

*Kingston District Council*  
**ANNUAL  
BUSINESS PLAN  
& BUDGET  
2021-2022**



COMMUNITY | COURAGE | RESPECT



## *Acknowledgment of Country*

We acknowledge the deep feelings of attachment and relationship of the Meintangk/Moandik people to country and respect and value their past, present and ongoing connection to the land.

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## COMMUNITY ENGAGEMENT

The 2021-2022 Annual Business Plan and Budget was released for community engagement following the 18 May 2021 Council meeting.

A community engagement period extended from 19 May to 11 June 2021. Submissions were considered at a special Council meeting held on 15 June 2021.

Council offered a variety of engagement methods, including advertisements and media releases in newspapers, our website, community notice boards, Facebook posts and circulation through our "Kingston to the Cape" e-newsletter.

Council adopted the 2021-2022 Annual Business Plan & Budget on 29 June 2021.

# Message from the **MAYOR AND CEO**

*As we plan for the financial year ahead, we take a moment to look in the rear-view mirror. This has been a year where adversity has had to be dealt with, particularly decisions around our marine and coastal infrastructure. Considering all these challenges, much has been achieved and difficult decisions made; these will lay the foundation for the road ahead.*

This plan has been prepared being mindful of the impacts of the COVID-19 pandemic and that Council needs to be adaptable and resilient to mitigate any potential risks. Council is cautiously optimistic that its planned activities for 2021-2022 will be largely unrestricted by COVID-19 whilst being cognisant that the success of the vaccine rollout, which began in February 2021, will determine the speed of the economic recovery and define the 'new normal'.

Council has prepared a budget for 2021-2022 which is aligned to its Long-Term Financial Plan and Community Plan, which includes COVID-19, and ongoing challenges faced by coastal influences impacting our shoreline and facilities. There will undoubtedly be significant community and financial impacts from both matters, which have been accounted for in this Annual Business Plan.

Therefore, when considering an appropriate rating strategy, Council has been mindful of being conservative, to acknowledge future challenges and the potential for continuing economic uncertainty. It will allow property valuations to determine any rating increase, with a freeze being placed on the differential rate in the dollar.

The plan is closely linked to our Community Plan 2019-2029 and it shows what we want to do over the next 12 months to ensure Kingston continues to be a thriving destination that encourages tourism and lifestyle living. All the actions, services and projects within this plan aim to make our community an even better place to live, play and visit.

Our Council area is unique, and we are faced with a different set of challenges to metropolitan councils, and indeed many rural ones as well. We have a seasonal population and economy, an ageing demographic, over 100kms of coastline with some 25kms actively being managed. Further, we have a vast rural and agricultural area which expects, and rightfully so, a serviceable and well maintained sealed and unsealed road network.

Having now decided, in conjunction with our ratepayers, to not reinstate the Maria Creek Boat Launching Facility, we will focus on investing in projects that will enhance our visitor appeal and capitalize on the booming regional visitor trade. With the Kingston Main Street Stimulus Project completed in May 2021, our next significant project will focus on the redevelopment of the Jetty Precinct, including the development of plans to rejuvenate the Lions Park and jetty refurbishment. Whilst these plans are great, Council's ongoing operational deficit will need to be considered, including the attraction of significant state and federal grants funds for this and other projects we have in the pipeline.

With our next major project understood, Council will continue its focus on the promotion of other recreation and lifestyle opportunities, introduce more arts, cultural and historical drawcards to create an even more vibrant place for our residents and visitors.

This Annual Business Plan has not only been developed to address known current needs, but to allow for decisions to ensure that we give future generations access to great services and facilities, whilst balancing responsible spending of the current generation's ratepayer funds.

We look forward to working with you all in a positive and proactive way as we seek to deliver this plan together.



*Kay Rasheed*  
**KAY RASHEED**  
Mayor



*Nat Traeger*  
**NAT TRAEGER**  
Chief Executive Officer

# YOUR COUNCIL MEMBERS

*Our Council comprises seven Council Members, as well as the Mayor. The Council Members are responsible for policy making and decisions that impact the district, our community, our businesses and our environment.*

The roles of our Council Members are to:

- Participate in the deliberations and civic activities of our Council
- Keep the Council's objectives and policies under review to ensure appropriateness and effectiveness
- Keep the Council's resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery under review
- Represent the interests of residents and ratepayers, provide community leadership and guidance and facilitate communication between the community and the Council.

Council Members are always available to take your feedback; you are invited to contact any member individually or collectively as detailed below.



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# YOUR COUNCIL



**POPULATION**  
2,415 (2016 CENSUS)



**RATEABLE PROPERTIES**  
2,639



**ROAD NETWORK**  
130KM SEALED  
587KM UNSEALED



**COASTLINE**  
100KM (APPROXIMATELY)  
25KM ACTIVELY MANAGED



**COUNCIL AREA SIZE**  
3,362KM<sup>2</sup>



Kingston SE is located on the Limestone Coast of South Australia and is approximately 300 km from Adelaide, South Australia's capital city. Kingston SE offers superb safe beaches, tourist facilities, parks, gardens and extensive sporting and recreational facilities. The district has many national parks including the world recognised Coorong. Kingston SE also boasts a range of quality health and educational services and facilities, which include a modern medical centre, a 26-bed community hospital, aged care facilities, retirement villages and an R-12 community school and library. Prior to European settlement, several groups of Indigenous people occupied the region, with the Meintang most closely aligned to our district.

Kingston SE is characterised by its prime agricultural land and accessible underground water. It is home to a thriving and vibrant rural economy; featuring cattle and sheep farming for both wool and meat. Commercial fishing is also a significant industry within the district with the local lobster fishing fleet operating out of Cape Jaffa, situated approximately 25km south of Kingston. Kingston is well known for its premium wine production from its Mount Benson Wine Region and is cousin to other well-known winegrowing regions including Coonawarra, Padthaway, Wrattenbully and Penola. The district also supports a thriving forestry industry from its Mount Benson plantations.

The climate can be described as 'Mediterranean' with mild wet winters and hot dry summers. Although there is recognition of four seasons, the principal seasonal contrasts are warm-to-hot, dry summers and cool-to-mild winters. The average annual temperature is 14.8 °C with an average annual rainfall of 562 mm.

The official population count from the 2016 Census is 2,415, with 51.8% male and 48.2% female. This represents a population increase of 3.2% since 2011. This is consistent with the population increase of 3.6% for the Limestone Coast during the same period. Of the 2,415 residents 51.3% are over 50. The 50+ age group has increased by 5.2% since 2011, growth which is expected to continue into future years. Employment levels remain high at over 95.9% in the labour force; of these 49.7% are working full-time.

# STRATEGIC DIRECTION

The 2021-2022 Annual Business Plan sets out the specific projects that the Kingston District Council will deliver to its community. The Annual Business Plan, as required by Section 123(2)(a) of the Local Government Act 1999, shows the alignment to Council's Strategic Management Plans (known as the 2019-2029 Community Plan).

The 2019-2029 Community Plan sets our vision for the future of the Council area and outlines what we will do to contribute to achieving the vision and strategic directions sought for the Kingston District Council community.

The 2019-2029 Community Plan has five key themes, which will achieve the community's vision. Each theme is supported by a series of outcomes which are as follows:

## THEME 1 - **A THRIVING DESTINATION**

- A sought-after visitor and lifestyle destination;
- A vibrant town centre;
- A sustainable and progressive Cape Jaffa Anchorage development;
- A diverse range of prosperous local businesses and primary industries.

## THEME 2 - **BEST PRACTICE IN PLANNING**

- Integrated, spaces and places;
- Preserve the rural atmosphere, open spaces, beaches & other natural resources;
- Preserve the heritage & character of the district.

## THEME 3 - **EXCELLENCE IN ASSETS & INFRASTRUCTURE**

- Best practice asset and infrastructure management;
- Best practice in procurement and contract management;
- Protect the natural assets & infrastructure of the region by leveraging additional environmental programs that will protect the environment for future generations.

## THEME 4 - **STRONG COMMUNITIES**

- A community with a shared sense of pride and common purpose;
- A knowledgeable community that looks beyond its boundaries for inspiration and learning;
- A healthy & resilient community;
- Promote & encourage the arts & increase the diversity of arts & cultural opportunities within the Council area.

## THEME 5 - **PROGRESSIVE LEADERSHIP**

- Sustainable community finances and assets;
- Effective delivery of projects and services;
- Engage external stakeholders to leverage local opportunities;
- Organisational excellence;
- Council is an employer of choice.

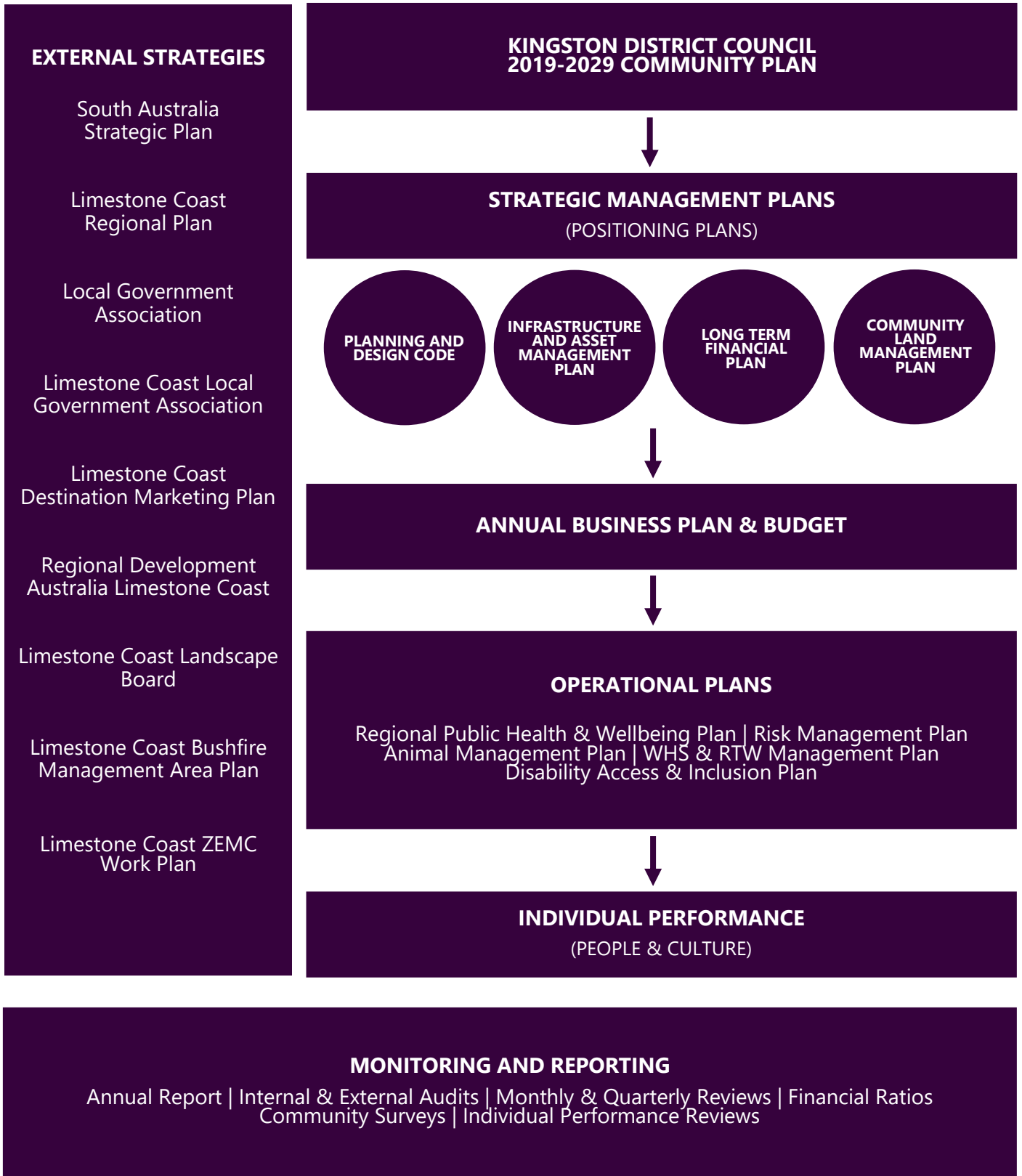


## *Our Vision*

KINGSTON SE IS RECOGNISED AS A POPULAR LIMESTONE COAST TOURISM AND LIFESTYLE DESTINATION. THE MAIN STREETS, PARKS AND BEACHES ARE ABUZZ WITH LOCALS AND HOLIDAY MAKERS, ALL ENJOYING OUR BEAUTIFUL ENVIRONMENT, CAFES, RESTAURANTS AND LOCAL PRODUCE. HOME-GROWN BUSINESSES AND PRIMARY PRODUCERS ARE THRIVING AND THE DISTRICT IS WELL KNOWN FOR ITS FAMILY FRIENDLY ATMOSPHERE. THE COMMUNITY SHARE A SENSE OF PRIDE AND COMMON PURPOSE.



# STRATEGIC PLANNING FRAMEWORK



# INFLUENCES, PRIORITIES & CHALLENGES

*Several significant factors have influenced the preparation of Council's Annual Business Plan and Budget for 2021-2022.*

## CHALLENGES

- State government owned jetty, the long-term lease, its condition, and anticipated cost to repair;
- Climate change & coastal adaptation;
- Understanding the condition of our infrastructure assets and having appropriate infrastructure management plans in place;
- Requirements to maintain and improve infrastructure assets to acceptable standards, including roads, footpaths, buildings, stormwater drainage and Community Wastewater Management System (CWMS);
- Balancing community expectations with a small rate base and complex marine & coastal issues;
- Compliance issues generated by truck-wash having significant risk and environmental impacts in its current form.

## PRIORITIES

- Maria Creek Sustainable Infrastructure Project Pathway;
- Community Participation & Resilience Program;
- Ongoing development of the Kingston Foreshore Caravan Park;
- Ongoing implementation of the 2020 Public Art Strategy;
- Service reviews on existing agreements with community partners;
- Resolution of childcare shortage for the Kingston community.

## INFLUENCES

- Commitment and contractual obligations at the Cape Jaffa Marina;
- Decrease in financial assistance grants due to increasing property valuations in the primary production rating category;
- Regional boom and increase in property sales;
- Negotiated and expiring Enterprise Bargaining Agreements.

## COVID-19

- COVID-19 had a significant impact on Council's planning for 2020-2021, with the uncertainties it generated, and the risks that needed to be assessed and controlled within a very short time;
- All essential services provided by Council continued, despite the impacts of COVID-19;
- The response to COVID-19 forced a restriction to many of our normal activities, such as event management, customer service through our office and visitor information outlet, public meetings, and community engagement;
- Significant reduction in revenue through travel restrictions significantly impacted on Council's Kingston Foreshore Caravan & RV Parks;
- The national program of vaccinations is now underway, providing significant change to the COVID-19 outlook, in planning for the upcoming financial year, Council is operating under the assumption that most COVID-19 related restrictions which have impacted Council facilities and operations will abate.

# CONTINUING SERVICES

*Like all councils, Council has mandatory responsibilities under the Local Government Act, the Planning and Design Code, the Public Health Act, the Landscape SA Act as well as other relevant legislation.*

These include:

- Regulatory activities e.g. maintaining the voters roll and supporting the elected Council;
- Setting rates, preparing an Annual Budget and determining longer-term strategic management plans for the area;
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage;
- Community wastewater management systems;
- Street cleaning and rubbish collection;
- Development planning and control, including building safety assessment;
- Various environmental health services;
- Animal Management.

In response to community needs, Council also provides further services and programs including:

- Library services in-conjunction with the State Government as a shared facility at the Kingston Community School;
- School holiday activities;
- Childhood and school based immunisation programs;
- Pre-school baby bounce programs;
- Economic development programs that assist in stimulating economic growth across the district;
- Community, recreational and sporting club grants, other assistance, and support;
- Gall Park management and facilities support;
- Red Cross transport vehicle;
- Community Participation & Wellbeing Program (Community Resilience Officer, funded by Country SA Primary Health Network).

Council provides the following facilities on a fee for service or contractual basis including:

- Truck wash facilities\*;
- Medical Centre infrastructure;
- Cape Jaffa recreational boating facility;
- Kingston Foreshore Caravan Park;
- Kingston RV Park;
- Waste transfer station facility.

*\* Compliance issues are generated by the truck-wash having significant risk and environmental impacts in its current form and Council will seek to decommission this service in 2021-2022.*



# MAJOR PROJECTS 2021-2022

*Council will undertake a variety of key projects in 2021-2022, some of these are highlighted on this page.*

## **MARIA CREEK SUSTAINABLE INFRASTRUCTURE PROJECT | \$100,000**

- \$50k to continue the Maria Creek Sustainable Infrastructure Project;
- \$50K to undertake a condition assessment and gap analysis of the Kingston Jetty.

## **KINGSTON FORESHORE PRECINCT | \$50,000**

- Commence development planning for rejuvenation of the Lions Park on Hanson Street;
- Consider integration of the Kingston Jetty into this precinct.

## **KEILIRA TELSTRA TOWER | \$50,000**

- Contribution to the installation of a tower at the Telstra Mobile Network Site at Keilira.

## **MARIA CREEK WALKING TRAIL LIGHTING | \$60,000\***

- Complete a 1.2km Loop of this walking trail with 24 new solar lights.

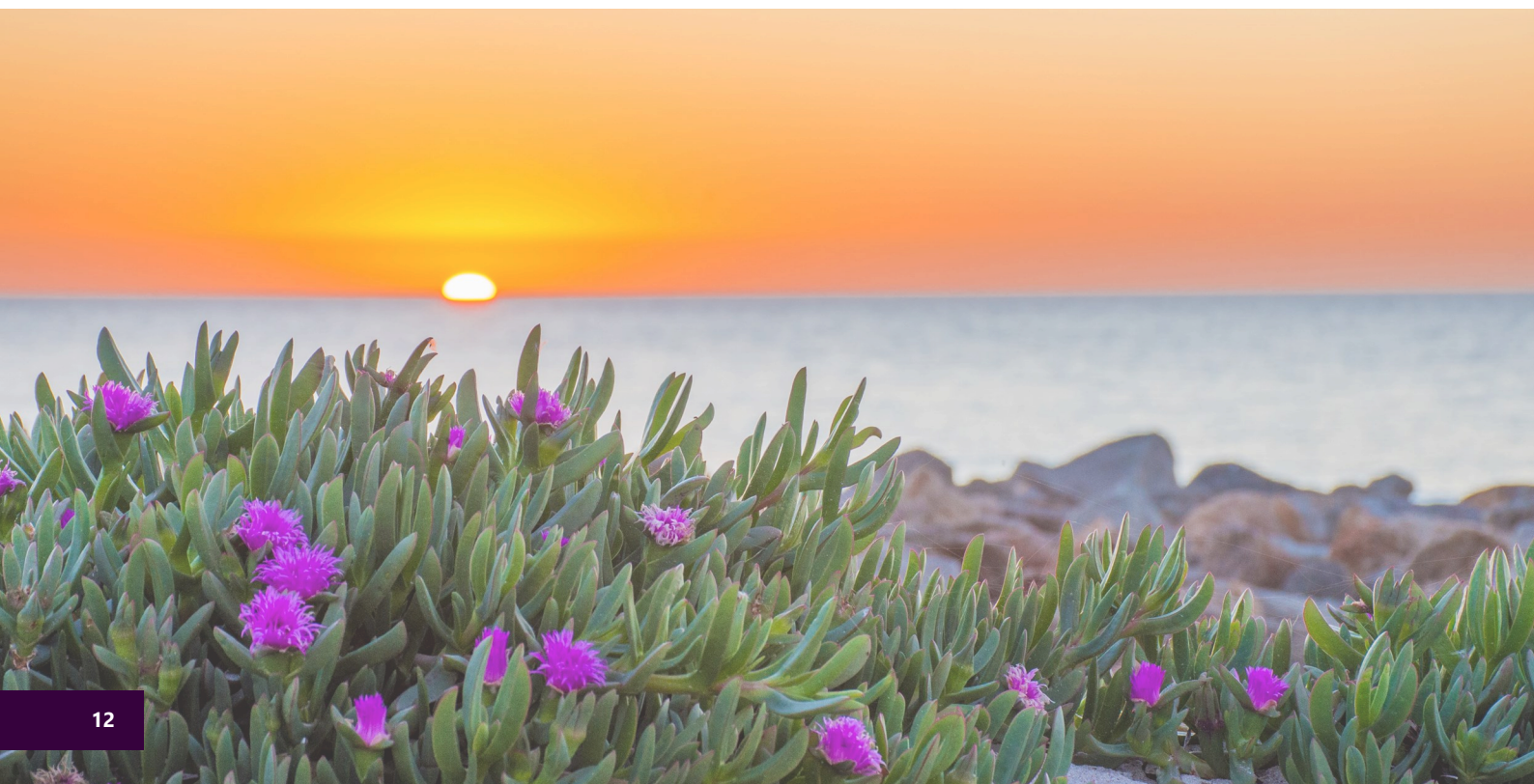
## **BOUNDARY SIGNAGE | \$30,000\***

- Re-design and replace ageing boundary signage at all road entrances of the Council area.

## **FOOTPATHS | \$80,000\***

- James Street (Gough to Charles);
- Randall Lane (southern side KRV to James);
- Agnes Street (Senior Citizens to Holland);
- Charles Street (Agnes to East Terrace).

*\* Project completely funded by Round 2 of the Local Roads Community Infrastructure Program (LRCIP)*



# CAPITAL WORKS PROGRAM

COMMUNITY PLAN OUTCOME	CATEGORY	NEW OR RENEWAL (N/R)	DESCRIPTION	2021-2022 BUDGET (\$)	2021-2022 CAPITAL INCOME (\$)	PERFORMANCE MEASURE/S
A vibrant town centre	Township	N	Commence development planning for rejuvenation of the Lions Park on Hanson Street. Consider integration of the Kingston Jetty into this precinct	50,000	-	Procurement process completed for appropriate urban planner/landscape architect to develop precinct plans. Community engagement undertaken and plans developed, approved and adopted by January 2022
A vibrant town centre	Township	N	Design and improvement of Main Street Entrance (East Terrace / Agnes Street)	70,000	(70,000)	Procurement process completed for appropriate urban planner/landscape architect to develop plans. Community engagement undertaken and plans developed, approved and adopted by January 2022
Integrated spaces & places	Footpaths	N	James Street (Gough to Charles Street)*	17,000	(17,000)	Tender process to commence in August 2021, works to be completed by end of December 2021
Integrated spaces & places	Footpaths	N	Randall Lane (Southern side -Kingston Retirement Village to James Street)*	7,000	(7,000)	Tender process to commence in August 2021, works to be completed by end of December 2021
Integrated spaces & places	Footpaths	N	Agnes Street (Senior Citizens to Holland Street)*	28,000	(28,000)	Tender process to commence in August 2021, works to be completed by end of December 2021
Integrated spaces & places	Footpaths	N	Charles Street (Agnes Street to East Terrace)*	28,000	(28,000)	Tender process to commence in August 2021, works to be completed by end of December 2021
Integrated spaces & places	Kerb/ Watertable/ Footpath	R	Gough Street (Agnes to James Street)	27,000	-	Tender process to commence in August 2021, works to be completed by end of December 2021
Integrated spaces & places	Kerb/ Watertable/ Footpath	R	Charles Street (Agnes Street to Asian Inspirations)	5,000	-	Tender process to commence in August 2021, works to be completed by end of December 2021
Integrated spaces & places	Kerb/ Watertable/ Footpath	R	Various kerb renewal due to defects (approx. 400m)	74,000	-	Tender process to commence in August 2021, works to be completed by end of December 2021
Best practice asset and infrastructure management	Buildings	R	Public facilities fixtures replacement	17,000	-	Project to be completed within budget prior to June 2022
Best practice asset and infrastructure management	Buildings	R	Town Hall (Carpets/ Blinds/ Dressing Rooms)	12,000	-	Project to be completed within budget prior to June 2022
Best practice asset and infrastructure management	Buildings	R	Old Council Chamber (Door/Cladding/ Gutters)	13,000	-	Project to be completed within budget prior to June 2022

COMMUNITY PLAN OUTCOME	CATEGORY	NEW OR RENEWAL (N/R)	DESCRIPTION	2021-2022 BUDGET (\$)	2021-2022 CAPITAL INCOME (\$)	PERFORMANCE MEASURE/S
Best practice asset and infrastructure management	Buildings	R	Council Office (barge boards/ external paint)	40,000	-	Project to be completed within budget prior to June 2022
Best practice asset and infrastructure management	Buildings	R	Senior Citizens (roof/ gutters)	18,000	-	Project to be completed within budget prior to June 2022
A sought after visitor and lifestyle destination	Buildings	N	Cabins (2) at Caravan Park	400,000	-	Project to be completed within budget prior to December 2021
Best practice asset and infrastructure management	Roads Sealed	R	Apex Park Access Road	11,500	-	Tender process to commence in August 2021, segment 1 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Hutchings Court	15,000	-	Tender process to commence in August 2021, segment 1 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Venn Terrace	23,000	-	Tender process to commence in August 2021, segment 1 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Minnie Crowe Road	87,500	-	Tender process to commence in August 2021, segment 17 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Charles Street	13,000	-	Tender process to commence in August 2021, segment 4 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Gough Street	8,500	-	Tender process to commence in August 2021, segment 3 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Marine Parade (Lions Park Access)	12,000	-	Tender process to commence in August 2021, works to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Sealed	R	Strickland Street	39,500	-	Tender process to commence in August 2021, segments 1, 2, 3 to be completed by end of February 2022
Best practice asset and infrastructure management	Roads Unsealed	R	Beaumaris Road (5.413km)	96,980	-	Segments 4, 5, 6 to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Roads Unsealed	R	Burns Road (1.794km)	40,680	-	Segment 2 to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Roads Unsealed	R	Butchers Lane (1.409km)	80,890	-	Segment 3 to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Roads Unsealed	R	Nyroca Road (1.124km)	33,060	-	Segment 9 to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Roads Unsealed	R	Petherick Road (5.079km)	132,210	-	Segments 10, 11, 12 to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Roads Unsealed	R	Tapfield Road (10.935km)	266,180	-	Segments 12, 15,-20, 24 to be completed within budget prior to 30 June 2022

COMMUNITY PLAN OUTCOME	CATEGORY	NEW OR RENEWAL (N/R)	DESCRIPTION	2021-2022 BUDGET (\$)	2021-2022 CAPITAL INCOME (\$)	PERFORMANCE MEASURE/S
Integrated spaces & places	Other Infrastructure	N	Maria Creek Lighting	60,000	(60,000)	Project to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Other Infrastructure	R	Information Technology Server Replacement	50,000	-	Project to be completed within budget prior to 30 June 2022
Integrated spaces & places	Other Infrastructure	N	Boundary Signage	30,000	(30,000)	Project to be completed within budget prior to 30 June 2022
A sought after visitor and lifestyle destination	Other Infrastructure	N	Solar panels at Kingston Foreshore Caravan Park	15,000	-	Project to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	CWMS	R	Conversion of CWMS pump stations (12) to accept generator	24,000	-	Project to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	CWMS	R	Renewal works per Asset Management Plan	24,000	-	Ongoing work to adequately maintain system within the annual budget allocation
A sustainable & progressive Cape Jaffa Anchorage development	Marine Structures	R	Cape Jaffa Breakwater	50,000	-	Contractor engaged to repair armour rock, work to be completed within budget prior to June 2022
Best practice asset and infrastructure management	Marine Structures	R	Continuation of Maria Creek Sustainable Infrastructure Project	50,000	-	Project to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Marine Structures	R	Kingston Jetty	5,880	-	Project to be completed within budget prior to 30 June 2022
Excellence in Assets & Infrastructure	Plant & Equipment	R	Light vehicle replacement (3)	135,000	(84,000)	Tender process to be completed for delivery by October 2021
Excellence in Assets & Infrastructure	Plant & Equipment	R	Truck replacement (1)	180,000	(21,000)	Tender process to be completed for delivery by October 2021
Excellence in Assets & Infrastructure	Plant & Equipment	N	Mobile generator (3 phase)	40,000	-	Project to be completed within budget prior to 30 June 2022
<b>TOTAL</b>				<b>2,329,880</b>	<b>(345,000)</b>	

# OPERATING PROJECTS

COMMUNITY PLAN OUTCOME	DESCRIPTION	2021-2022 BUDGET (\$)	PERFORMANCE MEASURES
A diverse range of prosperous local businesses and primary industries	Keilira Telstra Tower contribution	50,000	Project to be completed in accordance with funding agreement
Best practice asset and infrastructure management	Kingston Jetty	50,000	Condition assessment and gap analysis in readiness for funding opportunities. Project to be completed within budget prior to June 2022.
Best practice asset and infrastructure management	Truckwash - Decommission	30,000	Project to be completed within budget prior to September 2021
Preserve the rural atmosphere, open spaces, beaches & other natural resources	Implementation of Coastal Adaptation Strategies	30,000	Project to be completed within budget prior to 30 June 2022
Best practice asset and infrastructure management	Wyomi Beach Pathway Assessment	10,000	Project to be completed within budget prior to 30 June 2022
Preserve the rural atmosphere, open spaces, beaches & other natural resources	Viewing platform improvement at Granites (access to)	5,000	Project to be completed within budget prior to 30 June 2022
Effective delivery of projects and services	Information Technology Development	20,000	Project to be completed within budget prior to 30 June 2022
Integrated spaces & places	Coorong Visitor Experience Master Plan contribution	2,500	Development of the Coorong Visitor Experience Master Plan in collaboration with Coorong District Council, Alexandrina Council and Department of Environment & Water
Best practice asset and infrastructure management	Portable generators (2) workshop	6,000	Project to be completed within budget prior to September 2021
A sought after visitor and lifestyle destination	Kingston Brochure development	6,000	Project to be completed within budget prior to January 2022
Best practice asset and infrastructure management	Dog pound upgrade	5,000	Project to be completed within budget prior to September 2021, as per requirements with the Dog and Cat Management Board
A community with a shared sense of pride and common purpose	Mayoral Christmas Parade & Family Evening	10,000	Project to be completed within budget by December 2021
<b>TOTAL</b>		<b>224,500</b>	







# KINGSTON FORESHORE CARAVAN PARK & RV PARK

Council has owned and maintained the Kingston Foreshore Caravan Park since May 2017. Contract managers are in place to administer the daily operations of the park who are supported by ancillary staff employed by Council. The employee and management related costs included in the 2021-2022 budget are \$150,486 which amounts to 27% of the budgeted accommodation turnover.

There is a strong governance structure in place, with an operational committee comprising of Cr Jeff Pope, contract managers and relevant Council staff meeting monthly. Additionally, in accordance with Section 41 of the Local Government Act 1999, Council has a committee in place who's objective is to ensure that the Kingston Caravan Park is strategically positioned to support the aims and objectives of Council's Community Plan and that the Park operates in a sustainable and profitable manner.

In response to COVID-19 and to capitalize on the increased travel to the regions, Council has introduced 'cabin fever' specials in 2021 and these will continue into this financial year. Additionally, the installation of the jumping pillow and shade in the 2020-2021 year has added to its visitor appeal and the installation of two new cabins, one of DDA specification, as listed in the capital projects for 2021-2022 will tap into the increased appetite for cabin style accommodation, whilst providing visitors living with a disability and accessible accommodation option.

The Kingston Foreshore Caravan Park's 2021-2022 budget includes operating revenue of \$609,791 and budgeted operating expenses of \$555,972, which is a \$53,819 operating surplus contribution to Council's overall financial position.

Council's key strategic objective as it relates to the Kingston Foreshore Caravan Park is to ensure it remains financially independent of general rate revenue and ultimately a financial contributor to the development and success of Kingston's overall tourism aspirations. To achieve this, the park will continue to operate as a true and competitive business.

The caravan park ownership is complemented by the RV Park located adjacent the Lions Park and jetty. Council also owns and operates this facility, with proceeds being recognized as caravan park income. The extension of this facility during the height of the COVID-19 pandemic in 2020 has been an excellent decision as record numbers occupied the park during the peak summer period. Further, the increased numbers have been maintained during the cooler months of 2021 which has injected immeasurable economic stimulus to our business community.

Council amended the tariff at the RV Park in 2020 to attract longer overnight stays in Kingston. The standard rate is currently \$10 for a 3-night stay and there has been a significant increase in positive reviews and recommendations across free and low-cost social media sites. The budgeted income for the RV Park in 2021-2022 is \$27,981, compared with forecast revenue of \$22,241 in 2020-2021 and actual income of \$21,727 in 2019-2020.

The following table represents key operational projects planned for the year:

PROJECT NAME	DESCRIPTION	2021-2022 BUDGET
Electrical Goods Replacement	Replacement of 2 x 9kg front loader washing machines, TV and fridges as required.	\$15,000
Amenities Block	Repairs and maintenance to second amenities block	\$3,500
Managers Residence Upgrade	Replace fireplace and blinds	\$4,000
CCTV	Installation of CCTV at Kiosk and Jumping Pillow	\$6,000
Landscaping	Advanced tree planting around the park	\$5,000
		<b>TOTAL \$33,500</b>

The following table represents the two capital projects planned for the year:

PROJECT NAME	DESCRIPTION	2021-2022 BUDGET
Solar Panels	Installation of solar panels	\$15,000
Cabins (2)	Installation of 2 new cabins	\$400,000*
		<b>TOTAL \$415,000</b>

\* This project is proposed to be a loan, serviced by caravan park operations over a 6.5 year term.

KINGSTON FORESHORE CARAVAN PARK				
BUDGET 2021-2022				
\$'000	Actual 2019-20	Original 2020-21	Current Forecast 2020-21	Budget 2021-22
<b>Income</b>				
Accommodation	409	421	461	552
RV Park	21	23	22	28
Kiosk	33	41	27	25
Laundry	4	3	3	4
<b>Total Income</b>	<b>467</b>	<b>488</b>	<b>513</b>	<b>609</b>
<b>Expenses</b>				
Cabin Costs	47	37	37	35
General Cleaning	20	6	8	12
Utility/ Service Cost	48	51	50	75
Council Rates	9	9	9	10
Management	116	121	121	122
General Staffing	52	1	37	30
Parks & Gardens	10	11	11	8
General Maintenance	25	50	44	47
Marketing and Promotion	22	16	16	19
IT Services	11	11	11	19
Misc Fees (e.g. bank fees, interest)	6	8	8	10
Council Internal Charges	130	165	163	160
Kiosk	25	20	15	8
<b>Total Expenses</b>	<b>521</b>	<b>506</b>	<b>530</b>	<b>555</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(54)</b>	<b>(18)</b>	<b>(17)</b>	<b>54</b>

# KEY ACHIEVEMENTS 2020-2021

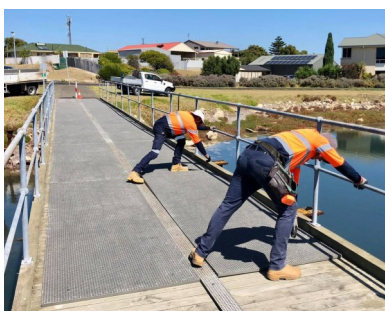
*Despite the unprecedented challenges faced by Council and its administration and works teams at the start of and throughout 2020, we are very proud of the following key achievements delivered in 2020-2021:*

## CAPITAL PROJECTS

- Completed Main Streets Stimulus Project. Stage 2 of 2 for upgrading Agnes, Holland & Hanson Street including stormwater upgrades. Total cost of project \$1.73m supported by grant funding;
- Re-sheet of 55.41km of unsealed roads;
- Reseal of 6.745km of sealed roads;
- Footpath renewal works, Charles Street from Agnes to James Street (northern side), Hanson to Cooke Street (behind Foodland);
- New footpath construction on Holland Street and South Terrace;
- Kingston Sailing Club septic tank upgrade;
- Kingston Foreshore Caravan Park, laundry upgrade & installation of new jumping pillow;
- Apex Park, removed two aged shelter sheds and replaced with new shelter, skate ramp & basketball court remedial works;
- Dudley Street bridge resurfacing;
- Solar lighting extension, on Marine Parade to Thredgold Ave;
- Kingston Airport, pilot activated lighting controller;
- Depot building fire safety upgrade (tank installation);
- Replacement of four (4) of Council's ten (10) light vehicles;
- Purchased two (2) new tandem tip trucks.

## OPERATIONAL PROJECTS & OUTCOMES

- Patrol graded over 1,000kms of unsealed roads;
- Successfully obtained funding through an Australian Government bushfire recovery initiative to develop South Australia's first augmented reality public mural 'Wind Dance';
- Continued response and local led recovery in the wake of the Keilira Bushfire by securing Country SA Primary Health Network funding for a 'Community Resilience & Wellbeing Program';
- Announced as finalists in the 2021 Local Government Professional Annual Leadership Excellence Awards for the Excellence in Disaster Recovery - Emergency Management Response category;
- Delivered 'The Unbreakable Farmer' and Carpe Diem 'Pint, Parmy & Play' events with funding support from Country SA Primary Health Network – funding received in 2019-2020 but events were delayed due to COVID-19 restrictions;
- Completed Wyomi Beach Sand nourishment campaign, with funding support from Coast Protection Board;
- Reinvigoration of Kingston District Council office garden;
- Support of community projects per the Community Assistance Program, with 14 community groups benefiting to deliver a range of event, equipment & facility, community health & well-being and club development projects;
- Continued team delivery & response to the global pandemic COVID-19, including risk-based decisions and contemporary communication and business support;
- Extensive governance achievements, with the review and/or implementation of many policies and procedures (15 Council, 5 administrative & 9 Work Health & Safety);
- Completion and adoption of the Kingston District Coastal Adaption Strategy;
- Formulation of Maria Creek Sustainable Infrastructure Project Community Focus Group. This targeted group contributed to the decision which saw Council reach the position that it not proceed with the reinstatement of the boat launching facility due to ratepayers overwhelmingly not being willing to pay the increased rates required to meet the ongoing costs of the facility.



# Funding the ANNUAL BUSINESS PLAN

## BUDGET SUMMARY

In delivering services and programs contained within this Annual Business Plan, Council is targeting an operating deficit of **\$738,609** due to budgeted operating revenues of **\$7,498,367** and budgeted operating expenses of **\$8,236,976**. The primary reasons for this deficit is due to planned dredging at the Cape Jaffa Anchorage Marina, dredging costs are expected to decrease as Council addresses the backlog of sand management requirements.

This Annual Business Plan outlines a total Capital Expenditure budget of **\$2,329,880**. This consists of **\$1,584,880** to renew existing assets and **\$745,000** will be spent on new assets.

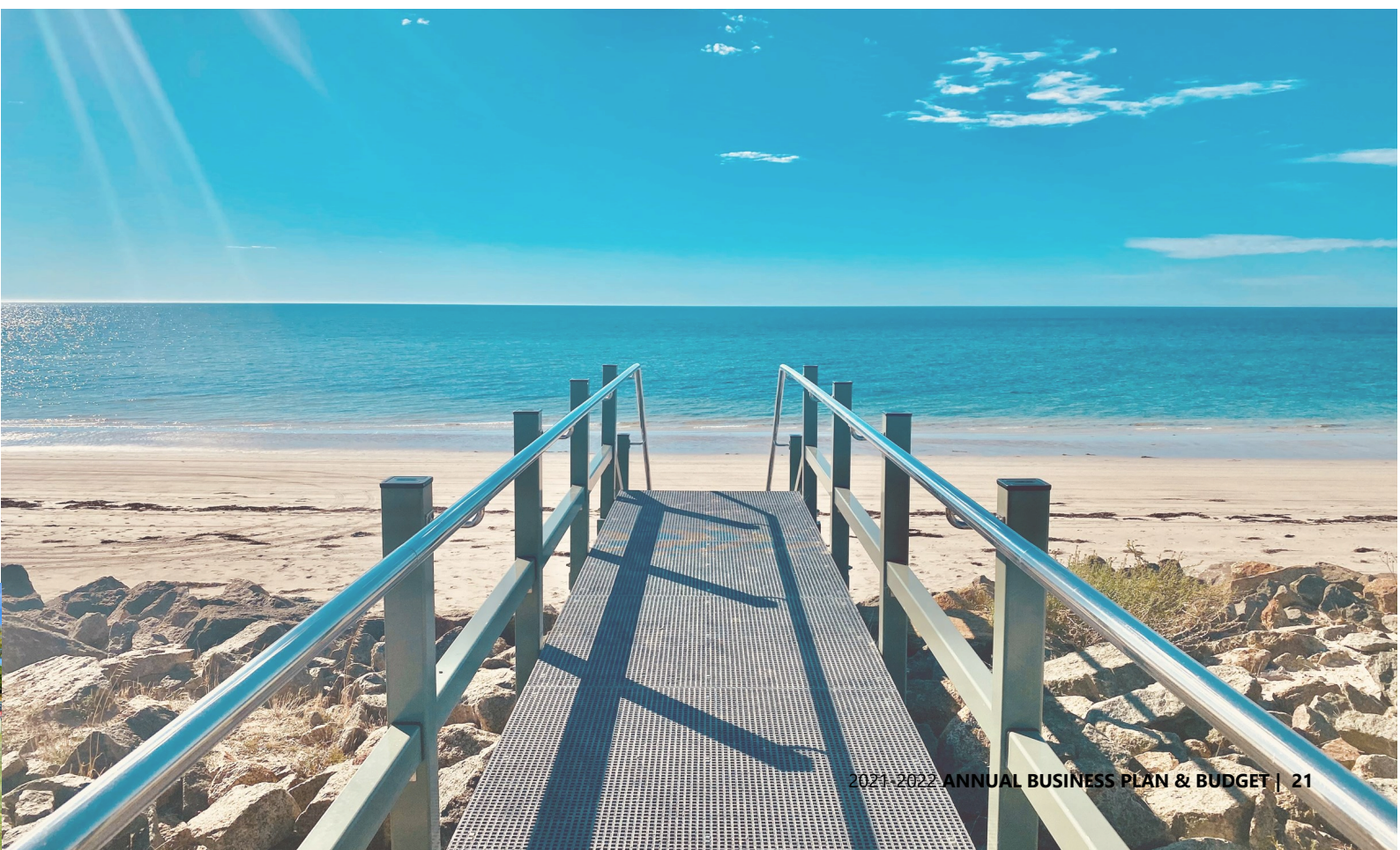
Apart from rate revenue, operating revenue is generated by statutory charges (development and building fees and dog registrations), user charges (Kingston Foreshore Caravan Park and RV Park, hall hire, cemeteries, and waste transfer station fees), investment income and State and Federal Government operating grants.

Council also sources income in the form of non-recurring grants from the State and Federal Governments. Usually this type of grant is for a specific project or initiative of Council.

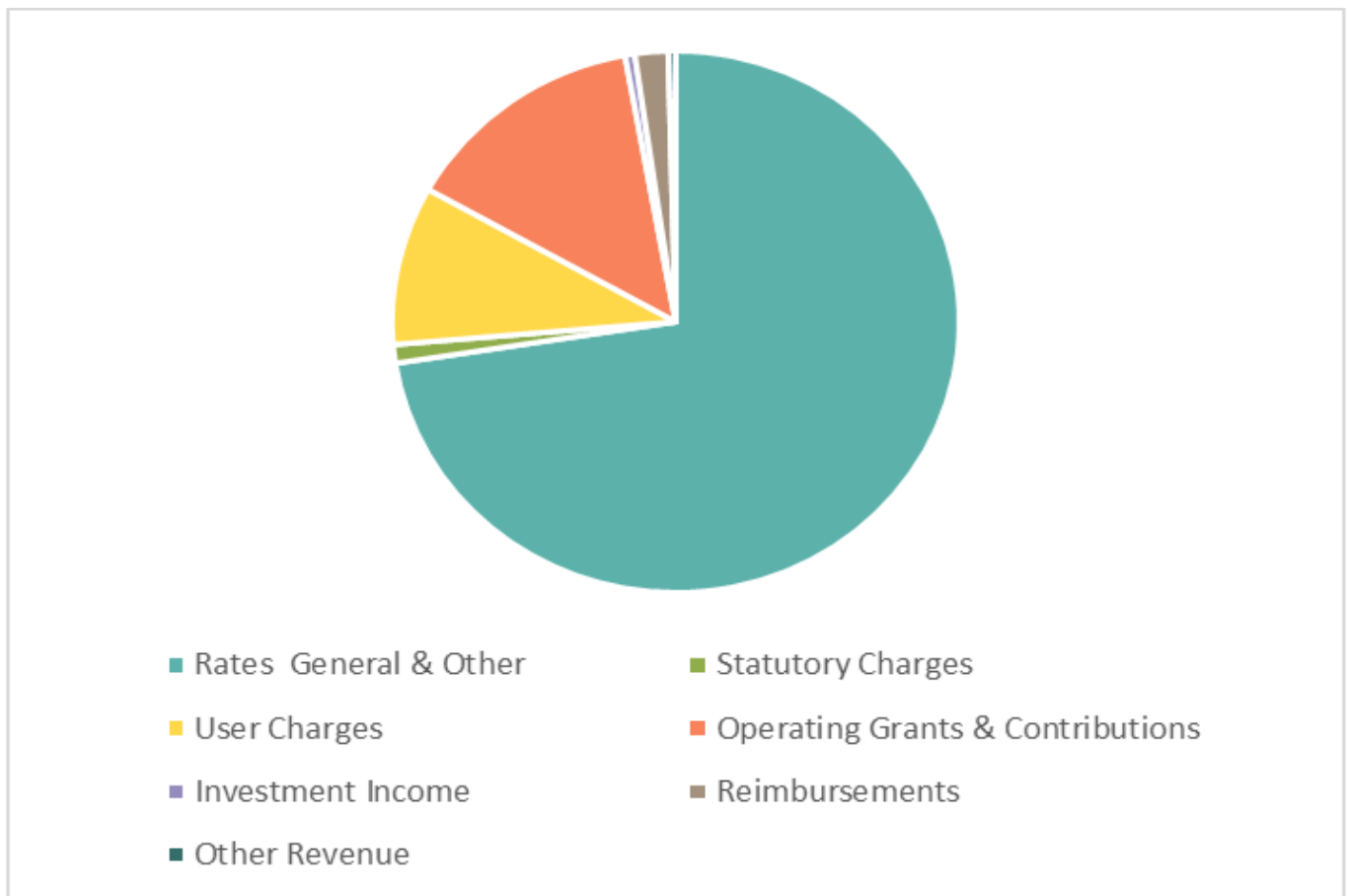
The budgeted operating revenue for 2021-2022 includes general rate revenue of \$4,671,755 (**\$4,267,690** net of rebates) and annual service charges of **\$935,640** (Community Waste Management System and Mobile Garbage Bin). In addition, Council will collect **\$240,184** through the Regional Landscape Levy on behalf of the State Government, which is forwarded in its entirety to the Department of Environment and Water.

Details of Council's separate rates and annual service charges for 2021-2022 can be found in the section entitled '**Overview of Council's Rating Structure**' and '**Overview of Council's Service Charges**' on pages 17-21 of this Annual Business Plan.

It should be noted that the Kingston Foreshore Caravan Park's 2021-2022 budget is integrated into this Plan. The Kingston Foreshore Caravan Park's budget includes operating revenues of **\$609,791** and budgeted operating expenses of **\$555,972**. The Kingston Foreshore Caravan Park will operate at a forecast surplus of **\$53,819** to Council's overall operations.

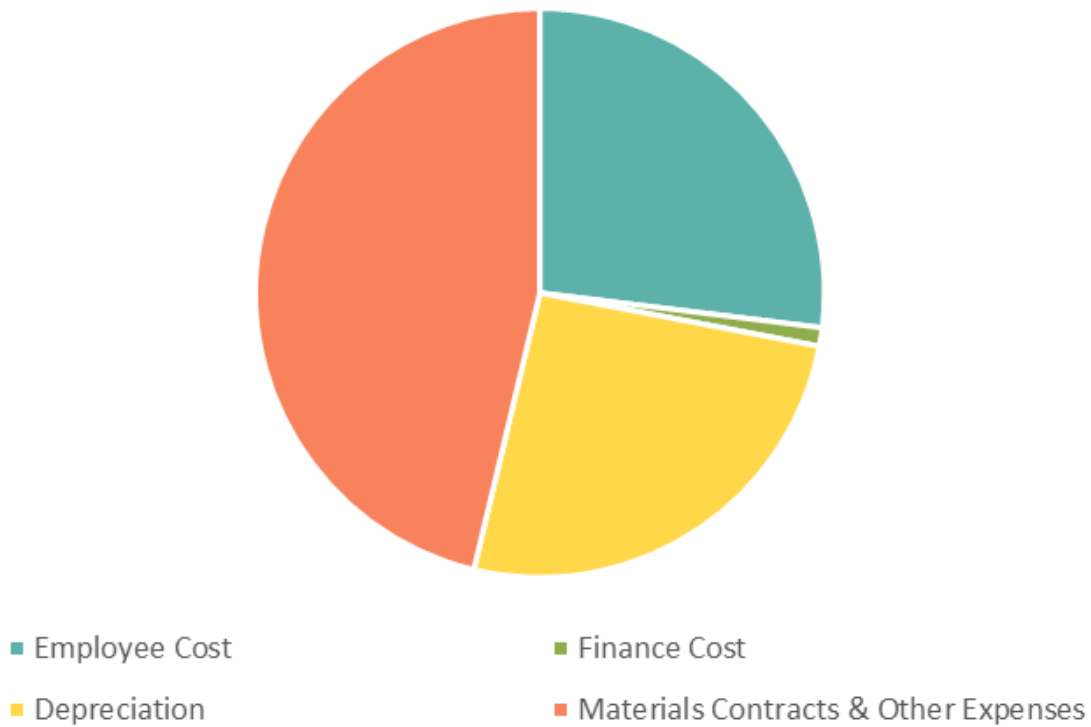


## WHERE WILL COUNCIL SOURCE FUNDS IN 2021-2022



DESCRIPTION	
<b>Rates General &amp; Other</b>	General rates on properties as well as service charges (ie MGB levy, CWMS levy, Regional Landscape Levy).
<b>Statutory Charges</b>	Fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications and dog control management.
<b>User Charges</b>	Income from the sale of goods and services or rent of a property/ facility. Such as Kingston Foreshore Caravan Park, cemeteries, waste transfer station and boat ramp.
<b>Grants, subsidies and contributions</b>	Council seeks to attract as much grant funding from other tiers of government as possible, thereby reducing the reliance on other revenue streams.
<b>Investment Income</b>	Income from financial investments or loans to community groups. It includes interest received from the Local Government Finance Authority, banks and loans to community groups.
<b>Reimbursements</b>	Amounts received as payment from work done by the Council acting as an agent for other government bodies and property owners, organisations and individuals.
<b>Other Income</b>	Other income not classified elsewhere.

## WHERE WILL COUNCIL SPEND FUNDS IN 2021-2022



DESCRIPTION	
<b>Employee costs</b>	Total costs of employing the Council employees. Such as wages and salaries, leave expenses, superannuation, Workers compensation, income protection insurance.
<b>Materials, Contracts &amp; Other expenses</b>	Payments for physical goods such as water, fuel, road materials, office consumables, insurances, postage.
<b>Depreciation</b>	Annual consumption of Council's fixed assets (e.g. buildings and structures, plant and equipment, transport and infrastructure)
<b>Finance Costs</b>	Costs of financing Council's activities through borrowings or other types of financial accommodation and merchant fees.

## IMPACT ON COUNCIL'S FINANCIAL POSITION

Overall, key financial indicators show that council's finances will continue be under pressure during 2021-2022. This is expected to continue for the next eight (8) years due to ongoing coastal management costs.

- Operating Surplus is at -9.85% against a target of between -0.2% and 2% in any one year;
- Net Financial Liability Ratio is at -4.74% against a maximum target of 100% in any single year;
- Asset Renewal Funding Ratio is at 87.08% against a target of between 90% and 110% in any one year.

*For more details on the calculation method for key financial indicators, see the financial indicators section of this Business Plan (page 34)*

Council's net cash is expected to decrease from \$2,424,284 as at the end of 2020-2021 to \$1,989,324 at the end of 2021-2022.

# Overview of

## COUNCIL'S RATING STRUCTURE

The following section provides detail on Council's rating structure, as identified through its Rating Policy.

### METHOD USED TO VALUE LAND

Council has adopted the use of capital value as the basis for valuing land. Council considers that this method is the fairest method to distribute the rate burden across the community.

In adopting capital value as the basis for valuing land, Council believes that this more appropriately addresses the '**principles of taxation**' and is a better indication of capacity to pay. Key principles are as follows:

#### General Principles

Council's decisions regarding rating are underpinned by:

- accountability, transparency and simplicity;
- efficiency, effectiveness and timeliness;
- equitable distribution of the rate responsibility across the community;
- consistency with Council's strategic and financial directions and budgetary requirements;
- compliance with the requirements of legislation and accepted professional conventions and ethics.

#### Taxation Principles

In developing this policy Council has also given consideration to the five main principles of taxation, being:

- equity - taxpayers with the same income pay the same tax (horizontal equity), wealthier taxpayers pay more (vertical equity);
- benefit - taxpayers should receive some benefits from paying tax, but not necessarily to the extent of the tax paid;
- capacity to pay - in levying taxes the ability of the taxpayer to pay the tax must be taken into account;
- efficiency - if a tax is designed to change consumers behaviour and the behaviour changes, the tax is efficient. However, if the tax is designed to be neutral in its effect and it changes taxpayers behaviour than the tax is inefficient;
- simplicity - the tax must be understandable, hard to avoid, easy to collect.

Council does not determine property valuations but chooses to exercise the right under Section 151 of the Local Government Act 1999 to adopt the capital valuations provided through the State Valuation Office on an annual basis.

### RATING AS A TOOL FOR STRATEGIC GOALS

Council has introduced a number of rating strategies for the 2021-2022 year to support the objectives set out in its Community Plan:

COMMUNITY PLAN STATEMENT	RATING STRATEGY
<b>A vibrant destination where people want to live/holiday</b>	Vacant land rate in the \$ to be 25% more than residential to encourage development and reduce investment holdings.
<b>Thriving town centre</b>	The rate in the \$ for commercial, industry and marina berth to be 5% lower than residential to provide support to local businesses and encourage business development.
<b>Strong Community</b>	Provide discretionary rebates for community groups who provide a service/benefit to the local community.
<b>Excellence in Assets and Infrastructure</b>	Raise sufficient rates to ensure long term financial sustainability.
<b>A sustainable and progressive Cape Jaffa Development</b>	Vacant land rate in the \$ to be 25% more than residential to encourage development and reduce investment holdings.
<b>Preserve rural atmosphere</b>	The rate in the \$ for primary production to be 25% less than residential, to acknowledge the importance and significance of primary production to our community.



## **RATING METHODOLOGY**

Council is proposing to apply differential general rates by land use. Regulation 14 of the Local Government (General) Regulations 2013 provides for the following land use categories to be used for rating purposes:

- a) Residential
- b) Commercial – Shop
- c) Commercial – Office
- d) Commercial – Other
- e) Industry – Light
- f) Industry – Other
- g) Primary Production
- h) Vacant Land
- i) Other
- j) Marina Berths

Council uses the land use of each property based on the predominant use of the land as provided through the State Valuation Office on an annual basis.

The Annual Business Plan and Budget will raise **\$4,267,690** (net) in general rates for the 2021-2022 financial year. This represents an increase of 6.86% of total rates collected. To fairly distribute general rate charges, Council will apply the same differential rate in the dollar in 2021-2022 as it did in 2020-2021. The effect of this will allow the principles of taxation to apply, allowing valuation increases on all rating categories to drive the general rate revenue increase.

As a result, Council will apply the following cents in the dollar for the differential land use categories:

### **Residential**

\$0.3388 cents in the dollar for rateable properties with a land use of category (a) (*Residential*).

### **Commercial (Shop, Office, Other)**

\$0.32186 cents in the dollar for rateable properties with a land use of categories (b) (*Commercial – Shop*), (c) (*Commercial – Office*) and (d) (*Commercial – Other*).

### **Industry (Light, Other)**

\$0.32186 cents in the dollar for rateable properties with a land use of categories (e) (*Industry – Light*) and (f) (*Industry – Other*).

### **Primary Production**

\$0.2541 cents in the dollar for rateable properties with a land use of category (g) (*Primary Production*).

### **Vacant Land**

\$0.4235 cents in the dollar for rateable properties with a land use of category (h) (*Vacant Land*).

### **Other**

\$0.3388 cents in the dollar for rateable properties with a land use of category (i) (*Other*).

### **Marina Berth**

\$0.32186 cents in the dollar for rateable properties with a land use of category (j) (*Marina Berth*).



## MAXIMUM INCREASE ON RATES

To provide relief against what would otherwise amount to a substantial increase in general rates payable by a ratepayer due to rapid changes in valuation, a rebate of general rates for the 2021-2022 financial year will be granted to the principal ratepayer in respect of an Assessment, on written application to the Council.

If your general rates in respect of an Assessment (excluding service charges & landscape levy) have increased by more than 12% when compared to the amount of general rates paid last year, except in the following circumstances:

- Building improvements to the land (as determined by the Office of the Valuer General), or
- Change of land use of the land, or
- Rezoning of the land, boundary realignment, subdivision or amalgamation has occurred, or
- Change of ownership of the land (since 1 July of the preceding financial year), or
- If the land use is vacant land

You will be eligible to apply for a rate capping rebate.

## MINIMUM RATE

Council may impose a minimum amount payable by way of rates. In accordance with legislation, if properties are adjoining and have the same ownership or are a Single Farm Enterprise, only one minimum rate is payable by the ratepayer. Where Council imposes a minimum rate, it must not apply to more than 35% of properties in the Council area.

The Council will impose a minimum rate of \$598.60, being an increase by 1.2% (CPI) from the 2020-2021 financial year. The reasons for imposing a minimum rate are:

- The Council considers it appropriate that all ratable properties make a base level contribution to the cost of administering the Council's activities.
- The cost of creating and maintaining the physical infrastructure that supports each property.

## VALUATION ANALYSIS

The Valuer General has provided Council with a general revaluation for 2021-2022, with Kingston District Council's total capital value being \$1,677,149,460 as at June 28, 2021 (including current non-rateable properties valuations of \$51,077,960).

	2020/21		2021/22			
	PROPERTIES	CV VALUE	PROPERTIES	CV VALUE	CV VALUE	% CV
Non Rateable	293	50,084,560	291	51,077,960	993,400	1.98%
Residential	1,352	383,048,000	1,344	386,732,000	3,684,000	0.96%
Commercial	72	28,931,100	72	28,235,100	-696,000	-2.41%
Industrial	28	3,618,500	28	3,653,500	35,000	0.97%
Primary Production	659	963,571,100	659	1,154,036,400	190,465,300	19.77%
Vacant Land	477	48,327,000	469	48,994,500	667,500	1.38%
Other	23	3,371,000	20	2,290,000	-1,081,000	-32.07%
Marina Berths	21	2,130,000	21	2,130,000	0	0.00%
	<b>2,925</b>	<b>1,483,081,260</b>	<b>2,902</b>	<b>1,677,149,460</b>	<b>194,068,200</b>	<b>13.09%</b>

Of note is the continued increase in Primary Production capital valuations, which has seen significant valuation increases over the past 5 years. All other land uses remain stable with minor valuation movements. Due to the increase in primary production values, total capital valuation for Kingston District Council has increased by 13.09% from 2020-2021.

# Overview of

# COUNCIL'S SERVICE CHARGES

## COMMUNITY WASTEWATER MANAGEMENT SYSTEM CHARGE

Council provides a Community Wastewater Management System (CWMS) to defined properties in the township of Kingston and recover the cost of operating and maintaining the service through the imposition of a service charge. Following a review of the system including operational costs, maintenance considerations, future capital and ongoing compliance requirements, it has been identified that Council is not recovering sufficient funds to ensure the long term sustainability of the service. As a result, the service charge for CWMS customers will increase from \$258.00 to \$300.00 for each unoccupied property unit and from \$386.00 to \$450.00 for each occupied property unit.

## MOBILE GARBAGE BIN LEVY

To meet the costs associated with the collection and disposal of domestic and other garbage, Council has a Mobile Garbage Bin (MGB) Service Charge on all serviced properties. The service charge is levied in accordance with Council's 'Mobile Garbage Collection and Disposal Policy' and relevant legislation.

Council will recover the cost of operating and maintaining the service through the imposition of a service charge. The Mobile Garbage Bin Service Charge levied by Council will increase by CPI (1.2%) to be \$261.00 for each service, which shall consist of a 240 litre fortnightly recycling bin and 140 litre weekly garbage bin service provided to the property.

## REGIONAL LANDSCAPE LEVY

Kingston District Council is in the Limestone Coast Landscape Board and is required under the Landscape South Australia Act 2019 to collect the Landscape Levy. In 2021/22, the Regional Landscape Levy will continue to be based on 'local government land use'. The total amount of \$240,184 to be collected has been provided to Council and is subject to final adoption.

LOCAL GOVERNMENT LAND USE CATEGORIES	LANDSCAPE LEVY RATE PER RATEABLE PROPERTY
Residential, Vacant & Other	\$80.50
Commercial	\$121.00
Industrial	\$193.00
Primary Production	\$354.00

It is important to note that Council does not retain this revenue or directly determine how the revenue is spent.



# ASSISTANCE AVAILABLE

## **DISCRETIONARY AND MANDATORY REBATES**

Council considers discretionary rebates of up to 100% of Council rates to not-for-profit, sporting and community organisations upon application and in accordance with legislation. Council provides these rebates in recognition and support of local groups and the positive social and community benefits they provide.

Additionally, Council applies mandatory rebates as required by legislation. For further information, please refer to 'Rate Rebate Policy', which is available at the Council office or on Council's website [www.kingstondc.sa.gov.au](http://www.kingstondc.sa.gov.au).

## **POSTPONEMENT OF RATES FOR SENIORS**

As prescribed by the Local Government Act 1999, state senior card holders can apply to Council for the postponement of payment of rates on their principal place of residence. If a postponement of the payment of rates occurs, interest will accrue on the amount affected by the postponement and a minimum contribution is still required. Rates charged remain as a charge on the land and must be paid upon sale, transfer or other such transactions that result in the prescribed rate payer and/or owner of the land no longer qualifying to receive a postponement of rates. For further discussion on postponement of rates, please contact the Council office.

## **ARRANGEMENTS FOR FINANCIAL DIFFICULTY AND HARDSHIP**

Council has adopted a 'Rates Hardship Policy' which provides information to ratepayers who may be experiencing difficulty in paying their rates as a result of financial hardship. Ratepayers who may be experiencing financial difficulty are encouraged to contact the Council office for a confidential discussion on how arrangements to assist through difficult circumstances.



*Appendix 1*

**2021-2022 ANNUAL BUDGET  
& FINANCIAL STATEMENTS**



## COMPREHENSIVE INCOME STATEMENT

\$'000	Current			
	Actual 2019/20	Original 2020/21	Forecast 2020/21	Budget 2021/22
<b>Income</b>				
Investment Income	53	76	76	42
Grants, Subsidies and Contributions	1,599	683	1,202	1,050
Other Income	39	43	43	31
Rates General & Other	4,874	5,073	5,080	5,440
Reimbursements	266	161	146	142
Statutory Charges	84	80	92	83
User Charges	618	573	636	710
<b>Total Income</b>	<b>7,533</b>	<b>6,689</b>	<b>7,275</b>	<b>7,498</b>
<b>Expenses</b>				
Depreciation, Amortisation & Impairment	2,077	2,044	2,109	2,119
Employee Costs	2,004	2,046	2,177	2,220
Finance Costs	98	100	100	86
Materials, Contracts & Other Expenses	3,741	3,375	3,577	3,811
<b>Total Expenses</b>	<b>7,920</b>	<b>7,565</b>	<b>7,963</b>	<b>8,236</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(387)</b>	<b>(876)</b>	<b>(688)</b>	<b>(738)</b>
Asset Disposal & Fair Value Adjustments	(119)			
Amounts Received Specifically for New or Upgraded Assets	284	859	1061	287
Physical Resources Received Free of Charge	472			
<b>NET SURPLUS/(DEFICIT)</b>	<b>250</b>	<b>(17)</b>	<b>373</b>	<b>(451)</b>
<b>Other Comprehensive Income</b>				
Changes in Revaluation Surplus				237
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>250</b>	<b>(17)</b>	<b>373</b>	<b>(214)</b>

## UNIFORM PRESENTATION OF FINANCES

\$'000	Actual 2019/20	Original 2020/21	Current Forecast 2020/21	Budget 2021/22
Income	7,533	6,689	7,275	7,498
Less Expenditure	(7,920)	(7,565)	(7,963)	(8,236)
<b>Operating Surplus/(Deficit)</b>	<b>(387)</b>	<b>(876)</b>	<b>(688)</b>	<b>(738)</b>
<b>Less Net Outlays on Existing Assets</b>				
Capital Expenditure on Renewal/Replacement	1,222	1,993	2,452	1,584
Less Depreciation, Amortisation and Impairment	(2,077)	(2,044)	(2,109)	(2,119)
Less Proceeds from Sale of Replaced Assets	(93)	(278)	(140)	(243)
<b>Total Net Outlays on Existing Assets</b>	<b>(948)</b>	<b>(329)</b>	<b>203</b>	<b>(778)</b>
<b>Less Net Outlays on New and Upgraded Assets</b>				
Capital Expenditure on New/Upgraded Assets	301	1,131	1,428	745
Less Amounts received for New/Upgraded Assets	(284)	(859)	(1,061)	(287)
Less Proceeds from Sale of Surplus Assets	(163)	-	(120)	
<b>Total Net Outlays on New/Upgraded Assets</b>	<b>(146)</b>	<b>272</b>	<b>247</b>	<b>458</b>
<b>Net Lending/(Borrowing) for Financial Year</b>	<b>707</b>	<b>(819)</b>	<b>(1,138)</b>	<b>(418)</b>

## STATEMENT OF CASH FLOW

\$'000	Actual 2019/20	Original 2020/21	Current Forecast 2020/21	Budget 2021/22
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Rates Receipts	4,873	5,067	5,084	5,430
Statutory Charges	84	79	94	84
User Charges	679	575	657	705
Grants, Subsidies and Contributions	1,641	725	1,218	1,106
Investment Receipts	53	76	78	43
Reimbursements	307	174	167	142
Other Receipts	515	105	36	28
<b>Payments</b>				
Payments to Employees	(2,010)	(2,047)	(2,182)	(2,219)
Payments for Materials, Contracts & Other Expenses	(4,199)	(3,266)	(3,475)	(3,789)
Finance Payments	(114)	(104)	(97)	(91)
Net (increase)/decrease in inventories	1,829	1,384	1,580	1,439
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>1,829</b>	<b>1,384</b>	<b>1,580</b>	<b>1,439</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts</b>				
Amounts Received Specifically for New/Upgraded Assets	284	859	1061	287
Sale of Replaced Assets	93	278	140	243
Sale of Surplus Assets	163	-	120	-
Repayments of Loans by Community Groups	332	332	332	325
<b>Payments</b>				
Expenditure on Renewal/Replacement of Assets	(1,222)	(1,993)	(2,452)	(1,585)
Expenditure on New/Upgraded Assets	(301)	(1,131)	(1,428)	(745)
Loans Made to Community Groups		-		
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(651)</b>	<b>(1,655)</b>	<b>(2,227)</b>	<b>(1,475)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts</b>				
Proceeds from Borrowings	0	50	18	0
<b>Payments</b>				
Repayments of Borrowings	(378)	(385)	(384)	(399)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(378)</b>	<b>(335)</b>	<b>(366)</b>	<b>(399)</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>800</b>	<b>(606)</b>	<b>(1,013)</b>	<b>(435)</b>
Plus Cash & Cash Equivalents at beginning of period	2,637	2,655	3,437	2,424
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>3,437</b>	<b>2,049</b>	<b>2,424</b>	<b>1,989</b>



## STATEMENT OF FINANCIAL POSITION

\$'000	Actual 2019/20	Original 2020/21	Current	
			Forecast 2020/21	Budget 2021/22
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	3,437	2,049	2,424	1,989
Trade & Other Receivables	792	693	702	334
Inventories	62	84	67	72
<b>Total Current Assets</b>	<b>4,291</b>	<b>2,826</b>	<b>3,193</b>	<b>2,395</b>
<b>Non-Current Assets</b>				
Financial Assets	3,172	2,847	2,846	2,846
Infrastructure, Property, Plant & Equipment	86,861	89,067	88,372	88,577
<b>Total Non-Current Assets</b>	<b>90,033</b>	<b>91,914</b>	<b>91,218</b>	<b>91,423</b>
<b>TOTAL ASSETS</b>	<b>94,324</b>	<b>94,740</b>	<b>94,411</b>	<b>93,818</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Trade & Other Payables	415	504	495	514
Borrowings	382	399	398	400
Provisions	319	308	303	303
<b>Total Current Liabilities</b>	<b>1,116</b>	<b>1,211</b>	<b>1,196</b>	<b>1,217</b>
<b>Non-Current Liabilities</b>				
Borrowings	4,306	5,152	3,922	3,522
Provisions	58	82	74	74
<b>Total Non-current Liabilities</b>	<b>4,364</b>	<b>5,234</b>	<b>3,996</b>	<b>3,596</b>
<b>TOTAL LIABILITIES</b>	<b>5,480</b>	<b>6,445</b>	<b>5,192</b>	<b>4,813</b>
<b>NET ASSETS</b>	<b>88,844</b>	<b>88,295</b>	<b>89,219</b>	<b>89,005</b>
<b>EQUITY</b>				
Accumulated Surplus	26,713	26,263	27,088	26,637
Asset Revaluation Reserve	60,897	60,897	60,897	61,134
Other Reserves	1,234	1,135	1,234	1,234
<b>TOTAL COUNCIL EQUITY</b>	<b>88,844</b>	<b>88,295</b>	<b>89,219</b>	<b>89,005</b>

## STATEMENT OF CHANGES IN EQUITY

\$'000	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
<b>2021/22</b>				
Opening Balance	27,088	60,897	1,234	89,219
Net Surplus / (Deficit) for Year	(214)			(214)
Transfers between Reserves				
Balance at the end of period	26,637	61,134	1,234	89,005
<b>2020/21</b>				
Opening Balance	26,713	60,897	1,234	89,101
Net Surplus / (Deficit) for Year	375			375
Gain Loss on revaluation				
Transfers between Reserves				
Balance at the end of period	27,088	60,897	1,234	89,219

## FINANCIAL INDICATORS

\$'000	Actual 2019/20	Current Forecast 2020/21	Budget 2021/22
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These Financial Indicators have been calculated in accordance with the Information Paper 9 - Local Government Financial Indicators prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements

### Operating Surplus Ratio

**Target is -0.2% and 2% in any one year ( 5 year average of 0%)**

Operating Surplus/(deficit)	-5.10%	-9.44%	-9.85%
divided by Operating Revenue			

### Net Financial Liabilities Ratio

**Target is 0% and 100%**

Total Liabilities less (Cash, Trade & receivables, financial assets)	-26.00%	-10.71%	-4.74%
Divided by Operating Revenue			

### Asset Renewal Funding Ratio

**Target is 90% and 110% in any one year (5 year average of 100%)**

Expenditure on net renewal/replacement of assets	71%	158.84%	87.08%
Management Plans			



## IMAGES USED

Mayor Kay Rasheed, Adam Brand and crowd at  
Sunset Sessions - Opening of Wind Dance Mural  
(© Gavin Blacker) | COVER

Jip Jip Conservation Park | PAGE 2

Kingston Beach - Johnston Avenue | PAGE 3

Mayor Kay Rasheed & CEO Nat Traeger | PAGE 4

Council Members of Kingston District Council | PAGE 5

Kingston Foreshore | PAGE 7

Kingston from Offshore (© JT Elements) | PAGE 8

Kingston Surf Fishing Competition | PAGE 11

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Various Project Images | PAGE 20

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Cape Jaffa Lighthouse | PAGE 27

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## HOW TO STAY IN TOUCH

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