



2010-2011

ANNUAL BUSINESS PLAN

The Coorong District Council area will be recognised for its cohesive community, prosperous economy and unique and highly valued environment.

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1. INTRODUCTION

This Annual Business Plan sets out Council's proposed services, programs and projects for 2010-2011. Council aims to provide effective and efficient services for the community and to continue progress towards the longer term objectives of The Coorong District Council as set out in the Strategic Management Plan 2008 – 2012, which was adopted by Council in June 2008. The Coorong District Council Strategic Management Plan 2008-2012 describes what Council believes must happen during the next 5 years to ensure that the District is developed according to community expectations and to provide a platform to become a 'Sustainable Region'.

A 'Sustainable Region' is one that recognises the current values of the community, the importance of the history of the Region and the character of its built environment. Based on this information, the Region is then in a position to ensure that it has long term goals for maintaining, and moving further towards becoming a community that:

- Is caring, informed, connected and accessible.
- Pursues economic prosperity and provides social equity.
- Acts in an environmentally responsible way.

The Local Government Act 1999 Section 123 – 'Annual business plans and budgets' prescribes the content that must be included in this document and the subsequent process before adoption. Section 123, includes matters regarding:

- Required content in the Annual Business Plan.
- Public consultation obligations of Council.
- The timing parameters relating to adoption (between May 31 and August 31).
- Communication requirements (back to the community) after adoption.

The ongoing development of The Coorong District Council community has always been a priority of Council, with all elected members and staff committed to The Coorong District Council being a progressive and vibrant Council. This plan sets out what Council wants to achieve in the next financial year.

Council will measure performance against the stated objectives via the achievement of project milestones, compliance requirements, budgetary parameters and other agreed targets.

Cr Roger Strother
Mayor

Michael Boyd
Chief Executive Officer

1.1 Vision, Mission and Principles for the Annual Business Plan

The following Vision, Mission and Council's core values were adopted as part of The Coorong District Council Strategic Management Plan 2008-2012 in June 2008.

Vision Statement

Council's vision for the district.

The Coorong District Council area will be recognised for its cohesive community, prosperous economy and unique and highly valued environment.

Mission Statement

Council's business purpose and role in contributing to the Vision.

The Coorong District Council is committed to:

- Responsibly managing the natural and built environment with the aim of attaining **sustainability**.
 - Facilitating economic **prosperity**, sustainable growth and employment throughout the district.
 - Enhancing the quality of life for the community by encouraging health, **well being** and safety.
 - Providing **leadership** for the community and ensuring efficient and effective management of the community's resources.
-

Council's Core Values

The principles, attributes and qualities that Council will display and practice in the way we go about our business.

Council will be:

- Accountable and transparent
 - Engaging (participatory, consultative and informative)
 - Creative and innovative
 - Responsible and responsive
 - Equitable
 - Proactive and progressive
 - Committed to sustainability
-

2. ABOUT THE COORONG DISTRICT COUNCIL

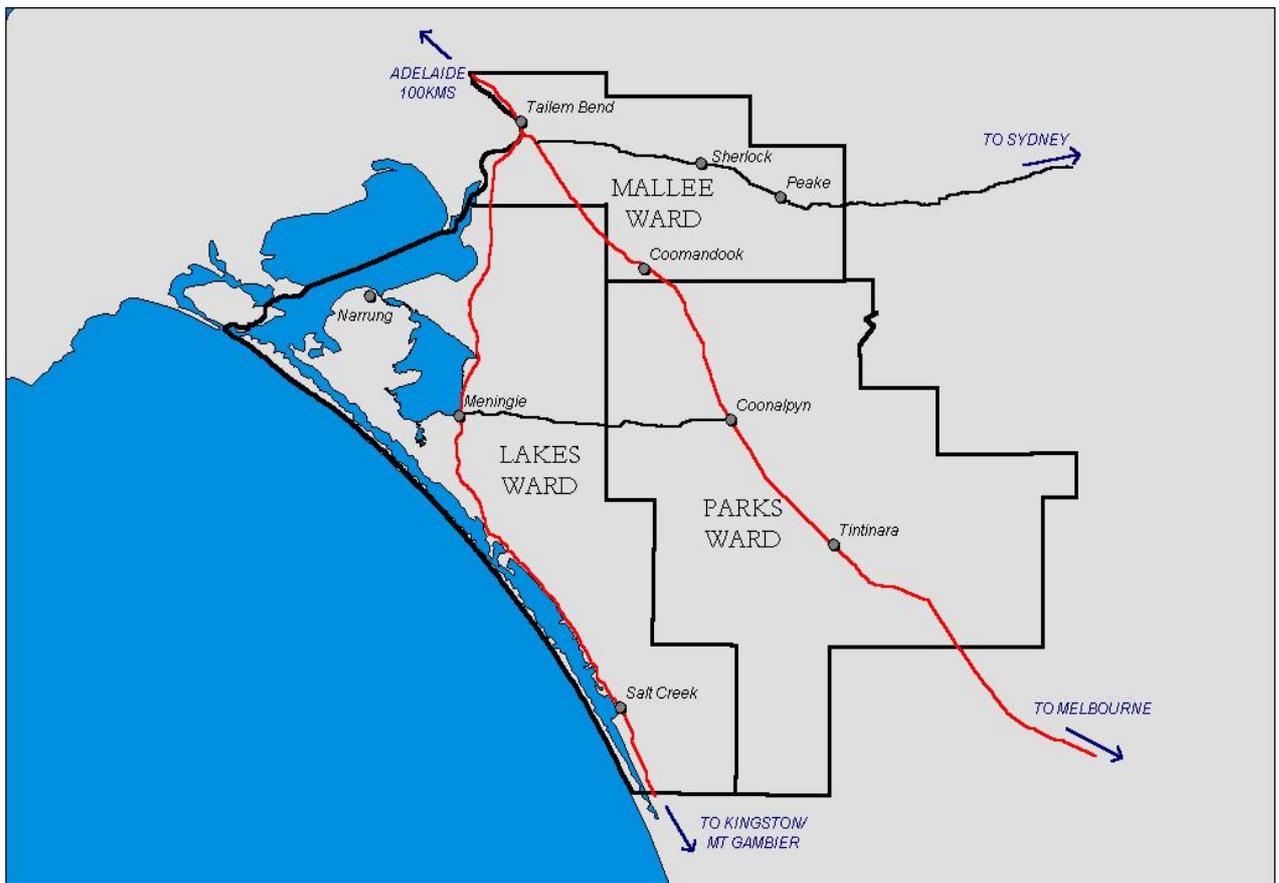
2.1 Community, District and Council Overview

Key features:

- Population in 2006 was 5,724.
- 8,836 square kilometres of mainly rural land.
- Main towns of Tailem Bend, Meningie, Tintinara and Coonalpyn plus other smaller settlements.
- Dukes Highway and the Princes Highway are key transport corridors.
- Large area of coastline and the environmentally renowned Coorong.
- Includes lower reaches of River Murray and encompasses Lake Albert and part of Lake Alexandrina.
- Strong diversified primary industry base.
- Council offices located at Tailem Bend, Meningie, and Tintinara.

For a comprehensive overview of the population and economic activity within The Coorong District Council please refer to Council's Population and Economic Profile.

2.2 Coorong District Map



3. ACHIEVEMENTS FROM 2009/10 ANNUAL BUSINESS PLAN

The following table indicates the achievements of the Annual Business Plan 2009/10. Also identified are items that will be carried over to the 2010/11 financial year.

Environmental Objective Sustainability

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
1.1 GOAL – To have up to date Development Plan provisions that reflect the needs and aspirations of the community and ensure its development assessment processes reflect best practice principles and consistent decision making.	1.1.1 Improve the Development Plan	1.1.1.2 Commence a Section 30 Review of the Development Plan upon completion of the Murray Mallee Land Use Framework currently being undertaken by Planning SA.	Carried forward to 2010/11	Due to delay in completion of the Murray Mallee Land Use Framework by Department of Planning & Local Government, Council was unable to commence the Section 30 Review. Will be completed in 2010/11 upon completion of Action 1.2.1.1.
1.2 GOAL – To ensure the long term economic, social and environmentally sustainable future of its community, as well as meeting the community's aspirations.	1.2.1 Creation of Strategic Land Use Plans (Township Master Plans)	1.2.1.1 Development of Strategic Land Use Plans (SLUPs)	Commenced, completion forward to 2010/11	SLUP project commenced at Strategic Planning & Development Policy (SP&DP) Committee in November 2009. Meetings with local stakeholders commenced. SLUP project expected to be completed by July/August 2010.
1.3 GOAL – To responsibly manage the natural environment to ensure its sustainability and to implement natural resource management principles.	1.3.1 To establish and maintain policies and procedures to adequately protect and conserve our natural environment	1.3.1.1 Complete the Coorong Sustainability Plan	Completed	Adopted at February 2010 Council meeting.
	1.3.4 To assess the potential impacts of climate change on the environment, economy and community	1.3.4.2 Ensure the Coorong Sustainability Plan (refer to 1.3.1.1) reflects climate change initiatives.	Completed	Incorporated appropriate actions and targets in Sustainability Plan.
1.4 GOAL – To have infrastructure planning that is adequately resourced, integrated	1.4.3 Provide a wide range of passive and recreational facilities	1.4.3.2 Develop a Strategic Bike Plan (particularly for townships) and	Commenced, carried forward to 2010/11	Have received funding to complete the plan. The completion of the plan will occur in 2010/11.

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
with land use planning and minimises risk		seek funding for the development and implementation of the Plan.		
1.5 GOAL – To establish an Asset Management System and plans to ensure the long term sustainability of Council's resources, plant, equipment, buildings and infrastructure.	1.5.1 Develop an Infrastructure & Asset Management Plan in accordance with legislative requirements	1.5.1.1 Review road classification policy to ensure accurate reflection of road network.	Carried forward to 2010/11	This will be reviewed in 2010/11 as both the Roads and Transport Asset Management Plan, and Asset Management Strategy were adopted in 2009/10 and will guide the road classification review process, including public consultation. The Roads Asset Register also needed to be updated prior to this process, and this was completed in 2009/10.
		1.5.1.2 Develop and implement a rolling 10 year plant replacement.	Carried forward to 2010/11	A plant replacement review is targeted for 2010/11 where a budget amount has been allocated.
		1.5.1.3 Review hardware/software requirements	Carried forward to 2011/12	This has been deferred to 2011/12 to allow staff to implement asset management practices and procedures in 2010/11 prior to designing and specifying an appropriate asset management software system suited to Council's needs.
1.6 GOAL – To implement sustainable programs and policies for the management of waste in the Coorong District Council.	1.6.1 Waste minimisation tied to maximum resource recovery	1.6.1.1 Investigate the feasibility of a Regional Landfill Strategy with participating Councils.	Completed	Discussions at the MMLGA have reviewed that there is no interest for a regional approach for a shared landfill development.
		1.6.1.2 Ongoing development of a Recycling program.	Carried forward to 2010/11	Actions 1.6.1.2 and 1.6.1.3 to be replaced with Council Minute Item 316/09 which outlines a broad review of Council's waste management procedures and practices.
		1.6.1.3 Review options re provision of kerbside green waste collection service.	Carried forward to 2010/11	

Economic Objective Prosperity

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
<p>2.1 GOAL – To attract new and support existing economic, industrial and commercial development opportunities to ensure the on going prosperity of the Coorong District Council district.</p>	<p>2.1.2 To develop and implement initiatives that will enhance the district's investment, commerce and investment potential.</p>	<p>2.1.2.2 Develop an Economic Development Policy (EDP)</p>	<p>Completed</p>	<p>Adopted at March 2010 Council meeting.</p>

Social Objective Wellbeing

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
3.1 GOAL – Enhancing the quality of life of the community by encouraging health, well being and safety.	3.1.3 To ensure Council's Environmental Health responsibilities are being met in a sustainable, efficient and appropriate manner.	3.1.3.4 Complete a Coorong Response Emergency Management (CERM) Plan	Council is in a joint grant application to the Commonwealth National Disaster Resilience Program to secure funding for Council and Zone CERM Plans.	<p>The process to create the CERM Plan has commenced. Council Minute Action item 067/10 states:</p> <p>The Coorong District Council will:</p> <ol style="list-style-type: none"> 1. Form a Community Emergency Risk Management Committee, managed by Council's Manager Asset Services; 2. Apply to the Natural Disaster Resilience Grant Scheme for funding to plan and implement a Community Emergency Risk Management Plan for the Council; 3. Participate in a joint funding application by the Murray and Mallee Zone Emergency Management Committee to the Natural Disaster Resilience Grant Scheme to plan and implement a Zone Community Emergency Risk Management Plan.
	3.1.5 Further enhance Council's relationship with the local Indigenous Community	3.1.5.3 Enter an agreement and formulate a policy regarding construction works to ensure the protection and preservation of aboriginal heritage.	Carried forward to 2010/11	<p>Initial discussions have taken place with the Ngarrindjeri and Rural Solutions in scoping a training package for Council's Outdoor workforce. This will occur in the first or second quarter of 2010/2011.</p>

Governance Objective Leadership

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
4.1 GOAL – Establish a ‘best practice’ governance framework.	4.1.1 Improve Council’s governance performance & develop relevant policies and codes.	4.1.1.1 Nominate to participate in the LGA Good Governance Assessment Program	Completed	Council participation will occur in 2013 as per the LGA timeframe.
		4.1.1.2 Conduct an audit of governance procedures and practices.	Internal audit commenced.	Ongoing process of constant improvement. Will be completed in 2010/11.
4.2 GOAL – To facilitate open and transparent relationships with the community and key stakeholders.	4.2.1 Improve Council’s communication with the community and regional stakeholders	4.2.1.2 Review and improve Council’s Public Consultation Policy	Carried forward to 2010/11	Yet to commence.
4.3 GOAL – To continuously strive for quality, responsive customer service and enhancement of the image of Council.	4.3.1 Develop and implement a Customer Service Charter 4.3.2 Ongoing improvement of customer service standards	4.3.1.4 Annual review of Customer Service Charter	Service Quality Project Team has reconvened to conduct internal review.	The Customer Service Charter and associated service standards are an ongoing project. New Customer Service Centre and centralisation of telephone system and correspondence processing will further improve Council’s service quality.
		4.3.2.1 Implement an integrated Customer Request Management Service (CRMS).	Carried forward to 2010/11.	To be further considered in conjunction with records management system (refer action 4.7.3.3).
4.6 GOAL – To manage the business of Council through the responsible and efficient administration of finances to provide financial stability and the ongoing appropriate delivery of services for the community.	4.6.1 Improve Council’s financial management practices	4.6.1.5 Improve the management of debtors by implementing the bad debt module in Council’s business system.	Completed	Module has been implemented and regular batching of debtors in accordance with Debt Management Policy are being processed.

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
4.7 GOAL – An Information Technology (IT) service that keeps pace with Council and community needs.	4.7.1 Ensure that Council's IT network is cost effective, reliable and fully utilised, delivering quality services to Council and the community.	4.7.1.1 Prepare an IT Development Program, including the following systems: <ul style="list-style-type: none"> o Website and intranet development. o Modernised telephone system 	Website Project Team ongoing. Intranet project carried forward to 2010/11. Telephone system implemented.	Minor review and update of website has recently been completed. The implementation of the records management systems and new telephone system were priorities for 2009/10 requiring the intranet project to be deferred.
		4.7.3.2 Implement specific actions required to achieve compliance with State Records. 4.7.3.3 Records management policy to be developed and implemented.	Project has commenced. Staff awareness training conducted in January 2010. EDRMS (TRIM) to be implemented in September 2010	Council has resolved to implement the TRIM system for records management which is State Records compliant. The implementation of TRIM is a major project and will significantly improve Councils records management practices and performance. Policy review and adoption will form part of EDRMS/TRIM project.
4.8 GOAL – To develop and promote Council as an 'employer of choice', facilitating the attraction and retention of staff and promoting the principles of work life balance for employees.	4.8.1 Develop and implement human resource systems and processes to provide contemporary management of people and performance.	4.8.1.1 Review and update Human Resources Management Policy and Procedures Manual.	Policy Review has commenced.	Review will be completed in 2010/11.
		4.8.1.2 Develop an employee induction handbook for new employees.	Completed.	Induction handbook has been implemented.
		4.8.1.3 Develop an 'Attracting and Retaining Staff' Policy and program (refer to 4.10.1.4).	Carried forward to 2010/11.	

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
<p>4.9 GOAL – To minimise Council’s exposure to risk and liability through creation and implementation of appropriate policies, procedures and actions.</p>	<p>4.9.2 Identify, review and develop systems and processes to manage risk.</p>	<p>4.9.2.2 Implement a risk management database.</p>	<p>Completed</p>	<p>Significant work has been done by Council with regard to risk management and implementing a new One System OHS policy regime.</p>
		<p>4.9.2.3 Development of a fraud and corruption policy.</p>	<p>Fraud & Corruption Policy presented to Audit Committee.</p>	<p>Resolved that draft policy and the model Fraud and Corruption Policy produced by the LGA to be included in next Audit Committee Agenda.</p>
<p>4.10 GOAL – Have appropriate Organisational Capacity to ensure an effective and efficient organisation.</p>	<p>4.10.1 Optimally structured and resourced organisation to appropriately reflect its role and functions.</p>	<p>4.10.1.1 Define the Council’s role and function in the areas of sport and recreation, community services, community development, arts and culture, economic development and tourism.</p>	<p>Workshop conducted in March 2010.</p>	<p>A needs analysis has commenced with regard to Council community service delivery. Several other actions from workshop are being implemented. The needs analysis will be completed in 2010/11.</p>
		<p>4.10.1.2 Assess current allocation of responsibilities, reporting arrangements and level of resources and ensure responsibility all Council roles and activities is assigned to appropriate staff.</p>	<p>Internal discussions ongoing.</p>	<p>This is an on going action whereby Council will continue to strive to ensure Council has appropriate resources and appropriate organisational structure.</p>
		<p>4.10.1.3 Development of an appropriate organisational structure that will meet the needs of the Council and the community.</p>	<p>Internal discussions ongoing</p>	<p>This is an on going action whereby Council will continue to strive to ensure Council has appropriate resources and appropriate organisational structure.</p>
		<p>4.10.1.4 Promote the principles of succession planning and talent identification to allow for staff development and promotion from within the organisation (may be reflected</p>	<p>Internal discussions ongoing</p>	<p>The Council has made a concerted effort to promote its own staff and to encourage staff development. This is an ongoing action.</p>

CURRENT YEAR GOALS 2009/10	STRATEGY	ACTION	STATUS	COMMENTS
		in action 4.8.1.3).		
	4.10.2 Specify Council's role, responsibility, service provision, organisational arrangements and funding levels for the District's community services.	<p>4.10.2.1 Prepare a report which details the current position.</p> <p>4.10.2.2 Consider options for Council's role responsibility, service provision, organisational arrangements and funding levels and determine a preferred option.</p>	<p>Completed</p> <p>Workshop held in March 2010. Carried forward to 2010/11 to complete a needs analysis.</p>	<p>Issues paper prepared for workshop held in March 2010 (refer action 4.10.1.1) which detailed Council current community service activities and responsibilities.</p> <p>Needs analysis has commenced and will be completed in 2010/11. The needs analysis will enable Council to make an informed decision regarding appropriate provision of resources and funding.</p>
4.12 GOAL – Engage the community in the election process, both as candidates and as voters.	4.12.1 Increase the level of voter participation	4.12.1.1 Assess the outcomes of the LGA 'LG elections review' with the aim to increase voter participation.	Commenced – supported by LGA Elections campaign.	Will need to continue into 2010/11 with regard to Council elections due in November 2010.

4. **PROJECT PRIORITIES FOR 2010/11**

The Annual Business Plan has an even combination of goals and actions that will positively impact services to the community and the environment and the internal business operations of Council, both of which act to meet the requirements of the current Coorong District Council Strategic Management Plan 2008-2012.

The Annual Business Plan document will be reviewed on a quarterly basis with updates and recommendations provided to Council. During the course of the financial year, available resources and organisational and community priorities (strategic & non strategic and financial & non financial) may change resulting in alteration to the overall plan.

The following table indicates the project priorities for the 2010/11 financial year with regard to the objectives and key activities as identified in The Coorong District Council Strategic Management Plan 2008-2012 and relevant minute actions items from Council Meetings. There have also been several 'new' actions added to the Annual Business Plan project priorities table. These actions were not envisaged at the time the Strategic Management Plan was adopted but have been added as they are identified as priority actions that need to be completed during 2010/11.

The Council may also undertake a review of its Strategic Management Plan this financial year. The Local Government Act 1999 requires Councils to review its Strategic Management Plan within 12 months of a Local Government election. Local Government elections will occur in November 2010.

In addition to the project priorities identified in the following table, Council will continue to undertake its regulatory and service delivery functions and undertake a capital works program (refer section 6.2).

Please note that in the 'Budget' column in the following Project Priorities Table, where it is noted in the column that the budget is 'none', these projects will be undertaken and developed in house utilising Councils existing staff and resources.

2010/11 PROJECT PRIORITIES

Environmental Objective Sustainability

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENT	DEPARTMENT
1.1 GOAL – To have up to date Development Plan provisions that reflect the needs and aspirations of the community and ensure its development assessment processes reflect best practice principles and consistent decision making.	1.1.1 Improve the Development Plan	1.1.1.2 Commence a Section 30 Review of the Development Plan upon completion of the Murray Mallee Land Use Framework currently being undertaken by Planning SA.	\$5,000	December 2010	The Section 30 Review will commence upon completion of action 1.2.1.1. The SLUPs will provide important background information for the Section 30 Review. Council will commence with Section 30 Review whether the Murray Mallee Land Use Framework has been completed or not.	Development and Environmental Services (DES)
1.2 GOAL – To ensure the long term economic, social and environmentally sustainable future of its community, as well as meeting the community's aspirations.	1.2.1 Creation of Strategic Land Use Plans (Township Master Plans)	1.2.1.1 Development of Strategic Land Use Plans (SLUPs)	None	August 2010	The SLUPs will provide background to the Section 30 Review (Action 1.1.1.2).	DES
1.3 GOAL – To responsibly manage the natural environment to ensure its sustainability and to implement natural resource management principles.	1.3.4 To assess the potential impacts of climate change on the environment, economy and community.	1.3.4.3 Explore the possibility of the Council becoming carbon neutral.	\$10,000	December 2010	Action 1.3.4.3 is also reflected in Councils Sustainability Action Plan. The first step to becoming carbon neutral is assessing Councils carbon footprint and identifying ways of reducing the footprint. This process should bring substantial environmental and economic benefits to Council and the community.	DES
1.4 GOAL – To have infrastructure planning that is adequately	1.4.1 Stormwater Management	1.4.1.1 Investigate opportunities for and costs of stormwater	Funded through SBC	November 2011	Through the Strengthening Basin Communities (SBC) Program Council will be	DES/AS

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENT	DEPARTMENT
resourced, integrated with land use planning and minimises risk	and reuse	harvesting and implement as appropriate.	Program.		developing Integrated Water Management Plans (IWMPs) for the townships of Tailem Bend, Meningie, Tintinara and Raukkan. Council staff have also negotiated that Wellington East and Coonalpyn also be included in this project. These plans will cover a range of water management issues including stormwater harvesting.	
		1.4.1.2 Development stormwater management plans for townships, particularly Meningie.			The IWMP's that will be developed through the SBC Program will include a range of water management issues including stormwater.	
	1.4.3 Provide a wide range of passive and recreational facilities	1.4.3.2 Develop a Strategic Bike Plan (particularly for townships) and seek funding for the development and implementation of the Plan.	Funded in 2009/10	February 2011	Funding application to the State Bicycle Fund was successful. The plan will cover Coonalpyn, Meningie, Tailem Bend and Tintinara.	Asset Services (AS)
1.5 GOAL – To establish an Asset Management System and plans to ensure the long term sustainability of Council's resources, plant, equipment, buildings and infrastructure.	1.5.1 Develop an Infrastructure & Asset Management Plan in accordance with legislative requirements	1.5.1.1 Review road classification policy to ensure accurate reflection of road network.	None	November 2010	The Roads and Transport Asset Management Plan, and Asset Management Strategy were adopted in 2009/2010, and will guide the road classification review process, including public consultation.	AS
		1.5.1.2 Develop and implement a rolling 10 year plant replacement.	None for 2010/11	February 2011	10 year plant replacement plan to be completed by February 2011 so it can be considered as part of the 2011-12 budget process.	

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENT	DEPARTMENT
		<p>NEW Develop and implement an Asset Management Plan for Stormwater and Parks</p> <p>NEW Develop a rolling 10 year Capital Works Program.</p>	<p>None</p> <p>None for 2010/11</p>	<p>April 2011</p> <p>February 2011</p>	<p>Asset Management Plans to be developed for a further two asset classes.</p> <p>Council's current Long Term (5 years) Capital Works Program ends in 2010. This program will be developed and based on Council's adopted Roads and Transport Asset Management Plan and Asset Management Strategy, on the Roads Asset Register and Condition Assessment completed in 2009/2010. A balanced point-scoring system for each asset improvement type will be implemented. To be completed by February 2011 so it can be considered as part of the 2011-12 budget setting process.</p>	
<p>1.6 GOAL – To implement sustainable programs and policies for the management of waste in the Coorong District Council.</p>	<p>1.6.1 Waste minimisation tied to maximum resource recovery</p>	<p><u>Council Minute Action Item 316/09:</u> 1. Undertake a review of the provision of Council's waste and recycling collection and disposal services for its ratepayers, residents and business operators across the entire Council area, prior to the formulation of the 2010/2011 budget. 2. Prepare a policy in relation to the provision of waste and recycling</p>	<p>None for 2010/11</p>	<p>February 2011</p>	<p>The review will be completed in time for the budget deliberations for 2011-12 as the outcomes may have significant budget implications.</p> <p>Council minute item 316/09 supersedes the previous actions in Councils Strategic Management Plan and 2009/10 Annual Business Plan.</p>	<p>AS</p>

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENT	DEPARTMENT
		<p>services.</p> <p>3. Include as part of the review, but not be limited to:</p> <ul style="list-style-type: none"> ○ Household waste (including recycling) ○ Green waste ○ Electronic waste ○ Hazardous waste ○ Kerb collection of large items (hard waste collection) ○ Existing voucher system ○ Communal collection points ○ Cost of service provision ○ Best practice service models in use across Australia ○ User pays principles for the service through the levying of a separate charge ○ Other implications for Council's rating policy <p>4. Undertake community consultation in relation to the review across the entire Council area, in accordance with best practice principles contained within the Local Government Association's Community Engagement Handbook.</p>				

Economic Objective Prosperity

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
2.1 GOAL – To attract new and support existing economic, industrial and commercial development opportunities to ensure the on going prosperity of the Coorong District Council district.	2.1.4 Work with Tourism SA and key agencies in the region to increase the number of visitations and expenditure.	2.1.4.1 Conduct a tourism asset audit and prepare a tourism plan.	None	March 2011	Council held a workshop in March 2010 where its contribution and role in tourism for the district was discussed. Council is committed to review its involvement and allocation of resources and funding in tourism to ensure Council provides the most appropriate support for the local tourism industry and also markets the district appropriately. Actions 2.1.4.1 and 2.1.4.2 will form part of this review.	DES
		2.1.4.2 Identify the opportunities from the Limestone Coast Tourism Plan.				
		NEW Contribute towards the Murraylands Tourism Partnership (MTP).	\$3,000	June 2011	Council is a member of the Murraylands Tourism Partnership (MTP) which aims to attain the goals of the Murraylands Integrated Regional Strategic Tourism Plan (MIRSTP). MTP is undertaking a project to develop a regional brand in 2010/11 as well as supporting education and training in the Murraylands tourism sector.	GOV
		<u>Council minute Action Item 033/10:</u> That Council review the Murraylands Tourist Services Road Signage report 2007 in conjunction with the Southern Australia Touring Route 2007 Signage Audit, reporting back	None	February 2011	As a result of Minute Action Item 033/10 Council will undertake a comprehensive review of tourism and business signage.	DES/Assets

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
		with recommendations to full Council within the next 12 months. That the report addresses, but is not limited to: <ol style="list-style-type: none"> 1. Signage that is and takes into account: <ul style="list-style-type: none"> o Directional o Consistency o Safety o Clear o Visibility o Attractive o Tourist Route identification 2. That the communities are consulted in relation to Community and Tourism Business related signage needs. 3. That a costing of all recommendations be include. 				

Social Objective Wellbeing

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
3.1 GOAL – Enhancing the quality of life of the community by encouraging health, well being and safety.	3.1.3 To ensure Council's Environmental Health responsibilities are being met in a sustainable, efficient and appropriate manner.	3.1.3.4 Complete a Coorong Response Emergency Management (CERM) Plan <u>Council Minute Action item 067/10:</u> The Coorong District Council will: 1. Form a Community Emergency Risk Management Committee, managed by Council's Manager Asset Services; 2. Apply to the Natural Disaster Resilience Grant Scheme for funding to plan and implement a Community Emergency Risk Management Plan for the Council; 3. Participate in a joint funding application by the Murray and Mallee Zone Emergency Management Committee to the Natural Disaster Resilience Grant Scheme to plan and implement a Zone Community Emergency Risk Management Plan.	None	May 2011	Council is in a joint Councils grant application to the Commonwealth National Disaster Resilience Program to secure funding for Council and Zone CERM Plans. The process to create the CERM Plan has commenced with Council Minute Item 067/10.	AS

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
	3.1.4 Ensure Council meets its responsibilities under the Dog & Cat Management Act and provides adequate appropriate dog control.	3.1.4.1 Implement the recommendations and actions as identified in the Animal Management Plan Adopted by Council in 2005. NEW Adopt a new Animal Management Plan 2010/2015	None	August 2010	The Animal Management Plan adopted in 2005 is now due for a review. The Council will review the Animal Management Plan to ensure it is up to date, meets current legislative requirements and community expectations.	DES
	3.1.5 Further enhance Council's relationship with the local Indigenous Community	<u>Council Minute Action Item 085/09:</u> That Council negotiate a second Alliance Agreement with the Raukkan Community Council. 3.1.5.3 Enter an agreement and formulate a policy regarding construction works to ensure the protection and preservation of aboriginal heritage.	None	September 2010	Discussions have commenced and Council met at Raukkan in April 2010. Council minute item 085/09 supercedes Strategic Management Plan Action 3.1.5.1.	Governance (GOV)
			None	February 2011	Carried forward from 2009/10.	GOV/AS

Governance Objective Leadership

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
4.1 GOAL – Establish a ‘best practice’ governance framework.	4.1.1 Improve Council’s governance performance & develop relevant policies and codes.	4.1.1.2 Conduct an audit of governance procedures and practices.	None	September 2010	Internal audit commenced in 2009/10.	GOV
		4.1.1.3 Prepare a governance policies and codes development and review program to ensure Council has policy framework that contains and relevant and current policies.	None	March 2011	Commence once audit completed.	GOV
4.2 GOAL – To facilitate open and transparent relationships with the community and key stakeholders.	4.2.1 Improve Council’s communication with the community and regional stakeholders	4.2.1.2 Review and improve Council’s Public Consultation Policy	None	March 2011	Carried forward from 2009/10. May be undertaken as part of action 4.1.1.3.	GOV
4.3 GOAL – To continuously strive for quality, responsive customer service and enhancement of the image of Council.	4.3.2 Ongoing improvement of customer service standards	4.3.2.1 Implement an integrated Customer Request Management Service (CRMS).	Refer 4.7.3.2	January 2011	Carried forward from 2009/10. Suitable CRMS implemented. Staff trained. (This may occur as part of implementation of 4.7.3.2)	Corporate Services (CS)
4.7 GOAL – An Information Technology (IT) service that keeps pace with Council and community needs.	4.7.1 Ensure that Council’s IT network is cost effective, reliable and fully utilised,	4.7.1.1 Prepare an IT Development Program, including the following systems: <ul style="list-style-type: none"> o Website and intranet 	\$25,000	May 2011	The Intranet site will significantly improve Councils customer service by providing customer service staff with easily accessible and up to date Council information. It will	CS

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
	delivering quality services to Council and the community.	development.			also enhance communication between staff and departments.	
	4.7.3 Develop and implement systems and processes to improve the management of Councils records & meet legislative requirements	4.7.3.2 Implement specific actions required to achieve compliance with State Records. 4.7.3.3 Records management policy to be developed and implemented.	\$50,000 None	October 2010 October 2010	Council has resolved to implement the TRIM system for records management which is State Records compliant. The implementation of TRIM is a major project and will significantly improve Councils records management practices and ability to comply with relevant legislation.	CS
4.8 GOAL – To develop and promote Council as an ‘employer of choice’, facilitating the attraction and retention of staff and promoting the principles of work life balance for employees.	4.8.1 Develop and implement human resource systems and processes to provide contemporary management of people and performance.	1.5.1.3 Develop an ‘Attracting and Retaining Staff’ Policy and program (refer to 4.10.1.4).	None	December 2010	Carried forward from 2009/10.	CS
4.9 GOAL – To minimise Council’s exposure to risk and liability through creation and implementation of appropriate policies, procedures and actions.	4.9.2 Identify, review and develop systems and processes to manage risk.	4.9.2.3 Development of a fraud and corruption policy.	None	January 2011	Carried forward from 2009/10. Draft policy has been completed however it was resolved by Audit Committee that the draft policy and the model Fraud and Corruption Policy produced by the LGA to be included in next Audit Committee Agenda.	CS

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
4.10 GOAL – Have appropriate Organisational Capacity to ensure an effective and efficient organisation.	4.10.1 Optimally structured and resourced organisation to appropriately reflect its role and functions.	4.10.1.5 Conduct a review of Councils long term office requirements.	None	August 2010	Further to a review of office accommodation considered at Council's May 2009 meeting, Council has established a working group to further review and assess Councils office accommodation requirements. The resolution of this issue is considered a priority by Council.	Elected Members/GOV
		<p><u>Council Minute Action item 170/10:</u> That Council proceeds with a 'Needs Analysis' across the district with regard to Community Services and Community Development.</p> <p>4.10.2.2 Consider options for Council's role, responsibility, service provision, organisational arrangements and funding levels and determine a preferred option.</p>	\$5,000	October 2010	The Needs Analysis process has commenced. The needs analysis will provide the necessary information for Council to decide the appropriate resource and staff are allocated to any community service and development needs.	DES/GOV
	4.10.2 Specify Council's role, responsibility, service provision, organisational arrangements and funding levels for the District's community services.		None	December 2010	Once the needs analysis has been completed and reviewed by Council an appropriate organisational structure to cover the community service area will be adopted.	GOV
4.12 GOAL – Engage the community in the election process, both as candidates and as voters.	4.12.1 Increase the level of voter participation	4.12.1.2 Undertake a diverse range of promotional activities including the LGA promotional campaign to more widely publicise the local government elections.	None	November 2010	Local Government elections will occur in November 2010.	GOV

CURRENT GOALS	STRATEGY	ACTION	BUDGET	EXPECTED TIMEFRAME	COMMENTS	DEPARTMENT
		4.12.1.3 Implementation of family friendly and culturally sensitive policies and initiatives to encourage diversity of candidature.	None	August 2010	To be undertaken in partnership with the Local Government Association.	GOV

5. MEASURING PERFORMANCE – OBJECTIVES FOR THE YEAR

This Annual Business Plan has been prepared to deliver the following Council objectives for the year:

- Complete projects allocated within the 2010/11 budget.
- Annual operating expenses maintained within budget.

The performance of the organisation will be reviewed quarterly and will be reported to Council and the community. The performance is principally measured by the achievement of objectives and tasks stated in the Annual Business Plan and by undertaking quarterly budget reviews.

The performance of the organisation is also reviewed by Council's Audit Committee, which consists of 3 elected members and 1 independent member. The core function of the Committee is to provide independent advice and make recommendations to Council on matters relating to the corporate and financial governance of Council.

Council has implemented the use of key financial indicators as identified in Council's Long Term Financial Plan. The aim of these indicators is to:

- Compare our performance from year to year.
- Comparison with other councils.
- Aim for financial sustainability.

The financial indicators include:

- Operating Surplus/(Deficit)
This indicator measures the difference between day-to-day income and expenses for a particular financial year. It shows the extent to which operating revenue is sufficient to meet all operating expenses including depreciation and consequently the quantum of expenses which is being met annually by the ratepayers.
- Operating Surplus Ratio
This ratio indicates the percentage by which major controllable income source (rate revenue) varies from day-to-day expenses. A negative ratio indicates the percentage increase in rate revenue required to achieve a breakeven (where income equals expenses) operating result
- Net Financial Liabilities
This indicates the money owed to others (including provisions for employee entitlements) less money held, invested or owed to Council. When Council borrows funds, the Net Financial Liabilities will increase.
- Net Financial Liabilities Ratio
This ratio indicates the extent to which net financial liabilities (total liabilities less current and non-current assets that are readily convertible to cash) of Council could be met by its operating revenue. Where the ratio is increasing, it indicates a greater amount of Council's operating revenues is required to service its financial obligations.
- Interest Cover Ratio

The level of income used to pay interest on loans. This ratio indicates the extent to which Council's operating revenues are committed to net interest expense (i.e. interest expense less interest income).

- Asset Sustainability Ratio

This ratio indicates whether Council is renewing or replacing physical assets (roads, footpaths, buildings, etc) at the same rate that these assets are wearing out.

- Asset Consumption Ratio

This ratio shows the consumption of Council's physical depreciating assets at a point in time. This ratio seeks to highlight the aged condition of Council's stock of physical assets.

Further explanation of these indicators is located in Council's Long Term Financial Plan.

6. 2010/11 BUDGET

The methodology used to prepare the budget was determined by the parameters established in the '2010/11 Budget Guidelines' document adopted by Council at its January 2010 meeting.

These guidelines have been developed to provide Council, its staff and the community with a clear understanding of the principles underlying the preparation of the 2010/11 budget.

The guidelines have been produced in order to ensure that Council is able to prepare a budget based on solid underlying assumptions, which should ultimately give rise to a financially responsible budget, which delivers on Council's key strategic objectives.

Key points in relation to the 2010/11 budget are as follows:

1. Strategic plan objectives form the overall basis for budget preparation.
2. Projects are not automatically 'carried over' unless tied to grant funding.
3. Where possible, Council has adhered to the provisions of the Long Term Financial Plan (LTFP).
4. The budget is based on accrual accounting principles.
5. Indexation has been applied to revenue and expenditure items are based upon the most reliable estimate of expected cost increases for the local government sector.
6. Revenue is only included in the budget on the basis of a reasonable expectation it will be received or earned in the financial year.
7. In general, expenses are budgeted to increase in line with expected changes in the Local Government Price Index (LGPI). There are instances in which some expenditure items will rise according to some other mechanism, for example, salaries and wages are increased according to enterprise bargaining agreements. Wherever possible increases in expenditure above LGPI are offset by savings in other areas.
8. Capital expenditure for 2010/11 is based upon priorities identified in the existing long term capital program and focused on maintaining existing assets.
9. Council's debt management targets are contained within the LTFP.

Key considerations regarding the 2010/11 Budget are:

- The need to comply with ever increasing financial and regulatory demands from the State Government, including but not limited to changes to the Local Government Act and Development Act.
- Ageing infrastructure and assets.
- Funding constraints which affect the delivery of the range of services offered.
- Local government costs that increase at rates greater than CPI. Local Government CPI for 2008/09 was 4.5% compared to the general CPI of 3.2%.
- The increasing difficulty in attracting all levels of staff to work in rural areas, resulting in Council needing to offer competitive wage and salary conditions through enterprise bargaining agreements.
- The requirement to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, street trees and plantings, open space and Council properties.
- Recognition that the district has been experiencing a severe drought in recent years.

Council's priorities for 2010/11 include:

- Implementation of Council's Asset & Infrastructure Management Plan and Long Term Financial Plan and enacting other recommendations coming from the Financial Sustainability inquiry.
- Actively pursuing State and Commonwealth government grant funding to enable large capital projects within the district to proceed.
- Continuing to upgrade the heavier trafficked rural roads throughout the district and ensuring that sufficient maintenance funds are allocated to the sealed and unsealed road network.
- Continuing to replace Council's plant and machinery fleet in a timely manner to minimise downtime and maintenance expenses and ensure effectiveness and efficiency of Council's annual works program.
- Construction of new landfill cell at Tailem Bend
- Improving Council's administrative practices with regard to records management, customer service, governance and rating.
- Improving Council's Development Plan.
- Completion of projects undertaken as part of the Regional and Local Community Infrastructure Program (RLCIP).

The budget delivers a range of Council's stated objectives contained within its Strategic Management Plan, Annual Business Plan and from previous Council decisions.

6.1 Operating Performance

Council has budgeted to achieve an operational deficit in 2010/11 of \$368k. Council's long-term financial sustainability is dependent on ensuring that, on average over time, its revenue is greater than its expenditure. Considerable operational surpluses in 2007/08 and 2008/09, coupled with the proposed 2010/11 deficit will ensure this requirement is met.

6.1.1 Summary of Financial Performance

Revenue

Council's total revenue in 2010/11 is \$9.9m. This includes \$4.7m proposed to be raised from general rates, which is a 5% increase from 2009/10. In setting its rates for the 2010/11 financial year, Council has considered the following:

- (a) The specific issues faced by our community, which are:
 - (i) The need to continue to maintain and upgrade the district's infrastructure which includes roads, buildings, drainage and parks.
 - (ii) The drought conditions that have been affecting the Council's community over recent years.
- (b) The budget for the 2010/11 financial year.
- (c) The increase in costs and charges, such as insurance, fuel and utility costs, paid by Council.
- (d) The impact of rates on the community.

The Local Government Act provides for Council to raise revenue for the broad purposes of the Council through general rates, levies, services charges and separate rates.

When compared to the 2009/10 Budget, user charges have decreased by \$1k, reimbursement income has increased by \$14k. User charges and reimbursements revenues have been budgeted with regard to the 2009/10 financial year actual results. Revenue from operating grants and subsidies has decreased by \$322k, whilst investment income has decreased by \$70k.

Expenditure

Council's overall expenditure in 2010/11 is \$10.3m. Employee expenditure has increased by \$773k principally due to Enterprise Bargaining Agreements requiring an increase in salaries, wages and on-costs. Council has also increased its on-cost recovery from 27% to 30% in an endeavour to actually recover the administrative costs of employees (superannuation, insurance, uniforms etc). Furthermore, the Council has budgeted to employ an additional Technical Support Officer for the Asset Services Department as well as two part time Community Development Officers in the Development and Environmental Services Department.

Contractual services have decreased by \$21k and materials expenditure has decreased by \$289k.

Depreciation, as a percentage of total expenditure, has decreased by 5% compared to 2008/09. Depreciation expenditure has decreased by \$320k.

6.1.2 Summary of Statement of Financial Position

The Statement of Financial Position summarises the net value of The Coorong District Council by assets, liabilities and equity.

- The major movements between the 2009/10 and 2010/11 Budgets are as follow:

- Current assets – were utilised in 2009/10 to finance expenditure on the capital items included in the budget; most noteworthy being \$2.848 on CWMS projects in Tintinara, Taillem Bend and Meningie.
- Non current assets – Assets have increased by a net \$6.168 as a result of expenditure on the capital items included in this budget.
- Non current liabilities – Loans have increased by \$1.757 in order to finance the expenditure on capital items included in this budget.

6.1.3 Summary of Statement of Cash Flows

The Statement of Cash Flows summarises the significant inflows and outflows of cash from operating, investing and financing activities. The major movements between the 2009/10 and 2010/11 Budget are as follows:

- Grants received – reduced grants of \$322k are budgeted to be received, therefore reducing ability to fund the same level of capital and operational activities.
- Employee expenses – the additional \$736k is due to salary and wage increases, which result in on-cost increases, increasing staffing levels for Community Development Officers and Asset Services staff, and an increase in Council's overall on-cost charge from 27% to 30%.
- Borrowings – whilst the proceeds from borrowings has reduced by \$690k, Council will still need to borrow a further \$2.12m to fund the budget.

6.1.4 Summary of Changes in Equity

The Statement of Changes in Equity summarises the movements in the accumulated surplus and the revaluation and other reserves.

6.1.5 Operating Result by Department

6.1.5.1 Governance

Operating Expenditure - Governance

Governance operating expenditure budget has increased by \$84k in 2010/11. Changes in the Governance budget have included increases within the CEO Office Expenditure (\$70k) of:

- CEO Office and Other Governance expenditure (\$17k), this is a result of increase in employee costs (\$48k) and legal costs (\$5k) and a decrease in vehicle expenses (\$19k) and decrease in costs pertaining to long-term office accommodation review (\$17k).
- Public Relations/Functions (\$54k), increased level of support for economic development and tourism activity and public consultation/information provision.

Elected members' allowances have increased by \$31k in recognition of Councils review of Councillor allowances at the November 2009 Council meeting (Minute Item 377/09).

Elected member elections expenses have increased by \$16k in recognition of the Local Government elections due in November 2010.

The major expenditure items are:

- CEO's Office & Other Governance - \$437k. This includes employee costs.
- Elected Members Allowances - \$102k.
- Elected Members Travel Allowances - \$50,000.
- Public Relations/Functions - \$98k.
- Elected Member Conferences and Training - \$23k.
- Local Government Memberships - \$23k. This includes membership to the Local Government Association and Murray Darling Association.
- Economic Development - \$16k. This is Council's contribution to Murraylands and Riverland Regional Development Australia.
- Tourism – \$36k. This includes Council's contribution to Limestone Coast Tourism (\$22k) and tourism assistance (\$14k).
- Election expenses - \$28k.

6.1.5.2 Corporate Services

Operating Revenue – Corporate Services

Corporate Services revenue will increase by \$10k in the 2010/11 Budget compared to the 2009/10 Budget. The increase is attributable to an increase in rates revenue (\$333k), including general rates, CWMS rates, water rates and Natural Resource Management rates. However grants commission grants will decrease by \$222k, interest revenue will decrease by \$70k and libraries revenue will decrease by \$36k. In addition to general rates, the most substantial sources of revenue in 2010/11 are:

- Grants Commission - \$1.8m, an annual untied financial assistance grants from the federal government.
- CWMS rates - \$371k, for the provision of the CWMS services and maintenance and replacement of infrastructure.
- Interest on investments - \$30k.
- Natural resource management - \$78k, which is collected by Council on behalf of the two applicable boards.

Operating Expenditure - Corporate Services

Corporate Services operating expenditure budget has increased by \$285k in 2010/11. This increase is primarily attributed to a decrease of \$157k in Administrative recovery. This recovery decrease is due to the reduction in capital works in 2010/11.

The Corporate Services Operational Budget has undergone significant review with regard to allocation of costs, in particular employee costs. This has resulted in Customer Services expenditure increasing by \$178k, Information Technology expenditure increasing by \$67k, OH&S expenditure increasing by \$19k and Finance expenditure increasing by \$8k. This is offset by Other Corporate Services expenditure decreasing by \$80k, Rates and Property expenditure decreasing by \$21k, Loans interest decreasing by

\$15k, Records Management expenditure decreasing by \$12k and Human Resources expenditure decreasing by \$9k.

The major expenditure items are:

- Other Corporate Services - \$613k. This includes a range of administration costs as well as Natural Resource Management Levy (\$78) and Depreciation of Administrative items (\$80k).
- Information Technology Maintenance - \$248k.
- Finance General - \$215k.
- Records Management - \$134k.
- Human Resources - \$126k.
- Rate processing - \$82k.
- Rates and Property - \$48k.
- Libraries - \$59k.
- Occupational Health & Safety - \$54k.
- Community Grants - \$44k.

6.1.5.3 Development & Environmental Services

Operating Revenue – Development & Environmental Services (DES)

DES revenue for 2010/11 is budgeted to increase from 2009/10 by \$506k. This increase is primarily attributed to the Caring for our Country funding that Council successfully applied for in 2009/10. The caring for our Country funding is to implement Landcare projects in both the Coorong District Council and Tatiara District Council. The most substantial sources of DES revenue in 2009/10 are:

- Landcare Grants - \$849k. This includes \$595k in Caring for our Country funding and \$235k in SA Murray Darling Basin NRM funding.
- Other Social Services - \$122k, all of which is Home & Community Care (HACC) funding.
- Development Assessment - \$69k. No increase in development activity is envisaged in 2010/11.
- Dog & Cat Management - \$41k. Fees have not changed from 2009/10 to 2010/11.

Operating Expenditure - Development & Environmental Services (DES)

DES operating expenditure budget has increased by \$391k in 2009/10. The major increases in expenditure include: Landcare (\$325k) due to increased funding, Development & Environment Management (\$71k) due to reallocation of employee costs, Social Services (\$62) for the employment of two part time Community Development Officers from 2011 and Fire Prevention (\$24k) due to increase in fire prevention project expenditure. There were decreases in Development Assessment Planning (\$62k) due to reallocation of employee costs and Development Assessment Building (\$34k) due to reduction in employee costs. The major expenditure items are:

- Landcare - \$962k for the implementation of various projects.
- Development Assessment Building - \$126k.

- Development Assessment Planning - \$146k.
- Administration - \$210k, including \$25k for Roadside Vegetation Surveys and \$10k for Carbon Footprint Project.
- Environmental Health - \$123k.
- Taillem Bend Community Centre & Coorong Health Links (Home Modification and Maintenance Program) - \$122k. HACC funding towards salary and programs.
- Development Policy - \$24k. Includes \$5k for Section 30 review.
- Dog and Cat Management - \$80k.
- Fire Prevention - \$70k, including \$25k for bushfire prevention projects.

6.1.5.4 Asset Services

Operating Revenue – Asset Services

Overall operating revenue is budgeted to decrease by \$567k in 2010/11 compared to the 2009/10 budget. This is mainly attributed to a decrease of \$582k in CWMS revenue. The most substantial sources of operating revenue in 2009/10 are:

- Operating Grants - \$1,495k. Including \$482k for Roads to Recovery, \$599k from the Grants Commission Identified Roads Component, and \$414k from the Special Local Roads Program.
- Private Works - \$70k.
- Asset Services/Infrastructure - \$62k. This includes fuel rebate of \$50k.
- Sanitary & Garbage - \$51k.
- Cemeteries - \$13k.
- Coonalpyn Swimming Pool - \$12k.
- Cemeteries Revenue - \$12k.

Operating Expenditure - Asset Services

Asset Services expenditure has decreased by \$167k in 2010/11 compared to 2009/10. This is mainly attributed to a decrease of \$350k in Other Asset Services due to decreases in depreciation and RLCIP. The Asset Services Infrastructure Management expenditure has increased by \$215k, mainly due to a \$188k increase in employee costs including the employment of a new Engineering Technical Officer. Council Building expenditure increased by \$29k and Health Centre expenditure increased by \$26k. Plant and Machinery expenditure decreased by \$65k, Footway and cycle tracks expenditure decreased by \$48k, Sanitation and garbage expenditure decreased by \$43k.

Plant Hire recovery decreased by \$226k.

The most substantial expenditure items in 2009/10 are:

- Other Asset Services - \$1.774m.
- Plant and machinery maintenance - \$1.050m, which includes \$412k for fuel.
- Unsealed roads maintenance - \$911k which includes \$710k for patrol grading activities.
- Asset Services Administration and Infrastructure Management - \$840k. This includes employee costs.

- Sanitation and Garbage - \$417k. This includes \$112 for domestic collection.
- Council Vehicles Operating - \$174k.
- Housing and Community Depreciation - \$310k.
- Overhead Expenditure – \$270k. This is depot expenses.
- Sealed Road Maintenance - \$232k.
- Sport and recreation Facilities - \$161k.
- Parks & Gardens - \$167k.
- CWMS Expenditure - \$119k.
- Public Conveniences - \$104k.
- Council Buildings - \$79k.
- Footways and Cycle Tracks - \$71k.
- Street Lighting - \$64k.
- Private Works - \$57k.
- Halls - \$50k.
- Coonalpyn Swimming Pool - \$48k.
- Coonalpyn Caravan Park - \$45k.
- Health Centres - \$42k.

6.2 Capital Expenditure

The Annual Business Plan demonstrates a strong focus on the improvement of business systems and processes within Council's operational practices, which are designed to improve the level of efficiency and effectiveness in service provision to the community. This is primarily achieved through the Corporate Services and Governance functions of Council.

The maintenance and development of services and infrastructure, and the protection and improvement of the environment are primarily achieved through the Asset Services and Development & Environmental Services functions.

The total Capital expenditure for 2010/11 is proposed to be \$5.675m which is a 33% decrease compared to \$8.444m in 2009/10. This decrease is primarily attributed to the completion of the upgrades of CWMS systems at Tailem Bend, Meningie and Tintinara through the Statewide Wastewater Recycling Project in 2009/10. The most significant delivery of capital projects to the community is achieved through the Asset Services department which plans expenditure of \$5.534m.

Capital Expenditure - Corporate Services

The overall capital expenditure budget for Corporate Services has decreased by approximately \$140k for the 2010/11 financial year and is proposed to be \$141k.

Corporate Services capital projects for 2010/11 are related to systems and process improvements, which are expected to deliver efficiency gains. Projects requiring capital expenditure allocations have been identified in the following areas:

- Information technology - \$80k, including \$25k towards a new intranet and \$54k for computer equipment replacement.

- Office Equipment - \$34k, including replacement of printers and new data projector.
- Records management - \$27k. For the implementation of a new electronic data management system (EDMS) required to improve and upgrade Council's records systems.

The Manager Corporate Services position was re-established in January 2007 and has a strong focus on improving business systems and processes in order to drive improved customer service and increase efficiency. It is envisaged that to achieve Council's goals in relation to systems and process improvement, a further year of business plan and budget focus will be required.

Capital Expenditure – Asset Services

The overall capital expenditure for Asset Services is \$5.534m which represents a \$2.464m decrease in 2010/11 compared to the 2009/10 Budget. The most significant capital expenditure items in the 2010/11 Budget are:

- Sealed Road Construction and Reconstruction- \$1.115m.
- Unsealed Road Re-sheeting - \$1.000m. Council's policy is to generally re-sheet 44 kilometres of unsealed roads per annum. The Council proposes to re-sheet 40.8 kilometres in 2010/11.
- Plant & Machinery - \$615k.
- Sanitary & Garbage - \$599k. Including a new cell at the Taillem Bend landfill.
- Vehicles - \$1.124m.
- Unsealed Road Construction - \$335k.
- RLCIP community projects - \$136k.
- Minor plant - \$135k.
- Footpaths - \$134k.

Sealed road construction projects (\$741k) include:

- Coonalpyn-Geranium Road - \$621k
- Pretoria Street - \$120k

Streetscape Reconstruction Projects (\$177k), include:

- Willow Street Streetscape Upgrade - \$177k

Road resealing projects (\$107k) include:

- Old Dukes Highway - \$107k.
- Miscellaneous Roads across the district - \$167k

Unsealed road construction projects (\$334k), include:

- Richardson Road - \$334k

Unsealed roads resheeting projects (\$1.000m) include:

- Bunbury Road (2.5km) - \$64k
- Long Point Road (1.5km) - \$39k
- Field Road (2.0km) - \$64k
- Moonie Hill Road (2.5km) - \$64k

- Pelican Point Road (2.5km) - \$58k
- Yarindale Road (2.5km) - \$75k
- Ferme Road (2.2km) - \$54k
- Culburra-Woodswell Road (2.5km) - \$59k
- Keith-Woodswell Road (2.5km) - \$68k
- Cooke Plains Road (2.5km) - \$56k
- Coombe Road (2.5km) - \$58k
- Buccleuch North Road (1.0km) – \$27k
- Lym Road (2.5km) - \$54k
- Netherton Road (2.5km) - \$56k
- Tauragat Well Road (2.8km) - \$64k
- Malinong Road (2.5km) - \$56k
- Salt Creek Road (2.5km) - \$56k
- Monteith Road (1.3km) - \$32k

Major plant replacement items include:

- Light vehicles - \$396k
- Replacement Tractor - \$128k
- Second hand dozer for Waste Compaction - \$91k

In relation to other capital expenditure items, the following additional information is provided:

- Footpaths, \$134k. This includes Railway Terrace Taillem Bend (\$86k) and Becker Terrace Tintinara (\$48k).
- Buildings - \$72k. This includes Coonalpyn Hall dance floor replacement (\$54k), and demolition work and fencing at the Taillem Bend Racecourse (\$18k)
- Maintenance - \$79k. Replace failed kerb and gutter (\$40k) and failed pavement (\$40k).
- River Facilities - \$54k. This includes Dickson Reserve riverbank collapse hazard removal.
- Coonalpyn Swimming Pool - \$34k. This includes a new filter system (\$21k) and replacement of vacuum cleaner (\$13k).
- Railway Crossing Approaches - \$21k. This includes Hender Rail Crossing and Ifould Rail Crossing.
- Stormwater - \$5k. Repairs to stormwater infrastructure at Coonalpyn.

6.3 Rates Summary

The Council determines its rates using a differential rating based on land use as determined by the Valuer General and defined in the Local Government Act. The nine land use codes are defined as:

1. Residential
2. Commercial – Shop
3. Commercial – Office
4. Commercial – Other
5. Industrial – Light
6. Industrial – Other
7. Primary Production
8. Vacant Land

9. Other

For ease of practical application, Council has grouped the land use codes as follows:

- Residential (1) and Other (9)
- Commercial/Industrial (2 to 6)
- Primary Production (7)
- Vacant Land (8)

The relativity of the differential rates between the various land use groups as follows:

- Residential and other land at 1.00 (being the base rate).
- Commercial/Industrial land at 1.00 (being the same as the residential rate).
- Primary production land at 0.85 (being a discounted rate).
- Vacant land at 1.15 (being an amount higher than the base rate).

A fixed charge will apply to all rateable properties.

Council may adopt one of three valuation methodologies to value the properties in the 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 amenity improvements but excluding the value of buildings.
- Annual value – a valuation of the rental potential of the property.

Council has decided to continue to use the capital value method for the 2010/11 financial year, on the basis that it provides the fairest method to distribute rate responsibility across the district.

The Local Government Act provides councils with the choice to raise revenue for the broad purposes of the council via a single general rate or through differential general rates. Council has decided to continue to use a differential rating system in the 2010/11 financial year, using land value as the factor to apply differential rates.

6.3.1 General Rates

Council undertook a major review of its Rating Policy during 2008/09 which resulted in changes being introduced for the 2009/10 Financial Year. The 2010/11 rate modelling has been conducted on the same basis as that adopted for 2009/10, being land use codes, with differential rates;

- Residential/Other (1.00 being the base rate)
- Commercial/Industrial (1.00 being the same as the base rate)
- Primary Production (0.85 being a discounted rate)
- Vacant Land (1.15 being an amount higher than the base rate)
- The provision of a rate cap by application will continue to apply and will apply to all residential properties which have incurred a rate increase above 10% which is not as a result of property valuation being increased by development.
- The rating basis will continue to be based on capital value.

- A fixed charge to apply to all rateable properties; \$295 in both 2008/09 and 2009/10 and \$310 in 2010/11 (being a 5% increase).

Council's Long Term Financial Plan allows for a rate increase of 4%, however Council has indicated that a 5% increase be included in the 2010/11 Budget.

Total income expected to be derived from the fixed charge is \$1,147,620. To raise a total of \$4,721,959 which is 5% more than the general rates budgeted for in 2009/10, the balance of \$3,574,339 needs to be generated by the application of the differential rate as defined above.

Based on Valuation General data (which is subject to constant change) released in March 2010 and used to model rate differentials, Council valuations have remained virtually unchanged, which is a slight improvement on the 0.62% reduction experienced in 2009/10.

6.3.2 Service Charges

CWMS

The service charge exists to cover the costs associated with operating and development of the Community Wastewater Management Schemes (CWMS).

The cost, excluding depreciation, for maintaining the CWMS service in the 2010/11 Budget is \$119k for normal operations (including the septic tank de-sludge program). Council will recover the cost through a recommended service charge of:

For Tailem Bend, Meningie and Tintinara:

- \$240 – STEDS, per occupied unit (there were 1422 occupied units charged in 2009/10).
- \$85 – STEDS, per vacant allotment (there were 203 vacant allotments charged in 2009/10).

For Wellington East:

- \$190 – STEDS, per occupied unit (there were 62 occupied units charged in 2009/10).
- \$38 – STEDS, per vacant allotment (there were 20 vacant allotments charged in 2009/10).

The total revenue raised from the proposed STEDS service charge will be \$371k. The justification for this figure being greater than the combined costs associated with servicing borrowings for significant capital expenditure carried out in 2009/10, septic tank de-sludge program, normal operations and capital replacement is to fund the cost of depreciation of the schemes. Due to the significant capital expenditure in 2009/10 in Tailem Bend, Meningie and Tintinara they have been charged a differential rate to Wellington East.

A review of the CWMS service charges will be undertaken in 2010/11 to ensure adequate cost recovery and to accurately recognise the financial implications of the significant capital expenditure in 2009/10.

Water Supply Systems

Council provides water supply systems to residential properties in Wellington East and Peake. The cost, excluding depreciation, of maintaining these systems in the 2010/11 budget is \$9k for normal operational costs. Council will recover the cost through a range of recommended service charges:

- \$196.50 plus 98c per kilolitre for usage greater than 125 kilolitres per annum - Wellington East water supply
- \$143.10 plus 98c per kilolitre for usage greater than 125 kilolitres per annum - Peake water supply

The service charges have increased by 5% compared to 2009/10.

The total revenue raised from the proposed water supply charges would be \$22k.

6.3.3 Natural Resource Management (NRM) Levy

Parts of the Council district are in the SA Murray Darling Basin NRM Board and the South East NRM Board area. Council is required to collect, under the Natural Resources Management Act, a levy to assist in funding the work of these boards.

These levies are not Council charges – the revenue is collected by Council on behalf of each board and passed on directly. The levy amount for each property will be itemised separately on Council rates notices.