



Annual Business Plan 2016 - 2017

Adopted 19 July 2016

Wudinna District Council

Annual Business Plan

2016 - 2017

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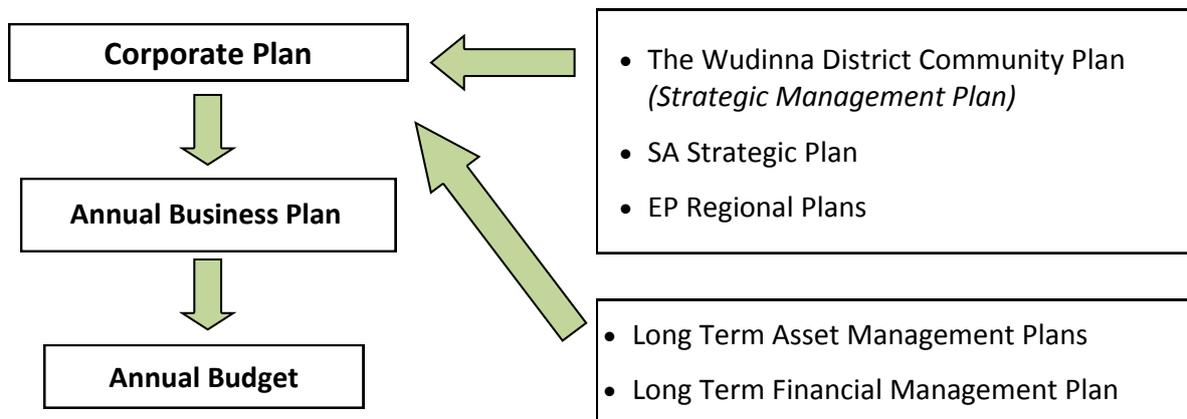
1 INTRODUCTION

The Annual Business Plan is intended as a public statement of the Council’s proposed program for the year and the factors shaping it, as required by the Local Government Act. It sets out the Council’s proposed services, programs and projects for 2016/17 and is used as a basis for the preparation of the financial year budget. Council aims to maintain efficient services for the community and continue to progress towards the longer term objectives of the “Wudinna District Community Plan” and the “Wudinna District Council Corporate Plan”.

Required content as set out in Section 123(2) of the Local Government Act and Regulations include the following elements:

- A summary of the Council’s longer term objectives, as set out in the strategic management plans;
- Significant influences for the year including financial factors, asset renewal needs and progress on continuing projects;
- The Council’s specific objectives for the next year against which performance is to be measured;
- The activities (services and projects) that Council intends to undertake to achieve these objectives;
- A summary of the proposed sources of revenue for the year; and
- The approach taken to rating for the year and its implications for ratepayers.

Context of the Annual Business Plan



2 DISTRICT PROFILE AND DEMOGRAPHICS

Wudinna District Council is located on central Eyre Peninsula, South Australia. It encompasses the townships of Warrambo, Kyancutta, Wudinna, Yaninee and Minnipa. The district’s main service centre is Wudinna. Wudinna is located on the Eyre Highway, 693 kilometres east of the South Australian/Western Australian border and 580 kilometres west of Adelaide. The total area of the district covers 5,394 square kilometres.

The total population of the district in 2013 was 1,253.

3 THE STRATEGIC PLAN

The Wudinna District Council Community Plan provides the context for delivering outcomes to the community over the coming years.

The Wudinna District Council community vision is:

"A viable, motivated, rural community which offers an economically diverse, sustainable and rewarding lifestyle"

To achieve our vision, the following community goals have been established:

- To create a cohesive thriving community with a strong sense of identity in the Wudinna district.
- To provide appropriate services and facilities to sustain the health, safety and wellbeing of the community.
- To foster and support a range of activities and facilities to enhance the recreational and cultural pursuits of the community.
- To facilitate the provision of resources to meet the educational needs of the community.
- To actively promote an environment that fosters and supports business and commercial opportunities and activities in the area.
- To ensure a built environment that provides for the diverse needs of the wider community.
- To provide appropriate infrastructure to meet the needs of the community and foster economic activity.
- To sustainably manage and utilise the natural environment.
- To recognise, preserve and promote the history and heritage of the area.
- To efficiently and effectively utilise all available resources to meet community requirements.
- To provide a customer focused administration.

It is this vision of a sustainable community that forms the basis of the Council's Corporate Plan (Wudinna District Council – Corporate Plan).

4 THE CORPORATE PLAN

The Corporate Plan is a living document that recognises the changing needs of the Wudinna District. It is based on nine key community functions that provide a frame work within which corporate directions and more detailed objectives can be expressed.

Strategic Focus	Goal
Governance and Administration	<i>A consultative Council providing proactive leadership, good governance and quality, cost effective services.</i>
Public Order and Safety	<i>Public order and the safety of residents, visitors and property.</i>
Health	<i>Services and facilities are provided to sustain the health and wellbeing of the community.</i>
Social Security and Welfare	<i>Quality of life for aged, disabled and disadvantaged sectors of our community.</i>
Housing and Community Amenities	<i>A built environment that provides for the diverse needs of the community.</i>

Recreation and Culture	<i>A range of activities and facilities which enhance the recreational and cultural pursuits of the community, and to recognise, preserve and promote the history and heritage of the area.</i>
Natural Resource Management	<i>A natural environment that is utilised and sustainably managed.</i>
Transport and Communication	<i>Infrastructure that meets the needs of the community and which fosters economic activity.</i>
Economic Affairs	<i>An environment that fosters and supports business and commercial opportunities and activities.</i>

5 SUMMARY OF SERVICES PROVIDED TO THE COMMUNITY

Strategic Focus	Services Provided
Governance and Administration	<ul style="list-style-type: none"> • District Management • District Services Management • Strategic and Corporate Management • Communications • Finance • Governance and Administration • Information Technology • Infrastructure Management
Public Order and Safety	<ul style="list-style-type: none"> • Fire Protection • Animal Control
Health	<ul style="list-style-type: none"> • Public and Environmental Health
Social Security and Welfare	<ul style="list-style-type: none"> • Aged Homes • Home & Community Care • Community Bus Service • Aged/Community Service Support Programs
Housing and Community Amenities	<ul style="list-style-type: none"> • Council Housing • Town Planning • Sanitation and Garbage • Community Wastewater Management System • Stormwater • Public Conveniences • Cemeteries • Street Lighting
Recreation and Culture	<ul style="list-style-type: none"> • Libraries • Cultural Art Events • Gawler Ranges Cultural Centre (Wudinna Hall) • Sport and Recreation Support Programs • Parks and Gardens
Natural Resource Management	<ul style="list-style-type: none"> • Levy Collection for the Eyre Peninsula Natural Resources Management Board
Transport and Communication	<ul style="list-style-type: none"> • Road Construction, Maintenance and Traffic Control

	<ul style="list-style-type: none"> • Footpaths • Aerodromes
Economic Affairs	<ul style="list-style-type: none"> • Tourism • Business/Community Development • Youth

6 SIGNIFICANT INFLUENCES AND ASSUMPTIONS FOR 2016/2017

Council has developed an integrated long term financial model to examine the potential impact of its decisions over the long term and to determine what can be afforded in terms of the level of rates, debt and services. The model provides a high level budget framework to provide targets when preparing the budget detail. To assist with financial sustainability over the long term, Council will use the financial indicators adopted by the Local Government Association arising from the independent review of Local Government financial sustainability.

Council has also adopted a series of budget principles and assumptions to underpin its approach to developing its annual budget. These are based on internal and external influences:

- The Loss of Federal government operating grants has necessitated Council to directly lift its council rates to compensate for the loss to recurrent funding. While a number of good 1-2 year road funding packages were subsequently announced they only provide a temporarily increase and are specific to road funding. Recent advice is that this funding will now be spread over 3 years. They do not provide growth to discretionary funding necessary for planning and stability in financial governance. The axing of the supplementary road grant and freezing of indexation increases to Financial Assistance Grants (FAG's) in 2014/15 resulted in an estimated reduction in grants to this council of \$233,775. This gap continues to grow while costs increase and grant funding remains static. In 2016/17 this freeze continues in line with the governments stated policy. Savings and structural changes to council operations will continue to be reviewed to manage this situation.
- Two year Enterprise Bargaining Agreements were finalised in late 2012 under the SA Fair Work Act. These Agreements provide for a minimum 19% above award arrangement for all works employees (Local Government Employees Award) and 23% above award for administration under the SA Municipal Salaries Award and with increased margins for Functional Managers. The agreement provides for annual wage adjustments annually to be increased in line with award changes the National Wage Increase via the Fair Work Commission. No variation in the above award arrangement is possible in light of the FAG's funding freeze. Flow on increases to SA from Federal Wage Adjustments to award arrangements will however still apply to the level of 2.4%.
- The CPI (Consumer Price Index – All Groups Index for Adelaide) which is a measure of the change in the price of a basket of goods and services purchased by households, increased by 1.0% for the 12 months ending 31 December 2015 - Adelaide Consumer Price Index.
- The LGPI (Local Government Price Index) which provides Councils with a useful reference regarding the inflationary effect of price changes of goods and services consumed by Local Government. Since its introduction on average the LGPI has been higher than the CPI. This year the LGPI was 1.5% (December 2015).
- Maintenance and improvement of infrastructure assets to acceptable standards including roads, footpaths, lighting, street trees and Council properties.
- Infrastructure backlog (including roads, footpaths, open space) identified and being addressed.
- Local Government financial sustainability and measures.
- State/Commonwealth grant funding for services deemed to continue.

7 ACTIVITIES (SERVICES AND PROJECTS) THAT THE COUNCIL INTENDS TO UNDERTAKE TO ACHIEVE ITS OBJECTIVES

7.1 CAPITAL

7.1.1 CAPITAL - OTHER

CAPITAL UPGRADING (BUILDINGS)	FUNCTION	AMOUNT (\$)
Council Office/Hall – Redevelopment Feasibility Study	Housing & Community Amenities	21,600
CEO Residence – Roof Replacement	Housing & Community Amenities	30,000
	Total Capital Upgrading	\$51,600
CAPITAL ACQUISITIONS (STREET FURNITURE/SIGNAGE)		AMOUNT (\$)
Apex Park Signage – Highway signage & signage at park	Recreation & Culture	5,490
Lettering – Wudinna entrance lettering	Recreation & Culture	2,700
Lighting – Lions Information Bay (lighting of lettering & business signs)	Recreation & Culture	6,000
	Total Capital Acquisitions	\$14,190

7.1.2 CAPITAL - TRANSPORT AND COMMUNICATIONS

DESCRIPTION	KM	LABOUR (\$)	OTHER (\$)	MATERIAL (\$)	CONTRACT (\$)	TOTAL (\$)
Seal, Base Wk & Earth Wks	5.0	25,435	23,206	1,399	70,000	120,000
Elliston Stock Route	5.0	126976	116029	6996	350000	600,001
Base (core) Works (\$/km)	26.0	9,261	13,107	620	0	22,987
Kimba Rd (Wboo-Mine Bdy)	2.4	22,226	31,456	1,488	0	55,170
Mt Damper Rd (Elef – Fromm)	6.0	55,565	78640	3,720	0	137,925
Days Rd (Pyg-Edmonds Rd)	7.1	65,752	93,057	4,401	0	163,211
Railway Tce (Pyg Rd - Eyr Hwy)	1.0	9,261	13,107	620	0	23,987
Yardea Rd (Princss- Hebbmn)	5.1	47,231	66,844	3,162		117,236
Mt Damper (McEvy-Elfsn Rd)	4.4	40,748	57,669	2,728		101,145
Base (local) Works (\$/km)	4.5	7,586	11,673	799		20,058
Palabie Rd	4.5	34,136	52,528	3,596	0	90,260
Rip & Reform (\$/km)	5.4	3,210	5,292	1,032	2,500	12,034
Kimba Rd (Mine bdry-Mphy Rd)	5.4	17,332	28,557	5,573	13,500	64,982
					TOTAL	1,352,916
Other – Roads						
Gooch Tce- Footpaths					38,624	38,624
Traffic Control		20,064	2,655	9,278	0	31,998
Banked Time						17,818
Truck Bay - Kerbing						5,000
Pavers – Burton Tce Crossover						10,900
					TOTAL	104,340
TOTAL	35.9	439,291	540,561	41,562	392,218	1,457,256
CAPITAL UPGRADING		\$1,375,734				
CAPITAL ACQUISITIONS		\$ 81,522				

7.1.3 DESCRIPTION OF CAPITAL WORKS

Seal - Earth Work, Base Work & Seal

This category of road requires earthworks preparation and pre-shaping for base suited to seal standard. A further 5 km of Elliston Stock Route (Kyancutta – Mt Wedge) will be constructed this year pending receipt of road funding via the Special Local Roads Grant Fund.

Formed - Core and Arterial Roads

This category of road requires the road to be pre-shaped by ripping the edges and preparing the base prior to any rubble being placed on the road. It is a more expensive process, and will only be used on core and arterial roads. This year we have identified 26 kilometres of road on which we will use this process.

Formed - Local Roads

This category of road is graded to get some shape in the road prior to rubble being introduced. As local roads have lower volumes of traffic than the core and arterial roads, a less demanding construction method is used. This year there are 4.5 kilometres being constructed using this method.

Rip and Reform

This category of work is the repair of a section of road that has sufficient material on the road but requires reworking by ripping the surface with the Grader and crushing the ripped material using the FAE Crusher. Water is then introduced to the crushed material and it is shaped and compacted down to improve the running surface of the road. This year there are 5.4 kilometres of road that will be treated with this method.

Traffic Control Construction

Erection of new traffic control devices (signs and road side furniture) in the Council area. This year it is Council's plan to continue to erect directional signs at intersections, indicating the distance to the next town or feature.

Sealed Roads

The resealing of bitumen roads using hot bitumen and stone to improve the condition and extend the life of the road. This work is carried out by a sub-contractor.

Footpath Construction

The installation of new footpaths or the replacement of damaged and unsafe paths with either concrete or pavers. Selective use of hotmix and concrete will be used to seal the Gooch Tce footpath in Wudinna. Pavers will be used to construct a crossover in Burton Tce. Kerbing will be applied to the centre island of the Truck Park in Wudinna.

7.2 PUBLIC ORDER AND SAFETY - OPERATING EXPENDITURE

<ul style="list-style-type: none"> ▪ <i>Enhanced public safety</i>

Council will continue to provide animal management, bushfire prevention and parking control services through:

- Registration of dogs
- Investigation and appropriate action in relation to complaints of harassing, wandering and barking dogs
- Regular patrols, capture and, if appropriate, impoundment of wandering dogs
- The loaning of cages for the capture of nuisance and feral cats
- Planning and monitoring of bushfire prevention strategies through Council's Bushfire Prevention Committee
- Provision of Fire Danger Season signage across the district
- Survey of townships prior to and during the Fire Danger Season and the service and enforcement of notices for block clearance where required
- Inspection of rural land when requested by a local CFS brigade and the service and enforcement of notices for provision of suitable fire breaks where required
- Support for the CFS burning permit system during the Fire Danger Season

- Establishment, monitoring and enforcement of parking controls as needed; and
- Community information and education.

7.3 HEALTH – OPERATING EXPENDITURE

- *A safe, healthy community*
- *Appropriate and accessible health, aged care and family support services and facilities are available to meet the needs of the community*

Council will provide community public and environmental health services through:

- Administration of the Public & Environmental Health Act and the Food Act.
- Investigation and appropriate action in relation to complaints.
- Conduct of the Schools Immunisation Program, and promotion of early childhood immunisation, through the Wudinna Medical Practice.
- Mosquito reduction through the treatment of septic tanks and rainwater tanks in Wudinna and Minnipa.
- Assessment and approval of applications for the installation of waste control systems and compliance inspections when being installed.
- Community information and education.
- Provision of Chief Inspector services to Ceduna and Streaky Bay; and Elliston.
- Wudinna Health Centre – provide a subsidy to meet operational costs.

7.4 SOCIAL SECURITY AND WELFARE – OPERATING EXPENDITURE

- *Support and assistance to the aged, disabled and disadvantaged*
- *Opportunities for the development and participation for our youth*

Aged Homes

- To provide for the management and maintenance of the cottage homes reserve and resident units.

Home & Community Care

- Financial contribution toward the Home Assistance Program for support of the aged and disabled in the home.

Other Welfare

- Second Hand Rose - meet building insurance and water expenses.
- Senior Citizens Hall - meet building insurance and water expenses.
- Senior Citizens Support - provide a financial contribution toward Senior's programs and equipment.

Community Bus

- Subsidise the hire costs of the Community Bus for Seniors.

Youth Funding

- Total funding of \$6,000, which includes Youth Advisory funding sought from the Office for Youth. This includes administrative support and the reporting acquittal process.

7.5 HOUSING AND COMMUNITY AMENITIES – OPERATING EXPENDITURE

- *Effective and efficient planning and building control*
- *A sound framework for planned and orderly future development*
- *Effective Community Wastewater Management Systems (CWMS) and stormwater management*
- *Environmentally responsible waste management*

Council Housing

- Maintenance of two Council residences.

Town Planning

- Funds a portion of the salary and operation costs related to employment of the Manager Environmental Services.

Refuse Site

- The operation and management of the refuse operations at Wudinna and transit sites at Warrambo, Yaninee and Minnipa.

Waste Transfer Stations

- The operation and management of the Waste Transfer Stations at Warrambo, Yaninee and Minnipa.

Refuse Collection

- Kerbside collection of rubbish for the townships of Minnipa and Wudinna.

Street Cleaning

- The contracted services of a street sweeper to clean the kerb and water table in the townships of Wudinna and Minnipa three times a year.

Common Effluent Scheme

- The ongoing operation and maintenance of the Common Effluent Scheme in Wudinna, which does not allow for any upgrades or improvements. Council reuses the effluent from the Community Wastewater Management Scheme.

Storm Water Drainage

- Covers the maintenance of the existing in-ground stormwater system in the townships and also some minor repairs after flood damage.

Public Conveniences

- The upkeep and cleaning of conveniences weekly and minor repairs.

Cemeteries

- The upkeep of the Council cemeteries (maintenance of the grounds and crosses only) for thirteen burials per year.

7.6 RECREATION AND CULTURE – OPERATING EXPENDITURE

- *Recreation, sporting and leisure facilities that support the well being of the community*
- *Appealing street scaping, town entrances, parks and gardens*
- *Provision of facilities and support for the cultural activities of the community*
- *Recognition, preservation and promotion of the history and heritage of the area*

Libraries

Provides for Local Government Association agreed contribution to our community libraries:

Karcultaby	\$ 6,971 <i>(shared with the District Council of Streaky Bay)</i>
Wudinna	\$ 13,474

This funding exceeds that prescribed by the agreement with Public Library Services.

Other Cultural Services

- GRN Site - Provision of rental for site space at GRN tower for Triple J radio.

Australia Day Awards

- To be run again on 26 January 2017. This allows for a community breakfast and some merchandising for the day.

Halls

- Gawler Ranges Cultural Centre (Wudinna Hall) - Administrative costs, insurance and utility costs for the Centre.
- Warrambo Hall - insurance costs for the hall.

Swimming Pools / Water Subsidy

- Operational subsidy of \$3,000 for both the Minnipa and Wudinna swimming pools.
- An allocation of \$3,000 for water subsidy to the Warrambo and Kyancutta sporting ovals.

Parks and Gardens

- Covers the upkeep and maintenance of all of Council's grassed and garden areas, barbeques and recreational areas, and also the tidiness of town streets, footpaths and playground equipment.

Irrigation Water

- The maintenance, upkeep and recording of water used from the town dam and Poldas water supplies.

7.7 NATURAL RESOURCE MANAGEMENT – OPERATING EXPENDITURE

- *Conservation and enhancement of the natural environment*
- *Efficient use and management of natural water resources*

The Natural Resource Management Levy imposed on Council for 2016/17 will amount to \$ 56,550.

7.8 TRANSPORT AND COMMUNICATIONS MAINTENANCE – OPERATING EXPENDITURE

- *Infrastructure that supports sustainable economic development*
- *Safe and reliable roads and footpaths*

Minor Repairs

This is an allocation of labour and plant hire to cover the unforeseen occasions when damage occurs to Council streets, roads and infrastructure during the year. \$ 207,924

Pit Reinstatements

For the rehabilitation of rubble pits from which Council has taken road base material for road construction. \$ 38,764

Sealed Road Maintenance

Small patch up jobs on bitumen roads in the Council area, which are generally only small repairs (pot holes, etc) completed by Council staff. \$ 44,499

Patrol Grading and Contract Patrol Grading

This is the grading of Council controlled roads. Local roads are graded twice a year and core, arterial and school bus routes three times a year. \$ 298,746

Aerodromes

Maintenance and upkeep of the Aerodromes to Civil Aviation Safety Authority (CASA) standards for aircraft to land and take off safely at the Wudinna and Minnipa Aerodromes. \$ 34,619

Traffic Control Maintenance

The repair, replacement, inspection and erection of roadside furniture (signs, guide posts and road side markings) to a reasonable standard, to improve the safety of persons travelling on our roads, bike paths and footways. \$ 28,974

Depreciation

Total estimated depreciation for roads. \$ 1,293,783

7.9 MINING MANUFACTURING AND COMMUNITY AMENITIES – OPERATING EXPENDITURE

- *Effective and efficient planning and building control*
- *A sound framework for future development*

Council will continue to provide development control services through:

- Administration of the Development Act 1993;
- Assessment of all development applications and inspection of building works; and
- Investigation and appropriate action in relation to complaints and identified breaches of the Act.

7.10 ECONOMIC AFFAIRS – OPERATING EXPENDITURE

- *Sustainable business and tourism*
- *Sustainable employment*
- *Educational needs of the community are met*

Tourism

Wudinna Business and Tourism Association Subscription

Annual subscription.

Local Tourism Marketing

Marketing and advertising budget. Includes all media, radio, print and television. A trade show presence has also been maintained.

Publications

Annual budget of \$5,125.

Visitor Information Centre Display

Small increase in annual budget for some Granite Sculpture merchandising during the year. Provides for some maps and Visitor Information Centre administration.

Local Parks Improvement

Small scale parks and gardens equipment improvement.

Tourist Information Centre

Retain existing Visitor Information Centre contribution. Currently run from the Wudinna Telecentre, as this is still considered to be the best location. The Granite Sculpture will increase the tourism focus to this area.

Economic Development

Salaries

Employment of a Community Development Officer and salary contribution to Telecentre employees to provide tourism promotion from that site.

Granite Newsletter

Annual subscription to the Granite Newsletter with two pages of Council information and notices for public consultation processes each month.

Community Development Grant

Contribution to the new Community Foundation. Also consider conducting a Community Development Grant round through that entity to launch the Foundation to the community with Council to set the guidelines.

Business Development Fund

Annual allowance to fund economic opportunity.

7.11 GRANT APPLICATIONS: CONTINGENT PROJECTS (refer Appendix 2)

No contingent projects known at this stage.

8 SUMMARY OF THE PROPOSED SOURCES OF REVENUE FOR THE YEAR (EXCLUDING RATES)

Sources of Income (Excluding Rates)

State/Commonwealth Grants	\$ 2,612,616
Investment Income	\$ 150,000
Reimbursement	25,599
Other	\$ 64,412
User Charges	\$ 47,867
Statutory Charges	\$ 18,152
Fines on Rates	\$4,100

(Refer Appendix No.3 – Operating Statement)

9 FINANCIAL SUSTAINABILITY

For the 2016/17 financial year the projected operating income will meet projected operating expenses. A surplus of **\$214,969** is proposed subject to receipt of road grant funding of \$422,000 for the Elliston Stock Route. Failing this, a deficit will be recorded the level of which is subject to decisions made in default of the grant being received. Depreciation costs are estimated to be **\$1,733,264 (38%)** of operational expenditure for 2016/17. Significant work has already been undertaken to ensure that asset valuations are accurate and useful lives accurately reflect circumstance. Work continues to ensure that depreciation levels are accurate.

The Council, however, remains financially secure with significant cash reserves. All significant liabilities (such as employee provisions) are underwritten via investment reserves. The Council has no borrowings at this time which remains available to Council should it wish to address any specific backlogs in infrastructure identified in our Infrastructure and Asset Management Plans.

One of the major challenges faced by Council is to deliver quality services to the community in a financially sustainable way. The Council attempts to meet this challenge by continually striving to develop and enhance its ability to respond to an ever changing environment. This environment is currently characterised by increasing service needs of the community, changing relationships with other spheres of government, uncertain economic conditions nationally and internationally with flow-on implications and the need to accommodate potential impacts on the community brought about by issues such as seasonal farming conditions, demographic and even climate change.

A continuous improvement plan has been developed which identifies a range of actions designed to further strengthen Council's financial sustainability and demonstrates a commitment to;

- provide services to the community efficiently and effectively through sound financial and asset management;
- comply with all relevant legislation relating to asset and financial management;
- have strong planning processes in place that involve consultation with the community and are based on meeting the needs of the community;
- proved accountability and transparency about Council decisions, service standards and operations;
- maintain policies that are focused on appropriate levels of service provision in the long term;
- embed long-term financial sustainability as a key measure of success in Councils service provision.

10 THE COUNCIL'S PROPOSED APPROACH TO RATING FOR THE YEAR AND ITS IMPACT ON RATEPAYERS

Strategic Focus

In setting its rates for the 2016/2017 financial year the Council has considered the following:

- Its current strategic plans, *The Community Plan* and *Corporate Plan*. The Strategic Plan was developed following an extensive community consultation program;
- The current economic climate and relevant factors such as inflation and interest rates;
- The specific issues faced by our community, which are:
 - An appropriate level of support to assist Councillors to undertake their responsibilities as community representatives.
 - Facilitate the development and maintenance of buildings and other Council structures in a manner that adds to the aesthetics of the area.
 - The provision and maintenance of parks, gardens and street scaping.
 - Maintaining a construction/maintenance program for sealed and unsealed roads.
 - Ongoing development of a program for re-use of water resources i.e. stormwater.
 - Effectively administer requirements in relation to public and environmental health.
 - Provide incentives for business development in the area.
 - An appropriate range of active and passive recreational and cultural facilities for use by the community and visitors.
- The budget for the 2016/2017 financial year;
- The impact of rates 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.
- For the 2016/2017 financial year the Council has decided to increase rates collected by 4.8% as this will provide the Council with sufficient additional revenue to meet cost increases.

The Council conducts public consultation on a broad range of issues relating to the future directions of the area. These opportunities are always advertised in local papers. Ratepayers and other interested parties are welcome to attend any public meeting. The Council also encourages feedback at anytime and such comments may be sent to:

Mr Alan F McGuire
Chief Executive Officer
Wudinna District Council
PO Box 6
WUDINNA SA 5652

Method Used To Value Land

The Council adopts one of three available valuation methodologies to value the properties in its area.

- *Capital Value* – the value of the land and all of the improvements on the land.

The Council has decided to use capital value as the basis for valuing all land within the Council area. Capital value also applies to land outside the township areas including rural properties. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- the equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value; and
- the distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

Adoption of Valuations

The Council will adopt the valuations made by the Valuer-General as provided to the Council as at 1st January 2016. If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not: (a) previously received a notice of this valuation under the Local Government Act 1999, in which case the objection period is 60 days from the receipt of the first notice, (b) this 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause; or (c) previously had an objection to the valuation considered by the Valuer-General. Objections can also be submitted via an online form at:

[www.landservices.sa.gov.au/1Public/Property Vaues and Sales/ValuationObjection.asp](http://www.landservices.sa.gov.au/1Public/Property_Vaues_and_Sales/ValuationObjection.asp).

Contact details for the Valuer-General are:

State Valuation Office
GPO Box 1354, Adelaide SA 5001
101 Grenfell Street, Adelaide SA 5000
Email: LSGObjections@sa.gov.au
Phone: 1300 653 345

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

Notional Values

Certain properties may be eligible for a notional value under the Valuation of Land Act 1971 where the property is the principal place of residence of a ratepayer. This can relate to certain primary production land or where there is State Heritage recognition. A notional value is generally less than the capital value and this will result in reduced rates, unless the minimum rate already applies. Application for a notional value must be made to the State Valuation Office.

Business Impact Statement

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

- Consultation with the community (Granite publication & mail out) and the Minnipa Progress Association;
- Those elements of the Council's strategic management plans relating to business development;
- The equity of the distribution of the rate burden – apart from the decision to provide a differential rate for primary production properties, as outlined under the heading "Differential General Rates", the Council considers that all ratepayers receive broadly comparable services and are generally similarly impacted upon by prevailing economic conditions;
- Council's policy on facilitating local economic development:
 - Providing incentives for business development in the area.
 - Preference for local suppliers where price, quality and service provision are comparable to suppliers outside the Council area.
 - Information from the Australian Bureau of Statistics on business and farm incomes, compared with average resident incomes.
- Current local, state and national economic conditions and expected changes during the next financial year. The general economic climate is unstable and appears unlikely to stabilise over the next twelve months. The major concern is the continued limited employment prospects for school leavers and other persons currently unemployed;
- Changes in the valuation of business and primary production properties from the previous financial year:
 - Wudinna Township - no general increase has been made to the level of capital values in Wudinna with some minor variations up and down.
 - Commercial and industrial properties have generally registered no change.
 - Minnipa residential values have generally not changed with some variations up and down.
 - Rural Properties - no general increase has been made to the level of capital values in Wudinna with some minor variations up and down.
- Specific infrastructure maintenance issues that will benefit businesses and primary producers:
 - Re-sheeting of 35.9 kilometres of district roads (\$ 761,117) - In addition we will continue work on the Kyancutta Mt Wedge construction/seal pending Special Local Road Funding. Minor repairs and maintenance funding will also be provided to the value of (\$728,554) (exclusive of depreciation).

Council's Revenue Raising Powers

All land within a council area, except for land specifically exempt (e.g. Crown land, Council occupied land and other land prescribed in the Section 147 of the Local Government Act 1999), is rateable. 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 differential general rates, which apply to classes of properties.

In addition, Council can raise separate rates, for specific areas of the council or service rates or charges for specific services. The Council also raises revenue through fees and charges, which are set giving consideration to the cost of the service provided and any equity issues.

Differential General Rates

The Council will impose differential general rates by reference to locality:

- All land classified as being within the declared township areas
- All other land.

At its meeting on 19 July 2016 the Council will raise differential rate revenue of **\$1,644,652** in a total expenditure budget of **\$4,607,741**. As a result of this decision the Council will set a rate of **0.4643 cents** in the dollar for all land other than primary production land to raise the necessary revenue. Council will set a rate of **0.6390 cents** in the dollar for primary production land (outside the declared township areas).

*There are **531** (39%) rateable primary production properties in the Council area and those properties will provide **\$1,260,228** (77%) of total general rate revenue. There are **554** (40%) other rateable properties, which will provide the balance of **\$406,075** (23%) of rate revenue. For the total of **1,375** properties there are **290** (21%) non rateable properties.*

Pursuant to Sections 153 and 156 of the Local Government Act 1999 (as amended) Council declares differential general rates on rateable land within its area where rates vary by reference to the locality of the land and its use. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified. A ratepayer may discuss the matter with Ms Selena Garnaut, Finance Manager on 08 8680 2002 in the first instance. The Council will provide, on request, a copy of Section 156 of the Local Government Act 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use.

Objections to the Council's decision may be lodged with Mr Alan F McGuire, Chief Executive Officer, Wudinna District Council, PO Box 6, Wudinna SA 5652. The objection must be made within 60 days of receiving notice of the land use and set out the basis for the objection and details of the land use that (in the opinion of the ratepayer) should be attributed to that property. This 60 day objection period may be extended by the Council where it can be shown there is reasonable cause. The Council may then decide on the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is important to note that the lodgement of an objection does not change the due date for payment of rates.

Minimum Rate

A council may impose a minimum amount payable by way of rates, provided that it has not imposed a fixed charge. Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a Council imposes a minimum rate it must not apply to more than 35% of properties in the Council area.

For 2016/2017, Council will impose a minimum rate of \$420, and it will affect 246 (23%) rateable properties. The reasons for imposing a minimum rate are:

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

Service Charge

The Council provides a Community Wastewater Management Scheme (CWMS) to all properties in Wudinna. An amount of **\$123,925** will be collected for the operation and maintenance for providing the service. The Council will recover this cost through the imposition of a service charge of **\$325** for each property unit that is occupied and **\$290** that is vacant. Where the service is provided to non-rateable land, a service charge is levied against the land. Details on what constitutes a service charge for each property unit, and other information about the Scheme, are available from Selena Garnaut, Finance Manager on 08 8680 2002.

Natural Resource Management Levy

Pursuant to Section 95 of the Natural Resource Management Act 2004 and Section 154 of the Local Government Act 1999, the Council declared a separate rate being a fixed NRM Levy of **\$79.20** upon all rateable properties in the Council area. The fixed NRM Levy was declared in order to reimburse the Council the amount of **\$57,080** which Council is required to contribute towards the costs of operating the Eyre Peninsula Natural Resources Management Board for the 2016/17 year. The Levy is imposed upon land that constitutes the whole of a single allotment and if two or more pieces of contiguous rateable land are owned or occupied by the same person only one Levy will apply against the whole of that land. Additionally, if two or more pieces of rateable land within the area of the Council constitute a Single Farm Enterprise only one fixed NRM Levy will apply against the whole of the land.

Pensioner Concessions

The new State Government Cost of Living Concession for pensioners, low-income earners and self-funded retirees who hold a Commonwealth Seniors Health Card came into effect on 1 July 2015.

The new concession will be paid to a maximum per household and replaces the \$190 council rate concession. This means concessions will no longer be applied to council rates notices. The new concession will be paid directly to eligible residents by cheque or directly into their bank account.

The concession on sewerage (CWMS) rates (where applicable) will still apply and will be applied to council rates notices.

The new concession will provide the following support to households:

- \$200 to eligible pensioners and low-income earners who hold a licence to occupy;
- \$100 to eligible pensioners and low-income earners who are tenants;
- \$100 to eligible self-funded retirees who hold a Commonwealth Seniors Health Card.

Application forms for the concession can be obtained from the council or by downloading from www.sa.gov.au/concessions/costofliving or by contacting the Concessions Hotline on 1800 307 758.

Payment of Rates

Council has determined that pursuant to Section 181(2) of the Local Government Act 1999, rates will be payable in four equal instalments and that these instalments will be due and payable on:

1st Quarter	9 September 2016
2nd Quarter (or deferred full payment)	9 December 2016
3rd Quarter	10 March 2017
4th Quarter	9 June 2017

Deferred Single Instalment

Council are once again offering ratepayers the opportunity to defer the payment of their rates (in full) until December 2016. This means that one payment for the entire years rates is payable at the time the December quarter instalment is due (no payment will be due in September). Non payment, however, will result in fines being payable for the *entire* years rates.

Any ratepayer wishing to apply for this option must complete a Deferred Single Instalment Option form (available on Councils website or by visiting or phoning the Council office) and returning it to Council BEFORE **Friday 2 September 2016**. This option has been designed specifically for farmers awaiting harvest payments.

PLEASE NOTE: This is the last year that Council will be offering this payment option.

Ratepayers may also pay their rates in full on or before the 9 September 2016 without the need to complete a form.

Payment Methods

Rates may be paid:

- In person by cash, cheque or Eftpos, at the Council office, 11 Burton Terrace, Wudinna during the hours of 9am to 5pm, Monday to Friday.
- By mail to Wudinna District Council, PO Box 6, Wudinna SA 5652.
- Via BPAY (telephone or internet banking)– contact your financial institution.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact Ms Selena Garnaut on 08 8680 2002 to discuss alternative payment arrangements. Such inquiries are treated confidentially by the Council.

The Council has adopted a policy that where the payment of rates will cause a ratepayer demonstrable hardship, the Council is prepared to make available extended payment arrangements subject to certain conditions.

Late Payment of Rates

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

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

The Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. Should rates remain unpaid more than 14 days after the issue of the final notice then the Council refers the debt to a debt collection agency. The debt collection agency charges collection fees that are recoverable from the ratepayer.

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

- first – to satisfy any costs awarded in connection with court proceedings;
- second – to satisfy any interest costs;
- third – in payment of any fines imposed;
- fourth – in payment of rates, in chronological order (starting with the oldest account first).

Remission & Postponement of Rates

Section 182 of the Local Government Act permits the Council, on the application of a ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to contact Ms Selena Garnaut, Finance Officer on 08 8680 2002 to discuss the matter. Such inquiries are treated confidentially by the Council.

Rebate of Rates

The Local Government Act requires councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions. Discretionary rebates may be applied by the Council under Section 166 of the Act (ie. recreation grounds etc).

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 in extraordinary circumstances, the Council enforces the sale of land for arrears of rates and a copy of the Council's policy is available from Ms Selena Garnaut, Finance Officer on 08 8680 2002 or by writing to the Wudinna District Council, PO Box 6, Wudinna SA 5652.

11 MEASURING PERFORMANCE - OBJECTIVES FOR THE YEAR

As well as documenting the strategic directions, activities and planned outcomes for the 2016/2017 financial year the business plan is used as a basis against which performance will be monitored and reported on a regular basis. An Annual Report will be presented to Council to enable ongoing tracking of performance targets and achievement of stated outputs and quarterly financial reports will be prepared to monitor performance against budget.

Measuring performance is considered critical to implementing Business Plan actions and satisfying customers. Key performance indicators (KPIs) provide a snapshot of how Council as a whole is performing. Corporate KPIs will be used as a means of highlighting key issues that are fundamental to the long term sustainability of the organisation and well-being of the community. These corporate KPIs include measures of Community and Customer Satisfaction; Staff Development and

Satisfaction; Physical Infrastructure (Efficiency & Effectiveness) and Financial Performance (*Refer Appendix 1*).

Appendix 1

MONITORING PERFORMANCE 2016/17

CORPORATE KPI's		The KPI's relate to measuring the achievement of the Strategic Objective							
Community & Customer Satisfaction (as measured by)	Target Satisfaction	Administration	Public Order & Safety	Environmental Health	Housing and Community Order	Recreation & Culture	Natural Resource Management	Transport/Infrastructure & Communication	Economic Affairs
Key Performance Objectives (internally focused)	At least 80% achievement of agreed Key Performance Indicators (KPI's)	✓	✓	✓	✓	✓	✓	✓	✓
Survey of Elected Members (annual)	At least 80% satisfied or very satisfied	✓	✓	✓	✓	✓	✓	✓	✓
Complaints upheld by the Ombudsman	No more than 10%	✓							
LGA Mutual Liability Risk Rating Assessment (annual)	At least equal or better than regional average	✓							
LGA Workers Compensation Scheme Audit Rating (annual)	At least 80% result with Systems Compliance Audit	✓							
Staff Development & Level of Satisfaction									
Percent of identified training and development needs met	At least 90%	✓							
Percent of employees involved in further training & development	At least 70%	✓							
Staff turnover	Not greater than 15%	✓							
Annual employee satisfaction survey	At least 82%	✓							
Lost time injury days per year	Not more than 30	✓							

MONITORING PERFORMANCE 2016/17

CORPORATE KPI's	The KPI's relate to measuring the achievement of the Strategic Objective
FINANCIAL PERFORMANCE	TARGET
Operating Surplus Before Capital Revenue	At least break even over any five (5) year period
Operating Surplus Ratio (by what % the major controllable income source varies from day to day expense)	At least an operating surplus ratio of between 0 – 15% over any five (5) year period
Rate Revenue as a Percent of Operating Revenue	Not more than 85%
Net Financial Liabilities (money owed to others less money held, invested or owed to Council)	No greater than its annual operating revenue and not less than zero
Net Financial Liabilities Ratio (the significance of the net amount owed compared with income received)	Net financial liabilities ratio greater than zero but less than 100% if total operating revenue
Interest Cover Ratio (the level of income used to pay interest on loans)	Net interest is greater than 0% and less than 10% of operating revenue
Asset Sustainability Ratio (the extent to which assets are being replaced at the rate they are wearing out)	Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 90% but less than 110% of depreciation over a rolling three (3) year period.
Asset Consumption Ratio (the average proportion of 'as new condition' left in assets)	The average proportion of 'as new condition' left in assets is greater than 40% and less than 80%

Appendix 2

**GRANT APPLICATIONS
ECONOMIC AFFAIRS
Contingent Income/Expense**

Project	Grant Income	Council Expense	Total Project Cost	Comment
No Contingent Projects identified	-	-	-	-
Totals				

*Income and expense is shown as 2016/17 contingent items only
Current projects are included in the financial year budget*

Appendix 3

WUDINNA DISTRICT COUNCIL OPERATING STATEMENT BY FUNCTION & ACTIVITY

		Wages &	Contra Service	Materials	Finance Charge	Depreciation	Other Expens	Total Expense	Grants Operatin	Grant Capit	User Charge	Contrb & Donatio	Reimb	Stat Charge	Rate General	Rate Other	Invest	Other Income	Total Revenue	Change C/Wth
10	Administration	604,455	96,413	32,536		277,189	353,926	1,235,754			1,100		0	1,200	1,826,293	4,100	150,000	63,412		
	Administration Total	604,455	96,413	32,536		277,189	353,926	1,235,754			1,100		0	1,200	1,826,293	4,100	150,000	63,412	3,281,859	(1,917,340)
15	Fire Protection			1,700			200	1,900												
16	Other	1,200		1,500			700	3,400						5,500				750	6,250	
17	Nuisance & Litter Control	1,200		2,500			0	3,700												
	Public Order & Safety Total	2,400		5,700			900	9,000						5,500				750	6,250	2,750
20	Health Inspection	51,986	0	4,500			3,000	59,486			26,924			1,000					27,924	
21	Other		1,000	31,000				32,000												
	Health Total	51,986	1,000	35,500			3,000	91,486			26,924			1,000					27,924	63,562
25	Aged & Disabled Services		16,769	6,310			0	23,079			3,100		23,079						26,179	
25	Home and Community Care						5,976	5,976												
25	Other Welfare			3,912			19,338	23,250												
25	Youth						6,000	6,000	2,000										2,000	
	Social Security & Welfare Total		16,769	10,222			31,314	58,305	2,000		3,100		23,079						28,179	30,126
30	Housing		6,267	3,662			2,584	12,513			7,800								7,800	
31	Town Planning	25,993	3,000	200			500	29,693												
33	Sanitation & Garbage	95,738	12,909	19,979			84,052	212,678												
34	Sewerage	10,791	16,748	4,486		42,392	5,920	80,337												
35	Urban Stormwater Drainage	5,602		1,153		119,900	2,557	129,212												
37	Other Community Amenities	27,636	9,806	47,073			8,409	92,924			7,943								7,943	
	Housing & Comm Amen Total	165,760	48,730	76,553		162,292	104,002	557,357			15,743								15,743	541,614
40	Libraries						20,445	20,445	3,047				2,520						5,567	
41	Other Cultural Services			10,250			13,824	24,074			1,000								1,000	
42	Sport & Cultural Services	86,730		66,227			48,243	201,200												
	Recreation & Cultural Total	86,730		76,477			82,512	245,719	3,047		1,000		2,520						6,567	239,152
51	Natural Resource Management						56,550	56,550												56,550
55	Building Act	25,993	7,500	1,000				34,493						10,452					10,452	
	Mining Manuf & Contrib Total	25,993	7,500	1,000				34,493						10,452					10,452	24,041
60	Sealed	26,163	3,250	13,196			1,890	44,499												
61	Formed & Surfaced	188,519	142,721	30,629		1,293,783	212,539	1,868,191	1,371,815										1,371,815	
	Road Const & Mtc Total	288,153	145,971	43,825		1,293,783	215,872	1,912,690	1,371,815										1,371,815	540,875
65	Footpaths																			
66	Aerodromes	13,753		10,833			10,033	34,619												
67	Parking																			
69	Other Transport																			
	Transport & Communic Total	13,753	0	10,833			10,033	34,619												34,619
70	Economic Affairs NEC	44,066	15,125	2,000			104,391	165,582												165,582
80	Public Debt Transactions				3,500			3,500												
81	Other Purposes NEC M/H																			
81	Other Purposes NEC O/H																			
	Other Purposes NEC Total				3,500			3,500												3,500
	Grand Total	1,209,825	331,508	294,646	3,500	1,733,264	961,077	4,533,820	2,612,616		47,867		25,599	18,152	1,826,293	4,100	150,000	64,162	4,748,789	(214,969)