 of this report.**
- 1.11.2 That the Chief Executive Officer, or delegate, be authorised to make any formatting, nomenclature or other minor changes to the Policy prior to the effective date.**

### **1.12 Borrowings**

**Council resolves to:**

- 1.12.1 borrow the sum up to \$10.0m for the purpose of funding the 2020-21 Budget incorporating \$5m to repay Council's interest only debenture loan 23.**
- 1.12.2 authorise the Chief Executive to negotiate and agree the interest rate and any terms and conditions of the above borrowing arrangements in accordance with the Treasury Policy as adopted by Council.**
- 1.12.3 execute a new discounted Convertible Cash Advance Debenture Facility of \$4.6m at an discounted interest rate of 0.75% off the standard variable rate with the Local Government Financial Authority for a three-year term from date of establishment, noting the exemption from Procurement Policy for this transaction**
- 1.12.4 authorise the affixation of the common seal as necessary to give effect to Council's resolutions in this matter and that this be undertaken by the Mayor and the Chief Executive Officer.**

### **1.13 Carry Forwards**

**Council resolves as a result of the 2019-20 Budget Review 3 to endorse the adopted carry forward of capital income of \$1.774m and capital expenditure of \$1.454m to the 2020-21 financial year and update the associated budgets accordingly (as per *Appendix 5*).**

### **2. That the CEO be authorised to:**

- a. Make any formatting, nomenclature or other minor changes to the Plan prior to being released for published and**
  - b. Determine the publishing timings, processes and related media promotion while ensuring consistency and compliance with the provisions of applicable legislation.**
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## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal A progressive Organisation

Objective O3 Our organisation is financially sustainable for both current and future generations

Priority O3.3 Actively pursue alternative funding opportunities to reduce reliance on rates income

Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community

Priority O5.3 Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community

The ABP has been developed based on the financial projections of the *Long Term Financial Plan* and in alignment with the *Strategic Plan 2020-24* and *Asset Management Plans*.

### ➤ Legal Implications

The preparation of an ABP is a requirement of Section 123 of the *Local Government Act 1999* (the Act), and the *Local Government (Financial Management) Regulations 2011* (the Regulations).

The Minister for Local Government gazetted the *Public Health Emergency: Annual Business Plans and Strategic Planning (No. 4) 2020* to provide an additional three months for councils to adopt annual business plans and budgets, declare general rates, and complete a comprehensive review of strategic management plans. However the extension should not be required as the *Strategic Plan 2020-24* and LTFP were both adopted on 28 April 2020, the AMP are not due for review until next financial year, and the ABP is anticipated to be delivered and adopted by the end of the June 2020.

Section 123(3) of the Act states that before a council can adopt its ABP that it must prepare a draft ABP and follow the relevant steps set out in its public consultation policy (i.e. consultation for at least 21 calendar days).

Section 123(4)(a) of the Act requires that publication of a notice in a newspaper circulating in the area informing the public of the preparation of the draft annual business plan and inviting interested persons to attend:

- i. A public meeting which must be held at least 21 days after the publication of the notice; or
- ii. A meeting of the council at which members of the public may ask questions and make submissions for a period of at least one hour.

As group meetings are restricted due to the COVID-19 pandemic, the Minister for Local Government has gazetted the *Public Access and Public Consultation Notice (No 2) 2020* to remove the “public meeting” requirement from the Act. However, consultation still remains a requirement and allowance will still need to be made for the public to provide written, telephone or online feedback and submissions.

Section 123(7) of the Act requires that each budget of council must:

- a) Be considered in conjunction with the council’s ABP (and must be consistent with that plan); and
- b) Be adopted by the council after the council has adopted its ABP.

Part 2 of the Regulations sets out what financial information must be included as well as the required formats.

➤ **Risk Management Implications**

Preparing an ABP as required by the Act and Regulations will assist in mitigating the risk of:

*Inability to discharge role and functions of a local government entity leading to a breach of legislation and loss of stakeholder confidence.*

Inherent Risk	Residual Risk	Target Risk
Extreme (5C)	High (5E)	High (5E)

It ensures that financial and other resources are deployed in areas that align with Council’s Strategic Management Plans, are affordable and support Council’s Long Term Financial Plan.

➤ **Financial and Resource Implications**

The ABP sets out the priorities and application of the Council’s resources over the next financial year. The Plan has been developed to be consistent with the *Strategic Plan 2020-24*, LTFP and Asset Management Plans.

The finalisation of the ABP document will be primarily produced internally using mainly existing staff resources. External costs will be associated with activities such as the design and printing of the final copy and any promotional costs related to the public consultation.

Information had been provided within the analysis section of this report to highlight the strong alignment of the ABP and Budget with the sustainability targets set within the Long Term Financial Plan.

It is also noted that the financial impacts of two significant events for Council, namely the Cudlee Creek Bushfire Recovery and the COVID-19 pandemic have been significant.

It was therefore agreed to provide a summary of the proposed operating and capital investment activities of Council in the Uniform Presentation of Finances format (as required for the LTFP) for a period of three years as part of the 2020-21 Annual Business Plan and Budget documentation to assess the financial impacts of the 2020-21 Budget on future years. This information has been included as **Appendix 4**.

This documentation includes estimates of Council's key financial sustainability ratios, namely the operating surplus, net financial liabilities and asset sustainability for that three year period as well. This shows that as a result of maintaining a modest rate increase in line with LTFP parameters, the 2020-21 budget settings have not impacted negatively on the long term financial performance of the Council, and it is considered that financial sustainability has been maintained.

Full details of the operating, capital and strategic initiatives budgets have been included within the ABP.

In relation to funding the ABP, the Uniform Presentation of Finances as shown in the Appendix 1 of the ABP, shows a Net Borrowing Result for the 2020-21 Financial Year of \$4.1m. The specific financing transactions for this are shown at the bottom of that statement with the key items being estimated New Borrowings of \$10m and \$5.3m of principal repayments. \$5m of the borrowings relates to the refinancing of a large fixed loan maturing in June 2021.

Separately, at the request of the Local Government Association (LGA), the Local Government Finance Authority of South Australia (LGFA) Board has recently investigated various ways in which they may be able to assist the local government sector to alleviate the financial impacts of COVID-19.

The LGFA Board has resolved to implement support initiatives including to offer councils a discounted convertible cash advance debenture (CAD) loan facility where the interest rate is 0.75% off of the LGFA current standard variable interest rate of 2.2% (i.e. lowering the rate to 1.45%). Each council is entitled to a discounted facility totalling 10% of their 2018-2019 total operating income (as per audited financial statements). Further, the discounted facility will need to be applied for by 31 December 2020 and will be effective for 3 years from the date of drawdown.

The LGFA have advised that the Council's discounted Convertible Cash Advance Debenture (CAD) entitlement is \$4.6m.

Council has regularly used CAD facilities with the LGFA with lower interest rates in recent years assisting Council to use these variable rate CADs instead of fixed term borrowings. The CAD facilities behave similarly to an overdraft, in that it can be drawn on or repaid on a daily basis. This gives Council the flexibility to only draw down the facility when required based on cash flow and regularly repaid as income is received such as the quarterly rates instalments. By borrowing only what is necessary when it is needed, at low interest rates, interest charges are kept to a minimum.

It is noted that both Council's *Treasury Policy* and *Procurement Policy* require competitive processes for procurements of this nature. However, while the *Procurement Policy* specifies the general guidelines to be followed by the Council in its procurement activities, it also countenances circumstances in which a tender process can be waived where other approaches may be more appropriate in meeting Council's key procurement principles including value for money. In such circumstances, Council may waive application of a competitive quoting or tender process and pursue a method which will bring the best outcome for the Council but must record its reasons in writing for waiving application of the *Procurement Policy*.



It is considered that this offer, being at a rate well below current market rates and for an extended period of three years meets Council's procurement principle of Obtaining Value for Money. It is not perceived that any commercial entity would be able to provide a better offer. As such approaching the market with a competitive tender would not provide Council with any further benefits and therefore it is considered that this meets the circumstances outlined in the *Procurement Policy* to waive application of a competitive quoting or tender process. As such Council endorsement is sought to execute the discounted Convertible Cash Advance Debenture Facility of \$4.6m with the LGFA.

➤ **Customer Service and Community/Cultural Implications**

The ABP provides transparency for the community regarding Council's plans for the next four years. It highlights key goals and objectives and the strategies to achieve these objectives.

➤ **Sustainability Implications**

The Council's sustainability (financial, social and environmental) is a key consideration in the development of the ABP.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* An update on the ABP process was presented to Audit Committee at the 20 April 2020 meeting.

*Council Workshops:* Workshops with Council Members in relation to the development of the ABP occurred on 29 April, 12 May and 16 June (see Background section for more detail).

*Advisory Groups:* Not applicable

*Administration:* All directors and function owners across the organisation have provided input into the development of the Plan.

*External Agencies:* Not applicable

*Community:* Community feedback from the March 2020 Strategic Plan consultation process has informed projects and programs included in the ABP. Community consultation on the draft ABP occurred over the period 8:30am 28 May to 5:00pm 18 June 2020. 19 responses were received over this period, a summary of which is included in the ABP Consultation Report (**Appendix 2**)

## **2. BACKGROUND**

The ABP and Budget are legislative requirements under the Act. The ABP is a key element of *Council's Corporate Planning and Performance Framework* (the Framework) outlined below.



The ABP has been developed to align to the *Strategic Plan 2020-24 – A brighter future* and *Long Term Financial Plan (LTFP)* (both adopted on 28 April 2020), and the *Asset Management Plan (AMP)*. Council resolutions, staff and community feedback, and risk assessments have also informed projects and programs included in the ABP.

A two day Council workshop to go through the Administration’s recommendations for the proposed budget and planned initiatives was planned for 27 and 28 March. A folder containing all of the supporting documents for this discussion was distributed on 20 March, however the workshop was cancelled due to COVID-19 safety considerations.

Consultation between Council and the Administration occurred over the weeks following utilising online discussion boards, emails and phone conversations. A two hour Council workshop was held on 29 April to discuss the financial details of the budget. From this there was a general consensus that a rate increase of 2.95% would maintain the financial sustainability of the Council and allow funding of the proposed initiatives detailed in the workshop folder. Due to the changing environment and the still unknown impacts of Cudlee Creek Bushfire and COVID-19, Elected Members and the Administration committed to further review the proposed initiatives and budget with a view to prioritise “Recovery”.

The two hour Council workshop on 12 May focused on the proposed changes to budget and initiatives following the “Recovery” review. Administration confirmed that while, the proposed operating budget and staffing numbers would not change, many aspects of the “business as usual” work would be reorientated to support recovery. Further changes to the operating and capital initiatives were discussed, ultimately providing the increases and offsets to fund targeted support for the community in recovering from bushfires and COVID-19 impacts.

The draft ABP was presented to Council and endorsed for community consultation at the 25 May Council Meeting.

Moved Cr Malcolm Herrmann

S/- Cr Leith Mudge

89/20

Council resolves:

1. That the report be received and noted.
2. To endorse the draft Annual Business Plan 2020-21 (ABP), as contained in Appendix 1, for community consultation in accordance with Section 123 of the Local Government Act 1999, after adjusting the budget financial information to reflect Capital Expenditure on New and Upgraded Assets of \$4.953m.
3. That the CEO be authorised to:
  - a. Make any formatting, nomenclature or other minor changes to the Plan prior to being released for public consultation and
  - b. Determine the consultation timings, media and processes while ensuring consistency and compliance with the provisions of applicable legislation and Council's *Public Consultation Policy*.

Carried Unanimously
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Community consultation on the draft ABP occurred over the period 8:30am 28 May to 5:00pm 18 June 2020.

### 3. ANALYSIS

The ABP has been developed to be consistent with the financial and strategic goals outlined in the *Strategic Plan 2020-24 – A brighter future, Long Term Financial Plan (LTFP)* and *Asset Management Plan (AMP)*. It has also been aligned with Council's targets for its key financial sustainability ratios (i.e. Operating Surplus, Net Financial Liabilities and Asset Renewal Funding).

The 2020-21 Adopted LTFP set the following key parameters and targets in relation to the development of the 2020-21 Budget:

- Operating Surplus of \$321k
- Renewals Capital Expenditure of \$10.9m
- New & Upgrade Capital Expenditure of \$5.9m
- Net Borrowings of \$6.9m, resulting in forecast Borrowings at June 2021 of \$21m.

As per the Annual Business Plan 2020-21 (**Appendix 1**), based on the proposed General Rate increase of 2.95%, the financial summary shows the following:

- Operating Surplus of \$321k before taking into account the abnormal net expenditure for the Cudlee Creek Bushfire estimated at \$430k, resulting in a revised Operating Deficit of \$109k

- Renewals Capital Expenditure of \$9.2m based on updated asset management planning including lifecycle management review and field validation particularly in the areas of unsealed roads and road shoulders
- New & Upgrade Capital Expenditure of \$5.0m
- Proposed New Borrowings of \$10m, incorporating \$5m to repay a Council interest only debenture loan resulting in forecast Borrowings at June 2021 of \$18m

A detailed summary of the Renewals capital expenditure and the new and upgrade capital expenditure has been included in **Appendix 3** – Capital Works Program 2020-21.

Financial sustainability is demonstrated through adherence to Council's agreed target ranges in all of the following three key ratios:

- Operating Surplus Ratio, target range 0% to 10%
- Net Financial Liabilities Ratio, target range 0% to 100%
- Asset sustainability Ratio, target range 90% to 110%

It is noted that the Operating Surplus Ratio is shown with Cudlee Creek Bushfire abnormal net expenditure included together with an adjusted ratio removing the distortion of the Bushfire expenditure.

It is considered that the adjusted Operating Surplus ratio of 0.7% which is within Council's target range provides a more accurate basis for comparison as well as the assessment of the long term financial sustainability of Council.

In conclusion, it is therefore considered that in achieving these targets, there is a level of certainty provided to the community that financial sustainability will be maintained.

### **Rate Revenue and Rating Policy**

Total revenue raised by general rates is budgeted to increase on average per assessment by 2.95% with new and improved development providing an additional 1.05%.

The *Rating Policy* including Council's rate rebate policy position is included as Appendix 2 within the ABP (**Appendix 1**)

The ABP does not propose any significant changes to Council's *Rating Policy* for 2020-21. Council has set aside an amount of \$120k in the 2020-21 budget to provide targeted support to those businesses and the community impacted by the Cudlee Creek Bushfire and COVID-19. The outcomes of this strategic initiative including principles and policy positions were discussed at a Council workshop in June. From this discussion, the *Rating Policy* has been updated to highlight Council options available to address financial hardship and ensure that the application of funds under this initiative is consistent, equitable and specifically targeted to those ratepayers that have been significantly and permanently impacted by recent events.

In summary, the 2020-21 Policy proposes:

- An increase in the fixed charge of 2.95% to \$682 from the \$662 set in 2019-20
- A continuation of the existing additional 15% for commercial and industry properties
- A continuation of the rebate available to those primary producers that are genuinely in the business of Primary Production and do not benefit from a Notional Capital Value. This rebate provides a 10% lower General Rate for Primary Production relative to Residential ratepayers
- A continuation of capping of the maximum discretionary rate rebate to 75% with the exception of community halls to ensure all ratepayers contribute an amount to basis service provision
- A continuation of the separate rate for businesses in Stirling (Stirling Business Separate Rate) with an amount of \$95k to be raised
- A continuation of the separate rate for Verrall Road, Upper Hermitage which provided for the sealing of the northern end of the road in 2014-15. This rate is levied at a value of \$858 per annum on the properties that use this section of road

### **Community Consultation Results**

In line with section 123 of the Act, the draft *Annual Business Plan 2020-21* was published for community consultation utilising Council's EngageHQ website over the period 8:30am 28 May to 5:00pm 18 June 2020.

Section 123(4)(a) of the Act normally requires a public meeting to be held where the public can ask questions and make submissions, however, as group meetings are restricted due to the COVID-19 pandemic, the Minister for Local Government has gazetted the *Public Access and Public Consultation Notice (No 2) 2020* to remove the "public meeting" requirement from the Act. Considering the change, differing accessibility needs of the community and the importance of community involvement, the following promotional activities were conducted encouraging feedback via written, telephone or online feedback:

- Newspaper – Advert in The Weekender Herald 28 May (as required by Section 123(4)(a) of the Act)
- Website – Banner promotion on AHC website home page
- Social media – multiple free and paid posts
- Libraries/Community Centres – Signage and copies of the ABP at Gumeracha, Woodside and Stirling
- Newsletters – included in the June Library newsletter, The Hills Voice and the Volunteers newsletter
- Emails – direct emails sent to any respondents of the Strategic Plan consultation process, as well as to the key business, community and industry groups

19 responses were received over this period the details of which are included in the *ABP Consultation Report (Appendix 2)*.

The majority of feedback received was to request new works, upgrades or maintenance items and as they would form part of the Capital Works Program (**Appendix 3**) or our scheduled maintenance program, the feedback would not lead to any change in the Annual Business Plan.

The other feedback received was:

- Positive support of the ABP highlighting parts they particularly liked such as focus on community wellbeing; focus on building resilient, sustainable and connected communities; projects in the Northern Adelaide Hills region; and the Gumeracha main street project
- Comment on the need to include better measures for reporting accountability
- One item on the need to include more in the plan to consider impacts and support for all local industries
- Three items on the proposed rate increase asking for a rationale on the increase and requesting Council to reconsider in light of recent economic impacts of bushfire and COVID-19.
- Suggestions on more community programs and support such as a youth newspaper; Core funding by Council for community organisations, and more education on waste and recycling bins in township main streets
- Suggestion on sustainability with battery back up to essential power supplies and water pumps.
- Suggestion to undertake a comprehensive masterplan of the Lobethal Bushland Park including investigation of other potential uses of the building, biodiversity strategies, and tourism opportunities
- Request for better community signage for local attractions, public toilets and playgrounds, as well as electric hand dryers in public toilets of Council Halls

### **Changes to the ABP**

In addition to the minor formatting changes and corrections made to the draft Annual Business Plan, the following items have been updated:

- Addition of Corporate Performance Indicators as Appendix 3 of the ABP
- Inclusion of the full Budgeted Financial Statements as Appendix 1 of the ABP
- The Rating Policy (Appendix 2 of the ABP) has been updated to reflect Council options available to address financial hardship
- Addition of a new strategic Initiative (N1002 – Develop a masterplan for Lobethal Bushland Park) which was added following feedback from the community

consultation. The administration recommends this to be included in the ABP as a key bushfire recovery initiative due to its potential positive community impacts. Resourcing for the initiative has been entered as “CO – resourced through core operating expenditure” but there is potential for this to also be funded as part of the Bushfire Recovery Action Plan initiative (C4016) as needed.

Following Council’s adoption of the ABP, final updates will be made including the insertion of the Mayor’s Introduction and any formatting, nomenclature or other minor changes (as per Recommendation 2)

#### **4. OPTIONS**

Council has the following options:

- I. To adopt the *Annual Business Plan 2020-21* (Recommended)
- II. To amend any/all of the *Annual Business Plan 2020-21* prior to adoption
- III. To not endorse the draft *Annual Business Plan 2020-21* (Not recommended)

#### **5. APPENDICES**

- (1) *Annual Business Plan 2020-21*
- (2) ABP Consultation Report 2020-21
- (3) Capital Works Program 2020-21
- (4) LTFP 3 Year Uniform Presentation including Financial Indicators
- (5) Carry Forwards

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# **Appendix 1**

*Annual Business Plan 2020-21*

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Adelaide Hills  
COUNCIL

# Annual Business Plan 2020-21



# Welcome

This is our Annual Business Plan for 2020-21 which outlines how we plan to achieve our goals over the next financial year. These goals are linked directly to our *Strategic Plan 2020-24 – A Brighter Future*, but also come from our other plans and strategies. Our priorities for this year have been refined through community consultation held over the period 28 May to 18 June 2020.

The Annual Business Plan meets the requirements of the *Local Government Act 1999*, and also provides relevant information for our community.

This publication is provided for our ratepayers, residents, business operators, visitors, government agencies and other interested people.

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Council acknowledges that we undertake our business on the traditional lands and waters of the Peramangk and Kaurna people.

We pay our respects to Elders past, present and emerging as the Custodians of this ancient and beautiful land.

# Overview

The Annual Business Plan 2020-21 shows what services, programs and projects will be our focus over the next financial year. It also shows how we will allocate our resources to achieve the goals we set out in our *Strategic Plan 2020-24 – A Brighter Future*, while ensuring Council's long term financial targets are met.

Our focus in 2020-21 is on recovery and supporting the Adelaide Hills community through challenging times, while still maintaining the much needed services we provide.

We have reshaped our initial plans for 2020-21 with a reduced average general rate increase of 2.95% which will still allow us to maintain financial sustainability as well as fund our initiatives to support businesses and community members who have been impacted by the Cudlee Creek Bushfire and/or COVID-19.

The key elements of the Annual Business Plan are outlined in the table to the right, and explained in more detail throughout this document.

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## Planned Activities

- We have **123** strategic initiatives identified which contribute towards achieving our long term goals
- These include:
  - **47** capital initiatives (\$5.0m)
  - **76** operating initiatives (\$1.1m)
- A key initiative for 2020-21 is the allocation of **\$120k** to support community members who have been financially impacted by the bushfires and/or COVID-19

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## Capital Budget

- **\$5.0** million for capital expenditure on new or upgraded assets
- **\$9.2** million for capital renewal

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## Operating Budget

- Expenditure of **\$47.5** million
- Income of **\$47.4** million

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## Borrowing

- Net Borrowings of **\$4.8m**, resulting in forecast Borrowings at June 2021 of **\$17.8m**

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## Rates

- Average increase in general rates of **2.95%**. For an average value residential property this equates to an increase of approximately \$59.

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## Financial Sustainability

- Adjusted operating surplus ratio **0.7%** in line with Council's target of 0% to 10%
  - Net financial liabilities ratio **51%** in line with Council's target of 0% to 100%
  - Asset sustainability ratio **100%** in line with Council's target of 90% to 110%
-

# Mayor's Message

## Our Elected Council



Mayor  
Jan-Claire Wisdom



Deputy Mayor  
Cr Nathan Daniell  
(Ranges Ward)



Cr Ian Bailey  
(Ranges Ward)



Cr Kirrilee Boyd  
(Ranges Ward)



Cr Chris Grant  
(Valleys Ward)



Cr Pauline Gill  
(Valleys Ward)



Cr Linda Green  
(Valleys Ward)



Cr Malcolm Herrmann  
(Valleys Ward)



Cr John Kemp  
(Ranges Ward)



Cr Leith Mudge  
(Ranges Ward)



Cr Mark Osterstock  
(Ranges Ward)



Cr Kirsty Parkin  
(Ranges Ward)



Cr Andrew Stratford  
(Valleys Ward)

# About us

## Council and Committees

The Elected Council’s role is to provide for the governance and management of the Council area. It does this through representing the interests of the community; providing and coordinating public services and facilities; encouraging and developing initiatives to improve the community’s quality of life; and exercising, undertaking its functions under legislation and its strategic management plans.

A number of committees have been established in accordance with legislation to assist the Council to discharge its responsibilities in specific areas. These are the Strategic Planning & Development Policy Committee (SPDPC), the Audit Committee, the Chief Executive Officer Performance Review Panel (CEOPRP), the Council Assessment Panel (CAP), the Building Fire Safety Committee and the Health & Safety Committee.

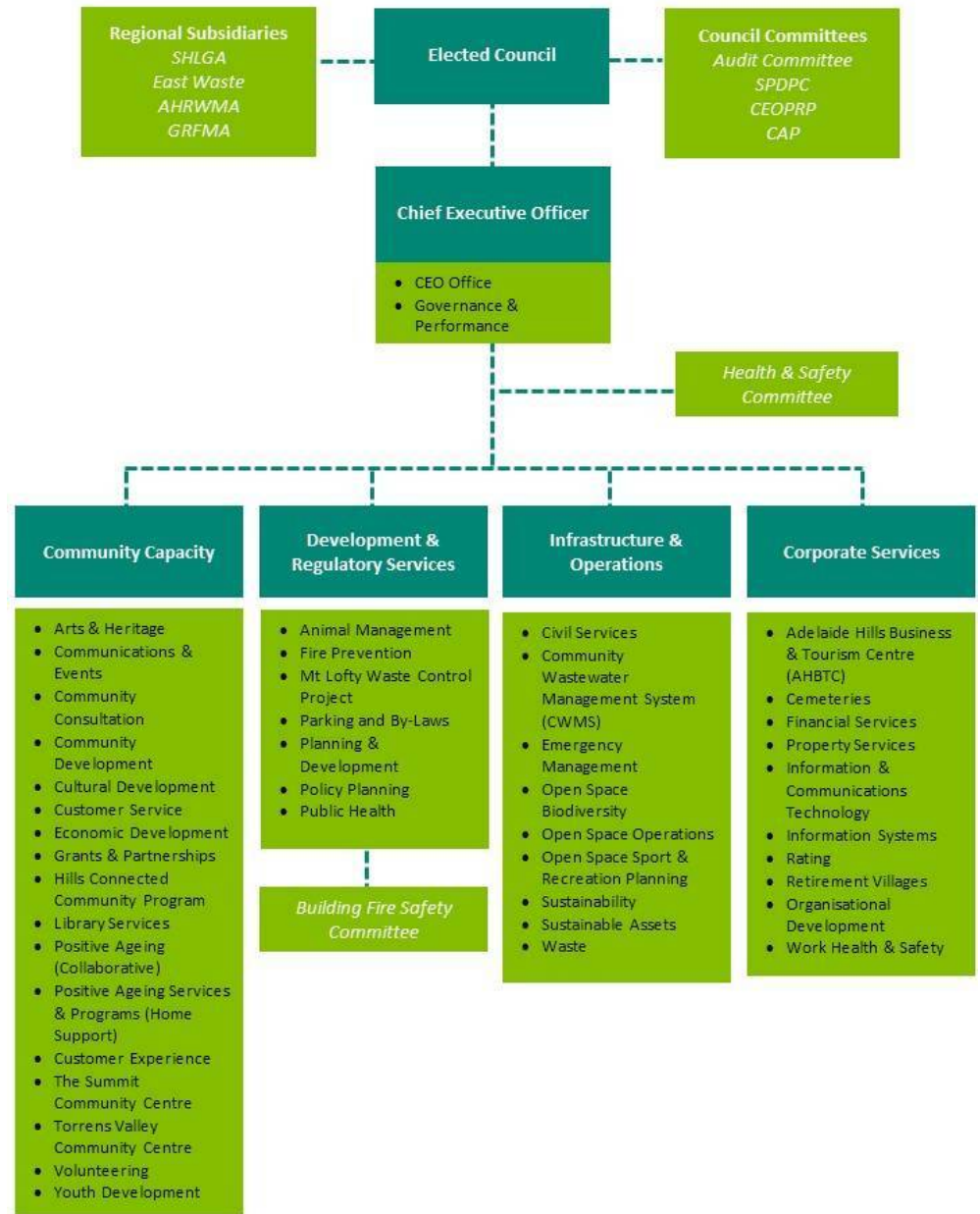
## Regional Subsidiaries

Council is a member of four regional subsidiaries which assist in the strategic planning and service delivery activities. The subsidiaries are the Southern and Hills Local Government Association (SHLGA), the Eastern Waste Management Authority (East Waste), the Adelaide Hills Region Waste Management Authority (AHRWMA), and the Gawler River Floodplain Management Authority (GRFMA).

## Administration

The Council's Administration is led by a Chief Executive Officer appointed by the Council.

The Chief Executive Officer appoints staff to carry out the functions and duties delegated to them and to implement Council decisions. The Administration is organised into directorates (see diagram), each with a specific area of focus and functional responsibilities. The arrangement of the directorates provides for the separation of the regulatory activities (into the Development & Regulatory Services Directorate) from the other activities of the Council.



# Our Goals

The Annual Business Plan has been developed to align with our *Strategic Plan 2020-24 – A Brighter Future*, which was adopted by Council on 28 April 2020 and sets out what we wanted to achieve over the next four years. These goals and objectives are listed in the table below. Over the following pages we will show how our day to day activities, recovery efforts and strategic initiatives will help us to deliver each of these long term goals.

## **A functional Built Environment**

**B1** Our district is easily accessible for community, our businesses and visitors

**B2** Preserve and enhance the unique character of the Hills for current and future generations

**B3** Consider external influences in our long term asset management and adaptation planning

**B4** Sustainable management of our built assets ensures a safe, functional and well serviced community

## **Community Wellbeing**

**C1** A community for everyone - that is inclusive, welcoming and accessible

**C2** A connected, engaged and supported community

**C3** A community that grows together

**C4** An active, healthy, thriving and resilient community

**C5** Respect for Aboriginal Culture and values

**C6** Celebrate our community's unique culture through arts, heritage and events

## **A prosperous Economy**

**E1** Support and grow our region's existing and emerging industries

**E2** Provide local infrastructure to drive growth and productivity

**E3** Encourage, attract and retain a creative, talented and skilled workforce in our region

**E4** Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention

## **A valued Natural Environment**

**N1** Conserve and enhance the regional natural landscape character and amenity values of our region

**N2** Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts

**N3** Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment

**N4** Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework

**N5** Assist our community to reduce the impact of waste to landfill on the environment

## **A progressive Organisation**

**O1** We have the right people with the right knowledge and skills in the right jobs and they are supported and developed

**O2** Our customers find it easier to interact and do business with Council and have an improved customer experience

**O3** Our organisation is financially sustainable for both current and future generations

**O4** We actively represent our community

**O5** We are accountable, informed, and make decisions in the best interests of the whole community

**O6** Technology and innovation is utilised to better meet our community's expectations and deliver value for money



# A functional Built Environment



## Our Aspiration

*Ensure that all decisions regarding the built environment recognise our unique character and natural environment to maintain and enhance liveability for our community.*

Some of the key highlights we have planned for 2020-21 include:

- Implementing the State's new Planning and Development System including the conversion of Council's Development Plan into the new Code
- Implementing round 2 of the Local Heritage Grant Fund for protecting and upgrading of places in our area
- Commencing stage 2 of the Local Heritage (Private Places) Code Amendment
- Implementing a new Cemetery Management System
- Preparing revised Asset Management Plans

## How we will measure our success

Our success will be demonstrated through service based performance measures and customer feedback in delivering what our community needs and what we aspire to achieve under our Capital Works Program, Civil Zone Maintenance Program, Asset Management Plans, and energy usage targets.

We have developed Corporate Performance Indicators (*Appendix 3*) which will be used in our reporting to Council each quarter, and in our Annual report for 2020-21.

## Our Services

- **Planning & Development** – Assessment of development applications and activities within the region. Inspection of approved buildings and swimming pools and taking compliance action where required. Reviewing safety of publicly accessible buildings.
- **Policy Planning** – undertaking large scale policy and research projects such as conversion of Council's Development plans into the State's new Planning and Design Code.
- **Customer Service** – frontline customer service including processing of development applications.
- **Property Services** - Ongoing maintenance and management of Council's real estate assets including some 380+ parcels of land and 180+ buildings.
- **Cemeteries** – Ongoing maintenance and management of 16 Council owned cemeteries within the region.
- **Strategic Assets** – Develops and refines the Asset Management Plans and the future renewal Capital Works Programs. Manages Council's Geographic Information Systems and associated corporate data.
- **Open Space Operations** – Carries out Capital Works upgrades for projects such as playgrounds.
- **Civil Services** – Ongoing management, maintenance and replacement planning of public infrastructure including roads, bridges, signage, stormwater, kerbs and footpaths.
- **Community Wastewater Management Systems (CWMS)** – Management of CWMS and associated infrastructure e.g. septic tanks, treatment ponds.

# Our Objectives and Priorities

Objectives

**B1 Our district is easily accessible for community, our businesses and visitors**

**B2 Preserve and enhance the unique character of the Hills for current and future generations**

**B3 Consider external influences in our long term asset management and adaptation planning**

**B4 Sustainable management of our built assets ensures a safe, functional and well serviced community**

Priorities

**B1.1** Increase accessibility to our district through the development and delivery of high priority trails and routes for all cyclists (on-road, off road, commuters, recreational) and pedestrians

**B1.2** Improve outcomes for the elderly by incorporating Council's Age Friendly Strategic Plan into built environment design and delivery

**B1.3** Progress state-wide and inter-regional connectivity of cyclist routes by partnering with neighbouring councils

**B1.4** Ensure that the key road network is accessible for heavy vehicles used by the primary production, tourism and construction sectors through engagement with industry and Government

**B1.5** Provide accessibility for the full range of users by ensuring Council's road, footpath and trails network is adequately maintained and service levels for all users are developed and considered

**B2.1** Continue to embrace and support community led public place revitalisation across our district

**B2.2** Incorporate Water Sensitive Urban Design principles within Council developments and projects and advocate for other developments within the region to do the same

**B2.3** Proactively work with developers to ensure that built form complements or enhances existing local character whilst preserving the character and amenity of our towns, historic buildings and scenic environment

**B2.4** Ensure our planning framework, council policies and guidelines support privately owned local heritage places

**B2.5** Continue to collaborate with other councils and stakeholders in pursuing our World Heritage Bid to protect the landscapes, sites and facilities that represent the State's aboriginal and early colonial history

**B2.6** Support communities recovering from natural disasters with expedited development assessment services

**B3.1** Improve water security by maximising water reuse opportunities, reducing reliance on ground water and improving water efficiencies for open space irrigation and building facilities

**B3.2** Aim to achieve 100% renewable energy use for our corporate operations and strive towards carbon neutrality

**B3.3** Investigate and source recyclable materials for asset renewal projects wherever practical and in doing so promote the circular economy

**B3.4** Proactively adapt our built environment to changes in social and environmental factors to minimise the impact from natural hazards such as fire and flood

**B4.1** Ensure the long term management of the built form and public spaces occurs in consideration of the relevant financial, social and environmental management matters

**B4.2** Embrace innovative and new technology solutions to proactively maintain our built assets that further enhance the provision of efficient services to the community

**B4.3** Ensure Council owned or managed assets, including staff accommodation, are functional and adaptive to meet service requirements. Also, where appropriate and endorsed by Council, equitably assist community owned site (halls and recreation sites) to ensure their facilities are functional and meet service standards

**B4.4** Improve road safety through a safe system approach to road design, construction and maintenance including on-going applications to the State and Federal Road Blackspot program

**B4.5** Explore and provide the infrastructure to support Electric Vehicles (EV) and investigate infrastructure requirements for emerging technological transport such as Connected and Automated Vehicles (CAV)



## Built Environment - Strategic Initiatives

Strategic Initiatives are specially funded and prioritised activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
B1001	Recreation Trails & Cycling Route Upgrades	Infrastructure & Operations	B1.1	Capital	-	75	75
B1002	Amy Gillett bikeway – Stage 4 & 5	Infrastructure & Operations	B1.3	Capital	-	-	990
B1003	Program to install bus shelters across public network (Birdwood, Lobethal & Stirling Yr 1)	Infrastructure & Operations	B1.5	Capital	44	40	60
B1004	New and upgraded footpaths	Infrastructure & Operations	B1.5	Capital	183	230	200
B1005	Newman Rd Charleston Reconstruction – Kerb / Pavement & Stormwater	Infrastructure & Operations	B1.5	Capital	520	-	-
B2001	Federation Park and oval masterplan implementation	Infrastructure & Operations	B2	Capital	-	150	50
B2002	Gumeracha Main Street Project - Stage 2	Infrastructure & Operations	B2.1	Capital	464	-	-
B2003	Gumeracha undergrounding of powerlines	Infrastructure & Operations	B2.1	Capital	550	-	-
B2004	Gumeracha Main Street Stormwater	Infrastructure & Operations	B2.1	Capital	100	100	-
B2005	Transition to the Planning, Development & Infrastructure Act (PDI Act)	Development & Regulatory Services	B2.3	Operating	CO	-	-
B2006	Local Heritage Grant Fund	Development & Regulatory Services	B2	Operating	20	20	-
B2007	Integration of Development Assessment Systems	Development & Regulatory Services	B2.3	Operating	G	-	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



Amy Gillett Bikeway, Charleston

## Built Environment - Strategic Initiatives *continued...*



Birdwood Motor Museum,  
Birdwood

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
B3001	Water reuse for Woodside Recreation Ground irrigation (Investigation Year 1)	Infrastructure & Operations	B3.1	Capital	20	200	200
B3002	Implementing water efficiencies through irrigation renewals /upgrades. (Year 1 – Birdwood play space)	Infrastructure & Operations	B3	Capital	40	100	100
B3003	Investigate and implement central irrigation control system (region wide)	Infrastructure & Operations	B3	Capital	-	75	75
B3004	Prepare turf and irrigation design/management plans for key bore water use areas	Infrastructure & Operations	B3	Operating	-	20	20
B3005	Energy Upgrades, Battery & Efficiency Actions from new Carbon Management Plan	Infrastructure & Operations	B3	Capital	100	170	50
B3006	Investigate the transition of main road street lighting to LED	Infrastructure & Operations	B3.2	Capital	40	-	-
B3007	Finalise Carbon Inventory	Infrastructure & Operations	B3	Operating	10	-	-
B3008	Sustainable Buildings Policy	Infrastructure & Operations	B3	Operating	-	-	10
B3009	Sustainable Transport Plan	Infrastructure & Operations	B3	Operating	-	-	12
B3010	Fleet Transition Plan	Infrastructure & Operations	B3	Operating	10	-	-
B3011	Carbon Offsets Policy	Infrastructure & Operations	B3	Operating	-	8	-
B3012	Energy Usage Behaviour Change Program and Travel Surveys	Infrastructure & Operations	B3	Operating	-	10	-
B3013	Community Carbon Management Plan actions	Infrastructure & Operations	B3.2	Operating	-	20	-

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year

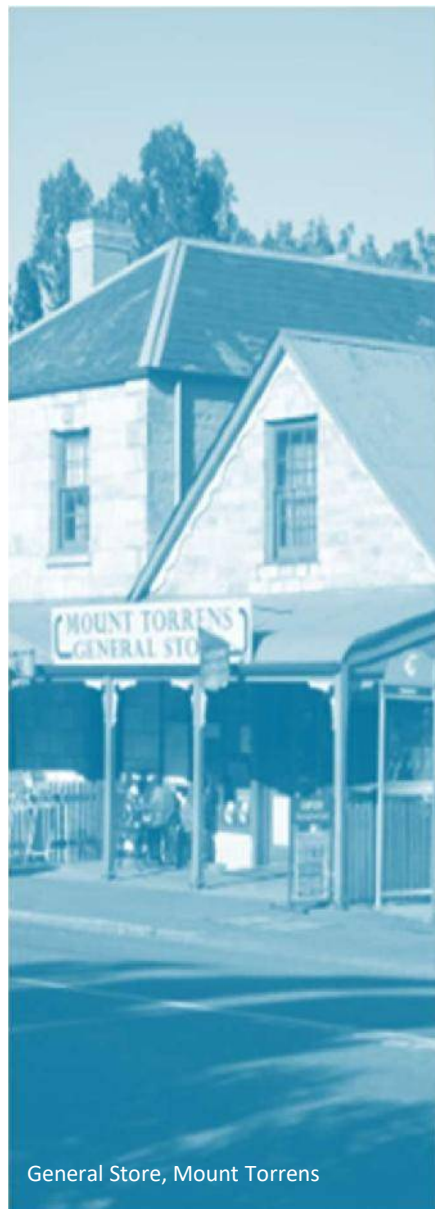
## Built Environment - Strategic Initiatives *continued...*

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
B4001	Lower Hermitage Road Stormwater Capacity Upgrade	Infrastructure & Operations	B4	Capital	130	-	-
B4002	Road side rock cutting Hill Rd Kersbrook.	Infrastructure & Operations	B4	Capital	40	-	-
B4003	Grevillia Way Woodside Drainage Infrastructure to reduce flooding	Infrastructure & Operations	B4	Capital	100	-	-
B4004	Woodland Way Teringie Drainage Infrastructure to reduce flooding	Infrastructure & Operations	B4.3	Capital	50	-	-
B4005	Aldgate Terrace Bridgewater Drainage Infrastructure to reduce flooding	Infrastructure & Operations	B4.3	Capital	40	-	-
B4006	Asset Management – Additional System Licences and Field Devices	Infrastructure & Operations	B4	Capital	60	60	60
B4007	Asset Management Plans for Buildings	Infrastructure & Operations	B4.1	Operating	10	10	10
B4008	Combined maintenance team for playgrounds/park furniture/cemeteries	Infrastructure & Operations	B4.1	Operating	65	93	95
B4009	Building Upgrades - Minor	Infrastructure & Operations	B4.1	Capital	100	100	100
B4010	Cemeteries Upgrades	Infrastructure & Operations	B4.1	Capital	37	38	-
B4011	Community Wastewater Management System Capacity Upgrades (Birdwood and Woodside Gravity Mains)	Infrastructure & Operations	B4	Capital	30	510	540
B4012	Stirling Library Lawn - Rotunda Replacement	Infrastructure & Operations	B4.1	Capital	150	-	-
B4013	Upgrading of Woodside Library/Service Centre	Community Capacity	B4.1	Capital	45	-	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



## Built Environment - Strategic Initiatives *continued...*



General Store, Mount Torrens

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
B4014	Road Safety Program including co-contribution to Road Blackspot	Infrastructure & Operations	B4	Capital	197	200	200
B4015	Installation of further Electric Vehicle charging stations	Infrastructure & Operations	B4	Capital	35	35	-
B4016	Purchase of Electric Vehicles for Council fleet	Infrastructure & Operations	B4	Capital	20	20	20
B4017	Water Sensitive Urban Design (WSUD) implementation for Woodside Recreation Ground	Infrastructure & Operations	B4.2	Capital	20	-	-
B4018	Climate Change adaptations for infrastructure	Infrastructure & Operations	B4.1	Capital	50	50	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year

### Federal Funding Program Opportunities

To assist us in delivering better services and programs for our community, we look to some of the following funding opportunities which are not currently accounted for within this draft plan.

#### Federal Blackspot Funding Program

\$551,000 in Blackspot Funding has been secured for four Adelaide Hills Council Projects which we are planning to deliver in 2020-21 include projects for Ironbank Road, Ironbank; Martin Hill Road, Forreston; Ridge Road, Mylor; and Checker Hill Road, Kersbrook

#### Local Roads & Community Infrastructure Program

Adelaide Hills Council is able to apply for up to \$781,415 in Federal funding for local road and community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public. Council are giving consideration to priority Projects which will deliver benefits to the community, such as improved accessibility, visual amenity and safety benefits. Amendments to the 2020/21 delivery program may be made once the priority projects have been determined.



# Community Wellbeing



## ***Our Aspiration***

*An inclusive and prosperous community with the capacity to flourish and fulfil their potential through opportunities to engage, connect, participate and enhance wellbeing.*

Some of the key highlights we have planned for 2020-21 include:

- Providing support for community events related to both the Cudlee Creek Bushfire and COVID-19 recovery efforts
- Development of a Disability Access & Inclusion Plan
- Development of a Regional Health Plan with a focus on wellbeing
- Implementation of the Multicultural Action Plan, which will assist us to bring cultural experiences and shared understanding to the community
- Progression of the development of Fabrik Arts & Heritage Hub
- Development of a Library Strategic Plan which will help to guide the future development and programs related to our library services and staff
- Working with local history groups to make resources available online for our community
- Development of the Innovate Reconciliation Action Plan
- Supporting Youth in areas of leadership, skill development and engagement with their community, through workshops and other programs
- Progressing the Community and Recreation Facilities Framework

## **How we will measure our success**

We demonstrate our success by using service based performance measures and customer feedback in areas of community participation and volunteering, community development programs and support, ageing support, library usage and the achievement of our disaster recovery objectives.

We have developed Corporate Performance Indicators (*Appendix 3*) which will be used in our reporting to Council each quarter, and in our Annual report for 2020-21.

# Community Wellbeing



## Our Services

- **Fabrik Arts and Heritage Hub** – Providing community exhibitions, workshops and events. Supporting community on creative recovery after the Cudlee Creek fire and COVID-19.
- **Library & Customer Services** - Providing access to information resources for learning or leisure. Providing opportunities for community to engage, learn and connect. Staffing libraries, outreach services, customer service desks and call centre. Processing payments, registrations and development applications.
- **Volunteering** – Encouraging voluntary participation across the Adelaide Hills through provision of opportunities, training and support for volunteer involving groups.
- **Property Services** – Management and maintenance of Council’s Bridgewater retirement village.
- **Public Health** – Inspections of food businesses, waste water and public swimming pools.
- **Parking and By-law Enforcement** – Activities aimed at maximising safety and enjoyment for all road users and pedestrians. Assisting with community events and markets.
- **Sport & Recreation Planning** – Management and utilisation of Council’s sport, recreation and open space assets; and support of clubs and the community’s recreational activities throughout the region.
- **Youth Development** – Providing a range of programs and activities to support and develop youth in our community.
- **Positive Ageing** – Providing home and social support. Developing and implementing targeted strategies and programs in our region.
- **Community Centres** – Providing opportunities to improve health and wellbeing, participate in lifelong learning, share their skills and experience and contributing to their community through volunteering.
- **Communications, Engagement and Events** – Ensuring communication between the Council and community is accurate, relevant, valuable and engaging. Promoting and supporting community events.
- **Community Development** – Overseeing community wellbeing and disability access and inclusion programs, as well as a number of regional support programs.
- **Cultural Development** – Focusing on cultural diversity, Aboriginal respect and recognition, and the arts in all its forms.
- **Grants & Partnerships** – Grant giving programs supporting community based initiatives. Partnerships with other stakeholders to deliver local and regional outcomes.

## Our Objectives and Priorities

Objectives	<b>C1 - A community for everyone that is inclusive, welcoming and accessible</b>	<b>C2 - A connected, engaged and supported community</b>	<b>C3 - A community that grows together</b>	<b>C4 - An active, healthy, thriving and resilient community</b>	<b>C5 - Respect for Aboriginal Culture &amp; values</b>	<b>C6 - Celebrate our community's unique culture through arts, heritage &amp; events</b>
Priorities	C1.1 Provide welcoming spaces and places for the community through our libraries, community centres, and Council and community facilities	C2.1 - Work with community to provide a range of programs and opportunities to connect and engage around shared interests	C3.1 - Provide and support programs and services that encourage and enhance personal growth, lifelong learning and professional development	C4.1 - Support community wellbeing through our contribution to public health planning, disaster recovery activities and the implementation of strategies that aim to measure and enhance wellbeing.	C5.1 - Partner with the Aboriginal and Torres Strait Islander community to develop our second Reconciliation Action Plan (Innovate) and actively participate in Reconciliation Week	C6.1 - Develop Fabrik as a vibrant cultural hub for the Adelaide Hills, fostering community connections and creativity and presenting the significant history of the Woollen Mill site
	C1.2 Support and promote opportunities for social inclusion and celebration of our cultural diversity	C2.2 - Support our ageing community to access services and continue to participate and contribute to community life	C3.2 - Support volunteering both organisationally and in the community as an essential element in delivering community outcomes and building wellbeing	C4.2 - Support the provision of formal and informal sport, recreation and play spaces for the community to enjoy	C5.2 - Celebrate and recognise Aboriginal culture and heritage through participation in and the delivery of programs and activities that engage our community in cultural experience and learning	C6.2 - Develop, support or bring events to our district that have social, cultural, environmental or economic benefits
	C1.3 Make the district more accessible and welcoming for all with a focus on youth participation, positive ageing, disability inclusion and multiculturalism	C2.3 - Facilitate opportunities for our youth to develop skills, build resilience and be actively involved in and connected to their community.	C3.3 - Empower our community groups and leaders to shape and determine change in their community through the provision of training opportunities, grants that meet strategic priorities, building relationships and supporting communities to be cohesive in progressing local projects.	C4.3 - Recognise that trails are a destination in their own right and support both commuter and recreational trail opportunities		C6.3 - Recognise, encourage and support artists, emerging artists, writers and performers through promotion of the Arts and supporting opportunities to exhibit and perform
	C1.4 Advocate and Seek opportunities to improve transport options for those who need it most	C2.4 - Increase participation from the broadest range of our community and engage with them to shape policies, places and decisions that affect them		C4.4 - Support clubs and groups to continue to provide sport and recreation activities to the community		C6.4 - Foster the development of Public Art that adds value to public spaces and supports place making in our community
	C1.5 - Encourage more housing opportunities where provided for in the Development Plan	C2.5 - Continue to work with government agencies and non-governmental organisations to support the community recovery from natural disasters and the COVID-19 pandemic.	C3.4 - Build partnerships with community and other stakeholders to enhance our capacity to provide and support opportunities for them to thrive	C4.5 - Take an all hazards approach to emergency management so we can support the emergency services and the community before, during and after disaster events.		

## Community Wellbeing - Strategic Initiatives

Strategic Initiatives are specially funded and prioritised activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
C1001	Disability Planning - staffing	Community Capacity	C1	Operating	36	37	38
C1002	Disability Planning - materials	Community Capacity	C1	Operating	10	10	10
C2001	Norton Summit Community Centre facilities upgrade	Community Capacity	C2	Capital	58	-	-
C2002	Develop the next Age Friendly Community Plan	Community Capacity	C2	Operating	-	-	20
C4001	Community Wellbeing Initiatives - staffing	Community Capacity	C4.1	Operating	20	21	21
C4002	Regional Health Planning Initiatives - staffing	Community Capacity	C4.1	Operating	21	21	22
C4003	Court Resurfacing - Office for Recreation, Sport & Racing Grant Funding	Infrastructure & Operations	C4	Capital	28	-	-
C4004	Court Resurfacing - Federal Government Community Development Grant Funding	Infrastructure & Operations	C4	Capital	G	-	-
C4005	Heathfield Oval Change room Upgrade – Sport Australia Grant Funding	Infrastructure & Operations	C4	Capital	G	-	-
C4006	Play Space Upgrades – Mount Torrens, Charleston, Kersbrook (linked to renewal)	Infrastructure & Operations	C4.2	Capital	180	70	70
C4007	Heathfield Oval - Masterplan Implementation	Infrastructure & Operations	C4	Capital	72	-	-
C4008	Woodside Recreation Ground - Masterplan Implementation	Infrastructure & Operations	C4	Capital	70	-	-
C4009	Heathfield Oval - Masterplan Implementation – AHC Grant Funding Contribution	Infrastructure & Operations	C4	Capital	500	-	-
C4010	Play Space – Asset Auditing	Infrastructure & Operations	C4	Operating	7	-	-

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year



Enjoying the Lights of Lobethal



## Community Wellbeing - Strategic Initiatives *continued...*



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
C4011	Adelaide Hills (War Memorial) Swimming Centre - Asset Audit	Infrastructure & Operations	C4	Operating	10	-	-
C4012	Climate Change Adaptation Plan projects	Infrastructure & Operations	C4.5	Operating	-	20	30
C4014	Emergency Management Preparedness Consumables/Capital	Infrastructure & Operations	C4.5	Operating	-	-	5
C4015	Emergency Management Bushfire Preparedness Consultancy	Infrastructure & Operations	C4.5	Operating	10	-	-
C4016	Implement the Bushfire Recovery Action Plan	CEOs Office	C4.5	Operating	430	-	-
C5001	Reconciliation Action Plan (RAP) initiatives	Community Capacity	C5	Operating	CO	5	5
C5002	Aboriginal Cultural Centre development	Community Capacity	C5	Operating	-	10	10
C6001	Fabrik Activation - Capital	Community Capacity	C6	Capital	-	-	1008
C6002	Capital Divestment - Sales Revenue	Corporate Services	C6	Capital	-	(1000)	-
C6003	Capital Divestment - Capital Cost	Corporate Services	C6	Capital	535	1130	-
C6004	Activation Arts & Heritage Hub - Operating (Income)	Community Capacity	C6	Operating	(47)	(295)	(305)
C6005	Activation Arts & Heritage Hub - Operating (Expenditure)	Community Capacity	C6	Operating	305	505	603
C6006	Grow our involvement in the Women's Tour Down Under	Community Capacity	C6.2	Operating	10	10	10
C6007	Support for small community events	Community Capacity	C6.2	Operating	20	5	5
C6008	Support for high profile regional event	Community Capacity	C6	Operating	5	10	5
C6009	Public Art (including acquisition)	Community Capacity	C6.4	Operating	3	15	15

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year

# *A prosperous Economy*



## ***Our Aspiration***

*Our region's economy is diverse and sustainable with a reputation for quality, niche products, services and experiences underpinned by a culture of creativity and innovation.*

Some of the key highlights we have planned for 2020-21 include:

- Updating the Economic Development Plan
- Recruiting an Economic Development Officer to support additional economic development initiatives
- Supporting events in the region such as the Tour Down Under
- Funding and supporting preparation for tourism restart across the region
- Seeking external funding opportunities for key projects and programs in the region
- Progressing our World Heritage Bid
- Waiving outdoor dining permits, fines and interest charges

## **How we will measure our success**

Getting feedback from our business community as well as analysing business demographic, growth and visitor data will help to show where our services are assisting local businesses and overall economic prosperity.

We have developed Corporate Performance Indicators (Appendix 3) which will be used in our reporting to Council each quarter, and in our Annual report for 2020-21.

## **Our Services**

- **Economic Development** - Providing networking opportunities, coordinating local development efforts, promoting branding and tourism initiatives, and advocating to other levels of government to support projects and investments benefiting the local economy.
- **Property Services** – Managing permits related to events, outdoor dining, roadside trading and mobile food vans.
- **Old Woollen Mills Precinct** – Maintaining strong relationships with the owners and tenants of the site (Council being one of the owners) to support the continued success of the businesses and the development of Fabrik.
- **Public Health** – Legislative function related to public safety with regard to food businesses and treatment and disposal of waste water on site.
- **Communications, Engagement and Events** – Managing, promoting and supporting various large and small events to benefit our community such as the Tour Down Under, Stirling Markets, and Gumeracha Medieval Fair.
- **Development Advice & Approvals** – Assisting businesses and landowners when wishing to develop their properties.

## Our Objectives and Priorities

Objectives	<i>E1 - Support and grow our region's existing and emerging industries</i>	<i>E2 - Provide local infrastructure to drive growth and productivity</i>	<i>E3 - Encourage, attract and retain a creative, talented and skilled workforce in our region</i>	<i>E4 - Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention</i>
Priorities	E1.1 - Support and encourage local and international tourists to visit the Adelaide Hills	E2.1 - Work with all levels of Government to ensure the region's infrastructure needs are understood and prioritised	E3.1 - Attract and encourage professional and business development and networking activities	E4.1 - Work with key stakeholders to develop a realistic, yet inspiring, collective vision to connect the region and its industries
	E1.2 - Take advantage of the full potential of our region's primary production and associated value adding activities	E2.2 - Explore and advocate for the opportunities that new technologies could bring to our region	E3.2 - Understand the nature of skills our region's businesses will require to prosper into the future	E4.2 - Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity
	E1.3 - Support and encourage the growth and development of our region's creative industry micro businesses	E2.3 - Support changes to planning and development that leverages and encourages sustainable economic development	E3.3 - Work with our local communities and businesses to create active, attractive and vibrant places	E4.3 - Support and encourage events that supports the region's identity and generates social, cultural and economic benefits
	E1.4 – Promote, support and encourage our existing and emerging businesses to respond to economic changes by being creative, innovative, productive and resilient to unexpected impacts.	E2.4 - Manage and maintain Council assets to maximise their utilisation and benefit to the community	E3.4 - Enable start-ups and home based business through services, information and networking opportunities	E4.4 - Support the continued development and community engagement for the World Heritage nomination of the region
	E1.5 - Engage and assist our region's key business and industry groups to be resilient, proactive and successful			
	E1.6 - Encourage and facilitate local supplier participation in all level of Government tendering processes			

## Economy - Strategic Initiatives

Strategic Initiatives are specially funded and prioritised activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
E1001	Economic Development Officer	Community Capacity	E1	Operating	75	103	106
E1002	Financial support to assist the business & community to recover from bushfires and COVID-19 (incl. rates)	Corporate Services	E1.4	Operating	120	-	-
E2001	Review and upgrade Council signage and branding	Community Capacity	E2.5	Capital	25	15	15
E2002	Place making program to shape, activate and coordinate place making at a community level	Development & Regulatory Services	E2	Operating	CO	CO	CO
E2003	Upgrades of the remaining two DPTI roundabouts at Crafrers on-ramp and Piccadilly	Infrastructure & Operations	E2.4	Capital	160	-	-
E4001	Additional Tree safety work required to support the Tour Down Under	Infrastructure & Operations	E4	Operating	30	30	30
E4002	UNESCO World Heritage Bid	Development & Regulatory Services	E4.4	Operating	5	5	5

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year





# A valued Natural Environment



## Our Aspiration

*The natural environment of the Adelaide Hills contributes significantly to the character of the region and is greatly valued by our local community and visitors.*

Some of the key highlights we have planned for 2020-21 include:

- Community education on the proposed cat confinement rules in preparation of 1 January 2022 implementation
- Expanded incorporation of recycled materials into our Capital Works program
- Inspections of aerobic wastewater system irrigation to ensure compliance and protection of the Mt Lofty Ranges Water Catchment
- Expanding on our emergency management response
- Property inspections and education as part of bushfire prevention strategies

## How we will measure our success

The services we provide and the influence we have in the community will demonstrate our success in maintaining a healthy and resilient region. In particular this will be shown through community education outcomes, achieving biodiversity targets, and service driven performance in managing animals, waste and resources, and our natural spaces.

We have developed Corporate Performance Indicators (Appendix 3) which will be used in our reporting to Council each quarter, and in our Annual report for 2020-21.

## Our Services

- **Sustainability**– Including climate change considerations into Council decision making, providing strategies for carbon neutrality, water management and renewable energy in response to climate change impacts.
- **Open Space Biodiversity**– Undertaking activities such as weed management, habitat conservation and expansion, research and knowledge development, and supporting community in their related activities.
- **Animal Management** - Promoting responsible dog and cat ownership, responding to nuisance and hazards caused by other animals including livestock, eradicating European wasp nests and conducting a Feral Cat Study.
- **Open Space Operations** – Maintaining parks and reserves, biodiversity activities, and fire breaks/tracks.
- **Fire Prevention**– Legislative function of ensuring identified properties are prepared for the bushfire season. Assessing the extent of bushfire hazards within the Council area and providing advice to land owners in respect of bushfire prevention and management.
- **Mt Lofty Waste Control Project**– Working in collaboration with SA Water to Identify failing wastewater systems impacting on the water catchment.
- **Waste** - Providing waste collections and recycling services to 16,500 properties, green waste organics kerbside collections in townships, ‘at call’ hard waste collection, and operates the Heathfield Resource Recovery Centre for community use.



## Our Objectives and Priorities

Objectives	<b><i>N1 - Conserve and enhance the regional natural landscape character and amenity values of our region</i></b>	<b><i>N2 - Recognise the benefits of ecosystem services and improve environmental resilience by reducing environmental impacts</i></b>	<b><i>N3 - Nurture valuable partnerships and collaborations and engage the local community in the management of our natural environment</i></b>	<b><i>N4 - Reduce the impact of waste to landfill by maintaining a robust waste and resource management framework</i></b>	<b><i>N5 - Assist our community to reduce the impact of waste to landfill on the environment</i></b>
Priorities	<p>N1.1 - Enhance and manage horticultural amenity, including succession planning for street trees that contribute to and reinforce our distinctive streetscapes and villages</p> <hr/> <p>N1.2 - Manage reserves and open space to support the community, whilst balancing biodiversity conservation, resource use and environmental impacts</p>	<p>N2.1 - Monitor and manage areas of high biodiversity or habitat value on Council reserves and Native Vegetation Marker Scheme (NVMS) sites using best practice methodologies</p> <hr/> <p>N2.2 - Explore opportunities and take appropriate actions to monitor current and emerging threats to biodiversity including feral cats and Phytophthora</p> <hr/> <p>N2.3 - Mitigate bushfire risks across the landscape by undertaking fuel reduction activities including woody weed control, maintenance of asset protection zones and educate &amp; enforcement to reduce fuels on private property</p> <hr/> <p>N2.4 - Work with supporting organisations and agencies to foster the restoration of native flora and fauna habitat following the 2019-20 bushfire</p>	<p>N3.1 - Increase knowledge and environmental awareness within the community through engagement and education</p> <hr/> <p>N3.2 - Collaborate and engage with public and private organisations, schools and community members (including the Aboriginal community as the first nation peoples), to improve biodiversity outcomes and land management practices.</p> <hr/> <p>N3.3 - Continue to work in partnership with the Resilient Hills and Coasts region to build Council and community resilience to the impacts of climate change</p>	<p>N4.1 - We will work with partners to analyse the benefits and feasibility of introducing a fee incentive to property owners to produce less waste in relation to the kerbside bin service</p> <hr/> <p>N4.2 - We will explore more Green Organics options to achieve improved environmental and financial outcomes.</p> <hr/> <p>N4.3 - We will provide specific education to the community to increase their level of food scrap recycling</p> <hr/> <p>N4.4 - Implement new or improved waste service opportunities whilst continuing to provide ongoing resource recovery and waste service to our community</p>	<p>N5.1 - Encourage and educate the community to help minimise the generation of household waste by advocating the principles of the Waste Management Hierarchy to avoid, reduce and reuse</p> <hr/> <p>N5.2 - Support and assist the community to prevent valuable resources going to landfill and reduce contamination in kerbside recycling bins</p>

## Natural Environment - Strategic Initiatives

Strategic Initiatives are specially funded and priority activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
N1001	Tree population data collection	Infrastructure & Operations	N1	Operating	-	-	-
N1002	Develop a masterplan for Lobethal Bushland Park	Infrastructure & Operations	N1.2	Operating	CO	-	-
N2001	Bird surveys for monitoring bird impact on post burn sites identified in BMAP	Infrastructure & Operations	N2.1	Operating	-	-	7
N2002	Heritage Agreements for land under Council's care and control	Infrastructure & Operations	N2.3	Operating	5	5	5
N2003	Roadside Marker Program to protect and manage roadside vegetation	Infrastructure & Operations	N2.1	Operating	45	45	45
N2004	Review Unformed Public Roads to ascertain connectivity potential & habitat value	Infrastructure & Operations	N2.1	Operating	-	-	64
N2005	Develop Encroachment Policy	Infrastructure & Operations	N2.2	Operating	-	-	6
N2006	Develop and review Council Management Plans for high value reserves	Infrastructure & Operations	N2.1	Operating	3	3	3
N2008	Develop informative and attractive signage in Council reserves/playgrounds	Infrastructure & Operations	N2.1	Capital	10	10	10
N2009	Feral cat study and implementation of an action plan	Development & Regulatory Services	N2.2	Operating	30	30	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



Rain created waterfall at Mt Lofty

## Natural Environment - Strategic Initiatives continued...



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
N2010	Follow up weed control post-burn on 8 Bushfire Management Area Plan sites	Infrastructure & Operations	N2.3	Operating	0	0	40
N2011	Wastewater Aerobic Irrigation Inspections - compliance staff	Development & Regulatory Services	N2	Operating	35	-	-
N3001	Local Climate Adaptations for landscape conservation	Infrastructure & Operations	N2.1	Operating	10	10	10
N3002	Resilient community facilities and open space including water fountains	Infrastructure & Operations	N3	Operating	-	20	30
N4001	Explore feasibility and benefits of a User Pays Kerbside Bin Service	Infrastructure & Operations	N4.1	Operating	-	50	25
N5001	Undertake kerbside waste audits	Infrastructure & Operations	N5.1	Operating	10	10	10
N5002	Trial Resource for reducing Council's Solid Waste Levy Costs	Infrastructure & Operations	N5.1	Operating	-	25	-

Legend: **G** Grant funding **CO** resourced through the Core Operating expenditure - not resourced for this financial year



# A progressive Organisation



## Our Aspiration

*Council is recognised for its skilled and agile workforce, for its representative and accountable governance, its commitment to cost effectiveness and efficient service delivery.*

Some of the key highlights we have planned for 2020-21 include:

- Implementation of the Bushfire Recovery Action Plan
- Service Changes to accommodate COVID-19 impacts
- Undertake a review of the Corporate Plan to support the delivery of the recently adopted Strategic Plan
- Undertake a Cyber Security Audit to assess whether the necessary systems and strategies are in place to mitigate the threat of cyber attacks
- Develop a Service Review Framework
- Broadcasting Council meetings and exploring additional opportunities for the community to access and provide input to Council and Committee decision-making processes

## How we will measure our success

As an organisation, our measures of success include service-driven performance measures, achievement of financial targets, evidence of our corporate governance, implementation of innovative processes and technology, and organisational development achievements.

We have developed Corporate Performance Indicators (Appendix 3) which will be used in our reporting to Council each quarter, and in our Annual report for 2020-21.

## Our Services

- **Customer Experience** – Driving organisational improvement and innovation to improve the customer experience.
- **Information, Communication and Technology** – Providing support for over 1300 devices, 250 system users and 100 public access devices for libraries and community centres. Manages system security, asset maintenance and renewal.
- **Financial services** – Providing accounting and financial activities including procurement support, payments, collection of rates and debt recovery, treasury management and support to Council in financial decision making.
- **Organisational Development and Work Health & Safety** – Providing support across the whole organisation including development, human resource management, work health and safety and payroll.
- **Governance** – Supporting elected Council Members, the Administration and community with their legislated roles and responsibilities including coordination of Council & Committee meetings, elections, risk management, audit and review activities, and corporate planning and reporting activities.
- **Property Services** – Ongoing maintenance and management of Council's service centres and operational sites.
- **Information Systems** – Systems for the capture, dissemination, storage, security, accessibility and management of information received and generated by Council.
- **Emergency Management** – Working collaboratively to prevent, prepare, respond and recover from natural disasters and other hazards.
- **Bushfire Recovery** – Planning, coordination and overall impact of the recovery effort related to the Cudlee Creek Bushfire.

## Our Objectives and Priorities

Objectives	<i>O1 - We have the right people with the right knowledge and skills in the right jobs and they are supported and developed</i>	<i>O2 - Our customers find it easier to interact and do business with Council and have an improved customer experience</i>	<i>O3 - Our organisation is financially sustainable for both current and future generations</i>	<i>O4 - We actively represent our community</i>	<i>O5 - We are accountable, informed, and make decisions in the best interests of the whole community</i>	<i>O6 - Technology and innovation is utilised to better meet our community's expectations and deliver value for money</i>
Priorities	<p>O1.1 - Progressively enhance our safe systems of work to maintain emotional and physical safety of our people</p> <hr/> <p>O1.2 - Continue to develop a positive culture through supporting an equitable, diverse and continuously improving work environment</p> <hr/> <p>O1.3 - Support our people leaders in further developing the skills necessary to lead engaged and productive teams</p> <hr/> <p>O1.4 - Continue to support all staff through training, mentoring, coaching and development to enable the achievement of organisational and community goals</p>	<p>O2.1 - Develop our digital channels to better meet customers' current and future needs</p> <hr/> <p>O2.2 - Modernise our services and enhance the customer experience by making service delivery faster, more convenient and more proactive</p> <hr/> <p>O2.3 - Build the capabilities of our people through a focus on two-way communication, cooperation and placing customers at the centre of everything we do</p> <hr/> <p>O2.4 - Continuously strive to measure and improve performance and service delivery across all functions</p>	<p>O3.1 - Ensure the delivery of agreed strategic plan requirements whilst meeting endorsed long term targets for a sustainable operating surplus and level of debt</p> <hr/> <p>O3.2 - Ensure that renewal of assets and the associated maintenance is based on current asset management plans which consider reviewed service levels and whole of life costing</p> <hr/> <p>O3.3 - Actively pursue alternative funding opportunities to reduce reliance on rates income</p> <hr/> <p>O3.4 - Assess the range and level of services undertaken to ensure they fulfil Council's legislative and strategic intent</p>	<p>O4.1 - Optimise opportunities for the community to access and provide input into the decision-making processes</p> <hr/> <p>O4.2 - Attract and develop a diverse and capable elected body that represents, promotes and reflects the composition of the community</p> <hr/> <p>O4.3 - Advocate to, and exert influence with, our stakeholders on behalf of our community to promote the needs and ambitions of the region</p> <hr/> <p>O4.4 - Explore council boundary reform options that best serve the community</p>	<p>O5.1 - Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations</p> <hr/> <p>O5.2 - Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action.</p> <hr/> <p>O5.3 - Demonstrate accountability through robust corporate planning and reporting that enhances performance, is relevant and easily accessible by the community</p>	<p>O6.1 - Progressively strengthen Council's systems security to minimise the impact of cyber attack</p> <hr/> <p>O6.2 - Utilise technology to enable more evidence based and efficient delivery of services to the community</p> <hr/> <p>O6.3 - Provide more resilient business systems by utilising cloud technologies where appropriate</p> <hr/> <p>O6.4 - Utilise our online engagement tools to reach a wider range of community members to obtain their views and input.</p> <hr/> <p>O6.5 - Support the delivery of services to the community through improved utilisation and connectivity of existing business systems</p> <hr/> <p>O6.6 - Ensure the way in which we provide our digital services delivers an enhanced experience for our community</p>

## Organisation - Strategic Initiatives

Strategic Initiatives are specially funded and priority activities, projects and programs of work that are planned over the next 3 years. “Capital” initiatives are generally related to new physical assets and infrastructure investment, while “Operating” initiatives are related to administrative projects, community programs and other activities and tasks.

Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
O1001	Resource to manage Skytrust (WHS system) implementation following WHS Improvement Plan	Corporate Services	O1	Operating	34	35	-
O1002	Update of Business Continuity Plan and implementation	CEOs Office	O1.1	Capital	20	20	5
O2001	New Council website and e-services	Community Capacity	O2.1	Capital	100	200	-
O2002	Annual Council website licence subscription	Community Capacity	O2	Operating	-	60	60
O2003	Customer experience improvement projects	Community Capacity	O2	Operating	-	20	-
O2004	Customer Experience training	Community Capacity	O2.3	Operating	10	10	10
O2005	Service Changes to Accommodate COVID19 Impacts	CEOs Office	O2.2	Operating	50	-	-
O3001	Service Review Framework development	CEOs Office	O3.4	Operating	CO	26	26
O4001	Local Government Election support	CEOs Office	O4.2	Operating	-	-	183
O4002	Council Member induction training	CEOs Office	O4.2	Operating	-	-	10
O4003	Develop or respond to boundary reform proposals	CEOs Office	O4.4	Operating	-	-	-
O5001	Local Government legislative reform implementation	CEOs Office	O5.1	Operating	-	10	10
O5002	Equipment to broadcast Council Meetings	CEOs Office	O4.1	Capital	30	-	-
O5003	Corporate Plan review	CEOs Office	O5.3	Operating	CO	-	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



## Organisation - Strategic Initiatives *continued...*



Project ID	Strategic initiatives (Operating and Capital)	Area	Objective and/or Priority	Type	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
						2021-22	2022-23
O5004	Establishment of performance benchmarking program	CEOs Office	O5.3	Operating	-	9	10
O5005	Resource to manage building and swimming pool inspections to ensure legislative compliance	Development & Regulatory Services	O5	Operating	75	77	27
O6002	Cyber & Systems Security - Program Management	Corporate Services	O6.1	Operating	CO	CO	CO
O6003	Two Factor Authentication - Software Subscription	Corporate Services	O6.1	Operating	15	15	16
O6004	Application Whitelisting - Software Subscription	Corporate Services	O6.1	Operating	15	15	16
O6005	Records Management software (Record Point ) subscription	Corporate Services	O6.3	Operating	-	-	70
O6007	Conduct of Community Perception Survey	Community Capacity	O6	Operating	-	5	-

Legend: **G** Grant funding    **CO** resourced through the Core Operating expenditure    - not resourced for this financial year



# Financial Overview

Key financial information for 2020-21 is summarised below:



Budget Summary		\$'000
● General Rates Income (2.95% increase)		37,110
● All Other Operating Income		10,332
<b>Total Operating Income</b>		<b>47,442</b>
● Core Operating Expenses (excluding Initiatives)		46,459
● Operating Initiatives (Net)		1,092
<b>Operating Deficit*</b>		<b>109</b>
<b>Adjusted Operating Surplus*</b>		<b>321</b>
● Gross Capital Renewal Program Expenditure		9,212
● Gross capital expenditure on new or upgraded assets		4,953
<b>Total Gross Capital Expenditure</b>		<b>14,165</b>
Estimated New Borrowings		10,000
Repayment of Fixed Term Borrowings		5,263

*\*Council's projected operating income is not sufficient to meet projected operating expenses. The operating expenses includes \$430k of abnormal one off expenditure relating to the Cudlee Creek Bushfire recovery resulting in an Operating Deficit of \$109k. It is considered that the Adjusted Operating Surplus of \$321k (which excludes the bushfire expenditure) provides a more accurate basis for comparison as well as the assessment of the long term financial sustainability of Council.*

## Long Term Financial Plan

The *Local Government Act 1999* requires the Council to prepare a *Long Term Financial Plan* (LTFP) as part of its suite of strategic management plans.

Prior to the development of the *Annual Business Plan* a detailed review of the LTFP was undertaken in consultation with the community. The revised LTFP was adopted at Council's 28 April 2020 meeting and can be found at [ahc.sa.gov.au](http://ahc.sa.gov.au).

The key objective of our LTFP is to demonstrate that the Council is financially sustainable over the 10 year term of the LTFP, while achieving the objectives outlined in the *Strategic Plan*. This includes:

- Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- Meeting the ongoing expectations of service delivery to our community
- Managing the impact of cost shifting from other levels of government
- Enabling the delivery of strategies identified within the Strategic Plan as well as other endorsed Functional Strategies
- The appropriate use of debt as a means of funding new capital expenditure
- Ensuring the financial sustainability of Council's operations.

The LTFP has been used to set the context and targets for the development of the 2020-21 Budget

## Elements of the Budget: Income and Expenses

### Income

Rate revenue accounts for 85% of Council's operating income, while grants, fees and charges make up the majority of the other operating income. We continue to pursue grant income and partnerships with external funders where possible to minimise the requirement for revenue via rates.

### Fees and Charges

Section 188 of the *Local Government Act 1999* sets out how fees and charge are managed in Council. Council reviews its fees and charges each year, in conjunction with the development of the annual budget to ensure that the fees proposed:

- reflect (or move progressively toward) the cost of the services given
- are comparable with market rates, where appropriate
- take into account benefit derived by users of community facilities
- are consistent with Council directions articulated through existing policy or plans
- are consistent with Council's LTFP assumptions

Generally, this has resulted in proposed fee increases that are in line with CPI, insofar as this is practicable.

### Expenses

30% of the Council's operating expenditure is attributable to the payment of salaries and wages and around 42% is applied to materials, contracts and other expenses.

## Key financial targets and financial sustainability

Financial sustainability is demonstrated through adherence to Council's agreed target ranges in all of the three key ratios:

Indicator	Adopted Target	2020-21 Budget
Operating Surplus Ratio	0 - 10%	(0.2%)
Adjusted Operating Surplus Ratio	0 - 10%	<b>0.7%</b>
Net Financial Liabilities Ratio	0 - 100%	<b>51%</b>
Asset Sustainability Ratio	90 – 110%	<b>100%</b>

The table above shows an Operating Surplus Ratio which includes the abnormal Cudlee Creek Bushfire net expenditure, and the Adjusted Operating Surplus Ratio which removes the distortion of the Bushfire expenditure.

It is considered that the Adjusted Operating Surplus ratio of 0.7% which is within Council's target range provides a more accurate basis for comparison as well as the assessment of the long term financial sustainability of Council.

In conclusion, it is therefore considered that in achieving these targets, there is a level of certainty provided to the community that financial sustainability will be maintained.

## Impact on ratepayers

The overall amount existing ratepayers will pay in general rates will increase on average by 2.95%. For a residential property of average value, this equates to an increase approximately \$59 for the 2020-21 year. Rate increases may vary from the average where there has been new development, capital improvements or other significant change to the value of the property.

## Significant influences for the 2020-21 budget

A number of factors have influenced the preparation of Council's 2020-21 Annual Business Plan. These include:

- The substantial impact that the 2019-20 Cudlee Creek Bushfire and the COVID-19 pandemic are having on our community. The recovery effort of both these events has a significant financial impost as Council balances its support to the community and the continued financial sustainability of Council
- Local Government Price Index increases on relevant goods and services, which in recent years has tracked above CPI
- The impact of China mandating and enforcing stringent quality requirements for imported recycled materials (China Sword) has an ongoing impact on Council's operating result of approximately 1% of rates, thus having a significant financial impact on Council's budget. As a result, Council's recyclable processing budget has increased from \$209k in the 2019-20 budget to \$407k in the 2020-21 budget, an increase of \$198k
- In 2020-21 it is forecast Council ratepayers will pay \$835k in Solid Waste Levy to the State Government, an increase of over \$104k (14%) from 2019-20. This is on top of an even more significant increase for 2019-20
- Provision for Enterprise Development Agreements for most staff which determines conditions of employment and provide for annual salary and wages increases
- Maintaining asset management (renewal) expenditure at a sufficient level to ensure long term maintenance of Council infrastructure, property and IT assets
- Increased maintenance requirements due to an increase in capital works and construction of new assets over recent years
- Ensuring key strategies from Council's Strategic Plan and Functional Strategies are costed appropriately
- The divestment of the southern side of Adelaide Hills Business and Tourism Centre at Lobethal resulting in reduced rental and reimbursement income but offset by reduced operating and capital costs
- The activation of an Arts and Heritage Hub resulting in a net cost of \$258k in 2020-21





## Borrowings

Borrowing is an important funding source, especially for expenditure relating to new Capital and is undertaken in accordance with Council's *Treasury Policy*. The key objective of the Policy is to manage the finances of the Council holistically in accordance with the overall financial sustainability strategies and targets.

An independent local government report on financial sustainability encourages the increased use of borrowings to promote intergenerational equity. This involves spreading costs in relation to significant capital expenditure based on the pattern of benefits over time so that one generation is not excessively subsidising another.

Where there is a persuasive argument relating to intergenerational equity, Council will consider the appropriate use of borrowings. This will be managed within financial targets with the intention that future cash flows are sufficient to recoup borrowings with minimal impact on general operations over the medium term.

The Estimated New Borrowing as shown in the following table for 2020-21 is high at \$10.0m. However, \$5m of this relates to the refinancing of a large fixed loan maturing in June 2021. With interest rates at historic lows, this results in significant savings on existing borrowings in future years. As per the table below, the net borrowings for 2020-21 is \$4.8m.

Borrowing	\$'000
Forecast Opening Balance of Fixed Term Borrowings July 2019	13,000
Estimated New Borrowing for 2020-21	10,000
Repayment of principal for 2020-21	(5,263)
<b>Forecast Closing Balance of Fixed term Borrowings June 2020</b>	<b>17,737</b>
Cash Advance Debenture (Short Term Borrowings)	70
<b>Forecast Closing Balance of all Borrowings June 2020</b>	<b>17,807</b>



## Operating Budget by Directorate and Function

Directorate	Function	Revenue			Expenditure			Net Cost / (Revenue) 2020-21 Budget \$'000	Staff FTE 2020-21 Budget
		2019-20 Budget \$'000	2020-21 Budget \$'000	Variance Fav/(Unfav) \$'000	2019-20 Budget \$'000	2020-21 Budget \$'000	Variance Fav/(Unfav) \$'000		
CEO	CEO Office	-	-	-	403	362	42	362	1.0
	Bushfire Recovery	1,000	980	(20)	1,000	1,410	(410)	430	-
	Governance and Performance	141	75	(66)	1,564	1,686	(121)	1,611	4.0
	<b>CEO Total</b>	<b>1,141</b>	<b>1,055</b>	<b>(86)</b>	<b>2,968</b>	<b>3,457</b>	<b>(490)</b>	<b>2,402</b>	<b>5.0</b>
Community Capacity	Communications, Engagement & Events	3	3	0	621	660	(40)	658	3.6
	Community Development (M&P)	0	-	0	317	361	(43)	361	2.1
	Cultural Development	0	-	0	146	149	(3)	149	1.0
	Customer Experience	0	-	0	185	171	14	171	1.0
	Customer Service	0	-	(0)	782	1,123	(342)	1,123	8.6
	Director's Office Community Capacity	0	-	0	294	301	(7)	301	1.7
	Economic Development	95	95	0	429	502	(74)	407	2.0
	FABRIK Arts & Heritage Hub	51	47	(4)	326	305	22	258	2.0
	Grants & Partnerships	0	-	0	232	237	(5)	237	0.0
	Hills Connected Communities Projects	93	64	(29)	96	68	28	4	0.6
	Library Services	336	344	9	1,825	1,536	289	1,192	16.0
	Positive Ageing (Home and Social Support)	1,036	1,014	(23)	1,083	1,051	31	38	5.8
	Positive Ageing Project (Collaborative)	92	80	(12)	94	80	13	0	0.6
	The Summit Community Centre	20	15	(6)	170	175	(4)	160	1.6
	Torrens Valley Community Centre	35	36	1	164	173	(9)	137	1.6
	Volunteering	0	-	0	81	84	(3)	84	0.7
	Youth Development	2	2	0	154	158	(3)	156	1.0
<b>Community Capacity Total</b>	<b>1,762</b>	<b>1,699</b>	<b>(63)</b>	<b>6,998</b>	<b>7,134</b>	<b>(136)</b>	<b>5,435</b>	<b>49.9</b>	
Corporate Services	Cemeteries	210	215	5	218	210	7	(4)	1.0
	Director's Office Corporate Services	3	3	0	311	322	(11)	319	1.8
	Financial Services	38,119	39,441	1,322	404	372	32	(39,070)	7.5
	General Property	86	89	3	1,809	1,792	17	1,703	4.6
	Information, Communications & Technology	0	-	0	1,158	1,337	(179)	1,337	5.0
	Information Systems	0	-	0	1,124	1,223	(99)	1,223	7.0
	Old Woollen Mills Precinct - Lobethal	347	366	19	260	253	7	(112)	1.0
	Organisational Development & WHS	0	-	0	576	597	(21)	597	4.3
<b>Corporate Services Total</b>	<b>38,764</b>	<b>40,114</b>	<b>1,349</b>	<b>5,859</b>	<b>6,107</b>	<b>(248)</b>	<b>(34,007)</b>	<b>32.2</b>	

## Operating Budget by Directorate and Function

Directorate	Function	Revenue			Expenditure			Net Cost / (Revenue) 2020-21 Budget \$'000	Staff FTE 2020-21 Budget
		2019-20 Budget \$'000	2020-21 Budget \$'000	Variance Fav/(Unfav) \$'000	2019-20 Budget \$'000	2020-21 Budget \$'000	Variance Fav/(Unfav) \$'000		
Development & Regulatory Services	Animal Management	402	416	14	399	414	(15)	(1)	3.1
	Director's Office DRS	0	-	0	321	328	(7)	328	2.0
	Fire Prevention	13	14	2	96	99	(2)	85	0.9
	Mt Lofty Project	50	50	0	50	51	(1)	1	0.5
	Parking and By-Laws	79	48	(32)	179	193	(15)	146	1.3
	Planning & Development	524	561	37	1,925	1,949	(25)	1,388	16.4
	Policy Planning	0	-	0	175	154	22	154	1.0
	Public Health	162	166	4	499	508	(8)	342	4.0
<b>Development &amp; Regulatory Services Total</b>		<b>1,229</b>	<b>1,254</b>	<b>24</b>	<b>3,645</b>	<b>3,696</b>	<b>(51)</b>	<b>2,442</b>	<b>29.3</b>
Infrastructure & Operations	Civil Services	1,428	1,444	16	5,362	5,408	(46)	3,964	44.0
	CWMS	1,805	1,795	(10)	1,136	1,104	33	(691)	1.0
	Director's Office Infrastructure & Operations	0	-	0	319	326	(7)	326	2.0
	Emergency Management	0	-	0	91	92	(1)	92	0.2
	Open Space - Biodiversity	0	-	0	538	539	(1)	539	3.5
	Open Space - Operations	21	-	(21)	4,434	4,581	(147)	4,581	21.8
	Open Space - Sport & Recreation Planning	10	10	0	511	562	(52)	552	1.8
	Strategic Assets	0	-	0	9,077	9,372	(295)	9,372	4.0
	Sustainability	0	-	0	212	268	(56)	268	1.4
	Waste	70	72	2	4,671	4,905	(235)	4,833	1.4
<b>Infrastructure &amp; Operations Total</b>		<b>3,334</b>	<b>3,321</b>	<b>(13)</b>	<b>26,350</b>	<b>27,157</b>	<b>(807)</b>	<b>23,837</b>	<b>81.1</b>
<b>ORGANISATION TOTAL</b>		<b>46,239</b>	<b>47,442</b>	<b>1,203</b>	<b>45,828</b>	<b>47,551</b>	<b>(1,723)</b>	<b>109</b>	<b>197.4</b>

## Capital Budget Overview

The 2020-21 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$600m (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.

This year our capital works program will include:



- **\$9.212m** Capital renewal detailed in the Capital Expenditure Renewal Summary Table (to the right)
- **\$4.953m** in capital expenditure on new or upgraded assets, detailed in the strategic initiative pages (pg 6 -27)

The total of \$14.165m for the capital works program is less than the Long Term Financial Plan target of \$16.768m but is considered to be the appropriate level of sustainable investment to meet the Council strategic goal to have a proactive long term view regarding the renewal and maintenance of its infrastructure.

As in previous years, a significant portion of the program is applied to road works, with buildings, footpaths, stormwater and plant accounting for a large proportion of the remaining allocation.

## Capital Expenditure Renewal Summary

Asset Category	2020-21 Allocation \$'000	LTFP Target Renewal \$'000	Variance to LTFP \$'000
Bridges	155	218	63
Buildings	815	951	136
CWMS	48	50	2
Footpaths	404	400	( 4)
Kerb & Water	247	300	53
Other*	241	320	79
Road Pavement	914	957	43
Road Seal	1,096	1,200	104
Shoulders	250	400	150
Sport and Recreation (including Playgrounds)	360	1,100	740
Stormwater	75	40	( 35)
Unsealed Roads	1,109	1,500	391
Plant and Fleet	1,688	1,688	0
Information, Communication & Technology	411	318	( 93)
Minor Plant & Equipment (including Library fittings)	77	95	19
Project Management Costs	1,323	1,323	0
<b>NET RENEWALS</b>	<b>9,212</b>	<b>10,860</b>	<b>1,648</b>

\*Other includes Guardrail, Retaining Walls, Cemeteries, Street Furniture, and Traffic Control

## Rates Overview

In setting the rates for 2020-21 Council proposes to continue with its current method of rating, which is two differential rates with a fixed charge, applied against the capital value of properties. Council considers this to be a fair and equitable method of rating for the Adelaide Hills Council.

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

The 2020-21 budget was initially developed from Council’s LTFP which had a rate revenue target that incorporated a general rates increase of 3.25% and estimated growth of 0.75%.

Council has considered the impact of Cudlee Creek Bushfire and Covid-19 events on the community and the need to ensure that there was sufficient financial capacity to not only be responsive, but also provide targeted support to those in the community that have been significantly impacted.

It has therefore been proposed that a general rate increase of 2.95% will be applied, and with slightly increased rates growth being forecast, total rate revenue will be sufficient to maintain existing services as well as provide the targeted recovery support for both the Cudlee Creek Bushfire and COVID-19 events.

Actual rate growth is now estimated at 1.05% for 2020-21. Growth represents new development (primarily related to the Woodforde development), capital improvements to existing properties and changes to value as a result of land divisions and will be confirmed by the Valuer-General as part of completing the valuation of the Council area.

The table below provides a summary of the average rate increases that have been applied in recent years as well as the proposed increase for 2020-21 as discussed above.

Description	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>To meet inflation (CPI)</b>	1.7%	1.5%	1.25%	2.3%	1.8%	2.4%
<b>To fund increased capital renewal</b>	1.0%	1.0%	1.0%	1.0%	1.0%	0.55%
<b>Solid Waste Levy</b>	-	-	-	-	\$10 (0.5%)	-
<b>Sampson Flat Bushfire (one year only)</b>	1.0%	(1.0%)	-	-	-	-
<b>TOTAL INCREASE</b>	<b>3.7%</b>	<b>1.5%</b>	<b>2.25%</b>	<b>3.3%</b>	<b>3.3%</b>	<b>2.95%</b>



## Summary Basis of Rating (*Rating Policy*)

Key elements of the Policy include:

### Rating Structure

- A fixed charge rating structure that includes a fixed charge applying to all properties. This charge is to increase from \$662 to \$682 which represents a 2.95% increase in line with the average increase previously highlighted.
- The same rate in the dollar, based on capital value, being applied to all categories of ratepayer, except commercial and industrial ratepayers who pay a 15% premium.
- The ability of primary production ratepayers genuinely in the business of primary production but not benefitting from a notional capital value for their property to apply for a 10% rebate.

### Stirling Separate Rate

- A separate rate for businesses in Stirling that generates \$95k that is distributed to the Stirling Business Association (SBA) to promote Stirling as a destination, the "Gateway to the Hills". Council also sets a maximum amount ( 'top' ) and a minimum amount ( 'tail' ) per property each financial year for this separate rate.
- Council has also discussed with the SBA that in accord with Council's taxation principles, it would appear more equitable that both the top and tail are increased each year in line with an appropriate economic indicator to better maintain an even distribution across all separate ratepayers. As a result it was agreed with the SBA to increase the separate rate's 'tail' to \$280 and the 'top' to \$2,500 representing a 2.5% increase for each year since the last increase in 2014-15 to re-establish the relativity present a number of years ago.

### Other Rates and Levies

- A separate rate to provide for the sealing in 2014-15 of the northern end of Verrall Road, Upper Hermitage. This rate is levied on those properties that actually adjoin this section of road.
- An update to the Policy to reflect that the former NRM Levy, being a State Tax imposed on councils to collect on behalf of the State Government has been replaced by a similar levy titled The Regional Landscape (RL) Levy.

### Help when you need it

An empathetic and individually tailored approach to ratepayers who are experiencing financial difficulties as a result of the Cudlee Creek Bushfire and Covid-19 events through the provision of a number of alternative arrangements made available to ratepayers including:

- smaller, more regular payment options
- acceptance of reduced payments toward Council Rates arrangement
- Deferment or postponement of payment of rates in whole or in part for an agreed period
- consideration of the waiving of fines & interest where appropriate

For 2020-21, Council has also included a Strategic Initiative with an allocation of funds of \$120k to provide targeted support to those organisations, small businesses and individuals that have been significantly impacted by the economic downturn as a result of the Bushfire and COVID-19.

As a result of the Strategic Initiative, the *Rating Policy* was reviewed during the *Annual Business Plan* consultation period via a council workshop. From this discussion, the *Rating Policy* has been updated to highlight Council options available to address financial hardship as referenced above and ensure that the application of funds under this initiative is consistent, equitable and specifically targeted to those ratepayers that have been significantly and permanently impacted by recent events.

## Rate Statistics

Council has just over **18,800** assessments split by land use as follows:



**13 400**  
Residential



**710**  
Commercial  
and Industrial  
differential rate



**3,100**  
Primary  
production



**600 +**  
Vacant



**800 +**  
Non-rateable



**200**  
Other

## Rates Modelling

The valuation of the Council area by the Valuer-General has been completed and information provided reflects an increase of just under 4% in valuation for existing properties.

Analysis indicates that:

- Residential properties, representing over 70% of the overall valuation, had an average valuation increase of just under 3.9%
- Primary production properties, being 17% of total assessments, have an average valuation increase of just over 4.3%
- The remaining non-residential properties, including commercial, had an average valuation increase of 2.9%.

The Budget has been formulated on the basis of retaining differential rates for all categories of ratepayer, including commercial and industrial ratepayers at the appropriate rate in the dollar to provide an overall increase in general rate revenue of 2.95% excluding growth.

## Allocation of Rates Burden

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

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

Further, in determining how rates are applied, and the rate in the dollar, Council has also made specific policy choices in relation to uses the differential rating rate and the option of a fixed charge rather than a minimum rate to allocate the rates burden across the community.



## Differential Rates

Section 153 of *Local Government Act 1999* (the Act) allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses.

Council has determined to apply the same rate in the dollar, based on capital value, to all categories of ratepayer, except commercial and industrial ratepayers who pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the Economic Development function as well as the services and activities that the sector does not regularly use.

Council has considered the principle of rate stability when assessing the rates burden across the above categories. Other considerations were given to the change in capital value across the land use categories and the rates income provided by each.

It is estimated that the Commercial & Industrial Differential General Rates will raise net rate revenue in the order of \$1.5m in 2020-21.

It is estimated that the Residential & Non Commercial and Industrial Differential General Rate will raise net general rate revenue in the order of \$35.6m in 2020-21.

## Fixed Charge

Under the Act, Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council's services and the development and maintenance of the community's infrastructure. Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

For the 2020-21 year, it is proposed to increase the fixed charge from \$662 to \$682, representing a 2.95% increase in line with the overall average increase in rates.

## Community Wastewater Management System

The Council provides Community Wastewater Management System (CWMS) to some areas within the Council district. To fund the provision of this service Council imposes an annual service charge to recover the cost to the Council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

Following an annual detailed assessment of the cost of providing CWMS services, in accordance with the guidelines set by the Essential Services Commission of South Australia (ESCOSA), it has been identified that current charging is minimally below the levels necessary to achieve full cost recovery but is considered appropriate. This has resulted in fixed charges for CWMS occupied properties being increased by \$20 to \$884 in line with CPI for the 2020-21 financial year, while the charge for vacant properties has been reduced by \$50 to \$450 in line with ESCOSA's pricing principles.





# Appendix 1: Budgeted Financial Statements



## Adelaide Hills Council

### BUDGETED UNIFORM PRESENTATION OF FINANCES

Proposed 2020-21

2019-20 Budget \$'000	2020-21 Proposed Budget \$'000
<b>INCOME</b>	
38,675 Rates	40,181
1,143 Statutory charges	1,173
621 User charges	710
6,695 Grants, subsidies and contributions	4,768
42 Investment income	27
212 Reimbursements	232
512 Other income	251
100 Net gain - equity accounted Council businesses	100
<u>48,000</u> <b>Total Income</b>	<u>47,442</u>
<b>EXPENSES</b>	
17,342 Employee costs	18,067
21,122 Materials, contracts & other expenses	19,512
8,945 Depreciation, amortisation & impairment	9,237
604 Finance costs	736
0 Net loss - equity accounted Council businesses	0
<u>48,013</u> <b>Total Expenses</b>	<u>47,551</u>
<b>(13) NET BUDGETED SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>(109)</b>
<b>Net Outlays on Existing Assets</b>	
<b>(10,401)</b> Capital Expenditure on Renewal and Replacement of Existing Assets	<b>(9,212)</b>
648 Proceeds from Sale of Replaced Assets	646
8,945 Depreciation	9,237
<u><b>(808)</b></u> <b>NET OUTLAYS ON EXISTING ASSETS</b>	<u>671</u>
<b>Net Outlays on New and Upgraded Assets</b>	
<b>(6,125)</b> Capital Expenditure on New and Upgraded Assets & Remediation costs	<b>(4,953)</b>
959 Capital Grants and Monetary Contributions for New and Upgraded Assets	232
1,592 Proceeds from Sale of Surplus Assets	64
<u><b>(3,574)</b></u> <b>NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	<u><b>(4,657)</b></u>
<b>(4,395) NET LENDING/ (BORROWING) RESULT FOR FINANCIAL YEAR</b>	<b>(4,095)</b>
<b>(15,388) Net Financial Liabilities at Beginning of Year</b>	<b>(19,883)</b>
<b>(100) Non Cash Equity Movement</b>	<b>(100)</b>
<u><b>(19,883)</b></u> <b>Net Financial Liabilities at End of Year</b>	<u><b>(24,078)</b></u>

In any one year, the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

### Financing Transactions

3,000 New Borrowings	10,000
- Increase/(Decrease) in Short Term Draw Down	70
1,757 (Increase)/Decrease in Cash & Investments	168
<b>(62) Principal Repayments on Borrowings</b>	<b>(5,263)</b>
<b>(200) Reinstatement/Restoration Provision Payment</b>	<b>(780)</b>
- Debenture Payment	-
<b>(100) Non Cash Equity Movement</b>	<b>(100)</b>
<u><b>4,395</b></u>	<u><b>4,095</b></u>

It should be noted that the figures in this appendix have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

## Adelaide Hills Council

### STATEMENT OF COMPREHENSIVE INCOME 2020-21 Proposed Budget

2019-20 Budget		2020-21 Original Budget
\$'000		\$'000
	<b>INCOME</b>	
38,675	Rates	40,181
1,143	Statutory charges	1,173
621	User charges	712
6,695	Grants, subsidies and contributions	4,768
42	Investment income	27
212	Reimbursements	232
512	Other income	249
100	Net gain - equity accounted Council businesses	100
<b>48,000</b>	<b>Total Income</b>	<b>47,442</b>
	<b>EXPENSES</b>	
17,342	Employee costs	18,067
21,122	Materials, contracts & other expenses	19,512
8,945	Depreciation, amortisation & impairment	9,237
604	Finance costs	736
	- Net loss - equity accounted Council businesses	-
<b>48,013</b>	<b>Total Expenses</b>	<b>47,551</b>
	<b>(13) OPERATING SURPLUS / (DEFICIT)</b>	<b>(109)</b>
	- Asset disposal & fair value adjustments	-
959	Amounts received specifically for new or upgraded assets	232
0	Physical Resources Received Free of Charge	-
<b>946</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>123</b>
5,000	Changes in revaluation surplus - infrastructure, property, plant & equipment	5,130
	- Other Comprehensive Income	-
	- Share of Other Comprehensive Income JV	-
<b>5,000</b>	<b>Total Other Comprehensive Income</b>	<b>5,130</b>
<b>5,946</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>5,253</b>

**Adelaide Hills Council**  
**STATEMENT OF FINANCIAL POSITION**  
**2020-21 Proposed Budget**

2019-20 Budget	2020-21 Original Budget
\$'000	\$'000
<b>ASSETS</b>	
<b>Current Assets</b>	
268 Cash and cash equivalents	100
2,541 Trade & other receivables	2,541
19 Inventories	19
<b>2,828</b>	<b>2,660</b>
- Non-current Assets held for Sale	-
<b>2,828 Total Current Assets</b>	<b>2,660</b>
 <b>Non-current Assets</b>	
- Financial assets	-
1,450 Equity accounted investments in Council businesses	1,550
435,972 Infrastructure, property, plant & equipment	445,320
<b>437,422 Total Non-current Assets</b>	<b>446,870</b>
<b>440,250 Total Assets</b>	<b>449,530</b>
 <b>LIABILITIES</b>	
<b>Current Liabilities</b>	
5,446 Trade & other payables	5,446
- Borrowings - Short Term Draw Down	70
5,300 Borrowings - Other	5,037
2,848 Provisions	2,068
<b>13,594 Total Current Liabilities</b>	<b>12,621</b>
 <b>Non-current Liabilities</b>	
7,700 Borrowings	12,700
1,398 Provisions	1,398
<b>9,098 Total Non-current Liabilities</b>	<b>14,098</b>
<b>22,692 Total Liabilities</b>	<b>26,719</b>
<b>417,558 NET ASSETS</b>	<b>422,811</b>
 <b>EQUITY</b>	
142,540 Accumulated Surplus	142,663
274,691 Asset Revaluation Reserves	279,821
327 Other Reserves	327
<b>417,558 TOTAL EQUITY</b>	<b>422,811</b>
<b>19,883 NET FINANCIAL LIABILITIES</b>	<b>24,078</b>

## Adelaide Hills Council

### STATEMENT OF CHANGES IN EQUITY 2020-21 Proposed Budget

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
2020-21	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period	142,540	274,691	327	417,558
<b>Net Surplus / (Deficit) for Year</b>	123	-	-	123
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	5,130	-	5,130
Transfers between reserves		-		-
<b>Balance at end of period</b>	<b>142,663</b>	<b>279,821</b>	<b>327</b>	<b>422,811</b>
<b>2019-20</b>				
Balance at end of previous reporting period	141,348	269,691	573	411,612
Adjustment due to compliance with revised Accounting Standards				-
Adjustment to give effect to changed accounting policies				-
Restated opening balance				-
<b>Net Surplus / (Deficit) for Year</b>	946			946
<b>Other Comprehensive Income</b>				
Changes in revaluation surplus - infrastructure, property, plant & equipment		5,000		5,000
IPPE Impairment	-	-	-	-
Share of Other Comprehensive Income JV	-			-
Transfers between reserves	246	-	(246)	-
<b>Balance at end of period</b>	<b>142,540</b>	<b>274,691</b>	<b>327</b>	<b>417,558</b>

#### FINANCIAL RATIOS

	2020-21 Proposed Budget
<b>Operating Surplus Ratio</b>	
<u>Operating Surplus</u>	(0.2%)
Total Operating Revenue	
<b>Net Financial Liabilities Ratio</b>	
<u>Net Financial Liabilities</u>	51%
Total Operating Revenue	
<b>Asset Sustainability Ratio</b>	
<u>Net Asset Renewals</u>	100%
Infrastructure & Asset Management Plan required expenditure	



# Adelaide Hills Council

## CASH FLOW STATEMENT 2020-21 Proposed Budget

2019-20 Budget		2020-21 Original Budget
\$'000	<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>	\$'000
	<u>Receipts</u>	
38,675	Rates - general & other	40,181
1,143	Fees & other charges	1,173
621	User charges	712
6,695	Grants	4,768
42	Investments	27
212	Reimbursements	232
512	Other revenues	249
	<u>Payments</u>	
(17,342)	Employee costs	(18,067)
(21,322)	Materials, contracts & other expenses	(20,292)
(604)	Finance payments	(736)
8,632	<b>NET CASH USED IN OPERATING ACTIVITIES</b>	8,248
	<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>	
	<u>Receipts</u>	
3,000	Proceeds from Borrowings	10,000
	<u>Payments</u>	
(62)	Repayment from Borrowings	(5,263)
-	Repayments of Aged Care facility deposits	-
2,938	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	4,737
	<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>	
	<u>Receipts</u>	
959	Grants for new or upgraded assets	232
648	Sale of replaced assets	646
1,592	Sale of surplus assets	64
-	Repayment of loans from Community Groups	-
-	Distributions received from Equity Accounted Businesses	-
	<u>Payments</u>	
(6,125)	Expenditure on new/ upgraded assets	(4,953)
(10,401)	Expenditure on renewal/ replacement of assets	(9,212)
-	Loans Made to Community Group loans	-
-	Capital Contributed to Equity Accounted Businesses	-
(13,327)	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	(13,223)
(1,757)	<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	(238)
2,025	<b>CASH AT BEGINNING OF YEAR</b>	268
268	<b>CASH AT END OF YEAR</b>	30
268	Cash & Investments	100
-	- Short Term Drawdown	(70)
268		30






# Appendix 2: Rating Policy



## COUNCIL POLICY

 <p><b>Adelaide Hills</b> COUNCIL</p>	<h3 style="margin: 0;">RATING</h3>
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<b>Policy Number:</b>	<b>FIN-02</b>
<b>Responsible Department(s):</b>	<b>Financial Services</b>
<b>Other Relevant Policies:</b>	<b>None</b>
<b>Relevant Procedure(s):</b>	<b>None</b>
<b>Relevant Legislation:</b>	<i>Local Government Act 1999</i> <i>Valuation of Land Act 1971</i> <i>Natural Resources Management Act 2004</i> <i>Aged Care Act 1987 (Commonwealth)</i> <i>Community Housing Providers National Law</i> <i>Community Titles Act 1996</i> <i>Education Act 1972</i> <i>Health Commission Act 1976</i>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	Rating, 28 June 2016, Item 14.9, 1.11, 122 Rating, 27 June 2017, Item 14.3, 1.11, 130/17 Rating, 26 June 2018, Item 12.3, 1.11, 138/18 Rating, 25 June 2019, Item 12.2, 1.11, 156/19
<b>Adoption Authority:</b>	<b>Council</b>
<b>Date of Adoption:</b>	<i>To be entered administratively</i>
<b>Effective From:</b>	<b>1 July 2020</b>
<b>Minute Reference for Adoption:</b>	<i>To be entered administratively</i>
<b>Next Review:</b>	<b>June 2021 or as legislatively required</b>

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## RATING POLICY

### 1. INTRODUCTION

- 1.1 In South Australia, council rates are a form of property tax levied by Local Government, as our primary source of funding for the many mandatory and discretionary services that are provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows some flexibility for each council to make decisions that suit its local community. This document sets out the policy of the Adelaide Hills Council for setting and collecting rates from its community.

### 2. PURPOSE

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

### 3. DEFINITIONS

- 3.1 '**Act**' refers to the *Local Government Act 1999* (SA).
- 3.2 '**Capital value**' refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971*.
- 3.3 '**Council**' refers to the elected Council body.
- 3.4 '**CWMS**' refers to the Community Wastewater Management System within the Council area.
- 3.5 '**Differential rate**' refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories (termed differential rates under the Act).
- 3.6 '**Fixed charge**' refers to a charge that must apply equally to each separate piece of rateable land in the area under section 152(1) of the Act.

### 4. POLICY STATEMENT

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

All land within a Council area, except for land specifically exempt (e.g. Crown Land, Council occupied land and a few other limited categories under section 150(a) of the Act, is rateable.

Rates are not fees for services. They constitute a system of taxation for Local Government purposes. Council considers the fairest and most equitable method of charging rates to our community is through the combined use of a fixed charge component and a variable rate per rateable property.

#### 4.1 PRINCIPLES OF TAXATION

This Policy represents the Council's commitment to balancing the five main principles of taxation.

- i) **Benefits received** (i.e. services provided, or resources consumed). Reliance on this principle suggests that (all other things being equal) a person who received more benefits should pay a higher share of tax.
- ii) **Capacity to pay.** This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.
- iii) **Administrative simplicity.** This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.
- iv) **Economic efficiency.** This refers to whether or not the tax distorts economic behaviour.
- v) **Policy consistency.** The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

Further, in achieving equity across the community, this policy has an overriding principle that all ratepayers should contribute an amount to basic service provision.

#### 4.2 VALUATION OF LAND

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

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

The Council has adopted the use of capital value as the basis for valuing land. Council considers that this method provides the fairest way to distribute the rate burden across all ratepayers on the following basis:

- the 'capacity to pay' 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;

- the 'property value' is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value closely approximates the market value of a property, provides the best indicator of overall property value

Council does not determine property valuations but chooses to exercise the right under Section 151 of the Act to adopt the capital valuations as assessed by the Valuer-General through the State Valuation Office. If you are dissatisfied with the valuation made by the State Valuation Office your rates notice will include information about how to object to the valuation. The Council has no role in this process. The lodgement of an objection does not change the due date for the payment of rates.

#### 4.3 COMPONENTS OF RATES

##### **Fixed Charge or Minimum Rate**

Council has discretion to apply either:

- a fixed charge (applying equally to all rateable properties); or
- a minimum rate (to lower-value properties)

but cannot use both of these mechanisms.

The Adelaide Hills Council will apply a fixed charge this financial year as in previous years. Council considers a fixed charge to be the most fair and equitable means of ensuring that all ratepayers contribute equally to the administration of Council's services and the development and maintenance of the community's infrastructure. In addition, the fixed charge provides a mechanism to adjust the rates contributions across high and low valued properties. This redresses the balance and equity of the rate system.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per section 151(10) of the Act.

##### **A rate in the dollar**

The largest component of rates levied is the component that is calculated by reference to the value of the property. Property values reflect, among other things, the relative availability of and access to Council services. This applies to all types of land use, and to land in all locations.

The Act allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The Council applies different rates on the basis of land use.

Definitions of the use of the land are prescribed by regulation and are categorised as follows for rating purposes:

- Residential
- Commercial
- Industrial
- Primary Production
- Vacant Land
- Other



In accordance with Section 148 of the Act, Council assesses any piece or section of land subject to separate ownership or separate occupation.

*Commercial and Industrial Differential Rate:*

Those properties categorised as commercial or industrial will pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the Economic Development function as well as the services and activities that the sector does not regularly use.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made with the Council.

**Separate Rate**

*Stirling Business Separate Rate:*

A separate rate for businesses in Stirling (Stirling Business Separate Rate) will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce within the zone.

This rate is levied on all properties within the precinct known as the District Centre (Stirling) Zone and businesses fronting both sides of Mt Barker Road east of the District Centre (Stirling) Zone to Pine Street, excluding land attributed a land use category 1 (residential) and government owned land. Council also sets a maximum amount ( 'top') and a minimum amount ( 'tail') per property each financial year for this separate rate. The amount raised is distributed to the Stirling Business Association to promote Stirling as a destination, the 'Gateway to the Hills'.

*Verrall Road Separate Rate:*

A separate rate for Verrall Road, Upper Hermitage at a value of \$858 will be applied for a period of 10 years to 2023-24. This rate which provided for the sealing of the northern end of the road in 2014-15 is levied on the properties that use that section of road.

**Regional Landscape Levy**

The Regional Landscape (RL) Levy (previously known as the NRM Levy) is a State tax.

Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards that have responsibility for the management of the State's natural resources. These responsibilities include regional landscape planning, water allocation planning, community capacity building, education and compliance activities.

Adelaide Hills Council falls within the Hills & Fleurieu Regional Landscape board region. The effect of the new regions and boundary changes on landscape levies is being managed through a levy transition scheme.

The levies raised for 2020-21 will be based on the existing Natural Resource Management (NRM) boundaries relating to the Adelaide & Mount Lofty Ranges and the SA Murray-Darling Basin Natural Resources Management regions.

### **Community Wastewater Management System**

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

Annually, an independent consultant has been engaged annually to provide a review of:

- Council's compliance with ESCOSA's Minor to Intermediate Retailers Price Determination and the National Water Initiative (NWI) Pricing Principles;
- The pricing model for future CWMS price setting.

This review included the annual service charge for both occupied and vacant properties.

Overall, it has been identified that charges are still slightly below the levels necessary to achieve full cost recovery but are considered appropriate. As such, it is proposed that the fixed charges for CWMS occupied properties can be increased in line with CPI for current and future financial years. Similarly,

However, in line with the pricing policy principles and as a result of the 2019-20 review, the CWMS annual service charge for vacant properties was reduced. Further reductions are proposed in future years to more closely align these customers annual charge to an appropriate contribution towards the capital cost of infrastructure as opposed to the direct operation of the scheme since they do not impact on these costs.

#### **4.4 RATES CAPPING**

The Act (s153 (3)) requires a council to decide each year whether to apply a maximum rate increase (or a rates cap) to a ratepayers principal place of residence. A cap is applied to provide relief against a substantial change in rates payable incurred due to rapid changes in valuations.

The Council has determined that it will apply a maximum increase (rates cap) of 15% for the general rate to be charged on rateable land constituting the principal place of residence of a principal ratepayer.

#### **4.5 REBATE OF RATES**

##### **Mandatory rebates**

Councils are required to rebate (discount) the rates payable on some land.

The Adelaide Hills Council will act in accordance with the Local Government Act in providing mandatory rebates as referenced in Section 160 – 165 of the Act.

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

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

A compulsory rebate of at least 75% must be applied to land used by:

- Community service organisations, and
- Schools and universities.

Where a “community services organisation” is eligible for a mandatory rebate, the residential rate must be applied to the land to which the rebate relates in accordance with Section 161 (2) of the Act. This is as a result of Council declaring differential rates according to land use and providing for a distinct residential rate.

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 rate rebate, the Council will grant the rebate accordingly.

Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require.

Applicants who satisfy the criteria for a mandatory rebate will be granted the rebate at any time provided the application is lodged prior to the 30 June of the rating year and provided the entitlement to the rebate existed at 1 July of the rating year.

Council will confirm the continuation of a person or body’s eligibility for a mandatory rebate on a regular basis (at least biennially) to ensure that rebates are only granted where they are warranted. This will require the relevant person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require to confirm the continuation of eligibility.

### **Discretionary rebates**

As identified in Section 166 of the Act Council may grant a discretionary rebate of rates up to and including 100% of the relevant rates under a number of criteria and for a period not exceeding the timeframe.

As required by legislation, Council should give reasonable consideration to the granting of rebates and does not adopt a policy that excludes the consideration of applications for rebates based on their merits.

Have considered this, Council is of the view that except in very specific circumstances outlined below, the maximum discretionary rebate should be 75% to ensure ratepayers contribute an amount towards basic service provision.

Council has determined pursuant to Section 166(1) (b) that those primary production properties genuinely in the business of primary production but not benefitting from a notional capital value for their property can apply for a 10% rebate on the differential rate.

Excluding the primary production rebates granted pursuant to Section 166(1) (b), Council in accordance with Section 166 (1a) will take the following matters into account in deciding whether to grant a discretionary rebate for land uses covered by Section 166 a) to k):

- (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 and
- (d) specific policy positions considered relevant by Council

Notwithstanding the direction provided by Council pursuant to Section 166(1)(b) which is then actioned by Administration, Council has retained the delegation to grant all other discretionary rate rebates under land uses covered by Section 166 a) to k).

Council's specific policy positions to meet discretionary rate rebates eligibility are as follows:

- An organisation needs to meet one of the criteria listed under Section 166 a) to o);
- An organisation needs to be not-for-profit;
- A rebate of 100% will only be granted where community organisations seeking a rebate provides a service that would be required to be provided by Council if not undertaken by the organisation;
- A rebate of 75% will be granted if the organisation provides a community service that support the disadvantaged or sections of the community that require assistance, as defined;
- Where an organisation does not meet the above criteria, it is still eligible for a 75% rebate where it meets all of the following criteria:
  - limited capacity to raise funds;
  - meets a "community need", as defined; and
  - undertake services and activities that are not primarily the responsibility of Federal or State Government

Council has determined the following definitions to assist in the determination of eligibility for a discretionary rate rebate.

**"Disadvantaged persons"** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability. To meet this criteria the organisation would need to establish that the predominant extent of the activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.

**"community need"** is defined as those services and activities that are aligned to achievement of one or more of Council's strategies resulting in:

- a direct benefit to the residents of Adelaide Hills Council; and
- a significant proportion of users are Adelaide Hills residents.

Due to the complexities involved in the application of discretionary rate rebates under Section 166 (l) to (o), any application relating to these elements will be subject to a separate report to Council to consider the appropriateness of such a rebate.

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.

All persons who or bodies which wish to apply to the Council for a discretionary rebate of rates must do so on or before 30 April prior to the rating year unless the application is a result of a change in eligibility for a mandatory rebate or rate exemption. In those

circumstances where an application relates to a change in rebate/rate exemption in a relevant rating year, then the application will be applied for the full rating year if received within 2 months of the change in rebate/exemption being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Persons or bodies who previously received a discretionary rebate greater than 75% may apply for a phasing in period (up to 2 years) in circumstances where the above change impacts significantly on the persons or bodies' financial capacity. In these circumstances, an application will be considered if received within 2 months of the change in rebate being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Where there is no maximum timeframe specified for a rebate provided under Section 166, Council will grant a discretionary rebate to the last rating period commencing within a Council term to allow for a regular review of discretionary rate rebates.

A summary of all discretionary rebates applied for, including whether they have been successful or not and the associated reasons will be reported to Council on an annual basis.

Each rebate that is granted either reduces the Council's revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates and exemptions where they are warranted.

If you or your organisation wishes to apply for a discretionary rate rebate, you may apply by contacting the Council's Rate Administrator.

### **All rebates**

As Council's CWMS service charges are set to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works) no rebates are provided by Council.

If an entitlement to a rebate ceases or no longer applies during the course of a financial year, council will recover rates proportionate to the remaining part of the financial year.

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 Council will, in writing, advise an applicant for the rebate of its determination of that application. The advice will state:

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

Any person or body who is aggrieved by a determination of the delegated officer in respect of an application for a rebate may seek a review of that decision in accordance with Council's Internal Review of Council Decisions Policy.

### **Single Farming Enterprise**

The Local Government Act 1999 provides that "if two or more pieces of rateable land within the area of the Council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land".

A Single Farm Enterprise is defined in the Local Government Act -

*"A reference to a single farm enterprise is a reference to two or more pieces of rateable land*

*(a) which –*

*(i) are farm land; and*

*(ii) are farmed as a single enterprise; and*

*(iii) are occupied by the same person or persons,*

*whether or not the pieces of land are contiguous; or*

*(b) which –*

*(i) as to all the pieces except one, are farm land farmed as a single enterprise occupied by the same person or persons; and*

*(ii) as to one piece contiguous with at least one of the other pieces, is the principal place of residence of that person or one of those persons."*

In effect, this means that land can be recognised as a "single farming enterprise" and not attract a fixed charge to each of the assessments, provided:

- that if the occupier of all the land concerned is the same person, (this means that if there is a house being occupied that is not your principal place of residence, it cannot be part of the single farm enterprise)
- all of the land is used to carry on the business of primary production, and
- managed as a single unit for that purpose,

Primary producers can apply to the Council for the 'single farming enterprise' provisions of the Local Government Act.

You should also be aware that if the grounds on which you apply for a single farm enterprise cease to exist, the person or body who have the benefit of the provisions must immediately inform the Council of the fact.



#### 4.6 **RATE RELIEF**

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

##### **Financial Hardship**

If you are suffering financial hardship, you should contact the Council's Rates Administrator to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on its merits. Options to address financial hardship can include:

##### **Regular payments other than Quarterly**

If you are experiencing financial hardship and anticipate difficulty paying the next rate instalment notice, we will work with you to make alternative arrangements. These arrangements will be treated in the strictest confidence.

In addition to quarterly instalments, ratepayers can arrange with Council to pay their rates weekly, fortnightly or monthly to provide for a smaller, more regular payment option via BPAY, phone or internet.

##### **Waiving of Fines and Interest**

Council can consider the waiving of fines and interest as part of addressing financial hardship. When a ratepayer has committed to a payment plan and adheres to a regular payment, Council will consider the waiving of fines and interest to assist the ratepayer.

##### **Postponement of Rates**

A ratepayer may apply to Council to postpone payment of rates in whole or in part for a period of due to hardship. Any such application must be made in writing and outline the reasons why postponement is requested.

If postponement is granted then Council will consider the waiving of fines and interest for the same period to assist the ratepayer.

In accordance with legislation, a postponement may, if Council thinks fit, be granted on condition that the ratepayer pays interest on the amount affected by the postponement at a rate fixed by the council (but not exceeding the cash advance debenture rate as defined in the Local Government Act).

As postponement may only delay financial hardship for a period of time, options involving a regular payment plan are more likely to be beneficial for ratepayers to assist in reducing rates balances outstanding over time.

##### **Remission of rates**

The Council has a discretion to partially or wholly remit (i.e. waive) rates on the basis of hardship.

Council has a charge over the land under Section 177 of the LGA and therefore is likely to be able to recover rates outstanding upon sale. The granting of a remission forgoes this right and therefore is only considered as an option in circumstances where the ratepayer has demonstrated serious and long term hardship and where there is no chance of improvement in the ratepayers financial circumstances.

Consideration must also be given to the tax burden redistribution effect on other rate payers of any remission.

For these reasons, and given the importance of ensuring fairness to other ratepayers, remission will only be considered as a last resort and only where there is no chance of improvement in the ratepayer's financial circumstances. As such, it is likely that postponement of payment of rates due to hardship has been occurred for some period to confirm the permanency of the ratepayer's situation.

### **Seniors Postponement**

If you hold a State Seniors Card then (unless you have a mortgage entered before 2007 that is greater than 50% of your home's value) you are eligible to postpone, on a long-term basis, a large component of the rates on your principal place of residence. The postponed amount is subject to a monthly interest charge, with the accrued debt falling due for payment only when the property is sold or transferred to someone else, or no longer becomes the principal place of residence. However, some or all of the debt may be paid at any earlier time, at your discretion.

#### **4.7 PAYMENT OF RATES**

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

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

#### **4.8 LATE PAYMENT OF RATES**

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

When Council receives a payment in respect of overdue rates Council applies the money received in accordance with the Act as follows:

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

#### **4.9 NON- PAYMENT OF RATES**

A separate Debt Recovery Policy has been adopted by Council and is available for review on the Adelaide Hills Council website.

The purpose of this policy is to set out Council's principles in regard to the management of debt and to ensure that money owed to Council is collected as soon as

possible through efficient and effective debt recovery practices. This policy assists to ensure a strategic, equitable, accountable, consistent and transparent approach to Council's debt management, collection decisions and practices. Key principles under this Debt Recovery Policy for rates are as follows:

- Council undertakes recovery action for overdue rates debtors to ensure the **fair, equitable and consistent** collection of rates in an effective and timely manner.
- Council will **attempt to recover all costs, interest and expenses incurred by Council** while recognising the need to identify and consider individual cases of **genuine hardship**.
- Cases of financial hardship will be considered by application on an individual basis and always with a view to the ratepayer **re-establishing financial capability and, wherever possible, meeting their financial obligations**

It should be noted that Council may sell any property where the rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

## CONTACTING THE COUNCIL'S RATES ADMINISTRATOR

- 5.1 If you believe that Council has failed to properly apply this policy you should contact the Council's Rates Administrator to discuss the matter. (See contact details below). If after this, you are still dissatisfied then you should write to the Council's Chief Executive Officer at PO Box 44, Woodside SA 5244.

For further information, queries, or to lodge an application for rate postponement or remissions please contact the Council's Rates Administrator on:

Phone: 8408 0400  
 E-mail: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
 Post: PO Box 44, Woodside SA 5244

## 5. DELEGATIONS

- 6.1 The Chief Executive Officer has the delegation to approve, amend and review any procedures that shall be consistent with this Policy.

## 6. AVAILABILITY OF THE POLICY

- 7.1 This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au). Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

## Supplementary Information to Rating Policy

### Differential Rates

Section 153 of the Act allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses.

Council has determined to apply the same rate in the dollar, based on capital value, to all categories of ratepayer, except commercial and industrial ratepayers who pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the Economic Development function as well as the services and activities that the sector does not regularly use.

Council has considered the principle of rate stability when assessing the rates burden across the above categories. Other considerations were given to the change in capital value across the land use categories and the rates income provided by each.

It is estimated that the Commercial & Industrial Differential General Rates will raise net rate revenue in the order of \$1.5m in 2020-21.

It is estimated that the Residential & Non Commercial and Industrial Differential General Rate will raise net general rate revenue in the order of \$35.6m in 2020-21.

Council has applied the following rates in the dollar across the last five years to determine the total rate levied against an assessment:

Financial Year	Commercial & Industrial	All Other Land Uses including Residential
2020-21	0.002821	0.002453
2019-20	0.002839	0.002469
2018-19	0.002784	0.002421
2017-18	0.002748	0.002390
2016-17	0.002806	0.002440

### Fixed Charge

Under the *Local Government Act 1999* (the Act), Council has some mechanisms available to enable all ratepayers to contribute more equitably to the administration of Council's services and the development and maintenance of the community's infrastructure. Council considers a fixed charge (applying equally to all rateable properties) to be the most fair and equitable means of achieving this.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per section 151(10) of the Act.

Council has applied the following fixed charges across the last 5 years as part of the total rate levied against an assessment:

	Fixed Charge	Increase from Previous Year	% of Rate Revenue
2020-21	\$682	2.95%	31.9%
2019-20	\$662	2.8% + \$10	32.0%
2018-19	\$634	3.3%	31.8%
2017-18	\$613.50	2.25%	31.8%
2016-17	\$600		31.8%

It should be noted that although a Joint Committee of Parliament considered potential changes to valuation policy that would remove the ability to levy individual fixed charges based on occupancy for retirement village, the final report tabled in November 2019 did not include any specific recommendations to remove this ability. However, Council is aware that an independent Member Bill has been tabled in Parliament which would prevent councils from levying a fixed charge on properties in a retirement village. Should this policy change be implemented this would reduce Fixed Charge revenue by approximately \$200k for Adelaide Hills Council.





# Appendix 3: Corporate Performance Indicators



ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
<b>Goal 1: A functional Built Environment</b>				
<b>CPI-B01</b>	Inspections of footpaths in high priority zones	100%	B1	Quarterly
<b>CPI-B02</b>	Delivery of capital works program	90%	B1	Annually
<b>CPI-B03</b>	Compliance inspections completed within 5 business days of development completion notification	80%	B2	Quarterly
<b>CPI-B04</b>	Compliance inspections completed within 5 business days of notification of alleged unlawful development	80%	B2	Quarterly
<b>CPI-B05</b>	Comparison of Council's Energy Usage (Kwh) against previous financial year	Less than previous financial year	B3	Annually
<b>CPI-B06</b>	Tonnes of recycled plastic content in products purchased by Council	25	B3	Annually
<b>CPI-B07</b>	Operational tasks completed within the Civil Zone Maintenance Program	80%	B4	Quarterly
<b>Goal 2: Community Wellbeing</b>				
<b>CPI-C01</b>	Positive ageing wellbeing score	7 Average	C2	Quarterly
<b>CPI-C02</b>	Community Centre participants who feel better connected to others or community	85%	C2	Bi-annual
<b>CPI-C03</b>	Community centre participants who would use the knowledge/skills gained in the future	80%	C3	Bi-annual
<b>CPI-C04</b>	Number of volunteer hours contributed to AHC programs each year	4800	C3	Quarterly
<b>CPI-C05</b>	Library visits per capita compared with the state average	25% above state average	C3	Annually
<b>CPI-C06</b>	Library loans per capita compared with the state average	35% above state average	C3	Annually
<b>CPI-C07</b>	Attendance at programs, events and workshops at Fabrik Arts and Heritage Hub	8,000	C6	Annually
<b>CPI-C08</b>	Percent of available studio spaces occupied	50	C6	Annually
<b>CPI-C09</b>	Number of events and programs celebrating cultural diversity	8	C6	Annually

ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
<b>Goal 3: A prosperous Economy</b>				
CPI-E01	Net Easy Score of respondents who rated ease of getting assistance from Council as Easy or Very Easy v Difficult or Very Difficult	>0	E1	Every 2 Years
CPI-E02	Visitor numbers (visitor domestic day trips)	1.2mil	E1	Annually
CPI-E03	Average number of days for Building Rules Consents	20 or 60 business days*	E2	Quarterly
CPI-E04	Percentage of new development application decisions upheld in Council/CAPs favour under appeal	85%	E2	Quarterly
CPI-E05	Percentage of Planning Consents completed within statutory timeframes	85%	E2	Quarterly
CPI-E06	Number of local jobs in AHC area compared to previous financial year	Maintain 2019-20 Financial Year = 11200	E3	Annually
<b>Goal 4: A valued Natural Environment</b>				
CPI-N01	Number of Native Vegetation Marker System BushRAT Assessment sites complete (actual versus planned)	60 NVMS sites per annum	N2	Annually
CPI-N02	Woody Weed Control Program - no. of sites complete (actual versus planned)	17 sites per annum	N2	Quarterly
CPI-N03	Percent of nuisance and litter queries resolved	90%	N2	Quarterly
CPI-N04	Percent of private properties inspected prior to bushfire season that comply with fuel load management requirements	At least 90%	N2	Annually
CPI-N05	Tonnes of green organics collected on Green organic days	150	N4	Quarterly
CPI-N06	Percentage change in tonnes of waste disposed to landfill compared to previous financial year	Reduction in waste percentage	N5	Annual
CPI-N07	Number of community education actions delivered (Waste Management Strategy 2016-2021) – Actioned vs Planned	6	N5	Quarterly

\*20 Business Days for dwellings, pools and outbuildings and 60 business days for other buildings



ID	Corporate Performance Indicator	Target	Strategic Objective	Reporting Frequency
<b>Goal 5: A progressive Organisation</b>				
<b>CPI-001</b>	Number of Lost time injuries	0	O1	Quarterly
<b>CPI-002</b>	Customer Net Ease Score (NES)	50	O2	Bi-annual
<b>CPI-003</b>	Overall customer satisfaction	75%	O2	Bi-annual
<b>CPI-004</b>	Operating Surplus Ratio	0-10%	O3	Annually
<b>CPI-005</b>	Net Financial Liabilities Ratio	0-100%	O3	Annually
<b>CPI-006</b>	Asset Renewal Funding Ratio	90-110%	O3	Annually
<b>CPI-007</b>	Decisions (Council resolutions) considered in open Ordinary & Special Council meetings during the reporting period	90%	O4	Quarterly
<b>CPI-008</b>	Council member attendance at Ordinary & Special meetings	90%	O4	Quarterly
<b>CPI-009</b>	FOI requests completed within the legislated timeframe	100%	O6	Quarterly
<b>CPI-010</b>	Ombudsman investigations upholding Council's decisions (general investigations and FOI external reviews)	100%	O6	Quarterly



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# **Appendix 2**

## **ABP Consultation Report 2020 - 21**

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# Annual Business Plan 2020-21

## Consultation Report

The draft *Annual Business Plan 2020-21* (ABP) was published for community consultation utilising Council's EngageHQ website over the period 8:30am 28 May 2020 to 5:00pm 18 June 2020.

### Promotional activities

The following promotional activities were conducted encouraging feedback via written, telephone or online feedback:

- **Newspaper** – Advert in The Weekender Herald 28 May (legislative requirement) and include in Hills Voice column in The Courier on 3 June
- **Website** – Banner promotion on AHC website home page
- **Social media** – Facebook post on 4 June reaching 4,952 people & Twitter post on 3 June reaching 243 people.
- **Libraries/Community Centres** – Signage and copies of the ABP at Gumeracha, Woodside and Stirling
- **Newsletters** – included in the June Library newsletter, The Hills Voice and the Volunteers newsletter
- **Emails** – direct emails sent to participants in the Strategic Plan consultation process, as well as to the key business, community and industry groups

### Online engagement

There were 387 visitors to our online engagement webpage, and the draft ABP was downloaded by 111 visitors.

### Results

**19 responses** were submitted over the consultation period.

These consisted of:

- 10 emails
- 4 surveys
- 2 online questions
- 1 petition
- 1 phone call
- 1 Letter

### Feedback Summary

The majority of feedback received was to request new works, upgrades or maintenance items. These items will be considered in our Capital Works Programs and maintenance schedule, but are not included in the Annual Business Plan.

Other feedback topics included:

- Positive comments about the plan highlighting the areas they liked such as the focus on Community wellbeing.
- Request for more support for all industries in the region
- Three requests to reconsider the rate increase
- Suggestion to undertake a comprehensive masterplan for Lobethal Bushland Park
- Suggestions for more community programs, and community organisation support
- Suggestions on sustainability and conservation

More details are included in the following pages.

### What's Next

The feedback has been shared with Council Members and the relevant departments to review prior to considering the adoption of the ABP on 30 June 2020.



# Feedback from Consultation

The following tables summarise the feedback received by topic, the number of feedback items received on that topic, and any actions and/or responses.

Topic	No of items	Feedback summary	Responses and Actions
What are you most excited about in the ABP? (Survey question)	5	<ul style="list-style-type: none"> <li>• Initiatives related to Gumeracha main street and the improvements to Federation park.</li> <li>• Project related to recreation trails as they provide a huge benefit to the community</li> <li>• Focus on building resilient, sustainable and connected communities</li> <li>• Bus Shelters at Lobethal and Birdwood</li> <li>• The objectives under the Economy Goal to develop and work with industry to grow local opportunities.</li> </ul>	N/A
Reporting Accountability	1	<ul style="list-style-type: none"> <li>• Where do Council show whether they have met their objectives of previous plans?</li> </ul>	<p>Council publishes the Annual Report each year which is available online here:  <a href="https://www.ahc.sa.gov.au/council/council-documents/annual-reports">https://www.ahc.sa.gov.au/council/council-documents/annual-reports</a></p> <p>Also available on that page are our Quarterly Performance reports which we have started publishing in the 2019-20 financial year in order to show how we are performing against our ABP.</p>
Signage	1	<ul style="list-style-type: none"> <li>• Request for better signage for local attractions, public toilets and playgrounds</li> </ul>	Referred to infrastructure and Operations area for consideration
Hand dryers in public toilets	1	<ul style="list-style-type: none"> <li>• All the directives re COVID-9 stipulate drying your hands and we have nothing in either of the toilets at the hall and recreation ground in Woodside</li> </ul>	Our Property Operations area are considering the feedback and a way to implement a solution as electric blow-style hand dryers are not recommended as a way of controlling the virus.
Suggested programs	1	<ul style="list-style-type: none"> <li>• A youth newspaper</li> <li>• Council to provide core funding/grants to support local community organisations</li> <li>• More Education on waste practices and recycling bins in township main streets</li> </ul>	Referred to the Community Capacity area for consideration in future plans
Lobethal Bushland Park	1	<ul style="list-style-type: none"> <li>• Undertake a comprehensive masterplan of the Lobethal Bushland Park, including investigation of other potential uses of the building, biodiversity strategies, and tourism opportunities</li> </ul>	Referred to the Open Space area for consideration in future plans

# Feedback from Consultation

Topic	No of items	Feedback summary	Responses and Actions
Rates increase	3	<ul style="list-style-type: none"> <li>Request to reconsider rate increase in light of COVID-19, bushfires and their impact on community</li> <li>Given that most of the Local Council areas are going to forgo any increase this year, can you advise the rationale for this increase?</li> </ul>	<p>Bushfires, COVID-19 and the resulting economic impact formed a large part of our planning in building the draft Annual Business Plan and budget. As you may appreciate, the expenses involved in recovering and rebuilding after a crisis can be extensive. In the case of the Cudlee Creek Bushfire alone, the estimated cost of recovery is \$430k above the grants and funding assistance we are receiving.</p> <p>Unlike some other councils with alternative sources of income, Adelaide Hills Council derives 85% of our income from rates. In drafting this year's Annual Business Plan other rate options were considered which may have resulted in needing to cut services, maintenance and upgrades and which ultimately would have a negative impact on our region. Therefore it was decided that we would continue with a modest average rate increase in order to focus on recovery, rebuilding and targeted support for those in the community who need help.</p>
Business support	1	<ul style="list-style-type: none"> <li>Not enough in the plan around business development and support, and Council has not considered impacts to ALL local industries.</li> <li>More focus on Arts industry and overlooking others - need more focus inline with federal governments innovation and local manufacturing plans.</li> </ul>	<p>While there are not many specific strategic initiatives related to specifically supporting all industries in the region, the day to day role of the Manager Economic Development is to consider what we can be doing to better support and develop our region.</p> <p>The full feedback has been shared with our Economic Development department to ensure it is incorporated in our activities throughout the year.</p>
Council owned sporting grounds	1	<ul style="list-style-type: none"> <li>Why are council owned sporting grounds locked and therefore inaccessible to rate payers within the Adelaide Hills Council area</li> </ul>	<p>Several court and other organised sport &amp; recreation sites in our region are leased to clubs for their operation &amp; activity; and while these clubs are encouraged to have some courts available to the public (by either leaving them open, or through a booking system), their lease does not actually require them to do so.</p> <p>If the community want to use one of these sites, they are encouraged to contact the club directly to organise the hire of the site.</p> <p>Council is currently in the process of reviewing all aspects of recreational facility provision in the Council region; and we are hoping that increased community access to sites is one of the outcomes. The document (Community &amp; Recreational Facility Framework) is due for completion expected in late 2021.</p>

# Requests for specific work items

Request	Response
Repair and upgrade of Upper Sturt Road	Council to forward the request to Department of Planning, Transport & Infrastructure
Crafers bus stop – footpath upgrade.	Currently scheduled for year 2 of our current footpath program – will consider if we can bring this forward. No change is needed to ABP content.
Request for additional street sweeping.	Advised street sweeping currently underway – we will monitor progress across the network
Request for action on storm water and school driveway flooding onto Fernwood Way	Advised funding is included in proposed ABP for storm water drainage, however the school will need to take care of their related driveway.
Sealed footpath request on North-East Road, Inglewood.	Not currently in footpath program. Investigation of costs to be put to Council for decision on inclusion later in 2020-21.
Air-conditioning grant for Birdwood Institute	Air Conditioning is the responsibility of leaseholder, as per the Lease agreement
Footpath for Redden Drive from Gorge road to Gorge Wildlife park (1 email & 1 petition)	Has been recommended for inclusion as one of Council's <i>Local Roads and Community Infrastructure Program</i> projects for construction in 2020-21.
Highercombe Golf Course – Pump replacement	Provide up to 50% contribution towards replacement of pumping equipment in support of applications for external grant funding or potential Community Loan. Funding to be captured by budget review if required.
Inspection/Audit report for Uraidla Institute to assist with upgrades	Property Department working with Imagine Uraidla group on this
Bus shelters Uraidla & Summertown	Investigation to identify the specific bus shelters for replacement and if the current funding for bus shelter renewal will be able to accommodate the replacement.
Footpath between Summerhill nursing home & Uraidla	The footpath is not currently included in the 2020-21 footpath program due to current Council policy priority setting and available funding. However, Council acknowledges the potential benefit these type of upgrades can provide for the elderly and will be reviewing its policy position this coming year.
LED lighting in Uraidla main st	Investigation into the transition of main road street lighting (such as Uraidla) is currently in the ABP (Strategic initiative B3006)
Bike track in Uraidla	Referred to Sport and Recreation area for consideration in future planning

## Requests for specific work items *continued...*

Request	Response
Undergrounding of power line in Mt Torrens	We will note Mount Torrens as one of the townships for investigation when a review of potential submission occurs in future, however at this stage there are still works to be completed in Lobethal and Woodside which already have support from the Power Line Environment Committee, and so no further projects will be proposed for a number of years.
Footpath upgrades: a) eastern side section of Townsend Street, Mount Torrens b) Link between the footpath opposite the Hotel and Dunfield walking path; c) Link between Amy Gillet at the Highway crossing and the Mt Torrens Loop Trail	(a) The main footpath in Mount Torrens is located on the western side of Townsend Street and no current proposal exists to provide an upgraded on the eastern side. The asphalt section of the western footpath and kerb from Coopers to the Hotel Corner was substantially renewed 2018/19. Certainly the verge could be inspected and identified maintenance could be undertaken. (b) This link is included in the current proposed ABP (c) The Amy Gillett connection is awaiting DPTI approval as it impacts their land, upon receipt of which we will be in a position to undertake the works. We anticipate this should be within the next few months
Fencing along the creek to make it safe at the Heritage Reserve Site in Townsend	Referred to Property Department for consideration in future planning
Footpath along St Marks Drive between Onkaparinga Valley Road and Grevillea Way	The footpath is not currently included in the 2020-21 footpath program due to current Council policy priority setting and available funding.
School road footpath requires repair at Lobethal Primary school	Forwarded to our Asset team for assessment
Traffic safety at Lobethal Primary school. Current refuge island is insufficient & poorly placed. Also missing red & white markings	Regarding the speed of motorists and the location of school zone signage, we will be looking to address this through our assessment. The red reflective markings on the refuge holding rails have been previously noted and in progress of being reinstated.
Uraidla tracks and trails signage and new track considerations	Referred to Sport and Recreation area for consideration in future planning
Battery power back up to water pumps and essential power supplies in Uraidla	Referred to Emergency Management area for consideration in future planning

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# **Appendix 3**

Capital Works Program 2020-21

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# **Capital Works Program**

**2020-21**



# Overview

The 2020-21 Capital Budget continues to focus on the renewal of infrastructure. The Council has in excess of \$600m (Current Replacement Values) of infrastructure assets that it manages, to ensure that our current and future communities have access to the ongoing services these assets provide.

This year our capital works program will include:



- **\$9.212m** Capital Renewal
- **\$4.953m** in Strategic Initiatives for capital expenditure on new or upgraded assets

## Strategic Initiatives

Within our *Annual Business Plan 2020-21*, we have identified specific Strategic initiatives which are specially funded and prioritised activities, projects and programs of work that are planned over the next three years. These generally relate to investment in upgrading or purchasing new assets and infrastructure.

## Capital Renewal

The capital renewal relates to the replacement and/or maintenance works as set out in our *Asset Management Plans*.

# Contents

3	Strategic initiatives – new and upgraded capital		
7	Capital renewal summary		
8	Capital renewal by asset category		
8	Bridges	18	Shoulders
8	Buildings	18	Sport and Recreation (including Playgrounds)
9	CWMS	19	Stormwater
9	Footpaths	19	Unsealed Roads
10	Kerb & Water	21	Plant and Fleet
11	Other*	22	Information, Communication & Technology
11	Road Pavement	22	Minor Plant & Equipment (including Library fittings)
14	Road Seal		

Project ID	Strategic initiatives – New and Upgraded Capital			Budget 2020-21 (\$'000)	Long term financial plan (\$'000)		
					2021-22	2022-23	
B1001	Recreation Trails & Cycling Route Upgrades			-	75	75	
B1002	Amy Gillett bikeway – Stage 4 & 5			-	-	990	
B1003	Program to install bus shelters across public network (Birdwood, Lobethal & Stirling Yr 1)						
		<i>Project</i>	<i>Suburb</i>				
		1 new bus shelter (small) Torrens Valley Road, Birdwood near the Caltex	BIRDWOOD	✓			
		1 new bus shelter (small) opposite RestVale in Lobethal	LOBETHAL	✓			
		Stirling Main Street as part of People for Places Grant	STIRLING	✓			
		<b>Totals</b>			44	40	60
B1004	New and upgraded footpaths						
		<i>Project</i>	<i>Suburb</i>				
		William Street	Nairne Road to Moffett Street (adjacent school)	WOODSIDE	✓		
		Kidney Street	Days Road to Swamp Road	URAILDA	✓		
		Mt Torrens Road	Springhead to Dunfield Estate (Link to estate footpath)	MT TORRENS	✓		
		Balhannah Main Street	Bridge St to OTR - Upgrade from Asphalt to Paving	BALHANNAH	✓		
		Glover Street	Emma to Existing Asphalt Section	KERSBROOK		✓	
		Onkaparinga Valley Road	Rec access to Amy Gillett - Link to Entrance Statement Proposal	WOODSIDE		✓	
		Churinga Road	51 Churinga Road to Oval	ALDGATE		✓	
		Atkinson Road	Waverley Ridge Road to Bus Stop 24	CRAFERS		✓	
		Mount Barker Road	Old Carey Gully Road to Anzac Ridge Road	BRIDGEWATER		✓	
		John Fisher Avenue	Albert Street to Murray Street (tie into completion of Gumearcha Main Street)	GUMERACHA		✓	
		Morella Grove	Morella Gr to Bridgewater Carey Gully Rd	BRIDGEWATER		✓	
		Elizabeth Street	No.4 Elizabeth Street to Robert St	WOODSIDE		✓	
		Kingsland Street	No 26 Fenchurch to Kingsland (Kindy)	ALDGATE		✓	
		Arkaba Road	Mount Barker Road to Reserve Terrace	ALDGATE		✓	
		Oakbank Street	Oval to Johnston Street & Oval Sloped Access	STIRLING		✓	
		Avenue Road	Avenue Road to Stonehenge Reserve	STIRLING		✓	
		Albert Street	Institute to Randell Tce (Oval Entrance)	GUMERACHA		✓	
		Waverley Ridge Road	Atkinson Road to Waverley Ridge Intersection (To Stirling)	CRAFERS		✓	
		<b>Totals</b>			183	230	200

# Strategic Initiatives – New and Upgraded Capital

Project ID	Strategic initiatives – New and Upgraded Capital	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)		
			2021-22	2022-23	
B1005	Newman Rd Charleston Reconstruction – Kerb / Pavement & Stormwater	520	-	-	
B2001	Federation Park and oval masterplan implementation	-	150	50	
B2002	Gumeracha Main Street Project - Stage 2	464	-	-	
B2003	Gumeracha undergrounding of powerlines	550	-	-	
B2004	Gumeracha Main Street Stormwater	100	100	-	
B3001	Water reuse for Woodside Recreation Ground irrigation (Investigation Year 1)	20	200	200	
B3002	Implementing water efficiencies through irrigation renewals /upgrades. (Year 1 – Birdwood play space)	40	100	100	
B3003	Investigate and implement central irrigation control system (region wide)	-	75	75	
B3005	Energy Upgrades, Battery & Efficiency Actions from new Carbon Management Plan	100	170	50	
B3006	Investigate the transition of main road street lighting to LED	40	-	-	
B4001	Lower Hermitage Road Stormwater Capacity Upgrade	130	-	-	
B4002	Road side rock cutting Hill Rd Kersbrook.	40	-	-	
B4003	Grevillia Way Woodside Drainage Infrastructure to reduce flooding	100	-	-	
B4004	Woodland Way Teringie Drainage Infrastructure to reduce flooding	50	-	-	
B4005	Aldgate Terrace Bridgewater Drainage Infrastructure to reduce flooding	40	-	-	
B4006	Asset Management – Additional System Licences and Field Devices	60	60	60	
B4009	Building Upgrades - Minor	100	100	100	
B4010	Cemeteries Upgrades	37	38	-	
B4011	Community Wastewater Management System Capacity Upgrades (Birdwood and Woodside Gravity Mains)				
		<i>Project</i>	<i>Suburb</i>		
	Birdwood Gravity Main	Design for Capacity replacement - line behind Motor Museum	BIRDWOOD	✓	
	Birdwood Gravity Main	Construction of Gravity Main	BIRDWOOD	✓	
	Woodside Trunk Gravity Main	Design Capacity Replacement - section before pump station	WOODSIDE	✓	
	Woodside Trunk Gravity Main	Construction of Gravity Main	WOODSIDE	✓	
	<b>Totals</b>		30	510	540



# Strategic Initiatives – New and Upgraded Capital

Project ID	Strategic initiatives – New and Upgraded Capital	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
			2021-22	2022-23
C4004	Court Resurfacing - Federal Government Community Development Grant Funding	-	-	-
C4005	Heathfield Oval Change room Upgrade – Sport Australia Grant Funding	-	-	-
C4006	Play Space Upgrades – Mount Torrens, Charleston, Kersbrook (linked to renewal)	180	70	70
C4007	Heathfield Oval - Masterplan Implementation	72	-	-
C4008	Woodside Recreation Ground - Masterplan Implementation	70	-	-
C4009	Heathfield Oval - Masterplan Implementation – AHC Grant Funding Contribution	500	-	-
C6001	Fabrik Activation - Capital	-	-	1008
C6002	Capital Divestment - Sales Revenue	-	(1000)	-
C6003	Capital Divestment - Capital Cost	535	1130	-
E2001	Review and upgrade Council signage and branding	25	15	15
E2003	Upgrades of the remaining two DPTI roundabouts at Crafers on-ramp and Piccadilly	160	-	-
N2008	Develop informative and attractive signage in Council reserves/playgrounds	10	10	10
O1002	Update of Business Continuity Plan and implementation	20	20	5
O2001	Renewal of Council's Web presence	100	200	-
O5002	Equipment to broadcast Council Meetings	30	-	-
<b>Total</b>		<b>\$4,953</b>	<b>\$2,598</b>	<b>\$3,828</b>

## Capital Expenditure Renewal Summary

Asset Category	2020-21 Allocation \$'000	LTFP Target Renewal \$'000	Variance to LTFP Fav/(Unfav) \$'000
Bridges	155	218	63
Buildings	815	951	136
CWMS	48	50	2
Footpaths	404	400	(4)
Kerb & Water	247	300	53
Other*	241	320	79
Road Pavement	914	957	43
Road Seal	1,096	1,200	104
Shoulders	250	400	150
Sport and Recreation (including Playgrounds)	360	1,100	740
Stormwater	75	40	(35)
Unsealed Roads	1,109	1,500	391
Plant and Fleet	1,688	1,688	0
Information, Communication & Technology	411	318	(93)
Minor Plant & Equipment (including Library fittings)	77	95	19
Project Management Costs	1,323	1,323	0
<b>NET RENEWALS</b>	<b>9,212</b>	<b>10,860</b>	<b>1,648</b>

\*Other includes Guardrail, Retaining Walls, Cemeteries, Street Furniture, and Traffic Control



Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Bridges	Bridgewater Oval Footbridge	Design 20-21 Deliver 21-22	BRIDGEWATER	✓		
	Concrete Patch and Repair	Proactive Major Maintenance Renewal (Reliant on 20-21 Bridge Audit)	REGIONWIDE	✓		
	Bridge Audit	Bridge Audit and Renewal Plan	REGIONWIDE	✓		
	Proactive Major Maintenance Renewal	Proactive Major Maintenance Renewal (Reliant on 20-21 Bridge Audit)	REGIONWIDE		✓	
	Bridgewater Oval Footbridge	Replace existing footbridge and raise to accommodate flood levels.	BRIDGEWATER		✓	
	Proactive Major Maintenance Renewal	Proactive Major Maintenance Renewal (Reliant on 20-21 Bridge Audit)	REGIONWIDE			✓
	Avenue Road Bridge	Restoration Works - Corrosion protection, Repairs to concrete spalling, crack sealing, Steel Beam Restoration & Headwall/Superstructure Works	STIRLING			✓
<b>Total</b>				<b>\$155</b>	<b>\$160</b>	<b>\$397</b>
Buildings	Retirement Villages	Bridgewater - Refurbishment	BRIDGEWATER	✓		
	Asset Management	Workflow System Development	REGIONWIDE	✓		
	Woorabinda	Review of site assets and consultation on options	STIRLING	✓		
	Old Stirling School	Roof Replacement (subject to Council decision)	STIRLING	✓		
		Drainage, stormwater, ground works, pavement (subject to Council decision)	STIRLING	✓		
	Norton Summit	Office modifications to accommodate Post Office	NORTON SUMMIT	✓		
	Various Community Hall	Power board upgrades – Compliance works	REGIONWIDE	✓		
	Nairne Road Office	Roof project (for solar installation)	WOODSIDE OFFICE	✓		
	Stirling - Transportable	Flooring	STIRLING OFFICE	✓		
		Air Conditioning	STIRLING OFFICE	✓		
	Solar Project - Various locations	Electrical upgrades - Compliance works	REGIONWIDE	✓		
Mylor - Tennis / Netball Club	Compliance upgrades entry - toilets	MYLOR	✓			
TBD	Allocations to be made following completion of building asset management plans	REGIONWIDE		✓	✓	
<b>Total</b>				<b>\$815</b>	<b>\$799</b>	<b>\$502</b>

Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
CWMS	Pumps	Dosing Pumps at Birdwood Plant	BIRDWOOD	✓		
		2 Pumps Across Woodside Network	WOODSIDE	✓		
		4 Pumps Various	REGIONWIDE			✓
	General	Various Sensors and Control Valves	BIRDWOOD & KERSBROOK		✓	
	CWMS Network Pump Station	CWMS Elec - Control Panel	KERSBROOK		✓	
	Other	Buffer Tank	BIRDWOOD			✓
<b>Total</b>				<b>\$48</b>	<b>\$52</b>	<b>\$44</b>
Footpaths	Stonehenge Avenue	Madeline Road to No 8 (partial renewal)	STIRLING	✓		
	Wattle Street	Vine Street to Ridge Road (Stage 1)	LOBETHAL	✓		
		Main Street to Vine Street (Stage 2)	LOBETHAL			✓
	Bassendene Lane	Fenchurch Rd to Surrey Rd	ALDGATE	✓		
		Fenchurch Rd to Euston (Stair & Fence, Footpath)	ALDGATE	✓		
	Trenouth Street	Fielding Court to Morella Grove (Kerb & Ramps)	BRIDGEWATER	✓		
	Morella Place	Trenouth to Primary School (Kerb & Ramps)	BRIDGEWATER	✓		
	Mill Road	No 56 Mill Road to Pioneer Ave	LOBETHAL	✓		
	Elizabeth Street	Main Street to 4 Elizabeth Street (Kerb)	WOODSIDE	✓		
	Onkaparinga Valley Road	No.27 Onkaparinga Valley Road To No.34 Onkaparinga Valley Rd (Kerb)	VERDUN	✓		
	Pepper Ave	Braeside Ave end of kerb (partial replacement in line with kerb renewal)	STIRLING	✓		
	Main St	Church St to Bakery (Kerb/Storm Water)	LOBETHAL	✓		
	Strathalbyn Rd	Cumberland Road to Stirling Cemetery	ALDGATE	✓		
	Tiers Road	Onkaparinga Valley Road to Amy Gillett - match into renewal by Supermarket	WOODSIDE	✓		
	Turner Crescent	Laneway from Turner Crescent to Howard Drive	STIRLING	✓		
	Cricklewood Road	No 53 Cricklewood Road to Torode Place	HEATHFIELD			✓
Onkaparinga Valley Road	No 126 Onkaparinga Valley Road to Ilinga Avenue	BALHANNAH			✓	
Longwood Road	May St to Rossiter	STIRLING			✓	
	Willow Crt to May St	STIRLING			✓	

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Footpaths	Arkaba Road	Mount Barker Road to Reserve Terrace	ALDGATE		✓	
	Victoria Street	Murray Street to Albert Street (Potentially Concrete)	GUMERACHA		✓	
	Onkaparinga Valley Road	126 Onkaparinga Valley Rd to Ilinga Ave (near School)	OAKBANK		✓	
	Strathalbyn Rd	Front of Village Well (Retaining Wall & Footpath)	ALDGATE		✓	
	Longwood Road	Oval to Heathfield Rd (Realign Pram Ramps & Kerb Work)	HEATHFIELD		✓	
	Heathfield Road	Keithley Road to No 26 Cricklewood Road (Various Sections)	HEATHFIELD			✓
	Merriton Tce	No 14 (concrete path) to Pamona Road	STIRLING			✓
			<b>Total</b>	<b>\$404</b>	<b>\$356</b>	<b>\$400</b>
Kerb & Water	Werona Place & Baroota Ave	Heritage Kerb Island Renewal & Redesign (Seal)	ROSTREVOR	✓		
	Onkaparinga Valley Road	No.27 Onkaparinga Valley Road To No.34 Onkaparinga Valley Rd (Footpath)	VERDUN	✓		
	Elizabeth Street	Main Street to 4 Elizabeth Street (Footpath)	WOODSIDE	✓		
	Main Street	Church St to Bakery - Realign & Drainage (Footpath renewal)	LOBETHAL	✓		
	Wycombe Road	Strathalbyn Road to Ludgate Hill Road	ALDGATE	✓		
	Mt Torrens Road	Springhead to Dunfield Estate (Link to estate footpath)	MT TORRENS	✓		
	Onkaparinga Valley Road	Bridge St to OTR - (Redundant Ramp/Renew Footpath)	BALHANNAH	✓		
	Longwood Road	Rossiter to Spencer 400m	STIRLING	✓		
	Kerb Audit	Kerb Audit to be undertaken in 20/21	REGIONWIDE	✓		
	Jeffrey St	To end - Driveway Crossovers to improve SW functionality	LOBETHAL	✓		
	Langman Drive	4 Access Ramps Required	TERINGIE	✓		
	Trenouth Street & Morella Entrances	Replace Kerbing & Realign Access Ramps (Footpath Project)	BRIDGEWATER	✓		
	Williams Street	Tolmer Road to Moffett St (Footpath, Spoon & Kerb Work)	WOODSIDE		✓	
	Pepper Street & Braeside Ave	Replace Kerbing & Realign Access Ramps, amend one way alignment. (Footpath& Seal 20/21) Project)	BRIDGEWATER		✓	
	Longwood Road	Oval to Heathfield Rd (Realign Pram Ramps & Kerb Work)	HEATHFIELD		✓	
	TBD	Program allocated following 2020-21 Kerb Audit				✓
			<b>Total</b>	<b>\$247</b>	<b>\$269</b>	<b>\$250</b>

Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Other	Street Litter Bin Replacement	Ongoing cage replacement	REGIONWIDE	✓	✓	✓
	Bus Shelter Replacement	Replace 1 bus shelters - Old Mt Barker Rd	CRAFERS	✓		
	Retaining Wall & Fencing	Near 22 Longwood Road	STIRLING	✓		
		Morella Road Bridgewater (Footpath & Kerb)	STIRLING	✓		
	Retaining Wall	Bradwood Park Rear of clubhouse	BRADBURY	✓		
	Cemetery Renewal Program	Renewal cemeteries to meet legislative requirements. Community expectations and safety.	REGIONWIDE	✓		
	Osterley Avenue	Retaining Wall Replacement	BRIDGEWATER	✓		
	Fence Renewal Program	Jarrets Bridgewater	REGIONWIDE	✓		
	Retaining Wall	Strathalbyn Road - Village Well (linked to footpath renewal, fence)	Aldgate	✓		
	Bus Shelter Replacement	Replacements across Councils Transport Network	REGIONWIDE		✓	✓
	Onkaparinga Road	Guard fence Replacement	BRIDGEWATER		✓	
Various	Retaining Walls, Fence and safety barriers allocations to be allocated following inspections	REGIONWIDE		✓	✓	
<b>Total</b>				<b>\$241</b>	<b>\$150</b>	<b>\$150</b>
Road Pavement	<b>Full Pavement Renewal</b>					
	Newman Road	Onkaparinga Valley Road to Jocelyn Avenue	CHARLESTON	✓		
	<b>Partial Renewal/Heavy Patch Program</b>					
	Coldstore Road	Partial Renewal of Pavement - Edwards Hill to Fox Creek Road	LENSWOOD	✓		
	Checker Hill Road	Partial Renewal near S-Bend (may incorporate with Blackspot if successful)	KERSBROOK	✓		
	<b>Pavement Investigations</b>					
	Merchants Road	Geotechnical Investigation Slip on low side of road	BASKET RANGE	✓		

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Road Pavement	<b>Major Patching for Reseal in 21/22</b>					
	Ayers Hill Road	Waverly Ridge Road (after Roundabout) to Rostrevor	STIRLING	✓		
		Rostrevor Road to Birch Road	STIRLING	✓		
	Emery Road	Devonshire Road to Forbes Road	ALDGATE	✓		
	Erica Road	Longwood Road to Heathfield Road	HEATHFIELD	✓		
	John Street	Robert Street to William Street	WOODSIDE	✓		
	Jones Road	Junction Road to Rural Property Address 94	BALHANNAH	✓		
		Johnson Road to Pain Road	BALHANNAH	✓		
		Rural Property Address 94 to Johnson Road	BALHANNAH	✓		
	Kerria Place	Emmett Road to End of Road	CRAFERS WEST	✓		
	Langman Drive	Coach House Drive to Havana Court	TERINGIE	✓		
	Ludgate Hill Road	Eton Road to Wycombe Road	ALDGATE	✓		
	Neudorf Road	Lobethal Road to Post Office Road	LOBETHAL	✓		
	Pound Road	Marble Hill Road to Osborne Road	ASHTON	✓		
	St Barberie Drive	Blackburn Drive to Vantage Way	CRAFERS	✓		
	Tiers Road	Lobethal Road to Bonython Road	LENSWOOD	✓		
	Wembley Avenue	Charlton Street to Rosenthal Road	BRIDGEWATER	✓		
	Whitewood Drive	Sturt Valley Road to Chilton Place (Intersection)	UPPER STURT	✓		
	<b>Major Patching for Reseal in 22/23</b>					
	Hill Road	South Para Road to 350m (Seal 22/23)	KERSBROOK		✓	
	Leslie Road	Rural Property Address 90 to Swamp Road (Seal 22/23)	LENSWOOD		✓	
	Levett Road, Kersbrook	Smith Road to End of Seal (Seal 22/23)	KERSBROOK		✓	
	<b>Full Pavement Renewal</b>					
	Tiers Road	Vickers to Kumnick Hill Road	LENSWOOD		✓	
	<b>Pavement Investigations</b>					
	Longwood Road	Investigate and pavement design for renewal of Heathfield Road to Sturt Valley Road	HEATHFIELD		✓	

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)		
					2021-22	2022-23	
<b>Partial Renewal/Heavy Patch Program</b>							
Road Pavement	Wattle Road	Junction with South Para Road			✓		
	Heather Road	Sangster Street to Sturt Valley Road (Intersection)	STIRLING		✓		
	Merchants Road	Renew Slip on low side of road	BASKET RANGE		✓		
	Milan Terrace	Twin Street to Oakbank Street	STIRLING		✓		
	Rosewarne Crescent	T Junction to Rudd Court	BRIDGEWATER		✓		
	Rugby Road	Kingsland Road to Suffolk Road	ALDGATE		✓		
	Salem Court	John Fisher Avenue to End of Road	GUMERACHA		✓		
	Wilpena Terrace	Penola Road to Yatina Road	ALDGATE		✓		
	Old Carey Gully Road/ Old Mt Barker Road Junction	Mount Barker Road Junction and 300m along Carey Gully Road	STIRLING		✓		
	Merrion Terrace, Stirling	Vista Terrace to Alta Crescent (Segment 20 - Merri	STIRLING			✓	
		Alta Crescent to Mount Barker Road (Segment 30 - M	STIRLING			✓	
	Miller Road, Lobethal	Schapel Road to Staffords Road (Segment 30 - Mille	LOBETHAL			✓	
		Rural Property Address 140 to Schapel Road (Segmen	LOBETHAL			✓	
	Suffolk Road	Beverley Road to Rugby Road	ALDGATE			✓	
	Deviation Road	Boundary Road to Ranns Road	CAREY GULLY			✓	
	Woodland Way	West End of Road to Coach House Drive	TERINGIE			✓	
	Yappo Road	Kanmantoo Road to Old Mount Barker Road	ALDGATE			✓	
	<b>Full Pavement Renewal</b>						
	Longwood Road	Heathfield Road to Heathfield High section.	HEATHFIELD			✓	
Tiers Road	Baldocks to Woodroofe Road	WOODSIDE			✓		
<b>Total</b>				<b>\$914</b>	<b>\$1,068</b>	<b>\$1,356</b>	



Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Road Seals	Allumba Drive	Pimpala Road to End of Road - Rejuvenate	IRONBANK	✓		
		Ironbank Road to Pimpala Road - Rejuvenate	IRONBANK	✓		
	Banksia Drive	Hill View Road to Shannon Court	BRIDGEWATER	✓		
	Coleman Road	Kenton Valley Road to End of Seal	GUMERACHA	✓		
	Deviation Road	Boundary Road to Ranns Road	CAREY GULLY	✓		
	Felix Street	Evans Street to Henry Street	WOODSIDE	✓		
		Onkaparinga Valley Road to Evans Street	WOODSIDE	✓		
	First Street	Cross Street to South Street	MYLOR	✓		
	Forreston Road	200m section near Forreston CFS	FORRESTON	✓		
	Fowler Road	Carey Gully Rd to Tee Junction of 2nd Segment	MOUNT GEORGE	✓		
	Georgina Avenue	Piccadilly Road to End of Seal	CRAFERS	✓		
	Glover Street	Emma Street to Smithers Court	KERSBROOK	✓		
	Heathfield Road	Longwood Road to Hender Road	HEATHFIELD	✓		
	Hollidays Road	Greenhill Road to Rural Property Address 51	SUMMERTOWN	✓		
	John Street	Robert Street to William Street	WOODSIDE	✓		
	Langman Drive	Coach House Drive to Havana Court - Rejuvenate	TERINGIE	✓		
	Maidstone Road	South Para Road to End of Seal	KERSBROOK	✓		
	Mawson Drive	Mount Lofty Summit Road to End of Road	CRAFERS	✓		
	Naughtons Road	Onkaparinga Valley Road to Henry Street	WOODSIDE	✓		
		Henry Street to Rural Property Address 52	WOODSIDE	✓		
	Newman Road	Rural Property Adrerss Number 242 to Rural Property Address	CHARLESTON	✓		
	North Street	First Street to Hill Street	MYLOR	✓		
	Old Mount Barker Road	Yappo Road to Kain Avenue	ALDGATE	✓		
	Orley Avenue	Milan Terrace to Madeline Road	STIRLING	✓		
	Parkgate Court	Parkgate Place to End of Road	UPPER STURT	✓		
	Parkgate Place	Upper Sturt Road to Parkgate Court	UPPER STURT	✓		
Penola Road	Hawker Road to Wilpena Terrace	ALDGATE	✓			
Pepper Avenue	Braeside Road to Dell Road	STIRLING	✓			

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Road Seals	Pepper Avenue	Dell Road to Old Mount Barker Road	STIRLING	✓		
	Quintin Avenue	Greenhill Road to Yarrabee Road	GREENHILL	✓		
	Reserve Terrace	Mount Barker Road to Sharon Court	ALDGATE	✓		
	Ridge Road	Woodside Road to Reserve Avenue	LOBETHAL	✓		
		Jungfer Road to Rose Street	LOBETHAL	✓		
	Second Street	South Street to Cross Street	MYLOR	✓		
	Shurdington Road	Near South Eastern Freeway to Mount Street	CRAFERS	✓		
	St Matthews Place	Driffield to End of Road	BRIDGEWATER	✓		
	Swiss Place	Woodland Way to End of Road	TERINGIE	✓		
	Tatiara Grove	End of Road to Weemala	ROSTREVOR	✓		
	Tay Crescent	Tay Road to Tay Road	WOODFORDE	✓		
	Tiers Road	Lobethal Road to Bonython Road	LENSWOOD	✓		
	Vista Terrace	Vista Tce service lane to Alta Crescent - Rejuvenate	STIRLING	✓		
	Weemala Crescent	Marola Avenue to T Junction	ROSTREVOR	✓		
		T Junction to Around Island	ROSTREVOR	✓		
		T Junction to End of Road	ROSTREVOR	✓		
	Wembley Avenue	Charlton Street to Rosenthal Road	BRIDGEWATER	✓		
	Wissell Street	Wembley Avenue to End of Road - Rejuvenate	BRIDGEWATER	✓		
	Ayers Hill Road	Waverly Ridge Road (after Roundabout) to Rostrevor	STIRLING		✓	
		Rostrevor Road to Birch Road	STIRLING		✓	
	Erica Road	Longwood Road to Heathfield Road	HEATHFIELD		✓	
	Eton Road	Mount Barker Road to Ludgate Hill Road	ALDGATE		✓	
	Fenchurch Road	Edgware Road to Kingsland Road	ALDGATE		✓	
Georgina Avenue	Piccadilly Road to End of Seal	CRAFERS		✓		
Harris Road	Rural Property Address 189 to Mawson Road	LENSWOOD		✓		
Hender Road	Eves Place to School Gates	HEATHFIELD		✓		
High Street	Scott Street to Spring Street	KERSBROOK		✓		
James Crescent	Osborne Road to Cul de sac	KERSBROOK		✓		

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Road Seals		Junction Road to Rural Property Address 94	BALHANNAH		✓	
	Jones Road	Johnson Road to Pain Road	BALHANNAH		✓	
		Rural Property Address 94 to Johnson Road	BALHANNAH		✓	
	Kerria Place	Emmett Road to End of Road	CRAFERS WEST		✓	
	Kersbrook Forest Road	Rake Road to Devils Gully Road	KERSBROOK		✓	
		Wattle Road to Rake Road	KERSBROOK		✓	
	Kingsland Road	Strathalbyn Road to Edgware Road	ALDGATE		✓	
	Leslie Creek Road	Porteus Road to Longwood Road	LONGWOOD		✓	
	Levett Road	Smith Road to End of Seal	KERSBROOK		✓	
	Mappinga Road	Onkaparinga Valley Road to Rural Property Address	BALHANNAH		✓	
	Maxton Street	Onkaparinga Road to Shannon Court	BRIDGEWATER		✓	
	Memorial Court	South Para Road to End of Road	KERSBROOK		✓	
	Milan Terrace	Pine Street to Branch Road	STIRLING		✓	
		Twin Street to Oakbank Street	STIRLING		✓	
	Milford Avenue	Twin Street to Pine Street	STIRLING		✓	
	Montrose Street	Milford Avenue to End of Seal	STIRLING		✓	
	Neudorf Road	Lobethal Road to Post Office Road	LOBETHAL		✓	
	Oakwood Court	Heathfield Road to Oakdale Drive	HEATHFIELD		✓	
	Old Carey Gully Road	Nara Road to Golflinks Road	STIRLING		✓	
	Osborn Road	Kent Road to End of Seal	ALDGATE		✓	
	Rugby Road	Kingsland Road to Suffolk Road	ALDGATE		✓	
	Salem Court	John Fisher Avenue to End of Road	GUMERACHA		✓	
	Schirmer Avenue	Arcoona Ave to Marola Ave	ROSTREVOR		✓	
	Snows Road	Mount Barker Road to Pirralilla Place	ALDGATE		✓	
	St Barberie Drive	Blackburn Drive to Vantage Way	CRAFERS		✓	
	Tiers Road	Baldocks Road to Woodroffe Road	WOODSIDE		✓	
	Wattle Road	South Para Road to Rake Road	KERSBROOK		✓	

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Road Seals	Wembley Avenue	Rosenthal Road to Driffield Road	BRIDGEWATER		✓	
		Christie Street to Charlton Street	BRIDGEWATER		✓	
	Werona Place	Baroota Avenue to End of Road	ROSTREVOR		✓	
	Willow Lane	Mount Barker Road to End of Road	STIRLING		✓	
	Wycombe Road	Ludgatehill Road to Ashenden Road	ALDGATE		✓	
		Strathalbyn Road to Ludgatehill Road	ALDGATE		✓	
	Allendale Grove	Jacaranda Drive to Cul de sac (likely to required pavement works)	WOODSIDE			✓
	Bagshaw Road	Kersbrook Road to End of Seal	KERSBROOK			✓
	Grevillea Way	Jacaranda Drive to Banksia Court	WOODSIDE			✓
	Hill Road	South Para Road to 350m	KERSBROOK			✓
	Hutchens Road	Onkaparinga Valley Road to End of Road	WOODSIDE			✓
	Jacaranda Drive	Allendale Grove to Sandalwood Drive (likely to require pavement works)	WOODSIDE			✓
		Onkaparinga Valley Road to Start Pavers (likely to require pavement works)	WOODSIDE			✓
	Lesley Crescent	Old Mount Barker Road to Kalmia Avenue	CRAFERS			✓
		Kalmia Avenue to Old Mount Barker Road	CRAFERS			✓
	Leslie Road	Rural Property Address 90 to Swamp Road	LENSWOOD			✓
	Lower Hermitage Road	Millbrook Road to Millar Road	LOWER HERMITAGE			✓
	Miller Road	Schapel Road to Staffords Road	LOBETHAL			✓
		Rural Property Address 140 to Schapel Road	LOBETHAL			✓
	Oxford Road	Cambridge Road to Hampstead Hill Road	ALDGATE			✓
	Penola Road	Hawker Road to Wilpena Terrace	ALDGATE			✓
	Pound Road	Marble Hill Road to Osborne Road	ASHTON			✓
	Rosewarne Crescent	T Junction to Rudd Court	BRIDGEWATER			✓
Carey Gully Road to End of Road		BRIDGEWATER			✓	
The Crescent	The Crescent to Piccadilly Road	CRAFERS			✓	

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Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Road Seals	Tiers Road	Rural Property Address 143 to Bonython Road	LENSWOOD			✓
	Woodland Way	Coach House Drive to Swiss Place	TERINGIE			✓
		West End of Road to Coach House Drive	TERINGIE			✓
	Yatina Road	Mount Barker Road to Kanmantoo Road	ALDGATE			✓
	Wegner Road	Theel Avenue to Church Street	BIRDWOOD			✓
	Theel Avenue	Wegner to Blumel Road	BIRDWOOD			✓
	Blumel Road	Shannon Street to Wegner Road	BIRDWOOD			✓
			<b>Total</b>	<b>\$1,096</b>	<b>\$1,442</b>	<b>\$1,462</b>
Shoulders	Bird in Hand Road	Drummund Rd to Donoghue Road	WOODSIDE	✓		
	Forreston Road	Barossa Council Boundary to Watts Gully Road	KERSBROOK	✓		
			<b>Total</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>
Sport and Recreation Renewal	Local Play space Renewal	Mount Torrens Oval Play space	MOUNT TORRENS	✓		
		Charleston Centennial Park Play space	CHARLESTON	✓		
		Kersbrook Oval	KERSBROOK	✓		
		Specific allocations to be considered following review of framework strategy	REGIONWIDE		✓	✓
	Court Resurfacing	To be determined by new Framework position and resolution of redevelopment options	REGIONWIDE		✓	✓
			<b>Total</b>	<b>\$360</b>	<b>\$1,100</b>	<b>\$720</b>

Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Stormwater	Investigation	Woodland Way, Terringie & Aldgate Terrace Bridgewater		✓		
	Minor Stormwater Projects	Unspecified allocation for small stormwater issue that arise during the year. Typical value of individual project \$ 5k to \$ 20k)	REGIONWIDE	✓	✓	✓
	Main Street Lobethal	Church St to Bakery - Renew Pits (Footpath & Kerb Renewal)		✓		
	<b>Total</b>			<b>\$75</b>	<b>\$210</b>	<b>\$370</b>
Unsealed Roads	Berry Hill Road	Ferndale Road to Langley Road	KENTON VALLEY	✓		
		Reservoir Road to Ferndale Road	KENTON VALLEY	✓		
		Rural Property Address 61 to Reservoir Road	LOBETHAL	✓		
	Blocks Road	End of Sealed Section to Rural Property Address 13	BIRDWOOD	✓		
		Rural Property Address 134 to McVitties Road	BIRDWOOD	✓		
	Brown Road	Red Hill Road to Scott Creek Road	BRADBURY	✓		
	Burnley Road	End of Seal to Sandy Waterhole Road	WOODSIDE	✓		
		Rural Property Address 104 to Bird in Hand Road	WOODSIDE	✓		
		King Road to Rural Property Address 104	WOODSIDE	✓		
		Sandy Waterhole Road to King Road	WOODSIDE	✓		
	Burton Road	Rural Property Address 124 to Magarey Road	MOUNT TORRENS	✓		
		Magarey Road to Number Four Road	MOUNT TORRENS	✓		
	Church Road	Cherryville Road to Rural Address 18	CHERRYVILLE	✓		
	Ferndale Road	Berry Hill Road to Kenton Valley Road	KENTON VALLEY	✓		
	Gross Road	Hooper Road to Hawthorn Road	MYLOR	✓		
	Kayannie Road	Quarry Road to Naughtons Road	WOODSIDE	✓		
	Morgan Road	Stone Quarry Road to End of Gravel Road	KERSBROOK	✓		
	Ravenswood Lane	Jones Road to End Of Road	BALHANNAH	✓		
	Silver Road	Mount Barker Road	BRIDGEWATER	✓		
	Smith Road	Silver Lake Road to Rural Property Address 51	MYLOR	✓		
Synbank Road	Watts Gully Road to Rural Property Address 67	KERSBROOK	✓			

Continued next page...



Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
					2021-22	2022-23
Unsealed Roads	Thiele Road	Blocks Road to Blocks Road	BIRDWOOD	✓		
	Warmington Run	Whimpress Road to Bird in Hand Road	MOUNT TORRENS	✓		
	Wattle Road	Dooley Road to Crispin Road	KERSBROOK	✓		
		Crispin Road to Kersbrook Forest Road	KERSBROOK	✓		
	Batchelor Road	Gorge Road to Rural Property Address 65	CASTAMBUL	✓		
	Borehamwood Road	End of seal to Rural Property Address 48	MOUNT TORRENS		✓	
	Devils Gully Road	Kersbrook Forest Road to Rural Property Address 99	KERSBROOK		✓	
	Maidstone Road	End of Sealed Section of Road to Smith Road	KERSBROOK		✓	
	Rake Road	Wattle Road to Crispin Road	KERSBROOK		✓	
		Crispin Road to Kersbrook Forest Road	KERSBROOK		✓	
	Range Road	Bird In Hand Road to Mount Barker DC Border	WOODSIDE		✓	
	Drivers Road	End of Sealed Section of Drivers Road to End Of Road	SUMMERTOWN		✓	
	Merchants Road	Blockers Road to Rural Property Address 66	BASKET RANGE		✓	
		Rural Property Address 66 to Rural Property Address 109	BASKET RANGE		✓	
	Scottsburn Road	Rural Property Address 107 to Rural Property Address 214	WOODSIDE		✓	
		Rural Property Address 214 to Beginning of Sealed	WOODSIDE		✓	
		Donaghue Road to Rural Property Address 107	WOODSIDE		✓	
	Sheoak Hill Road	Wilhelm Road to Warmington Run	MOUNT TORRENS		✓	
		Springhead Road to Wilhelm Road	MOUNT TORRENS		✓	
	Smith Road	Welsh Road to Glover Street	KERSBROOK		✓	
		Glover Street to Maidstone Road	KERSBROOK		✓	
	Lee Road	Kenton Valley Road to Rural Property Address 86	KENTON VALLEY			✓
	Downers Road	Mapping Road to Gillman Road	OAKBANK			✓
Gillman Road to Monkhouse Road		OAKBANK			✓	
Monkhouse Road	Downers Road to White Gum Road	OAKBANK			✓	
	Rural Property Address 104 to Woodside Road	OAKBANK			✓	

Continued next page...

Asset Category	Project Name	Project Description	Suburb	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)		
					2021-22	2022-23	
Unsealed Roads	Monkhouse Road	Whitegum Road to Rural Property Address 104	OAKBANK			✓	
	Arbury Park Road	Rural Property Address 79	ALDGATE			✓	
	Corkscrew Deviation Road	Corkscrew Road to 29 Montacute Road	MONTACUTE			✓	
	Kyle Road	Shanks Road to Rural Property Address 38	MYLOR			✓	
	Peacock Road	Carey Gully Road to End Of Road	MOUNT GEORGE			✓	
	Pinkerton Gully Road	Corkscrew Deviation Road to RA 17B Pinkerton Gully	MONTACUTE			✓	
	Wyes Road	Merchants Road to Rural Property Address 108	BASKET RANGE			✓	
			<b>Total</b>	<b>\$1,109</b>	<b>\$998</b>	<b>\$1,001</b>	
Plant and Fleet	Light Fleet	20 -21 Vehicles		✓	✓		
		21-22 Vehicles				✓	
	Civil Maintenance	9 tonne Tipper (Former P1128, P1129 & P1131 )		✓			
		Skid tank for 1131 replacement		✓			
		Flocon (Former 1307)		✓			
		Excavator Trailer (Former T66)		✓			
		Mini Excavator		✓			
		Motor Grader (Former P511)				✓	
		Tractor (Former P608)				✓	
		Roller (Former P808)				✓	
		Backhoe (Former P104)					✓
		Skid Steer Loader					✓
		Float Trailer					✓
		Flocon					✓
		Trailer for Skidsteer					✓
	Parks & Reserves	Zero Turn Mower (Former P915)		✓			
		Trailer (Former T61)		✓			
		Mower/loader (Former P610)				✓	
		Front Deck Mower (Former P913)				✓	
		Parks water tanker (Float Truck)					✓
		Front Deck Mower					✓
	Tree Team	Chipper Truck (Former P1130)		✓			
	Woodside	12 Seat Bus (Former P2009)				✓	
The Hut	12 seat Bus (Former P2010)				✓		
			<b>Total</b>	<b>\$1,688</b>	<b>\$1,379</b>	<b>\$1,649</b>	

Asset Category	Project Name	Project Description	Budget 2020-21 (\$'000)	Long term financial plan (\$'000)	
				2021-22	2022-23
ICT	General ICT Renewals	Records Hub Implementation; Mobility Devices; Digital Hub Program Devices	✓	✓	✓
		Telecommunication Systems upgrades; Library & Council Projector Equipment	✓		
		Cyber Security	✓	✓	
		Cloud Migration O365; Corporate Systems Upgrades		✓	✓
		Microwave Radio Network; Council Member Devices			✓
		<b>Total</b>	<b>\$411</b>	<b>\$332</b>	<b>\$408</b>
Minor Plant and Equipment	Minor Plant - Small Plant	Minor Plant - Small Plant items	✓	✓	✓
	Minor Plant - Other	Other	✓	✓	✓
	Furniture & Fittings -Council	Fixtures and Furniture	✓	✓	✓
	Furniture & Fittings - Library	Fixtures and Furniture	✓	✓	✓
	<b>Total</b>	<b>\$77</b>	<b>\$80</b>	<b>\$80</b>	

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## **Appendix 4**

LTFP 3 Year Uniform Presentation including Financial  
Indicators

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Adelaide Hills Council				
10 Year Financial Plan for the Years ending 30 June 2030				
UNIFORM PRESENTATION OF FINANCES				
2020-21 Long Term Financial Plan				
	Current Year	Projected Years		
	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000
<b>Operating Activities</b>				
Income	48,000	47,442	48,397	50,158
less Expenses	(48,013)	(47,551)	(48,110)	(49,830)
<b>Operating Surplus / (Deficit)</b>	<b>(13)</b>	<b>(109)</b>	<b>287</b>	<b>328</b>
<b>Capital Activities</b>				
<b>less (Net Outlays) on Existing Assets</b>				
Capital Expenditure on Renewal and Replacement of Existing Assets	(10,401)	(9,702)	(10,007)	(10,443)
add back Depreciation, Amortisation and Impairment	8,945	9,237	9,771	10,066
add back Proceeds from Sale of Replaced Assets	648	646	523	651
<b>(Net Outlays) on Existing Assets</b>	<b>(808)</b>	<b>181</b>	<b>287</b>	<b>274</b>
<b>less (Net Outlays) on New and Upgraded Assets</b>				
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(6,125)	(5,917)	(3,598)	(3,828)
add back Amounts Received Specifically for New and Upgraded Assets	959	584	100	100
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	1,592	1,422	1,000	-
<b>(Net Outlays) on New and Upgraded Assets</b>	<b>(3,574)</b>	<b>(3,911)</b>	<b>(2,498)</b>	<b>(3,728)</b>
<b>Net Lending / (Borrowing) Result for Financial Year</b>	<b>(4,394)</b>	<b>(3,839)</b>	<b>(1,924)</b>	<b>(3,126)</b>
In a year the financing transactions identified below are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.				
<b>Financing Transactions</b>				
New Borrowings	3,000	10,800	3,300	4,800
Principal Repayments on Borrowings	(62)	(5,271)	(1,218)	(1,532)
(Increase)/Decrease in Cash & Drawdown	-	-	-	-
(Increase)/Decrease in Working Capital	1,757	(30)	(22)	(6)
Community Loans repaid to us	-	-	-	-
Increase/(Decrease) in Remediation Provision	(203)	(780)	(35)	(36)
Repayment of Aged Care Facility Deposits	-	(780)	-	-
Non Cash Equity Movement	(100)	(100)	(100)	(100)
<b>How the Net Borrowing/(Lending) Result is accommodated/(applied)</b>	<b>4,392</b>	<b>3,839</b>	<b>1,924</b>	<b>3,126</b>
<b>KEY FINANCIAL INDICATORS</b>				
<b>Operating Surplus Ratio</b>	<b>(0.0%)</b>	<b>(0.2%)</b>	<b>0.6%</b>	<b>0.7%</b>
<b>Net Financial Liabilities Ratio</b>	<b>41.0%</b>	<b>50.2%</b>	<b>53.4%</b>	<b>58.0%</b>
<b>Net Financial Liabilities Ratio + \$3m</b>	<b>47.3%</b>	<b>56.5%</b>	<b>59.6%</b>	<b>63.9%</b>
<b>Asset Renewal Funding Ratio</b>	<b>115.0%</b>	<b>105.3%</b>	<b>100.0%</b>	<b>100.0%</b>

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# **Appendix 5**

Carry Forwards

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## Appendix X – Carry Forwards to 2020-21

### Renewals Capital Expenditure Carry Forward from BR3

Proj #	Project Name	Project Description	Carry Forward Amount \$
<b>Other - Retaining Walls, Street Furniture, Guardrail and Bus Stops</b>			
3627	Street Litter Bin Replacement-Region wide	Ongoing cage replacement	\$10,000
<b>Plant &amp; Fleet</b>			
3160	General Fleet Program	Mobile Library Truck	\$480,000
<b>TOTAL RENEWAL CARRY FORWARDS</b>			<b>\$490,000</b>

### New & Upgraded Capital Expenditure Carry Forward from BR3

Proj #	Project Name	Project Description	Carry Forward Amount \$
<b>Footpaths</b>			
3625	Crafers to Stirling Bikeway-Footpath	Bikeway between Crafers and Stirling	\$125,000
<b>Other - Retaining Walls, Street Furniture, Guardrail and Bus Stops</b>			
3628	Installation of Coolaman Sculpture - Gumeracha	Installation only	\$6,425
3844	LED Street Lighting	Investigation and installation of LED lights for street lights throughout the Council district	\$135,000
<b>Sport &amp; Recreation</b>			
C4003 (#3651 & #3724)	Court Resurfacing – Office for Recreation, Sport & Racing Funding	Sporting surfacing program to redevelop existing and build new courts	\$417,890
C4007 (#3178 & #3718)	Heathfield Oval Change rooms	Delivery phase of the Heathfield Oval Master Plan project has been delayed until financial year 20-21 to align with timing of various grants and the availability of matched funds from Office for Recreation, Sport and Racing.	\$258,100
<b>ICT</b>			
3755	CRM Integration	Integrate the Customer Relationship Management System with other enterprise systems	22,000
<b>TOTAL NEW &amp; UPGRADED CARRY FORWARDS</b>			<b>\$964,415</b>

**TOTAL CAPITAL EXPENDITURE CARRY FORWARDS TO 2020-21**

**\$1,454,415**

## Capital Income Carry Forward from BR3

Proj #	Project Name	Project Description	Carry Forward Amount \$
<b>Proceeds from Sale of Surplus Assets</b>			
N/A	Proceeds from Sale of Surplus Assets	Capital sale proceeds deferral for the Bridgewater Retirement Village	\$1,422,000
<b>Capital Grants and Monetary Contributions for New and Upgraded Assets</b>			
C4003 (#3651)	ORSR – Stonehenge and Other Sporting Surfaces Grant Funding	Sporting surfacing program to redevelop existing and build new courts.	\$352,390
<b>TOTAL CAPITAL INCOME CARRY FORWARDS</b>			<b>\$1,774,390</b>

**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 30 June 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.2

**Responsible Officer:** Mike Carey  
Manager Financial Services  
Corporate Services

**Subject:** Draft 2020-21 Fees and Charges

**For:** Decision

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**SUMMARY**

Prior to the adoption of the Annual Business Plan each year a review is undertaken of all fees and charges to enable budgeted income to be adjusted if necessary.

As a result of undertaking this process, the recommended schedule of fees and charges to apply for the financial year 2020-21 is attached (**Appendix 1**). Generally, this has resulted in proposed fee increases that are in line with forecast CPI where relevant, insofar as this is practicable. It is also noted that in applying the increase, fees have been rounded to an appropriate amount for ease of application.

**RECOMMENDATION**

**Council resolves:**

1. That the report be received and noted.
  2. To adopt the 2020-21 Fees and Charges Schedule included at Appendix 1 to apply on and from 1 July 2020.
  3. Council notes that the statutory fees will be included on the schedule of fees and charges available for public inspection subsequent to being gazetted.
- 

**1. GOVERNANCE**

➤ **Strategic Management Plan/Functional Strategy/Council Policy Alignment**

*Strategic Plan 2020-24 – A brighter future*

Goal 5 A Progressive Organisation

Objective O3 Our organisation is financially sustainable for both current and future generations

Priority O3.3            Actively pursue alternative funding opportunities to reduce reliance on rates income

The Adelaide Hills Council has consistently met its financial sustainability targets and is on track to continue this trend into the foreseeable future. An annual review of fees and charges seeks to contribute to ongoing financial sustainability through ensuring the organisation operates within its means and assists in keeping rate increases low.

➤    **Legal Implications**

Section 188 of the *Local Government Act 1999* (LG Act) provides for Council to impose fees and charges:

- (a)     for the use of any property or facility owned, controlled, managed or maintained by the council
- (b)     for services supplied to a person at his or her request
- (c)     for carrying out work at a person's request
- (d)     for providing information or materials, or copies of, or extracts from, council records
- (e)     in respect of any application to the council
- (f)     in respect of any authorisation, licence or permit granted by the council
- (g)     in respect of any matter for which another Act provides that a fee fixed under this Act is to be payable
- (h)     in relation to any other prescribed matter.

In addition, Council applies a number of fees (Statutory Fees) set by the State Government under the following Acts.

- *Development Act 1993*
- *Expiation of Offences Act 1996*
- *Food Act 2001*
- *Freedom of Information Act 1991*
- *Land and Business (Sale and Conveyancing) Regulations 2010.*
- *Local Government Act 1999 pursuant to Section 169(9)(c) Objections to valuations made by Council and Section 187 (3)(e) Certificate of Liabilities*
- *Private Parking Areas Act 1986 and Private Parking Areas Regulations 2014*
- *SA Public Health Act 2011 (Wastewater) and (Legionella)*
- *Valuation of Land Act 1971*

These statutory fees and charges determined by an Act of Parliament or by Local Government Regulations are normally gazetted in June and July of each year and often after the adoption of the Council set fees and charges.

As they are set by the State Government, Council has no discretion in determining those fees. It is therefore proposed that these statutory fees be added to the Fees and Charges Schedule available for public inspection once they have been gazetted. This is anticipated to be in July 2020.

Fees for Dog Registrations are determined by Council within requirements and principles in accordance with the *Dog and Cat Management Act 1995*.

➤ **Risk Management Implications**

An annual review of the fees and charges, and informing the community of the endorsed changes, will assist in mitigating the risk of:

*Undercharging, misleading service users as to the cost of Council services, resulting in inaccurate budgets, un-forecasted deficits and inadequate resourcing for current and future activities.*

Inherent Risk	Residual Risk	Target Risk
Medium (4D)	Low (2E)	Low (2E)

Fees and charges are set at a level that reflects current market conditions, or to ensure cost recovery where possible, and hence sustainability of those discretionary services provided by Council.

➤ **Financial and Resource Implications**

Fees and charges (including statutory charges) contribute to Council's income stream with approximately \$1.9 million received annually (i.e. 4% of total operating income). Failing to adopt updated fees and charges could increase the burden on Council's rate income to subsidise services which should be self-funding or attract a reasonable contribution charge.

➤ **Customer Service and Community/Cultural Implications**

Customers expect to be able to look up Council's fees and charges and for the information to be current.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* All Fees and Charges have been proposed through the relevant functional area, reviewed by the appropriate Departmental Manager and approved by the relevant Director.

*External Agencies:* Not Applicable

*Community:* The community was informed of the proposal to generally increase Fees and Charges in line with CPI insofar as this is practicable as part of the draft *Annual Business Plan* document endorsed by Council in May 2020.

## 2. BACKGROUND

Council reviews its fees and charges in each year, in conjunction with the development of the annual budget. As part of this process, a detailed review has been undertaken to ensure that the fees proposed:

- reflect (or move progressively toward) the cost of the services given
- are comparable with market rates, where appropriate
- take into account benefit derived by users of community facilities
- are consistent with Council directions articulated through Council's Strategic Plan, existing strategies, policies and plans
- are in accordance with legislative requirements, where relevant
- are consistent with Council's Long Term Financial Plan assumptions

As a result of this review, the recommended schedule of fees and charges to apply for the 2020-21 financial year is attached (**Appendix 1**).

The relevant CPI referenced for fees and charges is the latest available annual published CPI for South Australia, being as at March 2020. This is 2.4%.

## 3. ANALYSIS

Fees and charges are generally adjusted in line with market conditions, to make common fees comparable across localities or in line with the cost to provide the service. Generally, fees and charges are set at a level to ensure cost recovery, and hence sustainability of those discretionary services provided by Council on a user-pays basis.

Generally, this has resulted in proposed fee increases that are in line with the forecast CPI where relevant, insofar as this is practicable.

Each fee is then reviewed by staff responsible for that fee or charge to ensure that users are paying an amount that is fair and reasonable and reflects the consumption of the program or service used. It is also noted that in applying the increase, fees have been rounded where appropriate for ease of application. Some minor wording changes have also been made to some of the fees to provide extra clarification to staff and users of Council's services.

Specific points of note relevant to consideration of overall fees and charges are as follows.

### **Dog Registration Fees**

The *Dog and Cat Management Act 1995* (the Act) states under Section 33(1) that all dogs over the age of three months must be registered. Under the Act, councils are required to collect registration fees for dogs within their area. Section 26 of the Act requires money received by a council under the Act to be expended in the administration or enforcement of provisions of the Act relating to dogs.



Dog and cat management is budgeted to achieve a break-even or a cost neutral position each financial year while ensuring the economic impact on the community is minimised and maintaining expected service levels. The current forecast indicates that the 2020-21 budget will achieve a cost neutral position.

Predicted budgeting for the 2020-21 financial year indicates that dog registration fees should increase in line with CPI in order to align to expenditure requirements under legislation including increased costs for dog litter bags, signage and future cat confinement requirements.

As such, it is proposed to increase registration fees for 2020-21 in the order of the CPI notwithstanding that in applying the increase, fees have been rounded to an appropriate amount for ease of application. It is noted that there was no increase in dog registration fees for the 2019-20 financial year.

This includes a fee increase for working dogs, with a proposed increase of \$1 from \$35 to \$36.

### **CWMS Charges**

Prior to setting fees and charges for the 2017-18 financial year, a detailed assessment of the cost of providing CWMS services was undertaken which identified that the existing CWMS charges were approximately 30% below the amount necessary to achieve full cost recovery in accordance with the Essential Services Commission of South Australia (ESCOSA) guidelines.

Subsequently, the CWMS annual service charge for occupied properties was increased by 10% for both 2017-18 and 2018-19 financial years with a further increase of 5% in 2019-20 as part of the final year of a three year transition to full cost recovery.

Since the initial assessment, an independent consultant has been engaged annually to provide a review of:

- Council's compliance with ESCOSA's Minor to Intermediate Retailers Price Determination and the National Water Initiative (NWI) Pricing Principles;
- The pricing model for future CWMS price setting.

This review included the annual service charge for both occupied and vacant properties as well as the CWMS connection fee.

After consideration of the independent consultant report, it is proposed to increase the CWMS annual service charge for occupied properties in line with CPI for the 2020-21 financial year resulting in an increase from \$864 to \$884.

As a result of the 2019-20 review, the CWMS annual service charge for vacant properties was reduced by 13% from \$578 to \$500. Further reductions were proposed in future years to more closely align these customers annual charge to an appropriate contribution towards the capital cost of infrastructure as opposed to the direct operation of the scheme since they do not impact on these costs. As such it is proposed to set the CWMS annual service charge for vacant properties at \$450 for the 2020-21 financial year.

In 2019-20, the CWMS capital connection fee was set using a system buy-in approach as recommended in the review, where the new customer pays an amount equal to the net investment already made by existing users. The CWMS capital connection fee represents a contribution by the owner of a newly created allotment of their share of the capital cost of the scheme. Contributions received will reduce the value of the Regulated Asset Base and reduce the cost of capital in future years thereby providing a benefit to existing property owners. This approach resulted in a 50% increase in the CWMS connection fee for 2019-20 from \$4,068 to \$6,100.

The calculated Capital Connection fee using the system buy-in approach is just over \$6,500 for the 2020-21 financial year. Whilst a more rapid progression to the calculated fee could be justified considering the economic impacts on the community of bushfires and COVID-19, a rise consistent with CPI is considered more appropriate. As such it is proposed to increase the CWMS connection fee for 2020-21 from \$6,100 to \$6,250.

### **Development Application Fees**

It is proposed to increase Category 3 (Cat 3) Development Application Advertising Fee by 10%, notwithstanding that actual advertising costs charged by the newspaper have increased by 68% since July 2019. As a result Council will still be significantly subsidising the shortfall.

Other development application fees set by Council have been increased in line with CPI and rounded to an appropriate amount for ease of application.

### **Outdoor Dining Fees**

Council is proposing to waive all existing outdoor dining fees for 2020-21 as part of its financial support to this industry sector due to the COVID-19 impact. This amounts to approximately \$15k. However to maintain relativity for future years, the fees have been included in the Fees and Charges Schedule with an increase in the order of the CPI, similar to other fees.

### **Cemetery Fees**

Cemetery fees for the Stirling Cemetery have been reviewed in light of Council having limited space in this particular cemetery with a proposal that the resident and non-resident differential be removed and the fees proposed at the non-resident rate. This takes into consideration that once the Stirling Cemetery reaches capacity, cemetery revenue will also be reduced in the future by an annual amount in the order of \$100k given Council's inability to expand Stirling Cemetery.

As part of the ongoing review of Council's cemetery operations and service delivery in the coming financial year, fees and charges for the remaining cemeteries will be further reviewed, again benchmarked against other providers and discussed with the Council's Cemetery Advisory Group.

### **Village Fees (Bridgewater)**

Retirement village legislation requires these fees to recover cost and given the current under recovery, Council is required to increase costs to achieve compliance. As agreed with residents, fees will be increased gradually until the costs and recovery break even. This has resulted in a higher than CPI increase of \$5 per week from \$80 to \$85 per week.

### **Summary**

In summary, as a result of the review as part of the 2020-21 budget development the attached 2020-21 Fees and Charges Schedule (**Appendix 1**) presents the proposed fees along with the percentage increases. Where considered appropriate rounding has been applied for ease of payment and may have resulted in a movement that varies from CPI.

Council has delegated the powers to set and waive fees and charges to the CEO and on this basis, the fees and charges may be amended during the financial year in response to new service offerings or changes to the cost base of providing existing services.

## **4. OPTIONS**

Council can:

- Adopt the recommended 2020-21 Fees and Charges Schedule to apply on and from 1 July 2020 (Recommended), or
- Defer adopting one or more of the recommended fees and charges to allow further review or consultation to be carried out.

## **5. APPENDIX**

- (1) Draft 2020-21 Fees and Charges Schedule

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# **Appendix 1**

*Draft 2020-21 Fees and Charges Schedule*

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# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>1. STATUTORY RELATED FEES</b>						
<b>1.1 Development Act 1993</b>						
<b>Development Application Fees</b>						
Public Notification Fee for Development Application	YES		\$578.00	\$636.00	10.0%	The Advertising fee to be increased by 10% to cover the actual costs which were increased by 68% in July 2019 by the newspaper. Council will be subsidising shortfall
Certificate of Title Search Fee	YES		\$40.00	\$41.00	2.5%	
Amendment of Land Management Agreement (administration charge excludes legal costs)	YES		\$157.00	\$161.00	2.5%	
<b>Community Wastewater Management Systems (CWMS)</b>						
CWMS Capital Connection fee	N/A		\$6,100.00	\$6,250.00	2.5%	
CWMS Occupied Annual Service Charge *	N/A		\$864.00	\$884.00	2.3%	
CWMS Vacant Annual Service Charge *	N/A		\$500.00	\$450.00	-10.0%	
<i>(Refer to CWMS Pricing Policy Statement on Council website. * Applied under Sect 155 of Local Government Act 1999.)</i>						
<b>Access to Development Records (Reduction for pensioners and other concession card holders may be applicable)</b>						
Application Fee	YES		\$28.00	\$29.00	3.6%	
Search and processing fee (for each 30 minute block or part there of)	YES		\$24.00	\$24.00	0.0%	
Development Records Copying A4 / A3 / A1 / A0	YES	per sheet	N/A	\$0.50 / \$1.00 / \$1.50 / \$2.00		
<b>1.2 Local Government Act 1999 - Searches</b>						
Application Fee	YES		\$28.00	\$29.00	3.6%	
Search and processing fee (for each 30 minute block or part there of)	YES		\$24.00	\$24.00	0.0%	
Fee for copying the documents	YES		Refer to Library Services Photocopying	Refer to Library Services Photocopying		
<b>1.3 Dog &amp; Cat Management Act 1995 - (fees are set by Council)</b>						
Dangerous dog sign	N/A		\$35.00	\$36.00	2.9%	
Dog expiation & fine (legislative charge)			As per legislation	As per legislation		
Dog impounding fee (business hours)	N/A		\$77.00	\$79.00	2.6%	
Dog impounding fee (after hours)	N/A		\$102.00	\$104.00	2.0%	
Daily holding fee	N/A		\$42.00	\$43.00	2.4%	
<b>Dog Registration (amended D&amp;CMA 1995)</b>						
Standard dog (Desexed AND Microchipped)	N/A		\$45.00	\$46.00	2.2%	
Non standard dog	N/A		\$90.00	\$92.00	2.2%	
Concession standard dog (Desexed AND Microchipped)	N/A		\$22.50	\$23.00	2.2%	
Concession non standard dog	N/A		\$45.00	\$46.00	2.2%	
Puppy Fee Dogs under 6 months of age	N/A		\$35.00	\$36.00	2.9%	
<b>Other</b>						
Working Dog	N/A		\$35.00	\$36.00	2.9%	
Guide, Hearing or Assistance dog			Nil	Nil		
Animal Tag Replacement	N/A		\$10.00	\$10.00	0.0%	
Businesses Involving Dogs (per dog)	N/A		\$90.00	\$92.00	2.2%	
Annual Inspection of Kennels			Nil	Nil		
SES, search & rescue, Military dogs			Nil	Nil		

# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b><i>Rebate for Partial Year Registration</i></b>						
Registrations of new dogs to the area after 1 May attract a 50% rebate (this does not apply where the dog has resided in the area for longer than one month or the dog has been detected as being unregistered.	N/A	of initial fee	50%	50%	0.0%	
Registrations of new dogs to the area after 1 June			Nil	Nil		
Penalty fee for late registrations	N/A		\$18.00	\$18.00	0.0%	
Impounding livestock	N/A		As per contractor cost	As per contractor cost		
Cat Trap - Deposit	N/A		\$51.00	\$52.00	2.0%	
Cat Trap - Hire Fee (per week or part thereof)	N/A		\$20.00	\$20.00	0.0%	
<b>1.4 By-Laws and Local Government Act 1999 - (fees are set by Council)</b>						
By Law No.1 - Permit Application	N/A		\$56.00	\$57.00	1.8%	
By Law No.2 - Moveable Signs Expiation Fee	N/A		\$187.50	As per legislation		
By-Law No.3 - Local Government Land Expiation Fee	N/A		\$187.50	As per legislation		
By-Law No.4 - Roads Expiation Fee	N/A		\$187.50	As per legislation		
By-Law No.5 - Dogs Expiation Fee	N/A		\$187.50	As per legislation		
By-Law No.6 - Cats Expiation Fee	N/A		\$187.50	As per legislation		
<b>1.5 South Australian Public Health Act 2011</b>						
Sale of Sharps (needle) containers (2.8L container)	YES		\$7.00	\$8.50	21.4%	increase in purchase cost
Sale of Sharps (needle) containers (1.4L container)	YES		\$5.00	\$5.50	10.0%	increase in purchase cost
<b>2. COMMUNITY</b>						
<b>2.1 Library Services</b>						
Computer print out / Photocopying B&W A4	YES	per sheet side	\$0.10	\$0.10	0.0%	
Photocopying / Printing B&W A3	YES	per sheet side	\$0.20	\$0.20	0.0%	
Photocopying / Printing Colour A4 /A3	YES	per sheet side	\$0.50 / \$1.00	\$0.50 / \$1.00		
3D printing (per item printed)	YES		\$2.50 plus cost of filament used (by weight)	\$5.00 plus cost of filament used (by weight)		
Replacement of borrowers cards	N/A		\$2.00	\$2.00	0.0%	
Miscellaneous minor items (under \$15)	YES		As determined by staff based on fair value and cost recovery.	As determined by staff based on fair value and cost recovery.		
Second hand books	YES		As determined by staff based on fair value.	As determined by staff based on fair value.		
Library Bag	YES		\$3.00	\$3.00	0.0%	
<b>Other fees</b>						
Inter Library fees	YES		as per fee charged	as per fee charged		
Lost / damaged library material (once debt collection notices have been issued Council will not accept return of lost / damaged material)	YES		assessed at replacement cost	assessed at replacement cost		
Processing Fee for lost/damaged library material	YES		\$5.00	\$5.00	0.0%	
Exam supervision	YES	per hour	\$15.00	\$15.00	0.0%	
Faxes - First Page	YES		\$1.00	\$1.00	0.0%	
Faxes - Subsequent Page	YES		\$1.00	\$1.00	0.0%	
A4 Laminating	YES		\$5.00	\$5.00	0.0%	
A3 laminating	YES		\$6.00	\$6.00	0.0%	

# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>Coventry Library Community Room (up to 8 hours during normal business hours)</b>						
Commercial hire per day	YES		\$130.00	\$130.00	0.0%	
Commercial hire per hour	YES		\$45.00	\$45.00	0.0%	
Government agency hire per day	YES		\$185.00	\$190.00	2.7%	
Government agency hire per hour	YES		\$60.00	\$60.00	0.0%	
<b>Coventry Library Community Room and/or foyer space - after hours hire (up to 5 hours)</b>						
Community groups	YES		\$155.00	\$155.00	0.0%	
Commercial hire	YES		\$270.00	\$270.00	0.0%	
Private hire (functions, etc)	YES		\$270.00	\$270.00	0.0%	
Government agency hire	YES		\$375.00	\$385.00	2.7%	
Additional hours (after 5 hour included time)	YES		at cost of staff attendance	at cost of staff attendance		
<b>Coventry Library Art Wall</b>						
			Nil	Nil		
<b>Coventry Library Display Cabinet</b>						
			Nil	Nil		
<b>2.2 Halls and Community Centres Hire</b>						
<b>Torrens Valley Community Centre - (Sessions = 4 hours)</b>						
<b>Community Room - (am, pm or evening)</b>						
Unfunded community groups - 1 session/room	YES		\$20.00	\$20.00	0.0%	
Unfunded community groups - 2 sessions/room	YES		\$37.00	\$38.00	2.7%	
Unfunded community groups - 3 sessions/room	YES		\$53.00	\$54.00	1.9%	
Funded community groups - 1 session/room	YES		\$37.00	\$38.00	2.7%	
Funded community groups - 2 sessions/room	YES		\$68.00	\$70.00	2.9%	
Funded community groups - 3 sessions/room	YES		\$100.00	\$102.00	2.0%	
Corporate use (incl. kitchen) - 1 session/room	YES		\$79.00	\$81.00	2.5%	
Corporate use - (incl. kitchen) - 2 sessions/room	YES		\$158.00	\$162.00	2.5%	
Corporate use - (incl. kitchen) - 3 sessions/room	YES		\$237.00	\$243.00	2.5%	
Private party - max 50-60 people (Kitchen extra charge - see below)	YES		\$184.00	\$188.00	2.2%	
<b>Small Meeting Room - (am, pm or evening)</b>						
Unfunded community groups - 1 session/room	YES		\$15.00	\$15.00	0.0%	
Unfunded community groups - 2 sessions/room	YES		\$26.00	\$27.00	3.8%	
Unfunded community groups - 3 sessions/room	YES		\$37.00	\$38.00	2.7%	
Funded community groups - 1 session/room	YES		\$26.00	\$27.00	3.8%	
Funded community groups - 2 sessions/room	YES		\$53.00	\$54.00	1.9%	
Funded community groups - 3 sessions/room	YES		\$73.00	\$75.00	2.7%	
Corporate use - (incl. kitchen) - 1 session/room	YES		\$48.00	\$49.00	2.1%	
Corporate use - (incl. kitchen) - 2 sessions/room	YES		\$95.00	\$97.00	2.1%	
Corporate use - (incl. kitchen) - 3 sessions/room	YES		\$142.00	\$145.00	2.1%	
Kitchen usage - in addition to rates above unless otherwise stated (Inc. urn, crockery, oven and appliances) All supplies are the responsibility of the hirer e.g. coffee etc.	YES		\$20.00	\$20.00	0.0%	
Equipment usage - sound system, electronic screen and data projector	YES		\$58.00	\$59.00	1.7%	
Hire Bond	N/A		\$53.00	\$54.00	1.9%	
Bond for key	N/A		\$53.00	\$54.00	1.9%	
Bond for private function/ party	N/A		\$204.00	\$209.00	2.5%	



# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>The Summit Community Centre (Norton Summit) - (Sessions = 4 hours)</b>						
<b>Community Room - (am, pm or evening)</b>						
Unfunded community groups - 1 session/room	YES		\$20.00	\$20.00	0.0%	
Unfunded community groups - 2 sessions/room	YES		\$37.00	\$38.00	2.7%	
Unfunded community groups - 3 sessions/room	YES		\$53.00	\$54.00	1.9%	
Funded community groups - 1 session/room	YES		\$37.00	\$38.00	2.7%	
Funded community groups - 2 sessions/room	YES		\$68.00	\$70.00	2.9%	
Funded community groups - 3 sessions/room	YES		\$100.00	\$102.00	2.0%	
Corporate use (incl. kitchen) - 1 session/room	YES		\$79.00	\$81.00	2.5%	
Corporate use (incl. kitchen) - 2 sessions/room	YES		\$158.00	\$162.00	2.5%	
Corporate use (incl. kitchen) - 3 sessions/room	YES		\$237.00	\$243.00	2.5%	
Private party (max 50-60 people) community room only (Kitchen extra charge - see below)	YES		\$184.00	\$188.00	2.2%	
<b>Small Meeting Room - (am, pm or evening)</b>						
Unfunded community groups - 1 session/room	YES		\$15.00	\$15.00	0.0%	
Unfunded community groups - 2 sessions/room	YES		\$26.00	\$27.00	3.8%	
Unfunded community groups - 3 sessions/room	YES		\$37.00	\$38.00	2.7%	
Funded community groups - 1 session/room	YES		\$26.00	\$27.00	3.8%	
Funded community groups - 2 sessions/room	YES		\$53.00	\$54.00	1.9%	
Funded community groups - 3 sessions/room	YES		\$73.00	\$75.00	2.7%	
Corporate use (incl. kitchen) - 1 session/room	YES		\$48.00	\$49.00	2.1%	
Corporate use (incl. kitchen) - 2 sessions/room	YES		\$95.00	\$97.00	2.1%	
Corporate use (incl. kitchen) - 3 sessions/room	YES		\$142.00	\$145.00	2.1%	
Kitchen usage - in addition to rates above unless otherwise stated (Inc. urn, crockery, oven and appliances) All supplies are the responsibility of the hirer e.g. coffee etc.	YES		\$20.00	\$20.00	0.0%	
Equipment usage - screen and data projector	YES		\$32.00	\$33.00	3.1%	
Hire Bond	N/A		\$53.00	\$54.00	1.9%	
Bond for key	N/A		\$53.00	\$54.00	1.9%	
Bond for private function/ party	N/A		\$204.00	\$209.00	2.5%	
<b>* Council owned Community Halls that are managed by Community Associations - fees are determined by the Association Management Committee</b>						
<b>2.3 Retirement Villages</b>						
<b>Bridgewater</b>						
Debenture Loan	N/A		As per annual valuation	As per annual valuation		
Rental per week	N/A		As per annual valuation	As per annual valuation		
Maintenance per week	N/A		\$80.00	\$85.00	6.3%	increased above CPI inline with requirement for full recovery of costs

# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>2.4 Cemeteries Fees</b>						
<b>Interment Right - Burial Plots (Excluding Lawn Plots)</b> <i>Interment Rights will not be charged for new or renewal burial plots in Council owned and managed cemeteries for those people who have received distinguished services medals: the Victoria Cross, Conspicuous Gallantry Cross and the Royal Red Cross</i>						
<b>Stirling Cemetery</b>						
Interment Right non-resident – 50 year	YES		\$3,570.00	\$3,656.00	2.4%	
Interment Right non-resident – 100 year	YES		\$7,140.00	\$7,311.00	2.4%	
Interment Right non-resident – in perpetuity	YES		\$15,504.00	\$15,928.00	2.7%	
Interment Right resident – 50 year	YES		\$2,887.00	\$2,956.00	2.4%	
Interment Right resident – 100 year	YES		\$5,763.00	\$5,901.00	2.4%	
Interment Right resident – in perpetuity	YES		\$12,495.00	\$12,795.00	2.4%	
Interment Right - 50 year	YES		\$3,570.00	\$3,656.00	2.4%	Due to decreased capacity at Stirling, proposed to have one fee for both residents and non-residents that reflect the fee that would be charged to non-residents
Interment Right - 100 year	YES		\$7,140.00	\$7,311.00	2.4%	
Interment Right - in perpetuity	YES		\$15,504.00	\$15,928.00	2.7%	
<b>All other cemeteries</b>						
Interment Right non-resident - 50 year	YES		\$3,218.00	\$3,295.00	2.4%	As part of the further cemetery service review, it is proposed to review the structure of cemetery fees and benchmark against other providers prior to the 20/21 FY
Interment Right non-resident - 100 year	YES		\$6,426.00	\$6,580.00	2.4%	
Interment Right non-resident - in perpetuity	YES		\$15,555.00	\$15,928.00	2.4%	
Interment Right resident - 50 year	YES		\$2,887.00	\$2,956.00	2.4%	
Interment Right resident - 100 year	YES		\$5,763.00	\$5,901.00	2.4%	
Interment Right resident - in perpetuity	YES		\$12,495.00	\$12,795.00	2.4%	
Interment Right crypt (Summertown)	YES		\$4,672.00	\$4,784.00	2.4%	
<b>Interment Right - Lawn Burial Plots</b> <i>Interment Rights will not be charged for new or renewal burial plots in Council owned and managed cemeteries for those people who have received distinguished services</i>						
Interment Right non-resident - 50 year	YES		\$4,218.00	\$4,319.00	2.4%	
Interment Right non-resident - 100 year	YES		\$8,426.00	\$8,628.00	2.4%	
Interment Right non-resident - in perpetuity	YES		\$20,000.00	\$20,480.00	2.4%	
Interment Right resident - 50 year	YES		\$3,887.00	\$3,980.00	2.4%	
Interment Right resident - 100 year	YES		\$7,763.00	\$7,949.00	2.4%	
Interment Right resident - in perpetuity	YES		\$16,995.00	\$17,403.00	2.4%	
<b>Interment Right - Ashes (not including the plaque and pedestals which will be charged at cost)</b>						
Rose Garden - double memorial - 50 year	YES		\$2,499.00	\$2,559.00	2.4%	
Rose Garden - double memorial - 100 year	YES		\$4,998.00	\$5,118.00	2.4%	
Rose Garden - double memorial - in perpetuity	YES		\$10,373.00	\$10,622.00	2.4%	
Niche Wall - 50 year	YES		\$1,561.00	\$1,598.00	2.4%	
Niche Wall - 100 year	YES		\$3,111.00	\$3,186.00	2.4%	
<b>Memorial Fees</b>						
Memorial Permit/Licence	YES		\$311.00	\$318.00	2.3%	

# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>Curator Fees</b>						
<i>Attendance at burial</i>						
Monday to Friday	YES		\$260.00	\$266.00	2.3%	
Saturday	YES		\$362.00	\$371.00	2.5%	
Sunday & Public Holidays	YES		\$520.00	\$532.00	2.3%	
<i>Interment of Ashes &amp; Installation of Plaque (including in burial plot)</i>						
Monday to Friday	YES		\$393.00	\$402.00	2.3%	
Saturday	YES		\$520.00	\$532.00	2.3%	
Sunday & Public Holidays	YES		\$622.00	\$637.00	2.4%	
Pegging of plot for burial or memorial (if required)	YES		\$260.00	\$266.00	2.3%	
<b>Administration Fees</b>						
Application for Interment Right (new or renewed)	YES		\$156.00	\$160.00	2.6%	
Application for Transfer or Surrender of Interment Right	YES		\$156.00	\$160.00	2.6%	
Application for Burial	YES		\$156.00	\$160.00	2.6%	
Application for Interment of Ashes	YES		\$156.00	\$160.00	2.6%	
Application for Memorial Permit (new or amendment)	YES		\$156.00	\$160.00	2.6%	
Historical Search per hour	YES		\$44.00	\$45.00	2.3%	
* Curator and Administration Fees are waived for interment rights or interments for children 16yrs and under						
<b>2.5 Reserves and Sporting Facilities</b>						
<b>Hiring of Bushland Park</b>						
Day & a half	YES		\$388.00	\$397.00	2.3%	
Full Day	YES		\$260.00	\$266.00	2.3%	
Half Day	YES		\$130.00	\$133.00	2.3%	
Bond	N/A		\$500.00	\$500.00	0.0%	
<b>Hiring of Gillman Reserve</b>						
Key Deposit	N/A		\$55.00	\$55.00	0.0%	
General Hiring (per 3 hour session)	YES		\$29.00	\$30.00	3.4%	
<b>Hiring of Stirling Oval</b>						
Key Deposit (casual hirer)	N/A		\$55.00	\$55.00	0.0%	
Key Deposit (seasonal hirer - per key)	N/A		\$55.00	\$55.00	0.0%	
General Oval Hire (per 3 hour session)	YES		\$29.00	\$30.00	3.4%	
<b>Hiring of Woorabinda (note that the Woorabinda Building is managed by The Hut and all booking enquiries should be directed to them)</b>						
Toilets Only Per Day	YES		\$15.00	\$15.00	0.0%	
Key Deposit	N/A		\$55.00	\$55.00	0.0%	
Toilet Use Bond	N/A		\$150.00	\$150.00	0.0%	
<b>2.6 Outdoor Dining</b>						
Outdoor Café Licence Application Fee	N/A		\$135.00	\$138.00	2.2%	
Fee per snack bars/pizza shops etc outdoor seat	N/A		\$34.00	\$35.00	2.9%	
Fee per restaurant/café outdoor seat	N/A		\$45.00	\$46.00	2.2%	
Fee per hotel outdoor seat	N/A		\$56.00	\$57.00	1.8%	

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### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>2.7 Use of Public Road for Business Purpose - Townships and Urban Area</b>						
<b>Display and sale of horse manure adjacent to a residential property</b>						
Small temporary/seasonal from adjacent property			Nil	Nil		
Small temporary/imported			Nil	Nil		
Large temporary/seasonal from adjacent property or imported - annual fee	YES		\$185.00	\$189.00	2.2%	
Small permanent			Nil	Nil		
Large permanent - annual fee	YES		\$185.00	\$189.00	2.2%	
<b>Display &amp; sale of seasonal goods &amp; produce adjacent to a residential property (flowers, fruit &amp; vegetables, hay, firewood, jams, other)</b>						
Small temporary/seasonal from adjacent property			Nil	Nil		
Small temporary/imported - annual fee	YES		\$99.00	\$101.00	2.0%	
Large temporary/seasonal from adjacent property or imported - annual fee	YES		\$190.00	\$195.00	2.6%	
Small permanent - annual fee	YES		\$98.00	\$100.00	2.0%	
Large permanent - annual fee	YES		\$190.00	\$195.00	2.6%	
<b>Display and sale of manufactured or imported goods, or use of road for promotional purposes and other similar purposes adjacent to commercial premises (includes itinerant traders)</b>						
Day (one day only, maximum five days per annum)			Nil	Nil		
Week (up to one week at a time) – weekly fee	YES		\$98.00	\$100.00	2.0%	
Month (up to one month at a time) – monthly fee	YES		\$190.00	\$195.00	2.6%	
Year (up to daily) – annual fee	YES		\$380.00	\$389.00	2.4%	
<b>Fundraising stalls</b>						
			Nil	Nil		
<b>Mobile food vending Business permits</b>						
Monthly Permit Fee	N/A		\$104.00	\$106.00	1.9%	
Annual Permit Fee	N/A		\$1,037.00	\$1,062.00	2.4%	
<b>2.8 Temporary Road Closures</b>						
<b>Application Fee (commercial applicants only) including 1 day closure</b>						
Local Streets	N/A		\$843.00	\$863.00	2.4%	
Major Roads	N/A		\$1,387.00	\$1,420.00	2.4%	
<b>Daily event fee (commercial applicants only) for additional days</b>						
Local Streets	N/A		\$362.00	\$371.00	2.5%	
Major Roads	N/A		\$693.00	\$710.00	2.5%	
<b>Set-up, management and removal of traffic control</b>	YES		at cost	at cost		
<b>3. CORPORATE SERVICES</b>						
Voters Roll	N/A		\$27.00	\$28.00	3.7%	
Extract from assessment book	YES		\$8.00	\$8.00	0.0%	
Current Financial Year Rate Notice reprint			Nil	Nil		
Previous Year/s Rate Notice reprint	YES		\$8.00	\$8.00	0.0%	
Salaries Register	N/A		\$8.00	\$0.00	-100.0%	Register now available to the public on-line
Annual Report (copy of)	N/A		\$15.00	\$15.00	0.0%	
Community Loan Annual Administration fee	N/A			\$0.00	New	Covered by margin in interest rate charged

# ADELAIDE HILLS COUNCIL

## FEES AND CHARGES REGISTER - DRAFT

### 2020-21

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>Photocopying</b>						
Photocopying B&W A4/A3	YES	per sheet side	Refer to Library Services Photocopying	Refer to Library Services Photocopying		
Photocopying Colour A4/A3	YES	per sheet side	Refer to Library Services Photocopying	Refer to Library Services Photocopying		
<b>Hiring of Council Meeting Rooms</b>						
Hire per day	YES		\$130.00	\$133.00	2.3%	
<b>4. OTHER CHARGES</b>						
<b>4.1 Fire Prevention</b>						
Administration Fee - Block Slashing Properties not complied with Section 105 Notice	YES		\$141.00	\$144.00	2.1%	
Administration Fee - Private Block Slashing Arranged	YES		\$61.00	\$62.00	1.6%	
Block Slashing Costs - Properties not complied with Section 105 Notice	YES		Cost of works	Cost of works		
Block Slashing Costs - Arranged with Council	YES		Cost of works	Cost of works		
<b>4.2 General Inspectors</b>						
<b>Abandoned Vehicles</b>						
Impounding Fee	N/A		\$252.00	\$258.00	2.4%	
Holding Fee (per day)	N/A		\$15.00	\$15.00	0.0%	
Administration and Release Fee	N/A		\$75.00	\$77.00	2.7%	
<b>Parking</b>						
Stirling Family Church-carpark fee	N/A		\$200.00	\$205.00	2.5%	
Part Annual permit available per month	N/A		\$30.00	\$30.00	0.0%	
<b>Rubbish</b>						
Clearing of Dumped Rubbish - Administration Charge	YES		\$57.00	\$58.00	1.8%	
Clearing of Dumped Rubbish	YES					
<b>Signs</b>						
Impound moveable signs	YES		\$63.00	\$65.00	3.2%	
<b>Mini Skips/Containers on Council Land</b>						
Application Fee (includes permit fee for first week)	YES		\$61.00	\$62.00	1.6%	
Permit Fee for Occupation of Land per week thereafter	YES		\$31.00	\$32.00	3.2%	
<b>4.3 Traffic Control</b>						
Local Streets	YES		at cost	at cost		
Major Roads	YES		at cost	at cost		
<b>4.4 Road Rents</b>						
Road Rents (\$ per hectare or part thereof)	N/A		\$67.00	\$69.00	3.0%	
Petaluma - Smokes Hill Road (per annum)	N/A		\$168.00	\$172.00	2.4%	
Purchasing Application Fee - Road Reserve	YES		\$1,066.00	\$1,092.00	2.4%	
Purchasing Application Fee - Unmade Public Road	YES		\$1,066.00	\$1,092.00	2.4%	
Encroachment Permit (annual fee)	N/A		\$67.00	\$69.00	3.0%	



**ADELAIDE HILLS COUNCIL**  
**FEES AND CHARGES REGISTER - DRAFT**  
**2020-21**

DESCRIPTION	GST TAXABLE	Unit	Adopted Fees & Charges 2019/20 (incl. GST )	Proposed Fees & Charges 2020/21 (incl. GST )	% Increase	Comment
<b>5. WORKS AND INFRASTRUCTURE</b>						
<b>5.1 Private Works</b>						
Alterations to Road Reserves - Section 221 Applications (include the fees below)	YES		\$89.00	\$91.00	2.2%	
Access applications	YES		see above	see above		
Underground electrical/water pipes	YES		see above	see above		
Application to lay water pipes in roads	YES		see above	see above		
Construction of bitumen crossovers	YES		at cost + 20% (inc overheads)	at cost + 20% (inc overheads)		
Construction of concrete crossovers including kerb and water table	YES		at cost + 20% (inc overheads)	at cost + 20% (inc overheads)		
Other works	YES		at cost + 20% (inc overheads)	at cost + 20% (inc overheads)		
<b>5.2 Dump &amp; Green Organics - Recycling Works</b>						
Additional set of Bins (delivery, collection and disposal of any 2 bin combination)			Nil	Nil		
Additional 140 Litre Blue bin	N/A		\$100.00	\$102.00	2.0%	
Additional 240 Litre Yellow bin	N/A		\$62.00	\$63.00	1.6%	
Additional 240 Litre Green bin	N/A		\$50.00	\$51.00	2.0%	
Commercial Premises, green bin, annual fee. Initial bin only			Nil	Nil		
Bin replacement any size/colour	N/A		\$51.00	\$52.00	2.0%	
Kitchen caddy			Nil	Nil		
Compostable bags - 75 bags/roll or 150 bags/roll	YES		\$6.00 / \$10.00	\$6.00 / \$10.00		
Tow Ball Hitches for waste bins	YES		\$48.00	\$49.00	2.1%	

**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 30 June 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.3

**Responsible Officer:** Mike Carey  
Manager Financial Services  
Directorate Corporate Services

**Subject:** Discretionary Rate Rebates Report

**For:** Decision

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**SUMMARY**

The purpose of this report is to provide information on the single discretionary rate rebate application received for the 2020-21 financial year for Council consideration and determination. In addition, as part of Council's *2019-20 Rating Policy (Appendix 1)*, a summary of all discretionary rebates is required to be reported to Council on an annual basis. As such, this information is also provided in this report.

When rate rebates are applied to properties any rates foregone must then be redistributed to the rest of the community. The principle of equity therefore requires Council to be cognisant of this distribution when considering the use of rebates.

In considering discretionary rebates Council's *2019-20 Rating Policy* position has a key principle that all ratepayers should contribute an amount towards basic service provision. As such the Policy specifies a maximum discretionary rebate of 75%, except in very specific circumstances such as Community Halls.

In accordance with legislation, Council cannot make a 'blanket' decision on groups of applicants, but must consider each application on its merits. As such, the recommendations in this report are based on the Administration's consideration of Council's adopted *Rating Policy* and whether the applicant is eligible based on the agreed criteria set out in that policy.

For 2020-21, Council has also budgeted an amount of \$120k in relation to financial support to assist business and community recover from bushfires and COVID-19.

It is therefore proposed that a report addressing longer term postponement and remission options in relation to financial hardship in addition to any rate rebate applications will be presented to Council at a similar time next year. This will allow Council to make specific decisions on how these hardship applications should be addressed as well as rate rebates applications for the 2020-21 financial year.



## RECOMMENDATION

### Council resolves:

1. That the report be received and noted.
  2. That a discretionary rate rebate requested by the following applicant under Section 166 of the Local Government Act 1999 be declined on the basis that they do not meet the criteria set out in Council's *Rating Policy*:
    - Oakbank Racing Club Inc
      - Dorset Lane & 46 Oakwood Road & Shillabeer Road Oakbank – Assessment No. 17886 – racecourse
      - 46 Oakwood Road Oakbank – Assessment No. 17887 – dwelling
      - Dorset Lane Oakbank – Assessment No. 17853 – communication lease
  3. That the applicant be formally advised of Council's decision.
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## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

Strategic Plan 2020-24 – A brighter future

Goal 5 A Progressive ORGANISATION

Objective O5 We are accountable, informed, and make decisions in the best interests of the whole community

Priority O5.1 Enhance governance structures and systems to prudently adapt to changing circumstances and meet our legislative obligations

Priority O5.2 Make evidence-based decisions and prudently assess the risks and opportunities to our community before taking action

### ➤ Legal Implications

The primary legislative provisions in the *Local Government Act 1999* relating to rebates are:

Division 5 – Rebates of Rates

Section 160 – Health Services Mandatory 100% Rebate

Section 161 – Community Services Mandatory 75% Rebate

Section 162 – Religious Purposes Mandatory 100% Rebate

Section 163 – Public Cemeteries Mandatory 100% Rebate

Section 164 – Royal Zoological Society of SA Mandatory 100% Rebate

Section 165 – Educational Purposes Mandatory 75% Rebate

Section 166 – Discretionary rebates of rates

Council's current *2019-20 Rating Policy* (refer **Appendix 1**) was adopted as part of the Council's endorsement of the 2019-20 Annual Business Plan and Budget on the 25 June 2019.

Minor changes have been made to Council's draft *2020-21 Rating Policy* which forms part of the 2020-21 Annual Business Plan document currently out for consultation. However, there were no changes proposed in the relevant sections pertaining to discretionary rate rebates.

➤ **Risk Management Implications**

Managing rate rebates and in particular discretionary rebates in accordance with its *Rating Policy* will assist in mitigating the risks of:

*Failure to manage, improve and develop financial resources available to Council and failure to provide for the welfare, well-being and interests of the community.*

Inherent Risk	Residual Risk	Target Risk
Extreme	Medium	Medium

➤ **Financial and Resource Implications**

Each rebate that is granted either reduces Council's revenue and hence its capacity to provide services, or it effectively increases the amount that must be collected from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates where they are warranted.

The applicant has applied for a discretionary rebate of 100% for both the 2019-20 and 2020-21 financial years. The financial impact to Council for each of those years is in the order of \$12k.

➤ **Customer Service and Community/Cultural Implications**

Not applicable.

➤ **Sustainability Implications**

Not applicable.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Not Applicable

*Advisory Groups:* Not Applicable

*Administration:* Manager Economic Development  
Senior Rates Officer

*External Agencies:* Not Applicable

*Community:* Not Applicable.

## 2. BACKGROUND

The *Local Government Act 1999* (the Act) has provision for the application of mandatory (s159 to s165) and discretionary (s166) rate rebates.

In recent years, Council has updated its discretionary rate rebate position within its *Rating Policy* to provide greater clarity in relation to determining eligibility for discretionary rate rebates in accordance with the:

- requirements of the Local Government Act 1999 (the Act).
- rating principles particularly in relation to fairness, equity and consistency
- that approved discretionary rebates should only be granted for a maximum of the period of the Council term

When rate rebates are applied to properties those rates foregone must then be redistributed to the rest of the community. The principle of equity requires Council to be cognisant of this distribution when considering the use of rebates.

Under Section 166 of the Act, Council has no obligation to grant rebates, but rather the obligation to apply equity to similar applications (received now and in the future). Council cannot make a 'blanket' decision on groups of applicants, but must consider each application on its merits, as well as ensuring that applicants meet at least one of the 15 prescribed eligibility criteria set out in Section 166 of the Act as outlined in **Appendix 2**.

In accordance with legislation and Council's *Rating Policy*, Council must, in deciding whether to grant a rebate of rates or charges under section 166 subsection 1(d), (e), (f), (g), (h), (i) or (j) of the Act take into account:

- 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 its area;
- the community need that is being met by activities carried out on the land for which the rebate is sought;
- the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons, and
- may take into account other matters considered relevant by the Council.

As such, the Administration in providing their recommendation to Council has taken into account whether the organisation:

- is not-for-profit or profit-based
- provide services or activities that provide a direct benefit or service to the community that would otherwise be required to be provided by Council, such as Community Halls (maximum 100%)
- provide Community Services that support the disadvantaged or sections of the community that require assistance (maximum 75%)
- undertake services and activities that are primarily the responsibility of Federal or State Government (rebate not granted)
- have limited capacity to raise funds (maximum 75%)
- undertake services and activities that are aligned to achievement of one or more of Council's strategies resulting in a direct benefit to the residents of Adelaide Hills Council and a significant proportion of users are Adelaide Hills residents (maximum 75%)

Council currently has granted a discretionary rate rebate to 18 organisations for the period until the end of the current Council term, namely November 2022, as detailed in **Appendix 3**.

Of these:

- 16 receive a 100% rebate, being services that would otherwise be provided by Council. These are categorised as follows:
  - 15 Community Halls and
  - the Hills Community Toy Library which is leased from Council
- 2 receive a 75% rebate and both of these relate to the Scouts Association

### 3. ANALYSIS

Under Council's *Rating Policy*, applications for discretionary rate rebates are required to be received on or before 30 April prior to the rating year so that the financial impact of any rebate granted can be taken into account in setting rates for the next financial year.

Although there were a couple of enquiries in relation to discretionary rate rebates during the year, Council only received one application as detailed below.

- **Oakbank Racing Club Inc**
  - Dorset Lane & 46 Oakwood Road & Shillabeer Road Oakbank – Assessment No. 17886 – racecourse. Rates for 2019-20 \$10,166
  - 46 Oakwood Road Oakbank – Assessment No. 17887 – dwelling. Rates for 2019-20 \$1,043
  - Dorset Lane Oakbank – Assessment No. 17853 – communication lease. Rates for 2019-20 \$782

An application has been received from the Oakbank Racing Club for the above assessments requesting a discretionary rebate of 100% for both the 2019-20 and 2020-21 financial years under section 166(1) (b) of the LGA, being "the rebate is desirable for the purpose of assisting or supporting a business in its area".

Their application also notes financial hardship due to the direct effects of COVID-19 and points out that their main revenue source for the 2019-20 financial year, namely the Easter Racing Carnival had to be cancelled.

In addition, their application also wished to highlight to Council the significant community contribution made by the Club, its employees and members during their partnership with Livestock SA to host the Hay Depot in the wake of the devastating Cudlee creek bushfires.

Oakbank Racing Club audited financial statements showed revenue in the order of \$1m for the last 2 years with small operating deficits for the last two years of \$15k and \$1k respectively.

Criteria	Comment
Application received on or before 30 April prior to the rating year	Application received requesting a discretionary rebate of 100% for both the 2019-20 and 2020-21 financial years.  As application received 3 April 2020, only eligible for 2020-21 Financial Year
meets one of the prescribed eligibility criteria set out in Section 166	Yes. Section 166(1)(b)
is not-for-profit	Yes
provide services or activities that provide a direct benefit or service to the community that would otherwise be required to be provided by Council (maximum 100%)	No. Therefore not eligible for 100% rebate
provide Community Services that support the disadvantaged or sections of the community that require assistance	No. Per policy definition needs to be the predominant extent
Eligible if it meets <b>all</b> of the following criteria: <ul style="list-style-type: none"> <li>• have limited capacity to raise funds</li> <li>• meets a community need as defined</li> <li>• undertake services and activities that are not primarily the responsibility of Federal or State Government</li> </ul>	Does not meet the limited capacity to raise funds or community need as defined in <i>Rating Policy</i>

As such, it is recommended that a discretionary rate rebate under Section 166 of the Local Government Act 1999 to Oakbank Racing Club Inc be declined as it does not meet the eligibility criteria outlined in Council's *Rating Policy*.

Notwithstanding the rate rebate consideration, Council has advised this ratepayer that they are eligible for assistance in relation to financial support to businesses and the community due to hardship. As such, this application has been accepted for hardship consideration with available options including the waiving of fines and interest, rate postponement without penalty and a flexible payment plan for the 2020-21 financial year.

It is proposed that these financial support options are re-emphasised to Oakbank Racing Club Inc as part of correspondence providing formal advice of Council's decision.

### **Other**

It is likely that some rate rebate applications over the next period will be similar to the Oakbank Racing Club application above, in that they will be more related to hardship rather than from not for profit organisations requiring financial assistance to address a community need or service aligned to Council key strategies.

As highlighted in the recent Council workshop held in June 2020, it is proposed that with a budget of \$120k set aside for 2020-21 for financial support to assist business and community recover from bushfires and COVID-19, an assessment of these hardship applications will be considered in the last quarter of 2020-21 financial year in line with Council's hardship provisions covered in both Council's Rating and Debt Recovery policies.

This will allow a more informed assessment at that time of the longer term financial impact of those ratepayers still requiring financial support and whether those organisations have been able to re-establish financial capacity.

It is therefore proposed that this report addressing longer term postponement and remission options in relation to hardship as well as rate rebates will be presented to Council at a similar time next year providing Council with the ability to make decisions on both hardship and rate rebates applications rather than some being delegated to Administration.

It is also noted that this report deals only with discretionary rate rebates applications. Mandatory rebates are applied in accordance with meeting legislative requirements and by their very nature are not discretionary.

#### **4. OPTIONS**

Council has the following options:

- I. Receive the report and adopt the recommendations as detailed in the report (Recommended)
- II. Determine alternative recommendations for specific applications on an individual basis

The recommendations are made with reference to Council's *Rating Policy*, noting that Council may resolve differently to Council's policy position.

#### **5. APPENDICES**

- (1) *2019-20 Rating Policy*
- (2) Legislation – Sect 166 of the *Local Government Act 1999*
- (3) Summary of Discretionary Rate Rebate Applications

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**Appendix 1**  
*2019-20 Rating Policy*

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# *Council Policy*

Rating



## COUNCIL POLICY

 <p><b>Adelaide Hills</b> COUNCIL</p>	<h3>RATING</h3>
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<b>Policy Number:</b>	FIN-02
<b>Responsible Department(s):</b>	Financial Services
<b>Other Relevant Policies:</b>	None
<b>Relevant Procedure(s):</b>	NIL
<b>Relevant Legislation:</b>	<i>Local Government Act 1999</i> <i>Valuation of Land Act 1971</i> <i>Natural Resources Management Act 2004</i> <i>Aged Care Act 1987 (Commonwealth)</i> <i>Community Housing Providers National Law</i> <i>Community Titles Act 1996</i> <i>Education Act 1972</i> <i>Health Commission Act 1976</i>
<b>Policies and Procedures Superseded by this policy on its Adoption:</b>	Rating, 28 June 2016, Item 14.9, 1.11, 122 Rating, 27 June 2017, Item 14.3, 1.11, 130/17 Rating, 26 June 2018, Item 12.3, 1.11 , 138/18
<b>Adoption Authority:</b>	Council
<b>Date of Adoption:</b>	25 June 2019
<b>Effective From:</b>	01 July 2019
<b>Minute Reference for Adoption:</b>	Rating Policy, Item 12.2, 157/19
<b>Next Review:</b>	No later than June 2020 or as required earlier by legislation or changed circumstances.

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## RATING POLICY

### 1. INTRODUCTION

- 1.1 In South Australia, council rates are a form of property tax levied by Local Government, as our primary source of funding for the many mandatory and discretionary services that are provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act) which allows some flexibility for each council to make decisions that suit its local community. This document sets out the policy of the Adelaide Hills Council for setting and collecting rates from its community.

### 2. PURPOSE

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

### 3. DEFINITIONS

**Act** refers to the *Local Government Act 1999* (SA).

**Capital value** refers to the valuation methodology used in determining the value of land, as defined in the *Valuation of Land Act 1971*.

**Council** refers to the elected Council body.

**CWMS** refers to the Community Wastewater Management System within the Council area.

**Differential rate** refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories (termed differential rates under the Act).

**Fixed charge** refers to a charge that must apply equally to each separate piece of rateable land in the area under section 152(1) of the Act.

### 4. POLICY STATEMENT

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

All land within a Council area, except for land specifically exempt (e.g. Crown Land, Council occupied land and a few other limited categories under section 150(a) of the Act, is rateable.

Rates are not fees for services. They constitute a system of taxation for Local Government purposes. Council considers the fairest and most equitable method of charging rates to our community is through the combined use of a fixed charge component and a variable rate per rateable property.

#### 4.1 PRINCIPLES OF TAXATION

This Policy represents the Council's commitment to balancing the five main principles of taxation.

- i) **Benefits received** (i.e. services provided, or resources consumed). Reliance on this principle suggests that (all other things being equal) a person who received more benefits should pay a higher share of tax.
- ii) **Capacity to pay**. This principle suggests that a person who has less capacity to pay should pay less; and that persons of similar means should pay similar amounts.
- iii) **Administrative simplicity**. This principle refers to the costs involved in applying and collecting the tax and how difficult it is to avoid.
- iv) **Economic efficiency**. This refers to whether or not the tax distorts economic behaviour.
- v) **Policy consistency**. The principle that taxes should be internally consistent, and based on transparent, predictable rules that are understandable and acceptable to taxpayers.

Further, in achieving equity across the community, this policy has an overriding principle that all ratepayers should contribute an amount to basic service provision.

#### 4.2 VALUATION OF LAND

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

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

The Council has adopted the use of capital value as the basis for valuing land. Council considers that this method provides the fairest way to distribute the rate burden across all ratepayers on the following basis:

- the 'capacity to pay' 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;

- the 'property value' is a relatively good indicator of wealth (when lifetime incomes, including incomes from capital gains, are taken into account). Capital value closely approximates the market value of a property, provides the best indicator of overall property value

Council does not determine property valuations but chooses to exercise the right under Section 151 of the Act to adopt the capital valuations as assessed by the Valuer-General through the State Valuation Office. If you are dissatisfied with the valuation made by the State Valuation Office your rates notice will include information about how to object to the valuation. The Council has no role in this process. The lodgement of an objection does not change the due date for the payment of rates.

### 4.3 COMPONENTS OF RATES

#### **Fixed Charge or Minimum Rate**

Council has discretion to apply either:

- a fixed charge (applying equally to all rateable properties); or
- a minimum rate (to lower-value properties)

but cannot use both of these mechanisms.

The Adelaide Hills Council will apply a fixed charge this financial year as in previous years. Council considers a fixed charge to be the most fair and equitable means of ensuring that all ratepayers contribute equally to the administration of Council's services and the development and maintenance of the community's infrastructure. In addition, the fixed charge provides a mechanism to adjust the rates contributions across high and low valued properties. This redresses the balance and equity of the rate system.

The Council is unable to raise more than 50% of total rate revenue by the imposition of a fixed charge component of general rates as per section 151(10) of the Act.

#### **A rate in the dollar**

The largest component of rates levied is the component that is calculated by reference to the value of the property. Property values reflect, among other things, the relative availability of and access to Council services. This applies to all types of land use, and to land in all locations.

The Act allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council. The Council applies different rates on the basis of land use.

Definitions of the use of the land are prescribed by regulation and are categorised as follows for rating purposes:

- Residential
- Commercial
- Industrial
- Primary Production
- Vacant Land
- Other

In accordance with Section 148 of the Act, Council assesses any piece or section of land subject to separate ownership or separate occupation.

*Commercial and Industrial Differential Rate:*

Those properties categorised as commercial or industrial will pay a differential rate in the dollar that is 15% higher than the rate in the dollar charged for other categories of ratepayer.

Council has considered the higher amount payable by the Commercial & Industrial sector with reference to the Economic Development function as well as the services and activities that the sector does not regularly use.

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made with the Council.

**Separate Rate**

*Stirling Business Separate Rate:*

A separate rate for businesses in Stirling (Stirling Business Separate Rate) will be applied to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce within the zone.

This rate is levied on all properties within the precinct known as the District Centre (Stirling) Zone and businesses fronting both sides of Mt Barker Road east of the District Centre (Stirling) Zone to Pine Street, excluding land attributed a land use category 1 (residential) and government owned land. Council also sets a maximum amount ( 'top') and a minimum amount ( 'tail') per property each financial year for this separate rate. The amount raised is distributed to the Stirling Business Association to promote Stirling as a destination, the 'Gateway to the Hills'.

*Verrall Road Separate Rate:*

A separate rate for Verrall Road, Upper Hermitage at a value of \$858 will be applied for a period of 10 years to 2023/24. This rate which provided for the sealing of the northern end of the road in 2014/15 is levied on the properties that use that section of road.

**Natural Resources Management Levy**

The Council is required under the Natural Resources Management Act 2004 to make a specified contribution to the Adelaide and Mt Lofty Ranges Natural Resources Management Board region. This is done by imposing a separate rate against all rateable properties.

This separate rate is effectively a State tax that Councils are required to collect, and return to a State Government agency, the local Natural Resources Management Board.

### **Community Wastewater Management System**

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

Following a detailed assessment of the cost of providing CWMS services, in accordance with the guidelines set by the Essential Services Commission of South Australia (ESCOSA) as part of the 2017/18 Budget, it was identified that current charging was approximately 30% below the levels necessary to achieve full recovery. As such charging for CWMS services has been increased by 5% in 2019/20 being the final year of an incremental step towards full recovery over a three year period.

#### **4.4 RATES CAPPING**

The Act (s153(3)) requires a council to decide each year whether to apply a maximum rate increase (or a rates cap) to a ratepayers principal place of residence. A cap is applied to provide relief against a substantial change in rates payable incurred due to rapid changes in valuations.

The Council has determined that it will apply a maximum increase (rates cap) of 15% for the general rate to be charged on rateable land constituting the principal place of residence of a principal ratepayer.

#### **4.5 REBATE OF RATES**

##### **Mandatory rebates**

Councils are required to rebate (discount) the rates payable on some land.

The Adelaide Hills Council will act in accordance with the Local Government Act in providing mandatory rebates as referenced in Section 160 – 165 of the Act.

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

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

A compulsory rebate of at least 75% must be applied to land used by:

- Community service organisations, and
- Schools and universities.

Where a “community services organisation” is eligible for a mandatory rebate, the residential rate must be applied to the land to which the rebate relates in accordance with Section 161 (2) of the Act. This is as a result of Council declaring differential rates according to land use and providing for a distinct residential rate.



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 rate rebate, the Council will grant the rebate accordingly.

Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require.

Applicants who satisfy the criteria for a mandatory rebate will be granted the rebate at any time provided the application is lodged prior to the 30 June of the rating year and provided the entitlement to the rebate existed at 1 July of the rating year.

Council will confirm the continuation of a person or body's eligibility for a mandatory rebate on a regular basis (at least biennially) to ensure that rebates are only granted where they are warranted. This will require the relevant person or body to lodge an application form with such information as stipulated and any other information that the Council may reasonably require to confirm the continuation of eligibility.

### **Discretionary rebates**

As identified in Section 166 of the Act Council may grant a discretionary rebate of rates up to and including 100% of the relevant rates under a number of criteria and for a period not exceeding the timeframe.

As required by legislation, Council should give reasonable consideration to the granting of rebates and does not adopt a policy that excludes the consideration of applications for rebates based on their merits.

Have considered this, Council is of the view that except in very specific circumstances outlined below, the maximum discretionary rebate should be 75% to ensure ratepayers contribute an amount towards basic service provision.

Council has determined pursuant to Section 166(1)(b) that those primary production properties genuinely in the business of primary production but not benefitting from a notional capital value for their property can apply for a 10% rebate on the differential rate.

Excluding the primary production rebates granted pursuant to Section 166(1)(b), Council in accordance with Section 166 (1a) will take the following matters into account in deciding whether to grant a discretionary rebate for land uses covered by Section 166 a) to k):

- (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 and
- (d) specific policy positions considered relevant by Council

Council's specific policy positions to meet discretionary rate rebates eligibility are as follows:

- An organisation needs to meet one of the criteria listed under Section 166 a) to o);
- An organisation needs to be not-for-profit;
- A rebate of 100% will only be granted where community organisations seeking a rebate provides a service that would be required to be provided by Council if not undertaken by the organisation;
- A rebate of 75% will be granted if the organisation provides a community service that support the disadvantaged or sections of the community that require assistance, as defined;
- Where an organisation does not meet the above criteria, it is still eligible for a 75% rebate where it meets all of the following criteria:
  - limited capacity to raise funds;
  - meets a "community need", as defined; and
  - undertake services and activities that are not primarily the responsibility of Federal or State Government

Council has determined the following definitions to assist in the determination of eligibility for a discretionary rate rebate.

**"Disadvantaged persons"** refers to persons who are disadvantaged by reason of poverty, illness, frailty, or mental, intellectual or physical disability. To meet this criteria the organisation would need to establish that the predominant extent of the activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.

**"community need"** is defined as those services and activities that are aligned to achievement of one or more of Council's strategies resulting in:

- a direct benefit to the residents of Adelaide Hills Council; and
- a significant proportion of users are Adelaide Hills residents.

Due to the complexities involved in the application of discretionary rate rebates under Section 166 (l) to (o), any application relating to these elements will be subject to a separate report to Council to consider the appropriateness of such a rebate.

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.

All persons who or bodies which wish to apply to the Council for a discretionary rebate of rates must do so on or before 30 April prior to the rating year unless the application is a result of a change in eligibility for a mandatory rebate or rate exemption. In those circumstances where an application relates to a change in rebate/rate exemption in a relevant rating year, then the application will be applied for the full rating year if received within 2 months of the change in rebate/exemption being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Persons or bodies who previously received a discretionary rebate greater than 75% may apply for a phasing in period (up to 2 years) in circumstances where the above change impacts significantly on the persons or bodies' financial capacity. In these circumstances, an application will be considered if received within 2 months of the

change in rebate being advised. The Council reserves the right to refuse to consider applications received after the specified date.

Where there is no maximum timeframe specified for a rebate provided under Section 166, Council will grant a discretionary rebate to the last rating period commencing within a Council term to allow for a regular review of discretionary rate rebates.

A summary of all discretionary rebates applied for, including whether they have been successful or not and the associated reasons will be reported to Council on an annual basis.

Each rebate that is granted either reduces the Council's revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected from other ratepayers. The principles of equity dictate that Council remains diligent in only awarding rebates and exemptions where they are warranted.

If you or your organisation wishes to apply for a discretionary rate rebate, you may apply by contacting the Council's Rate Administrator.

### **All rebates**

As Council's CWMS service charges are set to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works) no rebates are provided by Council.

If an entitlement to a rebate ceases or no longer applies during the course of a financial year, council will recover rates proportionate to the remaining part of the financial year.

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 Council will, in writing, advise an applicant for the rebate of its determination of that application. The advice will state:

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

Any person or body who is aggrieved by a determination of the delegated officer in respect of an application for a rebate may seek a review of that decision in accordance with Council's Internal Review of Council Decisions Policy.

### **Single Farming Enterprise**

The Local Government Act 1999 provides that "if two or more pieces of rateable land within the area of the Council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land".

A Single Farm Enterprise is defined in the Local Government Act -

*“A reference to a single farm enterprise is a reference to two or more pieces of rateable land*

*(a) which –*

*(i) are farm land; and*

*(ii) are farmed as a single enterprise; and*

*(iii) are occupied by the same person or persons,*

*whether or not the pieces of land are contiguous; or*

*(b) which –*

*(i) as to all the pieces except one, are farm land farmed as a single enterprise*

*occupied by the same person or persons; and*

*(ii) as to one piece contiguous with at least one of the other pieces, is the principal place of residence of that person or one of those persons.”*

In effect, this means that land can be recognised as a "single farming enterprise" and not attract a fixed charge to each of the assessments, provided:

- that if the occupier of all the land concerned is the same person, (this means that if there is a house being occupied that is not your principal place of residence, it cannot be part of the single farm enterprise)
- all of the land is used to carry on the business of primary production, and
- managed as a single unit for that purpose,

Primary producers can apply to the Council for the 'single farming enterprise' provisions of the Local Government Act.

You should also be aware that if the grounds on which you apply for a single farm enterprise cease to exist, the person or body who have the benefit of the provisions must immediately inform the Council of the fact.

#### **4.6 RATE RELIEF**

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

##### **Remission of rates**

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

##### **Seniors Postponement**

If you hold a State Seniors Card then (unless you have a mortgage entered before 2007 that is greater than 50% of your home's value) you are eligible to postpone, on a long-term basis, a large component of the rates on your principal place of residence. The postponed amount is subject to a monthly interest charge, with the accrued debt falling due for payment only when the property is sold or transferred to someone else, or no

longer becomes the principal place of residence. However, some or all of the debt may be paid at any earlier time, at your discretion.

Persons other than the holders of a Seniors Card may also apply for postponement of rates. The Council will consider each case on its merits, but any successful applicant should expect that any postponed rates would be subject to accruing interest charges in the same manner as the Seniors Rate Postponement Scheme.

#### **4.7 PAYMENT OF RATES**

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

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

#### **4.8 LATE PAYMENT OF RATES**

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

When Council receives a payment in respect of overdue rates Council applies the money received in accordance with the Act as follows:

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

#### **4.9 NON- PAYMENT OF RATES**

A separate Debt Recovery Policy has been adopted by Council and is available for review on the Adelaide Hills Council website.

The purpose of this policy is to set out Council's principles in regard to the management of debt and to ensure that money owed to Council is collected as soon as possible through efficient and effective debt recovery practices. This policy assists to ensure a strategic, equitable, accountable, consistent and transparent approach to Council's debt management, collection decisions and practices.

It should be noted that Council may sell any property where the rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

#### **4.10 CONTACTING THE COUNCIL'S RATES ADMINISTRATOR**

If you believe that Council has failed to properly apply this policy you should contact the Council's Rates Administrator to discuss the matter. (See contact details below). If after this, you are still dissatisfied then you should write to the Council's Chief Executive Officer at PO Box 44, Woodside SA 5244.

For further information, queries, or to lodge an application for rate postponement or remissions please contact the Council's Rates Administrator on:

Phone: 8408 0400  
E-mail: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au)  
Post: PO Box 44, Woodside SA 5244

### **5 DELEGATIONS**

**5.1** The CEO has the delegation to:

- 5.2** Approve, amend and review any procedures that shall be consistent with this Policy.
- 5.3** Make any formatting, nomenclature or other minor changes to the Policy during the period of its currency.

### **6 AVAILABILITY OF THE POLICY**

**6.1** This Policy will be available for inspection at the Council's Offices during ordinary business hours and via the Council's website [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au). Copies will also be provided to the public upon request, and upon payment of a fee in accordance with the Council's Schedule of Fees and Charges.

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## **Appendix 2**

*Legislation – Sect 166 of the Local Government Act  
1999*

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## 166—Discretionary rebates of rates

- (1) A council may grant a rebate of rates or service charges in any of the following cases (not being cases that fall within a preceding provision of this Division):
  - (a) where the rebate is desirable for the purpose of securing the proper development of the area (or a part of the area);
  - (b) where the rebate is desirable for the purpose of assisting or supporting a business in its area;
  - (c) where the rebate will conduce 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 1997* (Cwlth) 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;
  - (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 by a ratepayer due to—
    - (i) a redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates; or
    - (ii) a change to the basis on which land is valued for the purpose of rating, rapid changes in valuations, or anomalies in valuations;
  - (m) where the rebate is considered by the council to be appropriate to provide relief in order to avoid what would otherwise constitute—
    - (i) a liability to pay a rate or charge that is inconsistent with the liabilities that were anticipated by the council in its annual business plan; or

- (ii) a liability that is unfair or unreasonable;
  - (n) where the rebate is to give effect to a review of a decision of the council under Chapter 13 Part 2;
  - (o) where the rebate is contemplated under another provision of this Act.
- (1a) A council must, in deciding whether to grant a rebate of rates or charges under subsection (1)(d), (e), (f), (g), (h), (i) or (j), take into account—
- (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 its area; and
  - (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, and may take into account other matters considered relevant by the council.
- (2) A rebate of rates or charges under subsection (1) may be granted on such conditions as the council thinks fit.
- (3) A rebate of rates or charges under subsection (1)(a), (b) or (k) may be granted for a period exceeding one year, but not exceeding 10 years.
- (3a) A rebate of rates or charges under subsection (1)(l) may be granted for a period exceeding one year, but not exceeding three years.
- (3b) A council should give reasonable consideration to the granting of rebates under this section and should not adopt a policy that excludes the consideration of applications for rebates on their merits.
- (4) A council may grant a rebate under this section that is up to (and including) 100 per cent of the relevant rates or service charge.

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## **Appendix 3**

### *Summary of Discretionary Rate Rebates Granted*

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Assessment Number	LG Act Section	Owners Name & Address	Property Address	Land Use	2019-20 Rebate Amount (excluding NRM)	Rebate Type	Discretionary Rebate for 2019-20	Discretionary Rebate for 2020-21
6589	166 (1) (g) Services for Children - Scout Hall	The Scout Assoc of Australia SA Branch & AHC	9 Pye Road, Balhannah	Rates - Other	955	Discretionary	75%	75%
12628	166 (1) (g) Services for Children - Scout Hall	The Scout Assoc of Australia SA Branch	99 Milan Terrace, Stirling	Rates - Other	1,478	Discretionary	75%	75%
1904	166 (1) (j) Local Community - Hall	Piccadilly Community Hall	171 Piccadilly Road, Piccadilly	Rates - Other	1,085	Discretionary	100%	100%
2649	166 (1) (j) Local Community - Hall	Basket Range War Memorial Hall Inc	5 Burdetts Road, Basket Range	Rates - Other	1,736	Discretionary	100%	100%
5729	166 (1) (j) Local Community - Hall	Verdun Fighting Forces Memorial Hall Inc	17 Onkaparinga Valley Road, Verdun	Rates - Other	1,390	Discretionary	100%	100%
6948	166 (1) (j) Local Community - Hall	Lobethal RSL	8 Wattle Street, Lobethal	Rates - Commercial	1,173	Discretionary	100%	100%
8037	166 (1) (j) Local Community - Hall	Upper Sturt Soldiers Memorial Hall	171-173 Upper Sturt Road, Upper Sturt	Rates - Other	1,896	Discretionary	100%	100%
10075	166 (1) (j) Local Community - Hall	Scott Creek Prog Assoc	517 Scott Creek Road, Scott Creek	Rates - Other	1,217	Discretionary	100%	100%
10546	166 (1) (j) Local Community - Hall	The Hut Community Centre Inc SA	Nation Ridge Road, Aldgate	Rates - Other	1,193	Discretionary	100%	100%
12087	166 (1) (j) Local Community - Hall	Aldgate Memorial Hall Inc	2/24 Fenchurch Road, Aldgate	Rates - Other	1,884	Discretionary	100%	100%
12824	166 (1) (j) Local Community - Hall	Aldgate RSL	2 Kemp Road, Aldgate	Rates - Other	1,415	Discretionary	100%	100%
15037	166 (1) (j) Local Community - Hall	Mount Torrens Memorial Hall	34 Townsend Street, Mount Torrens	Rates - Other	1,131	Discretionary	100%	100%
15812	166 (1) (j) Local Community - Hall	Forreston Community Centre Inc	231 Forreston Road, Forreston	Rates - Other	1,018	Discretionary	100%	100%
16424	166 (1) (j) Local Community - Hall	Cudlee Creek Soldiers Memorial Ground Inc	4 Redden Drive, Cudlee Creek	Rates - Other	1,452	Discretionary	100%	100%
17920	166 (1) (j) Local Community - Hall	Charleston Community Centre Inc	1 Newman Road, Charleston	Rates - Other	1,872	Discretionary	100%	100%
18741	166 (1) (j) Local Community - Hall	Kersbrook Public Hall Inc	13 Scott Street, Kersbrook	Rates - Other	1,329	Discretionary	100%	100%
18934	166 (1) (j) Local Community - Hall	Oakbank Soldier's Memorial Hall	210 Onkaparinga Valley Road, Oakbank	Rates - Other	1,526	Discretionary	100%	100%
18395	166 (1) (j) Local Community - Toy Library	AHC - leased to Hills Community Toy Library	1/24 Fenchurch Road, Aldgate	Rates - Other	1,005	Discretionary	100%	100%
					<b>24,756</b>			

**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 30 June 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.4

**Responsible Officer:** Melissa Bright  
Manager Economic Development  
Community Capacity

**Subject:** Adelaide Hills Tourism Three Year Funding Agreement

**For:** Decision

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**SUMMARY**

Adelaide Hills Tourism (AHT) is an independent regional tourism organisation constituted as an Incorporated Association and covers the geographical areas of the Adelaide Hills Council (AHC) and Mount Barker District Councils (MBDC).

AHT provides direction and market intelligence, coordinates marketing and provides connectivity between tourism operators and government. It is governed by a Board comprising tourism operators, industry sector and regional stakeholder representatives, and the main funding partners (MBDC and AHC).

To enable longer term planning, certainty for AHT and employment security for the project officers engaged to deliver on AHT's strategic priorities it is proposed that a three year funding agreement be considered (refer **Appendix 1**). The proposed funding would include support for the delivery of the 2020-21 COVID-19 Adelaide Hills Tourism response plan.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted**
  - 2. That the three year funding agreement, as contained in Appendix 1, with the Adelaide Hills Tourism be approved and that the Chief Executive Officer be authorised to make any minor changes or variations to the Agreement before execution by both parties or during the life of the Agreement.**
  - 3. That the Chief Executive Officer be authorised to execute the Agreement on behalf of Council.**
-

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

#### *Strategic Plan 2020-24 – A brighter future*

Goal Economy

Objective E1 Support and grow our region's existing and emerging industries

Priority E1.1 Support and encourage a compelling reason for both local and international tourists to visit the Adelaide Hills

To establish how best to support economic development in the region, the Council adopted its first Economic Development Strategy (EDS) in October 2015. The EDS recognises the importance of tourism to our regional economy. By supporting and working together with AHT Council's strategic priorities will be more effectively progressed and achieved through:

- Developing an agreed vision to enable a clear direction for the tourism industry
- Providing a governance structure and a collective commitment to work together in the best interests of the industry within which a consistent and integrated approach to the issues confronting it can be addressed
- Providing information, education, incentives and more effective strategies for the tourism sector.

It is vital for success that these processes are industry initiated, industry supported and industry led. The EDS therefore recognises Council's role as largely one of facilitator, information provider, advocate and in some cases, leader.

### ➤ Legal Implications

#### Functions of a council

The *Local Government Act 1999*, Chapter 2, Section 7, Item (g) specifies one of the functions of a council to include:

(g) To promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism.

Council's *Economic Development Strategy* (EDS) identifies the tourism and primary production sectors as the key focus areas for economic development opportunities in our district, which accords with the abovementioned legislative directive.

#### Disclosures of interest

Pursuant to Section 120(4) of the *Local Government Act 1999*, the Council is advised that:

1. The author of this report, the Manager Economic Development, has disclosed an interest to the Chief Executive Officer, as they are a member of the AHT Board. The Chief Executive Officer has authorised the Manager Economic Development to continue to act in relation to matters concerning AHT.

2. The Chief Executive Officer has previously disclosed an interest to the Council as they are a member of the AHT Board. The Council has resolved that the Chief Executive Officer can continue to act in relation to matters concerning AHT.

➤ **Risk Management Implications**

Together with the Council's *Strategic Plan 2020-24*, the preparation of the EDS recognises the role of Council in economic development. Not effectively implementing the strategies, that recognises tourism as one of the key sectors, risks limiting Council's influence in the local economy.

Supporting the AHT through this three year funding agreement will assist in mitigating the risk of:

*Tourism development activities that are uncoordinated, reactive and short-term focussed with the likely outcome of suboptimal economic development outcomes provided by Council.*

Inherent Risk	Residual Risk	Target Risk
Medium (3D)	Low (2D)	Low (2D)

The EDS and the employment of the Manager Economic Development to implement the strategy is an existing control put in place to address the identified risk.

➤ **Financial and Resource Implications**

Council currently has \$105,800 included in its 2020-21 draft budget for funding of the AHT. This amount is also indexed by CPI and included in each year of the *Long Term Financial Plan*.

➤ **Customer Service and Community/Cultural Implications**

Many of AHT's key activities are targeted towards improving communication and engagement between the region's tourism sector, other levels of government, key industry groups, regional development bodies and Council.

➤ **Sustainability Implications**

By working closely with AHT, Council is able to encourage economic sustainability that supports long-term economic growth without negatively impacting social, environmental, and cultural aspects of the community.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Economic Development discussion at 19 May Workshop

*Advisory Groups:* Not Applicable



*Administration:* Chief Executive Officer  
Director Community Capacity  
Manager Financial Services

*External Agencies:* South Australian Tourism Commission

*Community:* Not Applicable

## 2. BACKGROUND

Adelaide Hills Tourism (AHT) is an independent regional tourism organisation constituted as an Incorporated Association and covers the geographical areas of the AHC and MBDC. AHT is governed by a volunteer Board comprising representatives of funding partners and other key stakeholders including industry associations, RDA and tourism operators. The AHC Chief Executive Officer and the Manager Economic Development are both current members of the AHT Board.

Council has a long history of funding AHT with \$50,000 per annum provided since 1997 until a two year funding agreement was approved at the Council meeting on 24 April 2018. In recognition of the fundamental change in the way tourists made decisions and behaved, Council at that time decided to double its contribution to support an increased role for AHT in visitor information servicing including an improved digital presentation of the region and improving the industry's digital capability. This funding agreement will expire on 30 June 2020.

### 12.3. Adelaide Hills Tourism 2 year Funding Agreement

Moved Cr Jan-Claire Wisdom  
S/- Cr Kirrilee Boyd

89/18

1. That the report be received and noted
2. That the two year funding agreement with the Adelaide Hills Tourism be approved
3. That the Mayor and CEO be authorised to sign and seal the Agreement on behalf of Council.

Carried Unanimously

In addition, AHT is funded by MBDC and the South Australian Tourism Commission (SATC) and currently has the following funding agreements:

- AHC July 2018 to June 2020 - \$102,300 per year, escalated annually by CPI
- SATC Coop Marketing Fund July 2020 to June 2021 - \$20,000 (matched funding) and \$10,000 COVID-19 assistance
- SATC Local Contact Officer Grant July 2020 to June 2023 – soon to be advised
- MBDC July 2019 to June 2020 - \$51,150.

This funding allows AHT’s strategic projects and services to be delivered through external contractors engaged for a total of 40 hours per week for 48 weeks per year (i.e. one FTE equivalent).

MBDC’s lesser contribution to AHT is in recognition of their funding and operation of the Visitor Information Centre located in Hahndorf.

### 3. ANALYSIS

AHT’s work contributes to an enhanced visitor experience in the region, encouraging visitors to stay longer, do more, come again and recommend Adelaide Hills as a 'must visit' destination. Increased visitor numbers and spending are key to the ongoing sustainability of the region's tourism businesses and jobs growth. AHT provides direction and market intelligence, coordinates marketing and provides connectivity between tourism operators and government. Through its *Strategic Plan 2015-2020* (reviewed and updated May 2019); AHT outlines the industry goals to include:

1. **WORKING TOGETHER:** We are an integrated and coordinated tourism region that presents a compelling reason to visit for Adelaide and Adelaide Hill’s residents, their friends and relatives, and interstate and overseas tourists.
2. **EFFECTIVE MARKETING:** We are all proactively promoting the region via digital platforms and traditional media, and industry and consumer events to raise awareness and grow the tourism market.
3. **BUILDING CAPACITY AND CAPABILITY:** We support the sustainable development of, and investment in, existing and new tourism ventures (including events) that bring more people to the region and get them staying longer and spending more.

A summary of the key achievements against both the AHT *Strategic Plan* and the AHT *Visitor Information Servicing Strategy* is included in **Appendix 2**.

This is a challenging time for our region’s tourism sector. Both the bushfire and COVID-19 have had a significant impact on the region’s tourism operators and AHT’s project officers and Board have worked to provide support, advocacy and leadership for the sector. Through AHT, Council is well placed to support our tourism industry, ensuring that the right programs and services are being provided and they are in the right position to restart when able. Importantly, recent research from Deloitte’s “COVID-19 Maintaining customer loyalty and trust during time of uncertainty” (2020) has advised that services, such as that provided by AHT, of maintaining existing and fostering new relationships with customers throughout COVID-19, will create the momentum for a stronger return when we get to ‘the other side’.

Guided by the industry goals outlined above, AHT prepared a COVID-19 response plan (see **Appendix 2**). This included the establishment of an Industry Reference Group to discuss the impact COVID-19 will have on the different sectors of our visitor economy. Key activities include:

- Consult with industry regarding the restrictions people would like to see lifted first which would deliver the greatest impact in assisting recovery
- Inform tourism operators about best practice accommodation, restaurant, café, hotel, winery and tourism attraction risk management practices
- Initiate ways of tracking on-line visitor sentiment about restrictions and visiting the Adelaide Hills
- Inform local marketing strategies to build our destination brand reputation
- Connect with local communities to build support for recovery initiatives
- Develop actions that utilise information and resources of key agencies such as SA Health, SATC, FoodSA and the SA Hotels Association.

Plans were in place to update the current Strategic Plan through 2020 but, not surprisingly, since 20 December 2019 the activities and services of AHT have changed significantly. The need to redirect resources toward supporting the sector has been well recognised by the Board and the decision to prepare a longer term five year Strategic Plan has been put on hold until 2021 when it was hoped that the post-COVID 19 tourism environment would be better understood. This is consistent with the approach being undertaken by SATC who have also put their Strategic Planning process on hold. In the meantime the Board has prepared a Business Plan to guide priority setting and resourcing for 2020-21. The draft document was tabled with the AHT Board on 25 June and will be made available to Council once finalised.

Recognising the significant challenges currently facing the region's tourism industry, it is considered important that the region's peak industry body has certainty regarding its funding arrangements to enable recovery of the sector and to assist future strategic planning. As such a new three year funding agreement is proposed (see **Appendix 1**).

#### **4. OPTIONS**

Council has the following options:

- I. To approve the three year funding arrangement (Recommended)
- II. Postpone approval, pending further discussion (Not Recommended), or
- III. To not approve the three year funding arrangement (Not Recommended).

#### **5. APPENDICES**

- (1) Three Year Funding Agreement
- (2) Annual Report 2019-20 and Strategic Priorities for 2020-21

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# **Appendix 1**

*Three Year Funding Agreement*

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**FUNDING AGREEMENT**

**BETWEEN**

**ADELAIDE HILLS TOURISM (33 213 621 020)**

**AND**

**ADELAIDE HILLS COUNCIL (ABN 23 955 071 393)**

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<DATE OF EXECUTION>

**PARTIES**

**ADELAIDE HILLS COUNCIL** of PO Box 44, Woodside SA 5244 (**Council**)

**ADELAIDE HILLS TOURISM** of PO Box 741, Hahndorf SA 5245 (**Recipient**)

**BACKGROUND**

- A. The Recipient operates within the Council’s area and since 1997 has received Funding from the Council.
- B. The Council has agreed to provide the Funding to the Recipient on the terms and conditions set out in this Agreement.
- C. The Recipient has agreed to the terms and conditions of this Agreement.

**THE PARTIES AGREE AS FOLLOWS:**

**1 Interpretation**

**1.1 Introductory**

In the Agreement, unless the contrary intention appears:

- 1.1.1 a reference to this Agreement is a reference to this document;
- 1.1.2 words beginning with capital letters are defined in clause 1.1;
- 1.1.3 a reference to a clause is a reference to a clause in this Agreement;
- 1.1.4 a reference to an Item is a reference to an item in the Schedule; and
- 1.1.5 a reference to an Annexure is a reference to an annexure to this Agreement.

**1.2 Defined Terms**

In this Agreement:

- 1.2.1 **Funding** means the amount set out in **Error! Reference source not found.** of the Schedule.
- 1.2.2 **Funding Requirements** means the requirements for the Recipient set out in the document contained in Annexure A.
- 1.2.3 **Insurances** means those insurances set out in Item 2 of the Schedule.
- 1.2.4 **Policies** means the policies of the Council as published, and amended from time to time, on the Council’s website.
- 1.2.5 **Purpose** means the purpose set out in Item 3 of the Schedule.

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1.2.6 **Term** means the term set out in Item 4 of the Schedule.

## 2 **Funding**

In consideration for the Recipient:

- 2.1 fulfilling the Funding Requirements;
- 2.2 complying with the terms and conditions of this Agreement; and
- 2.3 only using the Funding for the Purpose;

the Council will pay the Funding to the Recipient in the manner set out in Item 5 of the Schedule.

## 3 **Recipient obligations**

- 3.1 The Recipient must render an invoice to the Council at the times or events set out in Item 5 of the Schedule for the payment of the Funding.
- 3.2 The Recipient must perform the Funding Requirements competently and promptly and in accordance with timelines and principles set out in this Agreement, as well as any correspondence between the Parties in relation to the Funding.
- 3.3 The Recipient must provide the Council with all information regarding the expenditure of the Funding as and when required by the Council, including cash flow statements and acquittal reports.
- 3.4 The Recipient must provide its annual report and audited financial statements to the Council within 14 days of being approved by its members, board or management committee (as applicable).
- 3.5 The Recipient must fulfil the Funding Requirements at its own risk.
- 3.6 The Recipient may, on an annual basis, submit amendments to the Funding Requirements which may be accepted at the Council's absolute discretion. Upon acceptance by Council, the amendments will form part of the Funding Requirements. The Council may withhold payment of the Funding until the amendments to the Funding Requirements have been agreed.
- 3.7 If the Funding is not completely expended during the Term, or not expended in accordance with the Funding Requirements or for the Purpose, the unexpended amount of the Funding must (at the Council's absolute discretion) either be returned to the Council, or credited in the Council's favour for any future contracts entered into between the parties.
- 3.8 The Recipient must comply with applicable licences, laws and industry standards, as well as the policies and reasonable requests of the Council.
- 3.9 The Recipient must maintain the Insurances and any other insurances required by law. On request, the Recipient must provide certificates of currency to the Council.
- 3.10 The Recipient must indemnify the Council against all claims in respect of loss or damage to property, or death or injury to any person, caused or contributed to by the Recipient



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(or its employees, contractors or agents). The indemnity is reduced by the extent the Council contributed to the event. This clause survives the termination of this Agreement.

#### **4 Goods and Services Tax**

- 4.1 In this clause an expression defined in the *A New Tax System (Goods and Service Tax) Act 1999* has the meaning given to it in that Act.
- 4.2 If a party makes a supply under or in connection with this Agreement in respect of which GST is payable, the consideration for the supply is increased by an amount equal to the GST payable by the supplier on the supply.
- 4.3 A party need not make a payment for a taxable supply under or in connection with this Agreement, until it receives a tax invoice for the supply.

#### **5 Breach**

- 5.1 The Council may terminate this Agreement if the Recipient breaches a material term of this Agreement, or if the Recipient, in performing the Purpose, causes reputational damage to the Council (as reasonably determined by the Council).
- 5.2 If the Council requires the Recipient to remedy a breach of this Agreement, and the Recipient does not do so within the time specified by the Council, the Council may suspend all or any payments, remedy the breach at the Recipient's cost using Council employees or other contractors, terminate this Agreement, and/or pursue other legal remedies.
- 5.3 The Council may also terminate this Agreement if the Recipient becomes externally administered, insolvent, or actions are taken to wind up the Recipient.

#### **6 General obligations**

- 6.1 The Recipient must keep confidential any information of a confidential nature supplied by the Council to the Recipient in connection with this Agreement.
- 6.2 The Recipient consents to disclosures by the Council to members of the public as required by it in compliance with *the Freedom of Information Act 1991 (SA)*. For the purposes of that Act, there are no confidential sections.
- 6.3 The Recipient must not sub-contract or assign this Agreement or any right under it, without the expressed consent of the Council.
- 6.4 Each party will bear their own costs in relation to the negotiation, preparation and execution of this Agreement.
- 6.5 A reference to a party includes its executors, administrators, successors and permitted assigns.
- 6.6 If any part of this Agreement is or becomes unenforceable or void, or if the Agreement would, if any part were not omitted, be or become unenforceable or void, that part will be severable without affecting the remainder of this Agreement, and the Agreement will be read and interpreted as if the part were not contained in it.

- 6.7 This Agreement is the entire agreement about its subject matter.
- 6.8 Notices and waivers under this Agreement, and amendments of this Agreement, must be in writing.
- 6.9 The Recipient acknowledges and agrees that by entering into this Agreement the Recipient may be deemed to be a public officer for the purposes of the *Independent Commissioner Against Corruption Act 2012* (ICAC Act) and it is obliged to comply with the ICAC Act and the Directions and Guidelines issued pursuant to the ICAC Act.
- 6.10 The Recipient acknowledges and agrees that in entering into this Agreement, its Purpose may be deemed to fall within the jurisdiction of the *Ombudsman Act 1972* and it is obliged to comply with that Act, and any direction or requirement issued by the Ombudsman.
- 6.11 This Agreement does not create a relationship of employer and employee, agency, joint venture or partnership between the Council and Recipient.
- 6.12 This Agreement is governed by the laws of South Australia and the parties submit to the exclusive jurisdiction of the courts of South Australia and the Adelaide registries of the Australian Federal Courts.

**Executed** by the parties as an **Agreement**:

**Signed** for the Council

**Signed** for the Recipient

.....

.....

Signature of authorised representative

Signature of authorised representative

.....

.....

Name of authorised representative (print)

Name of authorised representative (print)

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**SCHEDULE**

**Item 1      Funding**            \$106,125 per annum (GST exclusive)

Funds will be increased annually during the term of the Agreement by an amount equal to the increase in the Consumer Price Index for Adelaide (CPI) for the 12 months to the end of the preceding December.

**Item 2      Insurances**            Public Liability - \$20 million per claim

Professional Indemnity - \$0.5 million per claim

**Item 3      Purpose**                    The Recipient is funded to support the policies and priorities of the Adelaide Hills Council to create a vibrant and sustainable visitor economy in the Adelaide Hills through leadership, representation, industry engagement and strategic projects.

**Item 4      Term**                            1 July 2020 to 30 June 2023

**Item 5      Funding payments**            1 July 2020: \$106,125

1 July 2021: \$106,125 + CPI

1 July 2022: 1 July 2021 amount + CPI

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## **ANNEXURE A – FUNDING REQUIREMENTS**

The following documentation is required by Council:

- Current Strategic Plan that aligns and supports the policies and strategic priorities of the South Australian Government, Tourism Australia, and the Adelaide Hills and Mount Barker Councils' economic development outcomes in terms of tourism in the region
- By 31 July – 12 month Business Plan outlining the proposed activities for the year and the annual budget
- By 30 September – 12 month end of year actuals and a report on the performance of the Recipient in relation to its obligations under this Agreement by reference to the Purpose
- Presentation to Council, as required, on the current status and progress of key strategies and initiatives and proposed plans and projects for the future

The Recipient must:

- Regularly engage with the Council concerning its key strategies and initiatives and consult with the Council on the formulation of its proposed activities for the year and annual budget. The Council will appoint a representative(s) for this purpose.

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## **Appendix 2**

*Annual Report 2019-2020 and  
Strategic Priorities 2020-2021*

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## **Adelaide Hills Tourism Annual Report - May 2020**

### **2019-2020 Key Outcomes & 2020-2021 Strategic Priorities**

Adelaide Hills Tourism (AHT), an Incorporated Association, contributes to a vibrant and sustainable visitor economy in the Adelaide Hills through leadership, representation, industry engagement and strategic projects. AHT is funded by Adelaide Hills Council, Mount Barker District Council and the South Australian Tourism Commission (SATC).

The [2015-2020 Adelaide Hills Regional Strategic Plan \(reviewed and updated May 2019\)](#) focused on the key strategic areas of Working Better Together, Marketing, Industry Capability & Capacity. The Board has worked hard to ensure good linkages between operators and government to drive investment, identify and advocate for regional tourism priorities, and to build the capability of the tourism sector so that the Adelaide Hills can continue to grow its tourism spend to meet the South Australian Tourism Commission's stretch target of \$310m per annum by 2030. The focus of Adelaide Hills Tourism in the last financial year was to increase visitor spend, overnight stays and visitor dispersal across the region.

AHT has achieved significant results this financial year despite the severe impact of the December 2019 Cuddlee Creek Bushfire which was quickly compounded by COVID-19 from March 2020.

AHT is led by a volunteer Board comprising representatives of funding partners and other key stakeholders including industry associations, RDA and tourism operators. AHT's strategic projects are delivered through independent contractors engaged for a total of 40 hours per week for 48 weeks per year (i.e. one FTE equivalent).

### **2019-20 OUTCOMES – The overarching return on investment of AHT strategy is economic development through increased tourism revenue and local jobs**

#### **MARKETING – Driving awareness, appeal, bookings and visitation by our target visitors**

- Development of a mobile-first fully ATDW-integrated regional tourism website ([www.visitadelaidehills.com.au](http://www.visitadelaidehills.com.au)) that aligns motivational content with interactive maps and itineraries (due for launch before end of 2019-2020 financial year), and collaboration with the Adelaide Hills Visitor Information Centre to redevelop a booking site ([www.adelaidehills.org.au](http://www.adelaidehills.org.au)) that integrates with the new regional tourism site.
- 2019 edition of Adelaide Hills Visitor Guide launched April 2019 (80,000 printed copies and digital version) and updated A3 tear-off map pads March 2020 (20,000 copies) - provided to accredited Visitor Information Centres (including Adelaide Hills – Hahndorf and Adelaide City), Visitor Information Outlets (e.g. Mount Lofty Summit) and key tourism businesses with high traffic volume with emphasis on a distributed visitor information servicing model (hub and spoke).
- Social Media – [Visit Adelaide Hills on Facebook](#) - more than 15,100 total fans/page likes (34% increase in 12 months) with reach of more than 1.4 million FY to date (increase of 16% on previous year for same period) and [Visit Adelaide Hills on Instagram](#) - more than 28,500 followers (44% increase in 12 months) with reach of more than 2.1 million FY to date (increase of 120% on previous year for same period). Reach is the number of times content has been viewed by a unique user rather than impressions which includes every time the content has been viewed, which can be multiple times per person.
- Regular briefing and engagement with SA Tourism Commission (SATC) Marketing team.

- Leverage significant influence of Adelaide hotel concierge networks through briefing via Australian Hotels Association SA (August 2019) and familiarisation (October 2019.)
- Briefing of volunteers at Adelaide City Council Visitor Information Centre regarding upcoming events and new experiences.
- Strong support and leveraging of SATC's campaigns (e.g. Winter Campaign 2019) through local industry engagement (briefing, e-newsletter and industry social media group) and consumer marketing (Facebook and Instagram).
- AHT received its first Tourism Sentiment Index (TSI) report analysing nearly 1.7 million online conversations about Adelaide Hills from around the world (2017). The TSI uses more than 500,000 sources including media sites, forums, review sites and social media networks and every conversation is assigned a sentiment category of promoter, passive or detractor which helps to identify underperforming activities and areas with the most potential for growth.
- Local marketing to leverage strong Visiting Friends and Relatives (VFR) marketing including engagement with local media including regular Tourism Q&A with tourism operators in Weekend Herald.

#### **EVENTS – Using events to drive awareness and trigger visitation**

- Consumer promotion of cross regional events including Tour Down Under, Tasting Australia, History Festival, Fringe (Stirling Hub) and SALA on Adelaide Hills Tourism website and social media channels and through local media.
- Consumer promotion of Adelaide Hills events including Bay to Birdwood, Crush, Winter Reds, Gumeracha Medieval Festival, Christkindlmarkt / Hahndorf Christmas Village, All British Day, Power of the Past etc.
- Adelaide Hills Council and Mount Barker District Council are key event stakeholders and supporters.
- Support for SATC's Regional Festivals and Events Funding program.

#### **CAPACITY AND CAPABILITY BUILDING – Cultivating a professional, sophisticated and adaptive industry that responds to and exceeds visitor expectations**

- Training based on action plans derived from online digital assessments has now reached approximately 120 operators.
- Adelaide Hills participated in a project across eight South Australian regions to build digital capability in regions with digital audits and one-on-one mentoring for 20 Adelaide Hills tourism operators.
- Adelaide Business Hub Digital Training with Hayden Zammit (Federal Government's Digital Solutions Program) – Workshops were held in Stirling, Woodside, Inglewood, Hahndorf, Macclesfield, Mount Barker and online (originally planned for Gumeracha) in February-March 2020. The last 5 were sponsored by RAA as part of their commitment to bushfire recovery and they are keen to explore more workshops when possible in 2020. All participants are eligible for a two-hour face to face mentoring session.
- Approximately 20 one-on-one meetings (AHT and SATC) per month with operators re current and new experiences.
- Collaborative project with Adelaide Hills Wine Region as part of Wine Australia's Export and Regional Wine Support Package that included 50 digital audits of wineries, 35 one-on-one AHT winery visits, and experience development workshop and mentoring.
- Held two 'Game Changers' industry events - Experience Development discussion panel and networking at Lot 100 (July 2019) and Storytelling / Culture & Heritage discussion panel and networking at Fabrik Arts & Heritage Hub in Lobethal and Lobethal Bierhaus (12 November).
- Presentations and briefings on how to get involved with tourism for industry associations and groups including Cherry Growers SA (November 2019) and Horse SA (March 2020).



## **INFRASTRUCTURE & INVESTMENT - Ensuring public and private investment in infrastructure that improves the visitor experience**

- New investment in accommodation – Pavilions at Lenswood, Hahndorf Resort and Sequoia at Mount Lofty House, and upgrades to The Haus Apartments and Woodhouse Manor.
- Ongoing development of the Stanley Bridge Tavern, Lot 100, Sidewood Restaurant and Cellar Door, Hahndorf Inn, Bird in Hand.
- AHT endorsed Top Ten Regional Infrastructure Priorities presented to State and Federal Government Departments as part of the SA Regional Visitor Strategy.

## **COLLABORATION – Working closely together, aligning efforts to maximise results**

- Collaboration with SATC to leverage campaigns (e.g. Winter Campaign), identify opportunities for destination development and maximise PR exposure for the region.
- Engagement with and support of Tourism Industry Council SA (TiCSA) initiatives including Tourism Awards (including presenting at workshop January 2020), ServiceIQ training program and Tourism Accreditation.
- Engagement with Department for Environment and Water (DEW) at a number of levels including promotion of tourism assets (e.g. Cleland Wildlife Park, Mount Lofty Botanic Garden, Mount Lofty Summit, Belair National Park) and a senior representative on AHT Board.
- Engagement with Primary Industries and Regions SA (PIRSA) including support and promotion of PIRSA initiatives including Great Wine Capitals, Vinehealth/biosecurity messages to wineries, Regional Growth Fund and leveraging PIRSA grant to Adelaide Hills Wine Region.
- Worked with Adelaide Hills Wine Region implementing a China Ready project aimed at increasing Chinese visitation and engaged with Adelaide Convention Bureau focussing on Chinese incentive market.
- Collaboration with other South Australian tourism regions and SATC to align strategic priorities as part of the SA Regional Visitor Strategy.

## **VISITOR INFORMATION SERVICES – Ensuring the region’s ideal customers have access to the right information when and where they need it to improve the visitor experience and increase spend and length of stay**

AHC supported this strategy in 2019-20 by contributing \$50K. MBDC contributed similarly by funding the operation of the Adelaide Hills Visitor Information Centre (Hahndorf) to be the hub of regional visitor information services while offering support to Hahndorf traders and the MBDC volunteer program.

Visitor Information Services this year were enhanced by:

- Working with MBDC to maintain the current Visitor Information Centre website and redevelop the Visitor Information Centre Booking Website (due for launch by end of financial year)
- Reduction in hard copy brochures in the VIC replacing with digital resources
- Production of A3 tear-off map pads
- Production and distribution of 80,000 Adelaide Hills Visitor Guides
- Production of a summer digital edition of the Adelaide Hills Visitor Guide to shine a spotlight on bushfire-affected areas and businesses
- Support for key operators who informally act as Visitor Information Outlets e.g. Red Cacao, National Motor Museum, Inglewood Inn
- AHT’s destination website with interactive maps and itineraries will further enhance services in 2020

## GOVERNANCE

- In June 2019, the Board endorsed a policy outlining the roles and responsibilities of AHT Board members. This policy provided the Board with the context for completing the appointment of officers required by the new constitution.
- The Board appointed:
  - Cam Stafford to the office of Secretary
  - James Sellars, Deputy Chair
  - Damian McArdle, General Member
- These appointments followed a Board recruitment process that included advertisements in local print media, on AHT's closed Facebook industry group and in AHT's industry newsletter.
- A recruitment process is currently in progress regarding the appointment of a Treasurer.
- During the year, the Board initiated a review of its financial governance to inform policy and constitutional amendments.
- Profiles of AHT Board members can be found on the [AHT Industry Web Page](http://www.adelaidehills.org.au/media-industry) (www.adelaidehills.org.au/media-industry).

## BUSHFIRE RECOVERY ACTIONS & OUTCOMES

### MARKETING & MEDIA

- Initially clear and consistent messaging via website and social media putting the safety of people first
- 'Open for Business' consistent, safe and reliable messaging continued
- SA Tourism Commission #BookThemOut campaign – engagement with local industry and promotion through AHT's social media channels
- Social Media recovery strategy
- Visitor Guide - Digital Summer Edition
- 2020 Visitor Guide Sales
- Visitor Guide in all key outlets
- Visit Adelaide Hills website development
- Briefings for SATC marketing staff on impacted businesses, providing story ideas and contacts for many media opportunities

### EVENTS

- Promoted the following events through AHT channels: Tour Down Under, Crush, National Motor Museum, Thank You (Cudlee Creek Bushfire Benefit Concert at the National Motor Museum Grounds), Fabrik ReGathered Market, All British Day
- National Bushfire Recovery Grant Applications (Austrade) which have an events focus - including Health and Wellbeing Events, Wine Events (Winter Reds, Chardonnay May, Crush), Sir Hans Heysen Sculpture in Hahndorf (Robert Hannaford), Silvio Apponyi Sculpture in Brukunga, Bay to Birdwood and Cherry Trail.

### CAPACITY AND CAPABILITY BUILDING

- Recovery Centre referrals
- Business continuity information and tools to industry - cash, credit, customers, Business SA Checklist, CPA Disaster Recovery Tool Kit
- Digital capability – marketing, ATDW, Tourism Tribe Capability Building

### INFRASTRUCTURE & INVESTMENT

- Mobile Black Spots (telecommunications/internet) – input to state and federal governments
- Signage replacement
- The Cedars Project
- DEW Koala Centre of Excellence at Cleland
- Amy Gillett Pathway – Great Wine Capitals Bike Trail

## STAKEHOLDER AND INDUSTRY ENGAGEMENT

- AHT-led Bushfire Recovery Planning Workshop including key stakeholders
- Deputations to Federal and State governments re Bushfire Impacts
- Daily online updates with local tourism industry via e-newsletter and closed industry Facebook Group – feedback from operators is that these regular updates were imperative to informing them of actions and consequence in the days and weeks after the fire

## SOCIAL AND WELLBEING

- Regular E-News
- Work with Recovery Coordinator, attended recovery meetings
- Local positive media stories re Bushfire Recovery

## COVID -19 RESPONSE PLAN – FOLLOWS STRATEGIC PRIORITIES 2020-2021



## ADELAIDE HILLS TOURISM STRATEGIC PRIORITIES 2020-21

### CONTEXT

In December 2019 the South Australian Tourism Commission announced record breaking results for the tourism sector in South Australia, specifically:

- Total expenditure has grown to a \$8.1 billion, up 20 per cent for the year
- This has been led by intrastate expenditure growth (up 34 per cent) and interstate expenditures (up 20 per cent)
- Nationally, expenditure grew 22 per cent for the year

These results were driven by:

- Strong and effective investments in domestic and international marketing
- Growth in inbound aviation capacity
- Development of new experiences
- Strong collaboration between industry and government and
- A vibrant leisure and business events industry

In December 2019 the impact of the Cudlee Creek and Kangaroo Island Bushfires were felt by all tourism businesses across the state. This has been further compounded by the devastating impact of COVID-19 on the tourism and hospitality sectors of the visitor economy.

## IMPERATIVES

The three key imperatives in these uncharted waters are that:

- Council recognises the importance of tourism to its regional economy and supports an industry-led approach to re-energizing the sector. By supporting and working together with AHT, Council’s strategic priorities will be more effectively progressed. It is vital to success that a clear direction is industry initiated, industry supported and industry led.
- The actions to address Bushfire and the Covid -19 Recovery continue and are embedded in the overarching State 2030 Visitor Economy Plan and the South Australian Regional Visitor Strategy 2020.
- South Australia’s key appeal factors need to be key priorities in the Adelaide Hills, i.e. exceptional food and drink experiences, immersive nature and wildlife experiences, events, festivals and road trips.

Following Council’s decision regarding AHT funding a budget will be provided within 30 days.

SA Visitor Economy Sector Plan 2030 Plan and SA Regional Visitor Strategy Priorities:

STRATEGIC PRIORITIES	SA Visitor Economy Sector Plan 2030	SA Regional Visitor Strategy 2020
<b>MARKETING</b> Driving awareness, appeal and booking of South Australia by our target customers	<ul style="list-style-type: none"> <li>• Effectively target high-yielding visitors to ensure sustainable growth maximising expenditure outcomes</li> <li>• Maximise dispersal and expenditure by providing and promoting compelling itineraries</li> <li>• Consider new methods of engaging with the consumer</li> <li>• Encourage visitors to promote and advocate for SA through social media and word of mouth</li> </ul>	<ul style="list-style-type: none"> <li>• Promote proximity to Adelaide to increase visitation</li> <li>• (including mid-week)</li> <li>• Digital marketing alignment with SATC</li> <li>• Target Visiting Friends and Relatives (VFR) market</li> <li>• Promote nature and wildlife</li> </ul>
<b>EXPERIENCE &amp; SUPPLY DEVELOPMENT</b> Balancing supply constraints with demand growth and developing experiences across South Australia	<ul style="list-style-type: none"> <li>• Support the development of unique and appealing experiences focussed on SA’s strengths</li> <li>• Leverage opportunities provided by natural assets</li> <li>• Develop linkages between experiences to create clusters</li> <li>• Upgrade and refresh quality of accommodation to match consumer expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Support private investment in all areas of tourism, advocate for additional rooms and encourage new five star facilities</li> <li>• Promote the development of operator-led experiences</li> <li>•</li> </ul>
<b>COLLABORATION</b> Working closely together and aligning efforts	<ul style="list-style-type: none"> <li>• Foster regular and constructive partnering between operators, key industry bodies and government</li> <li>• Facilitate cross government cooperation to create a positive environment for investment in the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive approach with State organisations</li> <li>• Partnerships and joint promotions</li> <li>• Improved signage and wayfinding</li> <li>• Meet changing visitor information needs</li> </ul>

		<ul style="list-style-type: none"> <li>• Cross regional crisis management planning</li> </ul>
<b>INDUSTRY CAPABILITY</b> Cultivating a sophisticated industry	<ul style="list-style-type: none"> <li>• Ensure businesses have access to and engage with tools and technologies to maximise their professionalism and profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Address infrastructure barriers in new tourism areas</li> <li>• Improve Wi-Fi/telephone connectivity</li> </ul>
<b>LEISURE AND BUSINESS EVENTS</b> Using events to drive awareness and as a trigger to visitation	<ul style="list-style-type: none"> <li>• Use business and leisure events to smooth seasonality</li> <li>• Maximise the opportunities that events and festivals offer to the local region, driving positive legacy impacts incultural and social factors</li> <li>• Maximise the value of existing events through cross promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to refresh existing wine-based events and optimise cross regional events such as the TDU</li> </ul>
<b>PROMOTE THE VALUE OF TOURISM</b> Ensuring a solid understanding of the contribution of the visitor economy	<ul style="list-style-type: none"> <li>• Educate the community about the breadth of the visitor economy and the diversity of businesses that benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure local government and other key regional stakeholders have access to results and value of the local visitor economy</li> <li>• Promote the value of tourism to the community through social and media channels</li> </ul>

#### COVID-19 RESPONSE PLAN 2020-2021

KEY STRATEGIC AREA	PHASE		
	MITIGATE	ENDURE	RE-START
<b>BUSINESS CONTINUITY AND PLANNING</b>	<ul style="list-style-type: none"> <li>• Business impact analysis and actions - support and resources</li> <li>• Business impact – SATC, Business SA, Smart Company Tools</li> <li>• Unify public health message and closures – provide accessible, consistent and reliable communication</li> <li>• Communicate with clear messages, explain AHT’s role and contacts</li> <li>• Support operators re closures, cancellations and refunds</li> </ul>	<ul style="list-style-type: none"> <li>• Assist operators to access SATC \$5.7 million grant scheme including: <ul style="list-style-type: none"> <li>○ <a href="#">SATC Tourism Response Portal</a></li> <li>○ <a href="#">Small Tourism Business Grant Fund</a> and <a href="#">Frequently Asked Questions</a></li> <li>○ <a href="#">Regional Events Grants Fund</a> and <a href="#">Frequently Asked Questions</a> – more details in this section below</li> <li>○ <a href="#">Resilience and Rebound Program</a> – more details in this section below</li> <li>○ Digital Training Program - more details in this section below</li> </ul> </li> <li>• Assist operators to access Federal Government Coronavirus Stimulus Package and Job Keeper</li> </ul>	<p>Through the economic contribution and deep social footprint, tourism is uniquely positioned to fast track the return to growth and stability of affected communities.</p> <p>AHT will act to ensure the essentials to this outcome are in place:</p> <ul style="list-style-type: none"> <li>• Financial and political support at a local, state and federal level</li> <li>• Tourism being a key component of wider financial and recovery plans</li> </ul>

		<p>funding, and other programs (e.g. Supporting Australia’s exhibiting zoos and aquariums program)</p> <ul style="list-style-type: none"> <li>Assist operators to access the <a href="#">SA Government \$10k Emergency Cash Grants for Small Business</a></li> </ul>	<ul style="list-style-type: none"> <li>The Tourism Industry being measured and consistent, proportionate to the public health threat and based on local risk assessment</li> </ul> <p>AHT will convene a Recovery Reference Group to contribute to these outcomes.</p>
<b>MARKETING AND MEDIA</b>	<ul style="list-style-type: none"> <li>Remove cancelled events from website</li> <li>Provide COVID-19 message on website</li> <li>Ensure social media messaging is consistent with travel restrictions and health recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a strong destination profile through social media and media stories.</li> <li>Amplify SATC campaigns such as <a href="#">#seesouthaustraliafromhome</a> and <a href="#">SATV</a> including communication and support for new and updated ATDW listings</li> </ul>	<ul style="list-style-type: none"> <li>Provide regular media updates and promote newsworthy stories</li> <li>Social media, including relevant blogs</li> <li>Communication with travel trade (inbound tour operators, online travel agents etc.) via SATC trade marketing team</li> <li>Highlight recovery milestones and ways people can help business recovery via AHT Social Media and website blogs</li> <li>Encourage high profile visitors (e.g. Premier, celebrities)</li> </ul>
<b>CAPABILITY BUILDING</b>	<ul style="list-style-type: none"> <li>Digital skills Assessment</li> <li>Share examples and information about pivoting offerings, strong marketing and story telling</li> </ul>	<ul style="list-style-type: none"> <li>Online training courses, ATDW registrations, online sales, customer relationship management systems</li> </ul>	<p>Contribute to and share resources regarding risk assessment, advanced cleaning and hygiene practices. Tracking and reporting.</p>
<b>STAKEHOLDER AND INDUSTRY ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>Increased frequency of updates on closed Facebook Group (Adelaide Hills</li> </ul>	<p>Tourism Recovery Planning reflects:</p> <ul style="list-style-type: none"> <li>Inclusivity, sustainability and responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to local risk assessment and stakeholder</li> </ul>

	<p>Tourism Network) and e-newsletter blasts / Chair's Updates</p> <ul style="list-style-type: none"> <li>Develop dedicated <a href="#">AHT COVID-19 page</a> for industry with information, tools and resources</li> </ul>	<ul style="list-style-type: none"> <li>An understanding of shifts in business and consumer behaviours</li> <li>Social tourism inc. seniors, families, people with disabilities</li> </ul>	<p>opinion regarding the Government-led staged loosening of travel restrictions</p> <ul style="list-style-type: none"> <li>AHT will convene a Recovery Reference Groups to lead industry engagement</li> </ul>
<b>SOCIAL AND WELLBEING</b>	Industry communications regularly highlight referrals and resources.	Industry communications continue to highlight the need to seek support during the endurance phase.	Maintain prominent up to date industry information and resources on health and wellbeing on AHT website's industry pages.
<b>EVENTS</b>	<ul style="list-style-type: none"> <li>Initiate Australian Regional Tourism Bushfire Recovery Grant applications.</li> <li>Communicate to event managers re SATC funding available to support cancelled/postponed events as part of \$5.7m package, and deadline extension for Regional Festivals and Events Funding Program.</li> </ul>	Bushfire Recovery Grant Application including Health and Wellbeing Events, Wine Events (Winter Reds, Chardonnay May, Crush), Sir Hans Heysen Sculpture in Hahndorf (Robert Hannaford), Silvio Apponyi Sculpture in Brukunga, Bay to Birdwood and Cherry Trail.	<ul style="list-style-type: none"> <li>Schedule and support grant funded events and projects including grant acquittals and reporting.</li> <li>Promote events as they reschedule via AHT marketing platforms and support their listing on the Australian Tourism Data Warehouse.</li> </ul>

#### ONGOING BUSHFIRE RECOVERY PRIORITIES 2020-2021

Key Result Areas	Actions
Tourism Business Assessment & Support	Initiate an assessment within 6 months and 1 year of the Bushfire to determine ongoing needs for product development, capability building and support of businesses within the fire scar.
Grant Management	As the lead agency manage successful grant applications including reporting and acquittals (Austrade Regional Tourism Bushfire Recovery Program).
Industry Engagement	Include bushfire-affected businesses in industry information sharing, media and planning.
Health and Wellbeing	<ul style="list-style-type: none"> <li>Ensure up-to-date accessible information about health and wellbeing resources on AHT website's industry page.</li> </ul>

	<ul style="list-style-type: none"><li>• Subject to grant funding conduct an industry capability building workshop about health and wellbeing products/experiences.</li></ul>
Infrastructure	Continue to advocate for improved mobile coverage in the Adelaide Hills.



**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 30 June 2020  
AGENDA BUSINESS ITEM**

**Item:** 7.5

**Responsible Officer:** Melissa Bright  
Manager Economic Development  
Community Capacity

**Subject:** Stirling Business Association Three Year Funding Agreement

**For:** Decision

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**SUMMARY**

A separate rate for businesses in Stirling has been applied since 2005-06 and distributed to the Stirling Business Association (SBA) to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce.

To enable longer term planning, certainty for SBA and employment security for the project officers engaged to deliver on SBA's key projects it is proposed that a three year funding agreement be considered (refer to **Appendix 1**). The proposed funding would continue to be raised through a separate rate levied on businesses within the Stirling business precinct for each of the next three (3) financial years.

**RECOMMENDATION**

**Council resolves:**

- 1. That the report be received and noted.**
  - 2. That the three year funding agreement, as contained in Appendix 1, with the Stirling Business Association be approved and that the Chief Executive Officer be authorised to make any minor changes or variations to the Agreement before execution by both parties or during the life of the Agreement.**
  - 3. That the Chief Executive Officer be authorised to execute the Agreement on behalf of Council.**
  - 4. That the Chief Executive Officer be authorised to appoint a representative, who shall not be a member of the Stirling Business Association management committee, to attend regular meetings of the association for the purposes of Annexure A of the Funding Agreement.**
-

## 1. GOVERNANCE

### ➤ Strategic Management Plan/Functional Strategy/Council Policy Alignment

*Strategic Plan 2020-24 – A brighter future*

Goal Economy

Objective E1 Support and grow our region's existing and emerging industries

Priority E1.1 Support and encourage a compelling reason for both local and international tourists to visit the Adelaide Hills.

Objective E3 Encourage, attract and retain a creative, talented and skilled workforce in our region.

Priority E3.3 Work with our local communities and businesses to create active, attractive and vibrant places.

Objective E4 Cultivate a clear, unique and consistent regional identity that can be leveraged to attract national and international attention.

Priority E4.2 Work with our communities and businesses to encourage co-ordinated and strategic regional projects that enhance and support the regional identity.

Priority E4.3 Support and encourage events that supports the region's identity and generates social, cultural and economic benefits.

To establish how best to support economic development in the region and to provide a basis for ongoing discussion with the region's business community, the Council adopted its first Economic Development Strategy (EDS) in October 2015.

### ➤ Legal Implications

The *Local Government Act 1999*, Chapter 2, Section 7, Item (g) specifies one of the functions of a council to include:

(g) To promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;

The *Local Government Act 1999*, Chapter 10, Part 1, Division 3, Section 154 outlines the conditions under which a separate rate can be levied.

### ➤ Risk Management Implications

Together with the Council's Strategic Plan, the preparation of the EDS recognises the role of Council in economic development. Not effectively implementing the strategies, risks limiting Council's influence in the local economy.

Supporting the SBA through this three year funding agreement will assist in mitigating the risk of:

*Business support and development activities within Stirling that are uncoordinated, reactive and short-term focussed with the likely outcome of suboptimal economic development outcomes.*

Inherent Risk	Residual Risk	Target Risk
Medium (3D)	Low (2D)	Low (2D)

The EDS and the employment of the Manager Economic Development, who acts as a liaison between the Council and the SBA, are existing controls put in place to address the identified risk.

➤ **Financial and Resource Implications**

Council currently has included a \$95,000 separate rate in its 2020-21 draft budget to be collected and allocated to the SBA. This amount is indexed and included in each year of the *Long Term Financial Plan*.

➤ **Customer Service and Community/Cultural Implications**

Many of SBA's key activities are targeted towards improving communication and engagement between the village's businesses, local community, other levels of government and Council.

➤ **Sustainability Implications**

By working closely with SBA, Council is able to encourage economic sustainability that supports long-term economic growth without negatively impacting social, environmental, and cultural aspects of the community.

➤ **Engagement/Consultation conducted in the development of the report**

Consultation on the development of this report was as follows:

*Council Committees:* Not Applicable

*Council Workshops:* Annual Business Planning Workshops

*Advisory Groups:* Not Applicable

*Administration:* Director Corporate Services  
 Director Community Capacity  
 Manager Financial Services

*External Agencies:* Not Applicable

*Community:* Stirling Business Association

## 2. BACKGROUND

A separate rate for businesses in Stirling has been applied since 2005-06 to carry out the activity of promoting and enhancing business viability, profitability, trade and commerce. The amount raised is distributed to the SBA to promote Stirling as a destination, the “Gateway to the Hills.”

The separate rate excludes residential and government owned land and is levied on all properties:

- within the District Centre (Stirling) Zone and
- businesses fronting both sides of Mount Barker Road east of the District Centre (Stirling) Zone to Pine Street.

The amount raised is recommended to Council every year by the SBA and traditionally the separate rate is included in the Annual Business Planning community consultation and decision making processes undertaken through the first half of each year, with the final decision made every June when the Council finalises and approves its Annual Business Plan and Budget. In terms of the rate, Council also sets a maximum amount (top) and a minimum amount (tail) per property each financial year.

	Levy Amount	Minimum	Maximum
<b>2005-06</b>	\$35,000		\$1,500
<b>2006-07</b>	\$35,000		\$1,500
<b>2007-08</b>	\$40,000		\$1,500
<b>2008-09</b>	\$45,000		\$1,500
<b>2009-10</b>	\$45,000		\$1,500
<b>2010-11</b>	\$49,500		\$1,500
<b>2011-12</b>	\$70,000	\$225	\$2,000
<b>2012-13</b>	\$72,500	\$225	\$2,000
<b>2013-14</b>	\$75,250	\$235	\$2,075
<b>2014-15</b>	\$77,800	\$240	\$2,145
<b>2015-16</b>	\$85,000	\$240	\$2,145
<b>2016-17</b>	\$85,000	\$240	\$2,145
<b>2017-18</b>	\$85,000	\$240	\$2,145
<b>2018-19</b>	\$85,000	\$240	\$2,145
<b>2019-20</b>	\$95,000	\$240	\$2,145
<b>2020-21</b>	\$95,000	\$280	\$2,500

### 3. ANALYSIS

To enable longer term planning and employment security for the Project Officers engaged to deliver on SBA's key projects, it is proposed that a three year funding agreement (see **Appendix 1**) be considered.

The new Funding Agreement also provides greater clarity of the purpose of the funding raised by the separate rate and identifies the SBA as the central point of contact for Council, businesses and others to:

- Represent the views of the Stirling business community
- Facilitate a shared vision for the Village and collaborate with key stakeholders to realise the vision
- Further the economic development of the Village and encourage further investment in the Village
- Oversee key marketing, promotion and communication activities and
- Build relationships among the Village business community, community groups, Council and other levels of Government.

The funding agreement also outlines the reporting process back to Council on planning, objectives and key deliverables.

SBA has been consulted in the drafting of the funding agreement and is fully supportive of continuing and improving the arrangements. A letter of support from the SBA is included in **Appendix 2**.

### 4. OPTIONS

Council has the following options:

- I. To approve the three year funding arrangement (Recommended)
- II. Postpone approval, pending further discussion (Not Recommended), or
- III. To not approve the three year funding arrangement (Not Recommended).

Administration recommends that Council approve the three year funding agreement as recommended in this regard.

### 5. APPENDICES

- (1) Draft Three Year Funding Agreement
- (2) Supporting letter from SBA

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# **Appendix 1**

*Draft Three Year Funding Agreement*

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**FUNDING AGREEMENT**

**BETWEEN**

**STIRLING BUSINESS ASSOCIATION (69 540 077 678)**

**AND**

**ADELAIDE HILLS COUNCIL (ABN 23 955 071 393)**

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<DATE OF EXECUTION>

## PARTIES

**ADELAIDE HILLS COUNCIL** of PO Box 44, Woodside SA 5244 (**Council**)

**STIRLING BUSINESS ASSOCIATION** of PO Box 187, Stirling SA 5152 (**Recipient**)

## BACKGROUND

- A. The Recipient operates within the Council's area and since 2005 has applied for the Funding from the Council.
- B. The Council has agreed to provide the Funding to the Recipient on the terms and conditions set out in this Agreement.
- C. The Recipient has agreed to the terms and conditions of this Agreement.

## THE PARTIES AGREE AS FOLLOWS:

### 1 Interpretation

#### 1.1 Introductory

In the Agreement, unless the contrary intention appears:

- 1.1.1 a reference to this Agreement is a reference to this document;
- 1.1.2 words beginning with capital letters are defined in clause 1.1;
- 1.1.3 a reference to a clause is a reference to a clause in this Agreement;
- 1.1.4 a reference to an Item is a reference to an item in the Schedule; and
- 1.1.5 a reference to an Annexure is a reference to an annexure to this Agreement.

#### 1.2 Defined Terms

In this Agreement:

- 1.2.1 **Funding** means the amount set out in **Error! Reference source not found.** of the Schedule.
- 1.2.2 **Funding Requirements** means the requirements for the Recipient set out in the document contained in Annexure A.
- 1.2.3 **Insurances** means those insurances set out in Item 2 of the Schedule.
- 1.2.4 **Policies** means the policies of the Council as published, and amended from time to time, on the Council's website.
- 1.2.5 **Purpose** means the purpose set out in Item 3 of the Schedule.



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1.2.6 **Term** means the term set out in Item 4 of the Schedule.

## 2 **Funding**

- 2.1 In accordance with the *Local Government Act 1999*, a council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.
- 2.2 The funding amount payable to the Recipient is equal to the amount raised through the separate rate. Any assistance provided to rate payers through rate remissions will be passed on to the Recipient.

In consideration for the Recipient:

- 2.3 fulfilling the Funding Requirements;
- 2.4 complying with the terms and conditions of this Agreement; and
- 2.5 only using the Funding for the Purpose;

the Council will pay the Funding to the Recipient in the manner set out in Item 5 of the Schedule.

## 3 **Recipient obligations**

- 3.1 The Recipient must render an invoice to the Council at the times or events set out in Item 5 of the Schedule for the payment of the Funding.
- 3.2 The Recipient must perform the Funding Requirements competently and promptly and in accordance with timelines and principles set out in this Agreement, as well as any correspondence between the Parties in relation to the Funding.
- 3.3 The Recipient must provide the Council with all information regarding the expenditure of the Funding as and when reasonably required by the Council, including cash flow statements and acquittal reports.
- 3.4 The Recipient must provide its annual report and audited financial statements to the Council within 14 days of being approved by its members, board or management committee (as applicable).
- 3.5 The Recipient must fulfil the Funding Requirements at its own risk.
- 3.6 The Recipient may, on an annual basis, submit amendments to the Funding Requirements which may be accepted at the Council's absolute discretion. Upon acceptance by Council, the amendments will form part of the Funding Requirements. The Council may withhold payment of the Funding until the amendments to the Funding Requirements have been agreed.
- 3.7 If the Funding is not completely expended during the Term, or not expended in accordance with the Funding Requirements or for the Purpose, the unexpended amount of the Funding must (at the Council's absolute discretion) either be returned to the Council, or credited in the Council's favour for any future contracts entered into

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between the parties.

- 3.8 The Recipient must comply with applicable licences, laws and industry standards, as well as the policies and reasonable requests of the Council.
- 3.9 The Recipient must maintain the Insurances and any other insurances required by law. On request, the Recipient must provide certificates of currency to the Council.
- 3.10 The Recipient must indemnify the Council against all claims in respect of loss or damage to property, or death or injury to any person, caused or contributed to by the Recipient (or its employees, contractors or agents). The indemnity is reduced by the extent the Council contributed to the event. This clause survives the termination of this Agreement.

#### **4 Goods and Services Tax**

- 4.1 In this clause an expression defined in the *A New Tax System (Goods and Service Tax) Act 1999* has the meaning given to it in that Act.
- 4.2 If a party makes a supply under or in connection with this Agreement in respect of which GST is payable, the consideration for the supply is increased by an amount equal to the GST payable by the supplier on the supply.
- 4.3 A party need not make a payment for a taxable supply under or in connection with this Agreement, until it receives a tax invoice for the supply.

#### **5 Breach**

- 5.1 The Council may terminate this Agreement if the Recipient breaches a material term of this Agreement, or if the Recipient, in performing the Purpose, causes reputational damage to the Council (as reasonably determined by the Council).
- 5.2 If the Council requires the Recipient to remedy a breach of this Agreement, and the Recipient does not do so within the time specified by the Council, the Council may suspend all or any payments, remedy the breach at the Recipient's cost using Council employees or other contractors, terminate this Agreement, and/or pursue other legal remedies.
- 5.3 The Council may also terminate this Agreement if the Recipient becomes externally administered, insolvent, or actions are taken to wind up the Recipient.

#### **6 General obligations**

- 6.1 The Recipient must keep confidential any information of a confidential nature supplied by the Council to the Recipient in connection with this Agreement.
- 6.2 The Recipient consents to disclosures by the Council to members of the public as required by it in compliance with *the Freedom of Information Act 1991 (SA)*. For the purposes of that Act, there are no confidential sections.
- 6.3 The Recipient must not sub-contract or assign this Agreement or any right under it, without the expressed consent of the Council.
- 6.4 Each party will bear their own costs in relation to the negotiation, preparation and

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execution of this Agreement.

- 6.5 A reference to a party includes its executors, administrators, successors and permitted assigns.
- 6.6 If any part of this Agreement is or becomes unenforceable or void, or if the Agreement would, if any part were not omitted, be or become unenforceable or void, that part will be severable without affecting the remainder of this Agreement, and the Agreement will be read and interpreted as if the part were not contained in it.
- 6.7 This Agreement is the entire agreement about its subject matter.
- 6.8 Notices and waivers under this Agreement, and amendments of this Agreement, must be in writing.
- 6.9 The Recipient acknowledges and agrees that by entering into this Agreement the Recipient will be deemed to be a public officer for the purposes of the *Independent Commissioner Against Corruption Act 2012 (ICAC Act)* and it is obliged to comply with the ICAC Act and the Directions and Guidelines issued pursuant to the ICAC Act.
- 6.10 The Recipient acknowledges and agrees that in entering into this Agreement, its Purpose will be deemed to fall within the jurisdiction of the *Ombudsman Act 1972* and it is obliged to comply with that Act, and any direction or requirement issued by the Ombudsman.
- 6.11 This Agreement does not create a relationship of employer and employee, agency, joint venture or partnership between the Council and Recipient.
- 6.12 This Agreement is governed by the laws of South Australia and the parties submit to the exclusive jurisdiction of the courts of South Australia and the Adelaide registries of the Australian Federal Courts.

**Executed by the parties as an Agreement:**

**Signed for the Council**

**Signed for the Recipient**

.....

.....

Signature of authorised representative

Signature of authorised representative

.....

.....

Name of authorised representative (print)

Name of authorised representative (print)

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**SCHEDULE**

<b>Item 1</b>	<b>Funding</b>	That which is raised through the separate rate up to a maximum amount of \$95,000 (GST exclusive) per year unless otherwise agreed between the parties.
<b>Item 2</b>	<b>Insurances</b>	Public Liability - \$20 million per claim Professional Indemnity - \$0.5 million per claim
<b>Item 3</b>	<b>Purpose</b>	In accordance with 2.1, the Recipient is funded to provide a central point of contact for Council, businesses and others to: <ul style="list-style-type: none"><li>• Represent the views of the Stirling business community;</li><li>• Facilitate a shared vision for the Village and collaborate with key stakeholders to realise the vision;</li><li>• Further the economic development of the Village and encourage further investment in the Village;</li><li>• Oversee key marketing, promotion and communication activities; and</li><li>• Build relationships among the Village business community, community groups, Council and other levels of Government.</li></ul>
<b>Item 4</b>	<b>Term</b>	1 July 2020 to 30 June 2023
<b>Item 5</b>	<b>Funding payments</b>	Quarter 1 \$23,750 by 30 September Quarter 2 \$23,750 by 31 December Quarter 3 \$23,750 by 31 March Quarter 4 \$23,750 by 30 June

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## **ANNEXURE A – FUNDING REQUIREMENTS**

The Council will fund this Funding Agreement through a separate rate levied on all properties within the precinct known as the District Centre (Stirling) Zone and properties fronting both sides of Mt Barker Road east of the District Centre (Stirling) Zone to Pine Street, excluding land attributed a land use category 1 (residential) and government owned land.

Before payments can be processed, the following documentation is required by Council:

- By 31 July – 12 month Business Plan outlining the proposed activities for the year and the annual budget
- By 30 September – 12 month end of year actuals and a report on the performance of the Recipient in relation to its obligations under this Agreement by reference to the Purpose
- Presentation to Council as required on the current status and progress of key strategies and initiatives and proposed plans and projects for the future
- Invitation to the Annual General Meeting (AGM)
- Audited accounts for the previous financial year and proof that it has been circulated to all levy paying businesses (not just AGM attendees)

The Council will appoint a non-voting representative for regular attendance at SBA meetings. The SBA must consult with the Council, via its representative, in determining its annual Business Plan and in making significant decisions about the allocation of funds to activities.

In the final year of the Funding Agreement the Recipient will seek endorsement at its AGM for the amount to be raised through the separate rate and advise Council in writing no later than 30 September 2022. A new Funding Agreement will then be drafted for consideration by both parties. Nothing in this Agreement commits either party to entering into a new Agreement beyond the expiry date.

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# **Appendix 2**

*Letter of Support*

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13<sup>th</sup> May 2020

Andrew Aitken  
Chief Executive Officer  
Adelaide Hills Council  
PO Box 44  
WOODSIDE SA 5244

Dear Andrew,

As you are aware, the SBA exists to promote Stirling as a destination and to support the commercial interests of 150+ Member businesses. The SBA held its monthly committee meeting on Friday 8th May, during which time there was discussion about the impacts of COVID-19 on businesses in Stirling, and ways in which the SBA can support businesses during this time.

Since the onset of the pandemic, the SBA has concentrated its activities on promoting Stirling as a place for locals to obtain their essential goods and services whilst observing good hygiene practices and social distancing. Through our messaging and marketing activities we have reinforced the importance of supporting small, independent local businesses, many of whom have demonstrated great innovation, resilience and community spirit during difficult times.

As restrictions are gradually lifted and the Adelaide Hills re-open for business, the SBA will promote Stirling as a destination for day-trips, with messaging that is consistent with the current state of play.

Our individual Members continue to maintain a dialogue with their customers and promote their offering, but it is the SBA alone that has the capacity to market Stirling as a destination with a cohesive brand. In terms of economic recovery, a coordinated approach tailored to our businesses' needs will be important now more than ever before. The SBA is currently planning a new marketing campaign for Stirling businesses that reinforces the buy local spirit

and the sense of community collectivism that has been evident over the past weeks.

SBA is aware of the financial stress many small businesses are experiencing at the moment. The committee is keen for me to make Council aware that the SBA is supportive of any hardship provisions that may be applied by Council to the collection of rates on a case-by-case basis, notwithstanding that this may have a commensurate impact on our revenue via the Levy.

At the same time, the committee felt that it was important that we articulate to Council how vital our ongoing funding is. With social distancing in place, businesses and community services in hibernation and events cancelled or postponed, the current pandemic has highlighted the important role played by town centres as the economic, social and cultural heart of each community. At times of great financial pressure, it may be natural to consider ways in which to reduce costs. It is our view, however, that the Levy collected by Council to fund the coordinated activities of the SBA should be considered as an investment in Stirling's recovery.

Thank you for your ongoing support for the activities of the SBA. If there is any aspect of this letter that you would like to discuss, please do not hesitate to get in touch with me.

Yours sincerely

Simon Jones  
Chair



**ADELAIDE HILLS COUNCIL  
SPECIAL COUNCIL MEETING  
Tuesday 30 June 2020  
CONFIDENTIAL AGENDA BUSINESS ITEM**

**Item:** 8.1

**Responsible Officer:** Ashley Curtis  
Manager Civil Services  
Infrastructure & Operations

**Subject:** Sealed Roads Renewal Contract

**For:** Decision

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**1. Sealed Roads Renewal Contract – Exclusion of the Public**

Pursuant to section 90(2) of the *Local Government Act 1999* the Council orders that all members of the public, except:

- CEO, Andrew Aitken
- Director Infrastructure & Operations, Peter Bice
- Director Development & Regulatory Services, Marc Salver
- Director Corporate Services, Terry Crackett
- Director Community Capacity, David Waters
- Executive Manager Governance & Performance, Lachlan Miller
- Governance & Risk Coordinator, Steven Watson
- Manager Civil Services, Ashley Curtis
- Minute Secretary, Pam Williams

be excluded from attendance at the meeting for Agenda Item 8.1: (Sealed Roads Renewal Contract) in confidence.

The Council is satisfied that it is necessary that the public, with the exception of Council staff in attendance as specified above, be excluded to enable Council to consider the report at the meeting on the following grounds:

Section 90(3) (k) of the *Local Government Act 1999*, the information to be received, discussed or considered in relation to this Agenda Item is tenders for the supply of goods, the provision of services or the carrying out of works; the disclosure of which could reasonably be expected to prejudice the commercial position of the business who supplied the information by disclosing specific quotes and modelling by the tenderer.

Accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.

**3. Sealed Roads Renewal Contract – Period of Confidentiality**

**Subject to the CEO, or his delegate, disclosing information or any document (in whole or in part) for the purpose of implementing Council's decision(s) in this matter in the performance of the duties and responsibilities of office, Council, having considered Agenda Item 8.1 in confidence under sections 90(2) and 90(3)(k) of the *Local Government Act 1999*, resolves that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the report, related attachments and the minutes of Council and the discussion and considerations of the subject matter be retained in until the contracts are signed, but not longer than 12 months.**

**Pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order either partially or in full to the Chief Executive Officer.**