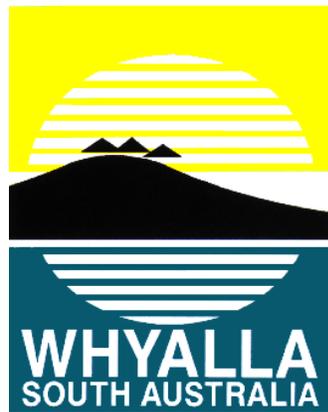


The Corporation of the City of Whyalla



2014/15 Annual Business Plan

INTRODUCTION

The Annual Business Plan sets out the Council's proposed services, programs and projects for 2014-15. It aims to maintain efficient services for the community and continued progress towards the longer term objectives for the Whyalla City Council as set out in the Strategic Plan adopted by Council in December 2012.

The Annual Business Plan is Council's key management document reflecting the work that Council needs to undertake over the next year to meet its Strategic Plan goals and objectives within the constraints of the revised Ten Year Financial Plan.

Council's 2014/15 annual budget has been premised on its Strategic Planning priorities and aims to ensure financial sustainability objectives.

Our City

The City of Whyalla is a culturally diverse regional community and is home to approximately 23,000 people. The council area includes Eight Mile Creek and extends south of the City to Murninnie Beach and north of the Point Lowly shacks to the Army boundary fence.

Whyalla has a well established industry and retail base, strong community spirit and its residents enjoy a comfortable lifestyle with plenty of amenities, events and activities.

The Annual Business Plan is an operational document, and as such Council is very mindful of the current economic conditions and the environment in which it operates and has considered this in the construction and presentation of this Plan.

This Plan has been prepared on the basis of maintaining an appropriate level of services to the community, and maintaining a Budget Surplus in 2014-2015 and is based on a rating strategy of CPI + 3%. The provision of services by Council is a reflection of Council's obligations under legislation and the community's desire for more, and for a better level of service and infrastructure including a wider range of facilities.

1. OUR FUTURE:

The Strategic Plan for the Whyalla Community sets out the key goals and objectives of the Council and the approach required to meet them.

VISION STATEMENT

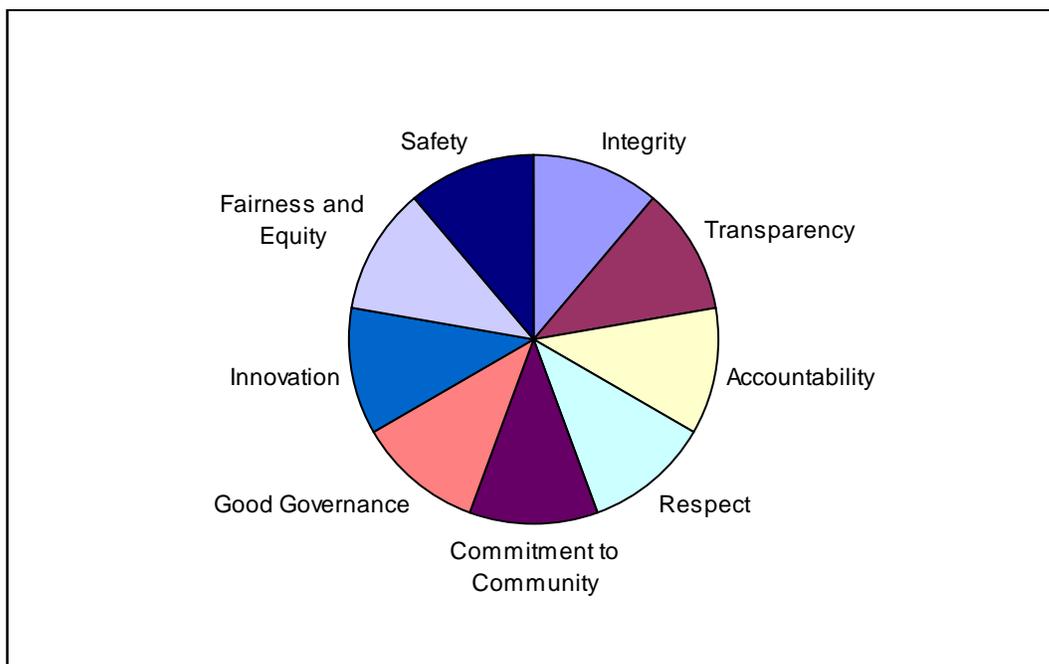
“Whyalla will be a vibrant, attractive city offering our community a diverse range of sustainable economic, social, environmental and cultural opportunities

MISSION STATEMENT

We will provide access to quality infrastructure, services and facilities, capitalising on and protecting our attractive coastal and outback landscapes.

We will be home to an energetic, harmonious, integrated community actively involved in shaping Whyalla for current and future generations.

VALUES



STRATEGIC DOCUMENTS AND PROGRAMS

Strategic Plan: In accordance with Chapter 8 Section 122 of the Local Government Act 1999 (Strategic Management Plans), Council reviewed and adopted its Strategic Plan in December 2012. This plan sets out the long-term aspirations of the Council (**i.e. where do we want to be in the future**) and how Council intends to achieve the vision within the period of the Plan. Key objectives/outcomes are detailed along with those strategies necessary to achieve the outcome of each objective.

Ten Year Long Term Financial Plan: This plan balances the level of funding required to achieve the city's outcomes and is premised on an annual rate increase of 6% (CPI + 3%). This document along with the Strategic Plan becomes the basis for the preparation of the Annual Business Plan and Budget for 2014-15.

This Plan has been updated to meet the Local Government Act 1999 and financial regulations requirements. A major component of the Plan is the current focus on financial sustainability, accrual accounting and the effective management of Council's assets.

The Long Term Financial Plan is intended to be a guide to predicted results for the next ten years based on a range of assumptions about future performance. Where there is a change between past assumptions and subsequent realities, there will be a degree of variance between results and the output of the plan. Due to the revision of and changes to the Infrastructure Asset Management Plans of the Council, the Long Term Financial Plan has also undergone extensive review to ensure that the output of the plan represents our best estimate of future realities. Each budget year should form the base year for the next ten year cycle.

Council's Annual Budget is formulated to address the following key objectives from the Strategic Plan;

2.7 Community Planning of Councils services and infrastructure underpins a community that is inclusive and accessible

4.2 Councils operations are efficient and customer focused

5.1 Infrastructure is appropriately planned, maintained and managed; and

5.2 Council will be recognised for being financially responsible.

The Budget has been developed in conjunction with Council's Ten Year Financial and Annual Business Plan documents. This budget has been developed in light of financial information available at the time of drafting, the range of services required under legislation and that level of service desired by the community, all with a view to long-term financial sustainability.

Capital Improvement Program: Council has developed a capital improvement program to ensure that Council's assets are protected, developed and maintained in a timely fashion and in accordance with the Infrastructure Asset Management Plan.

Annual Business Plan: Documents the actions required by each Service area of the Council to ensure that the desired outcomes of the Strategic Plan can be achieved. Our progress toward achievement of the desired outcomes is monitored. Our score card is provided in section 5.

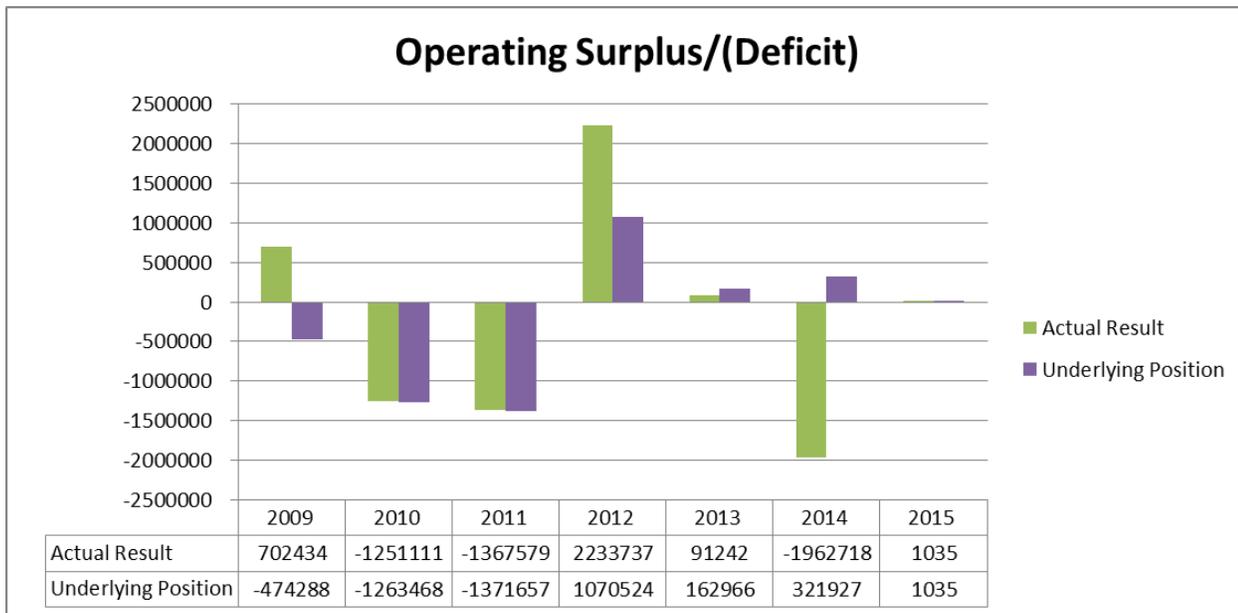
Asset Management Plans: In accordance with Chapter 8 Section 122 of the Local Government Act 1999 (Strategic Management Plans), Council is required to adopt plans for each of its classes of assets. These plans detail Council's maintenance and renewal requirements for the next ten years.

Key Financial Indicators: In accordance with Section 122 of the Local Government (Financial Management and Rating) Amendment Act 2005, Council is required to introduce measures to assess its performance over the financial year. The table below sets out those measures that provide a reliable means of assessing our performance.

Key Performance Indicator	Targets	Actual 2013	13-14 Adopted Budget	Projected 30/06/2014	DRAFT 30/06/2015	Target Achieved Yes/No
Operating Surplus/(Deficit)	Surplus	\$91,242	\$(2,214,514)	\$(1,962,718)	\$1,035	Yes
Operating Surplus/(Deficit) Ratio	2.5% to 7.5%	0.62%	(13.1)%	(11.6)%	0%	No
Net Financial Liabilities Ratio	0% to 50%	11%	42.3%	35.3%	42.4%	Yes
Asset Sustainability Ratio	90% to 110%	108%	102%	102%	120%	Yes
Underlying Position						
Operating Surplus/(Deficit)	Surplus	\$162,966	\$70,131	\$(311,927)	\$1,035	Yes
Operating Surplus/(Deficit) Ratio	2.5% to 7.5%	1.1%	.4%	1.7%	0%	No

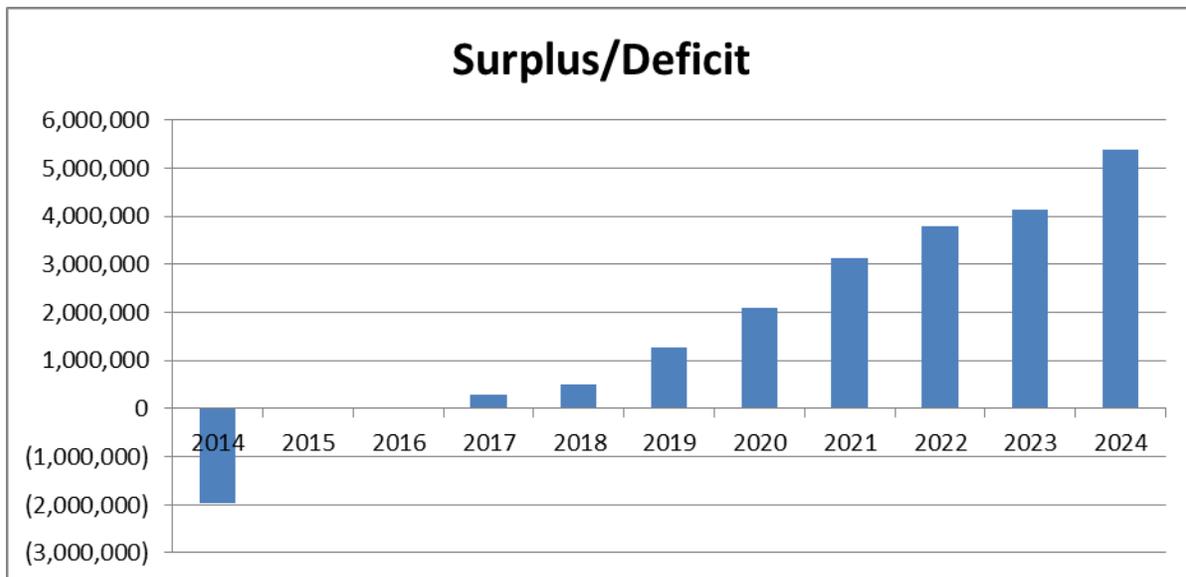
Operating Surplus/(Deficit): This has been affected since 2009 by the Federal Government’s decision to pay portions of the Financial Assistance Grants in advance. Had this not occurred, the underlying position for those years would have been noticeably different. This is best seen when the results are portrayed graphically along side actual results; See Fig 1.

Fig 1.



The historical actual results and forward projections are shown in Fig 2

Fig 2.



2 SIGNIFICANT INFLUENCES AND PRIORITIES

- Consumer Price Index increases on goods and services of (3%) for the year;
- Provision for wages & salary increases of 4%,
- Requirements to maintain and renew infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, recreational open space, street trees and plantings, public facilities and operational properties as highlighted in the reviewed Asset Management Plans,
- Service programs and infrastructure needs for a changing population,
- Commitments to continuing OPAL projects and partnership initiatives over more than one year;
- Increasing range and levels of services, including the cost of maintaining recently redeveloped reserves, feasibility study into aged care and disability services,
- Energy efficiency programs,
- Reduction in or withdrawal of Government funding and subsidies in relation to services that Council will continue to provide including, Regional Tourism, Remote Area Subsidy for Child Care services, reductions in Sport and Recreation position funding;
- Fees and Charges levied by other levels of Government but collected by Local Government (NRM Levy)

In response to these factors, and to returning the Budget to Surplus, the Annual Business Plan has been prepared on the basis that for an average residential property the rate increase will be **6%**.

Priorities for 2014-15 are:

- To undertake a capital works program plus brought forward projects of \$11,211,339 including \$7,546,654 for the replacement/renewal of existing assets and \$3,664,685 for new and upgraded assets. Program has a two-fold focus, firstly to address asset renewal requirements as indicated in the AMP's and secondly to ensure that Council continues to upgrade Assets to a standard consistent with community expectations.
- Commence the second stage of landscape upgrade works in accordance with the report of Landscape Architectural Consultants, Oxigen.
- Continuation of existing discretionary services to our community. These elements are covered in further detail in the draft budget documents.
- Implementation of recommendations from the Changing Place report titled Enhancing Opportunities for Whyalla Cemetery, commissioned by Council in 2013-14.

3. CONTINUING SERVICES

All Councils provide a range of services that address basic responsibilities under the Local Government Act and other relevant legislation and those services that are provided in response to changing community needs. Whyalla City Council has eight Key Service Areas:

- **Environmental Services:** including Kerbside collections, management of Waste Landfill site at Mt Laura, clean-up of illegal dumping, street cleaning, and management and protection of local environments.
- **Planning and Development Services,** including Economic Development, Strategic Policy and Projects; Development Assessment & Compliance, and
- **Regulatory Activities;** including Environmental Health Services, Traffic and Parking Control and Dog and Cat Management;
- **Community Service Activities:** Cemetery & Cremations, Whyalla Public Library Services, Child Care Centre, Community Development, Visitor Information Centre and Airport Services,
- **Community Recreation and Leisure Activities:** Public facilities and sport & recreation facilities, including public parks, open space recreation areas, leisure centre; and marinas, jetties, boat ramps & swimming enclosure.

- **Assets & Engineering Services:** Design and project management, road maintenance and other infrastructure assets including the following: roads, footpaths, streetscape, street furniture and stormwater assets.
- **Governance:** Executive office including Elected Members support and Local Government Relations;
- **Corporate Services:** Community management and customer services, marketing & strategic events, human resources, corporate and financial management, information services, procurement and media and communications.

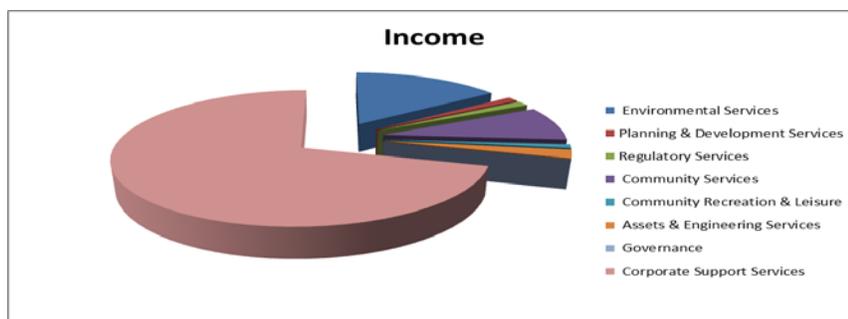
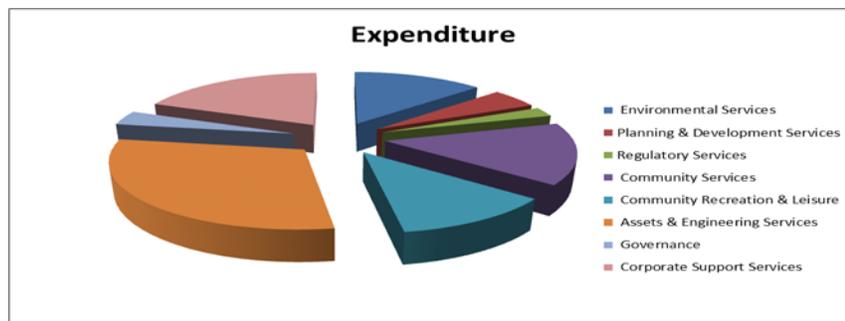
Council also provides for the operation of a number of facilities on a “fee for service” basis. These services and facilities provide important community benefits while generating revenue. Where possible, Council aims to set fees for these services on at least a cost recovery basis these include;

- **Child Care Centre;**
- **Marinas and Mooring Facilities;**
- **Airport; and**
- **Mount Laura Waste And Resource Recovery Centre**

Council does not expect any change to the service delivery mix for the coming year.

Service Profile Draft Operating Results for 2014-15

Service Program	Expenditure	Income	Surplus/(Deficit)
Environmental Services	3,847,052	4,408,320	561,268
Planning & Development Services	1,394,143	340,725	(1,053,418)
Regulatory Services	671,828	352,450	(319,378)
Community Services	4,330,572	2,493,983	(1,836,589)
Community Recreation & Leisure	3,378,127	256,482	(3,121,645)
Assets & Engineering Services	8,578,142	432,014	(8,146,128)
Governance	1,019,142	5,000	(1,014,142)
Corporate Support Services	5,405,570	20,336,637	14,931,067
TOTAL	28,624,576	28,625,611	1,035



4. PROJECT PRIORITIES

Specific Council projects for the coming year that will solely or principally benefit businesses include:

- The provision of funding for Regional Development Australia Whyalla & Eyre Peninsula in promoting as a location for major project development; and
- The provision of funding support for Whyalla Major Events and tourism support to assist in the development and marketing of major tourist and visitor events in the City, including Snapper Fishing Competition, other high profile events and Tourism Advertising and Marketing Plan

Council's policy on facilitating local economic development includes;

- to support the actions of Regional Development Australia Whyalla and Eyre Peninsula to create economic development in the City;
- to represent the interests of Whyalla strongly at the State and Federal Government level to ensure favourable economic development of the City;
- to establish economic activity based on renewable energy and sustainable development principles, and further collaboration with Solar Oasis proponents with aim of moving the project forward;
- to engage the broader community, including business sectors, in programs and projects to assist in the diversification of Whyalla's economic base; and to support local business.

This Annual Business Plan aims to achieve Council objectives through the following table of key actions.

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
1. Economic Prosperity	1.1 Whyalla will have a diversified and sustainable economy.	Engage marketing consultant for industry ready land north of Whyalla	Planning and Development	1 Project to actionable stage
		Attend GM CME conference with booth to promote Whyalla opportunities	Planning and Development	Aug-14
		Work with RDAWEP to prepare suitable material to promote Whyalla Advantages	Planning and Development	Mar-15
		Support Regional Sustainability planning by provide input into Upper Spencer Gulf Common Purpose Group	Planning and Development	Jun-15
	1.2 Land parcels are available to meet increased demand. (T56 of the State Strategic Plan	Market other land parcels - Appoint agent Lot 114 Parfitt Street, Lot 121 Mullaquana, Alex Ramsay and Ayliffe Depot sites	Planning and Development	3 Lots sold
		Beach Road Structure and Feasibility Study	Planning and Development	Aug-14
		Prepare and present Bevan Crescent Development Options report and master plan/structure plan	Planning and Development	Sep-14
		Complete Residential Centres and industrial Centre Variation reports	Planning and Development	Dec-14
		Complete Remote and Miscellaneous Areas Variation reports	Planning and Development	Jan-15
		EOI for Development consultant f(engaged May 2014) for the facilitation and developement of opportunities at Whyalla Airport	Planning and Development	Oct-14
	1.3 Whyalla will be recognised as a Sustainable Energy, Research and Development Centre.	Muradel Matter Concluded: updates to be provided re December planting and Harvest	Planning and Development	Jun-15

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
1. Economic Prosperity	1.6 Tourism numbers to the City will increase. (T4 of the State Strategic Plan)	Develop Visitation/Tourism function within Council to develop strategy for combined operations at VIC, MT Laura Homestead and Light House cottages, to seek funding support from History Trust to develop an Education Tour package for Whyalla.	Executive	Jan-15
	1.4 Whyalla Airport meets the region's needs. (T56 of the State Strategic Plan)	Complete Airport DPA	Planning and Development	Oct-14
	1.8 Infrastructure supports economic activity. (T56 of the State Strategic Plan)	Discussion paper, Policy and Strategy for Whyalla Central (Rec Centre, Lot 4 Ekblom Street, Kellerher Rd & Church site) structure plan.	Planning and Development	Jul-14
		Proactive collaborative approach to seeking, applying, reporting and acquitting grant funds	Planning and Development	Reporting requirements met.
2. Community & Social Wellbeing	2.1 Council will adopt a proactive and collaborative approach to community safety. (T20 of the State strategic Plan)	Undertake Flood mapping of the out skirts of the city to identify future planning constraints. Complete stage 2 2015	Engineering & Infrastructure	Jun-15
		Review Synergy Volunteering module record training and inductions, assessment of suitability and assignment to tasks.	Community	Dec-14
	2.1 Council will adopt a proactive and collaborative approach to community safety. (T20 of the State strategic Plan)	Continue to support Advancing Whyalla through annual funding	Community	Aug-14
		Attend Volunteers Forum.	Community	1 Event Annually
	2.2 Volunteer effort is recognised and supported. (T24 of the State Strategic Plan)	Provide support to sports groups in managing volunteers.	Community	5 Event Held or due date
		Increase awareness of Healthy Lifestyle through OPAL	Community	25 % Participation rate
	2.3 Council will seek to improve the City's health and aged care services.	Organized events to encourage exercise/healthy eating.	Community	6 events per year.
		Develop programs promoting OPAL theme.	Community	6 events per year.

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
2. Community & Social Wellbeing	2.3 Council will seek to improve the City's health and aged care services.	Continue to support through ongoing provision of funding to Domiciliary Care to operate HACC Program.	Community	31-Aug-14
		Attend Medical Local Cluster meetings.	Community	Attend 6 Cluster Meetings.
	2.4 Council will seek to improve the City's literacy / numeracy skills. (T87 of the State Strategic Plan)	Provide support to Medicare Local Strategic Group on needs of local community.	Community	Attend 4 Meetings.
		Support DECD to set up suitable alternate Community learning facility hub.	Community	Jan-14
		Attend ICAN (Innovative Community Action Network) meeting to develop programs for disengaged students	Community	2 New Programs added
		Support DECD programs that provide initiatives for disengaged students to access learning opportunities.	Community	Increase participation & retention rate
	2.5 Council's development plan ensures integrated sustainable land development.	Complete heritage DPA	Planning and Development	Mar-15
		Complete all current outstanding Community Land matters	Planning and Development	Dec-14
	2.6 Everyone in Whyalla has the opportunity to actively participate in the public affairs and planning for the City. (T23 of the State Strategic Plan)	Annual Review of Customer Service charter.	Community	Completed
		Monitor and update social media to support engagement strategy.	Executive	Daily
		Commence consultation with Community on developing Adopt a Tree Program, Jubilee Park, Marina, Entry Statements and Civic Park.	Engineering & Infrastructure	Dec-14
	2.7 Community planning of Council's services and infrastructure underpins a community that is inclusive and accessible.	Attend Northern Areas Multicultural Regional Advisory Board. Implement activities such as Harmony Day / morning teas to encourage involvement in community.	Community	2 Events per year
		Commence the first stage of district parks upgrade program as per the playground strategy (Myall Place and Bradford Street Reserve).	Engineering & Infrastructure	Jun-15

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
2. Community & Social Wellbeing	2.7 Community planning of Council's services and infrastructure underpins a community that is inclusive and accessible.	Complete the establishment of a joint sports and recreation hub between Foreshore and Ada Ryan Gardens.	Engineering & Infrastructure	Jun-15
		Establishment of dog park and arboretum.	Engineering & Infrastructure	Jun-15
		Commence the first stage of directional and Street signage Master Plan.	Engineering & Infrastructure	Jul-14
		Improve Library Membership	Community	20% Improvement
		Support and encourage community groups to use Library Meeting rooms	Community	20% Improvement
		Undertake survey of Library users to gather data on service provision.	Community	Complete by Dec 2014
3. Quality Environmental Outcomes	3.1 Reduce the City's reliance on the River Murray. (T76-76 of the State Strategic Plan)	Continue upgrades and landscapes works at foreshore and medians in accordance with landscape master plan.	Engineering & Infrastructure	Jun-15
	3.2 Council will promote environmental sustainability and aim to reduce carbon emissions - as an organisation - across the City (T59 of the State Strategic Plan)	Involved in regional study on impacts of sea level rise on city. Flooding study being undertaken due for completion 2015	Planning and Development	30/06/2015
		Continue Stormwater renewal and mitigation program	Engineering & Infrastructure	Jun-15
	3.3 Reduce the impact of environmental issues on air quality in the City.	Action first year of Waste Resource and Recovery Business Plan from the review of operations to be undertaken at commencement of 14/15	Engineering & Infrastructure	Dec-14
		Complete Asset Management Plan for Landfill and continue to address the future of our waste disposal sit, services and rehabilitation to ensure curretn legislative requirements are met.	Engineering & Infrastructure	Dec-14
	3.4 Council will aim for a reduction in tonnage and a diversion rate from landfill of 70% by 2017. (T67 of the State Strategic Plan)	Develop and deliver education campaign to ensure diversion from land fill occurs	Engineering & Infrastructure	Dec-14
Monitor reports to the ensure targets are bing met and issues acted on as needed.		Engineering & Infrastructure	Jun-15	

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
3. Quality Environmental Outcomes	3.5 The City's heritage will be protected and promoted.	Complete Heritage DPA	Planning and Development	Mar-15
	3.6 It is important for Council that land and soil health are improved and adequate 'open space' is provided.	Finalise development of Environmental strategy	Engineering & Infrastructure	Jul-14
	3.7 Whyalla will be recognised for its arid landscape and its natural beauty.	Implementation of Oxigen Master plan stage 2(over 4 years)	Engineering & Infrastructure	Jun-15
		Upgrade and Landscape works at wetlands. Stage 1	Engineering & Infrastructure	Jun-15
		Prepare Northern Coastline Masterplan	Planning and Development	Dec-14
4. Civic Leadership and Organisational Development	4.1 Council is the leading contributor to improved quality of life in Whyalla.	Review the Decision Making Procedure to ensure that it remains relevant	Executive	Dec-14
	4.2 Council's Operations are effective, efficient and customer focused.	Review current Family Services Directory and Seniors Directory and update accordingly.		Complete by June 2015
		Undertake a review of the Delegations register	Executive	Mar-15
		Establish a Project Management Office and implement best practice strategies for planning, implementation and evaluating capital works projects.	Engineering & Infrastructure	Dec-14
		Develop implementation strategy to combine operations of VIC, Mt Laura Homestead and Lighthouse cottages under 1 umbrella.		Sep-14
		Implement strategy to combine operations of VIC, Mt Laura Homestead and Lighthouse cottages under 1 umbrella.		Dec-14
		Continue to implement recommendations of the Child Care Centre operations review.		Implementation underway
		Revise and update CCC Business Plan and financial plan		Plan Complete and adopted by Council.
		Complete Strategic Plan for IS business unit to match needs of Council	Finance & Corporate	Stage 2 Complete
		Implement Operational recommendations of the IS BU review conducted in 2013-14	Finance & Corporate	Dec-14

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
4. Civic Leadership and Organisational Development	4.2 Council's Operations are effective, efficient and customer focused.	Monitor and report progress on WHS IM Plan out comes to EMT	Executive	Jun-15
		Monitor and report progress on KPI Bypass Action Plan out comes to EMT	Executive	Jun-15
		Review Annual Business Plan for Finance & Corporate for 2015-16 operating year.	Finance & Corporate	Mar-15
		Coordinate and drive the LGA Procurement Project.	Finance & Corporate	Dec-14
		Review Financial management framework to ensure all policies and procedures remain consistent with LG Act, AASB Standards, General Accounting principles and the needs of Council.	Finance & Corporate	30 June 2015
		Provide findings from Economy and efficiency Audit process to Audit Committee.	Finance & Corporate	30-Jun-15
		Review Internal Audits Schedule, conduct internal financial audits, provide advice to the Audit Committee on the effectiveness of Internal Controls.	Finance & Corporate	1-Jul-15
		Conduct process review of Development assessment process to ensure that timeframes meet statutory limits within customer service guidelines.	Planning and Development	Dec-14
		Implement outcomes from the USG Joint planning study conducted as it relates to assessment.	Planning and Development	Jun-15
		Conduct Appeals as required	Planning and Development	Consistent with process
		Conduct DA processing in an efficient and timely manner.	Planning and Development	85% compliance with Service Standard
		Review camping plan and maintain policing	Planning and Development	\$15,000 in fees collected
		Implement Cat Registration in 2014-15	Planning and Development	Aug-14
		Complete Animal mangment plan and present to Council	Planning and Development	Nov-14
Improve responsible pet ownership	Planning and Development	?? Reductions in abandons??		

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
4. Civic Leadership and Organisational Development	4.2 Council's Operations are effective, efficient and customer focused.	Conduct proactive Animal control, increasing registration checks and expiations	Planning and Development	?? In registrations ?? Increases in expiations
		Conduct proactive Parking control, increasing expiations	Planning and Development	?? Increases in expiations
		Take a proactive approach to responding to the public.	Planning and Development	85% compliance with customer service standards
		FOI request handled as per legislation	Planning and Development	100% compliance with requirements
	4.3 Infrastructure and service delivery will be managed to minimise risk while maximising results.	PMO Manuals and guidelines to include a process that aligns proposed projects with Strategy, AMP's and LTFF	Engineering & Infrastructure	Dec-14
	4.5 Council will form partnerships to improve outcomes for the Whyalla community.	Prepare a Community Health plan for the city	Planning and Development	Jun-15
		Conduct required immunisation program	Planning and Development	Maintain rates comparable to metro statistics.
		Maintain all inspection regimes and conduct consistent with the inspection program	Planning and Development	100% of the inspection program completed
	4.5 Council will form partnerships to improve outcomes for the Whyalla community.	Undertake a feasibility study that addressess recommendations of the Michael Edcombe report	Community	Feasibility Study Completed
	4.7 The Whyalla community will have confidence in Council's governance.	Review Internal control mechanisms to ensure Internal Control Framework, including Policies and Procedures that meet	Finance & Corporate	Dec-14
4.7 The Whyalla community will have confidence in Council's governance.	Undertake Policy and procedure review in accordance with the Schedule, including madatory review after the November Election.	Executive	Jun-15	
4.8 Council demonstrates innovative and appropriate organisational management.	Undertake review staffing of the organisations including Position descriptions, update all skills and competancies and align with relevent awards, identify skills gaps, development and implementation of training plan.	Executive	Jul-15	

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
5. Sound Financial and asset management	5.1 Infrastructure is appropriately planned maintained and managed.	Review LG Financial Ratios and set targets for Council to ensure the basis of measurement for AMP and Financial performance remains relevant.	Finance & Corporate	Review Complete
		Ensure Facility Management plan for Child Care Centre that addresses recommendations of the Lizard Drinking review is completed.	Community	Mar-15
		Continuation of Infrastructure Audit to assess further information and technical gaps to ensure long term planning for renewal and maintenance is consistent with the needs of the city and is accounted for accurately in key planning documents.	Engineering & Infrastructure	Jun-15
		Complete major Infrastructure renewal program, including road resealing and footpath replacement as per Budget	Engineering & Infrastructure	Jun-15
		Review AMP needs and update LTFP to ensure funds are provided and are adequate for needs and do not negatively impact on Councils Long Term Financial Plan Indicators	Finance & Corporate	Review Complete
		Review Asset sustainability ratio to ensure is sufficient to account for annual AMP requirements + a portion of backlog	Finance & Corporate	Review Complete
		Include Accounting requirements within the tender specification for asset condition and valuation assessments for buildings and land, including an assessment of current use and potential future use.	Finance & Corporate	Specifications included
		Prepare summary showing connections and relationship between the key plans.	Finance & Corporate	Summary Complete
		Provide training session for Elected Members to assist in understanding connections between Strategic Plan, Annual Business Plan, Long Term Financial Plan and Asset Management Plans.	Finance & Corporate	Mar-15
		Update Long Term Financial Plan to include revised AMP's and financial KPI targets.	Finance & Corporate	100% Updated

4: Project Priorities 2014-15

Goals	Objectives	Actions	Department Service profile	Target/KPI
5. Sound Financial and asset management	5.2 Council will be recognised for being financially sustainable.	Review rate setting policies as part of Annual Business planning and budget process.	Finance & Corporate	Part of Annual Process
		Develop Monthly variance reports for all GM's, including summary of key cost categories to allow monitoring and scrutiny of variations	Finance & Corporate	Monthly reports presented within 5 business days of EOM
		Review Basis of Rating and report to Council on pro's and Con's of Capital V's Site Valuation methods.	Finance & Corporate	Mar-15
		Monitor and report on outcomes of 2014-15 Audit Committee Work Program	Finance & Corporate	Jun-15
		Maintain working relationship with Audit committee Chair.	Finance & Corporate	Jun-15
		Provide Process Flow/Efficiency Audit Reports to Audit Committee	Finance & Corporate	6 monthly
		Draft 2015-16 Audit Committee Work Program	Finance & Corporate	Program adopted
		Maintain integrity of Councils Accounting systems and Fundtions, to ensure completed Financial Statements are "Unqualified"	Finance & Corporate	Unqualified Audit
	5.3 Council is inclusive in its financial governance.	Conduct forums as part of Rating Strategy Review	Finance & Corporate	Consultation consistent with engagement strategy
		Release Budget information in special edition WCN June or special media release	Finance & Corporate	Jun-15

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete
1. Economic Prosperity	1.2 Land parcels are available to meet increased demand. (T56 of the State Strategic Plan)	Finalise the purchase of the site	80% Complete	Yes
		Prepare discussion paper looking at opportunities for development of Council owned land in the central community precinct.	80% Complete	Yes
		Prepare brief, get fees proposals and engage consultant and work with consultant to facilitate sale or lease of land at airport	May-14	Yes
		Provide assistance as required to seek to bring one or more of these project to fruition	May-14	Yes
		Market other land parcels - Appoint agent Lot 114 Parfitt Street, Lot 121 Mullaquana	20% Complete	Yes
		Market other land parcels - Alex Ramsay site (waiting on ministerial approval)	80% Complete	Yes
		Market other land parcels - Sell or lease Civic Library site, leased May 2014	Jun-14	Yes
	1.6 Tourism numbers to the City will increase. (T4 of the State Strategic Plan)	Landscape master plan: Stage 1 (Median strategy) under construction for completion. Stage 2 Landscaping Masterplan Foreshore area 80% complete Airport landscaping. CBD implemented over two financial years. Entry statements, design approval to be sought 13/14	30/06/2014	No
		Undertake Design phase for directional signage.	30/06/2014	Yes
		1.8 Infrastructure supports economic activity. (T56 of the State Strategic Plan)	Prepare a Strategic Directions Report.	Jun-14
Complete a Miscellaneous Zones Variations DPA	50% Complete		Yes	
1. Economic Prosperity	1.8 Infrastructure supports economic activity. (T56 of the State Strategic Plan)	Continue support for the business centres / main street's urban design and revitalisation program to enhance their economic viability and improve liveability	Jul-14	Yes
		Advocate for the provision of economic / social infrastructure (eg new or upgraded Airport, improved Leisure Centre, multi-use facilities etc) which is fundamental to the City's economic prosperity.	Aug-14	Yes

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete
2. Community & Social Wellbeing	2.1 Council will adopt a proactive and collaborative approach to community safety. (T20 of the State strategic Plan)	Undertake Flood mapping of the out skirts of the city to identify future planning constraints	Jun-14	Yes
	2.1 Council will adopt a proactive and collaborative approach to community safety. (T20 of the State strategic Plan)	Implement youth programs to reduce graffiti – Aerosol Arts.	1 Event Annually	Yes
		Encourage youth participation in local programs – skatepark events, music activities.	1 Week long Event Annually	Yes
		Kids / Katts and Cops Program support.	1 Event Annually	Yes
		Increase attendance in sporting activities.	Statistical increase through survey	No
	2.2 Volunteer effort is recognised and supported. (T24 of the State Strategic Plan)	Develop internal Volunteer Management Framework.	30-Jun-14	Yes
		Create program to manage inductions / training.	30-Jun-14	Yes
		Attend Volunteers Forum.	1 Event Annually	Yes
		Provide support to sports groups in managing volunteers.	5 Event Held or due date	Yes
	2.3 Council will seek to improve the City's health and aged care services.	Develop Aged and Disability Care Plan	Jun-14	Yes
		Work with RDA Target Team to develop a Masterplan and source funding for future aged care requirements.	May-14	Yes
		Increase awareness of Healthy Lifestyle Program.	Participation rates	Yes
		Organized events to encourage exercise/healthy eating.	Number of events	Yes
		Complete acquittal documentation.	1-Oct-13	Yes
		Develop programs promoting OPAL theme.	Participation in programs	Yes
		Collect data on outcomes of program	30-Jun-14	Yes
		Continue to support through ongoing provision of funding to Domiciliary Care to operate HACC Program.	31-Aug-13	Yes
		Attend Medical Local Cluster meetings.	Attend Cluster Meetings.	Yes
	2.4 Council will seek to improve the City's literacy / numeracy skills. (T87 of the State Strategic Plan)	Provide support to Medicare Local Strategic Group on needs of local community.	Provision of support over a 3 years	Yes

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete	
2. Community & Social Wellbeing	2.4 Council will seek to improve the City's literacy / numeracy skills. (T87 of the State Strategic Plan)	Support DECD to set up suitable alternate Community learning facility hub.	Jan-14	Yes	
		Attend ICAN (Innovative Community Action Network) meeting to develop programs for disengaged students	New Programs added	Yes	
		Support DECD programs that provide initiatives for disengaged students to access learning opportunities.	Increase participation & retention rate	Yes	
	2.5 Council's development plan ensures integrated sustainable land development.	Prepare a brief for a development options report to include possibilities such as the promotion of a community housing project on the Bevan Cr School site.	Possible site identified	Yes	
	2.6 Everyone in Whyalla has the opportunity to actively participate in the public affairs and planning for the City. (T23 of the State Strategic Plan)	Develop and Implement a Customer Service charter.	Completed	Yes	
		Monitor monthly reports on performance.	Reports Provided	Yes	
		Implement a Customer Feedback form.	Sep-13	Yes	
		Provide an alternative Customer Service Centre Install new desk at Library for Council Customer Service activities.	Operational	yes	
	2.7 Community planning of Council's services and infrastructure underpins a community that is inclusive and accessible.	Attend Northern Areas Multicultural Regional Advisory Board. Implement activities such as Harmony Day / morning teas to encourage involvement in community.	Oct-13	Yes	
		Develop a Playground Strategy that identifies the future needs and want of the community and make recommendations to address recreational needs.	Oct-13	Yes	
		Improve Library Membership	20% Improvement	Yes	
		Support and encourage community groups to use Library Meeting rooms	Dec-13	Yes	
		Undertake survey of Library users to gather data on service provision.	Complete by Dec 2013	Yes	
	3. Quality Environmental Outcomes	3.1 Reduce the City's reliance on the River Murray. (T76-76 of the State Strategic Plan)	Support the Waterproofing Whyalla Project with appropriate median landscaping that has access to recycled water.	30/06/2014	Yes

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete
3. Quality Environmental Outcomes	3.2 Council will promote environmental sustainability and aim to reduce carbon emissions - as an organisation - across the City (T59 of the State Strategic Plan	Involved in regional study on impacts of sea level rise on city. Flooding study being undertaken due for completion 2015 50% complete 2014	50% by June 2014	Yes
	3.7 Whyalla will be recognised for its arid landscape and its natural beauty.	Prepare brief in consultation with RDAWEP and seek funding from State and RDA for conduct of a Northern Coastline management plan.	Completed June 2014	Yes
4. Civic Leadership and Organisational Development	4.2 Council's Operations are effective, efficient and customer focused.	Review current Family Services Directory and Seniors Directory and update accordingly.	Complete by June 2014	Yes
		Review VIC and complete Visitor Precinct Strategic Plan	Completion	Yes
		Budget set to revise operating hours	Completion	Yes
		Develop Property Management Policy	Adopted Policy	Yes
		Review airport operations and implement Strategy.	Implemented	Yes
		Use revised Airport Strategy to leverage additional grant revenue.	Grant Revenue Received	Yes
		Review Landfill operations and Implement structural change	Review complete and implemented	Yes
		Review operations at VIC, Mt Laura Homestead and Lighthouse cottages, develop strategy for future operations and report to council recommending future unit structure.	Review Complete	Yes

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete
4. Civic Leadership and Organisational Development	4.2 Council's Operations are effective, efficient and customer focused.	Conduct a review of Child Care Centre operations and implement recommendations.	Jul-13	Yes
		Review Cemetery operations and implement recommendations	Review Complete	Yes
		Review IS Unit to ensure services match needs of Council	Stage 1 complete	Yes
		Review current WHS KPI Audit gaps with view to gaining Audit Bypass	Bypass granted	Yes
		Develop work program for implementation of WHS Plan	Plan Adopted	Yes
		Develop reporting tool to meet WHS monitoring and reporting responsibilities	Tool Complete	Yes
		Review Annual Business Plan for Finance & Corporate for 2014-15 operating year.	Completed	yes
		Develop Resourcing Plan for Finance & Corporate	31-Aug-13	Yes
		Develop Financial management framework with effective policy and procedures that are easy to understand.	Framework completed 30 June 2013	Yes
		Development of Economy and efficiency Audit process. Identify process and commence Process flow mapping to identify improvements	30-Jun-14	Yes
		Review KPI Audit for 2012 and analyse current position	Request Granted	Yes
		Review PD for Senior Finance Officer, Advertise and recruit applicant to role	Vacancy filled	Yes
	4.5 Council will form partnerships to improve outcomes for the Whyalla community.	Conduct stakeholder consultation and develop site-specific plan for Jubilee Park. Complete outstanding landscaping for Memorial Oval. Work with GMPD to develop plan for the Marina	Jun-14	Yes
		Continue to source possible funding opportunities to develop an Art Gallery. (Not successful)	Nov-13	Yes
		Develop a Multicultural Plan and work with local Board to develop activities to raise profile.	Mar-14	Yes

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete
5. Sound Financial and asset management	5.1 Infrastructure is appropriately planned maintained and managed.	Review LG Financial Ratios and set targets for Council to provide a basis of measurement for AMP and Financial performance	Review Complete	Yes
		Review E&I budget proposals and provide guidance regarding impact on LTFP and sustainability indicators	Review Complete	Yes
		Review AMP needs and update LTFP to ensure funds are provided are adequate for needs and do not negatively impact on Councils Long Term Financial Plan Indicators	Review Complete	Yes
		Work program developed, required cash flows incorporated into cash management plan for 2013-14	Completed	Yes
		Work program developed, required cash flows incorporated into cash management plan for 2014-15	Draft complete	Yes
		Review Asset sustainability ratio to ensure is sufficient to account for annual AMP requirements + a portion of backlog	Review Complete	Yes
		Include Accounting requirements within the tender specification for asset condition and valuation assessments for buildings and land, including an assessment of current use and potential future use.	Specifications included	Yes
		Prepare summary showing connections and relationship between the key plans.	Summary Complete	Yes

5: Measuring our Performance 2013-14

Goals	Objectives	Actions	Target/KPI	Complete
5. Sound Financial and asset management	5.2 Council will be recognised for being financially sustainable.	Update Long Term Financial Plan to include revised AMP's and financial KPI targets.	100% Updated	Yes
		3 principles included in Fees and Charges Review. Commercial, Cost Recovery and Community Benefit	Review Underway	
		Review rate setting policies as part of Annual Business planning and budget process.	Part of Annual Process	Yes
		Develop Monthly variance reports for all GM's, including summary of key cost categories to allow monitoring and scrutiny of variations	Reports Presented Monthly	Yes
		Establish working relationship with audit committee Chair.	Ongoing	Yes
		Implement a workshop process to facilitate a hands -on approach by the committee.	Implemented	Yes
		Complete Actions of 2013-14 Audit Committee Work Program	95% complete by May 2014	Yes
		Draft 2014-15 Audit Committee Work Program	Program adopted	Yes
		Maintain integrity of Councils Accounting systems and Fundtions, to ensure completed Financial Statements are "Unqualified"	Unqualified Audit	Yes
	5.3 Council is inclusive in its financial governance.	To involve the community early in the annual budget and rate setting process.	Consultation consistent with engagement strategy	Yes
		To involve the community early in the annual budget and rate setting process.		No
		Release Budget information in special edition WCN June		No

6. FUNDING THE BUSINESS PLAN

Consistent with Council's Long Term Financial Plan, an Operating Surplus is aimed for in each planning period. Council aims to achieve an Operating Surplus in the short to medium-term (one to five years) and long-term financial sustainability is dependant on ensuring that on average over time its operating expenses including depreciation are less than operating income. Operating revenue and expenses for the 2014/15 year are summarised below;

ITEMS	REVENUE BUDGET (Excludes Rates)	EXPENDITURE BUDGET	NET BUDGET
Environmental Services - Rates	1,182,244	3,847,052	(2,664,808)
Planning & Development Services	340,725	1,394,143	(1,053,418)
Regulatory Services	352,450	671,828	(319,378)
Community Services	2,493,983	4,330,572	(1,836,589)
Community Recreation & Leisure	256,482	3,378,127	(3,121,645)
Assets & Engineering Services	432,014	8,578,142	(8,146,128)
Governance	5,000	1,019,142	(1,014,142)
Corporate Support Services	4,784,320	5,405,570	(621,250)
Rates Revenue			18,778,393
OPERATING SURPLUS / (DEFICIT)			1,035

Council's proposed revenues for 2014/15 include the following;

- **General Rates, Fines & Interest & NRM Levy:** \$14,685,857 + \$91,000 + \$710,460
- **Main Street Levy:** \$65,000
- **Waste Management Levy:** \$3,226,076
- **User Pay charges:** \$3,331,715 Service fees; Child Care, Maritime Museum, Airport and Landfill.
- **Statutory Charges:** Set by other levels of Government: \$564,150 Fees and charges for services set by regulation and collected by Council and include, Development Act Fees, Town Planning fees, Parking Fines & expiation fees, Health fines, Environmental Control fines, Litter Control fines, Septic Tank fees, license fees & fines. These are generally offset by the cost of providing the service.
- **Interest Income:** \$57,759 - Interest income will be affected by the timing of cash flows.
- **Grants & Subsidies:** \$4,592,639: Council attracts an annual amount of funding based on factors determined by the Grants Commission. Council also seeks to attract additional grants and subsidies to provide for projects and programs run by Council.
- **Other Revenues:** \$1,300,955 which includes \$693,691 OneSteel ex-gratia payment.

Council's proposed expenditures for 2014/15 includes the following;

- **Staff Costs** \$ 10,015,996
- **Contracts, Materials & Other** \$ 11,648,893
- **Finance Charges (Interest)** \$ 476,318
- **Depreciation** \$ 6,483,369

COUNCIL'S ANNUAL CAPITAL IMPROVEMENT PROGRAM aims to ensure that existing Assets are replaced and upgraded in a manner consistent with the outcomes of the draft Infrastructure Asset Management Plans. The 2014/15 program and funding sources are summarised below.

CAPITAL IMPROVEMENT PROGRAM

Works Brought Forward	\$	1,355,375
Infrastructure (incl roads, drains, paths)	\$	5,735,000
Building & Facilities	\$	1,256,000
Plant & Equipment	\$	1,159,714
Land & Improvements	\$	1,440,000
Furniture & Equipment	\$	265,250
Funded By		
Rates		\$ 6,484,404
Grants: Capital Projects		\$ 1,420,000
Loans		\$ 1,175,000
Transfers From Reserves		\$ 670,000
Asset Sales		\$ 110,649
Cash Reserve		\$ 1,351,286

IMPACT ON COUNCIL'S FINANCIAL POSITION:

Council budgets include a high-level summary of both operating and capital investment activities prepared on a uniform and consistent basis. The primary objective of this arrangement is to ensure that Councils provide a common 'core' of financial information to enable more meaningful comparisons of each Council's finances. Long Term Financial Plans and annual financial statements are summarised on the same basis and are depicted in the table below. Attachment A provides an explanation of terms used.

Year Ended 30 June:	2013 Actual \$	2014 Adopted \$	2014 Revised \$	2015 Draft Budget \$
Operating Revenues	25,667,427	25,307,385	25,651,647	28,625,611
less Operating Expenses	25,576,185	27,521,899	(27,614,365)	28,624,576
Operating Surplus/(Deficit) before Capital Amounts	91,242	(2,214,514)	(1,962,718)	1,035
Less: Net Outlays on Existing Assets				
Capital Expenditure on Renewal/Replacement of Existing Assets	5,776,953	9,337,830	8,868,280	7,546,654
less Depreciation, Amortisation & Impairment	5,980,658	6,152,414	6,152,414	6,483,369
less Proceeds from Sale of Replaced Assets	115,682	125,000	176,916	100,000
	(319,387)	3,060,416	2,538,950	963,285
Less: Net Outlays on New and Upgraded Assets				
Capital Expenditure on New/Upgraded Assets	1,314,890	4,830,584	4,316,317	3,664,685
less Amounts Specifically for New/Upgraded Assets	1,098,433	2,805,555	2,010,177	1,420,000
less Proceeds from Sale of Surplus Assets	49,500	0	255,000	0
	166,957	2,025,029	2,051,140	2,244,685
Net Lending / (Borrowing) for Financial Year	243,672	(7,299,959)	(6,552,808)	(3,206,935)

7. WHAT IT MEANS FOR RATES

The Council has considered the impact of rates on all businesses in the Council area. In considering the impact, Council assessed the following matters:

- Whyalla Strategic Plan;
- Long Term Financial Plan;
- South Australian Government Strategic Plan;
- Upper Spencer Gulf Common Purpose Group Strategic Plan;
- Whyalla and Eyre Peninsula Regional Development Board Strategic Plan.
- The equity of the distribution of the rate burden between classes of ratepayers; and
- Current local, state and national economic conditions and expected changes during the next financial year.

METHOD USED TO VALUE LAND

The Council may adopt one of three valuation methodologies to value the properties in its area. They are:

Capital Value – the value of the land and all 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.

As a result of a review carried out during 2009/10, Council decided on 17 May 2010 to continue to use Site Value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers.

The fairness principle of taxation which suggests that individuals should make similar contributions to the cost of providing local Government services as they in turn receive similar benefits, in terms of those services provided.

ADOPTION OF VALUATIONS

The Council will adopt the valuations made by the Valuer-General as provided to the Council on 30 June 2014; if a ratepayer is dissatisfied with the valuation made by the Valuer-General, then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not: (a) previously received a notice of this valuation under the Local Government Act 1999, in which case the objection period is 60 days after service of the first notice; or (b) previously had an objection to the valuation considered by the Valuer-General. The address of the Office of the Valuer-General is:

State Valuation Office
GPO Box 1354
ADELAIDE SA 5001
email: LSGObjections@sa.gov.au

Telephone 1300 653 345. Please note that the Council has no role in this process. It is also important to note that the lodgement of an objection does not change the due date for the payment of rates.

BASIS FOR RAISING RATES

Council has declared the following rates:

Pursuant to Section 152 of the Local Government Act 1999, a General rate on all rateable land within its area based on two components; the value of the land subject to the rate; and a fixed charge.

Pursuant to Section 155, a Service charge on all rateable land within its area to which it provides a service of collection, treatment or disposal of waste.

Pursuant to Section 154, a Separate Rate on all rateable land situated in the area adopted by Council based on the value of the land subject to the rate. This rate applies to the City Plaza area only.

Pursuant to Section 154, a Separate Rate for the purpose of a Natural Resource Management levy on all rateable land situated in the area adopted by Council based on a fixed charge as set by the State Government Natural Resource Management Act, shown separately on the rate notice.

DIFFERENTIAL GENERAL RATES

At its meeting of 30 June 2014 it is proposed that Council declare its rates and decide to raise general rate revenue of \$14,685,857 in a total operating revenue budget of \$28,625,611

Due to the need to balance the community's capacity to pay, the Council has decided to apply differential rates based on the locality in which the rateable property is situated and the use to which the property is put:

Locality – town planning zones (TPZ) including residential, residential character, regional centre, caravan and tourist parks, commercial, district centre, local centre, town centre, recreation, community, special industry (hydrocarbons), special industry, industry, industry buffer, light industry, rural (industry buffer), deferred industry, coastal conservation, rural living, coastal settlement & settlement.

Land use – prescribed land use codes (LUC) including residential, commercial-shop, commercial-office, commercial-other, industry-light, industry-other, primary production, vacant and other.

Summary of approximate general rates raised per rate category based on proposed 6% increase

Category	Valuation	Rate in \$	Fixed Charge \$	\$	%
Business	55,615,500	2.194	125,460	1,345,664.07	9.17%
Region Centre	10,400,000	2.630	1,230	274,750.00	1.87%
Industry	40,597,000	2.194	84,460	975,158.18	6.65%
Residential	764,406,000	0.923	4,286,140	11,341,607.38	77.29%
Heavy Industry	3,215,000	14.609	410	470,089.35	3.20%
U/Farm	19,070,000	0.366	47,970	117,766.20	0.80%
P/Prod	2,610,000	0.014	3,690	4,055.40	0.03%
Coastal Living	32,288,000	0.205	78,720	144,910.40	0.99%
	\$ 928,201,500		\$ 4,628,080	\$ 14,674,001	100.00%

Council proposes to increase general rate revenue by 6% (excluding growth). For residential properties this increase equates to about **\$50 per property 95 cents per week**;

Land use may be used as the factor to apply differential rates. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified.

A ratepayer may discuss the matter with Denise Zerna on 8640 3444 in the first instance. The Council will provide, on request, a copy of Section 156 of the Local Government Act 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use.

Objections to the Council's decision may be lodged with the Chief Executive Officer, the Corporation of the City of Whyalla, PO Box 126, Whyalla SA 5600. The objection must be made within 60 days of receiving notice of the land use and set out the basis for the objection and details of the land use that (in the opinion of the ratepayer) should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is important to note that the lodgment of an objection does not change the due date for payment of rates.

FIXED CHARGE

The Council has decided to impose a fixed charge system, rather than a minimum rate which tends to distort the equity principles of taxation. The fixed charge is proposed to increase from \$386 to \$410 an increase of \$24 and is levied uniformly on all non-contiguous assessments. The fixed charge is levied against the whole of an allotment (including land under a separate lease or license) and only one fixed charge is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. The reasons for imposing a fixed charge are:

- Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and to the cost of creating and maintaining the physical infrastructure that supports each property.
- A fixed charge system has lower proportionate impact on lower income earners than a minimum rate.
- The fixed charge is more readily understandable than a minimum rate system.
- Anecdotal evidence appears to be in favour of a fixed charge which is uniformly paid by each ratepayer.

SERVICE CHARGE

The Council provides a service of collection, treatment and disposal of waste on a user pay basis. Preliminary findings of the Landfill review conducted during 2012-13 suggested the cost to provide waste collection and disposal services per household equates to \$400 per annum. Council felt that a rise of this magnitude in one year was unacceptable. Therefore, Council decided to phase this in over a number of years, hence in 2013-14 this increased to \$280 and will increase again this year to \$298

The full cost of maintaining, operating and providing for capital requirements relating to waste management services, this financial year is budgeted to be \$4,250,237. The Council will fund this cost partially through the sale of recycled materials and gate fees with the remainder via the imposition of per property service charges of \$298 an increase of \$18 equating to total service charge revenue of \$3,226,076. This equates to a per week increase; per property of 35 cents.

SEPARATE RATE

The Council has resolved to continue to declare a separate rate, known as the City Plaza Rate, in relation to the City Plaza area for 15 years commencing from 2000/01, for the purposes of:

- Development of the City Plaza and surrounding district;
- Funding for the City Plaza Coordinator;
- Promotional activities throughout the year;
- Beautifying the City Plaza area for the benefit of Whyalla; and
- Servicing loan repayments.

NATURAL RESOURCE MANAGEMENT LEVY

The Natural Resources Management Levy is a State Tax which councils are obliged under the Natural Resources Management Act to impose and collect with the proceeds paid to one or more of the Natural Resources Management boards which are State Government entities established on a regional basis under the Act. Any Enquiries concerning this tax should be directed to the Eyre Peninsula Natural Resources Management board. This levy is shown as a separate item on all rate notices. In relation to the 2014/15 year Council must collect a \$63.40 fixed charge on all rateable properties.

RATE CONCESSIONS

The State Government, in providing equity across South Australia in this area, funds a range of concessions on Council rates. The concessions are administered by the Department for Communities and Social Inclusion; who determine eligibility and pay the concession directly to Council on behalf of the ratepayer. Concessions are available only on a principal place of residence.

Ratepayers who believe they are entitled to a concession should not withhold payment of rates pending assessment of an application by the State Government as penalties apply to overdue rates. A refund will be paid to eligible persons if Council is advised that a concession applies and rates have been paid.

You may be eligible for a Council rate concession if you:

- Are a pensioner and have a current Pensioner Concession Card or Department of Veterans Affairs (DVA) Gold Card (TP, EDA, WW) or;
- Receive an eligible Centrelink allowance; or
- Hold a State Seniors Card; or
- Are a low income wage earner who meets the DCIS low income threshold.

Application is to be made through the Department for Communities and Social Inclusion (DCSI) Concessions Hotline on 1800 307 758 or at the web site www.sa.gov.au/concessions using the online form.

REFUSE CHARGE REMISSIONS

Council may provide a refuse charge remission to eligible pensioners. The amount of the remission depends upon individual circumstances.

POSTPONEMENT OF RATES - SENIORS

Ratepayers who hold a State seniors card (or who are eligible to hold a State seniors card and have applied for one) are able to apply to Council to postpone payment of rates on their principal place of residence. Postponed rates remain as a charge on the land and are not required to be repaid until the property is sold or disposed of. Phone 8640 3444 for further information.

PAYMENT OF RATES

Payment of rates for the 2014/15 financial year will be in quarterly payments due by
5 September 2014,
5 December 2014,
6 March 2015; and
5 June 2015.

A quarterly rates notice will be sent to ratepayers 30 days prior to each due date. A ratepayer may also pay their rates in a single installment due by the 5 September 2014.

To make bill-paying more convenient and flexible for customers, the Whyalla City Council provides the following options for the payment of your rates account.

Payment by telephone via BPAY telephone bill paying service for ratepayers who belong to any of the participating banking institutions or Australia Post's bill paying service on 13 18 16;

Payment through the mail: Cheques should be marked not negotiable and can be posted along with the remittance advice to Council at Po Box 126 Whyalla SA 5600

Payment via the internet using Australia Post's bill paying service at www.postbillpay.com.au or Council's web-site at www.whyalla.sa.gov.au;

Payment in person at any Australia Post outlet with BillPay facilities, Whyalla Norrie or at Council's Customer Service Centre located at, Darling Terrace, Whyalla and at the Whyalla Public Library, Customer Service Desk, open weekdays from 12-5pm. Major credit cards are accepted and EFTPOS facilities are available at these Centres. Cash payments are not accepted at the Whyalla Public Library.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact Denise Zerna on 8640 3444 to discuss alternative payment arrangements. Such enquiries are treated confidentially by the Council.

LATE PAYMENT OF RATES

Section 181(8) of the Local Government Act provides that Councils impose a penalty of a 2% fine on any payment for rates that are received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to cover any interest cost of the Council because it has not received the rates on time.

The Council allows a further two working days after the due date for payment as a grace period. Fines are payable under the Local Government Act but Council will remit this amount if payment is received within the two days grace period. Thereafter, fines for late payment are fully imposed. Fines and interest levied will be shown on the next quarter's rate notice.

The Council is prepared to consider remission of penalties for late payment of rates where ratepayers can demonstrate hardship.

Rates which continue to be overdue are referred to a collection agency for collection. The debt collection agency charges collection fees that are recoverable from the ratepayer.

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

1. to satisfy any costs awarded in connection with court proceedings;
2. to satisfy any interest costs;
3. in payment of any fines imposed;
4. in payment of rates, in chronological order (starting with the oldest account first).

REMISSION AND POSTPONEMENT OF RATES

Section 182 of the Local Government Act permits the Council, on the application of a ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to contact Denise Zerna on 8640 3444 to discuss the matter. Such enquiries are treated confidentially by the Council.

In assessing each application Council will give consideration to the following: previous documented Council decisions; the ratepayer's ability to pay; and the financial circumstances of the applicant where extreme hardship can be demonstrated.

REBATE OF RATES

Mandatory Rebates

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions.

Discretionary Rebates

Discretionary rebates may be applied by the Council under Section 166 of the Act.

Council's Rate Rebate Policy and Application Form are available at the Council Office.

Sale of Land for Non-payment of Rates

The Local Government Act provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of its intention to sell the land, to 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.

COUNCIL VOTERS ROLL ENTITLEMENT

Persons on the State House of Assembly Electoral Roll are automatically included in the Council Voters Roll and entitled to vote in Council elections. Others who are ratepayers may also be entitled to be enrolled on the Council Voters Roll and will need to apply for enrolment.

This may include those in possession of a 457 Visa. Where holders of 457's have been in residence at Whyalla for at least 1 month they will be eligible to vote in Local Government Elections. To be eligible to vote, prospective voters will need to complete Form 1. If you have any queries or wish to obtain Form 1 please contact Samantha Rawlings on 8640 3444.

Attachment A: Explanation Uniform Presentation of Finances

Year Ended 30 June:	2011	2012	2013
	Actual	Revised Estimate	Draft Budget Year 1
	\$	\$	\$
Operating Revenues	23,388,904	25,460,242	23,265,197
less Operating Expenses	24,756,483	23,451,179	25,432,793
Operating Surplus/(Deficit) before Capital Amounts	(1,367,579)	2,009,063	(2,167,596)
Less: Net Outlays on Existing Assets			
Capital Expenditure on Renewal/Replacement of Existing Assets	4,818,237	4,596,567	5,292,064
less Depreciation, Amortisation & Impairment	7,054,710	5,498,574	5,726,957
less Proceeds from Sale of Replaced Assets	157,301	37,727	105,000
	(2,393,774)	(939,734)	(539,893)
Less: Net Outlays on New and Upgraded Assets			
Capital Expenditure on New/Upgraded Assets	337,840	6,969,237	2,141,165
less Amounts Specifically for New/Upgraded Assets	1,264,028	4,243,334	350,000
less Proceeds from Sale of Surplus Assets	1,764,510	0	28,000
	(2,690,698)	2,725,903	1,763,165
Net Lending / (Borrowing) for Financial Year	3,716,893	222,894	(3,390,868)

Income available for delivery of services: Includes all grants except those received specifically to acquire or enhance assets.

Cost of services, including depreciation expenses.

The extent to which income is sufficient or insufficient (Bracketed) to fund the cost of services. Operating Surplus / (Deficit) is the key measure of a Council's financial performance.

Expenditure that restores the service potential of existing assets to original service levels.

Depreciation and amortisation expenses represent the systematic allocation of the depreciable amount of assets over their useful lives. Impairment recognises other diminutions in the carrying amount of assets.

Consistent negative net outlays on existing assets shown (bracketed) indicates that, overall, existing assets may be deteriorating at a greater rate than expenditure on their renewal or replacement.

Expenditure to acquire new assets or enhance existing assets so that Council can provide expanded, or a higher levels of services.

Amounts received from others specifically to acquire or enhance assets. These amounts are not included as Income above.

Net cost of acquiring or enhancing assets.

Net lending reduces a Council's accumulated level of net financial liabilities. Net borrowing (bracketed); adds to the level of net financial liabilities. Net financial liabilities is the key measure of a Council's financial position and is calculated by deducting a Council's financial assets from its total liabilities.