



Port Augusta

CITY COUNCIL

ANNUAL BUDGET AND BUSINESS PLANS 2011 / 2012

**BUDGET
AND
BUSINESS
PLANS**

PORT AUGUSTA

Top location!



Port Augusta

CITY COUNCIL

Mayor

Mrs Nancy Joy Baluch AM

Deputy Mayor

Cr Phil Greagen

Councillors

Cr Sam Johnson Cr Ken McLean Cr Tony Mitchell
Cr Lisa Lumsden Cr Fran Paynter Cr Phillip Brown
Cr Peter Solomon Cr Brett Benbow

Our Principles

Respect, Social Justice, Equal Opportunity, Inclusiveness & Accessibility.

Our Vision

A harmonious, unique, vibrant community & environment.

Our Mission

To create and sustain a safe and vibrant community where people want to live, work, play and visit.

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Executive Summary

Section 123 of the Local Government Act 1999 requires the council to develop a budget for the financial year. The budget must deal with each principal activity of the council on a separate basis and be adopted before 31 August.

The Council must also prepare, as part of its budget, or in association with the preparation of its budget, an annual statement which addresses:

- the activities the council intends to undertake in the ensuing year to achieve it.
- the measures (financial and non financial) that the council will use to assess its performance against its objectives.

The Council must ensure that copies of its budget, including its annual business plans and any other associated documents, are available for inspection.

This document presents the Draft Annual Business Plan for Port Augusta City Council for 2011-12, which includes the Budget for 2011-12. The Annual Business Plans have been developed in the context of Council's strategic planning framework and in particular on the basis of its *Strategic Plan 2008-2011*. A new Strategic Plan for 2012-2017 will be developed over the next nine months.

The Long Term Financial Plan 2011-2019 will be adopted as part of the 2011-2012 budget and will enable Council to frame future budgets within a longer term financial framework. The key objective of the Long Term Financial Plan is financial sustainability in the medium to long term, while still addressing Council's corporate objectives as specified in its strategic plan.

The review of Local Government Sustainability undertaken in 2006, determined that Local Governments in South Australia are financially unsustainable indicated by high operating budget deficits created by a lack of capacity to adequately fund infrastructure renewal and replacement. Council has made small steps to improve its operating position and has also provided an emphasis on asset renewal over the last three years. However, a revaluation of all a fixed assets in 2010/2011 has resulted in a substantial increase in the value of Councils asset base. Annual depreciation amounts have increased to \$6.4M; an increase of around \$4M. As a result the operating deficit for 2011/2012 will be \$3.98M, due to the increase in depreciation charges. Depreciation is a measure of asset consumption and is a key indicator of long term sustainability. In this budget, an allocation of \$1.8M has been made for asset renewal.

Council has established a framework to ensure appropriate levels of service to the community are maintained and the issue of sustainability in the future is addressed. The framework includes: -

- Development of a Strategic Plan for 2008-2011.
- Development of a 5-10 year Financial Management Plan
- Development of Asset Management Plans in 2010/2011.
- Development of 3-5 year Asset Replacement/Reconstruction Program.
- Adoption of strategies such as the Ageing & Disability Strategies.

- Commitment to asset renewal.
- Commitment to a reduction in loan borrowings

Annual Budget & Business Plans

The annual budget & business plans must comply with standards and principles prescribed by the Local Government (Financial Management) Regulations 1999. The budget must include certain information about the rates and charges the council intends to levy as well as the range of other financial information required by the Act and Regulations. A council must adopt its budget for the financial year before 31 August.

This budget is for the year 1 July 2011 to 30 June 2012 and is prepared in accordance with the Local Government Act 1999. The budget includes projected revenues and expenditures for the 2011-12 year reported on an "operating" basis in accordance with the Australian Accounting Standards AAS27, "Financial Reporting by Local Governments" and in accordance with the Act.

The Budget for 2011-12 also includes:

- a forecast balance sheet, income and cash flow statement, prepared in accordance with Australian Accounting Standards.
- detailed information about the rates and charges to be levied.
- capital projects and operating projects to be undertaken.
- other financial information which Council requires in order to make an informed decision about the adoption of the budget.

Influences on the Budget Process

In preparing the 2011-12 budget, a number of external and internal influences have been taken into account as they will impact significantly on the cost of services delivered by Council.

- Its current Strategic Plan and Annual Business Plans.
- The current economic influences including:
 - The Local Government Cost Index (CPI) of 3.6%.
 - Known wage outcomes of 4.5%.
 - The increase in commitments for serving loans undertaken to complete capital works programs in previous financial years.
 - Known decreases or minimal increases in some revenue source from the Federal & State Governments.
- Known "one off" influences that occur from time to time e.g. Development of a new Strategic Plan for 2012-2017.
- Its desire to address the issue of financial sustainability.
- The ongoing and increasing cost of the provision of a full recycling waste management and collection service.
- Issues relating to risk management and occupational health, welfare & safety

Rating

Section 171 of the Local Government Act 1999 requires that Council prepares and adopts a rates policy in conjunction with setting its rates. The policy must be available at the principal office of the Council. Specific details concerning rating is set

out on pages 91-96. The rating policy for 2011/2012 is available on Council's web site.

In summary, Council has adopted the following rationale in setting its rating levels for 2011/2012. Full details re contained within Note 1 & 2 on pages 86-92.

Residential Property Rates

There has been minimal valuation increases for 2011/2012.

Council has resolved that the maximum rate increase that will apply for properties with a valuation increase will be set at 15%.

Areas of the City around Dartmouth Street & Main Street and areas of Stirling North township, including the Loudon area and Stirling North Rail will increase by 15% due to significant valuation increases that have applied over the last three years. Values for these properties are now at similar levels to the Shirley Street area of Port Augusta West and Council has determined that the rate cap be increased to remove the differential in rating levels that have applied over the last three years.

In summary; for residential properties including vacant land: -

Rate increase for properties with no valuation increase	Between 1.8% and 5.9%
Rate increase for properties that have increased in valuation.	Up to 15%
Rate increase for properties that have experienced significant valuation increases in the last 3 years and have been capped in those years but no increase in valuation for 2011/2012	Up to 15%
Increase in minimum rate	4.19%
Increase in maximum rate	2.46%

Shack Property Rates

There has been minimal valuation increases in the Blanche Harbour area for 2011/2012.

Council has determined that to provide equitability in rating based on valuations in the area and the difference in direct services applicable, that the rates will rise by an average of 15%.

Commercial Property Rates

Valuation increases for Commercial/Industrial properties are in line with the general trend for the City as a whole. Valuations in Commercial Road have remained unchanged, with other areas around Commercial Road also generally remaining unchanged. Some properties along Marryat Street have been increased in value. Values for property along Victoria Parade have also experienced an increase in value.

There has been a significant increase in valuations for areas outside the CBD over the last three years and Council has adopted a policy of capping the rate rise for these

properties. For 2011/2012, Council has determined that the cap will again apply but be set at 15%.

In summary for Commercial/Industrial properties: -

Rate increase for properties with no valuation increase	Between 1% and 5.9%
Rate increase for properties with a valuation increase.	Up to 15%
Rate increase for properties that have experienced significant valuation increases in the last 3 years and have been capped in those years but no increase in 2010/2011	15%
Increase in minimum rate	4.19%
Increase in maximum rate	N/A

Treasury/Debt Servicing

The use of loan funds has underpinned many of the major capital works projects undertaken by Council for well over 20 years.

Over the last 15 years Council has used short term (5 year) loans to fund major projects and capital expenditure. Projects such as the Foreshore Development, Pichi Richi Railway, Nursing Home upgrades road construction programs have all been undertaken using loan funds.

Longer term borrowing (15 years) has been used for projects such as the Nerrilda & Ramsay Village upgrades. These loans are typically self funding e.g. funds from Concessional Resident Supplements (Commonwealth funding) are used to fund the loans for the Nursing Home Upgrades.

The strategic use of debt as a mechanism to fund major projects and the treatment of the repayment of that debt was reviewed by Council in 2007. Council's current ratio for Debt Servicing as a percentage of Rate Revenue is currently 29.71%. Council has previously looked to an upper limit of 30% for this ratio.

The continued reliance on loan funding for capital works is of concern and will again be reviewed in the next budget period.

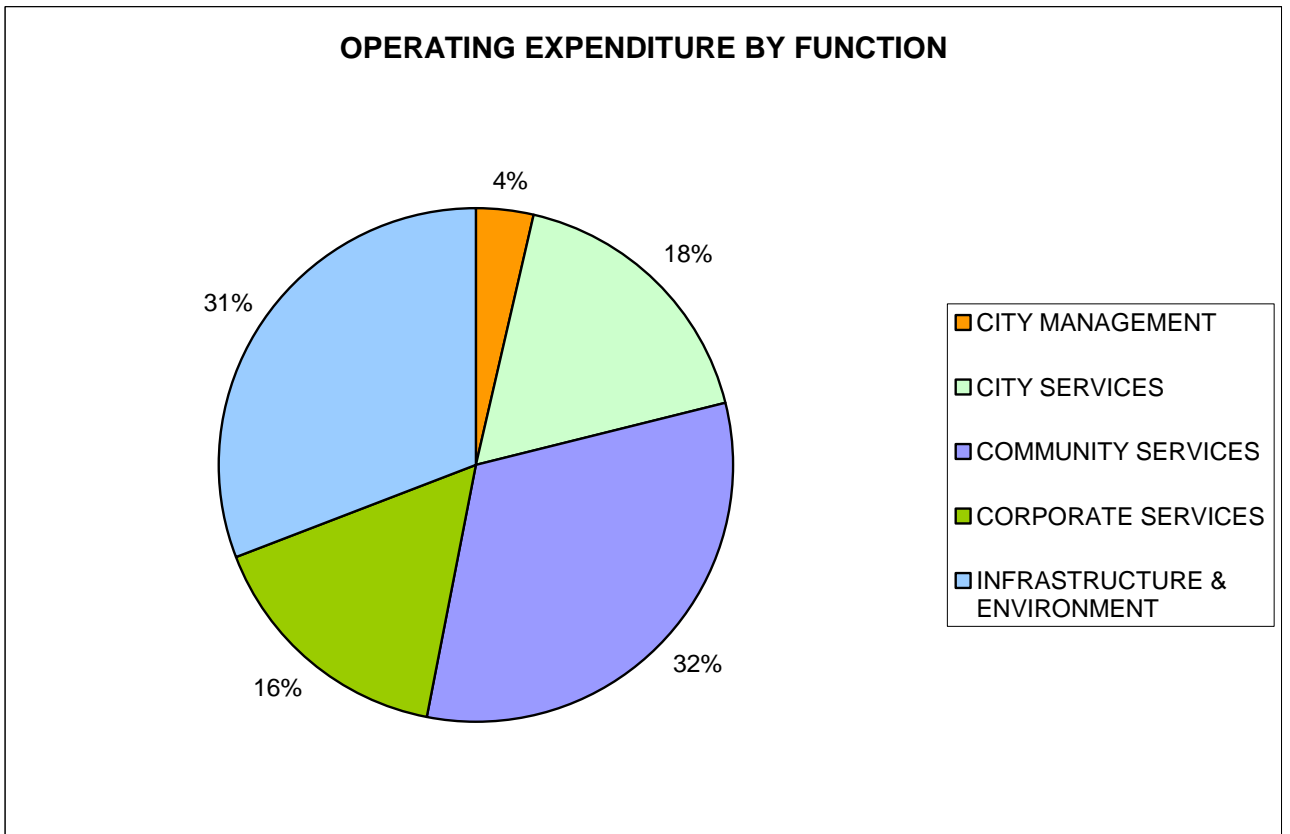
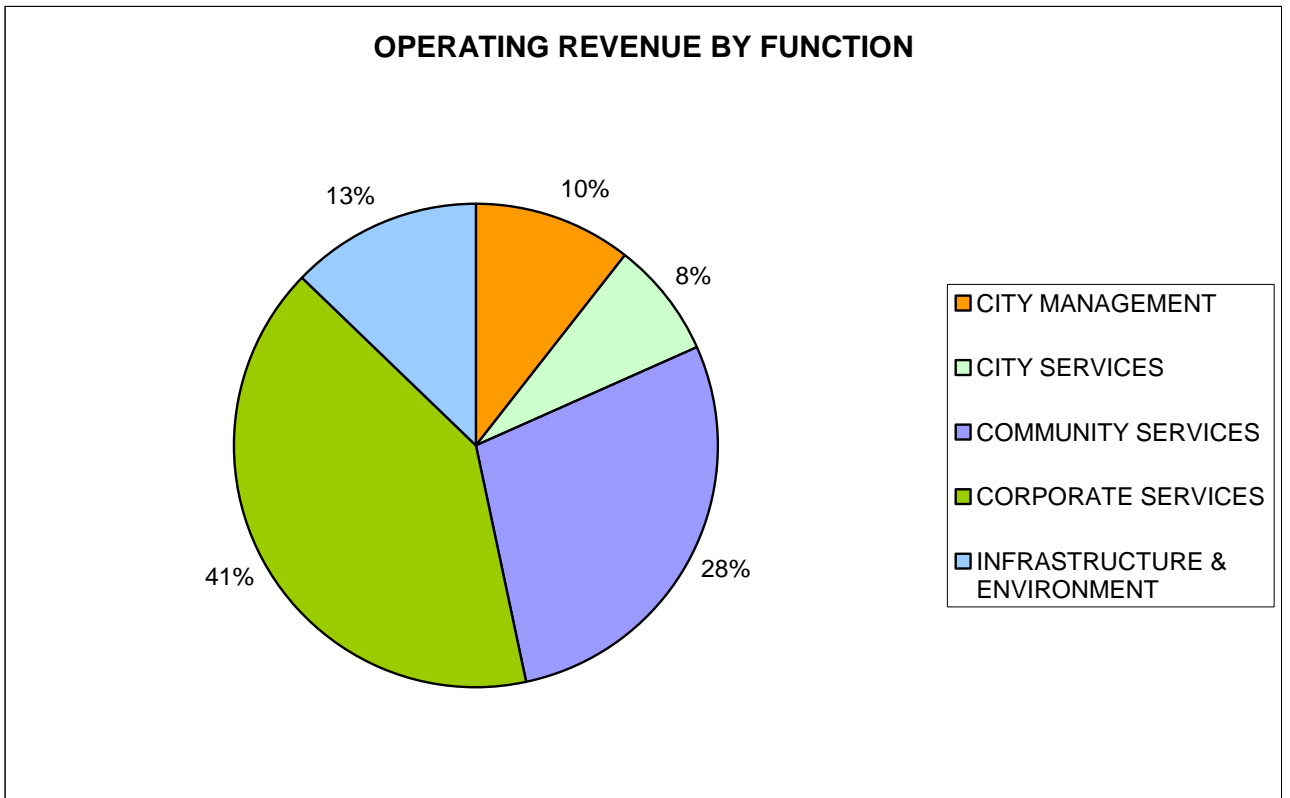
The annual repayments for principal and interest are set out in the Treasury Management section of the budget. It is proposed that in 2011/2012 there will be no repayment of principal for Debenture 223. A repayment of \$675,000 for Debenture number 226 will be committed from the Capital Reserve Fund.

Loan details are set out below: -

No	Details	AUTH	TAKEN	%	YEARS	AMOUNT	30.6.2011	Interest	Principal	30.6.2012
	Effluent Reuse									
217	Scheme	LGFA	15-Jan-04	6.65%	15	\$600,000	391062.65	25376.95	38445.97	352616.68
220	Nerrilda	LGFA	15-Jun-06	6.70%	15	\$1,350,000	1037730.49	68279.58	75777.12	961953.37
221	Infrastructure	LGFA	15-Jan-07	6.85%	5	\$1,924,500	439202.24	23023.80	439202.24	0.00
222	Ramsay Village	LGFA	15-Jul-07	7.48%	10	\$1,300,000	948568.54	68784.08	118149.94	830418.60
223	Infrastructure	LGFA	15-Jan-08	6.50%	-	\$3,500,000	3500000.00	115500.00		3500000.00
224	Infrastructure	LGFA	15-Jan-09	4.35%	5	\$3,420,000	2150419.71	97112.33	682399.75	1468019.96
225	Infrastructure	LGFA	15-Jan-10	6.11%	5	\$3,700,000	3046292.37	175683.20	694259.28	2352033.09
226	Infrastructure	LGFA	15-Jan-11	6.50%	5	\$3,850,000	3850000.00	239460.34	674768.92	3175231.08
227	Infrastructure	LGFA	15-Jan-12	6.90%	5	\$2,000,000				2000000.00
TOTALS						21644500.00	15363276.00	813220.28	2723003.22	14640272.78

SUMMARY OF PROGRAMS AND ACTIVITIES

PROGRAM/ACTIVITY	OPERATING EXPENDITURE	OPERATING REVENUE	CAPITAL EXPENDITURE	CAPITAL REVENUE
CITY MANAGEMENT				
City Management & Elected Members	970,900	3,000,000		
CITY SERVICES				
Economic Development	392,100			
City Planning	295,600	117,000		
Human Resource/Occupational Health Welfare & Safety	426,600	13,000		
Projects & Events	236,300			
Substance Mis-Use Services	946,000	935,000		
Tourism Facilities	1,161,600	931,700		
Library & Information Service	532,600	64,500		
Port Augusta Cultural Centre & Fountain Gallery	412,200	69,600		
Animal & Parking Control	223,300	138,200		
COMMUNITY SERVICES				
Nerrilda Nursing Home	3,650,700	3,713,200	131,000	
Health Focus Program	242,400	231,400		
A.M. Ramsay Village	2,868,800	2,960,000	97,000	
DVA Shed Program	51,700	48,800		
Childcare Services	972,000	776,000		
Miriam High Centre	531,200	428,200		
Youth Activity Service	56,000	6,000		
CORPORATE SERVICES				
Financial & Customer Services	1,049,200	10,924,500		
Records Management	280,300			
Information Technology	290,900		15,000	
Treasury Management	836,000	105,700	2,027,600	2,005,700
Arid Lands Botanic Garden Operations	729,900	293,900	30,000	
Sport & Recreation	626,700	266,800	40,000	
Community Development Programs	450,100	112,000		
INFRASTRUCTURE & ENVIRONMENT				
Engineering Services & Depots	2,175,100	475,000	539,300	170,000
Buildings	383,600	45,000		
Other Property	541,000	151,600		
Infrastructure	1,778,400	1,515,000	1,727,000	
Cemeteries	219,200	179,000		
Waste Management	1,403,000	1,234,000		
Parks Gardens Reserves Ovals	1,206,300			
Building Control	290,000	56,000		
Environmental Health	138,200	8,000		
	26,367,900	28,799,100	4,606,900	2,175,700



CITY MANAGEMENT PROGRAM

Responsible Officer

City Manager – Greg Perkin

Activities:

City Management
Human Resource Management
Development Services – Planning
Development Services – Building
Development Services - Health
Animal & Parking Control

City Management

Goal Area 6: Organisational Effectiveness

Long Term Objectives:

Ensure Council is a professional, effective, efficient and customer-focused organisation, responsive to the needs of the community. Administer the activities of the Council and provide good governance within the organisation ensuring compliance with legislative requirements.

Responsibility: City Manager – Greg Perkin

Annual Objectives:

Consolidate Council's position within its region by establishing appropriate partnerships and developing networks. Establish a comprehensive business planning framework including, Vision Plan, Strategic Management Plans, Financial Management Plan, Asset Management Plan, Business Plans, OHS&W Processes, Minutes, Agenda and Annual Report. Manage Council's public relations and enacting of Council resolutions for the benefit of the community. Provide accurate information and assistance to Council. Manage organisation to ensure compliance with legislative requirements.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Provide a high level of management to the organisation ensuring efficient and effective services are provided to the community.
2. Commitment to OHS&W and implementation of Risk Management Systems to protect its employees, stakeholders, assets, liabilities and community against potential losses.
3. Oversee the implementation of a Port Augusta Vision Plan and review of Council's Strategic Management Plan.
4. Establish sound partnerships with the Regional Development Australia (Far North), Upper Spencer Gulf Common Purpose Group, Provisional Cities Association, adjoining local government bodies, relevant State Government agencies and major businesses.
5. Lead the Mayoral Task Force strategies and manage the implementation of initiatives identified.
6. Ensure the timely distribution of Council Minutes and Agendas.
7. Ensure that a Long Term Financial Plan is developed for Council as required by the Local Government Act.

8. Ensure appropriate planning and land management frameworks are in place to cater for population expansion.
 9. Involvement as a member of the Steering Committee for the Urban and Regional Initiative.
 10. Ensure a Business Continuity Plan is developed.
 11. Ensure that an appropriate Disaster Action Planning is developed.
-

Personnel:	F/Time	P/Time	Casual
2011	2	-	-
2010	2	-	-
2009	2	-	-

PROGRAM CITY MANAGEMENT
ACTIVITY CITY MANAGER & ELECTED MEMBERS

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Salaries & Wages	441,000	436,327	434,000
Mayoral Office	57,200	55,454	58,400
Members Expenses	221,200	190,965	172,700
Other Operating Costs	181,000	185,467	305,800
Depreciation			
TOTAL OPERATING EXPENDITURE	900,400	868,213	970,900

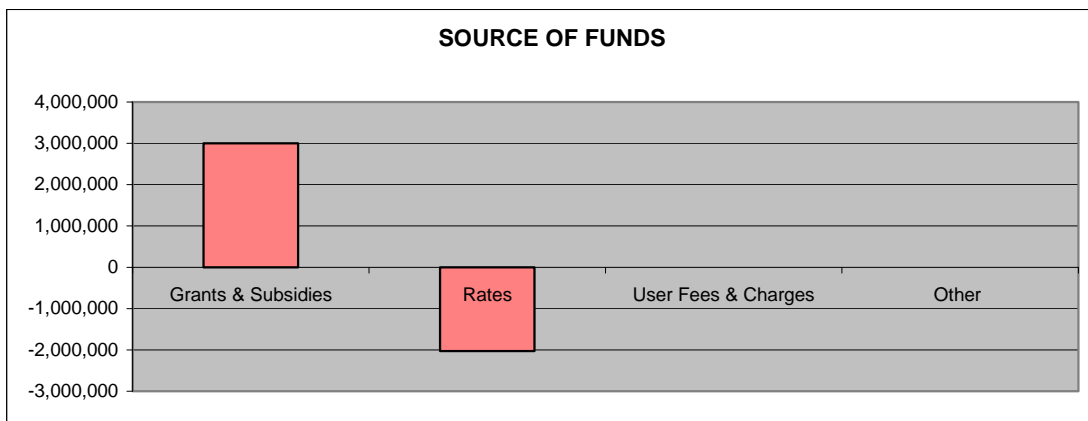
OPERATING REVENUE

Federal Assistance Grant	3,060,000	2,918,000	3,000,000
Other Revenue			
TOTAL OPERATING REVENUE	3,060,000	2,918,000	3,000,000

CAPITAL EXPENDITURE

MAJOR ITEMS

Strategic Plan Review	72,000
Mayoral Allowance	46,800
Members Allowances	117,000
	163,800



Human Resource Management

Goal Area 6: Organisational Effectiveness

Long Term Objectives: Provide a professional effective, efficient and customer focussed organisation responsive to the needs of the Community. Provide best practice human resource management systems and injury management / rehabilitation.

Responsibility: Human Resources Manager – Anthony McCoy

Annual Objectives: To provide a high level of organisational services relating to Human Resource and Workers Compensation Management.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Maintain Human Resource Management and Skills/Training Register.
 2. Manage Council's Workers Compensation claims and assist in developing appropriate injury management and rehabilitation programs.
 3. Undertake public liability claims administration.
 4. Report as required on Injury Management program.
 5. Manage and supervise Council's General Inspectorate.
-

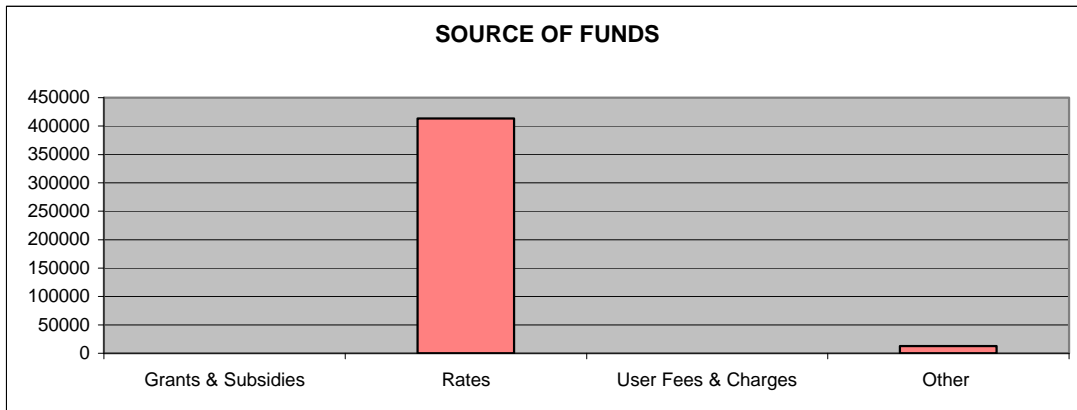
Personnel:	F/Time	P/Time	Casual
2011	2	-	-
2010	3	-	-
2009	2	-	-

PROGRAM CITY MANAGEMENT

ACTIVITY HUMAN RESOURCE & OCCUPATIONAL HEALTH WELFARE & SAFETY

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	469,000	502,015	309,000
Other Operating Costs	<u>247,200</u>	<u>285,375</u>	<u>117,600</u>
TOTAL OPERATING EXPENDITURE	<u>716,200</u>	<u>787,390</u>	<u>426,600</u>
OPERATING REVENUE			
Other Revenue	<u>13,000</u>	<u>60,541</u>	<u>13,000</u>
TOTAL OPERATING REVENUE	<u>13,000</u>	<u>60,541</u>	<u>13,000</u>
CAPITAL EXPENDITURE			
Records Management System	<u> </u>	<u> </u>	<u> </u>
TOTAL CAPITAL EXPENDITURE	<u> </u>	<u> </u>	<u> </u>

MAJOR ITEMS



Development Services - Planning

Goal Area 2: Image of City
Goal Area 3: Economic Development

Long Term Objectives: Provide efficient and effective town planning services to accomplish well planned, compliant and environmentally compatible developments. Maintain an up-to-date Development Plan to ensure that future planning outcomes for the City are addressed and achieved.

Responsibility: Community Planner – Tung Pham

Annual Objectives: Administer Council’s obligations under the Development Act 1993 through the assessment of applications to ensure compliance with Council’s Development Plan. Promote good planning principles for the ongoing development of the City. Provide professional advice on planning matters.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Arrange for a Strategic Directions Report to be undertaken, pursuant to Section 30 of the Development Act 1993, to address strategic planning issues within the area of the Council.
2. Assist Council’s Planning Consultant to complete the Urban Growth Part 2 and Westside Development Plan Amendments.
3. Continue developing the signage strategy and implement various signage initiatives to enhance directional and promotional signage throughout the City.
4. Provide a Town Planning service to the community in an efficient, timely and professional manner.

Personnel:	F/Time	P/Time	Casual
2011	2	-	-
2010	2	-	-
2009	2	-	-

PROGRAM CITY MANAGEMENT

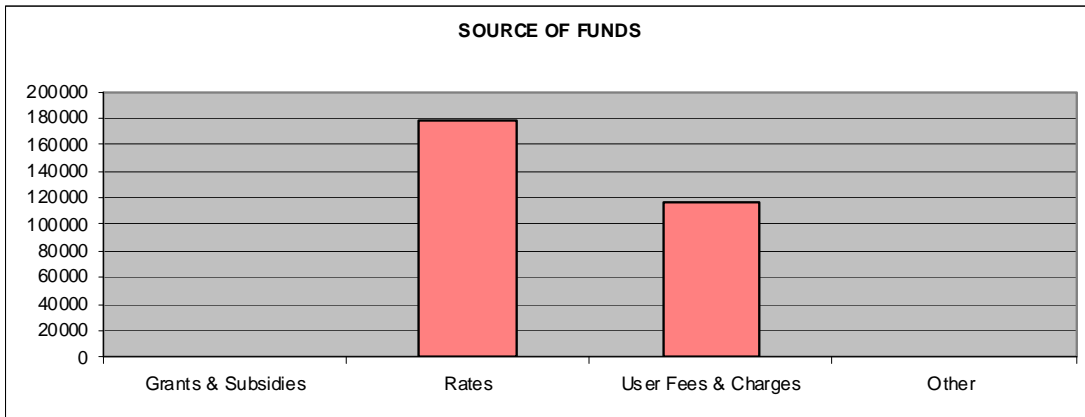
ACTIVITY CITY PLANNING

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	147,000	149,401	155,900
Other Operating Costs	<u>127,100</u>	<u>73,892</u>	<u>139,700</u>
TOTAL OPERATING EXPENDITURE	<u>274,100</u>	<u>223,293</u>	<u>295,600</u>
OPERATING REVENUE			
Other Revenue	<u>115,700</u>	<u>72,960</u>	<u>117,000</u>
TOTAL OPERATING REVENUE	<u>115,700</u>	<u>72,960</u>	<u>117,000</u>

CAPITAL EXPENDITURE

MAJOR ITEMS

Development Plan Consultancies	75,000	49,300
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Development Services - Building

Goal Area 4: Infrastructure & Resource Management

Long Term Objectives: Effective maintenance, management and enhancement of the City's infrastructure assets.

Responsibility: Senior Development Officer – Nick Heron

Annual Objectives: Maintain Council's assets in a professional and effective manner, to ensure the continued integrity of all buildings for the benefit of the community. Ensure a high level of service is provided to the community in regard to building assessment.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Administer Council's Asbestos Registers.
 2. Undertake assessment of development applications inline with the provisions of the Building Code of Australia.
 3. Assist Council's Managers with management and upgrades to Council's Assets on an as needs basis.
-

Personnel:	F/Time	P/Time	Casual
2011	3	-	-
2010	2	-	-
2009	2	-	-

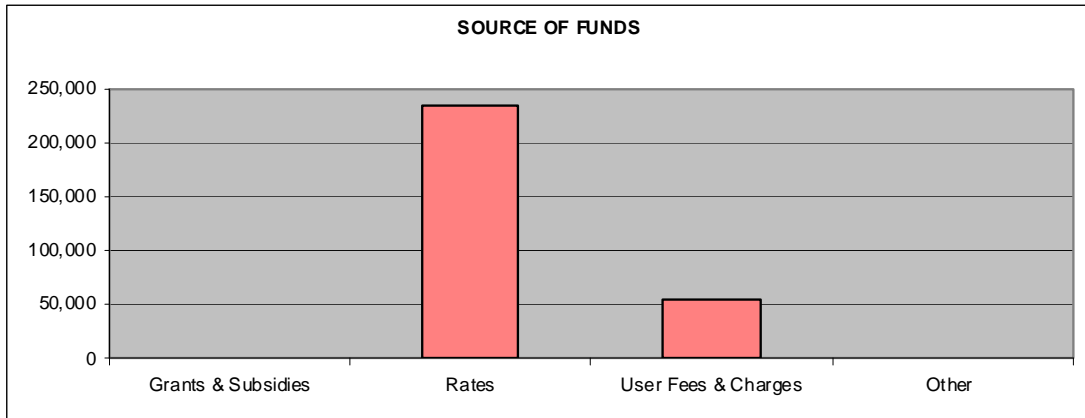
PROGRAM CITY MANAGEMENT

ACTIVITY BUILDING CONTROL

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	137,400	142,216	213,700
Other Operating Costs	<u>72,700</u>	<u>44,751</u>	<u>76,300</u>
TOTAL OPERATING EXPENDITURE	<u>210,100</u>	<u>186,967</u>	<u>290,000</u>
OPERATING REVENUE			
Other Revenue	<u>55,000</u>	<u>37,819</u>	<u>56,000</u>
TOTAL OPERATING REVENUE	<u>55,000</u>	<u>37,819</u>	<u>56,000</u>

CAPITAL EXPENDITURE

MAJOR ITEMS



Development Services - Health

Goal Area 1: Environment Management

Long Term Objectives: Effective management and maintenance of the City's unique natural and built environment. Management of the Bird Lake system.

Responsibility: Manager Environmental Health Services – Scott Parsons

Annual Objectives: Statutory function of ensuring compliance with provisions contained with relevant environmental health legislation. Protect the community from risks to health by managing food and waste standards to a high level, ensuring a clean and healthy environment.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

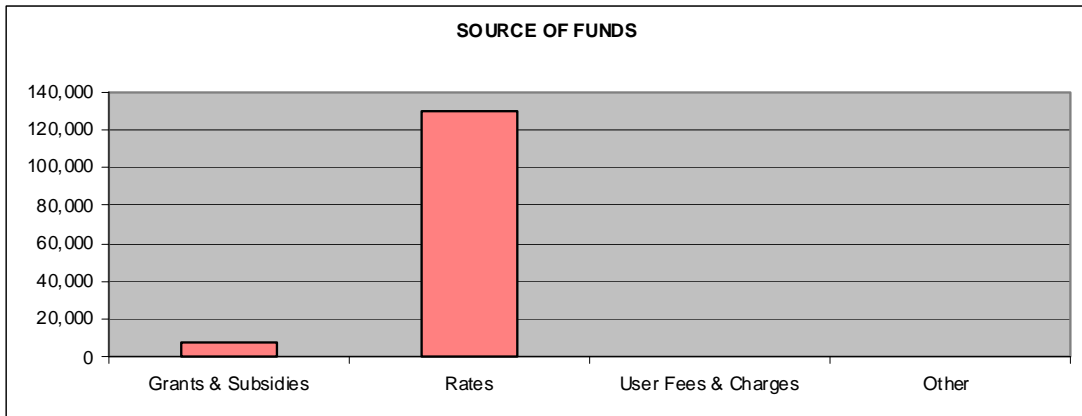
1. Undertake statutory inspections of food premises within the City.
 2. Monitor and maintain the Community Immunisation Program.
 3. Ensure the Community Waste Management Scheme is operating within acceptable health standards.
-

Personnel:	F/Time	P/Time	Casual
2011	1	-	2
2010	1	-	3
2009	1	-	2

PROGRAM CITY MANAGEMENT
ACTIVITY ENVIRONMENTAL HEALTH

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	89,500	94,918	93,300
Other Operating Costs	26,700	23,775	29,800
Pest Plants Program	4,500	164	4,500
Immunisation Program	12,500	9,416	10,600
TOTAL OPERATING EXPENDITURE	133,200	128,271	138,200
OPERATING REVENUE			
Other Revenue			
Immunisation Program	8,000	7,961	8,000
TOTAL OPERATING REVENUE	8,000	7,961	8,000
CAPITAL EXPENDITURE			

MAJOR ITEMS



Animal and Parking Control

Goal Area 6: Organisational Effectiveness

Long Term Objectives: Raise the community's awareness of services available within the community and be pro-active in ensuring the community are aware of their responsibilities in relation to animal control parking provisions and other illegal practices.

Responsibility: General Inspectors – Kylie McKerlie/Wayne McKerlie

Annual Objectives: Administer the Dog & Cat Management Act and Parking legislation. Provide the community with a high level of service in relation to the control of animals, waste management and parking related issues.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Implement the Animal Management Plans 2011-2016.
2. Manage animal, waste and parking issues throughout the city to ensure compliance with relevant legislation and management plans.
3. Pro-actively monitor and control through prosecution illegal dumping of waste within the City.
4. Implement standards as required by Fire and Emergency Services Act 2005.
5. Undertake household inspections to ensure dog registration compliance.

Personnel:	F/Time	P/Time	Casual
2011	2	-	1
2010	2	-	1
2009	2	-	1

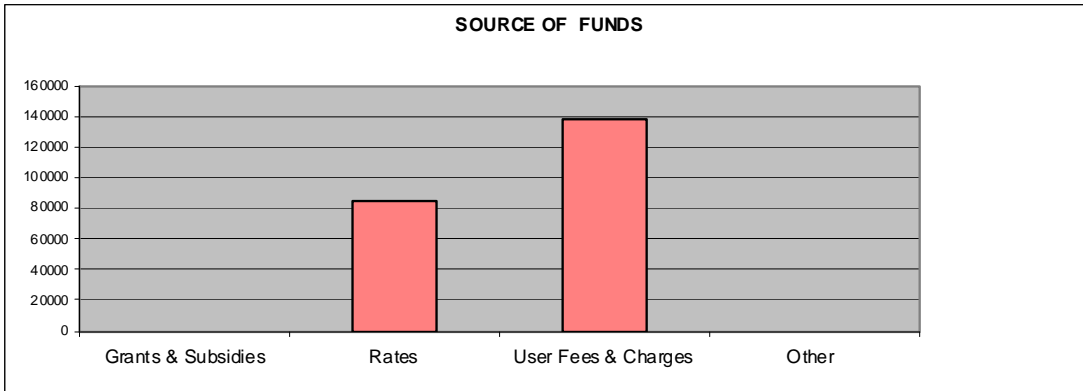


ANNUAL BUDGET AND BUSINESS PLANS - 2011/2012

PROGRAM CITY MANAGEMENT
ACTIVITY ANIMAL & PARKING CONTROL

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	137,500	146,455	143,900
Other Operating Costs	<u>73,000</u>	<u>64,616</u>	<u>79,400</u>
TOTAL OPERATING EXPENDITURE	<u>210,500</u>	<u>211,071</u>	<u>223,300</u>
OPERATING REVENUE			
Other Revenue	<u>137,000</u>	<u>137,766</u>	<u>138,200</u>
TOTAL OPERATING REVENUE	<u>137,000</u>	<u>137,766</u>	<u>138,200</u>
CAPITAL EXPENDITURE			
Buildings	<u>50,000</u>	<u>47,383</u>	<u></u>
	<u>50,000</u>	<u>47,383</u>	<u></u>

MAJOR ITEMS



CITY & CULTURAL SERVICES PROGRAM

Responsible Officer

Director – Lee Heron

Activities

Governance and Economic Development
OHS&W and Risk Management
Library & Community Information Services
Port Augusta Cultural Centre – Yarta Purtli
Community Harmony
Wadlata Outback Centre
Contracts & Events

Governance and Economic Development

Goal Area 2: Image of City

Goal Area 3: Economic Development

Goal Area 6: Organisational Effectiveness

Long Term Objectives: Maintain processes to ensure good governance within the organisation in relation to compliance with legislative requirements. Promote Port Augusta as the regional service centre for Outback SA and attract long term residents, particularly young families.

Responsibility: Director – Lee Heron

Annual Objectives: Provide assistance and support to managers and staff within the City & Cultural Services Directorate. Undertake reviews of various documents maintained by Council to ensure compliance with legislation and encourage business and residential growth within the City.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

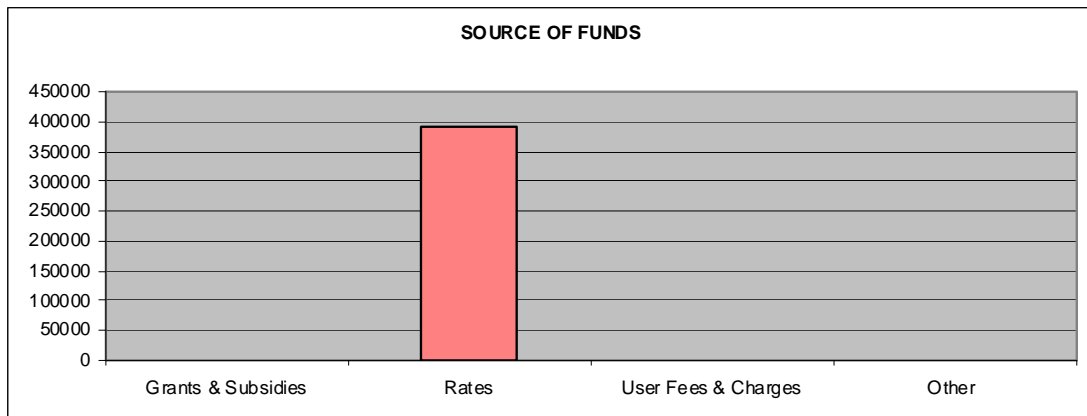
1. Ensure ongoing compliance with Acts administered by Council.
2. Assist in the development of a Port Augusta Vision Plan.
3. Assist in the review of Council's Strategic Management Plan.
4. Prepare Council's Annual Report and keep Policies, Delegations, Codes and Register up-to-date and accurate.
5. Support new business opportunities within Port Augusta to promote economic growth.
6. Liaise with stakeholders (Business Port Augusta and Regional Development Australia (Far North) to enhance opportunities for business development within the City.

Personnel:	F/Time	P/Time	Casual
2011	2	-	-
2010	2	-	1
2009	2	-	1

ANNUAL BUDGET AND BUSINESS PLANS - 2011/2012

PROGRAM CITY AND CULTURAL SERVICES
ACTIVITY ECONOMIC DEVELOPMENT & MAJOR PROJECTS

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Contributions	382,700	363,690	316,100
Other Projects	90,000	144,320	76,000
TOTAL OPERATING EXPENDITURE	472,700	508,009	392,100
OPERATING REVENUE			
Proceeds from Sale of Land		556,038	
TOTAL OPERATING REVENUE		556,038	
MAJOR ITEMS			
Tourism Product Development			15,000
Upper Spencer Gulf Common Purpose Group			9,000
Provincial Cities Association			95,000
Contributions to Northern Regional Development Board			50,000
Business Incubator			22,200
Flinders Ranges Tourism Authority			16,500
Heritage Advisory Service			11,400
Media Consultancy			20,000
Signage Strategy			1,000
Dry Areas Advertising & Security			30,000
Economic Development Consultancy			4,000
Interpretive Tourist Information Screens			42,000
Grants Consultancy			40,000
Port Augusta Branding Project			12,000
Style Guide			24,000
Residents Newsletter			
			\$392,100



OHS&W and Risk Management

Goal Area 6: Organisational Effectiveness

Long Term Objectives:

Provide a professional effective, efficient and customer focussed organisation responsive to the needs of the Community. Maintain an effective risk management program to ensure OHS&W compliance.

Responsibility: HR Advisor / Risk Management – Shane Saal

Annual Objectives:

Provide a high level of OHS&W and Risk Management programs/systems throughout the organisation to ensure staff, volunteers and contractor safety and to monitor risks associated with activities undertaken.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Implement a comprehensive Risk Management Program throughout the organisation and assist in training staff.
2. Monitor and report on the progress of implementing the OHS&W 'one system'.
3. Facilitate appropriate OHSW initiatives to improve work practices for the safe well-being of staff, volunteers and contractors.
4. Manage the Safety First Committee to ensure that OHS&W and Risk Management activities are maintained to a high standard.
5. Implement and manage Councils CAPA (corrective actions, prevention actions) Register.
6. Ensure implementation of OHS Contractor Management System.
7. Comply with Workcover audit PPSI requirements

Personnel:	F/Time	P/Time	Casual
2011	1	-	-
2010	1	-	-
2009	-	-	-

Library and Community Information Service

Goal Area 1: Community Development

Long Term Objectives:

Raise the community's awareness of services that are available within the community and develop strategies to improve community information processes.

Responsibility: Manager – Tina Dunemann

Annual Objectives:

To provide a public library and information service which anticipates and responds to the information, educational, recreational and cultural needs of the Port Augusta community.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Encourage and support visiting authors to promote reading and literacy within the community.
2. Develop plans for the introduction during 2012/2013 of the proposed state wide library management system, if approved.
3. Coordinate a wide variety of library based activities in response to community needs and respond to new demands and opportunities.
4. Continue development of library webpage.
5. Continue to investigate opportunities to work with other service providers to extend the provision of materials and services.
6. Coordinate the maintenance and development of the Library space and fixtures.
7. Coordinate the Community Information Service and publications

Personnel:	F/Time	P/Time	Casual
2011	4	2	5
2010	4	2	6
2009	4	2	6

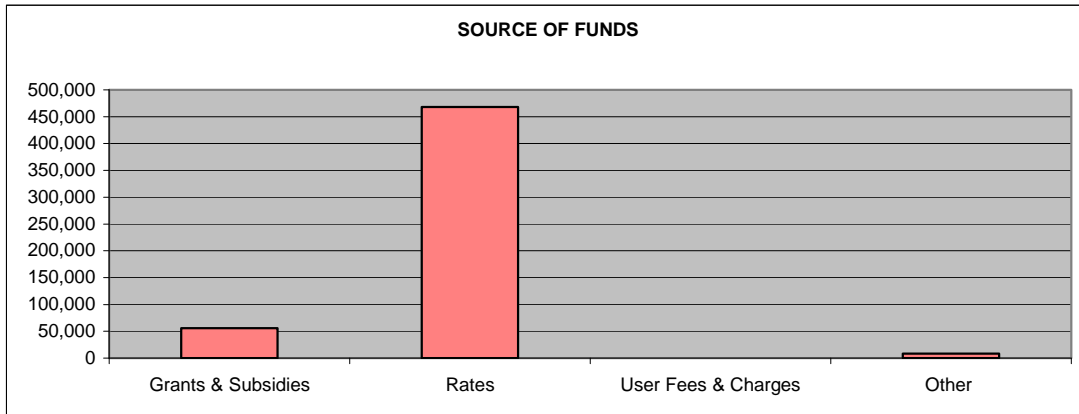
PROGRAM CITY AND CULTURAL SERVICES

ACTIVITY LIBRARY & INFORMATION SERVICE

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	389,000	373,451	409,000
Other Operating Costs	<u>120,900</u>	<u>126,100</u>	<u>123,600</u>
TOTAL OPERATING EXPENDITURE	<u>509,900</u>	<u>499,551</u>	<u>532,600</u>
OPERATING REVENUE			
Other Revenue	<u>56,100</u>	<u>66,954</u>	<u>64,500</u>
TOTAL OPERATING REVENUE	<u>56,100</u>	<u>66,954</u>	<u>64,500</u>
CAPITAL EXPENDITURE			
	<u>20,000</u>	<u>8,419</u>	<u></u>
TOTAL CAPITAL EXPENDITURE	<u>20,000</u>	<u>8,419</u>	<u></u>

MAJOR ITEMS

Furniture & Equipment



Cultural Centre – Yarta Purli

Goal Area 1: Community Development

Long Term Objectives:

Develop a strategic direction for events, arts, leisure, heritage, recreation and sport that encourages a unique, vibrant and participative community.

Responsibility: Manager – Tina Dunemann

Annual Objectives:

To provide a service that reflects and responds to the art and cultural needs of the Port Augusta community. Encourages and supports as many local artists as possible and showcases professional performances for the benefit of the community. This includes the management and promotion of Council's Lea Theatre, Institute Theatre, Barracks and Cultural Centre – Yarta Purli Gallery.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Investigate options towards developing a cultural policy for the city.
 2. ARID – a Sculptural Event – planning and development of the event to be held in September 2012.
 3. Working with the Arid Fringe to assist with the coordination of Desert Fringe 2012.
 4. Manage Grindell's Hut Artist Residency 2011.
 5. Manage the Gallery exhibition program incorporating both local artists and travelling exhibitions.
 6. Coordinate and assist with arts and cultural projects and events within the community.
 7. Manage and support volunteers at the Cultural Centre – Yarta Purli and the Lea Memorial Theatre.
 8. Actively promote the venues to ensure maximum usage, attracting touring presenters and encouraging local usage for events and functions.
 9. Coordinate the ongoing maintenance and development of the venues to a high standard.
-

Personnel:	F/Time	P/Time	Casual
2011	2	1	5
2010	2	1	5
2009	2	-	5

PROGRAM CITY AND CULTURAL SERVICES

ACTIVITY CULTURAL CENTRE & GALLERIES

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Fountain Gallery

Salaries & Wages

Other Operating Costs

11,500

8,458

13,000

Cultural Centre - Yarta Purlli

Salaries & Wages

198,000

197,537

211,300

Other Operating Costs

189,500

211,708

187,900

TOTAL OPERATING EXPENDITURE

399,000

417,703

412,200

OPERATING REVENUE

Fountain Gallery Revenue

1,993

6,000

Cultural Centre Revenue

68,000

81,494

63,600

TOTAL OPERATING REVENUE

68,000

83,487

69,600

CAPITAL EXPENDITURE

MAJOR ITEMS

Grindells Hut Residency

2,000

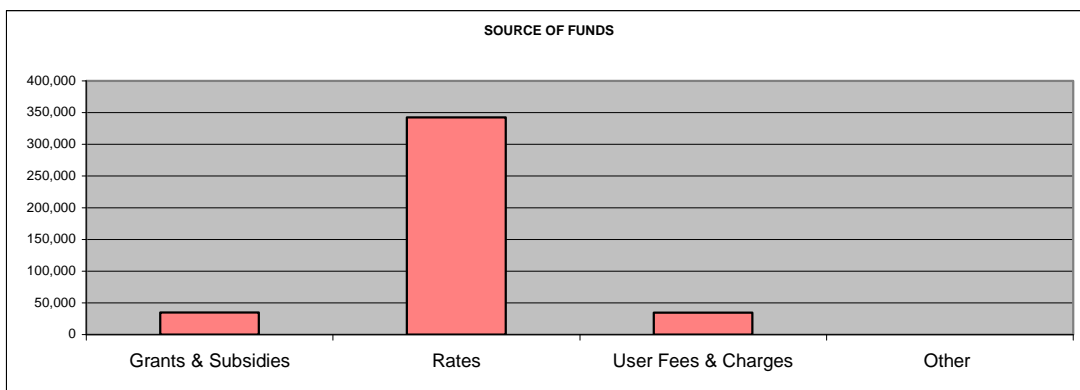
Arid - Art & Sculptural Collaborating

14,000

Desert Fringe

25,000

41,000



Community Harmony Services

Goal Area 1: Community Development

Long Term Objectives: Best practice in community programs and facilities managed by Council. Recognise and value the diverse needs and culture of our Community.

Responsibility: Community Harmony Manager – Jo Newell

Annual Objectives: To provide support to the community via the Substance Misuse Program which is made up of the Mobile Assistance Patrol, Sobering Up Centre and Clean Needle Program and raise the community's awareness on all aspects of substance misuse. Facilitate the Alcohol Management Group and monitor the effects of the Total City Dry Areas.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities – Community Harmony:

1. Promote responsible consumption of alcohol amongst the wider community of Port Augusta.
2. Monitor and report on the actions taken to implement the Port Augusta Community Alcohol Management Plan.
3. Support the Alcohol Management Group in monitoring the effects of the Total City Dry Areas and report as needed to Council.
4. Contribute to Harmony Day, NAIDOC, Reconciliation Week and other celebration held within the community.
5. Liaise with and support the community and Port Augusta City Council's involvement of the Urban and Regional Strategy.

Proposed Projects and Activities – Substance Misuse Program:

1. Manage the Clean Needle Program.
2. Manage the Substance Misuse Services Program to ensure positive outcomes are achieved within the community in relation to alcohol and drug issues.
3. Regularly report to external funding bodies on Substance Misuse Services activities.
4. Continue working towards achieving 'Quality Improvement Council (QIC)' accreditation for the Substance Misuse Service Program.



5. Collaborate with Young Street Day Centre to provide an 'Active Outreach' program to the Port Augusta community.
-

Personnel:	F/Time	P/Time	Casual
2011	6	4	3
2010	8	3	5
2009	7	4	2

PROGRAM CITY AND CULTURAL SERVICES

ACTIVITY COMMUNITY HARMONY

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Substance Misuse Service

Salaries & Wages	304,000	301,183	320,600
Other Operating Costs	83,000	132,816	98,400

Sobering Up Centre

Salaries & Wages	421,000	475,727	435,700
Other Operating Costs	83,700	80,679	80,300

Harmony Service

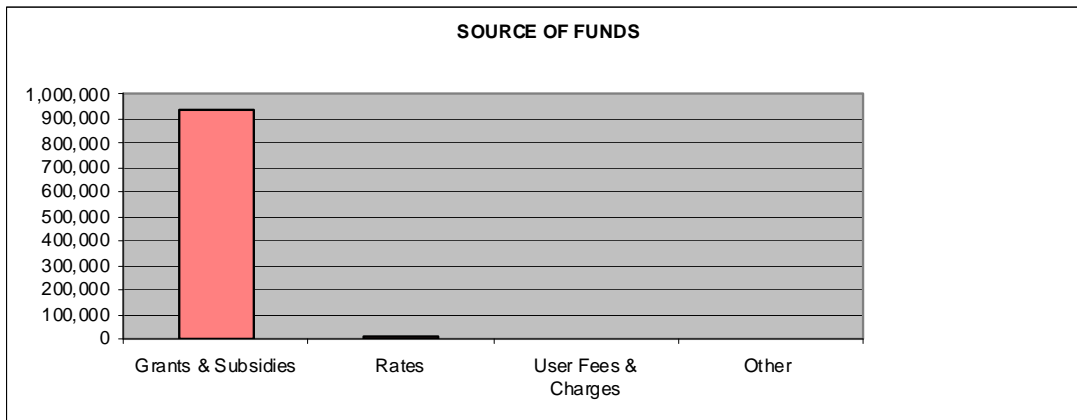
Salaries & Wages		4,064	
Other Operating Costs	16,000	9,556	11,000

TOTAL OPERATING EXPENDITURE	<u>907,700</u>	<u>1,004,024</u>	<u>946,000</u>
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OPERATING REVENUE

Substance Misuse Service	410,000	505,067	419,000
Sobering Up Centre	504,700	543,789	516,000

TOTAL OPERATING REVENUE	<u>914,700</u>	<u>1,048,856</u>	<u>935,000</u>
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Wadlata Outback Centre

Goal Area 2: Image of City
Goal Area 3: Economic Development

Long Term Objectives: Maintain strong and active partnerships with organisations and businesses involved in tourism to promote Port Augusta as a central hub that provides links between States and regions. Economic Growth for long-term benefit.

Responsibility: Manager – Pauline Hedger

Annual Objectives: Provide a visitor information service which anticipates the needs of the broader tourism community and responds accordingly. Provide the best possible experience for visitors to Wadlata. Increase tourism activity in Port Augusta and contribute to improve employment, business growth and to consolidate industry networks and partnerships within Port Augusta and the Region.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Maintain strong and active partnerships with organisations and businesses involved in tourism to promote Port Augusta and the Wadlata Outback Centre as a central hub and maintain their positions as the must see tourism attractions in the Region.
2. Undertake planning strategies to further develop services provided within the Wadlata Outback Centre.
3. Implement strategies to further upgrade and expand the services provided to improve financial sustainability.
4. Contribute to the increase in visitor nights and expenditure through effective selling, the review, improvement and implementation of marketing strategies to promote the Wadlata Outback Centre.
5. Review and maintain effective management systems to monitor the effects of the marketing and custom satisfaction strategies.
6. Maintain effective management systems to maintain National Tourism Accreditation and organisational effectiveness.
7. Review, develop and implement current and online information systems and maximise the use of on-line technology and marketing strategies.



8. Develop and implement strategies to improve training/skill/retention of staff within our organisation.
 9. Embrace and promote the cultural diversity within community.
 10. Plan for the further development of infrastructure and implement existing plans and strategies to ensure assets and grounds of the Wadlata Outback Centre and the AALBG Cafe are maintained to a high level.
-

Personnel:	F/Time	P/Time	Casual
2011	1	3	11
2010	1	4	15
2009	3	5	10

PROGRAM CITY AND CULTURAL SERVICES

ACTIVITY TOURISM FACILITIES

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Wadlata Interpretive Centre

Salaries & Wages	88,900	90,133	94,300
Other Operating Costs	184,300	183,505	201,600

Wadlata Retail Centre

Salaries & Wages	58,900	57,114	58,300
Other Operating Costs	139,700	149,335	144,800

Wadlata Visitor Information Centre

Salaries & Wages	131,200	131,357	140,300
Other Operating Costs	26,000	18,953	27,300

Wadlata Outback Tuckerbox

Salaries & Wages	113,600	106,855	115,500
Other Operating Costs	85,600	84,465	89,400

Arid Lands Café

Salaries & Wages	185,500	178,609	177,000
Other Operating Costs	89,400	107,978	113,100

TOTAL OPERATING EXPENDITURE	1,103,100	1,108,304	1,161,600
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OPERATING REVENUE

Wadlata Interpretive Centre	134,900	154,750	150,600
Wadlata Retail Centre	237,200	266,514	244,600
Wadlata Visitor Information Centre	29,400	64,237	24,500
Wadlata Outback Tuckerbox	210,300	214,271	218,800
Arid Lands Café	249,100	301,041	293,200

TOTAL OPERATING REVENUE	860,900	1,000,813	931,700
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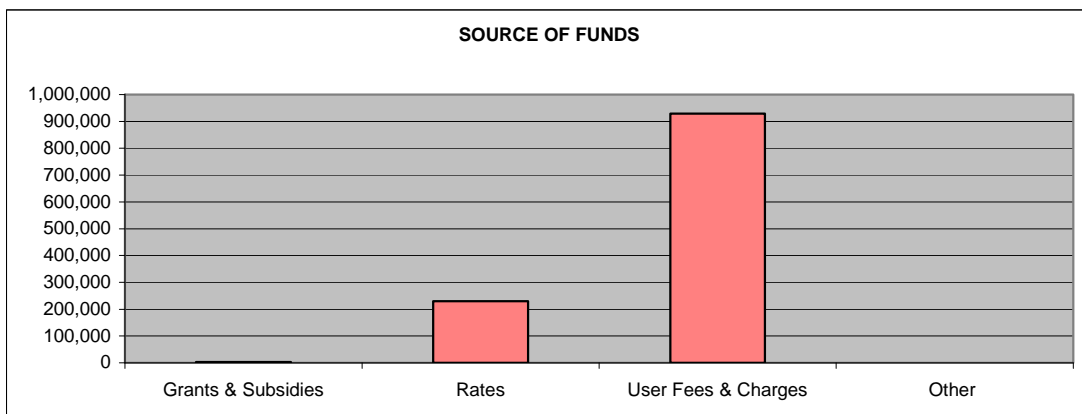
CAPITAL EXPENDITURE

Wadlata Furniture & Equipment	29,500	27,380	
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TOTAL CAPITAL EXPENDITURE	29,500	27,380	
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MAJOR ITEMS

Furniture & Equipment Upgrades



Contracts and Events

Goal Area 1: Community Development

Goal Area 2: Image of City

Long Term Objectives: Best practice in community programs and facilities managed by Council. Explore opportunities to celebrate the contribution of all age groups and cultures and to attract events and festivals that reflect our character.

Responsibility: Contracts & Events Officer – Brooke Mundy

Annual Objectives: Provide a high level of management in regard to Council's procurement systems. Arrange and co-ordinate Council's events through the year, to provide the community with a variety of activities to attend and enjoy.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Manage Council's contract activities to ensure procurement processes are maintained to a high standard.
 2. Manage Council's leases and agreements.
 3. Co-ordinate and assist in the organisation of events throughout the year and support local organisations with advertising/promoting their activities.
 4. Assess and monitor expenditure in relation to the Community Grants/Donations Program.
 5. Promote local activities and events through the 'Calendar of Events' program.
-

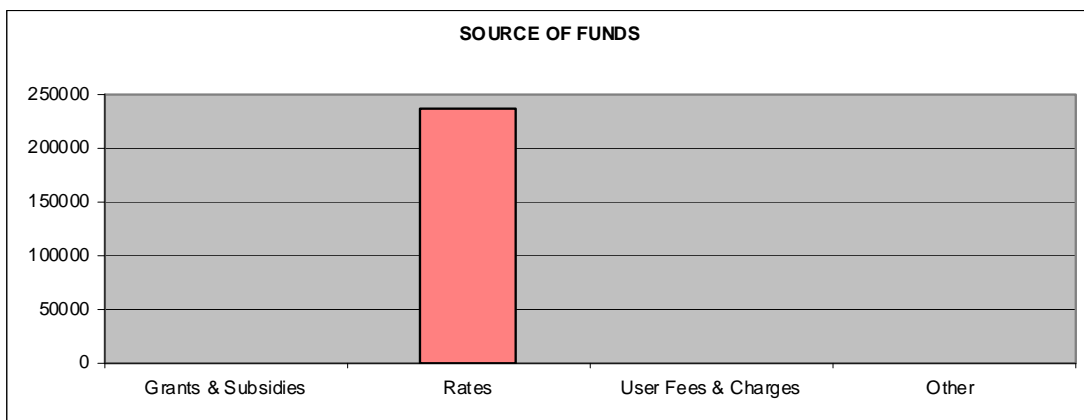
Personnel:	F/Time	P/Time	Casual
2011	1	-	-
2010	1	-	-
2009	1	-	-

ANNUAL BUDGET AND BUSINESS PLANS - 2011/2012

PROGRAM CITY AND CULTURAL SERVICES

ACTIVITY PROJECTS & EVENTS

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	65,400	69,196	67,600
Project Contributions	140,400	114,310	159,600
Other Operating Costs	11,600	8,157	9,100
TOTAL OPERATING EXPENDITURE	217,400	191,663	236,300
OPERATING REVENUE			
Other Revenue		1,900	
TOTAL OPERATING REVENUE		1,900	
MAJOR ITEMS			
Port Augusta Cup			12,000
Christmas Lighting			12,500
Mayoral Party			25,000
Pa Pony Club			1,000
PA Gdf Classic			5,000
Calendar Of Event Central Tv			15,000
Christmas Pageant			4,500
Australia Day			2,200
Carols In The Park			3,000
Wharfest			12,500
Other Events			9,000
Pichi Richi Marathon			3,000
Welcome To Pt Aug Bbq			1,900
Vibe Alive			16,000
Suzi Quatro Concert			6,000
NDMA Motor Show			25,000
Clean Up Australia Day			6,000
			159,600



CORPORATE SERVICES

Responsible Officer

Director – Michael Dunemann

Activities:

Financial Management
Financial Accounting
Customer Services
Treasury Management
Australian Arid Lands Botanic Garden Café & Interpretive Centre
Records Management
Information Technology
Recreation & Sport
Ryan Mitchell Swim Centre
Outdoor Adventure Centre
Be Active Community Centre
CitySafe Patrol

Financial Management and Customer Services

Goal Area 6: Organisational Effectiveness

Long Term Objectives: Optimise the use and management of the City's financial and physical resources. Provide a professional effective, efficient and customer focussed organisation responsive to the needs of the Community. Provide best practice financial systems and support.

Responsibility: Director Corporate Services - Michael Dunemann

Annual Objectives: To levy and collect rates and charges, manage treasury, provide accounts payable, accounts receivable and payroll functions. To complete all statutory reporting requirements and provide financial planning and budgeting systems. To provide a high level of customer service to all Council activities, ratepayers and the general public.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Finalise long-term financial plan (10 years).
 2. Co-ordinate and support Audit Committee activities.
 3. Implement improved budget control processes.
 4. Investigate work order and committed cost processes.
 5. Implement Internal Control framework and monitoring/reporting software.
 6. Extended Business Planning for Arid Lands Botanic Garden and Wadlata Interpretive Centre.
-

Personnel:	F/Time	P/Time	Casual
2011	9	1	-
2010	9	1	-
2009	8	2	-

ANNUAL BUDGET AND BUSINESS PLANS - 2011/2012

PROGRAM CORPORATE & BUSINESS SERVICES

ACTIVITY FINANCIAL & CUSTOMER SERVICES

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Salaries & Wages	680,000	680,719	726,000
Other Operating Costs	<u>334,700</u>	<u>340,871</u>	<u>323,200</u>
TOTAL OPERATING EXPENDITURE	<u>1,014,700</u>	<u>1,021,589</u>	<u>1,049,200</u>

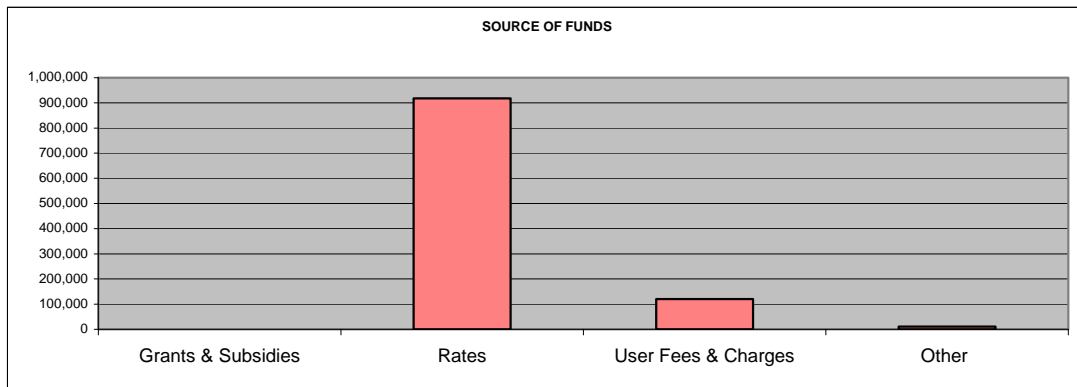
OPERATING REVENUE

General Rates	9,877,100	10,191,000	10,793,000
Other Rate Revenue	90,000	120,846	120,000
Ex Gratia Revenue			
Other Revenue	<u>10,000</u>	<u>19,451</u>	<u>11,500</u>
TOTAL OPERATING REVENUE	<u>9,977,100</u>	<u>10,331,297</u>	<u>10,924,500</u>

CAPITAL EXPENDITURE

MAJOR ITEMS

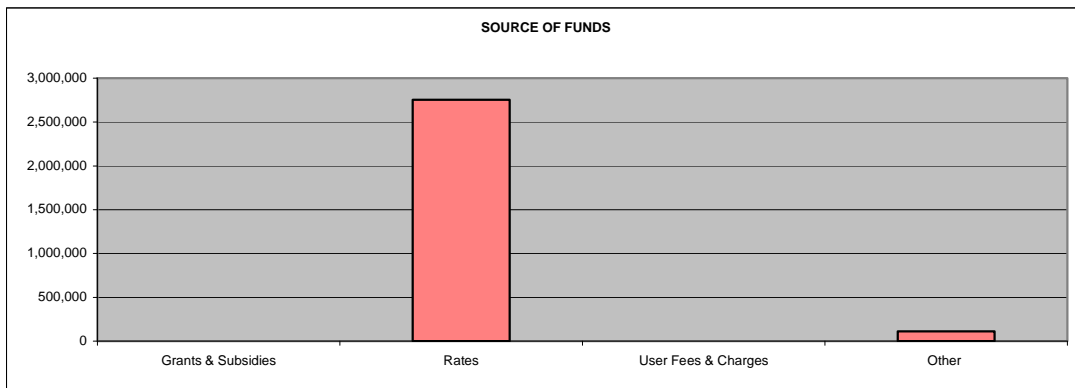
Asset Management Project 50,000



PROGRAM CORPORATE & BUSINESS SERVICES

ACTIVITY TREASURY MANAGEMENT

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Interest on Loans	702,000	697,480	836,000
TOTAL OPERATING EXPENDITURE	702,000	697,480	836,000
OPERATING REVENUE			
Interest on Investments	100,000	100,000	105,700
TOTAL OPERATING REVENUE	100,000	100,000	105,700
CAPITAL EXPENDITURE			
Principal on Loans	2,288,900	2,291,257	2,027,600
TOTAL CAPITAL EXPENDITURE	2,288,900	2,291,257	2,027,600
CAPITAL REVENUE			
Repayments Community Groups		4,957	5,700
TOTAL CAPITAL REVENUE		4,957	5,700



Australian Arid Lands Botanic Garden Café & Visitor Centre

Goal Area 2: Image of City
Goal Area 3: Economic Development

Long Term Objectives: Maintain strong and active partnerships with organisations and businesses involved in tourism to promote Port Augusta as a central hub that provides links between States and regions. Economic Growth for long-term benefit.

Responsibility: Director Corporate Services - Michael Dunemann

Annual Objectives: Provide a visitor information service which anticipates the needs of the broader tourism community and responds accordingly. Provide the best possible experience for visitors to Australian Arid Lands Botanic Garden Café and Interpretive Centre. Increase tourism activity in Port Augusta and contribute to improve employment, business growth and to consolidate industry networks and partnerships within Port Augusta and the Region.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Maintain a strong and unified business with increased awareness of the AALBG and Port Augusta.
2. Maintain strong and active partnerships with organisations and businesses involved in tourism to promote Port Augusta and the AALBG as a central hub and maintain their positions as the must see tourism attractions in the Region.
3. Implement action items from the Interpretation Plan, including roll-out of the Interpretive Story and Expo Kits for off-site events. Develop content and presentation of guided tours and tour products, and undertake visitor surveys to actively improve customer satisfaction.
4. Develop interpretation products for children as part of a schools education program.
5. Implement targeted marketing and communication strategies, including documentation for brand ethos, presentation standards and communication protocols.
6. Improve on-site signage for increased visitor safety, way finding and communications.
7. Develop unique product lines within the AridSmart range and review online information systems to maximise the use of online technology and an online sales business.



Personnel:	F/Time	P/Time	Casual
2011	1	2	5
2010	-	1	5
2009	-	1	5

Australian Arid Lands Botanic Garden

Goal Area 3: Economic Development

Long Term Objectives: Economic Growth for long-term benefit

Responsibility: Curator – Currently Vacant

Annual Objectives: The AALBG is a centre for the cultivation, research and display of vegetation from the southern arid zone of Australia, and includes substantial areas of local endemic vegetation. The Garden promotes activities to ensure the ongoing protection of the arid zone environment and associated botanic biodiversity. Provides education to the community and visitors in relation to arid plants and the environment.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Implement recommendations from the 'Business Plan' linked to the AALBG Master Plan, Vision Plan and Interpretation Plan for the Australian Arid Lands Botanic Garden.
 2. Continue cultivation of arid species for sale at the Garden.
-

Personnel:	F/Time	P/Time	Casual
2011	3	-	3
2010	3	-	1
2009	2	-	-

PROGRAM CORPORATE & BUSINESS SERVICES

ACTIVITY TOURISM FACILITIES

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Arid Lands Visitor Centre

Salaries & Wages 43,794 72,200

Other Operating Costs 173,500 182,025 187,500

Arid Lands Operations

Arid Lands Nursery 140,600 178,764 159,900

Arid Lands Botanic Garden 233,000 207,573 310,300

TOTAL OPERATING EXPENDITURE 547,100 612,157 729,900

OPERATING REVENUE

Arid Lands Nursery 140,000 118,541 159,900

Arid Lands Botanic Garden 30,000 3,421 30,000

Arid Lands Visitor Centre 109,100 119,792 104,000

TOTAL OPERATING REVENUE 279,100 241,754 293,900

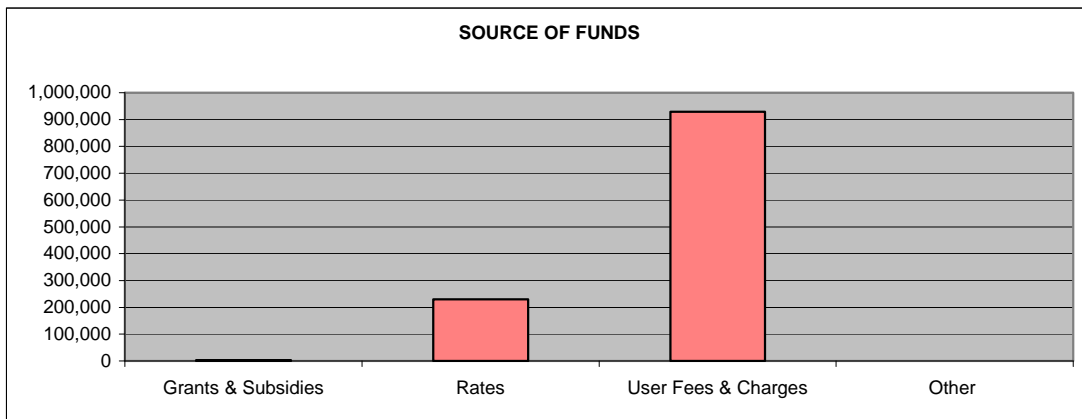
CAPITAL EXPENDITURE

Arid Lands Furniture & Equipment 52,000 45,136 30,000

TOTAL CAPITAL EXPENDITURE 52,000 45,136 30,000

MAJOR ITEMS

Furniture & Equipment Upgrades 30,000



Records Management

Goal Area 6: Organisational Effectiveness

Long Term Objectives:

Provide a professional effective, efficient and customer focussed organisation responsive to the needs of the Community. Provide best practice records management systems.

Responsibility: Records Coordinator – Melody Poole

Annual Objectives:

To provide a high level of organisational services relating to Records Management.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Co-ordinator the implementation of the TRIM records management system to external sites.
 2. Implement an archiving project to ensure archived Council records are correctly sentenced and destroyed according to State Records (SA) guidelines.
 3. Continue deployment of TRIM Records Management Software across remaining Council sites.
-

Personnel:	F/Time	P/Time	Casual
2011	1	3	-
2010	1	3	-
2009	1	2	-

PROGRAM CORPORATE & BUSINESS SERVICES

ACTIVITY RECORDS MANAGEMENT

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

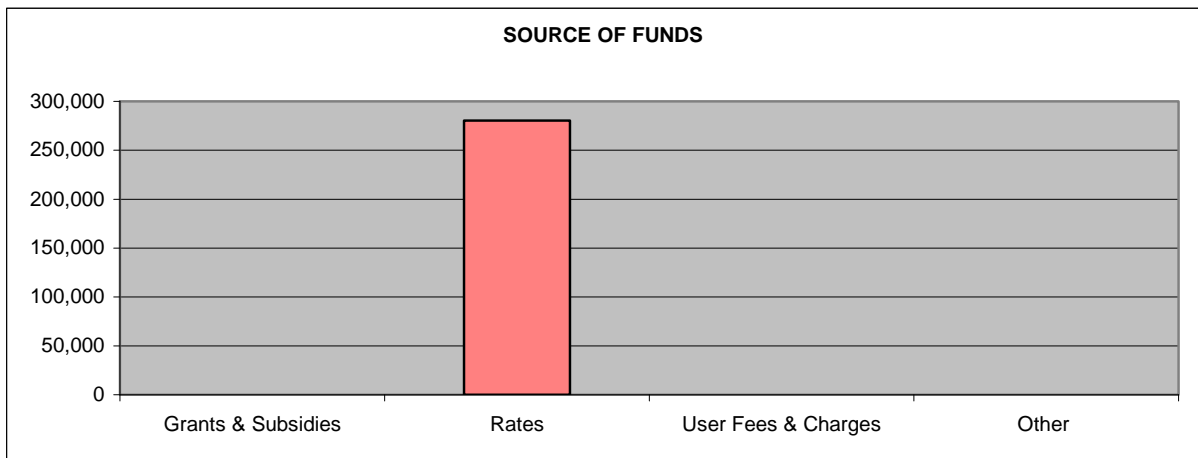
Salaries & Wages			152,000
Other Operating Costs		0	128,300
TOTAL OPERATING EXPENDITURE		0	280,300

OPERATING REVENUE

Other Revenue			
TOTAL OPERATING REVENUE			

MAJOR ITEMS

Records Management Project			120,000
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Information Technology

Goal Area 6: Organisational Effectiveness

Long Term Objectives: Review and develop information systems and maximise the use of technology within the Organisation. Provide best practice IT systems and support.

Responsibility: Information Technology Manager – Stephen Kite

Annual Objectives: Provide organisation service for Information Technology and Systems.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

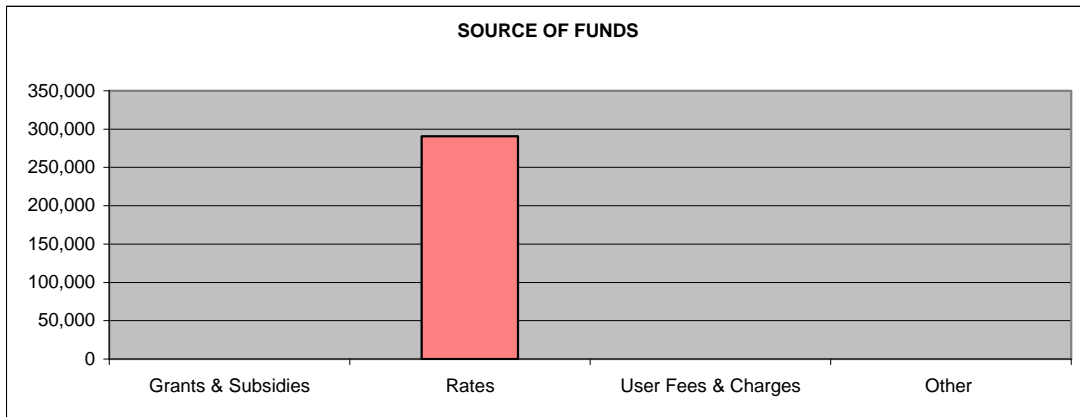
1. Implement eReaders / iPads / Smart Phones to for Works/Parks& Gardens customer service requests; Aged Care Facilities for care planning and Port Augusta Public Library for eBook reader project.
 2. Undertake Stage 3 of Records Management Project.
 3. Implement Risk Management Software.
 4. Implement new Website and Intranet site.
 5. Implement ICT Disaster Recovery Site.
 6. Undertake a full hardware / software audit of information technology area.
 7. Implement new Authority server and corporate software.
 8. Develop in-house eCommerce Website and iPad Applications.
-

Personnel:	F/Time	P/Time	Casual
2011	3	-	-
2010	3	-	-
2009	4	-	-

PROGRAM CORPORATE & BUSINESS SERVICES

ACTIVITY INFORMATION TECHNOLOGY

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	242,000	221,725	237,300
Leasing Costs	235,000	239,357	210,000
Licensing, Communications & Support Costs	280,300	300,233	295,000
Other Operating Costs	59,800	61,956	88,600
Full Cost Attribution	-540,000	-540,000	-540,000
TOTAL OPERATING EXPENDITURE	277,100	283,271	290,900
OPERATING REVENUE			
Other Revenue	_____	_____	_____
TOTAL OPERATING REVENUE	_____	_____	_____
CAPITAL EXPENDITURE			
Equipment	15,000	15,942	15,000
TOTAL CAPITAL EXPENDITURE	15,000	15,942	15,000



Recreation and Sport

Goal Area 1: Community Development

Long Term Objectives: Best practice in community programs. Promote physical activity for healthy lifestyles across all age groups in the community.

Responsibility: Port Augusta *be active* Field Officer – Craig Dearlove

Sport & Recreation is an integral and important part of Port Augusta's culture. The development of the Sports & Recreation Master Plan will provide direction for Clubs & Associations and highlight potential growth opportunities for sport and recreation.

Annual Objectives: It is apparent that more sporting clubs are looking at their strategic direction and Council will continue to support these Clubs with the provision of safe, enjoyable and physically active sports. This will be achieved by assisting sporting clubs and associations to become more sustainable through planning and implementation of new initiatives to meet the City's broader needs.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Facilitate the Central Oval Precinct Redevelopment Plan.
2. Facilitate ongoing maintenance of the Skate-park and Youth Recreation Area.
3. Further enhancement of ETSA Oval with installation of a turf wicket and practice facilities.
4. Continue to develop the Port Augusta Sports & Recreational Network. Continue to provide assistance to the sporting clubs and associations to ensure self sustainability
5. In collaboration with existing community groups, promote physical activity for healthy lifestyles across all age groups in conjunction with the OPAL Program.
6. Develop Open Space / Play Space Master Plan
7. Improve overall business of the Be Active Community Centre.



Personnel:	F/Time	P/Time	Casual
2011	1	-	5
2010	1	-	5
2009	1	-	-

Ryan Mitchell Swim Centre

Goal Area 1: Community Development

Long Term Objectives: Best practice in community programs. Promote alternative physical activities for healthy lifestyles across all age groups in the community.

Responsibility: Manager – Sylvia Hogg

Annual Objectives: Promote water activity programs and maintain the facility to a high standard ensuring compliance with appropriate health standards for the enjoyment of residents and visitors.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Install new shade sails and outside seating.
2. Upgrade gardens and pool surroundings.
3. Commence repairs to concrete work.
4. Investigate upgrades for Pump House to more current filtration systems.

Personnel:	F/Time	P/Time	Casual
2011	-	-	22
2010	-	-	21
2009	-	-	21

Port Augusta Outdoor Adventure Centre

Goal Area 1: Community Development

Long Term Objectives: Best practice in community programs. Promote alternative physical activities for healthy lifestyles across all age groups in the community.

Responsibility: Centre Coordinator – Wendy Finlay

Annual Objectives: Provide an efficient, and cost effective water-based program to develop a range of knowledge, skills, understanding and attitudes about water safety, rescuing others and movement in, on and around the water. Provide opportunities for the public to undertake alternative physical activities for an improved healthy lifestyle.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Upgrade facility to provide for 'dorm' type accommodation.
 2. Upgrade electrical provisions within the building.
 3. Implement programs at the Port Augusta Outdoor Adventure Centre to provide alternative physical activities for members of the public.
-

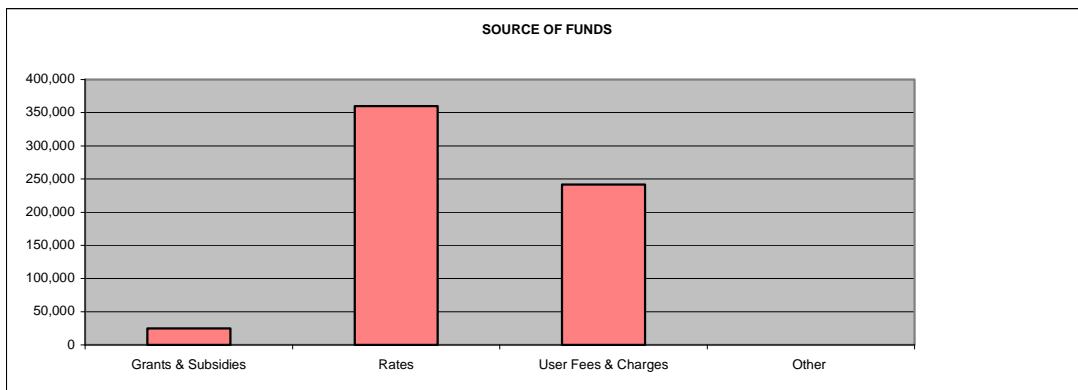
Personnel:	F/Time	P/Time	Casual
2011	-	-	13
2010	-	-	13
2009	-	-	12

PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY SPORT & RECREATION

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Active Field Officer	134,700	157,501	124,400
Ryan Mitchell Swimming Centre	378,100	407,896	404,800
Be Active Centre	31,200	36,283	44,600
Aquatic Centre	49,000	55,122	52,900
TOTAL OPERATING EXPENDITURE	593,000	656,802	626,700
OPERATING REVENUE			
Active Field Officer	25,000	50,374	25,000
Ryan Mitchell Swimming Centre	185,800	162,336	185,800
Be Active Centre	21,000	18,355	22,000
Aquatic Centre	34,400	63,291	34,000
TOTAL OPERATING REVENUE	266,200	294,355	266,800
CAPITAL EXPENDITURE			
Ryan Mitchell Swimming Centre	78,000	62,524	5,000
Old Yacht Club Building			35,000
TOTAL CAPITAL EXPENDITURE	78,000	62,524	40,000

MAJOR ITEMS



Community Development

Goal Area 1: Community Development

Long Term Objectives: Best practice in community programs. Recognises the diverse nature of our community. Our Community feels safe.

Responsibility: Director Corporate Services - Michael Dunemann

Annual Objectives: To ensure the Community feels safe and to recognise the diverse nature of our community.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Commitment to an extended four year CitySafe Program.
 2. Continued support for the Obesity Prevention and Lifestyle Program.
 3. Undertake a disability access audit for Council assets. (see Disability & Youth Services area)
 4. Continued support for the Community via grants and donations.
 5. Continued provision of a community bus service.
-

Personnel:	F/Time	P/Time	Casual
2011	-	-	-
2010	-	-	-
2009	-	-	-

PROGRAM CORPORATE & BUSINESS SERVICES

ACTIVITY COMMUNITY DEVELOPMENT

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Salaries & Wages			
Other Operating Costs			
CitySafe Security Patrol	200,000	224,291	206,000
Community Services - Donations	35,000	32,734	35,000
OPAL Program	91,200	78,170	86,000
Ageing Strategy - Disability Action Plan	71,000	44,207	71,000
Junior Sports Foundation	10,000	21,227	10,000
Sporting Clubs			
Community Bus	40,100	41,569	42,100
TOTAL OPERATING EXPENDITURE	447,300	442,199	450,100

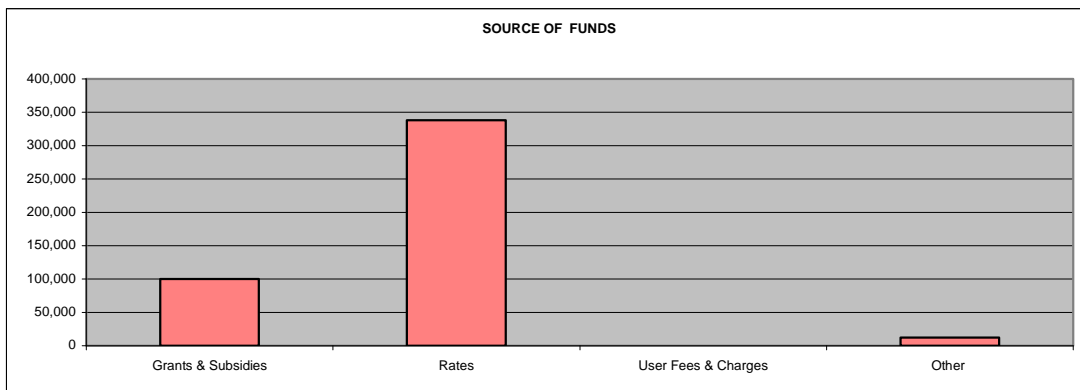
OPERATING REVENUE

Community Safety Program	100,000	121,000	50,000
OPAL Program	50,000	47,276	50,000
Community Bus	12,000	14,592	12,000
TOTAL OPERATING REVENUE	162,000	182,868	112,000

CAPITAL EXPENDITURE

MAJOR ITEMS

CitySafe Security Patrol Program 206,000



COMMUNITY SERVICES PROGRAM

Responsible Officer

Director – Anne O'Reilly

Activities:

Aged Care Services
Childcare Services
Disability & Youth Services

Aged Care Services

Goal Area 1: Community Development

Long Term Objectives:

To provide or assist in the provision of best practice in community programs to meet the social, community and cultural needs of the Port Augusta community.

Responsibility: Director – Community Services – Anne O'Reilly

Annual Objectives:

Continue to provide high quality aged care services to the Port Augusta community. Promote and support positive ageing experiences, while recognising the diversity of needs of different groups of older people.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities – Nerrilda Nursing Home & AM Ramsay Village:

1. Maintain a quality assurance and continuous improvement system to support high quality care outcomes and to meet or exceed accreditation standards.
2. Continue to work towards full implementation of "Management Advantage" aged care software.
3. Continue to support staff in continuous professional educational activities.
4. Maintain safe, secure facilities at a high quality and ensure appropriate equipment is available to meet legislative requirements and changing needs of residents.
5. Maximise Aged Care funding opportunities and ensure compliance with Aged Care Standards through engagement of external consultants as required.
6. Maximise occupancy levels in our aged care facilities through a streamlined admissions process.

Proposed Projects and Activities – Health Focus:

1. Review Health Focus policies to reflect changing practices and to ensure compliance with the new Community Care Common Standards.
2. Arrange regular health promotion activities at Health Focus.
3. Participate in promotional activities and networks to increase community awareness of Health Focus.

4. Review service delivery and programs of Health Focus to meet changing client needs.
5. Monitor implementation of the HACC Aged Care Reforms to ensure continued compliance with reporting requirements.

Proposed Projects and Activities – Aged Care General:

1. Work with local and regional agencies and the Disability Ageing and Carers Branch of the Department for Families and Communities towards outcomes identified in the North West Country Regional Dementia Action Plan.
2. Continue to implement the recommendations of the 2007/2012 Ageing Strategy "Making Port Augusta a Better Place to Grow Older".
3. Continue participation in the local aged care network "Partnerships in Positive Ageing" and work collaboratively with other service providers and agencies to identify gaps in service provision and develop strategies to meet the community's needs.
4. Host the annual Awards for Services to Aged Care as part of the "Every Generation" festival focussing on positive ageing experiences in our local community.

Proposed Projects and Activities – Men's Shed:

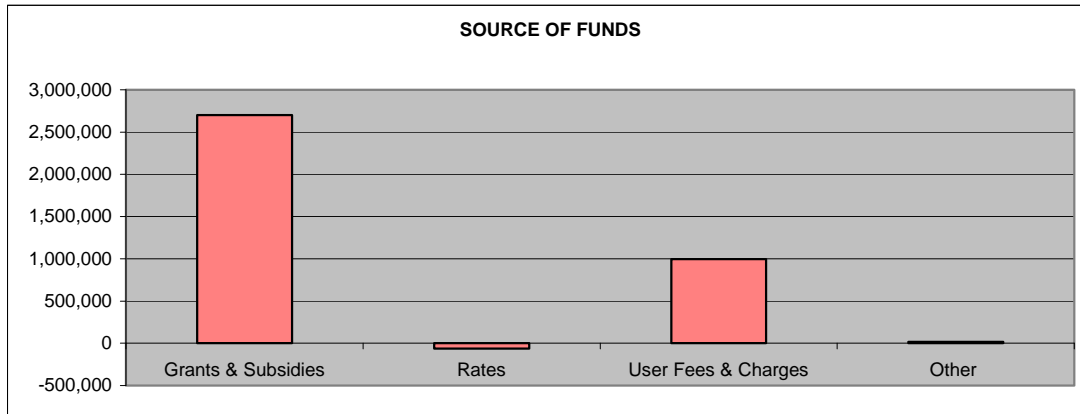
1. Promote the Men's Shed to Vietnam Veterans and Men over 60 as well as the wider community.
2. Review the Men's Shed policies to reflect changing practices and to ensure compliance with the new Community Care Common Standards.
3. Arrange regular health promotion activities based on client's needs and interests at the Men's Shed.

Personnel:	F/Time	P/Time	Casual
2011	5	49	102
2010	5	44	112
2009	6	43	81

PROGRAM **COMMUNITY SERVICES**
ACTIVITY **NERRILDA NURSING HOME**

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	2,599,800	2,574,357	2,634,500
Other Operating Costs	<u>948,200</u>	<u>1,000,443</u>	<u>1,016,200</u>
TOTAL OPERATING EXPENDITURE	<u>3,548,000</u>	<u>3,574,799</u>	<u>3,650,700</u>
OPERATING REVENUE			
Other Revenue	<u>3,755,500</u>	<u>3,520,181</u>	<u>3,713,200</u>
TOTAL OPERATING REVENUE	<u>3,755,500</u>	<u>3,520,181</u>	<u>3,713,200</u>
CAPITAL EXPENDITURE			
Buildings, Furniture & Equipment	<u>52,500</u>	<u>36,866</u>	<u>131,000</u>
TOTAL CAPITAL EXPENDITURE	<u>52,500</u>	<u>36,866</u>	<u>131,000</u>

MAJOR ITEMS



PROGRAM COMMUNITY SERVICES

ACTIVITY HEALTH FOCUS

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Salaries & Wages	171,600	158,982	177,600
Other Operating Costs	<u>57,700</u>	<u>60,673</u>	<u>64,800</u>

TOTAL OPERATING EXPENDITURE	<u>229,300</u>	<u>219,655</u>	<u>242,400</u>
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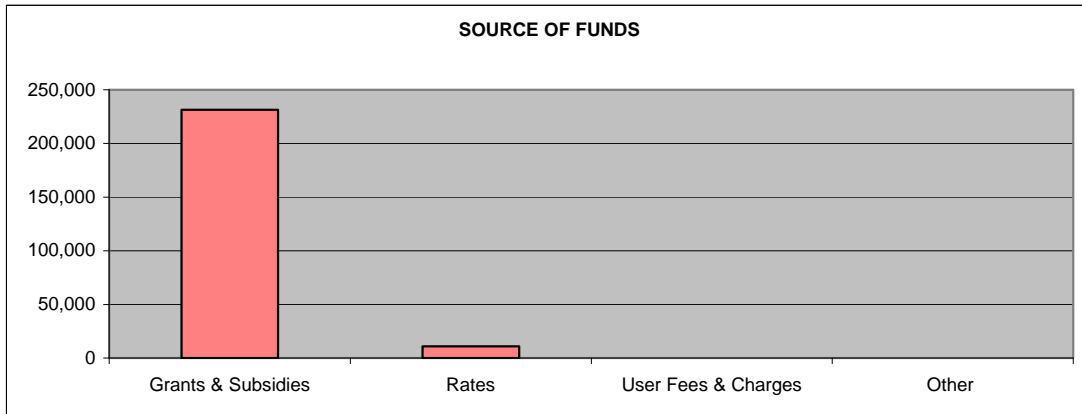
OPERATING REVENUE

Other Revenue	<u>216,500</u>	<u>222,135</u>	<u>231,400</u>
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TOTAL OPERATING REVENUE	<u>216,500</u>	<u>222,135</u>	<u>231,400</u>
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CAPITAL EXPENDITURE

MAJOR ITEMS

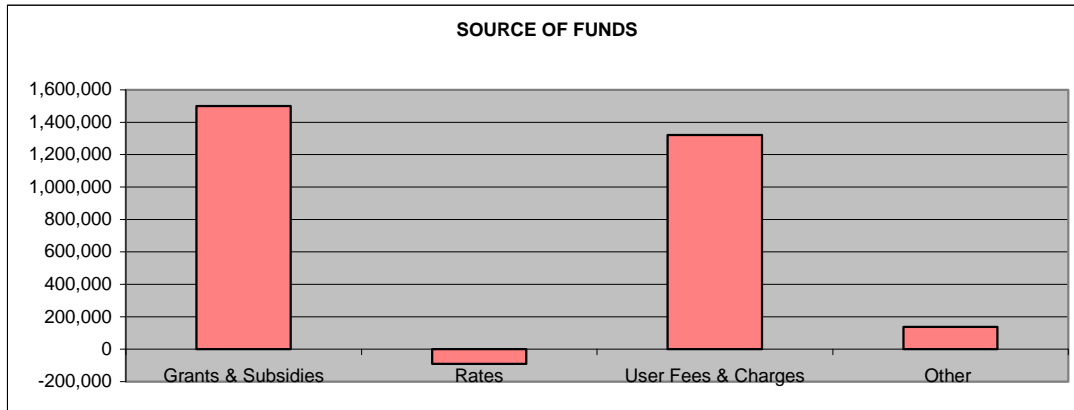


PROGRAM COMMUNITY SERVICES

ACTIVITY A.M. RAMSAY VILLAGE

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	1,903,000	1,685,892	1,742,500
Other Operating Costs	<u>977,000</u>	<u>1,150,738</u>	<u>1,126,300</u>
TOTAL OPERATING EXPENDITURE	<u>2,880,000</u>	<u>2,836,630</u>	<u>2,868,800</u>
OPERATING REVENUE			
Other Revenue	<u>2,978,000</u>	<u>3,759,717</u>	<u>2,960,000</u>
TOTAL OPERATING REVENUE	<u>2,978,000</u>	<u>3,759,717</u>	<u>2,960,000</u>
CAPITAL EXPENDITURE			
Furniture & Equipment	<u>98,000</u>	<u>46,328</u>	<u>97,000</u>
TOTAL CAPITAL EXPENDITURE	<u>98,000</u>	<u>46,328</u>	<u>97,000</u>

MAJOR ITEMS



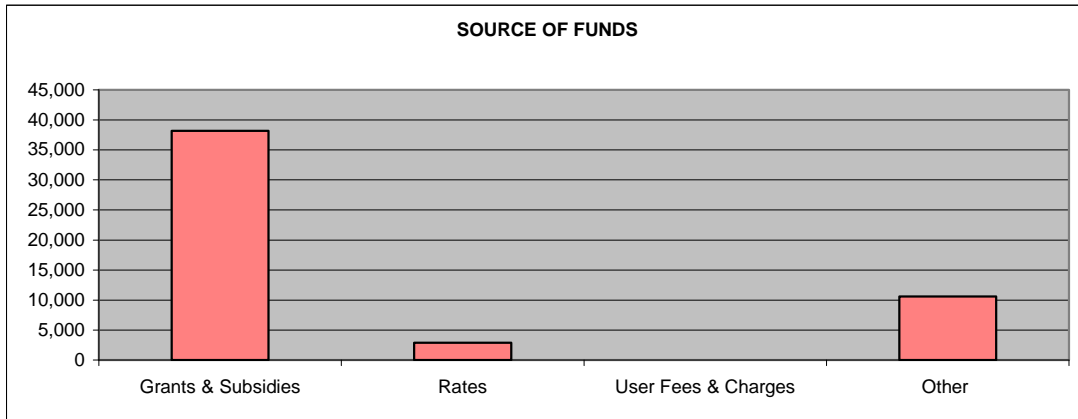
PROGRAM **COMMUNITY SERVICES**

ACTIVITY **DVA SHED PROGRAM**

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Salaries & Wages	28,500	27,918	29,800
Other Operating Costs	<u>17,100</u>	<u>34,330</u>	<u>21,900</u>
TOTAL OPERATING EXPENDITURE	<u>45,600</u>	<u>62,248</u>	<u>51,700</u>
OPERATING REVENUE			
Other Revenue	<u>37,300</u>	<u>54,002</u>	<u>48,800</u>
TOTAL OPERATING REVENUE	<u>37,300</u>	<u>54,002</u>	<u>48,800</u>

CAPITAL EXPENDITURE

MAJOR ITEMS



PROGRAM COMMUNITY SERVICES

ACTIVITY DVA SHED PROGRAM

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

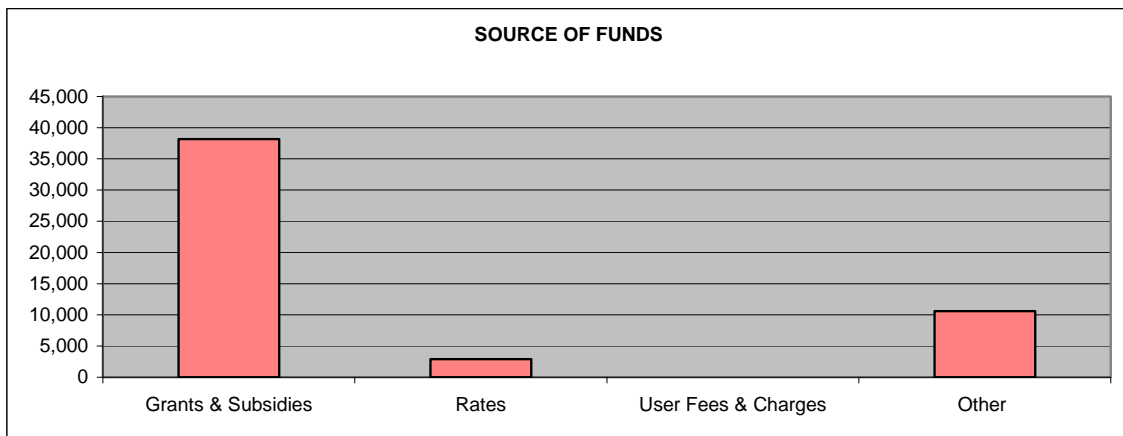
Salaries & Wages	28,500	27,918	29,800
Other Operating Costs	17,100	34,330	21,900
TOTAL OPERATING EXPENDITURE	45,600	62,248	51,700

OPERATING REVENUE

Other Revenue	37,300	54,002	48,800
TOTAL OPERATING REVENUE	37,300	54,002	48,800

CAPITAL EXPENDITURE

MAJOR ITEMS



Childcare Services

Goal Area 1: Community Development

Long Term Objectives:

To provide or assist in the provision of best practice in community programs to meet the social, community and cultural needs of the Port Augusta community.

Responsibility:

Director – Community Services – Anne O’Reilly
Manager Childcare Centre – Carol Winen
Manager Miriam High Special Needs Centre – Quanita Hockey

Annual Objectives:

Continue to provide a high quality, safe, secure and friendly environment for early learning opportunities to take place in, to assist children aged 6 weeks to 8 years to reach their full potential.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities – Childcare Centre:

1. Maintain a quality assurance and continuous improvement program to support Accreditation and Licensing Regulations.
2. Maintain procedures for Food Safety Standards for Vulnerable People and Start Right Eat Right menu planning.
3. Review equipment and resource needs to ensure a varied program is available to children.
5. Continue to upgrade the indoor and outdoor areas of the Centre.
6. Increase the community’s awareness of the Centre’s facilities and programs.
7. Support staff in their further educational activities, to ensure sufficient numbers of qualified staff and to meet changing legislative requirements.
8. Maintain procedures to ensure new Warm Water Systems legislation compliance.
9. Monitor attendance levels in relation to budgeted attendances and impact on revenue streams.

Proposed Projects and Activities – Miriam High Special Needs Centre:

1. Support staff in their further educational activities, to ensure sufficient numbers of qualified staff and to meet funding agreement requirements.
2. Investigate additional funding sources to cater for current and future needs considering expected population growth.
3. Maintain quality assurance and continuous improvement programs to support Community Care Common Standards and SA Government Service Excellence Program.
4. Continue to increase the community’s awareness of programs and facilities available to them.
5. Support staff training around Cultural Awareness to meet the diverse needs of families utilizing the Centre.
6. Maintain procedures to ensure new Warm Water Systems legislation compliance.
7. Monitor attendance levels in relation to budgeted attendances and impact on revenue streams.

Personnel:	F/Time	P/Time	Casual
2011	8	7	48
2010	7	8	65
2009	7	8	56

PROGRAM COMMUNITY SERVICES

ACTIVITY CHILDCARE CENTRE

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Salaries & Wages	717,500	691,826	767,500
Other Operating Costs	<u>202,500</u>	<u>185,420</u>	<u>204,500</u>
TOTAL OPERATING EXPENDITURE	<u>920,000</u>	<u>877,246</u>	<u>972,000</u>

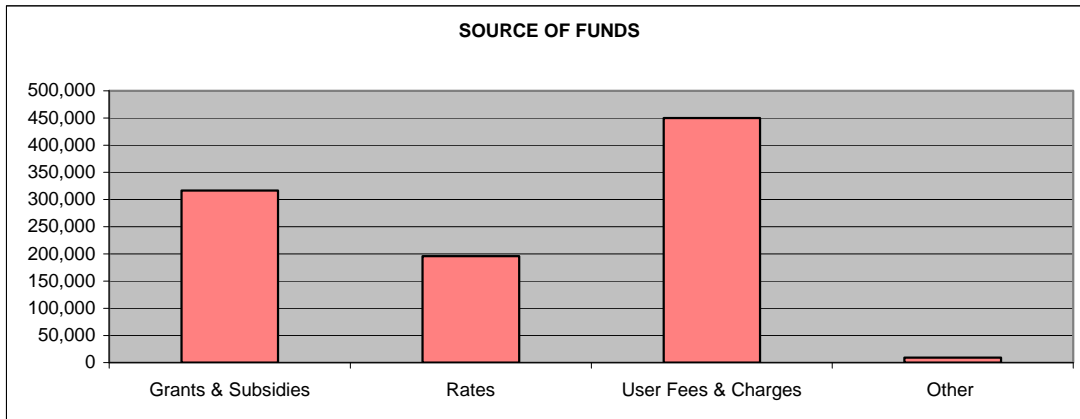
OPERATING REVENUE

Other Revenue	<u>724,000</u>	<u>630,280</u>	<u>776,000</u>
TOTAL OPERATING REVENUE	<u>724,000</u>	<u>630,280</u>	<u>776,000</u>

CAPITAL EXPENDITURE

Airconditioning System	<u>200,000</u>	<u>117,679</u>	
TOTAL CAPITAL EXPENDITURE	<u>200,000</u>	<u>117,679</u>	

MAJOR ITEMS



PROGRAM COMMUNITY SERVICES

ACTIVITY MIRIAM HIGH CENTRE

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

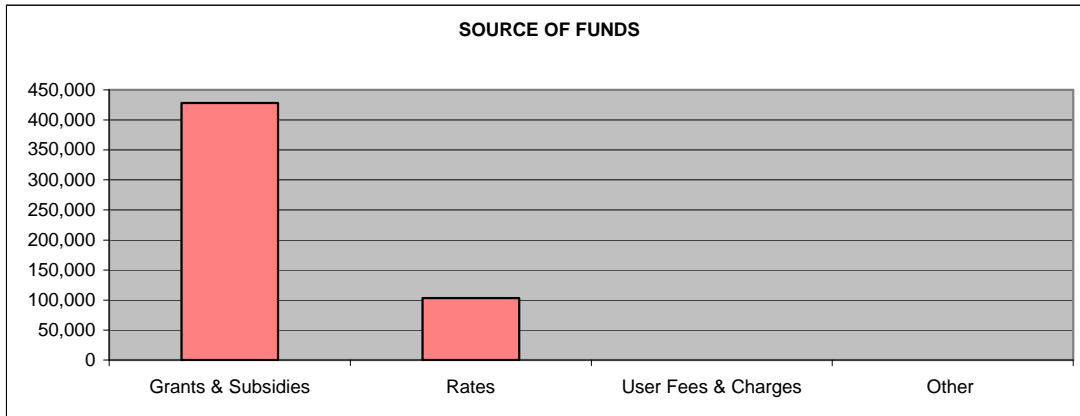
Salaries & Wages	391,800	388,484	421,200
Other Operating Costs	<u>134,900</u>	<u>112,903</u>	<u>110,000</u>
TOTAL OPERATING EXPENDITURE	<u>526,700</u>	<u>501,387</u>	<u>531,200</u>

OPERATING REVENUE

Other Revenue	<u>423,700</u>	<u>419,361</u>	<u>428,200</u>
TOTAL OPERATING REVENUE	<u>423,700</u>	<u>419,361</u>	<u>428,200</u>

CAPITAL EXPENDITURE

MAJOR ITEMS



Disability and Youth Services

Goal Area 1: Community Development

Long Term Objectives:

Recognise and value the diverse needs and culture of our community and increase opportunities for involvement and participation in programs and activities for youth and young people.

Responsibility: Director – Community Services – Anne O’Reilly

Annual Objectives:

Work collaboratively with other agencies for better youth service provision in our community. Improve disability access within Council owned buildings and facilities.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Youth Projects and Activities:

1. Provide financial support to PAYSS.
2. Provide financial support to the Youth Opportunities program in Port Augusta.
3. Support local agencies through participation in the Port Augusta Youth Focus Group.
4. Provide funding for Youth Centre late night bus on a Friday night.
5. Continue supporting Council’s Youth Advisory Committee
6. Support local National Youth Week activities.

Proposed Disability Projects and Activities:

1. In consultation with key stakeholders from the local community, complete a Disability Action Plan based on information obtained from the audit document.

Personnel:	F/Time	P/Time	Casual
2011	-	-	-
2010	-	-	-
2009	-	1	-

PROGRAM **COMMUNITY SERVICES**

ACTIVITY **YOUTH ACTIVITY SERVICE**

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Salaries & Wages	5,500	6,844	6,000
Other Operating Costs	<u>57,000</u>	<u>52,274</u>	<u>50,000</u>
TOTAL OPERATING EXPENDITURE	<u>62,500</u>	<u>59,118</u>	<u>56,000</u>

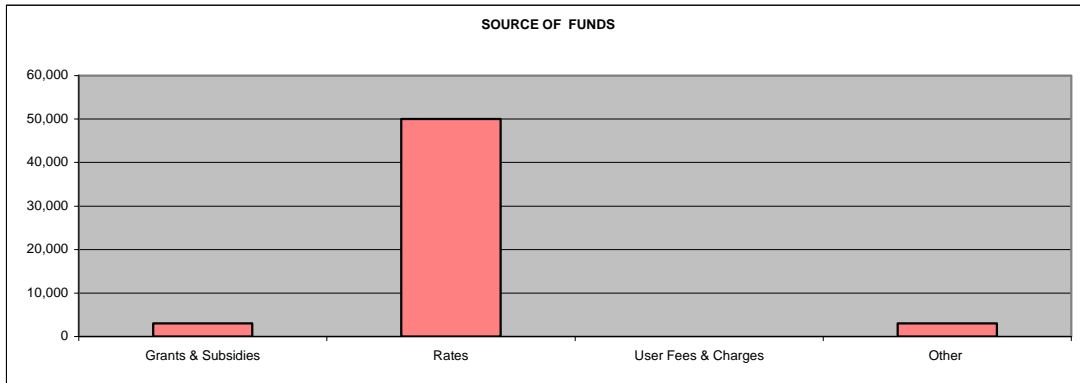
OPERATING REVENUE

Other Revenue	<u>5,500</u>	<u>12,165</u>	<u>6,000</u>
TOTAL OPERATING REVENUE	<u>5,500</u>	<u>12,165</u>	<u>6,000</u>

CAPITAL EXPENDITURE

MAJOR ITEMS

Programmed Activities	25,000
PAYSS Bus	25,000



INFRASTRUCTURE & ENVIRONMENT PROGRAM

Responsible Officer

Director – Hayden Hart

Activities:

Engineering Services
Buildings
Other Property
Waste Management
Cemeteries
Infrastructure
Parks, Gardens, Reserves, Ovals
Australian Arid Lands Botanic Garden
Environmental Services Management
Building Control
Environmental Health

Goal Area 4: Infrastructure & Asset Management

Long Term Objectives: Sustainable and effective maintenance, management and enhancement of the City's existing infrastructure assets. Plan for the provision of additional infrastructure to meet the needs of our growing city.

Responsibility: Director – Infrastructure & Environment – Hayden Hart

Annual Objectives: Maintain and provide a safe and efficient infrastructure network including roads, footpaths, drainage and bridges. Maintain and provide a maintenance program for Council buildings and property. Undertake a number of Capital Works construction projects including the construction of new roadways.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Continue to construct footpaths to be disability access compliant throughout the City inline with the approved footpath program.
 2. Complete the construction of the Shack Road.
 3. Continue to develop Asset Management Plans for footpaths, buildings, stormwater and effluent assets.
 4. Commence rehabilitation of numerous residential area roads in line with the Asset Management Plan.
 5. Continue stormwater installations in Stirling North to drain the Davenport Street and Great Western Plains Road area, and Fern Street and Seaview Road area.
 6. Continue the program of limestone sheeting of unsealed roads.
 7. Continue limestone sheeting of shack access roads.
 8. Continue limestone sheeting of 1km of Depot Creek Road.
-

Personnel:	F/Time	P/Time	Casual
2011	29	-	3
2010	28	-	4
2009	26	-	1

PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY BUILDINGS

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

Civic Centre	206,000	221,748	225,000
Town Hall	19,700	21,904	24,000
Institute Building	29,700		
Lea Memorial Hall	43,100	42,535	35,700
Poinsettia Village	41,700	23,525	45,500
Julia Lodge	26,900	7,684	20,700
Senior Citizens Centre	17,300	14,661	17,300
Old Fire Station	1,700	802	1,500
Richardson Crescent Hall	1,800	7,819	4,900
Elizabeth Tce Hall	7,600	3,109	4,000
20 Jervois Street	3,200		5,000
Depreciation			
TOTAL OPERATING EXPENDITURE	398,700	343,787	383,600

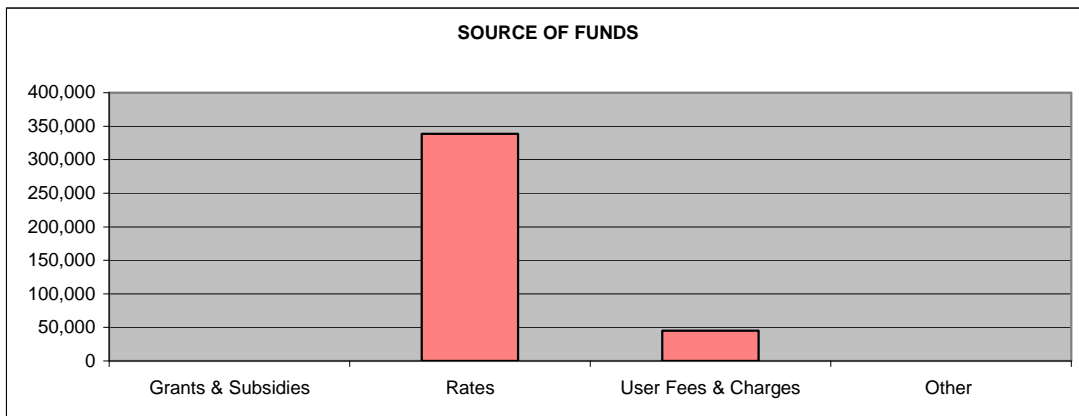
OPERATING REVENUE

Town Hall			
Lea Memorial Hall	7,000	5,779	7,000
Poinsettia Village	28,000	34,817	30,000
Julia Lodge	14,000	10,216	8,000
TOTAL OPERATING REVENUE	49,000	50,812	45,000

CAPITAL EXPENDITURE

Buildings	16,000	16,000	
TOTAL CAPITAL EXPENDITURE	16,000	16,000	

MAJOR ITEMS

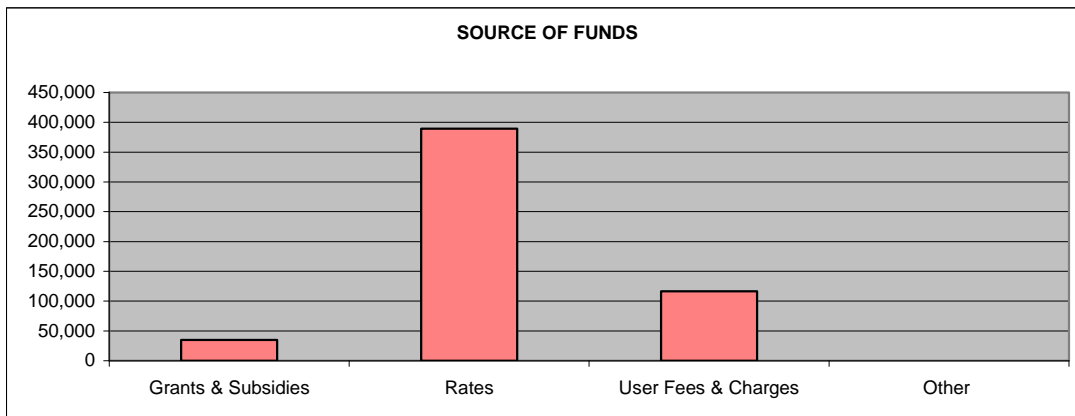


PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY OTHER PROPERTY

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
OPERATING EXPENDITURE			
Foreshores	23,200	40,155	49,700
Back Beach			1,000
Volunteer Projects		6,916	5,000
Public Conveniences	64,300	73,580	70,000
Stable Areas	7,700	17,954	11,000
Homestead Park	12,700	10,901	12,400
Port Augusta Lakes Management	11,000	10,710	56,000
Waste Disposal	56,500	18,202	43,500
Street Lighting	244,000	279,227	265,000
Emergency Services Levy	11,000	10,710	11,000
Parking Bays		2,301	
Hiway One Mounding	2,900	15,065	6,500
Other Property	7,500	14,041	9,900
TOTAL OPERATING EXPENDITURE	440,800	499,761	541,000
OPERATING REVENUE			
Waste Disposal Ponds	34,000	96,945	90,000
Stables	23,500	28,207	26,600
Levy Banks	35,000	83,150	35,000
Foreshore Development		12,380	
TOTAL OPERATING REVENUE	92,500	220,682	151,600
CAPITAL EXPENDITURE			
Levy Banks	35,000	77,320	
TOTAL CAPITAL EXPENDITURE	35,000	77,320	

MAJOR ITEMS



PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY CEMETERIES

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
--	-----------------------------	-----------------------------	-----------------------------

OPERATING EXPENDITURE

Stirling North Cemetery	125,500	135,723	130,200
Carlton Parade Cemetery	18,200	18,943	69,900
Port Augusta West Cemetery	12,000	17,641	19,100
TOTAL OPERATING EXPENDITURE	155,700	172,307	219,200

OPERATING REVENUE

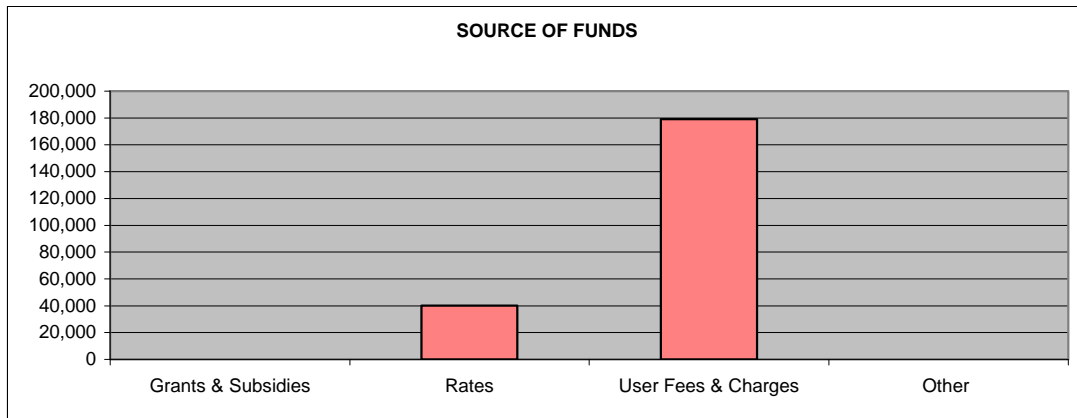
Cemetery Fees	178,000	202,513	179,000
TOTAL OPERATING REVENUE	178,000	202,513	179,000

CAPITAL EXPENDITURE

Buildings			
TOTAL OPERATING REVENUE			

MAJOR ITEMS

Carlton Parade Cemetery Upgrade \$50,000



ANNUAL BUDGET AND BUSINESS PLANS - 2011/2012

PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY INFRASTRUCTURE

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
--	-----------------------------	-----------------------------	-----------------------------

OPERATING EXPENDITURE

Aerodrome	72,000	77,115	79,900
Sealed Roads	390,000	510,675	441,000
Unsealed Roads	245,000	132,813	249,000
Bridges	32,500	30,334	56,000
Street Sweeping	100,000	84,747	104,000
Footpaths	270,000	187,303	293,000
Off Street Car Parks	9,000	8,499	9,500
Stormwater Drainage	93,500	65,741	94,500
Effluent Drainage	310,000	218,742	393,000
Central Oval Reclaimed Water Plant	91,500	48,552	58,500
Depreciation			
	<u>1,613,500</u>	<u>1,364,521</u>	<u>1,778,400</u>

OPERATING REVENUE

Aerodrome	72,000	77,115	150,000
Roads & Footpaths	745,000	418,428	765,000
Effluent Drainage Charges	540,000	559,910	600,000
	<u>1,357,000</u>	<u>1,055,452</u>	<u>1,515,000</u>

TOTAL OPERATING REVENUE

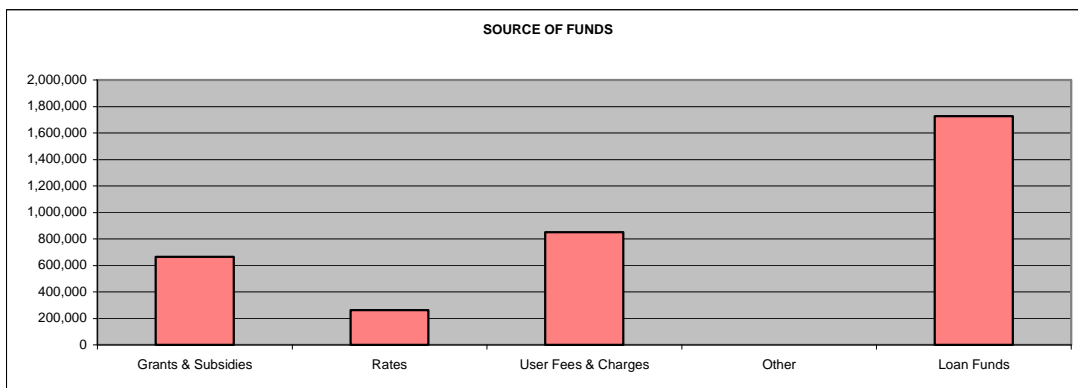
CAPITAL EXPENDITURE

Aerodrome			27,000
Stormwater Drainage & Waste Water Treatment	340,000	420,280	190,000
Footpath Construction	252,000	252,000	400,000
Bridge Engineering Study	200,000		
Capital Works Program - Sealed Roads	2,030,000	2,032,512	1,110,000
	<u>2,822,000</u>	<u>2,704,792</u>	<u>1,727,000</u>

TOTAL CAPITAL EXPENDITURE

MAJOR ITEMS

Shack Road	200,000
Shack Road Access Roads	60,000
Depot Creek Road	80,000
Miranda Road	60,000
Reconstruction/Reseal Program	710,000
Footpath Reconstruction Program	400,000
Stormwater Construction	190,000



PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY ENGINEERING DEPOTS & OTHER INDIRECT

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
--	-----------------------------	-----------------------------	-----------------------------

OPERATING EXPENDITURE

Depots	210,000	227,857	207,300
Engineering Salaries & Wages	604,000	577,654	628,600
Engineering Other Operating Costs	131,000	147,426	135,200
Indirect Costs Operational Staff	628,500	683,022	696,000
Machinery	460,000	557,606	508,000
Depreciation			
	<u>2,033,500</u>	<u>2,193,565</u>	<u>2,175,100</u>

OPERATING REVENUE

Machinery Internal Hire	420,000	503,068	470,000
Diesel Rebate		0	5,000
	<u>420,000</u>	<u>503,068</u>	<u>475,000</u>

TOTAL OPERATING REVENUE

CAPITAL EXPENDITURE

Buildings	30,000		
Plant Vehicles & Equipment	836,400	867,027	539,300
	<u>866,400</u>	<u>867,027</u>	<u>539,300</u>

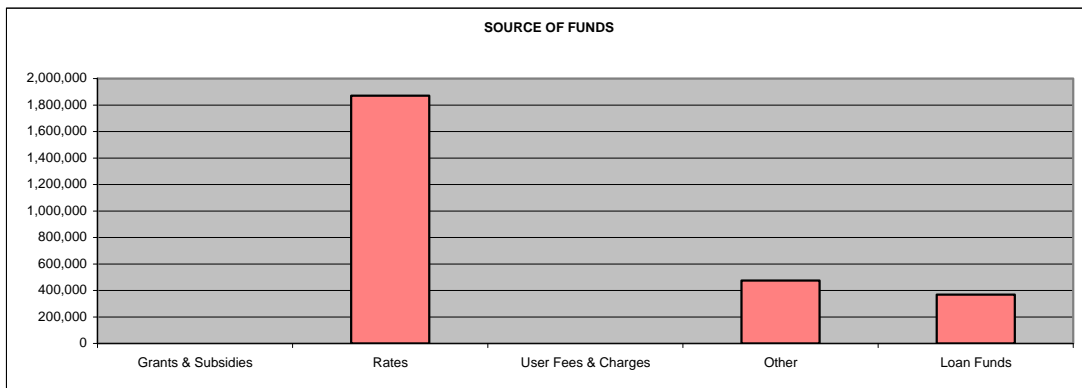
TOTAL CAPITAL EXPENDITURE

CAPITAL REVENUE

Surplus on Sale of Machinery & Vehicles	318,000	375,196	170,000
	<u>318,000</u>	<u>375,196</u>	<u>170,000</u>

TOTAL OPERATING REVENUE

MAJOR ITEMS



Waste Management

Goal Area 5: Environmental Management

Long Term Objectives:

Effective management and maintenance of the City's unique natural and built environment. Promote waste minimisation, recycling and re-use programs for the community and business.

Responsibility: Director – Infrastructure & Environment – Hayden Hart

Annual Objectives:

Construct lined storage dams to provide better all year operation of Wastewater Treatment Plant.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Construct storage dams as part of Wastewater Reuse Project to better utilise the Central Oval Treatment Plant.
2. Commence remediation of old Liquid Waste Facility site.

Personnel:

F/Time

P/Time

Casual

-

-

-

PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY WASTE MANAGEMENT

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
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OPERATING EXPENDITURE

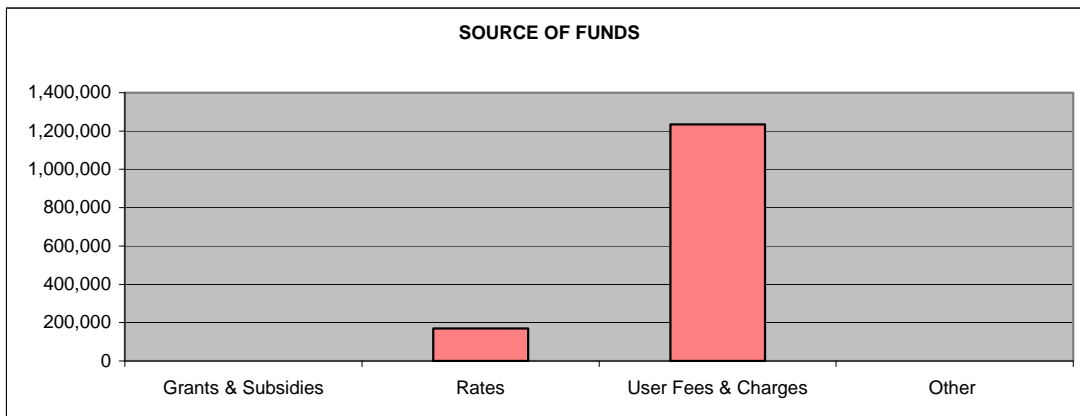
Household Refuse Collection	620,000	615,131	634,000
Street Bin - Garbage & Refuse Collection	89,500	91,103	105,000
Footner Road Transfer Station	518,000	403,706	605,000
Illegal Dumping	30,000	3,409	17,000
Stirling North Refuse Reserve	103,500	179,429	39,000
Carlton Parade Refuse Reserve	1,000	395	1,000
Waste Management Commission	12,000	30,487	2,000
TOTAL OPERATING EXPENDITURE	1,374,000	1,323,659	1,403,000

OPERATING REVENUE

Waste Collection Fees	1,150,000	1,150,219	1,234,000
TOTAL OPERATING REVENUE	1,150,000	1,150,219	1,234,000

CAPITAL EXPENDITURE

MAJOR ITEMS



Parks, Gardens, Reserves and Ovals

Goal Area 4: Infrastructure & Asset Management

Long Term Objectives:

Sustainable and effective maintenance, management and enhancement of the City's existing infrastructure assets. Plan for the provision of additional infrastructure to meet the needs of our growing city.

Responsibility: Director – Infrastructure & Environment – Hayden Hart

Annual Objectives:

Maintain all open space areas within the City to a high standard for the benefit and enjoyment of the community and visitors.

Performance Indicators:

Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Undertake inspections as outlined with the Community Land Management Plans and carry out of review of the Plans.
2. Continue improved turf management of ovals and parks.

Personnel:	F/Time	P/Time	Casual
2011	11	1	-
2010	11	1	1
2009	11	1	2

Environmental Management

Goal Area 5: Environmental Management

Long Term Objectives: Effective management and maintenance of the City's unique natural and built environment. To become a greener City.

Responsibility: Parks Technical Officer - Vacant

Annual Objectives: Protect the natural environment and comfort of residents by effective and ecologically sustainable management of natural resources to the level of expectation of the community. Implement strategies in relation to Natural Resources Management to minimise the impact on native vegetation within coastal areas.

Performance Indicators: Quarterly Strategic Management Reports to Council.

Proposed Projects and Activities:

1. Liaise with the Northern & Yorke and Arid Lands NRM Boards.
 2. Seek funds from the NRM Board for projects that redress issues that cause environmental harm in the City.
 3. Contribute to the establishment of a Style Guide for the City.
 4. Prioritise landscaping projects in the City to progressively implement the Style Guide.
-

Personnel:	F/Time	P/Time	Casual
2011	1	-	-
2010	1	-	-
2009	2	-	-

PROGRAM INFRASTRUCTURE & ENVIRONMENT

ACTIVITY PARKS GARDENS RESERVES OVALS

	BUDGET 2010/2011	ACTUAL 2010/2011	BUDGET 2011/2012
--	-----------------------------	-----------------------------	-----------------------------

OPERATING EXPENDITURE

Parks Gardens & Reserves	713,000	602,298	688,500
Playground Equipment	49,000	72,219	37,000
Central Oval	205,000	225,509	218,000
Chinnery Park Oval	91,500	128,176	120,200
ETSA Oval	93,000	99,312	86,800
Other Ovals & Sporting Facilities	49,600	50,646	55,800
	<u>1,201,100</u>	<u>1,178,160</u>	<u>1,206,300</u>

OPERATING REVENUE

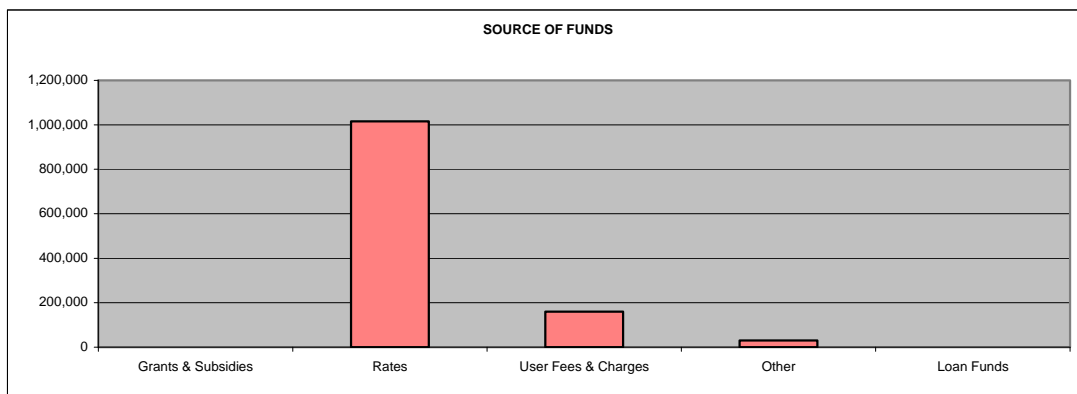
Parks Gardens & Reserves		37,583	
ETSA Oval			
		<u>37,583</u>	

TOTAL OPERATING REVENUE

CAPITAL EXPENDITURE

Playground Equipment	70,000		
	<u>70,000</u>		

MAJOR ITEMS



**BUDGETED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2012**

	Notes	2012 \$	2011 \$
INCOME			
Rates	3	12,747,000	11,657,100
Statutory charges	3	282,000	278,700
User charges	3	4,486,300	3,905,300
Grants, Subsidies & Contributions	3	9,963,100	10,396,200
Investment Income	3	185,700	150,000
Reimbursements	3	248,500	141,200
Other Income	3	886,500	524,300
TOTAL INCOME		<u>28,799,100</u>	<u>27,052,800</u>
EXPENSES			
Employee Costs	4	13,837,900	13,236,800
Materials, Contracts & Other Expenses	4	11,694,000	10,783,700
Finance Costs	4	836,000	702,000
Depreciation, Amortisation & Impairment	4	6,418,200	2,678,000
TOTAL EXPENSES		<u>32,786,100</u>	<u>27,386,878</u>
OPERATING SURPLUS / (DEFICIT)		<u>(3,987,000)</u>	<u>(1,620,351)</u>
Asset disposal and fair value adjustments	5	170,000	318,000
Amounts received specifically for new or upgraded assets	3	-	35,000
NET SURPLUS/(DEFICIT) transferred to Equity Statement		<u>(3,817,000)</u>	<u>(334,050)</u>
Other Comprehensive Income			
Changes in revaluation surplus - infrastructure, property, plant & equipment		-	-
TOTAL OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u>(3,817,000)</u>	<u>(334,050)</u>

BUDGETED BALANCE SHEET
FOR YEAR ENDED 30 JUNE 2012

	Notes	2012 \$	2011 \$
ASSETS			
Current Assets			
Cash and cash equivalents	6	2,100,000	2,000,000
Trade & other receivables	6	1,560,000	1,600,000
Inventories	6	<u>150,000</u>	<u>145,000</u>
Total Current Assets		<u>3,810,000</u>	<u>3,745,000</u>
Non-current Assets			
Financial Assets	7	(0)	-
Infrastructure, Property, Plant & Equipment	8	114,583,000	70,694,000
Other Non-current Assets	7	<u>2,100,000</u>	<u>1,692,000</u>
Total Non-current Assets		<u>116,683,000</u>	<u>72,386,000</u>
TOTAL ASSETS		<u>120,493,000</u>	<u>76,131,000</u>
LIABILITIES			
Current Liabilities			
Trade & Other Payables	9	3,700,000	2,979,700
Borrowings	9	3,800,000	2,723,000
Provisions	9	<u>200,000</u>	<u>200,000</u>
Total Current Liabilities		<u>7,700,000</u>	<u>5,902,700</u>
Non-current Liabilities			
Borrowings	9	11,900,000	12,240,000
Provisions	9	<u>1,260,000</u>	<u>1,300,000</u>
Total Non-current Liabilities		<u>13,160,000</u>	<u>13,540,000</u>
TOTAL LIABILITIES		<u>20,860,000</u>	<u>19,442,700</u>
NET ASSETS		<u>99,633,000</u>	<u>56,688,300</u>
EQUITY			
Accumulated Surplus		(1,942,000)	4,977,300
Asset Revaluation Reserve	10	<u>101,575,000</u>	<u>51,711,000</u>
TOTAL EQUITY		<u>99,633,000</u>	<u>56,688,300</u>

**BUDGETED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2012**

		ACCUMULATED SURPLUS	ASSET REVALUATION RESERVE	TOTAL EQUITY
2012				
	Notes			
Balance at end of previous reporting period		1,876,000	101,574,000	103,450,000
Net Surplus/ (Deficit) for year		<u>(3,817,000)</u>		<u>(3,817,000)</u>
Balance at end of period		<u>(1,941,000)</u>	<u>101,574,000</u>	<u>99,633,000</u>
Gain(reduction) on revaluation of property, plant & equipment	10		-	-
Balance at end of period		<u>(1,941,000)</u>	<u>101,574,000</u>	<u>99,633,000</u>
2011				
Balance at end of previous reporting period		1,870,700	51,711,000	53,581,700
Net Surplus/ (Deficit) for year		<u>5,300</u>		<u>5,300</u>
Balance at end of period		<u>1,876,000</u>	<u>51,711,000</u>	<u>53,587,000</u>
Gain(reduction) on revaluation of property, plant & equipment	10		-	-
Balance at end of period		<u>1,876,000</u>	<u>51,711,000</u>	<u>53,587,000</u>

**BUDGETED CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2012**

	Note	2012 \$	2011 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating Receipts		28,713,400	26,937,800
Investment Receipts		185,700	150,000
<u>Payments</u>			
Operating Payments to suppliers & employees		(25,531,900)	(24,020,500)
Finance Payments		(836,000)	(702,000)
Net Cash provided by (or used in) Operating Activities		<u>2,531,200</u>	<u>2,365,300</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Grants specifically for new or upgraded assets			
Sale of replaced assets		170,000	318,000
Sale of surplus assets			
Repayments of loans by community groups		5,700	
<u>Payments</u>			
Expenditure on renewal/replacement of assets		(1,727,000)	(2,442,000)
Expenditure on new/upgraded assets		(852,300)	(1,802,400)
Loans made to community groups			
Net Cash provided by (or used in) Investing Activities		<u>(2,403,600)</u>	<u>(3,926,400)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings		2,000,000	3,850,000
Proceeds from Aged Care Facility deposits		240,000	240,000
<u>Payments</u>			
Repayments of Borrowings		(2,027,600)	(2,288,900)
Repayment of Aged Care Facility deposits		(240,000)	(240,000)
Net Cash provided by (or used in) Financing Activities		<u>(27,600)</u>	<u>1,561,100</u>
Net Increase (Decrease) in cash held		<u>100,000</u>	
Cash & cash equivalents at beginning of period		<u>2,000,000</u>	<u>2,000,000</u>
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD		<u>2,100,000</u>	<u>2,000,000</u>

NOTE 1 VALUATION

The current method of assessment for rating purposes is to adopt the Valuer General's site value for all rateable properties within the Council area. The site value is the value of the land without any capital improvements.

As part of the budget, it is necessary for Council to formally adopt the valuation as its means of assessment. The following resolution must therefore be adopted: -

" that the Corporation of the City of Port Augusta for the 2011/2012 financial year adopts pursuant to Section 167(2)(b) of the Local Government Act 1999 the valuations of the Valuer-General of site values for all rateable property in the area of the Council which amounts in total to an estimated value of \$720,042,542 for the area and which represents the sum of all properties set forth in the rating and property records of the Council for the 2011/2012 financial year and hereby specifies the 25th day of July 2011, as the day upon which such adoption of such valuations of the Valuer-General shall become the valuations of the Council"

The Valuer General is continually modifying his valuation of property throughout the City and surrounds. However, once the valuation is adopted by Council it remains valid until the next financial year. A property owner has the right to appeal against this assessment under the provisions of the Valuation of Land Act. Such objections must be lodged with the Council or direct with the Valuer General within thirty days of the receipt of notice of the assessment. Should the appeal be successful the Council is obliged to amend the valuation in accordance with the decision of the Valuer General.

NOTE 2 RATING LEVELS

The Local Government Act as amended allows Council to levy differential rates based on location and land use. This method has been adopted by Council for several years and involves using Council's Development Plan (zoning) as the basis for the differential in location and land use codes provided by the Valuer Generals Department as the basis for differential in land use.

Council has previously levied two differential rates based on land use, namely commercial/industrial and vacant land (non-urban zones). The differential rate for commercial and industrial property was removed in 1997 but re-introduced in 2006/2007 to provide equity in total rates raised. Differential rates have been maintained for rural areas and the Coastal Zone that encompasses the Blanche Harbour and Miranda shack areas.

Council's rating policies have been subject to continuous review as a result of significant movements in property valuation. Council has previously identified areas of the City that have been subject to large valuation increases; namely Commercial Road CBD, Westside areas surrounding Shirley Street, the Blanche Harbour shacks and more recently, Stirling North. Over the last two years the valuation increases have been very minimal and thus the impact is not as significant for any one particular area compared to others.

Council has recognised that the value of areas in the central part of the City and Stirling North have increased significantly since 2007/2008 and introduced capping of 10% to phase in the resultant rate increases over a number of years. Council has recognised that values in these areas are now on par with values in the western side of the City and to provide equity, it has lifted the capping maximum to 15% for all land use types. This will affect approximately 2,400 properties, where the rates will rise by up to 15%. The offset to this is that 4,700 properties will receive a rate rise of between 1% & 3%.

A table setting out how many properties are affected by the different levels of rate rise is included on page 90.

The rates for the Blanche Harbour area will be increased to provide an additional 15% in rate revenue for 2011/2012. This will marginally reduce the difference in rates paid compared to the urban areas and recognise the significant increase in values for the shack area as well as the impending completion of a sealed road servicing the area.

The adoption of a capping strategy is a mechanism that assists in delivering equitable increases for each rating differential (category).

As a result of valuation movements and actual land values in some locations, individual ratepayers receiving a state government pensioner concession may face financial difficulty as a result of Council's rates. In recognition of this, Council has in previous years, resolved to provide an automatic rebate to eligible pensioners and self funded retirees. The rebate will again be provided in 2011/2012.

In summary Council has approved:-

- A rebate provided for owners of flats that are vacant at 30 June be retained.
- A rebate of up to \$300 to eligible pensioners and self funded retirees whose net general rate levy after deduction of the State Government concession exceeds \$1,030. Pensioners with a net general rate levy between \$1,030 and \$1,330 will receive a rebate to limit the maximum net rate levy payable to

\$1,030. Pensioners with a net general rate levy greater than \$1,310 will receive a rebate of \$300. The total of rebates provided is estimated to be \$42,200.

- A rebate system be retained to limit the maximum increase in rates payable due to increase in valuation to 15% for residential properties including vacant land and 15% for business properties over the rates levied for 2011/2012.
- The system of rate capping for residential properties be retained. Owners of a residence in the Urban areas with a site valuation of greater than \$137,554 will pay a maximum rate of \$2,290 This maximum rate was adopted by Council to lessen the effect of extraordinary and varied valuation increases that have been experienced over the last 10-15 years in Port Augusta. A cap of \$1,783 will apply to non-urban areas other than the Blanche Harbour Shacks.
- The “maximum rebate” will apply to single vacant residential allotments of generally less than 5000 sq metres. Where a parcel of land contains a number of contiguous allotments, the maximum rate will be applied individually to each allotment.
- A differential rate be retained for Commercial/Industrial properties, rural properties and shack properties to maintain the relativity in rates collected from the various property types/groups.
- A service charge for common effluent drainage be set at \$395 per property for properties connected to the Council owned STED schemes. .
- A service charge of \$188 per property be introduced for the full recycling waste collection. The charge to apply to all properties receiving a garbage collection.
- A minimum of rate of \$995 will apply to all rateable locations.

NOTE 2 RATING LEVELS CONTINUED

The Zones for rating purposes are as follows: -

As a basis for setting urban rates: -

- Residential
- Highway Services
- Residential Davenport
- Residential Stables
- Neighbourhood Centre
- Urban Coastal
- District Centre
- Local Centre
- Industry
- Airport
- Recreation

As a basis for setting non-urban rates: -

- Public Purposes
- Defence
- Conservation
- Rural Living
- Coastal Conservation
- Primary Industry

As a basis for setting rates on shacks: -

- Coastal Holiday Settlement

The Local Government Land Use Codes are as follows: -

- Residential
- Commercial - Shop
- Commercial - Office
- Commercial - Other
- Industry - Light
- Industry - Other
- Primary Production
- Vacant Land
- Other Use

NOTE 2 RATING LEVELS CONTINUED

Council has determined that to meet its expenditure budget, a **5.9% increase in rate revenue** for existing properties will be required for the 2011/2012 financial year.

The number of valuations affected by the various % rate rises is set out in the following table: -

Rate Rise	Number Properties
<0 (Decrease)	120
0-5%	4,774
5-7%	209
7-10%	559
10-15%	2,452
>15%	117

As a result, rates in the dollar will be set as per the table below. The minimum rate has been increased by 4.19% to \$995, with the maximum rate for urban residences increased by 2.46% to \$2,290 and \$1,783 for non-urban residences.

Council has determined that an additional 15% will be raised from the Shack area. In general terms this reflects, higher land values compared to other areas of the City and provides more equitability in terms of contributing to Council services generally.

Net General rate revenue raised is estimated to be **\$10,793,000**

Category	Land Use	Rate in \$ (Cents)	Minimum Rate	Maximum Rate	Maximum % rise
Urban	Residential	1.6648	995	2,290	15%
	Commercial - Shop	2.9374	995	-	15%
	Commercial - Office	2.9374	995	-	15%
	Commercial - Other	2.9374	995	-	15%
	Industry - Light	2.9374	995	-	15%
	Industry - Other	2.9374	995	-	15%
	Primary Production	0.4628	-	-	15%
*****	Vacant Land	1.6648	995	2,290	15%
	Other Use	1.6648	995	-	15%
Non-Urban	Residential	1.1099	995	1,783	15%
	Commercial - Shop	2.9374	995	-	15%
	Commercial - Office	2.9374	995	-	15%
	Commercial - Other	2.9374	995	-	15%
	Industry - Light	2.9374	995	-	15%
	Industry - Other	2.9374	995	-	15%
	Primary Production	0.4628	-	-	15%
*****	Vacant Land	0.5549	995	1,783	15%
	Other Use	1.1099	995	-	15%

ANNUAL BUDGET AND BUSINESS PLANS - 2011/2012

Shacks	Residential	0.5398	995	2,290	15%
	Primary Production	0.4628			15%
	Vacant Land	0.5549			15%
	Other Use	1.1099			15%

*****Maximum rate to apply to vacant residential allotments only of < 5000sq metres.

NOTE 3 DISCOUNT ON RATES

The Local Government Act has contains provisions that allow Council to offer discounts for early payment of rates.

Over the last number of years, as part of the budget, Council has adopted a policy of allowing a 5% discount on rates fully paid by the due date of the first quarterly instalment. This has been a very successful incentive and taken up by over half the rate base. An amount of \$312,823 in discount was provided in 2010/2011 and as a result, \$6,256,460 in rate revenue was collected in the first quarter. This represents 49% of total rates raised.

An allocation of \$333,000 has been provided within the current budget to continue the incentive of a 5% discount for early payment of rates.