



ANNUAL BUSINESS PLAN

2013/2014



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FOREWORD – Mayor

It gives me great pleasure to present Port Pirie Regional Council's 2013/14 Annual Business Plan and Budget. These documents seek to expand on Council's recent efforts to provide the services and infrastructure required by the community in a financially responsible manner, having regard to Council's limited resources.

Your Council has worked hard over recent years to position itself financially to continue to deliver a high level of services to the community, and to address the growing infrastructure backlog associated with funding constraints and ageing infrastructure. This has been able to occur while maintaining a relatively low level of rates.

Major Projects

The coming year represents a year of consolidation following successful aggressive attempts to attract grant funds, which were supported by loan funds and asset sales, for major projects including:

- \$1 million upgrade of the Port Pirie Swimming Pool (2009);
- \$4.2 million new Library (2010);
- \$3 million Florence Street power undergrounding (2012)
- \$5 million water reuse scheme in conjunction with Nyrstar (2012);
- \$3.5 million waste transfer facility (2013);

In addition, a number of smaller grants have been secured to undertake important projects around the region.

Key Priorities

Council's key priorities for the coming year include:

- Consolidation of Council's waste management strategy, including the provision of kerbside recycling and upgrade to the Port Pirie Waste Transfer Station;
- Further implementation of Council's Business Improvement Program;
- Development of the Solomontown Beach Plaza precinct;

- Significant increases to road construction and renewal projects;
- Commencement of an upgrade program for marine facilities in the district.

The Annual Business Plan and Budget provide for a range of service improvements, as well as for the renewal and provision of new infrastructure to enhance the appeal of the Council area totaling \$8.3 million. Capital projects to be undertaken include:

• Beach Plaza Project	\$ 400,000
• Boat Ramp pontoons	\$ 300,000
• Cemeteries	\$ 115,000
• Crystal Brook CWMS Pond	\$ 500,000
• Flood Levee Bank and Tidal Valves	\$ 300,000
• Footpaths	\$ 135,000
• Kerbing and Verge Sealing	\$ 260,000
• Parks and Recreation	\$ 281,000
• Plant and Equipment	\$ 993,000
• Port Pirie Entrance Statements	\$ 350,000
• Property Improvements	\$ 208,000
• Road Resealing	\$1,730,000
• Road Resheeting	\$ 700,000
• Road Reconstruction	\$1,033,000
• Stormwater Drainage	\$ 440,000
• Waste Management	\$ 550,000
• Miscellaneous	\$ 275,000

Cost Increases

Council again faces enormous cost pressures in its 2013/14 budget. Waste costs continue to increase, with the total cost of collection and disposal services now almost \$3 million per year, compared to just \$1 million a couple of years ago.

MAYOR – Foreword (Cont'd)

Water costs have also increased from \$450k in 2011 to more than \$800k in 2013.

These increases alone represent the equivalent of 22% of rate revenue, most of which Council has managed to absorb through various strategies and savings.

Waste Collection and Operations

The budget provides for the first full year of operation of Council's new waste services and facilities. Last year, Council introduced an expanded kerbside waste collection service, to separately deal with recyclables and green organics. The new charge for this service is calculated at \$226, however due to the delay in commencing the service in 2012/13, this amount has been reduced to \$196 for the coming year. Council is also pleased to note the number of businesses which have opted to join the scheme.

In addition, Council will be operating its new Waste Transfer Station for the full year, which will provide a more efficient and environmentally responsible approach to the treatment and disposal of waste.

Rates

The Council is currently consulting on its new rating strategy, which proposes the implementation of the review conducted by an independent consultant in 2011. The new rating structure will reduce business rates and increase primary production rates to be more consistent with other Councils of the region and the State.

The review also implements the application of land use rating outside of the Port Pirie city area, resulting in the removal of subsidised rating for rural residential and business properties, which already receive discounted valuations to recognise their reduced access to services etc. Residential rating within rural towns will be unaffected by the review.

The annual increase in total rate revenue may be slightly higher in percentage terms than some of

our neighbouring Councils, however residents are reminded that Port Pirie Regional Council still enjoys some of the lowest residential rates in the State.

Long Term Planning

Council has recently prepared a suite of long term plans to guide it over the next ten years. These plans propose a managed increase of rates (which will retain an average residential rate less than the State, Regional and Provincial City averages over the entire decade), while delivering a substantial capital works program to address past backlogs of important roadworks and committing to new and exciting projects for the future.

Council will closely monitor these long term plans and provide confidence to the community that stated works will be completed, services will be maintained and that there will no unexpected rate increases.

The implementation of and compliance with these plans are the key to achieving ongoing sustainability of Council's operations and the delivery of desired levels of capital expenditure.

Community Consultation

A major part of the Annual Business Plan and Budget process is to make the draft Plan available for community comment and feedback prior to its adoption by Council.

Nine members of the community attended a Public Forum on Thursday 20 June 2013.

In addition, four written submissions were received on the draft Annual Business Plan and Budget.

Council considered all comments prior to adopting the Annual Business Plan and thanked respondents for their time and interest.

Mayor Brenton Vanstone



INTRODUCTION – Chief Executive Officer

Port Pirie Regional Council aims to achieve a balance of financial, environmental, social and political goals that reflect both the short term and long term needs of the wider community.

The plan contains a commitment to continue with existing services and to maintain current service levels, combined with a review of delivery options in order to identify efficiency gains.

A range of important factors have been considered in preparing this year’s Annual Business Plan:

- A planned and managed increase in property rates (excluding growth).
- Adequate capital expenditure to maintain infrastructure at required service levels.
- External funding sources to be fully exploited.
- Service targets to be met in a timely manner.
- Continued implementation of improved efficiencies.
- Activities to be achieved within budget allocations.
- Achieve a positive operating result.

In early 2012, an internal program was implemented to improve the efficiency and effectiveness of Council’s operation, as well as improve its financial sustainability. This *Business Improvement Program* has a number of key elements including:

1. Completing of the Long Term Financial Plan;
2. Undertaking a review of current rates and rating structure;
3. Improving management of Council’s Assets;
4. Improving reporting, accountability and transparency;
5. Reviewing and documenting service levels;
6. Identifying savings and efficiency gains in Council’s operations.

This Plan was prepared with important references and linkages to Council’s Strategic Plan and its various other planning documents.

Council’s Annual Business Plan is the principal document used to implement the initiatives and strategies identified in its various planning

documents. That is, until these initiatives become priorities and are included in the Annual Business Plan and resourced, they cannot be implemented. The figure below indicates the relationships between these various plans :



Council will continue to be presented with challenges during the coming years. To provide some important perspective, Council benchmarks itself against other Provincial Cities in the State.

The table on the following page provides important insight that Council has some of the greatest asset and service responsibilities of all Regional Councils, but has had to resource these with some of the lowest property rates, smallest workforces and smallest borrowings of its peer Councils.

The Council faces major challenges in the coming years and it has actively sought to address these through better planning practices and improved community involvement and consultation.

INTRODUCTION – Chief Executive Officer (Cont'd)

	Port Pirie RC	Whyalla	Pt Augusta	Mt Gambier	Pt Lincoln	Murray Bridge
Population	18,169	23,243	14,725	26,206	14,739	19,724
Area (ha)	178,281	107,168	118,856	3,420	3,207	182,434
Average Taxable Income	\$50,998	\$62,206	\$52,159	\$50,084	\$53,139	\$43,485
Road Length (km)	1,175	349	409	219	158	974
Rateable Properties	10,136	11,984	7,511	13,937	8,271	11,419
Capital Values	\$2,071m	\$2,332m	\$1,609m	\$3,209m	\$2,291m	\$2,688m
Total Rate Revenue	\$9.8m	\$13.2m	\$12.7m	\$13.9m	\$8.4m	\$15.1m
Ave Residential Rates	\$772	\$1,045	\$1,603	\$901	\$984	\$1,251
Total Operating Income	\$16.9m	\$23.4m	\$29.1m	\$19.6m	\$12.5m	\$26.6m
Employee Numbers	94	119	203	110	44	172
Employee Costs	\$5.9m	\$8.4m	\$13.7m	\$7.3m	\$3.1m	\$11.4m
Capital Expenditure	\$5.3m	\$6.5m	\$6.1m	\$11.1m	\$2.8m	\$3.5m
Infrastructure Assets	\$104.3m	\$110.7m	\$106.6m	\$45.3m	\$51.5m	\$67.8m
Borrowings	\$2.4m	\$5.2m	\$15.3m	\$9.1m	\$0.5m	\$12.6m

Source Local Government Grants Commission data 2011

Ageing Infrastructure

Council is challenged by the age and condition of its road infrastructure, which has been better identified through its recently acquired asset management system. Council is developing strategies to fund this significant amount of work in the most efficient way possible.

Other ageing infrastructure required to be maintained by Council include footpaths, lighting, stormwater drainage, street trees and plantings, open space and Council properties.

While Council has been very successful in securing a high level of grant funding in recent years, such funding is unlikely to continue as State and Federal Governments reduce their allocations in many areas. Also, with Councils generally expected to match such funding, projects need to be carefully assessed for their need and relevance.

The recent completion of long term financial and asset plans now give the Council firm direction and confidence that it can continue to update its infrastructure to avoid costly backlogs and major reconstructions. These plans also provide the basis for the annual planning and budget processes, again providing a structured approach to ensure that decisions are made within the limitations of the Council's capacity and funding.

Changing Needs

The final challenge relates to Council's ability to continue to respond to the changing needs of the community to meet the increasing expectations and demands for both new and improved services.

As the region grows, Council will face increasing pressures on its resources to deliver more and more services, in an environment of relatively low levels of rates and user charges.

Level of Service

Council and the community need to determine what level of service they are prepared to pay for, as there is a large gap between community demand and Council's financial capacity.

To assist in this process, Council has developed a Capital Works Program which identifies and prioritises projects and funding opportunities during the next ten years. This has been produced with significant community input as these are important decisions for the region's future.

The year ahead holds much promise with a large Capital Works Program planned to improve the quality of life for all residents and assist our efforts to attract more people and business to the area.

Dr Andrew Johnson B.Ec (Acc) FCPA LGMA MBA PhD
Chief Executive Officer

FINANCIAL SUMMARY

FINANCIAL PERFORMANCE

Council's operations and financial performance are measured by three key financial sustainability indicators as follows:

KEY FINANCIAL INDICATOR	2011 Actual	2012 Actual	2013 Budget	2014 Budget
Operating Surplus Ratio	(36%)	7%	(10%)	(7%)
Net Financial Liabilities Ratio	21%	3%	21%	31%
Asset Sustainability Ratio	53%	26%	64%	100%

Operating Result

Council's financial sustainability strategy is based on improving its operating position every year. In dollar terms, an operating surplus (or deficit) arises when operating revenue exceeds (is less than) operating expenses.

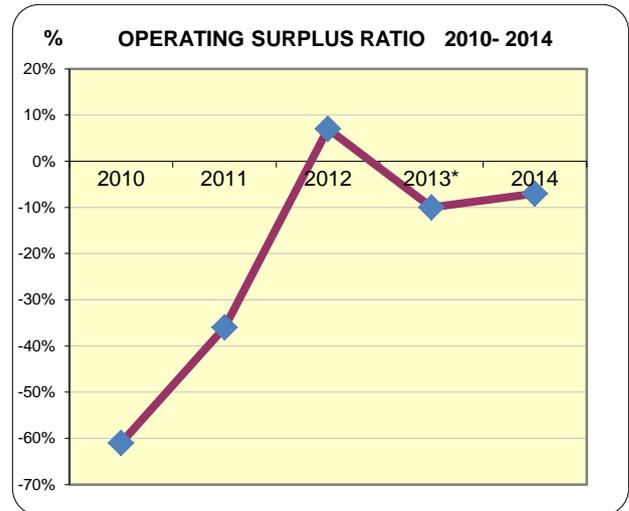
The 2013/14 Budgeted Statement of Comprehensive Income shows an estimated Operating Deficit (excluding Capital) of \$0.96m.

Council has improved its operating result from a \$3.5m deficit in 2011, \$0.7m surplus in 2012 and expected deficit of \$1.2m in 2013. These results are compromised by the prepayment of 2013 Federal grants of \$2.1m, which have made the 2012 result look better than reality. The operating result is expected to further improve to a sustained surplus in future in accordance with Council's long term plans.

The **Operating Surplus Ratio** expresses the operating surplus (or deficit) as a percentage of general and other rates, net of the NRM levy.

Council has adopted a series of short term targets to achieve and sustain an operating surplus by 2017. The target range for 2014 is between (7.5%) and (2.5%). Council will achieve this target with a budgeted ratio of (7%).

The following chart shows the actual operating result (as shown in Council's financial statements) along with the adjusted operating result, illustrating a more realistic assessment after the significant impact of the prepayment of financial assistance grants taken into account.

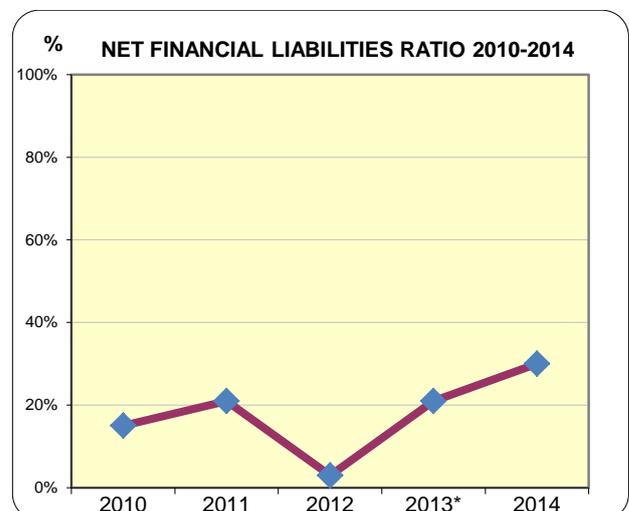


More detail is also provided in Council's draft 2013/14 Budget which contains the Budgeted Financial Statements and Financial Indicators.

Financial Liabilities

Council's net financial liabilities are calculated as the difference between amounts owed and amounts held. In financial terms, these will increase from \$0.6 million in 2012, to \$6.2 million in 2013 and \$6.2 million in 2014.

The **Net Financial Liabilities Ratio** measures the net financial liability amount against operating revenue. A ratio trend that is reducing indicates the capacity to meet financial obligations is improving. Council's budgeted ratio for 2014 is 30% which reflects recent borrowing and a reduction in investments held in recent years.



FINANCIAL SUMMARY (Cont'd)

Council has adopted a target range of between 30% and 70% for this ratio. This represents an opportunity to borrow to achieve the aims of the immediate and longer term future.

Council's budgeted ratio of 30% for 2013/14 falls well within this range.

Asset Sustainability

The **Asset Sustainability Ratio** measures the extent to which existing assets are being renewed or replaced at the same rate that they are being consumed.

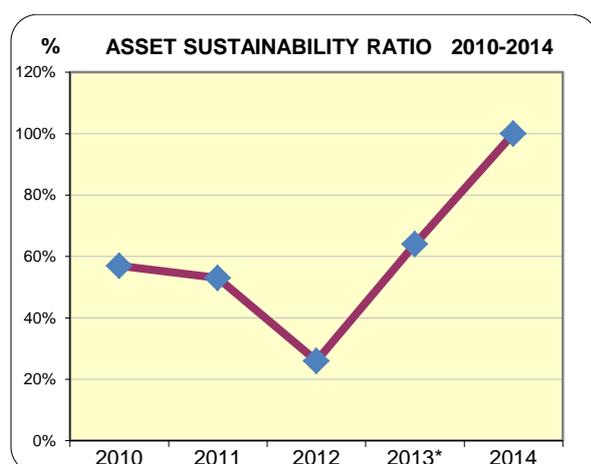
If capital expenditure on the renewal or replacement of existing assets is at least equal to depreciation on average over time, then the value of existing assets is maintained. If the measure is much less than 100%, this would indicate that asset condition will deteriorate over time, leaving future generations of ratepayers to inherit high maintenance and replacement costs into the future.

The budget has included capital works to achieve a ratio of 100%, compared to 64% in 2013 and just 26% in 2012.

Large capital allocations in these years for new water re-use and waste management facilities have reduced available funds for the replacement of road and other existing infrastructure.

Council has set a short term target for this indicator of between 100% and 120%.

Council will achieve this target with a budgeted ratio of 100%, which will assist to address the infrastructure renewal and replacement backlog.

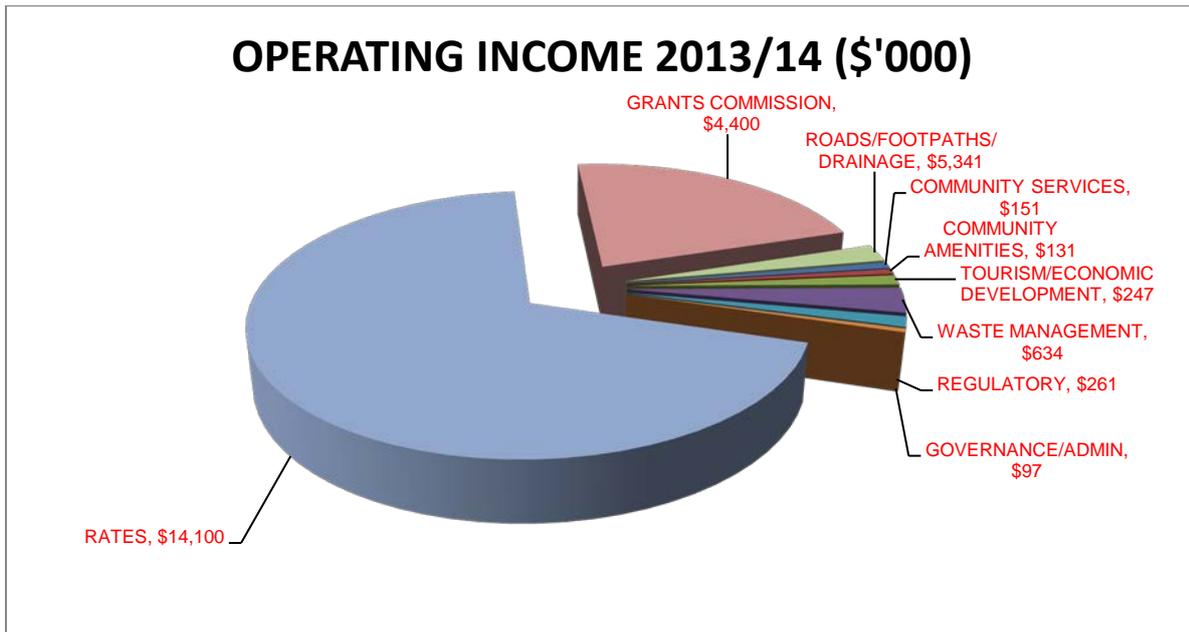


FINANCIAL SUMMARY (Cont'd)

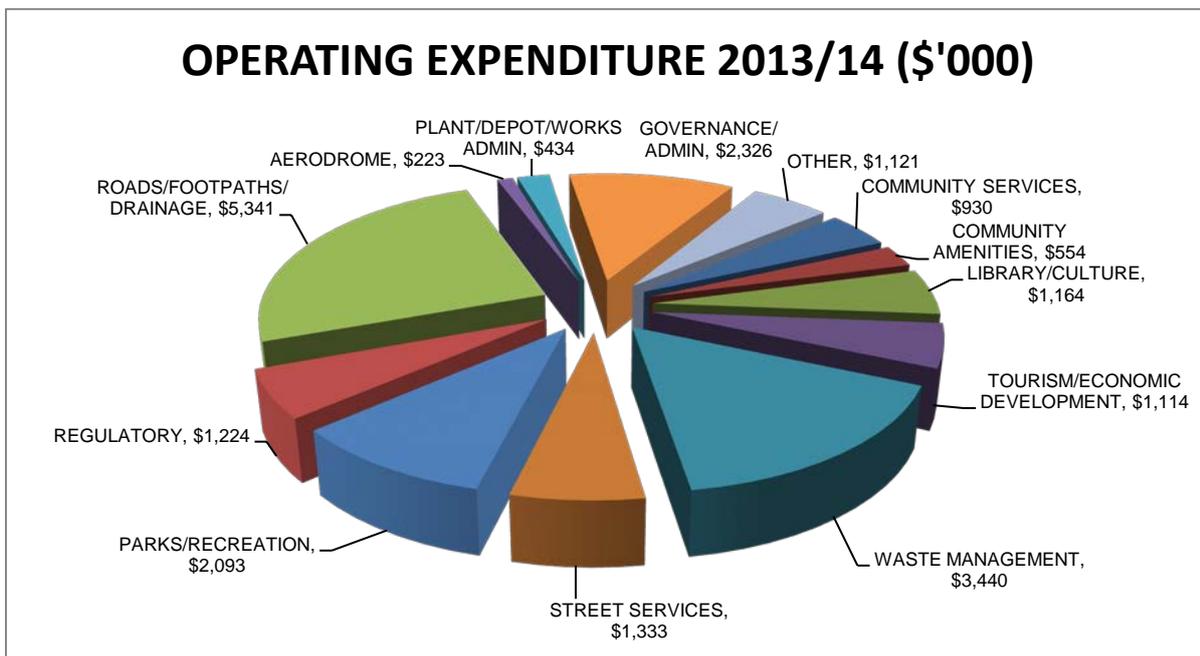
The proposed outcomes of the Annual Business Plan are funded through the annual budget. All necessary and desired expenses for the year are considered within the parameters of the Strategic Plan, Long Term Financial Plan, Asset Management Plan and Capital Works Program.

OPERATING

The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through property rates and other sources. These include fees and charges, investment income, reimbursements, contributions, donations, sale of surplus assets and commercial activity. Key sources of Council's operating income of \$20.8 million for 2013/14 are shown below:



The total operating expenditure for 2013/14 is expected to be \$21.7 million. Council's operating expenses include payments for employees, contractors, materials, loan interest and asset depreciation. The graph below highlights the key areas of Council's predicted operating expenditure by program:



FINANCIAL SUMMARY (Cont'd)

OPERATING (continued)

The following projects and initiatives are included in the operating budget for 2013/14:

- preparation for the dredging of the Port Pirie River in 2014/15,
- increased service levels for roadside tree planting and street sweeping,
- addressing numerous outstanding building maintenance projects,
- increasing dog, parking and fire prevention activities,
- full year of the new kerbside waste collection and transfer station operation,
- new tourist accommodation booking service,
- additional landscaping projects,
- increased asset management and planning,
- engagement of a property officer to address outstanding matters.

CAPITAL

Council is proposing capital expenditure of \$8.5 million in 2013/14, of which \$2.5 million is allocated for new assets and the remainder (\$6m) for renewal and upgrade of existing assets. The program represents the first year of Council's ten year Capital Works Program.

Major projects proposed in 2013/14 include the construction of the Beach Plaza project, installation of boat ramp pontoons at Solomontown, a new effluent pond at Crystal Brook, upgraded road access and washdown bay at the Port Pirie Waste Transfer Station and various drainage works across the district.

Council is also committing a significant increase to transport infrastructure with almost \$4 million allocated for road construction, resealing, resheeting, kerbing, footpaths and bridges during the year. This is more than double the allocation of 2012/13.

The Solomontown Beach projects, Abattoirs Road upgrades and CBD Bicycle network projects have been included in the Budget but are subject to receipt of grant funds totalling almost \$1 million. A complete list of capital projects is provided below.

CAPITAL PROJECTS 2013/14	
ROADS AND FOOTPATHS	\$'000
Road Reseals	\$1,730
Senate Road Reconstruction	\$200
Abattoirs Road Reconstruction*	\$833
Road Resheeting	\$700
Kerbing - The Terrace	\$100
Kerbing - Florence/Ellen Streets	\$90
Kerbing - Napperby	\$20
Kerbing - Frederick Street	\$50
Footpath - Florence Street	\$120
Footpath - Cunningham Street (CB)	\$15
Bicycle Network (PP)*	\$50
Bridge Upgrades	\$60
PARKS AND RECREATION	
Playgrounds - Stanhope, Catherine Commons	\$70
Irrigation - Risdon Heights, Catherine Commons	\$50
Beach Plaza*	\$400
Beach Lighting	\$100
Pools Carpark, Irrigation etc (PP,CB)	\$61
OTHER INFRASTRUCTURE	
Drainage - Alpha, Deadhorse Lagoons	\$100
Drainage - SW Drainage Scheme	\$100
Drainage - Railway Terrace (CB)	\$100
Drainage - Redhill, Napperby	\$40
Drainage Easements	\$100
Flood Levee and Tidal Valves	\$300
Boatrap Pontoons (PP)*	\$300
Effluent Pond (CB)	\$500
Waste Facility Road Access Upgrade	\$250
Waste Facility Washdown Bay	\$300
BUILDINGS	
Caravan Park improvements (CB)	\$50
Skate Park Shelter (CB)	\$30
Office Airconditioning (PP)	\$80
Sundry Buildings	\$73
PLANT AND EQUIPMENT	
Road Vehicles	\$235
Trucks, Cherrypicker	\$330
Grader, Mower	\$370
ICT Equipment	\$41
Library Equipment	\$17
OTHER PROJECTS	
Cemetery Roads, Irrigation, Lawn (PP)	\$115
Tourism Lighting, Signage & other	\$50
Entrance Statements (PP)*	\$350
TOTAL	\$8,480

*subject to grant funding

FINANCIAL SUMMARY (Cont'd)

BORROWING

Council has reviewed its debt position and has considered that it has important capacity to borrow to fund a range of capital works.

The long term strategy is to borrow moderate amounts over the next few years to address a backlog of infrastructure works before further deterioration causes much higher costs to be incurred.

The 2014 Budget proposes a new loan of \$2.5 million, increasing the total debt outstanding to \$4.5 million as at 30 June 2014.

Total principal and interest repayments of \$0.83 million will represent about 6% of total rate revenue, well within accepted levels of manageable debt across the State.

RESERVES

Council maintains several reserve funds for specific purposes. These are listed as follows with estimated balances at the end of 2013/14:

Developers Contributions Reserve holds funds paid by developers for the construction of footpaths, drainage and other reserves. Balance 30/6/14 = \$0

Community Wastewater Management Scheme (CWMS) Reserves hold unspent rates paid by Crystal Brook and Napperby ratepayers to provide for maintenance programs, repairs and capital upgrades and replacements. Balance 30/6/14 = \$620k

Grant Funds Reserve holds unspent grant funds from previous years. Balance 30/6/14 = \$0.

Fishermans Wharf Reserve holds mooring fees used to provide future capital works to this area. Balance 30/6/14 = \$30k

Community Housing Reserve holds balances from operations from housing property owned by the Council. Balance 30/6/14 = \$370k

In addition, the Asset Revaluation Reserve is an unfunded record of changes in fair value of Council's fixed assets.

RATING STRATEGY

Chapter 10 of the Local Government Act 1999 sets out the legislative requirements for the setting of property rates. As part of the Annual Business Plan and Budget preparation process, Council reviews its approach to the setting of property rates, details of which are provided below:

Overview

In setting rates for the 2013/14 financial year, the Council has considered the following:

- service delivery needs and related expenditure priorities in relation to the Strategic Plan, Community needs, and Federal and State grants received;
- the need over several years for a significant capital works program to renew and upgrade essential infrastructure assets;
- resources required for the delivery of Council services;
- impact of rate increases on the community, including householders, businesses and primary producers;
- the broad principle that the rate in the dollar should be the same for all properties except where there is clearly a different level of services available to ratepayers or some other circumstance which warrants variation from the broad principle;
- minimising the level of general rates required by levying fees and charges for goods and services on a user pays basis, where that is possible to recover the full cost of operating or providing the service or goods, with provision for concessions to those members of the community unable to meet the full cost;
- increase/decrease in capital values of properties.

In particular, Council needs to implement the strategies outlined in its Long Term Financial Plan to raise the necessary total rate revenue to meet its ongoing and future funding obligations.

Impact on Businesses

Council has considered the impact of rates on all businesses in the district, including retail, manufacturing, service industry and primary production, after revision of its strategic plan goals, general community consultation and considering local, State and National economic conditions.

Changes in valuation of business and primary production properties, and the equity of the distribution of the rate burden are also reflected in Council's decision to impose a differential general rate based on land-use across the entire district.

In 2011, Council commissioned an independent review of its rating structure, which recommended a gradual reduction of the Port Pirie business differential rate in the dollar (and increase to rural business differentials), to be implemented over the next three years. In addition, Council has considered the reduction of the "Other" differential rate to align with the Residential rate, resulting in reduced rates for many sporting and community groups.

PROPERTY RATES

Rates Calculation

The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties, or through a differential general rate, which applies to different classes of property (land-use types) and location. In addition, Council can raise a separate rate for specific areas of the Council or a service rate or charge for specific services.

Method Used to Value Land

In accordance with the Local Government Act 1999, Council may adopt one of three valuation methodologies to value the properties in its area. These are:

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

Council has decided to continue to use **capital value** as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers when applying the equity test of taxation.

RATING STRATEGY (Cont'd)

The Valuer-General has provided the following property valuations to be used for rating purposes (valuation updates will be applied up until the date of declaration of rates):

By Land Use	Total 2013 CV	Total 2014 CV	Change	% Change
Residential	1,387,080,500	1,375,112,500	-11,968,000	-0.86%
Commercial - Shops	91,983,000	89,308,000	-2,675,000	-2.91%
Commercial - Offices	19,984,000	20,485,000	501,000	2.51%
Commercial - Other	105,256,200	108,362,100	3,105,900	2.95%
Industry - Light	10,308,000	12,994,000	2,686,000	26.06%
Industry - Other	36,031,100	35,541,100	510,000	1.42%
Primary Production	371,758,000	412,577,400	40,798,900	10.97%
Vacant Land	68,751,600	64,020,500	-4,731,100	-6.88%
Other	71,990,200	73,996,400	2,006,200	2.79%
ALL	2,163,163,100	2,193,397,000	30,233,900	1.40%

A ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation. The address of the Office of the Valuer-General is:

Office of the Valuer-General
GPO Box 1354
ADELAIDE SA 5001
Email: objections@saugov.sa.gov.au
Phone: 1300 653 345.

Target Amount

Council has elected to raise \$13.8 million (before rebates and remissions) in general rate revenue. This will provide the desired level of funding to enable Council to meet all of its projected operating expenses and to partly fund its capital works program.

This represents an overall increase of \$1.45 million from the previous year and equates to an average rate increase of about 8% for most residential properties, plus the full-year cost to provide improved waste collection services.

While individual rate increases will vary, ratepayers can expect to pay between \$100 and \$200 more than last year, depending on capital value movement, rate in the dollar and whether or not they receive the new waste management collection service.

Waste Management Service Charge (WMSC)

Council commenced the three bin waste collection service for all residential properties in the district in April 2013. A charge of \$150 was adopted last year on the assumption of the new service commencing early in the year.

The actual collection cost for 2012/13 was \$120 per assessment (\$62 for domestic collections for July to March + \$58 for the 3 bin collection for April to June).

The calculated cost for waste collection in 2013/14 is \$226 per property, however after allowing for a \$30 reduction, the revised charge will be \$196.

A number of rural properties will receive a discounted charge where their property access point is more than 500 metres from their bin collection point. These rebates are applied automatically to these properties.

NB: Many commercial properties have voluntarily participated in the new collection service and are invoiced through Council's debtor system, with no impact on rates.

RATING STRATEGY (Cont'd)

Fixed Charge and Differential General Rates

Property rates for individual properties are declared each year, comprising of a fixed charge plus an amount calculated by multiplying the rating factor (determined by Council) by the capital value of the property (determined by the Valuer-General.)

In recognition of the variation in the level of services provided or available to occupiers of the different land-use categories and locations throughout Council's area, a differential rating factor has been applied. In setting the variable rate, Council is mindful to apply consistency across all assessments, and to ensure that the rate burden does not shift significantly from one sector to another.

Council has recently developed a rating structure to eventually eliminate the inequities of having Port Pirie city being rated by land use and the remainder of the district by locality. The strategy will:

- Increase Commercial, Industrial and Vacant land differential rates in towns and rural areas;
- Increase Residential differential rates in rural areas;
- Increase Primary Production differential rates;
- Reduce Commercial, Industrial and Other differential rates in Port Pirie; and
- Retain similar rating levels for all residential properties in Port Pirie and towns (75% of all properties).

The strategy recognises that valuations already take into account the locality of property and therefore access to facilities and services, and that only property genuinely used for primary production should receive the subsidised differential rate. It also recognises that the differential rate previously applied to Commercial and Industrial properties in Port Pirie were unusually high compared to similar cities, and that similar properties in towns were low by comparison.

As a result, the significant changes to the Commercial, Industrial and Vacant land use rating categories will be phased in over three years.

As part of the new strategy, Council will increase the fixed charge component of individual property rates from \$350 to \$380, to continue to recover 33% of its rate revenue by equal contribution. The remaining 67% is therefore recoverable through the following differential rates in the dollar:

Land Use Category	Rate in \$	Total Rate Revenue (ex WMSC)
Residential - All	0.00330	\$7.49m
Commerce/Industry – Port Pirie	0.00759	\$1.79m
Commerce/Industry - Other	0.00462	\$0.10m
Port Pirie Smelters	0.04000	\$0.98m
Primary Production - All	0.00244	\$1.16m
Vacant - Port Pirie	0.00660	\$0.34m
Vacant - Other	0.00462	\$0.19m
Other - All	0.00330	\$0.15m

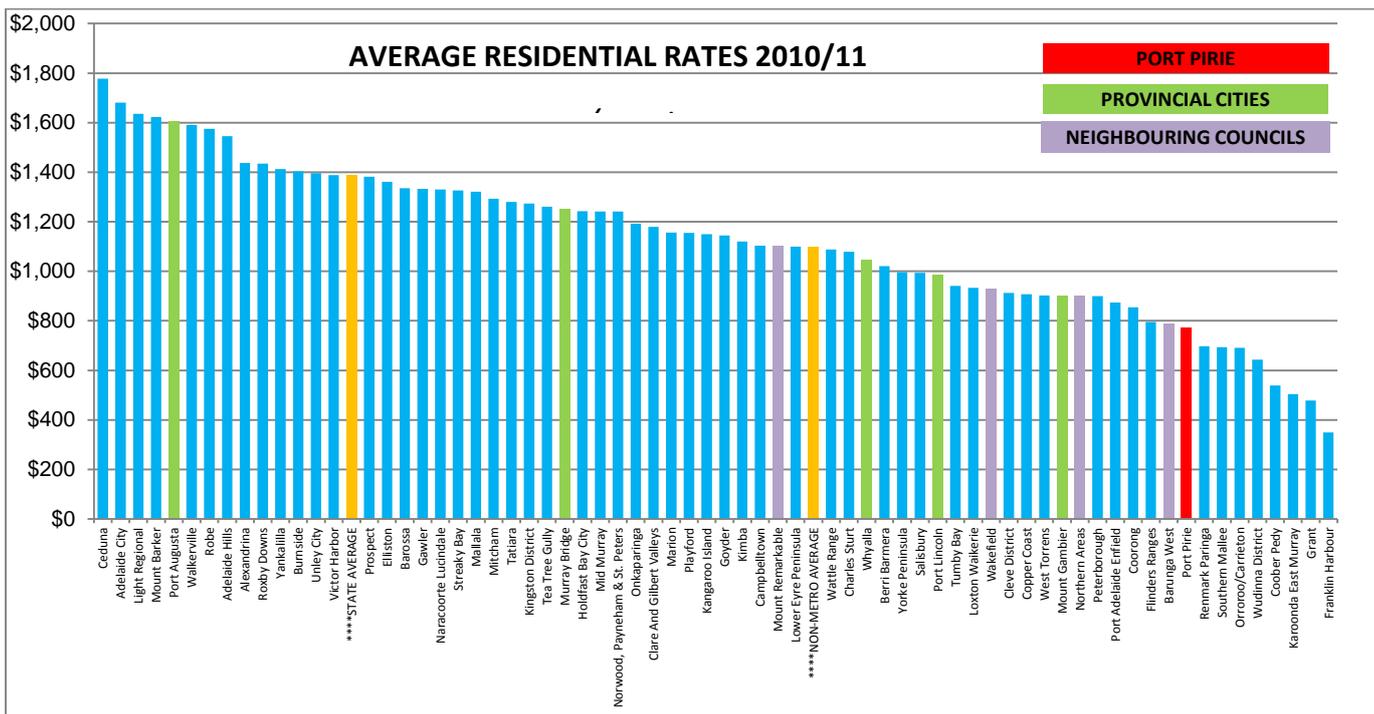
The revised rating structure will generally impact on most rates payable as follows:

Residential	10%-14% increase including WMSC (6-9% excluding WMSC) 25%+ increase Rural
Commercial and Industrial	1%-6% increase Port Pirie, 10%+ increase Towns and Rural
Primary Production	10%-17% increase, mostly due to the increased differential from 70% to 74% and increased valuations
Vacant	8%-10% increase Port Pirie, 12%+ increase Towns and Rural
Other	Various between 40% decrease and 10% increase

NB: High increase percentages will often apply to low valued properties or where the previous rates were artificially low (eg rural residential and business).

Also, averages appear higher as Council's Residential and Primary Production rates are generally lower than comparable Councils in the State.

RATING STRATEGY (Cont'd)



The above graph shows that Council has the lowest rate of all of its peer regional Councils, and also amongst its neighbours. Importantly, Council's average residential rate is **just 56% of the State Average** and **only 70% of the Non-Metropolitan Average** (shown in orange). The gap has closed slightly in the previous two years to **67% and 80%** respectively.

The new rating structure (including the waste management service charge) partly addresses the recovery of a higher level of rates from residential and rural ratepayers, while holding commercial and industrial rating at slightly lower levels.

Community Wastewater Management Scheme (CWMS)

The Council provides an effluent disposal system (CWMS) to residential and commercial properties in Crystal Brook and Napperby. The full cost of operating and maintaining the service is recovered through a service charge for each property for which the service is available, including non-rateable properties.

It is proposed to increase Community Wastewater Management Scheme fees by 3%. The increase is required to keep pace with increasing costs of operating, maintenance and eventually replacement of the system.

Any surplus generated is put in reserve for future replacement or upgrades of the respective schemes.

The proposed fee changes for individual services are shown below:

	Crystal Brook		Napperby	
	2012/13	2013/14	2012/13	2013/14
Vacant	\$216	\$222	\$266	\$274
Occupied	\$289	\$298	\$465	\$479

Natural Resources Management Levy

The Natural Resource Management Act 2004 requires Council to raise a levy on behalf of the Northern and Yorke Natural Resources Management Board. This levy is shown separately on the rates notice.

Council does not retain this revenue, nor determine how the revenue is spent. Council is required to raise \$286,049 (after rebates) in 2013/14, being a reduction of \$7,900 or 2.7%.

For the first time, Council will recover this amount by a fixed amount of \$28.50 charged on each property, rather than based on valuation.

RATING STRATEGY (Cont'd)

Payment of Rates

The Council has decided that the payment of rates will be by quarterly billing, due on the 13th September 2013, 13th December 2013, 14th March 2014 and 13th June 2014.

Rate Concessions

The State Government, in providing equity across SA, funds a range of concessions on Council rates. The concessions are administered by various State Agencies who determine eligibility and pay the concession directly to Council on behalf of the ratepayer. Concessions are available only on the principal place of residence.

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

Late Payment of Rates *

The Local Government Act provides for Councils to impose a penalty of a 2% fine on any payment for rates, whether due by installment or otherwise that are unpaid after the due date. A payment that continues to be in arrears is then charged penalty interest at an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Penalty fines allow the Council to recover some of the administration costs that arise because rates were not received by the due date.

**This rate is set by legislation and is subject to change as at 1 July 2013.*

Remission of Rates

Section 182 of the Local Government Act permits the Council, on the application of a ratepayer, to partially or wholly remit rates or to postpone payment of rates, on the basis of hardship. The Council has a strategy that where the payment of rates will cause a ratepayer demonstrable hardship, the Council is prepared to make extended payment provisions or defer the payment of rates. Such inquiries are treated by Council as confidential.

Postponement of Rates for State Seniors Card Holders

Section 182A of the Local Government Act 1999 provides for the option for State Seniors Card Holders to postpone part of the rates on a long term basis. A deferred amount is subject to a monthly interest charge with the accrued debt being payable on the disposal or sale of the property. Applications are subject to the same conditions as deferral or postponement of rates.

Exemption from Rates

Section 147(2) of the Local Government Act 1999 specifies those types of public properties that are exempt from rates. Section 147(2)(f) of the Local Government Act 1999 specifies that land occupied or held by the Council, except land held from a Council under a lease or licence, is exempt from rates. Some community owned land that is operated under lease or licence may be eligible for rates exemption subject to the requirements of the Recreational Grounds Act.

Rebate of Rates

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

Sale of Land for Non-payment of Rates

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

Except where extraordinary circumstances can be demonstrated, the Council will enforce the sale of land where rates remain unpaid.

SUMMARY OF SERVICES PROVIDED BY COUNCIL

OFFICE OF THE CEO

Economic Development

One of the key areas in Council's Strategic Plan is to increase the economic prosperity of the region. Council provides support to various organisations whose aim it is to improve the economic prosperity and opportunities for residents, including: Regional Development Australia Mid North-Yorke; the Upper Spencer Gulf Common Purpose Group; the Provincial Cities Association and the SA Regional Community Leadership Program.

Council also undertakes a range of marketing and promotional activities in order to highlight the many advantages for people and businesses to relocate to the region. Council also holds preliminary discussions with businesses looking at relocating to the area and to major developers wishing to invest in the region to help them where appropriate.

This is considered a non-core Council service, however it is considered fundamental to the long term sustainability of the region and to assist with the economic prosperity of the region.

Governance

The increasing governance requirements being placed on local government in recent years has led to a significant increase in costs and resources required to meet Council's governance expectations. Council's governance includes all costs and tasks associated with maintaining Council's eleven Elected Members including training, allowances, civic receptions, donations etc. It also includes the cost of the 'Office of the CEO' and support staff, the costs associated with meeting Council's ever-increasing regulatory compliance in this area, as well as marketing and promoting the Council and its activities. Council employs 2.8 FTE (including the CEO) in its Governance team.

This is considered a core Council service and is provided to support the goals and operations of the Council as well as meet its regulatory requirements.

CORPORATE & COMMUNITY

CORPORATE

Administration

Council provides a number of administrative support services to ensure it is operating effectively, including policy development, delegation review, meeting various legislative requirements, production of the Annual Report, overseeing the Administration and Community Services of Council, and administration office maintenance and improvements. Council employs 3.6 FTE (including a trainee and the Manager Administrative Services) in its Administration team.

This is considered a core Council service and is provided to support the goals and operations of the Council as well as meet its regulatory requirements.

Human Resources

Council provides a range of Human Resource Management services to support the operations of the organisation. This includes but is not limited to recruitment and selection, training needs identification, maintaining up to date job descriptions, overseeing the payroll function, staff performance reviews, HRM policy development, staff reclassifications, organising training, undertaking succession planning, attracting and retaining staff, and negotiating enterprise agreements for staff. Council employs 0.8 FTE in its Human Resources team.

This is considered a core Council service and is provided to support the goals and operations of the Council as well as meet its regulatory requirements.

SUMMARY OF SERVICES

CORPORATE & COMMUNITY (Cont'd)

CORPORATE Aerodrome

Council currently provides a 1043m x 30m (central 18m sealed) sealed airstrip, 'communal' hanger suitable for storing up to 8 planes, passenger terminal, caretaker accommodation and a contract caretaker at the Port Pirie Aerodrome. In addition, the Port Pirie Aero-Club provides a 24 hour refuelling facility which accepts credit cards.

This is considered a non-core Council service and is provided to meet community expectations.

Crystal Brook Caravan Park

Council owns the Crystal Brook Caravan Park and 'leases' it to the Crystal Brook Community Development Association to manage and run on a day to day basis. Council has committed to providing the Association \$150,000 over 5 years, plus the income derived from the Park to be used for capital improvements to the Park.

This is considered a non-core Council service and is provided to assist with enhancing the economic opportunities in Crystal Brook.

Cemeteries

Council is currently responsible for cemeteries located at Crystal Brook, Redhill, Koolunga, Warnertown, Wandearah, Keilli, Napperby and Port Pirie. Council contracts out the maintenance of these facilities.

This is considered a core Council service and is provided to meet Council's regulatory requirements and community expectations.

Property Services

Council maintains a number of community facilities which are either leased to community organisations or to the community at large. More specifically, Council maintains leases and licenses for various Council properties as well as managing the Fisherman's Jetty, Road Safety Centre, community stables, Council owned halls (Tennyson Hall, Crystal Brook Institute, Koolunga Hall, Redhill Hall, Munderoo Hall, Crystal Brook History Group Building). Council also contributes to a number of community owned halls (Butlers Bridge Hall, Napperby Hall, Wandearah Hall) and maintains an Asbestos Register for all of its properties..

Public Conveniences

Council provides public conveniences at the following locations :

Port Pirie: City Park, Memorial Oval, Memorial Park, Flinders View Park, Solomontown Beach, Globe Oval, Woodward Park.

Napperby: Playground, Lawrie Park

Crystal Brook: Adelaide Square, Jubilee Park, Bowman Park

Redhill: Mortimer Park

This is considered a non-core Council service and is provided to meet community expectations.

Risk Management & Work Health & Safety

Council recognises the importance of human resources in the delivery of services and the implementation of strategies and programs. In line with industrial relations and risk management principles, Council is committed to the development of its employees and best practice management for Work, Health and Safety (WHS).

As a member of the Local Government Association Worker's Compensation Scheme, Council has a responsibility to develop best practice WHS management systems to comply with the requirements of the Code for the Conduct of Self Insured Employers under the Work Cover Scheme which includes the Performance Standards.

Council is committed to the achievement of its WHS Plan and will continue to monitor and review its WHS management systems to allow for best practice and continual improvement. Elected Members, Management and Staff of the Port Pirie Regional Council are committed to the identification and management of all risks incurred or associated with the provision of Council functions, services, programs and projects.

Council is committed to the provision of a Risk Management Strategy that allows for legislative compliance and the protection of all stakeholders including Council, committees, employees, the community and general public in their involvement, provision or use of Council services and assets.

SUMMARY OF SERVICES

CORPORATE & COMMUNITY (Cont'd)

CORPORATE

Risk Management & Work Health & Safety (Cont'd)

Consideration will also be given to the long term sustainability and the practical and wise management of Council property and resources on behalf of ratepayers.

Management undertakes to cooperate and consult with employees and external stakeholders, to identify and address all threats and opportunities

and ensure they are formally identified, assessed and managed, in accordance with the principles outlined in their risk management policy and AS/NZS ISO 31000:2009: Risk Management.

Council employs 1.0 FTE in its Risk Management, Work Health and Safety team. This is considered a core Council service and is provided to support the goals and operations of the Council as well as meet its regulatory requirements.

COMMUNITY

Star Club Program

The Star Club Field Officer program is a new program introduced to replace the Be-Active program that has been in place since December 2007. The Star Club Officer will be a part of a network of local contacts who will work closely with regional recreational and sport providers, local government, and other agencies to promote and coordinate the implementation of initiatives that aim to, encourage a strong sport and recreation culture, develop strong well-managed sustainable clubs and associations, assist clubs to gain a strong and effective governance structure and increase community participation in sport.

The position is a joint initiative between the South Australian Office for Recreation and Sport, Port Pirie Regional Council, Northern Areas Council, Peterborough, Orroroo Carrieton and Mt Remarkable District Councils.

A key aspect of the position is to provide ongoing support, advice and assistance to Sport and Recreation Clubs and Associations as well as community physical activity groups or providers in regard to club management issues, training, development and accreditation opportunities, grants and funding programs and participation initiatives in an attempt to support the development of active recreation and sport throughout the Mid North region.

Council employs 1.0 FTE in this area, however the Star Club Officer is shared with a number of other Council's in the region. This is considered a non-

core Council service and is provided to meet community expectations.

Community Development

Council provides a number of facilities and services to the community including being responsible for the maintenance of the Port Pirie Senior Citizens building, contribution to the Community Assistance Scheme, provision of the Crystal Brook Community Bus, undertaking cultural events, Youth Programs, participating in the Star Club program, Healthy Communities program and employing a Community Development Officer whose role includes improving youth participation and involvement, promoting community pride and involvement, managing Council programs for families and the aged, and managing Council's community housing, within Council's allocated budget.

Council employs 1.0 FTE in its Community Development team. This is considered a non-core Council service and is provided to meet community expectations.

Library

Council currently provides an extensive library service through the Port Pirie Public Library and Crystal Brook Public Library, and contributes to the Flinders Mobile Library (<http://www.flindersmobile.sa.gov.au/>) which services the townships of Napperby, Redhill and Koolunga. The Port Pirie Regional Library Service aims to provide high quality library and information services to all sectors in the local community.

SUMMARY OF SERVICES

CORPORATE & COMMUNITY (Cont'd)

COMMUNITY

Library (Cont'd)

In March 2013 the Port Pirie Public Library Service joined the statewide One Library Management System (1LMS). The SA public library 'one card' network is connecting the systems of more than 130 public libraries across South Australia to allow borrowers to borrow and return items from any library, using their current library card. The service also enables books to be requested from other libraries and delivered to the local library.

The Port Pirie branch is open Monday to Friday 9am to 5pm and Sunday 1pm to 5pm. The Crystal Brook branch is open Monday to Friday 10am to 5pm.

The library collection includes books, magazines, music CD's, DVD's, CD-Rom's, jigsaws, books-on-tape, language kits, graphic novels and sports equipment for both young and old. Council's library services are the gateway to a world of information and offers books, comics, compact discs, DVD's, videos, sports equipment and hear-a-books as well as a collection of popular magazines. The library also has computers for free public use offering access to word processing, desktop publishing, online databases and the internet, as well as free wireless internet access.

The Library offers an inter-library loan service free of charge within the South Australian Library Network. In addition, items can be ordered from the State Library of South Australia or the National Library of Australia. Some fees may apply for prints or photocopies from the State Library.

Council also produces 'Libline', a quarterly newsletter with news about the local library and upcoming events, and highlights new additions to the collection. The newsletter is accessible on the Council website in pdf format or in print at the Library.

Library staff and volunteers deliver library items (House Bound service) to those who cannot visit the Library due to health issues. The deliveries are carried out on a regular basis. A medical certificate is required from participants.

Activities are held during school holidays at the Port Pirie Library for children between the ages of 4-10. These activities range from games, to art and craft and entertainers. Bookings are essential.

Held annually in August, Book Week is the longest running children's festival in Australia. Each year the library invites schools and kindergartens to visit the Library to participate in story-telling and a craft activity based on the year's theme.

As part of the State Government's 'be active' campaign, the library also has a range of sports equipment, including various balls, bats, racquets, exercise DVDs and yoga mats available.

Audio Navigators allow visually impaired customers to access electronic audio-books via a special handset that reads the story. These units are strictly for the visually impaired.

A disk repair service is available that can remove scratches from CD, DVD and game console disks. The cost is \$5 per disk paid in advance and disks are processed on a weekly basis.

Every Wednesday and Friday from 1pm to 3pm, a local Justice of the Peace is available to the public at the Port Pirie library. This service is now also available at the Crystal Brook Library, please contact the Library for times.

Council employs 6.55 FTE in its Library team. This is considered a non-core Council service and is provided to meet community expectations.

Special Events

Council holds various annual events including Australia Day and New Years Eve, and contributes to other events including the Port Pirie Christmas Pageant, Pro Tennis Tournament, and the SA Country Football Championships. Council staff assist other organisations with the planning of their events and with event management advice. Council employs 1.0 FTE in its Special Events team.

An Event Strategy has been developed to provide strategic coordination of events within Council. The increased strategic coordination of events is expected to improve the quality, efficiency, and number of events within the Council area.

SUMMARY OF SERVICES

CORPORATE & COMMUNITY (Cont'd)

COMMUNITY

Special Events (Cont'd)

The aim of the strategy will be to clearly define the current and future direction of events within the Port Pirie Regional Council, and identify ways in which the region can both enhance and improve current events, as well as attract and create new events. A number of major objectives have been identified for Council's Event Strategy as follows:

- Attract, sponsor, assist and promote events, festivals, and conferences to the Port Pirie region, particularly those that showcase the attributes of the region.
- Maintain and add to current portfolio of events where possible, establishing Port Pirie as an events region.
- Increase tourism promotion.
- Increase tourism.
- Provide event organisers with clear understanding of event compliance requirements.
- Provide community event organisers with support where both possible and required.
- Streamline the event planning process within Council.
- Create and increase marketing strategies for events within Council.
- Continue to provide support for community events held within Council.

This is considered a non-core Council service and is provided to assist with the economic opportunity via event tourism in the region.

Tourism & Arts

Council provides a range of services in the tourism and arts field including:

- Contribution to the Port Pirie Regional Art Gallery and annual Port Pirie Art Prize.
- Maintenance of Tourism and Arts Centre.
- Operation of Visitor Information Centre
- Visitor Information Centre Retail shop
- Miniature Train
- Model railway
- Shark Exhibition
- Smelters Tours
- Special Tours
- Tourism Projects
- Marketing and Promotions

The Visitor Information Centre is a 7 day operation that provides tourism information for the Council area, region and beyond.

Council employs 2.25 FTE, as well as a number of volunteers in its Tourism Team. This is considered a non-core Council service and is provided to assist with the economic opportunities of the region.

DEVELOPMENT & REGULATION

Community Health Services

Council provides a number of Environmental Health Services including the provision of health inspections, pest control, DrumMuster, complaint investigation and other related health services. Council also provides a number of environmental programs across the region to assist in moving towards environmental sustainability.

Council employs 1.0 FTE in its Environmental Health team. This is considered a core Council service and is provided to meet Council's regulatory requirements.

Development Building

Council employs a consultant Building Officer to assess building applications received against legislative requirements and Australian Standards.

This is considered a core Council service and is provided to meet Council's regulatory requirements.

Development Planning

Council employs two Planning Officers (2.0 FTE) to assess development applications received against Council's Development Plan and provide planning advice to residents. Council also funds and supports the operations of the independent Development Assessment Panel. In 2012, the Environmental Services Department received 302 development applications, which represents in excess of \$29 million in development.

This is considered a core Council service to meet Council's regulatory requirements

SUMMARY OF SERVICES

DEVELOPMENT & REGULATION (Cont'd)

Dog & Cat Control

Council is responsible, under the Dog & Cat Management Act, to ensure all dogs are registered, investigate barking and problem dogs, impound and locate owners for stray dogs and generally enforce the requirements contained in the Act and responsible pet ownership. This can amount to providing a twenty four hour/seven day a week service. Council currently employs 0.8 FTE staff members in this area, shared with regulatory control matters and Fire Prevention.

Under the provisions of the Dog and Cat Management Act 1995, Council is responsible for dog and cat management throughout the Port Pirie Regional Council region. Council's responsibilities under the Act include the following :

- encourage responsible dog and cat ownership;
- reduce public and environmental nuisance caused by dogs and cats;
- promote the effective management of dogs and cats (including the encouragement of the desexing of dogs and cats).

To carry out the responsibilities placed upon Council under the Act, Council provides for the registration of all dogs over the age of 3 months.

The Act also provides that Council must formulate an Animal Management Plan and provide appropriate resources, equipment and facilities to enable appropriate animal management practices by Council and residents.

Included in such requirements is the need to provide appropriate areas for the safe off-lead exercising of dogs and an area for the safe, secure and comfortable impoundment of stray dogs.

To date, Council has registered 3384 dogs for the 2012/13 period. Council receives approximately \$99,500 per annum in dog registration fees.

All funds raised through the registration of dogs must be utilised for dog control/management issues, any funds not expended within the financial year must be allocated to a reserve account to be used for future dog management expenses.

The objectives of the Act are to encourage responsible ownership, promote effective management and reduce public and environmental impact from dogs and cats. During the report year, Council received 462 complaints in relation to dogs barking, wandering at large, and attacking or harassing persons or other animals during 2012/13. A total of 230 dogs were impounded for wandering at large. 136 were reunited with their owners and 44 were desexed, immunised, micro-chipped and rehomed during this period.

This is considered a core Council service and is provided to meet Council's regulatory requirements

Regulatory Control

Council undertakes a number of regulatory enforcement functions including monitoring street parking restrictions, by-law enforcement as well as investigating and taking appropriate action in relation to litter control, unsightly premises, and abandoned vehicles. Council currently employs 0.6 FTE staff members in this area, shared with dog and cat management matters and fire prevention.

This is considered a core Council service and is provided to meet Council's regulatory requirements and community expectations.

Fire Prevention

In accordance with the *Fire and Emergency Services Act 2005*, each Council must appoint a suitably qualified Fire Prevention Officer to administer the legislative requirements and coordinate the management of fire prevention programs and activities that mitigate risks, both on public and private land. Council employs 0.6 FTE staff members in this area, shares with Dog and Cat Management and Regulatory Control matter.

SUMMARY OF SERVICES

DEVELOPMENT & REGULATION (Cont'd)

Fire Prevention (cont'd)

Port Pirie Regional Council is entering a new phase of bushfire planning and management and the role of Fire Prevention Officer brings a good understanding of the key concepts of bushfire management and mitigating bushfire risks for Council and their communities and we aim to deliver a fire prevention program which aims to:

- Protect life
- Reduce the impact that fires have on the community
- Educate and inform the community and
- Provide cost effective levels of community fire protection.

This is considered a core Council service and is provided to meet Council's regulatory requirements.

Swimming Pools

Council currently provides a swimming pool at Port Pirie and Crystal Brook. The Port Pirie pool season generally extends from October to March with the pool being open every day during this period. The Crystal Brook pool season generally extends from November to March with the pool being open every day during this period.

This is considered a non-core Council service and is provided to meet community expectations.

Crystal Brook Effluent Drainage System

The Crystal Brook Community Wastewater Management Scheme (CWMS) Scheme was commissioned in 1977. The scheme is owned, operated and managed by Council and currently serves approximately 600 properties within the township of Crystal Brook.

The Scheme comprises a network of gravity drains connected to the outlets of individual property septic tanks.

The effluent is collected by predominantly earthenware (VC) gravity mains which convey the effluent to a pumping station located on the road reserve adjacent to Gadd Avenue. There is one pumping station for this scheme and an associated rising main disposing effluent to a lagoon system located to the south of the township.

The treatment process consists of a primary and secondary lagoon system. Approximately 62ML of effluent is treated in the lagoons per year. There is currently a reuse system where treated water irrigates a woodlot on land adjacent to the lagoon site.

Napperby Effluent Drainage System

The Napperby CWMS Scheme was commissioned in 1997. The scheme is owned, operated and managed by the Port Pirie Regional Council and currently serves approximately 100 properties within the township of Napperby. The system is designed to accommodate approximately 450 people and is operating at just over 50% capacity.

The Scheme comprises a network of gravity drains connected to the outlets of individual property septic tanks. The effluent is collected by poly vinyl chloride (uPVC) gravity mains which convey the effluent to the Treatment Plant.

There are no pumping stations or rising mains associated with this scheme. The treatment process consists of an intermittent decant operation. Approximately 11ML of effluent is treated in the plant per year. There is currently a reuse system where treated water irrigates parklands adjacent to the treatment plant.

SUMMARY OF SERVICES

FINANCE & INFORMATION

Community Assistance

Council provides direct financial assistance to community organisations by way of:

- Assistance to the Port Pirie Softball Association, Crystal Brook Oval Committee and Redhill Oval Committee for watering costs
- Direct assistance for infrastructure upgrades
- Discretionary rate rebates
- Mandatory rate rebates
- Waste collection and disposal rebates
- Assistance to the annual Port Pirie Christmas Pageant: \$10,000pa
- Community Assistance Grants : \$55,000pa
- Low or no interest loans to Sporting Clubs

This is considered a non-core Council service and is provided as a voluntary means to assist community organisations in the region.

Financial Services

Council provides a number of internal finance and customer support services including the payment of creditors and employees, generation of investment returns, production of annual business plan, budget, financial statements, financial reports, budget reviews, audit committee, customer service, grant acquittals as well as maintenance and management of insurance portfolios. Finance services staff also provide leadership in long term financial and asset management planning and is instrumental in the implementation of internal control processes.

Council currently employs 6 FTE in its finance and customer services teams. This is considered a core Council service and is undertaken to meet its statutory responsibilities.

Information Communication Technology

Council's ICT services provide system maintenance and development, hardware provision and replacement, and user support for the organisation.

Council employs 2.0 FTE in its ICT team. This is considered a core Council service and is provided to support the goals and operations of the Council.

Property Rates

This service involves maintaining accurate and up to date property information, determining the most effective method for charging general rates to ensure equity in the community and to ensure the correct levying of rates and timely collection of debt.

A number of auxiliary activities associated with this service including preparing reports, maintaining the property data base and producing certificates for land sales etc.

Council employees 1.0 FTE in its Property Rates team. This is considered a core Council service and is provided to meet Council's statutory responsibility and to raise funds to enable Council to provide services and facilities to the community.

Records Management

Council maintains a paper and electronic records management system in accordance with operational and legislative requirements. Most documents are contained within an electronic document management system. Older (paper) records are archived and stored at the Crystal Brook Rural Office. Council employs 1.0 FTE in its Records Management team.

This is considered a core Council service and is provided to support the goals and operations of the Council as well as meet its regulatory requirements.

SUMMARY OF SERVICES

INFRASTRUCTURE

Asset Management

Council manages community owned buildings and infrastructure assets valued at more than \$240 million. Management and maintenance of these assets represent a large portion of Council's operating budget.

Council has set up an Asset Management team within the Technical Services Department to ensure that Council is managing its assets in the most effective and efficient manner, to determine the replace/renewal profile of all assets, to prepare long term asset replacement plans and to determine appropriateness of current asset stocks.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- taking a life cycle approach;
- developing cost-effective management strategies for the long term;
- providing a defined level of service and monitoring performance;
- understanding and meeting the demands of growth through demand management and infrastructure investment;
- managing risks associated with asset failures;
- ensuring sustainable use of physical resources; and
- Implementing continuous improvement in asset management practices.

Council employs 2.0 FTE in its Asset Management team. This is considered a core Council service and is provided to meet Council's financial sustainability objective, best industry practice, maximise the useful life of its asset stock and to minimise ongoing costs to the community.

Drainage & Tidal Levee

The Council area has a history of being subject to flooding from tidal inundations in the city of Port Pirie and from major stormwater events in Port Pirie, Napperby and Crystal Brook. Council provides a levee bank around Port Pirie to protect the city from tidal flooding and has an extensive network of stormwater drainage infrastructure around the region.

In Port Pirie, the stormwater drainage network is divided into catchments. Each catchment is made up of underground pipes which generally drain into respective storage areas with pumping stations to discharge stormwater to waterways and other nominated outer areas via rising mains.

Some stormwater pipes discharged directly into the Pirie River, which are controlled with a series of tide valves to restrict backflow and stop inundation of tidal water into the city.

In the rural towns of Napperby and Crystal Brook, a network of underground pipes discharges stormwater into outlying waterways.

This is considered a core Council service and is provided to meet Council's regulatory requirements, the safety of residents and community expectations.

Environmental Protection

Council has engaged in a Memorandum of Understanding with Nyrstar for the supply and distribution of recycled water to nominated parks and reserves throughout Port Pirie.

This agreement will have a positive environmental impact with regard to reducing Council's reliance on water from the River Murray.

The recycled water is held in a 10ML tank and is pumped via an underground pipe network to the various parks and reserves serviced with the recycled water. A complex network of backflow prevention devices and valves control the network.

This is considered a non-core Council service and is provided to meet community expectations.

Marine Facilities

Council provides boat launching facilities at Solomontown and Port Davis for use by commercial and recreational boat users.

Council has various jetties for land based recreational fishing and general recreation which are located within the Pirie River.

SUMMARY OF SERVICES

INFRASTRUCTURE (Cont'd)

Marine Facilities (Cont'd)

Solomontown Beach is enjoyed for swimming and general related recreational activities. This area has a jetty and shade structures provided for the use of beach-goers.

Council also manages a mooring facility for private boat owners. A boat maintenance facility is available at a fee for service to boat owners.

This is considered a non-core Council service and is provided to meet community expectations.

Parks and Gardens, Sport and Recreation

The Port Pirie Regional Council is committed to ensuring that the parks, gardens and reserves within the Council area are maintained for the use of the community. The areas include sporting grounds, foreshore areas, recreation areas, parks and playgrounds, open space areas and reserves.

With the resources available to the Council, not all areas can be maintained at the same level and therefore the major use areas and important regional or community areas receive priority attention.

This approach will ensure that these high use areas are maintained in a safe, well cared and manicured state, while other areas will receive the level of maintenance, dependant upon their priority rating.

Parks and Gardens are vital community spaces within the region and number over 100 individual sites. With the expansive nature of these facilities across the Council area, a categorisation has been undertaken to ascertain the specific level of maintenance that each area will be provided.

The categorization of these areas ranges from primary locations of regional importance to open reserves that receive only spasmodic attention. Playgrounds and sporting areas are numerous across the Council area and various asset types are located within these areas.

The primary locations of regional importance are defined as Memorial Park and Solomontown Beach Reserve and foreshore. Council has invested

significant resources into upgrading the appearance of the foreshore for both visitors and residents to enjoy.

Council maintains primary sporting facilities of Memorial Oval, Globe Oval and Senate Road Sporting Complex for a variety of year round sports.

Council employs 11.0 FTE in its Parks and Gardens team. This is considered a non-core Council service and is provided to meet community expectations

Plant & Equipment

Council operates a fleet of wide ranging items of plant and equipment that are used to assist Council in providing various services to the community.

In order to undertake a significant program of capital and operational works, a modern and reliable fleet of plant and equipment is required. An ongoing plant and equipment replacement program has been developed and incorporated into the long term financial plan to ensure that plant and equipment is replaced at regular intervals. It is also important to ensure that regular servicing and maintenance is undertaken.

Council employs 3.0 FTE responsible for maintenance of its plant and equipment. This is considered a core Council service and is provided to meet Council's operational requirements

Private Works

Council undertakes a limited amount of works for private individuals or organisations on a fee for service basis.

This is considered a non-core Council service and is provided to meet community expectations and services not available through the private sector.

Public Safety

Council provides a variety of other services related to public safety including street lighting, the road safety centre and rapid response service for damage caused by vandalism and graffiti.

These services are considered core services as the endeavour to ensure public safety in the region.

SUMMARY OF SERVICES

INFRASTRUCTURE (Cont'd)

Roads

Included within the roads function are the construction and maintenance activities related to the road network incorporating roads, footpaths, kerbing and water table, bridges and traffic management and control devices.

As a road authority, Council has a duty of care to road users and the community to maintain all public roads for which it is responsible in a safe condition and to specified maintenance standards that meet community expectations, having regard to relevant government transport and other policies and available funds.

Specifically, Council has responsibility for approximately 300 kilometres of sealed roads, 630 kilometres of sheeted roads and approximately 300 kilometres of other roads which may be unformed. The sealed and sheeted roads vary from major roads to minor access tracks and ten bridges and other major culverts and floodways are included in the road network. In addition, Council has responsibility for a significant length of footpaths, kerbing and water table.

Council is also responsible for the opening and closing of quarry pits used to source rubble for road construction.

This is considered a core Council service and is provided to meet Council's regulatory requirements as well as providing additional services to meet community expectations.

Streetscaping

Council is responsible for the overall streetscape of all roads within the Council area.

In the rural areas this includes management and maintenance of roadside vegetation and roadside mowing and slashing.

In the urban and built up areas this includes street tree maintenance incorporating tree trimming, planting and watering. An ongoing weed spraying is required to control seasonal weeds and general footpath condition.

On a programmed basis, Council undertakes specific projects to enhance and improve the overall amenity and streetscape of targeted areas. Council is also responsible for medians and roundabouts as well as street furniture.

This is considered a core Council service and is provided to meet Council's regulatory requirements as well as providing additional services to meet community expectations.

Waste Management

Council now provides a three bin kerbside collection service which includes the collection of general waste, green waste and recyclables. Council also now operates a modern waste transfer station in Port Pirie with the ability to receive an extensive range of recyclable materials from all sectors of the community. It also operates a smaller waste transfer station in Crystal Brook.

As part of the EPA licence agreement Council is required to close Port Pirie landfill for disposal of putrescible materials and rehabilitate the site over a 10 year period. Council also has a number of closed rehabilitated landfill sites in the rural area which require ongoing monitoring and maintenance.

Waste Management also includes street sweeping and the collection and maintenance of park and street litter bins.

Council employs 11.0 FTE in its waste management team. This is considered a core Council service and is provided to meet Council's regulatory requirements and to meet community expectations.

Works Depot

Council maintains works depots in Port Pirie and Crystal Brook to accommodate its plant/equipment, for storage of materials and to support its workforce to service maintenance of infrastructure and Technical Services operations. The Port Pirie depot also provides the base for the administration function of Technical Services.

This is considered a core Council service and is provided to meet Council's operational requirements.

PORT PIRIE REGIONAL COUNCIL

2013/14 BUDGET

SUMMARY BY PROGRAM		EXPENSES \$'000	INCOME \$'000	TOTAL \$'000
01	CARAVAN PARK	\$40	(\$5)	\$35
03	CWMS	\$146	(\$30)	\$116
04	PRIVATE WORKS	\$20	(\$15)	\$5
06	PUBLIC HEALTH AND SAFETY	\$241	(\$6)	\$235
11	COMMUNITY SERVICES	\$789	(\$74)	\$715
17	COMMUNITY PROGRAMS	\$135	(\$78)	\$57
20	COMMUNITY AMENITIES	\$552	(\$157)	\$395
24	LIBRARY AND CULTURAL	\$1,169	(\$75)	\$1,094
28	TOURISM ACTIVITIES	\$929	(\$197)	\$732
30	ECONOMIC DEVELOPMENT	\$214	(\$50)	\$164
32	WASTE MANAGEMENT	\$3,552	(\$749)	\$2,803
36	STORMWATER DRAINAGE	\$595	(\$33)	\$562
38	STREET SERVICES	\$1,343	(\$4)	\$1,339
40	OTHER ENVIRONMENT	\$107	-	\$107
41	MARINE FACILITIES	\$204	(\$12)	\$192
43	PARKS AND GARDENS	\$1,232	(\$8)	\$1,224
46	SPORT AND RECREATION	\$698	(\$84)	\$614
50	SWIMMING POOLS	\$345	(\$1)	\$344
52	DOG CONTROL	\$147	(\$118)	\$29
55	DEVELOPMENT	\$1,015	(\$139)	\$876
58	PARKING AND BYLAWS	\$79	(\$18)	\$61
60	ROADS	\$3,490	-	\$3,490
62	ROADS ANCILLIARY	\$1,255	-	\$1,255
67	AERODROME	\$234	(\$30)	\$204
70	PLANT DEPOT WORKS ADMIN	\$385	(\$69)	\$316
75	OTHER PROPERTY	\$333	(\$66)	\$267
77	FINANCE TRANSACTIONS	\$210	(\$97)	\$113
80	GOVERNANCE AND STRATEGY	\$871	-	\$871
82	ADMINISTRATION SUPPORT	\$1,347	(\$97)	\$1,250
93	RATES RECEIVABLE	-	(\$14,100)	(\$14,100)
94	GRANTS COMMISSION	-	(\$4,400)	(\$4,400)
	TOTAL OPERATING	\$21,674	(\$20,709)	\$965
C01	CARAVAN PARK CAPITAL	\$50	-	\$50
C03	CWMS CAPITAL	\$500	-	\$500
C06	PUBLIC SAFETY CAPITAL	\$15	-	\$15
C20	PUBLIC AMENITIES CAPITAL	\$115	-	\$115
C24	LIBRARY/CULTURAL CAPITAL	\$17	-	\$17
C28	TOURISM CAPITAL	\$30	-	\$30
C30	ECONOMIC DEVELOPMENT CAPITAL	\$350	(\$342)	\$8
C32	WASTE MANAGEMENT CAPITAL	\$550	-	\$550
C36	STORM WATER DRAINAGE CAPITAL	\$440	-	\$440
C38	STREET SERVICES CAPITAL	\$28	(\$16)	\$12
C40	ENVIRONMENTAL CAPITAL	\$300	-	\$300
C41	MARINE FACILITIES CAPITAL	\$300	(\$150)	\$150
C43	PARKS AND GARDENS CAPITAL	\$630	(\$215)	\$415
C46	SPORT AND RECREATION CAPITAL	\$30	-	\$30
C50	SWIMMING POOLS CAPITAL	\$61	-	\$61
C60	SEALED ROADS CAPITAL	\$2,763	(\$535)	\$2,228
C61	UNSEALED ROADS CAPITAL	\$700	-	\$700
C62	ROADS ANCILLIARY CAPITAL	\$505	(\$25)	\$480
C70	PLANT/DEPOT/WORKS CAPITAL	\$955	(\$210)	\$745
C82	ADMINISTRATION CAPITAL	\$105	-	\$105
C85	IT/FINANCIAL SERVICES CAPITAL	\$34	-	\$34
	TOTAL CAPITAL	\$8,478	(\$1,493)	\$6,985

OPERATING BUSINESS ENTERPRISES		\$'000
CARAVAN PARK		\$35.0
300200	CVN PK ADMINISTRATION	\$2.7
300700	CVN PK OTHER EXPENSES	\$7.0
301045	CVN PK DEPRECIATION	\$30.0
301800	CVN PK OTHER INCOME	(\$4.7)
CWMS		\$116.0
306500	CWMS ASSET MAINTENANCE	\$20.0
306700	CWMS OTHER EXPENSES	\$33.0
307040	CWMS ADMIN OVERHEAD (FCA) ALLOCATION	\$13.0
307045	CWMS DEPRECIATION	\$80.0
307800	CWMS INCOME	(\$30.0)
PRIVATE WORKS		\$5.0
310700	PRIV WKS EXPENSES	\$12.0
311040	PRIV WKS ADMIN OVERHEAD (FCA) ALLOCATION	\$8.0
311800	PRIV WKS INCOME	(\$15.0)
PUBLIC SAFETY		\$'000
CRIME PREVENTION/VANDALISM		\$115.0
314700	CRIME PREV VANDALISM EXPENSES	\$74.0
315000	CRIME PREV GENERAL EXPENSES	\$10.0
315040	CRIME PREV ADMIN OVERHEAD (FCA) ALLOCATION	\$9.0
315045	CRIME PREV DEPRECIATION	\$24.0
315800	CRIME PREV OTHER INCOME	(\$2.0)
FIRE PROTECTION		\$98.0
318000	FIRE SALARIES	\$37.0
318100	FIRE ON-COSTS	\$8.8
318200	FIRE ADMINISTRATION	\$1.0
318300	FIRE IT/COMMUNICATIONS	\$1.5
318700	FIRE OTHER EXPENSES	\$35.7
319040	FIRE ADMIN OVERHEAD (FCA) ALLOCATION	\$17.0
319700	FIRE EXPIATIONS INCOME	(\$1.0)
319800	FIRE OTHER INCOME	(\$2.0)
OTHER PUBLIC SAFETY		\$6.0
324500	PUB SAFETY ASSET MAINTENANCE	\$4.0
324700	PUB SAFETY OTHER EXPENSES	\$2.0
COMMUNITY DEVELOPMENT		\$'000
COMMUNITY HEALTH		\$16.0
328700	COM HLTH PEST CONTROL PROJECTS	\$13.0
329000	COM HLTH OTHER EXPENSES	\$3.5
329800	COM HLTH OTHER INCOME	(\$0.5)
COMMUNITY HALLS		\$223.0
334200	HALLS ADMINISTRATION	\$21.0
334400	HALLS SERVICES	\$7.0
334500	HALLS ASSET MAINTENANCE	\$40.5
335040	HALLS ADMIN OVERHEAD (FCA) ALLOCATION	\$8.0
335045	HALLS DEPRECIATION	\$150.0
335800	HALLS OTHER INCOME	(\$3.5)
SENIOR CITIZENS		\$68.0
336400	SEN CIT SERVICES	\$7.0
336500	SEN CIT ASSET MAINTENANCE	\$3.7
336700	SEN CIT OTHER EXPENSES	\$6.3
337040	SEN CIT ADMIN OVERHEAD (FCA) ALLOCATION	\$6.0
337045	SEN CIT DEPRECIATION	\$45.0
COMMUNITY DEVELOPMENT		\$277.0
340000	COM DEV SALARIES	\$73.0
340100	COM DEV ON-COSTS	\$9.8
340200	COM DEV ADMINISTRATION	\$0.2
340300	COM DEV IT/COMMUNICATIONS	\$0.5
340700	COM DEV OTHER EXPENSES	\$4.5
341000	COM DEV PROJECTS	\$102.0
341030	COM DEV COMMUNITY ASSISTANCE FUND GRANTS	\$55.0
341040	COM DEV ADMIN OVERHEAD (FCA) ALLOCATION	\$25.0
341045	COM DEV DEPRECIATION	\$10.0
342500	COM DEV PROJECTS OPERATING GRANTS	(\$3.0)
COMMUNITY BUS (CRYSTAL BROOK)		\$34.0
346500	CB BUS ASSET MAINTENANCE	\$5.4
346700	CB BUS OTHER EXPENSES	\$10.1
347000	BUS OTHER EXPENSES	\$14.5
347040	CB BUS ADMIN OVERHEAD (FCA) ALLOCATION	\$6.0
347800	CB BUS OTHER INCOME	(\$2.0)

COUNCIL HOUSING		\$12.0
350500	HOUSE ASSET MAINTENANCE	\$4.0
350700	HOUSE OTHER EXPENSES	\$12.0
351040	HOUSE ADMIN OVERHEAD (FCA) ALLOCA	\$10.0
351045	HOUSE DEPRECIATION	\$42.0
351800	HOUSE INCOME	(\$56.0)
INTERNET CENTRE		\$101.0
354000	INTERNET CTR SALARIES	\$64.0
354100	INTERNET CTR ON-COSTS	\$7.5
354500	INTERNET CTR ASSET MAINTENANCE	\$1.0
354700	INTERNET CTR OTHER EXPENSES	\$0.5
355040	INTERNET CTR ADMIN OVERHEAD (FCA) /	\$34.0
355045	INTERNET CTR DEPRECIATION	\$3.0
355800	INTERNET CTR INCOME	(\$9.0)
STAR CLUB PROGRAM		\$57.0
358000	STAR CLUB SALARIES	\$64.0
358100	STAR CLUB ON-COSTS	\$10.5
358300	STAR CLUB IT/COMMUNICATIONS	\$0.1
358700	STAR CLUB OTHER EXPENSES	\$21.4
359000	STAR CLUB PROJECTS	\$22.0
359040	STAR CLUB ADMIN OVERHEAD (FCA) ALL	\$17.0
359500	STAR CLUB OPERATING GRANTS	(\$78.0)
CEMETERIES		\$106.0
360500	CEM ASSET MAINTENANCE	\$38.0
360700	CEM OTHER EXPENSES	\$191.0
361045	CEM DEPRECIATION	\$23.0
361040	CEM ADMIN OVERHEAD (FCA) ALLOCATIO	\$11.0
361600	CEM FEES AND CHARGES	(\$157.0)
PUBLIC CONVENIENCES		\$227.0
362400	PUB CONV SERVICES	\$113.0
362500	PUB CONV ASSET MAINTENANCE	\$42.0
362700	PUB CONV OTHER EXPENSES	\$18.0
363045	PUB CONV DEPRECIATION	\$44.0
363040	PUB CONV ADMIN OVERHEAD (FCA) ALLO	\$10.0
CAR PARKS		\$62.0
364400	CAR PKS SERVICES	\$0.5
364500	CAR PKS ASSET MAINTENANCE	\$9.5
365045	CAR PKS DEPRECIATION	\$42.0
365040	CAR PKS ADMIN OVERHEAD (FCA) ALLOC	\$10.0
CULTURE		\$'000
LIBRARY		\$959.0
370000	LIB SALARIES	\$470.0
370100	LIB ON-COSTS	\$63.0
370200	LIB ADMINISTRATION	\$33.0
370300	LIB IT/COMMUNICATIONS	\$17.0
370400	LIB SERVICES	\$66.0
370500	LIB ASSET MAINTENANCE	\$23.0
370700	LIB OTHER EXPENSES	\$37.5
371000	LIB MATERIALS PURCHASE	\$28.5
371040	LIB ADMIN OVERHEAD (FCA) ALLOCATION	\$141.0
371045	LIB DEPRECIATION	\$155.0
371500	LIB OPERATING GRANTS	(\$55.3)
371600	LIB SALES/RECOVERIES	(\$16.7)
371800	LIB OTHER INCOME	(\$3.0)
CULTURAL		\$135.0
376000	CULTR ADMINISTRATION	\$0.5
376400	CULTR SERVICES	\$2.0
376500	CULTR ASSET MAINTENANCE	\$4.0
376700	CULTR OTHER EXPENSES	\$108.5
377040	CULTR ADMIN OVERHEAD (FCA) ALLOCA	\$10.0
377045	CULTR DEPRECIATION	\$10.0

ECONOMIC SERVICES		\$'000
TOURISM AND ARTS CENTRE		\$524.0
380000	T&A CTR SALARIES	\$167.0
380100	T&A CTR ON-COSTS	\$27.0
380200	T&A CTR ADMINISTRATION	\$28.5
380300	T&A CTR IT/COMMUNICATIONS	\$12.0
380400	T&A CTR SERVICES	\$50.0
380500	T&A CTR ASSET MAINTENANCE	\$13.5
380700	T&A CTR OTHER EXPENSES	\$9.0
381000	T&A CTR PROMOTION	\$19.0
381200	T&A CTR PROJECT PROMOTIONS	\$55.0
381040	T&A CTR ADMIN OVERHEAD (FCA) ALLOCATION	\$52.0
381045	T&A CTR DEPRECIATION	\$100.0
381800	T&A CTR OTHER INCOME	(\$9.0)
TOURISM BUSINESS ACTIVITIES		(\$14.0)
384600	TOUR BA BUS TERMINAL EXPENSES	\$4.5
384650	TOUR BA PLATFORM EXPENSES	\$1.5
384700	TOUR BA RETAIL SHOP	\$17.5
384750	TOUR BA ACT SMELTERS TOUR	\$53.2
384800	TOUR BA MINIATURE TRAIN EXPENSES	\$2.2
384850	TOUR BA MODEL TRAIN DISPLAY	\$0.3
384870	TOUR BA SHARK DISPLAY	\$0.8
384900	TOUR BA OTHER EXPENSES	\$65.9
385040	TOUR BA ADMIN OVERHEAD (FCA) ALLOCATION	\$17.0
385600	TOUR BA BUS TERMINAL INCOME	(\$20.0)
385650	TOUR BA PLATFORM BUILDINGS INCOME	(\$1.0)
385700	TOUR BA RETAIL SHOP INCOME	(\$35.0)
385750	TOUR BA SMELTERS TOUR INCOME	(\$56.0)
385800	TOUR BA MINIATURE TRAIN INCOME	(\$6.0)
385850	TOUR BA MODEL TRAIN DISPLAY INCOME	(\$0.5)
385870	TOUR BA SHARK DISPLAY INCOME	(\$9.0)
385900	TOUR BA OTHER ACTIVITIES INCOME	(\$49.4)
TOURISM/LOCAL EVENTS		\$222.0
390000	EVENTS SALARIES	\$69.0
390100	EVENTS ON-COSTS	\$11.0
390300	EVENTS IT/COMMUNICATIONS	\$0.1
390700	EVENTS OTHER EXPENSES	\$11.7
391000	EVENTS PROJECTS	\$118.1
391040	EVENTS ADMIN OVERHEAD (FCA) ALLOCATION	\$23.0
391800	EVENTS INCOME	(\$10.9)
ECONOMIC DEVELOPMENT		\$164.0
400700	ECO DEV EXPENSES	\$1.0
401000	ECO DEV PROJECTS AND EVENTS	\$198.0
401040	ECO DEV ADMIN OVERHEAD (FCA) ALLOCATION	\$15.0
401500	ECO DEV OPERATING GRANTS	(\$50.0)
ENVIRONMENT		\$'000
WASTE COLLECTION		\$872.0
408700	WASTE COLLECTION	\$920.0
408800	WASTE COLLECTION OTHER	\$45.4
409500	WASTE COLLECTION OPERATING GRANTS	(\$41.4)
409800	WASTE COLLECTION OTHER INCOME	(\$52.0)
WASTE MANAGEMENT		\$1,931.0
410000	WASTE SALARIES	\$10.0
410200	WASTE ADMINISTRATION	\$16.7
410300	WASTE IT/COMMUNICATIONS	\$1.3
410400	WASTE SERVICES	\$36.0
410500	WASTE ASSET MAINTENANCE	\$30.0
410700	WASTE OPERATIONS/RECYCLING	\$2,195.0
411000	WASTE LANDFILL SITE EXPENSES	\$129.0
411200	WASTE OTHER EXPENSES	\$31.0
411040	WASTE ADMIN OVERHEAD (FCA) ALLOCATION	\$38.0
411045	WASTE DEPRECIATION	\$100.0
411600	WASTE SALES INCOME	(\$645.0)
411800	WASTE OTHER INCOME	(\$11.0)
STORM WATER DRAINAGE		\$562.0
420200	DRAIN ADMINISTRATION	\$3.0
420400	DRAIN SERVICES	\$10.0
420500	DRAIN ASSET MAINTENANCE	\$196.0
421000	DRAIN PROJECTS	\$130.0
421040	DRAIN ADMIN OVERHEAD (FCA) ALLOCATION	\$16.0
421045	DRAIN DEPRECIATION	\$240.0
421500	DRAIN OPERATING GRANTS	(\$33.0)
STREET SERVICES		\$711.0
424500	ST CLEAN OTHER EXPENSES	\$330.0
424700	ST LIGHT OTHER EXPENSES	\$381.0

STREETSCAPING		\$628.0
430300	STSCAPE ASSET MAINTENANCE	\$118.0
430500	STSCAPE TREE MAINTENANCE	\$315.0
430700	STSCAPE ROADSIDE MAINTENANCE	\$170.0
430900	STSCAPE OTHER EXPENSES	\$3.0
431045	STSCAPE DEPRECIATION	\$10.0
431040	STSCAPE ADMIN OVERHEAD (FCA) ALLOC	\$16.0
431500	STSCAPE OPERATING GRANTS	(\$4.0)
ENVIRONMENTAL PROTECTION		\$107.0
444000	ENV WATER REUSE EXPENSES	\$32.0
444400	ENV FLOOD MANAGEMENT EXPENSES	\$20.0
445040	ENV ADMIN OVERHEAD (FCA) ALLOCATIO	\$10.0
445045	ENV WATER RE-USE/FLOOD PREV DEP	\$45.0
RECREATION		\$'000
MARINE FACILITIES		\$192.0
448200	MARINE ADMINISTRATION	\$13.0
448500	MARINE ASSET MAINTENANCE	\$81.0
448700	MARINE OTHER EXPENSES	\$10.0
449040	MARINE ADMIN OVERHEAD (FCA) ALLOC	\$10.0
449045	MARINE DEPRECIATION	\$90.0
449800	MARINE OTHER INCOME	(\$12.0)
PARKS AND GARDENS		\$1,224.0
450000	PARKS ADMINISTRATION	\$30.0
450100	PARKS ASSET MAINTENANCE	\$20.0
450200	PARKS PLAYGROUNDS MAINTENANCE	\$60.0
450300	PARKS MEMORIAL PARK MAINTENANCE	\$130.0
450400	PARKS SOL'TOWN BEACH RESERVE MAI	\$120.0
450500	PARKS CAT 1 MAINTENANCE	\$160.0
450600	PARKS CAT 2 MAINTENANCE	\$240.0
450700	PARKS CAT 3/4 MAINTENANCE	\$160.0
451000	PARKS OTHER MAINTENANCE	\$37.0
451300	PARKS OTHER EXPENSES	\$29.0
451045	PARKS DEPRECIATION	\$220.0
451040	PARKS ADMIN OVERHEAD (FCA) ALLOCA	\$26.0
451800	PARKS OTHER INCOME	(\$8.0)
SPORT AND RECREATION		\$614.0
460100	SPORT ADMINISTRATION	\$26.0
460300	SPORT MEMORIAL OVAL MAINTENANCE	\$120.0
460400	SPORT GLOBE OVAL MAINTENANCE	\$80.0
460500	SPORT SENATE ROAD SPORTING COMPL	\$80.0
460800	SPORT OTHER FACILITIES MAINTENANCE	\$101.0
461200	SPORT OTHER EXPENSES	\$17.0
461045	SPORT DEPRECIATION	\$250.0
461040	SPORT ADMIN OVERHEAD (FCA) ALLOCA	\$24.0
461600	SPORT SALES/RECOVERIES	(\$84.0)
SWIMMING POOLS		\$344.0
480200	POOLS ADMINISTRATION	\$15.5
480400	POOLS SERVICES	\$80.0
480500	POOLS ASSET MAINTENANCE	\$30.0
480700	POOLS OTHER EXPENSES	\$139.0
481040	POOLS ADMIN OVERHEAD (FCA) ALLOCA	\$10.0
481045	POOLS DEPRECIATION	\$70.0
481600	POOLS SALES/RECOVERIES	(\$0.5)
REGULATORY		\$'000
DOG CONTROL		\$29.0
490000	DOGS SALARIES	\$62.0
490100	DOGS ON-COSTS	\$10.6
490200	DOGS ADMINISTRATION	\$6.0
490300	DOGS IT/COMMUNICATIONS	\$2.5
490500	DOGS ASSET MAINTENANCE	\$6.0
490700	DOGS OTHER EXPENSES	\$29.4
491000	DOGS PROJECT EXPENSES	\$1.0
491040	DOGS ADMIN OVERHEAD (FCA) ALLOCAT	\$29.0
491600	DOG REGISTRATION FEES	(\$100.0)
491610	DOGS LATE REGISTRATION FEES	(\$1.5)
491700	DOGS EXPIATION FEES	(\$10.0)
491800	DOGS OTHER INCOME	(\$6.0)
BUILDING CONTROL		\$85.0
492000	BUILD SALARIES	\$86.0
492100	BUILD ON-COSTS	\$5.5
492200	BUILD ADMINISTRATION	\$0.5
492300	BUILD IT/COMMUNICATIONS	\$2.0
492700	BUILD OTHER EXPENSES	\$10.0
493040	BUILD ADMIN OVERHEAD (FCA) ALLOCAT	\$21.0
493620+	BUILD FEES TOTAL	(\$40.0)

TOWN PLANNING	\$656.0
494000 PLAN SALARIES	\$463.0
494100 PLAN ON-COSTS	\$73.0
494200 PLAN ADMINISTRATION	\$6.5
494300 PLAN IT/COMMUNICATIONS	\$3.5
494700 PLAN OTHER EXPENSES	\$53.5
495000 PLAN ACTIVITY EXPENSES	\$38.5
495040 PLAN ADMIN OVERHEAD (FCA) ALLOCATION	\$105.0
495600+ PLAN FEES TOTAL	(\$87.0)
HEALTH INSPECTION	\$135.0
498000 HLTH INS SALARIES	\$87.0
498100 HLTH INS ON-COSTS	\$12.3
498300 HLTH INS IT/COMMUNICATION	\$2.1
498700 HLTH INS OTHER EXPENSES	\$23.1
499040 HLTH INS ADMIN OVERHEAD (FCA) ALLOCATION	\$22.0
499600 HLTH INS SEPTIC TANK FEES	(\$7.0)
499700 HLTH INS VEHICLE REIMBURSEMENTS	(\$3.0)
499800 HLTH INS OTHER INCOME	(\$1.5)
PARKING CONTROL	\$33.0
502000 PARKING SALARIES	\$27.0
502100 PARKING ON-COSTS	\$3.2
502200 PARKING ADMINISTRATION	\$1.0
502700 PARKING OTHER EXPENSES	\$3.8
503040 PARKING ADMIN OVERHEAD (FCA) ALLOCATION	\$14.0
503060 PARKING EXPIATION FEES	(\$15.0)
503800 PARKING OTHER INCOME	(\$1.0)
BYLAWS	\$28.0
504000 BYLAWS SALARIES	\$13.5
504100 BYLAWS ON-COSTS	\$1.6
504700 BYLAWS OTHER EXPENSES	\$1.9
505000 OTH REG ANTI LITTER EXPENSES	\$2.0
505040 BYLAWS ADMIN OVERHEAD (FCA) ALLOCATION	\$11.0
505700 BYLAWS OTHER EXPIATIONS	(\$1.0)
505800 BYLAWS OTHER INCOME	(\$1.0)
TRANSPORT	\$'000
SEALED ROADS	\$2,350.0
510500 SEALRDS MAINTENANCE	\$340.0
511040 SEALRDS ADMIN OVERHEAD (FCA) ALLOCATION	\$10.0
511045 SEALRDS DEPRECIATION	\$2,000.0
UNSEALED ROADS	\$1,140.0
520500 UNSEALRDS MAINTENANCE	\$430.0
521045 UNSEALRDS DEPRECIATION	\$700.0
521040 UNSEALRDS ADMIN OVERHEAD (FCA) ALLOCATION	\$10.0
KERBING	\$465.0
530500 KERB MAINTENANCE	\$165.0
531045 KERB DEPRECIATION	\$290.0
531040 KERB ADMIN OVERHEAD (FCA) ALLOCATION	\$10.0
FOOTPATHS	\$409.0
540500 FOOT MAINTENANCE	\$198.0
541045 FOOT DEPRECIATION	\$200.0
541040 FOOT ADMIN OVERHEAD (FCA) ALLOCATION	\$11.0
TRAFFIC MANAGEMENT	\$206.0
550500 TRAFFIC MANAGEMENT MAINTENANCE	\$129.0
551000 TRAFFIC OTHER EXPENSES	\$25.0
551045 TRAFFIC DEPRECIATION	\$42.0
551040 TRAFFIC ADMIN OVERHEAD (FCA) ALLOCATION	\$10.0
BRIDGES	\$175.0
554200 BRIDGE ADMINISTRATION	\$20.0
554500 BRIDGE MAINTENANCE	\$5.0
555045 BRIDGE DEPRECIATION	\$150.0
AERODROME	\$204.0
560200 AERO ADMINISTRATION	\$19.0
560300 AERO IT/COMMUNICATIONS	\$1.0
560400 AERO SERVICES	\$4.7
560500 AERO ASSET MAINTENANCE	\$45.0
560700 AERO OTHER EXPENSES	\$61.5
561045 AERO DEPRECIATION	\$93.0
561040 AERO ADMIN OVERHEAD (FCA) ALLOCATION	\$10.0
561800 AERO OTHER INCOME	(\$30.2)
PLANT, DEPOT, WORKS ADMIN	\$'000
PLANT AND MACHINERY	\$0.0
570000 PLANT FUEL & OILS	\$330.0
570100 PLANT REPAIRS & MAINTENANCE	\$480.0
570500 PLANT REGISTRATION & INSURANCE	\$110.0
570900 PLANT DEPRECIATION EXPENSE	\$300.0
571000 PLANT HIRE INCOME	(\$1,200.0)
571100 PLANT FUEL TAX CREDITS	(\$40.0)
571040 PLANT ADMIN OVERHEAD (FCA) ALLOCATION	\$20.0

DEPOT	\$316.0
574200 DEPOT ADMINISTRATION	\$15.0
574400 DEPOT SERVICES	\$39.0
574500 DEPOT ASSET MAINTENANCE	\$28.0
574700 DEPOT OTHER EXPENSES	\$12.0
575045 DEPOT DEPRECIATION	\$60.0
575040 DEPOT ADMIN OVERHEAD (FCA) ALLOCATION	\$165.0
575800 DEPOT OTHER INCOME	(\$3.0)
WORKS/ADMINISTRATION	(\$305.0)
580000 WORKS MGMT SALARIES	\$374.0
580100 WORKS MGMT ON-COSTS	\$98.5
580200 WORKS MGMT ADMINISTRATION	\$16.5
580700 WORKS MGMT OTHER EXPENSES	\$50.0
581000 WORKS SALARIES UNALLOCATED	\$90.0
581050 WORKS LEAVE	\$405.0
581100 WORKS ON-COSTS	\$359.0
581200 WORKS ADMINISTRATION	\$13.0
581300 WORKS IT/COMMUNICATION	\$45.0
581500 WORKS OTHER EXPENSES	\$68.0
581700 WORKS ADMIN OVERHEAD (FCA) ALLOCATION	\$102.0
581800 WORKS OTHER INCOME	(\$26.0)
581999 WORKS EXPENDITURE ALLOCATED	(\$1,900.0)
ASSET MANAGEMENT	\$305.0
584000 ASSET SALARIES	\$163.0
584100 ASSET ON-COSTS	\$29.0
584300 ASSET IT/COMMUNICATIONS	\$14.5
584700 ASSET OTHER EXPENSES	\$65.5
585040 ASSET ADMIN OVERHEAD (FCA) ALLOCATION	\$33.0
UNCLASSIFIED	\$'000
PROPERTY	\$267.0
590000 PROP SALARIES	\$139.0
590100 PROP ON-COSTS	\$19.0
590700 PROP OTHER EXPENSES	\$68.0
591045 PROP DEPRECIATION	\$80.0
591040 PROP ADMIN OVERHEAD (FCA) ALLOCATION	\$27.0
591800 PROP INCOME	(\$66.0)
LOANS	\$188.0
594500 LOAN INTEREST REPAYMENTS	\$210.0
594800 LOAN COMMUNITY GROUP INTEREST	(\$22.0)
INVESTMENTS	(\$75.0)
596500 INVEST INTEREST RECEIVED	(\$75.0)
GOVERNANCE	\$'000
ELECTED MEMBERS	\$340.0
600000 ELMEM ELECTION EXPENSES	\$10.0
600100 ELMEM MAYORAL EXPENSES	\$70.0
600200 ELMEM COUNCILLORS EXPENSES	\$155.0
600700 ELMEM OTHER EXPENSES	\$14.0
601040 ELMEM ADMIN OVERHEAD (FCA) ALLOCATION	\$84.0
601045 ELMEM DEPRECIATION	\$7.0
GOVERNANCE AND STRATEGY	\$531.0
602000 GOV SALARIES	\$294.0
602100 GOV ON-COSTS	\$44.0
602200 GOV ADMINISTRATION	\$54.0
602300 GOV IT/COMMUNICATIONS	\$12.0
602500 GOV PUBLIC RELATIONS	\$19.0
602700 GOV OTHER EXPENSES	\$34.0
603000 GOV STRATEGY EXPENSES	\$20.0
603040 GOV ADMIN OVERHEAD (FCA) ALLOCATION	\$54.0
ADMINISTRATION	\$'000
ADMINISTRATION	\$776.0
610000 ADMIN SALARIES	\$289.0
610100 ADMIN ON-COSTS	\$107.0
610200 ADMIN ADMINISTRATION	\$191.0
610300 ADMIN IT/COMMUNICATIONS	\$3.0
610700 ADMIN OTHER EXPENSES	\$54.5
611040 ADMIN ADMIN OVERHEAD (FCA) ALLOCATION	\$68.0
611045 ADMIN DEPRECIATION	\$72.0
611800 ADMIN SALES/RECOVERIES	(\$8.5)
OFFICES	\$0.0
612400 OFFICE SERVICES	\$83.0
612500 OFFICE ASSET MAINTENANCE	\$29.0
612700 OFFICE OTHER EXPENSES	\$32.0
613040 OFFICE ADMIN OVERHEAD (FCA) RECOVERY	(\$144.0)
HUMAN RESOURCES	\$0.0
616000 HR SALARIES	\$64.0
616100 HR ON-COSTS	\$9.0
616700 HR OTHER EXPENSES	\$33.0
617040 HR ADMIN OVERHEAD (FCA) RECOVERY	(\$106.0)

Port Pirie Regional Council

2013/14 Budget

STATEMENT OF COMPREHENSIVE INCOME

	2011/12 ACTUAL \$'000	2012/13 BR4 \$'000	2013/14 BUDGET \$'000
INCOME			
Rates - general	11,022	12,700	14,160
Statutory Charges	293	246	275
User Charges	1,070	1,080	1,287
Grants, subsidies and contributions	9,767	5,052	4,587
Investment Income	181	153	118
Reimbursements	520	387	319
Other Income	198	28	21
TOTAL INCOME	23,051	19,646	20,767
EXPENSES			
Employee Costs	5,570	5,606	6,085
Materials, contracts & other expenses	10,912	9,436	9,637
Finance Charges	144	130	210
Depreciation, amortisation & impairment	5,685	5,700	5,800
TOTAL EXPENSES	22,311	20,872	21,732
Operating Surplus/(Deficit) before Capital Revenue	740	(1,226)	(965)
CAPITAL REVENUE			
Asset disposal & fair value adjustments	-	-	-
Amounts received specifically for new or upgraded assets	1,201	263	1,283
NET SURPLUS/(DEFICIT)	1,941	(963)	318
transferred to Equity Statement			
Other Comprehensive Income	-	-	-
TOTAL COMPREHENSIVE INCOME	1,941	(963)	318

Port Pirie Regional Council

2013/14 Budget

BALANCE SHEET

	2011/12 ACTUAL \$'000	2012/13 BR4 \$'000	2013/14 BUDGET \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6,747	4,485	3,857
Trade and other receivables	1,051	1,051	1,051
Other	17	17	17
Total Current Assets	7,815	5,553	4,925
Non-current Assets			
Financial Assets	402	346	346
Infrastructure, Property, Plant and Equipment	176,013	178,563	181,031
Total Non-Current Assets	176,415	178,909	181,377
TOTAL ASSETS	184,230	184,462	186,302
LIABILITIES			
Current Liabilities			
Trade and other payables	3,153	3,245	3,466
Borrowings	437	437	659
Provisions	1,484	1,484	1,200
Total Current Liabilities	5,074	5,166	5,325
Non-current Liabilities			
Borrowings	1,607	3,370	4,827
Provisions	2,094	1,434	1,340
Total Non-Current Liabilities	3,701	4,804	6,167
TOTAL LIABILITIES	8,775	9,970	11,492
NET ASSETS	175,455	174,492	174,810
EQUITY			
Accumulated Surplus	54,495	54,022	54,968
Asset Revaluation Reserve	116,683	116,683	116,683
Other Reserves	4,277	3,787	3,159
TOTAL EQUITY	175,455	174,492	174,810

Port Pirie Regional Council
2013/14 Budget
CASH FLOW STATEMENT

	2011/12 ACTUAL \$'000	2012/13 BR4 \$'000	2013/14 BUDGET \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating Receipts	23,921	19,493	20,649
Investment Receipts	181	153	118
<u>Payments</u>			
Operating Payments to suppliers & employees	(16,482)	(15,042)	(15,722)
Finance Payments	(144)	(130)	(210)
Net Cash provided by (or used in) Operating Activities	7,476	4,474	4,835
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Amounts specifically for new or upgraded assets	1,141	263	1,283
Sale of Replaced Assets	231	199	210
Sale of Surplus Assets	10	261	-
Repayments of loans by community groups	6	63	53
<u>Payments</u>			
Expenditure on renewal/replacement of assets	(1,689)	(3,836)	(6,010)
Expenditure on new/upgraded assets	(3,408)	(4,782)	(2,468)
Expenditure on landfill provision	-	(660)	(410)
Loans made to community groups	(32)	(7)	-
Net Cash provided by (or used in) Investing Activities	(3,741)	(8,499)	(7,342)
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings	32	2,200	2,500
<u>Payments</u>			
Repayment of Borrowings	(408)	(437)	(621)
Net Cash provided by (or used in) Financing Activities	(376)	1,763	1,879
Net Increase (Decrease) in cash held	3,359	(2,262)	(628)
Cash & cash equivalents at beginning of period	3,388	6,747	4,485
Cash & cash equivalents at end of period	6,747	4,485	3,857

Port Pirie Regional Council
2013/14 Budget
STATEMENT OF EQUITY

	2011/12 ACTUAL \$'000	2012/13 BR4 \$'000	2013/14 BUDGET \$'000
Accumulated Surplus			
Balance at end of previous reporting period	52,233	54,495	54,022
Net Surplus / (Deficit) for Year	1,941	(963)	318
Tranfers (to) from reserves	321	490	628
Balance at end of period	54,495	54,022	54,968
Asset Revaluation Reserve			
Balance at end of previous reporting period	104,313	116,683	116,683
Revaluation Adjustments During Year	12,370	-	-
Balance at end of period	116,683	116,683	116,683
Other Reserves			
Balance at end of previous reporting period	4,598	4,277	3,787
Tranfers to (from) reserves	(321)	(490)	(628)
Balance at end of period	4,277	3,787	3,159
TOTAL EQUITY			
Balance at end of previous reporting period	161,144	175,455	174,492
Net Surplus / (Deficit) for Year	1,941	(963)	318
Revaluation Adjustments During Year	12,370	-	-
Transfers between reserves	-	-	-
Balance at end of period	175,455	174,492	174,810

Port Pirie Regional Council
2013/14 Budget
UNIFORM PRESENTATION OF FINANCES

	2011/12 ACTUAL \$'000	2012/13 BR4 \$'000	2013/14 BUDGET \$'000
Income	23,051	19,646	20,767
<i>less</i> Expenses	22,311	20,872	21,732
	740	(1,226)	(965)
 <i>less</i> Net Outlays on Existing Assets			
Capital Expenditure on renewal and replacement of Existing Assets	1,689	3,836	6,010
<i>less</i> Depreciation, Amortisation and Impairment	5,685	5,700	5,800
<i>less</i> Proceeds from Sale of Replaced Assets	231	199	210
	(4,227)	(2,063)	-
 <i>less</i> Net Outlays on New and Upgraded Assets			
Capital Expenditure on New and Upgraded Assets	3,408	4,782	2,468
<i>less</i> Amounts received specifically for New and Upgraded Assets	1,141	263	1,283
<i>less</i> Proceeds from Sale of Surplus Assets	10	261	-
	2,257	4,258	1,185
 Net Lending / (Borrowing) for Financial Year	 2,710	 (3,421)	 (2,150)

FINANCIAL INDICATORS

Operating Surplus Ratio	7%	(10%)	(7%)
<i>Operating Surplus</i> Rates - general & other less NRM levy			
Net Financial Liabilities Ratio	2%	21%	30%
<i>Net Financial Liabilities</i> Total Operating Revenue less NRM levy			
Asset Sustainability Ratio	26%	64%	100%
<i>Net Asset Renewals</i> Depreciation Expense			