ANNUAL BUSINESS PLAN

AND BUDGET

2013/2014

Adopted 8 July 2013

MID MURRAY COUNCIL

ANNUAL BUSINESS PLAN AND BUDGET

2013/2014

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MID MURRAY COUNCIL

ANNUAL BUSINESS PLAN AND BUDGET 2013/2014

1. INTRODUCTION

The Annual Business Plan sets out the Council's proposed services, programs and projects for 2013/2014. It aims to maintain a variety of services and facilities for the community throughout the Council area. It also continues progress towards the longer term objectives for the Mid Murray Council set out in the Strategic Management Plan adopted by the Council on 10/07/2006 (revised and adopted 8 December 2008).

Council has long-term financial and asset management plans to ensure the long-term sustainability of the Council's financial performance and position. This annual business plan is consistent with these plans.

Principal Office
and
Administration Office:

49 Adelaide Road, Mannum SA 5238
P O Box 28, Mannum SA 5238
Telephone: (08) 8569 0100 Facsimile: (08) 8569 1931
Email: postbox@mid-murray.sa.gov.au

Environmental Services Division:

(Development/Building/Health)
Main Street, Cambrai SA 5353
Telephone: (08) 8564 6020 Facsimile: (08) 8569 1931

Works Division:

Corner Fourth & Eighth Streets, Morgan SA 5320
Telephone: (08) 8540 0060 Facsimile: (08) 8569 1931

GENERAL STATISTICS

Area	6,266 square kilometres
Population	8,136
Length of Council Roads	3,382 Kms
Replacement Cost of Infrastructure	$2,396,028
Mayor	1
Councillors	11
Wards	5
Employees (includes part-time employees)	115 (91 FTE's)

ASSESSMENTS AND RATES

Details of the Mid Murray Council's Assessment and Rates Information for 2013/2014:

Assessed Capital Value	$2,103,907,020
Valuer	Valuer General
Date of Last New Valuation	2013
Number of Rateable Properties	10,031
General Rate Income	$9,832,550
Effluent Drainage Rates	$701,045
NRM Levy	$212,175
Kerbside Collection of Recyclables Rates	$163,524
Other Separate Rates	$50,109
Percentage of Rateable Assessments Affected by the Minimum Rate	26.09%

MID MURRAY COUNCIL

The Mid Murray Council was formed on 1 July, 1997 through the amalgamation of the District Council of Mannum, District Council of Morgan, District Council of Ridley-Truro and part of the District Council of Mount Pleasant. The Council area comprises land within regions generally known as the Murraylands, Riverland and the eastern slopes of the Mount Lofty Ranges. The major topographical feature of the area being the valley of the River Murray with some 220 kms of this picturesque waterway passing through the district.

The principal office of Council is situated in Mannum. This is the site for Council's administration and finance functions. The Cambrai Council Office houses the planning, building control and environmental health functions, whilst the works functions of Council are based at the Morgan Office.

Major issues confronting the Council:

- The need to maintain and upgrade our infrastructure (especially a very large road network) in a safe and trafficable condition. The second largest road network of a Council in South Australia.
- Continued promotion and upgrade of our very large tourist infrastructure based mainly on the River Murray.
- Development pressure for growth in the Council area.
- Funding disparities between Rural and Metropolitan Councils.
- Increased legislation imposed by the State Government, in particular on Local Government, especially environmental matters in relation to Waste Management Services.
- Increased operating costs due to the Federal Government's Carbon Tax, mainly its affect on electricity costs.
- Financial Sustainability Program.
- Ongoing River Murray riverbank slumping problems.
- Drainage problems within townships.
- Continued repairs to our infrastructure following the floods in December 2010.
- The requirement to increase superannuation payments to all employees by 0.25%.
- Review and provision of services more efficiently throughout Council.
- Duplication of services and facilities as a result of having many small towns within our large Council area.

Council is also continually confronted with new challenges, community requests and additional costs as a result of State Government legislation which it meets as they arise. Many of these challenges though mean an increase on rate income increases above inflation. These include higher EPA waste management levy, State building truss inspection, State requirements for asset management and governance, rising electricity and material costs (the cost to Council of price rises for 2013/14 is 2.8%), Carbon Tax and additional other costs. It is estimated that State Government costs associated with legislative requirements and levies amount to over $200,000 for Council. This equates to an additional 2.16% increase in rate income.

Council is proposing a general rate increase of 5.94%.

VISION STATEMENT

We celebrate our rich and diverse country lifestyle built on a strong economy. Our aim is to encourage a continuing vibrant community, family spirit, the ongoing protection of the River Murray and maintain our precious natural, cultural and built heritage.

MISSION STATEMENT

We will be:
Proactive in planning for and facilitating business and industry investment and economic growth;
Committed to the protection of our natural and built environment;
Open and inclusive in encouraging community involvement and partnership in Council plans and policies;
Advocates for and providers of services and facilities that support community wellbeing;
An efficient and responsible manager of Council assets, infrastructure and resources in partnership with the community;
A professional organisation that attracts and retains high quality staff and Elected Members.

VALUES

We will be known for our:
Honesty, integrity and reliability;
Professional, hard working and responsive approach;
Positive and progressive attitude;
Openness, balance and pragmatism when making decisions;
Strong leadership in the best interests of the whole community.

NATURAL AND BUILT ENVIRONMENT

1.0 GOAL

An orderly and sustainable planning, management and development approach to all aspects of our natural and built environment.

STRATEGIES

1.1 Improve environment practices within the Council area.
1.2 Develop policies and practices that have regard to adaptation to and mitigation of climate change impacts.
1.3 Council to implement measures to improve the efficiency of its own water and energy use.
1.4 Protect and manage sensitive environments by establishing criteria for sustainable access and use of reserves.

NATURAL AND BUILT ENVIRONMENT CONT'D

STRATEGIES CONT'D

1.5 Investigate the feasibility of a recycling programme and sorting facility in association with a major landfill facility in the region.
1.6 Actively encourage the development of alternative energy sources and support the use of solar power in new developments.
1.7 Council to work effectively with regional NRM Boards and sub-regional NRM Groups to support effective sustainable land management, policies and practices.
1.8 Implement a waste management strategy that reduces the volume of waste going to landfill.
1.9 Promote the environmental benefits of community wastewater management systems and alternative wastewater treatment systems including the re-use of treated wastewater, where appropriate.
1.10 Acknowledge the ongoing relationship of Aboriginal people with the land, the River and their resources.
1.11 Ensure that the Development Plan incorporates environmental sustainability principles in respect to all forms of development
1.12 Ensure planning policies provide adequate levels of protection to heritage places and guidance to facilitate new development that is compatible with adjoining historic buildings.

COMMUNITY

2.0 GOAL

An enhanced, cooperative relationship within the community to achieve our shared vision.

STRATEGIES

2.1 Ensure a sustainable future with choices for opportunities for all of our residents and visitors.
2.2 Facilitate the development of housing suitable for older people, especially where medical and other services are available.
2.3 Continue to lobby for aged care packages to support people who wish to remain in their own homes.
2.4 Continue to support the Regional Development Boards to address employment and infrastructure barriers to attract new families and to encourage our young people to stay or return to the District.
2.5 Consult with young people to identify how best to meet their needs and aspirations.
2.6 Encourage employers and training providers to work together to provide youth training and employment opportunities.
2.7 Develop a communication strategy to facilitate the effective provision of information.

COMMUNITY CONT'D

STRATEGIES CONT'D

2.8 Continue to support small communities by working with community organisations and volunteers to optimise the use of existing facilities and improve and maintain services.
2.9 Undertake streetscape and township improvements in accordance with Master Plans completed for various towns, staged within annual budget provisions.
2.10 Support the provision of medical facilities and health services to meet community needs including through advocacy to the State Government.
2.11 Continue to consult with the community and to provide services and facilities for people with disabilities.
2.12 Promote the benefits of cultural and public art activities.
2.13 Promote the benefits and importance of robust environmental health systems.

ECONOMY

3.0 GOALS

An adaptable, sustainable, diverse economy attracting industry and employment opportunities.

STRATEGIES

3.1 Work with Government agencies and Regional Development Boards to facilitate the communities' economic goals.
3.2 Facilitate private sector investment for appropriate developments through proactive planning and a positive approach.
3.3 Ensure there is sufficient suitably zoned land to accommodate demand.
3.4 Promote value adding to primary production to provide for additional employment opportunities.
3.5 Facilitate the provision of housing in appropriate locations to attract families to live in the area.
3.6 Prepare a Tourism Policy that guides Council in implementing the Regional Tourism Strategy.
3.7 Establish partnerships with State Government and private sector to provide tourism facilities to encourage longer stays and increase expenditure.
3.8 Work with the Regional Tourism Marketing Committees and adjoining councils to promote recreation and tourism activities.
3.9 Increase the focus on tourism through developing trails and facilities for visitors to encourage longer stays in these area.
3.10 Employ a Tourism and Economic Development Officer who could also assist Council to secure government funding for tourism, recreation and community initiatives.

INFRASTRUCTURE, ASSET AND FACILITY MANAGEMENT

4.0 GOALS

Well managed Council assets provided for the benefit of the overall community.

STRATEGIES

4.1 Continue to develop efficient work practices and undertake training where required, increasing productivity.
4.2 Develop and implement the Infrastructure and Asset Management Plan.
4.3 Identify surplus assets that can be realised for a greater community benefit and ensure that communities are effectively consulted about how these benefits are delivered.
4.4 Explore ways to involve the community in increasing the use of under-utilised assets that are valued by the community.
4.5 Encourage the adaptive re-use of historic buildings to assist in retaining the heritage character of townships.

GOVERNANCE

5.0 GOALS

A council that exhibits the highest values and principles in all aspects of its activities and identifies and incorporates community ideas, values and goals in its decision making process.

STRATEGIES

5.1 Strengthen the capacity of Elected Members to provide leadership and direction.
5.2 Provide support to attract and retain high quality Elected Member representation.
5.3 Develop a Training Plan to assist in providing appropriate training resources and access to relevant courses and seminars for Elected Members.

FINANCE AND ADMINISTRATION

6.0 GOALS

Accountable and responsible management of financial resources based on best practice principles and processes.

STRATEGIES

6.1 Create a working environment that fosters productivity and responsiveness.
6.2 Provide targeted staff training and development relevant to organisational needs.
6.3 Undertake a review of operations and procedures to ensure optimum efficiency.
6.4 Promote a consultative culture where staff are involved in the decision making process about their work environments.
6.5 Maximise opportunities for external funding, subject to those opportunities being consistent with Council's goals and strategies.
6.6 Develop and implement the Long Term Financial Management Plan.
6.7 Maintain a strong commitment to Work Health and Safety principles and a constant focus on public safety and risk management in all areas of operation.

Elected Members Structure

Mid Murray Council is a corporate body consisting of a Mayor and 11 Councillors.

MAYOR	
Dave Burgess	0428 813 450
RANDELL WARD	
Cr Peter Raison	0409 594 720
Cr Brian Taylor	(08) 8569 1239
Cr Kerry Yeates	0439 877 849
RIVER SOUTH WARD	
Cr Jeff Hall	0437 389 683
Cr Peter Milsom	0439 189 690
STURT WARD	
Cr Inez Bormann	0438 806 112
Cr Mardi Jennings	0408 849 043
RIVER NORTH WARD	
Cr David Peake	0419 830 066
Cr Kevin Myers (Deputy Mayor)	0428 518 994
Cr Ken Sayers	(08) 8540 5258
REEDY CREEK WARD	
Cr Jeff Howie	(08) 8569 7221

Senior Officers at 30 June, 2013

Chief Executive Officer	Mr Russell Peate
Director, Community Services	Mr Shane Thompson
Director, Corporate & Financial Services	Mr Robin Bourne
Director, Environmental Services	Mr Kelvin Goldstone
Director, Infrastructure Services	Mr Tom Avery (Acting)

2. LINKING STRATEGIC GOALS TO BUDGET

Service Area: Administration				
Function	Net Total $	Operating (Recurrent) Expenses $	Capital Expenditure $	Revenue $
Consultants	0	107,000		-107,000
Insurances	0	250,565		-250,565
General Administration	0	1,956,151	11,000	-1,967,151
Information Technology	218,323	519,687	224,730	-526,094
Elected Members	270,392	270,392		
Donations	76,500	76,500		
Depreciation	211,300	211,300		
Rates	-11,004,403			-11,004,403

Projects for 2013/2014 include:-

- Records Management, review and disposal of old records
- Complete revaluation of Buildings & Structures, and Insurance value review
- Council's Strategic Plan to be reviewed
- Finalise Representation Review for Elected Member representation
- Review and improve Council's Asset & Infrastructure Plans
- Central Local Govt. Region Aerial Photo Project
- Core Computer Server Upgrade

Strategic Objectives to be achieved:-

- Review and maintain efficient and effective operations and procedures
- To be accountable and responsible managers of our financial resources
- Undertake a review of operations and procedures to ensure optimum efficiency
- Review and implement the Long Term Financial Plan
- Develop a better communication strategy to residents to facilitate the effective provision of information

Service Area: Public Order & Safety				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Dog Control	86,510	152,210		-65,700
Emergency Services	73,823	76,223		-2,400
General Inspectors duties including livestock issues	180,150	181,350		-1,200

Strategic Objectives to be achieved:-

- Review an orderly and sustainable planning, management and development approach to all aspects of our natural and built environment

LINKING STRATEGIC GOALS TO BUDGET CONT'D

Service Area: Health				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Medical Centres	33,793	38,493		-4,700
Immunisation Program	19,863	23,363		-3,500
Health Inspection	161,993	166,193		-4,200
Healthy Communities Project	122,987	258,672		-135,685
Opal Project	49,000	89,000		-40,000
Other Health Services including Septic Tanks, mosquito monitoring and control, food premises inspections	48,892	85,392		-36,500

Projects for 2013/2014 include:-

- Mosquito Control Program
- Immunization Program
- Continuation of the Healthy Communities & Opal Projects

Strategic Objectives to be achieved:-

- Continue to support small communities by working with community organisations and volunteers to optimise the use of existing facilities and improve and maintain services
- Support the provision of medical facilities and health services throughout the Council area to meet community needs including through advocacy to the State Government

Service Area: Social Security & Welfare				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Support for Aged Care Facilities	23,350	23,350		
Morgan Day Care Centre	106,330	106,330		
Home & Community Care	-1,000	31,500		-32,500
Contribution to MMSS	15,000	15,000		
Mental Health Support	6,500	6,500		
Other Welfare Support	33,988	35,188		-1,200

Projects for 2013/2014 include:-

- Contribution to Mid Murray Support Services to provide community support and programs
- Disabled Access incentive program
- Review and continued provision of social services to our communities

Strategic Objectives to be achieved:-

- Provide services and facilities to support an ageing population and for those people with disabilities

LINKING STRATEGIC GOALS TO BUDGET CONT'D

Service Area: Housing & Community Services				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Cemeteries	93,880	111,280	17,600	-35,000
Effluent Drainage	1,161,951	1,156,651	16,500	-11,200
Public Conveniences	545,070	479,070	66,000	
Sanitation & Garbage	2,046,490	2,153,790		-107,300
Street Cleaning	71,200	71,200		
Street Lighting	142,000	142,000		
Town Planning	572,115	721,450		-149,335
Council Property Maintenance including Disabled Access Program	30,000	30,000		
Other Housing & Community Services	333,640	400,190		-66,550
Urban Stormwater Drainage	175,910	41,710	134,200	
Community Services	215,233	187,733	27,500	
Environmental Services Management	456,970	456,970		
Other Protection of the Environment	45,556	336,111		-290,555

Projects for 2013/2014 include:-

- Development Plan Amendments to be carried out for:
  - SBC River Murray Zone DPA
  - Myall Place
  - Cadell Horticultural Policy Area
  - Heritage Places
- Disabled Access Program
- Mannum Marina Development Support and DPA
- Complete rehabilitation of Waste Management Sites
- Morgan Cemetery Upgrade
- Provision of a disabled toilet for Blanchetown
- Stage 1 provision of Stormwater Drainage for Sedan
- Morgan Riverfront Precinct Drainage

Strategic Objectives to be achieved:-

- Ensure that the Development Plan incorporates sustainability principles in respect to all forms of development
- Recognise and protect our significant built and cultural heritage
- Facilitate the provision of suitably zoned land for residential, industrial, commercial and retail purposes
- Provide services and facilities to support an ageing population and for those people with disabilities
- Implement a Waste Management Strategy that reduces the volume of waste going to landfill

LINKING STRATEGIC GOALS TO BUDGET CONT'D

Service Area: Recreation & Culture				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Halls	164,320	156,810	7,910	-400
Libraries	209,148	227,826		-18,678
Parks, Gardens & Reserves	740,850	674,650	85,800	-19,600
Sport & Recreation	465,402	534,031	8,800	-77,429
Youth Services	136,669	144,169		-7,500
Country Arts	86,945	136,945		-50,000
Cultural Services	217,632	93,332	143,000	-18,700

Projects for 2013/2014 include:-

- Implementation of Community Land Management Plans
- Morgan Railway Station Restoration and Toilet provision
- Rockleigh Historic School restoration
- Provision of 24/7 access to the Mannum Leisure Centre

Strategic Objectives to be achieved:-

- Continue to support small communities by working with community organisations and volunteers to optimise the use of existing facilities and improve and maintain services
- Protect and manage sensitive environments by establishing criteria for sustainable access and use
- Promote the benefits of cultural and public art activities

Service Area: Agriculture				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Support for NRM Boards, salinity, River Murray ecosystems, Water Quality, Water Use, Land Management, Pest Management & Biodiversity	238,893	243,393		-4,500

Strategic Objectives to be achieved:-

- Council to work effectively with the Murray Darling Basin NRM Board and sub-regional NRM Groups to support effective sustainable land management, policies and practices

LINKING STRATEGIC GOALS TO BUDGET CONT'D

Service Area: Building Controls				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Building assessment	293,645	323,955		-30,310

Strategic Goal to be achieved:-

- An orderly and sustainable planning, management and development approach to all aspects of our natural and built environment
- Planning and Building controls that balances community aspirations & Councils statutory obligations

Service Area: Transport				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Roads	7,383,121	4,754,407	4,055,563	-1,426,849
Bridges	75,600	75,600		
Footpaths & Kerbing	511,940	304,240	207,700	
Stormwater Drainage	112,285	112,285		
On-street Parking	28,986	33,586		-4,600
Private Works	-16,110	153,890		-170,000
Wharfs & Boat Ramps	54,110	57,285		-3,175
Community Transport Project	23,305	129,305		-106,000
Bus	1,202	1,402		-200

Projects for 2013/2014 include:-

- Resealing of 12 kilometres of road
- Resheeting of 30 kilometres of unsealed road
- Footpath construction program
- Road construction program
- Complete Flood Damage repair work to Cascade Road
- Public conveniences upgrade program.
- Preparation of a 5 year roadworks plan.
- Joint Morrell Road repairs with adjoining Council

Strategic Objectives to be achieved:-

- To provide effective management of assets
- Continue to maintain and improve road system
- High quality physical infrastructure within resources
- Safe and reliable roads, footpaths and stormwater systems

LINKING STRATEGIC GOALS TO BUDGET CONT'D

Service Area: Economic Affairs				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Caravan Parks	234,924	931,027	423,280	-1,119,383
Camping	26,064	51,064		-25,000
Tourism Events and Promotion	185,262	185,712		-450
Mannum Dock Museum	131,208	402,893		-271,685
Mannum Tourist Information Office	142,045	142,045		
Economic Development	48,448	48,448		

Projects for 2013/2014 include:-

- Capital improvements to the Mannum Caravan Park
- Community Projects Grant Program

Strategic Objectives to be achieved:-

- Increase the focus on tourism through developing trails and facilities for visitors to encourage longer stays in these areas
- Work with the Regional Development and Tourism Boards to attract industry and employment opportunities to our area
- Prepare a Tourism Policy that guides Council in implementing the Regional Tourism Strategy

Service Area: Other Purposes – Not Else Classified				
Function	**Net Total $**	**Operating (Recurrent) Expenses $**	**Capital Expenditure $**	**Revenue $**
Plant Operations	827,451	2,703,502	1,155,315	-3,031,366
Works Management & Supervision	0	699,146		-699,146
Depot Operations	0	117,091	2,200	-119,291
Works Overheads	141,864	1,416,249		-1,274,385
OH&S & Risk Management	163,692	163,692		
Public Debt	109,089	159,289		-50,200
Grants Commission General Purpose Grant	-3,130,000			-3,130,000
Other Property & Services	-328,717	48,283	155,000	-532,000

Projects for 2013/2014 include:-

- Plant Replacement Program
- Sale of surplus Land at Blanchetown and Mannum

Strategic Objectives to be achieved:-

- Maintain and improve Council plant
- Maintain a strong commitment to Work Health and Safety principles and a constant focus on public safety and risk management in all areas of Council operations

3. MEASURING PERFORMANCE – OBJECTIVES FOR THE YEAR

To enable both the Council and the community to assess Council's performance over the 2013/2014 year, "Performance Targets" have been set for a number of selected activities as shown below.

These "Performance Targets" will be reviewed throughout the year and at its conclusion. A report on the performance outcomes will then be included in the 2013/2014 Annual Report and the 2013/2014 Annual Business Plan.

Goal 1 – Continue to support small communities by working with community organisations and volunteers to optimise the use of existing facilities and improve and maintain services		
	Activity	***Performance Target***
1	*Hold Community Forums to improve communications and engagement with small communities*	*Four community forums to be held by 30/6/2014*

Goal 2 – Recognise and protect our significant built and cultural heritage		
	Activity	***Performance Target***
1	*Heritage Places DPA*	*Statement of Intent approved by September 2013*
2	*Complete essential restoration works and drainage works to Morgan Station Masters House*	*Completed by January 2014*

Goal 3 – Ensure that the Development Plan incorporates sustainability principles in respect to all forms of development and facilitate the provision of suitably zoned land for residential, industrial, commercial and retail purposes		
	Activity	***Performance Target***
1	*River Murray Zone Section 29A Amendment*	*Completed by December 2013*
2	*Cadell Horticultural Policy Area DPA*	*Completed by December 2013*
3	*SBC River Murray Zone DPA*	*Public consultation completed by December 2013*
4	*SBC IWMP DPA*	*Public consultation completed by November 2013*
5	*Mannum Marina Stage 2 DPA*	*Public consultation completed by March 2014*
6	*Myall Place DPA*	*Completed by November 2013*
7	*Minimum Development Unit Investigations and DPA*	*Completed by 30 June 2014*

Goal 4 – Continue to maintain and improve road system		
	Activity	***Performance Target***
1	*Resealing 12 kilometres of road*	*Planned works completed by 30/6/2014*
2	*Resheeting of 30 kilometres of road*	*Planned works completed by 30/6/2014*
3	*Road Construction Program*	*Planned works completed by 30/6/2014*
4	*Preparation of a 5 year roadworks plan*	*To be completed by 31/12/2013*
5	*Stormwater Drainage Works, Morgan, Sedan & Caloote*	*To be completed by 30/6/2014*

MEASURING PERFORMANCE – OBJECTIVES FOR THE YEAR CONT'D

Goal 5 – Promote the benefits of cultural and public art activities		
	Activity	***Performance Target***
1	*Work with towns to design and create two town entrance statements*	*Two town entrance statements created by 30/6/2014*
2	*To facilitate the development and implementation of three Arts & Cultural Development projects*	*To be completed by 30 June 2014*

Goal 6 – Acknowledge the ongoing relationship of Aboriginal people with the land, the River and their resources		
	Activity	***Performance Target***
1	*Developing an Indigenous Land use Agreement with the Ngadjuri Group*	*ILUA Agreement discussions to continue in 2013/14*

Goal 7 – Maintain efficient and effective operations and procedures		
	Activity	***Performance Target***
1	*Continuation of Records Management Upgrade and disposal of old records*	*Planned consultancy and system upgrade completed by 30/6/2014*
2	*Review Asset Management Plan and Long Term Financial Plan*	*Completed by 30/6/2014*
3	*Review of Council's Strategic Plan*	*Completed by 30/6/2014*
4	*Carry out Electoral Review*	*Completed by 30/6/2014*
5	*Core Computer Server Upgrade*	*Completed by 30/6/2014*
6	*Complete rehabilitation of Waste Management Sites*	*Completed by 30/6/2014*
7	*Consultation and introduction of new logo*	*Completed by 31/12/2013*
8	*Introduction of monthly financial reports to Council*	*Completed by 31/12/2013*
9	*Implementation of Building Asset Maintenance Program*	*Completion of staged maintenance in accordance with budget provision by 30/6/2014*

Goal 8 – Promote the environmental benefits of CWMS and alternative wastewater treatment systems including the re-use of treated wastewater, where applicable		
	Activity	***Performance Target***
1	*Completion of Truro CWMS Seed Funding Grant Project*	*To be completed by December 2013*
2	*Undertake a review of Grant Funding Priorities for CWMS installation in Townships not currently serviced with systems*	*To be completed by December 2013*

Goal 9 – Provide services and facilities to support an ageing population and for those people with disabilities		
	Activity	***Performance Target***
1	*Provision of a Disabled Toilet at Blanchetown*	*Disabled toilet installed and operational by 31/12/2013*
2	*Implementation of Disability Discrimination Act Access and Inclusion Action Plan*	*Ongoing, June 2014*
3	*Disabled Access Audit Program Works*	*Ongoing, June 2014*

MEASURING PERFORMANCE – OBJECTIVES FOR THE YEAR CONT'D

Goal 10 – Explore ways to involve the community in increasing the use of under-utilised assets that are valued by the community		
	Activity	***Performance Target***
1	*Complete renovations to former Mannum Primary School Building for use by community groups*	*Complete renovations by August 2013*

Goal 11 – Identify surplus assets that can be realised for a greater community benefit and ensure that communities are effectively consulted about how these benefits are delivered..		
	Activity	***Performance Target***
1	*Subdivide land on Adelaide Road, Mannum and sell 3 blocks by 30 June 2014*	*Sale of three blocks of surplus land In Mannum by 30/6/2014*
2	*Sell surplus land at Blanchetown*	*Sale of three blocks of surplus land at Blanchetown completed by 30/6/2014*
3	*Investigate the sale of all Council Surplus land*	*To be completed by 31/12/2013*

Goal 12 – Maximise opportunities for external funding, subject to those opportunities being consistent with Council's goals and strategies.		
	Activity	***Performance Target***
1	*Investigate opportunities to receive waste from outside Mid Murray Council*	*To be completed by 31/12/2013*

Goal 13 – Explore ways to involve the community in increasing the use of under-utilised assets that are valued by the community.		
	Activity	***Performance Target***
1	*Provision of 24/7 access to the Mannum Leisure Centre.*	*To be completed by 31/12/2013*
2	*To analyse, report and implement efficiencies and savings for Council operations and quantify such savings/efficiencies*	*To be completed by 30/6/2014*

Goal 14 – Increase the focus on tourism through developing trails and facilities for visitors to encourage longer stays in the area.		
	Activity	***Performance Target***
1	*Lavender Federation Trail to be extended from Dutton to the Council boundary*	*Completed by 30/11/2013*
2	*Review Community Land Management Plans*	*Completed by January 2014*
3	*Implementation of Community Land Management Plans*	*Ongoing, work completed by June 2014 in accordance with budget provision*

Goal 15 – Undertake streetscape and township improvements in accordance with Master Plans completed for various towns, staged within annual budget provisions.		
	Activity	***Performance Target***
1	*Pioneer Park Development Program – Fencing and Landscaping*	*Completed by December 2013*
2	*Undertake review of Roadside Native Vegetation Management Plan*	*To be completed by 30 June 2014*

CUSTOMER SATISFACTION SURVEY

Mid Murray Council participates in the Local Government Associations survey of property owners in the Council area to assess their satisfaction with the four key areas of Governance, Community Satisfaction, Financial and Asset Management, and Quality of Life. It is Councils aim to achieve at least an 80% customer satisfaction rating in the categories of:

Community Perception of Quality of Life
Safety and Security
General Satisfaction
Asset Management
Awareness of Strategic Direction
Community Consultation
Public Access

We are always continuing to strive to improve these results and provide a better service to residents.

FINANCIAL INDICATORS

Whilst financial indicators provide a ready assessment of financial performance and sustainability, they need to be interpreted in the context of Council's operating environment. They do not replace the need for sound judgment, taking into account community demands and cost pressures.

	TARGET	2014	2013	2012	2011
Operating Surplus/(Deficit)	SURPLUS	'000 118	'000 -45	'000 217	'000 -135
Operating Surplus/(Deficit) Ratio	0% to 15%	1%	0%	2%	-1%
Net Financial Liabilities	'000 <$11,136	'000 $11,663	'000 $9,874	'000 $9,448	'000 $6,730
Net Financial Liabilities Ratio	0% to 60%	63%	55%	58%	44%
Interest Cover Ratio	<10%	2%	2.2%	1.9%	2.6%
Asset Sustainability Ratio	90% to 110%	101%	103%	86%	70%
Asset Consumption Ratio	40% to 80%	57%	58%	64%	65%

Indicator 1 – Operating Surplus
(the difference between day to day income and expenses for the period)

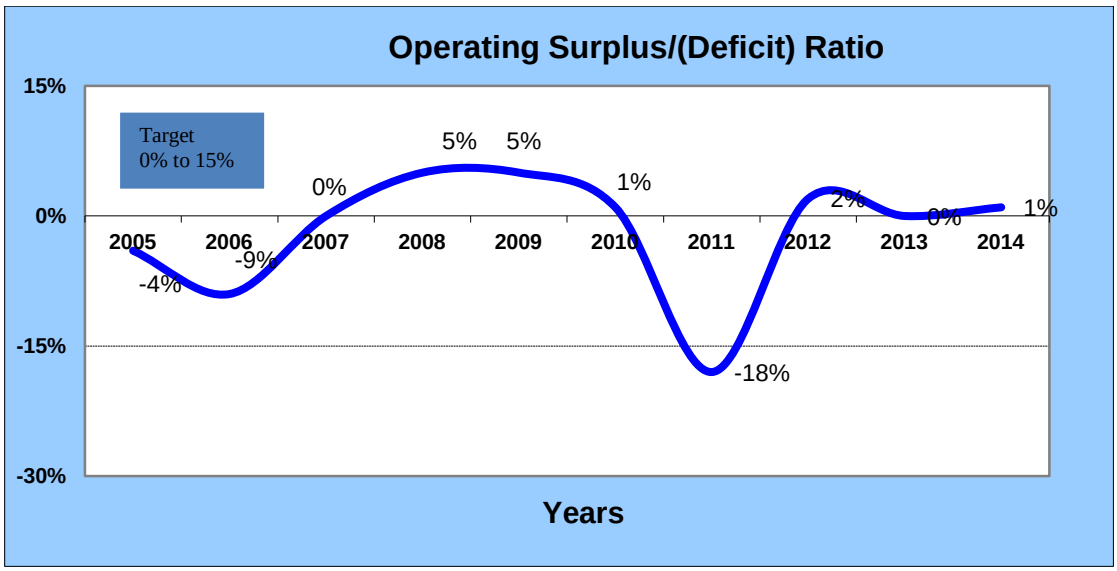
An operating surplus indicates the extent to which operating income is sufficient to meet operating expenses including depreciation and consequently the burden of expenses is being met by current ratepayers.

An operating deficit occurs when total operating expenses exceed total operating revenues and consequently the burden of a portion of expenses will need to be met by future ratepayers.

FINANCIAL INDICATORS CONT'D

Performance Target:
To achieve and maintain an operating surplus.

Indicator 2 – Operating Surplus Ratio
(by what percentage does the major controllable income source vary from day to day expenses)



This ratio expresses the operating surplus (deficit) as a percentage of general and other rates, net of rebates.

A negative ratio indicates the percentage increase in total rates required to achieve a break-even operating result.

A positive ratio indicates the percentage of total rates available to fund capital expenditure over and above the level of depreciation expense without increasing Council's level of net financial liabilities. If this amount is not required for capital expenditure it reduces the level of net financial liabilities.

Performance Target:
To achieve and maintain an operating surplus ratio between 0% and 15%.

Indicator 3 – Net Financial Liabilities
(what is owed to others less money held, invested or owed to Council)

Net financial liabilities measure Council's total indebtedness, relative to money held, invested or owed to Council.

Net financial liabilities is a broader measure than net debt as it includes all of a Council's obligations including provisions for employee entitlements and creditors.

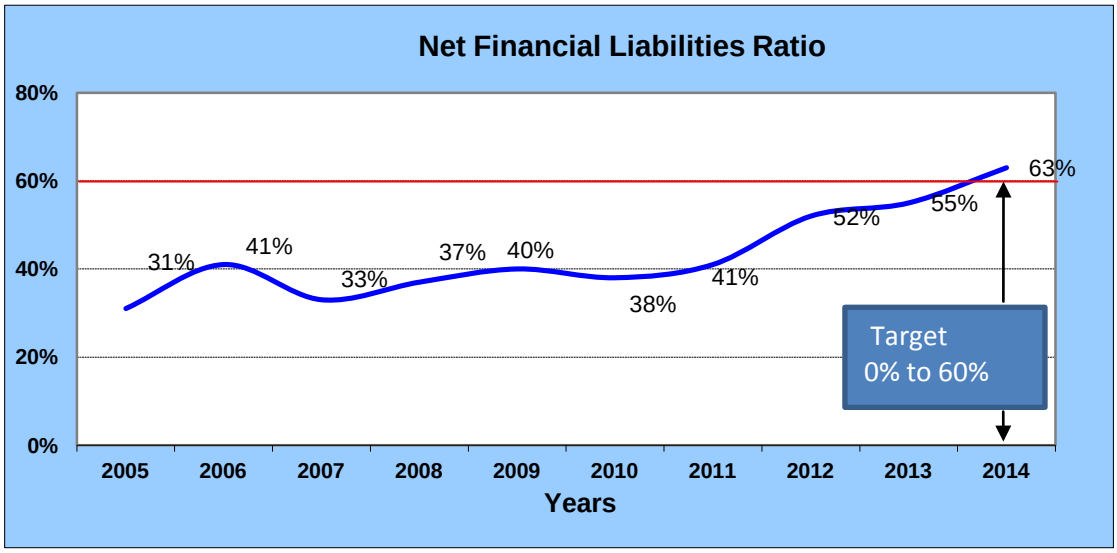
FINANCIAL INDICATORS CONT'D

The level of net financial liabilities increases when a net borrowing result occurs in a financial year and will result in Council incurring liabilities and/or reducing financial assets.

The level of net financial liabilities decreases when a net lending result occurs in a financial year and will result in Council purchasing financial assets and/or repaying liabilities.

Performance Target:
Council's level of net financial liabilities is no greater than 60% of its total operating income.

Indicator 4 – Net Financial Liabilities Ratio
(how significant is the net amount owed compared with income)



Performance Target:
Net financial liabilities ratio is no greater than 60% of total operating income.

Indicator 5 – Interest Cover Ratio
(how much income is used in paying interest on loans)

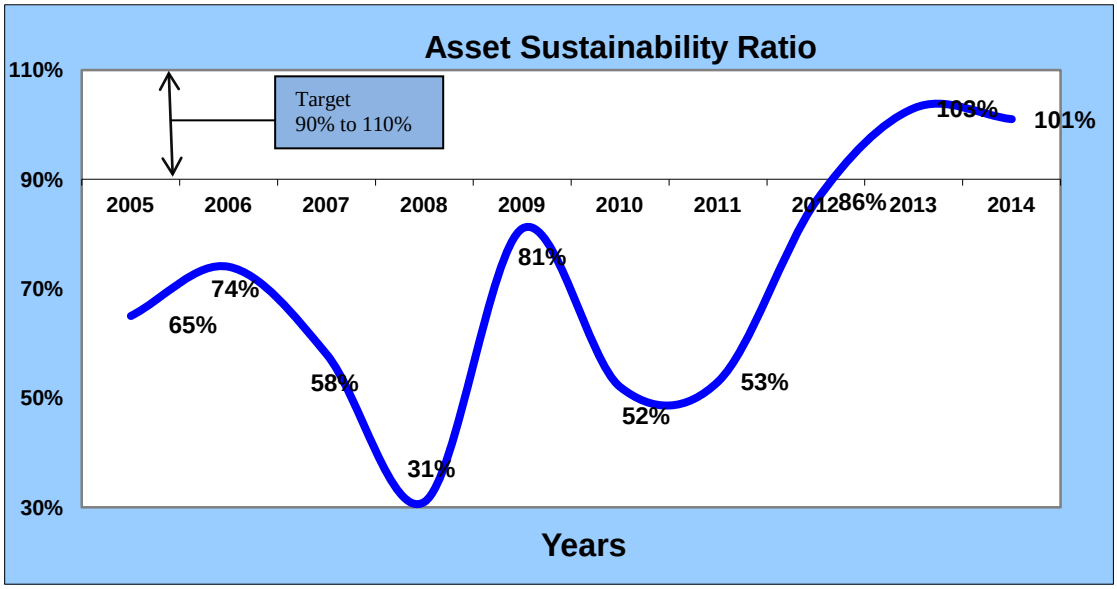
The ratio indicates the extent to which Council's operating income are committed to interest expenses.

Performance Target:
Net interest is less than 10% of operating income.

FINANCIAL INDICATORS CONT'D

Indicator 6 – Asset Sustainability Ratio
(are assets being replaced at the rate they are wearing out)

Capital expenditure on renewal or replacement of existing depreciable assets/depreciation expenses.



Performance Target:
Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is between 90% and 110% of depreciation.

Indicator 7 – Asset Consumption Ratio
(the average proportion of (as new condition' left in assets)

Total written down value of depreciable assets/Total reported value of depreciable assets before accumulated depreciation.

It highlights the aged condition of Councils stock of physical assets and the potential magnitude of capital outlays required in future to preserve their service potential.

Performance Target:
The average proportion of 'as new condition' left in assets is between 40% and 80%.

4. SIGNIFICANT INFLUENCES AND PRIORITIES

A number of significant factors have influenced the preparation of the Council's 2013/2014 annual business plan. These include:

- Local Government Cost Index increases on relevant goods and services of 2.8% for the year ended December 2013;
- enterprise bargaining agreements which provide for wages and salary increases of 4.25%;
- requirements to maintain and improve infrastructure assets to community and acceptable standards including roads, footpaths, lighting, stormwater drainage, street trees and plantings, open space and Council properties;
- service and infrastructure needs for a growing Council area, including finding funding to advance disabled access plans, township streetscape plans, and land management and asset renewal plans;
- commitments to continuing projects and partnership initiatives over more than one year;
- considerable increases in waste management costs and the need to provide funding for rehabilitation of waste sites as required by the Environment Protection Authority;
- requests from ratepayers for a higher level of service in the control of motor bikes on road reserves;
- fluctuating River Murray water levels has resulted in the need to expend additional funds keeping riverbanks safe and boat ramps useable;
- the need to achieve a high level of roadworks output in order to utilise Roads to Recovery Grant funds;
- pressure for the employment of additional staff in certain areas so that State Government Legislative requirements can be met;
- The requirement to fund loan borrowings to finance repayments on loans for Waste Management Services including Waste Transfer Stations and Landfill Sites in compliance with legislative requirements.

In response to these factors, and to minimise the burden on ratepayers, the Annual Business Plan has been prepared within the following guidelines;

- Given continuing affects of the climatic and economic conditions within our Council area, there is a need to keep rate rises as low as possible, but Council cannot ignore cost increases forced upon it by the State and Federal Governments and problems associated with the River Murray.
- South Australian Strategic Plan.
- Regional Waste Management Plan.
- Volatile Fuel and Oil costs.
- Major projects including those partnered with other entities i.e. Federal, State, community and private.
- The need to ensure that Council is adequately resourced to comply with legislative requirements.

SIGNIFICANT INFLUENCES AND PRIORITIES CONT'D

The Council's priorities for *2013/2014* are:

- Completion of Development Plan Amendments which will allow for continued development to occur within our Council area.
- A comprehensive capital works program of $6,742,098, including $5,085,931 for the replacement and renewal of existing assets and $1,656,167 for new and upgraded assets.
  Major construction projects are:
    - East Front Road 2.2 kms to be sealed.
    - East Front Road, Younghusband Road Slumping (repairs and road re-opening, subject to risk assessment).
    - Morrell Road shoulder repair in partnership with adjoining Council.
    - Church Crescent, Palmer - completion of road sealing and kerbing.
    - Burton's Road, Tungkillo - to be sealed.
    - O'Brien's Street, Tungkillo – to be sealed.
    - Cascade Road – completion of flood repair work and reopen to the public.
    - Footpath upgrades in several locations.
- Review and continuation of existing service levels provided to our community.
- Provision of community and youth services.
- Continued funding for Country Arts Officer jointly funded with the State Government.
- Continuation of a program to bring records management processes up to State legislative requirements.
- Reseal of bitumen roads.
- Completion of the setup of our Waste Transfer Stations and rehabilitation of old sites and commencement of use of our new Waste Disposal facilities.
- A focus on addressing stormwater problems in Sedan, Morgan and Caloote.
- Provision of a disabled toilet at Blanchetown and a public convenience upgrade program.
- Historic Morgan Railway Station upgrade and toilet provision.
- Replacing the Blanchetown Community Bus.
- Continuation of flood repair works following severe flood damage in 2010/11.
- Capital improvements to the Mannum Caravan Park.
- Continuation of Healthy Lifestyle programs.

Budget Financial Statements can be found under Appendix B.

5. CONTINUING SERVICES

All Councils have responsibilities under the Local Government Act and other relevant legislation. These include:

- regulatory activities e.g. maintaining the voters roll and supporting the elected Council;
- setting rates, preparing an annual budget and determining longer-term strategic management plans for the area;
- management of basic infrastructure including roads, footpaths, parks, sporting facilities, public open space, street lighting and storm-water drainage;
- street cleaning and rubbish collection;
- development planning and control, including building safety assessment;
- various environmental health services.

In response to community needs the Council also provides further services and programs including:

- *Libraries;*
- *Community and Day Care Centres;*
- *Economic development;*
- *Environmental programs;*
- *Community programs;*
- *Effluent Drainage Schemes;*
- *Tourist facilities including information Services;*
- *Aged Care and Youth Services;*
- *On-street parking management to maximise use of kerbside space.*

In all services the Council seeks to be responsive to changing needs. Community surveys are undertaken to check levels of satisfaction and areas for improvement.
The Council also operates a number of facilities on a fee for service basis. These provide important community benefits while also generating revenue for services and projects of benefit to the Mid Murray Council.

- *Caravan Parks;*
- *Waste Management Facilities;*
- *Recreation facilities including swimming pools, recreation centre, museums etc.*

Please refer to Appendix A for a more detailed explanation of recurrent expenditure.

6. LINKING TO STATE STRATEGIC PLAN

South Australia's Strategic Plan is a commitment to making this State the best it can be – prosperous, environmentally rich, culturally stimulating, offering its citizens every opportunity to live well and succeed. These aspirations are shared by the Mid Murray Council for our own area. Community consultation is an important part in the continual improvement to plans Mid Murray Council has for its area.

A refreshed State-Local Government Relations Agreement was signed on 17 May 2012. A Schedule of Priorities as a focus for cooperative work by State and Local Government in 2012-13 was also signed. This identified seven priority focus areas for the State:-

- Creating a vibrant city
- Renewing our neighbourhoods to make them safe and healthy
- An affordable place to live
- Every chance for every child
- Growing advanced manufacturing
- Clean green food as our competitive edge.

7. RELATIONSHIP TO LONG TERM FINANCIAL PLAN AND ASSET MANAGEMENT PLAN

Council's first Asset Management Plan and Long Term Financial Plan were adopted by Council in January 2009. In preparing the 2013/2014 Budget and Annual Business Plan regard was given to these plans. Mid Murray Council is a progressive Council and looks to go forward with the development of new and improved services for its ratepayers.

The Long Term Financial Plan, as adopted, has focused on operating expenditure and income, as well as the renewal of existing assets.

Council has, over a number of years, had plans drawn up for new infrastructure and services. These include:

- Additional Stormwater infrastructure for townships.
- Township streetscape improvements.

Other areas considered in the yearly review of the Long Term Financial Plan and Asset Management Plan are:

- Sealing of unsealed roads within townships and to seal some strategic roads within rural areas;
- Construction and improvement to footpaths and public conveniences;
- Examining the goals within Council's Strategic Management Plan to ensure that they have been included;
- Additional staffing positions;
- The financing of plant and machinery;
- Social Capital infrastructure and services.

Council currently borrows funds each year to purchase new assets, and these borrowings have been steadily increasing. The Long Term Financial Plan provides the guidance to ensure that new assets and services can be financed without having to increase rates to an unacceptable level.

8. FINANCIAL SUSTAINABILITY

Mid Murray Council is committed to implementing the recommendations from the Local Government's Independent Inquiry into the Financial Sustainability of SA Local Government. The Local Government Association is guiding Councils in a staged implementation program.

Mid Murray Council has been rated as a level 4 under the Financial Sustainability Criteria. This means that if unanticipated financial shocks/risks eventuate on top of known developments, the Council should be able to avoid a substantial per-property rates increase with a moderate margin of comfort, provided its revenue and spending policies remain unchanged over time.

Findings of the report included:

Most Councils are running deficit budgets and are struggling to meet the needs of communities.

Councils have put the needs and demands of communities ahead of their own financial sustainability.

Councils have not received any "windfalls" from property valuation growth.

Falls in the growth of Federal and State Government funding since the late 1980's are partially to blame for the current position of Councils.

Councils cannot and should not continue to operate as if other Governments will meet Council funding expectations.

The Local Government Association of South Australia continue to support the Financial Sustainability Initiatives by developing and updating information papers on best practice for governance and finance within Local Government. Training programs are offered for staff and elected members in these areas on a yearly basis. Recent information papers have been developed for Prudential Management, Service Range and Levels, Monitoring Council Budget Performance and Financial Governance.

9. FUNDING THE BUSINESS PLAN

Consistent with the Council's long-term financial plan, an operating surplus of $118,019 is targeted for 2013/14. The operating surplus/deficit measures the difference between operating revenue and expenses for the period. The Council's long-term financial sustainability is dependent on ensuring that, on average over time, its expenses are less than its revenue.

The Council's revenue includes $9,832,550 to be raised from general rates and $1,126,853 from separate rates (NRM Levy, CWMS, TV, Water and Waste Recycling Levy).

It is proposed to borrow $1,700,000 from the Local Government Finance Authority to finance capital works.

Other sources of revenue for the Council are:

User Pay charges set by Council
These comprise charges for the Council's fee based facilities such as: Admission charges; Caravan Park fees; Cemetery fees; Waste Management Charges and waste transfer station fees, sundry sales; hall hire, equipment hire, client contributions (home assist).

Statutory Charges set by State Government
These are fees and charges from regulatory services set by regulation and collected by the Council for regulatory functions including:
Development Act fees, Town planning fees; rate searches; Animal registration fees and fines; Parking fines and expiation fees, Health fines; Environmental control fines; Litter control fines; Septic tank fees; and other licence fees/fines. Revenues generally off-set the cost of the service.

Grants and Partnerships
The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State government and other relevant parties.

Impact on Council's Financial Position
After taking account of planned net outlays on existing and new assets in 2013/2014, the Council's net borrowing in 2013/2014 is expected to be $1,136,664. Accordingly, the level of the Council's net financial liabilities is expected to increase by approximately that amount, to be $14,238,404 at 30 June 2014. Net financial liabilities is a key indicator of the Council's financial position. It measures total liabilities less financial assets (i.e. what the Council owes to others, less money the Council has or is owed). The expected level of net financial liabilities at 30 June 2014 represents 63% of estimated operating revenue in 2013/2014. This compares with a targeted level for this indicator of under 60% of revenue.

10. RATING POLICY STATEMENT

Council rates are imposed on all rateable properties in the Council area in accordance with the provisions of the Local Government Act.

Council is only able to provide the works and services desired by the community by the imposition and collection of Council rates which are the principal source of revenue.

Mid Murray Council's policy for setting and collecting rates from its community covers:

- method used to value land
- adoption of valuations
- business impact statement
- Council's revenue raising powers
- general rates
- differential general rates
- minimum rate
- service rates and/or charges
- Natural Resource Levy (the Council's collection role)
- rate concessions
- payment of rates
- late payment of rates
- remission and postponement of rates
- rebate of rates
- sale of land for non-payment of rates
- disclaimer

CONTACT DETAILS FOR RATE INFORMATION

Contact: Rates Officer on 08 8569 0100, fax 08 8569 1931
Email: postbox@mid-murray.sa.gov.au
Mid Murray Council
PO Box 28
MANNUM SA 5238

RATING POLICY STATEMENT CONT'D

STRATEGIC FOCUS

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

- its current strategic plan, which was adopted on the 10 July 2006 and revised on 8 December 2008;
- the strategic plan was developed following an extensive community consultation program;
- the current economic climate in which the major factors are continued poor fulltime employment prospects, high utility costs, global recession and downturn in the local economy;
- the specific issues faced by our community, particularly the continuing affects of the climatic drought conditions.
- the budget for the 2013/2014 financial year and long term financial plan;
- the impact of rates on the community including;
    1. householders, businesses, primary producers and holiday home owners;
    2. the broad principle of achieving equity in the distribution of the rate burden;
    3. 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;
- as may be relevant, the Council's consideration of issues of consistency and comparability across Council areas in the imposition of rates on sectors of the community such as business;
- community feedback based on the level of community concerns expressed regarding the need for improved or new services, or the level of rates being paid whether in the whole area or specific parts;
- Council's Debt Strategy;
- funding for future asset replacement;
- issues of equity arising from circumstances where ratepayers provide or maintain infrastructure that might otherwise be provided or maintained by Council and whether discretionary rebates will be granted.

Council's Strategic Management Plan, Annual Business Plan and Budget are available for inspection at the Council offices at Mannum, Cambrai and Morgan.

Council has developed a Community Consultation Policy.

Decisions on budget allocations for works and the provision of services are made by elected members who are the eyes and ears of our community.

Ratepayers and electors can provide information to the Council in writing addressed to the CEO, through their elected representative or by personal delegation to a meeting of Council.

Levels of rating are influenced by the demographics of our area (i.e. size of area, number and population of towns, length of road network to be maintained and total population).

RATING POLICY STATEMENT CONT'D

Business Impact Statement assessing the impact of the Council's rates on businesses in the area. No major rate rises are levied on businesses which provides them with the opportunity to set their own budgets confident that there will be no major variation in rates from year to year. This is assuming that valuation rises are consistent across the Council area.

1. METHOD USED TO VALUE LAND

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

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

The 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 on the following basis:

- Rates constitute a system of taxation and 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, provides the best indicator of overall property value.

2. ADOPTION OF VALUATIONS

A Council may employ or engage a Valuer to value the land in the area or it may use the valuations provided by the Valuer General, or it may use a combination of both subject to certain restrictions. The Valuer General is a statutory officer appointed by the Governor.

The Council has adopted the valuations made by the Valuer-General and provided to the Council in April 2013. If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the State Valuation Office 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, 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. The address of the office of the Valuer-General is:
State Valuation Office
GPO Box 1354
Adelaide SA 5001
or Email: lsgobjections@sa.gov.au

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

2.1 Notional Values

Certain properties may be eligible for a notional value, where the property is the principal place of residence of a ratepayer, under the Valuation of Land Act 1971. This also relates to some primary production land or where there is State Heritage recognition.

3. 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:

- Council consultations with business groups, including primary producers;
- The equity of the distribution of the rate burden between classes of ratepayers;
- Council's policy on facilitating local economic development;
- 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;
- changes in the valuation of all properties from the previous financial year;
- specific Council projects for the coming year that will solely or principally benefit businesses and primary producers;
- specific infrastructure maintenance issues that will solely or principally benefit businesses and primary producers;
- the profile of businesses including the size, range, type and level of employment provided;
- the flow on affects of climatic drought;
- and the affects of the global economic recession.

4. 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 Local Government Act – and Section 147 of the Act), 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.

RATING POLICY STATEMENT CONT'D

5. GENERAL RATES

The Council has decided to impose differential general rates on the following classes of properties:

- Between rateable property within townships and outside of townships;
- Between land use categories as described in the Local Government (Land Use) Regulations;
- Council reached its decision based on historical rating practices in the pre-amalgamated Councils and in particular the amalgamation proposal statement "The new Council will be extremely cautious and sensitive to ensure fairness and equity in establishing rating parity within the legislative requirement and time frame".

It is proposed to raise general rates of $9,832,550 in a total revenue budget of $18,772,537.

Differential rates are based on the different level of services and infrastructure available to residents of township areas in comparison to residents of residential type properties located outside of the townships and in comparison to rural properties:

a) Townships are generally provided with sealed roads, kerbing, footpaths, stormwater drainage, street lighting, parks & gardens, recreation reserves, wheelie bins and a weekly domestic garbage collection service, town planning and library services.

b) The majority of residential properties outside of townships are provided with all weather road access and in some instances these roads are bituminised, banks of wheelie bins for the collection of domestic garbage, some areas have street lighting, development plan controls.

c) Rural properties are provided with all weather road access and in some areas these roads are bituminised. Development Plan controls aim to retain primary production land.

RATES

	2012/2013			2013/2014			% Increase
	Valuation $	Rate in $	Actual Rates $	Valuation $	Rate in $	Proposed Rates $	over 2012/2013
	'000			'000			
Non-Rateables	59,802			58,681			
Mannum Township	321,119	0.5155	1,637,590	319,454	0.55	1,738,578	6.17%
Minimum		516			544		
Townships	188,286	0.5069	972,194	183,867	0.55	1,029,574	5.90%
Minimum		516			544		
Outside Townships	801,957	0.3954	3,236,458	761,926	0.444	3,423,265	5.77%
Minimum		516			544		
Rural	775,351	0.3954	3,477,248	779,979	0.415	3,686,133	6.01%
Minimum		516			544		
Estimated Rate Rebate =			-70,000			-45,000	
Valuation Appeals						0	
Net Rate after Rebate			9,253,490			9,832,550	
Percentage of Properties on the Minimum Rate			25.69%			26.09%	

RATING POLICY STATEMENT CONT'D

Land use is used as a factor to levy differential rates. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then the ratepayer may object to that land use (to the Council) within 60 days of being notified. The objection must be in writing setting out the basis for the objection and details of the predominant land use that in the opinion of the ratepayer, should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court.

Objections to the Council's land use decision may be lodged with the Land & Valuation Court. Please contact Council's Rates Officer on 8569 0100 who will provide information to assist you in lodging an objection. The Council will provide, on request, a copy of Section 156 of the Local Government Act which sets out the rights and obligations of ratepayers in respect of objections to a land use. It is important to note that the lodgement of an objection does not change the due date for the payment of rates.

6. 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.

The budget provides for a minimum rate of $544.00
The reasons for imposing a minimum rate are the Council considers it appropriate that all rateable properties make a minimum level of contribution to the cost of administering the Council's activities, and creating and maintaining the physical infrastructure that supports each property.

The minimum rate affects 2,617 properties being 26.09% of the total and raises $632,769 additional in rates through the use of a minimum rate, which represents 6.44% of total general rate revenue.

7. SERVICE CHARGE

The Council manages Community Wastewater Management Systems (CWMS) for various areas within the Council which provides benefits to those connected to the schemes. A service charge is raised to maintain the systems. The revenue raised from this charge can only be applied to maintenance and replacement of the scheme and only those properties receiving the service will be levied.

The charge is levied on the concept of user pays based on the cost to operate and maintain the service, and the cost to improve or replace the service, and recognition that the value of a property is enhanced by the availability of the service.

RATING POLICY STATEMENT CONT'D

To recover the cost of construction property owners have the choice of paying their share up front, or by repayments of loans taken out over a 10 year period. Following completion of the schemes a service charge will be raised.

For the 2013/2014 financial year the following service charges will apply to properties involved in these schemes:

Bolto	$450.00 per unit maintenance
Big Bend	$400.00 per unit maintenance
Blanchetown	$250.00 per unit maintenance
Bowhill	$250.00 per unit maintenance
Brenda Park/Morphett Flat	$300.00 per unit maintenance
Caloote Landing Area	$300.00 per unit maintenance
Caurnamont	$250.00 per unit maintenance
Five Mile/Kia Marina	$600.00 per unit maintenance
Greenways Landing	$650.00 per unit maintenance
Idyll Acres	$450.00 per unit maintenance
Kroehn's Landing	$700.00 per unit maintenance
Marks Landing	$200.00 per unit maintenance
North West Bend/Beaumonts	$300.00 per unit maintenance
Pelican Point	$350.00 per unit maintenance
Pellaring Flat	$350.00 per unit maintenance
North Punyelroo	$250.00 per unit maintenance
Scotts Creek	$250.00 per unit maintenance
Scrubby Flat Area	$650.00 per unit maintenance
Seven Mile	$650.00 per unit maintenance
South Punyelroo	$300.00 per unit maintenance
Swan Reach Area	$450.00 per unit maintenance
Teal Flat	$350.00 per unit maintenance
Old Teal Flat	$550.00 per unit maintenance
The Rocks	$650.00 per unit maintenance
Walker Flat Area	$350.00 per unit maintenance
Truro	$450.00 per unit maintenance
Julanker/Younghusband	$400.00 per unit maintenance
Rob Loxton Road	$350.00 per unit maintenance
Pelican Point	$988.00 per unit capital
South Punyelroo	$898.00 per unit capital
North West Bend/Beaumonts	$937.00 per unit capital
Idyll Acres	$1,141.00 per unit capital
Rob Loxton Road	$725.00 per unit capital
Julanker/Younghusband	$1,778.00 per unit capital
Blanchetown	$646.00 per unit capital

RATING POLICY STATEMENT CONT'D

Where Council takes over the management of any other schemes during the financial year a service charge is raised on a pro rata basis.

Service Charges are set in accordance with Section 155 of the Local Government Act 1999. These charges are based on recovering the ongoing costs of management and maintenance of the scheme from the residents serviced by the schemes. Charges for 2013/2014 are:

Bowhill Multi-Access Television System	$120.00 per occupied property.
Bowhill Water Supply System	$213.00 per property serviced

by the system which includes the consumption of up to 120 kilolitres of water plus an excess water charge of 75 cents per kilolitre for water consumed in excess of 120 kilolitres during the 12 month period.

CHANGES TO EFFLUENT RATE MAINTENANCE CHARGE:

Following an audit carried out by United Water on all of the CWMS Schemes in the Mid Murray Council area, Council proposes to phase in an increase in the maintenance rates for CWMS Schemes, but to a lesser extent than was recommended in the audit. It is recognised that it is more expensive to maintain many small schemes than one large scheme. The principles of social justice and capacity to pay are taken into consideration when setting individual scheme rates. It is also recognised that the State Government charges for sewerage services are comparable with Mid Murray Councils charges.

In comparison the State Government's SA Water Department charge 0.1892% of property value or $336.00 minimum per annum for Country residential properties. On a property valued at $250,000 this would equate to a yearly charge of $473.00.

KERBSIDE COLLECTION OF RECYCLABLES SERVICE CHARGE:

A separate charge of $74.00 per property to which the service is made available will be levied in order to cover the costs in supplying the service, in accordance with provisions contained under the Local Government Act.

This fortnightly collection service is provided to residences within the townships of Barton, Blanchetown, Cadell, Cambrai, Dutton, Greenways, Keyneton, Mannum, Morgan, Palmer, Nildottie, Purnong, Sedan, Swan Reach, Truro and Tungkillo.

8. NATURAL RESOURCE MANAGEMENT ACT

State Government legislation requires Council to raise a separate rate to fund a Natural Resource Management Board established under the Natural Resource Management Act. This separate rate is identified separately on rate notices, and Council pays these funds to the Board to fund various environmental projects, management of the River Murray Catchment, soil conservation and pest animals and weeds control.

Council is part of the South Australian Murray-Darling Basin Natural Resources Management Region and the Board has determined that the Councils that are part of this region will raise their contribution by way of a rate in the dollar on the value of rateable land within the area of the Council.

Further information on the NRM Levy and how the funds will be spent can be found on the South Australian Murray-Darling Basin Natural Resources Management Board Website: www.samdbnrm.sa.gov.au or telephone 85321432

9. RATE CONCESSIONS

The State Government, in providing equity across SA in this area, 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 if Council is advised that a concession applies and the rates have already been paid in full.

9.1 State Senior Card Ratepayer (self funded retiree)

If you are a self funded retiree and currently hold a State Seniors Card you may be eligible for a concession toward Council Rates. In the case of couples, both must qualify, or if only one holds a State Senior's Card, the other must not be in paid employment for more than 20 hours per week. If you have not received a concession on your rates notice or would like further information please contact the RevenueSA Call Centre on 1300 366 150.

9.2 Pensioner Concession

If you are an eligible pensioner you may be entitled to a rebate on Council rates (and water and effluent charges where applicable), if you do not currently receive one.

An eligible pensioner must hold a Pension Card, State Concession Card or a Repatriation Health Card marked TPI Gold, EDA Gold or War Widow. They must also be responsible for the payment of rates on the property for which they are claiming a concession.

Applications are administered by the State Government. Application forms, which include information on the concessions, are available from the Council, SA Water Corporation and its District Offices or the Department for Communities and Social Inclusion. This concession is administered by SA Water on behalf of the department and further information can be obtained by telephoning Concessions Hotline 1800 307 758 or visit www.sa.gov.au/concessions. Payment of rates must not be withheld pending assessment of an application by the State Government as penalties apply to unpaid rates. A refund will be paid if Council is advised that a concession applies and the rates have already been paid in full.

9.3 Other Concessions

The Department for Communities and Social Inclusion administers Council rate concessions available to a range of eligible persons receiving State and Commonwealth allowances. This includes, but is not limited to, ratepayers who are in receipt of: Austudy, Newstart, Parenting Payment, Partner Allowance, Sickness Allowance, Special Benefit, Widow Allowance, Youth Allowance, Abstudy, CDEP or a New Enterprise Initiative Scheme. It may also apply to ratepayers in receipt of a pension as a war widow under legislation of the United Kingdom or New Zealand and the holders of a State Concession Card issued by the Department for Families and Communities. All enquiries should be directed to the Department for Communities and Social Inclusion (refer to page 42 of the Barossa Valley, Murray Lands, Riverland, South Coast and Kangaroo Island White Pages for telephone details).

10. PAYMENT OF RATES

The payment of rates will be as follows:

All rates are payable in four equal (or approximately equal) quarterly instalments (unless otherwise agreed with the Principal Ratepayer) with instalments falling due on the following dates:

1st quarterly instalment due on	16th September, 2013
2nd quarterly instalment due on	16th December, 2013
3rd quarterly instalment due on	17th March, 2014
4th quarterly instalment due on	16th June, 2014

provided that in cases where the initial account requiring payment of rates is not sent at least 30 days prior to the due date for payment, or an amended account is required to be sent, authority to fix the date by which rates must be paid in respect of those assessments affected is delegated to the Chief Executive Officer.

Rates may be paid:

- In person at the Council Office or branches being 49 Adelaide Road, Mannum; Main Street, Cambrai; or cnr. Fourth & Eighth Street, Morgan between the hours of 9 am and 5 pm Monday to Friday;
- By following the BPay directions located on the rate notice;
- By post to PO Box 28, Mannum SA 5238;
- In person at any Post Office (please present rate notice when paying);
- By Telephone (24 hour service), direct debit and/or credit card accepted (follow instructions on rate notice);
- Payments via Internet.

Credit card & EFTPOS facilities are available at Mannum, Morgan and Cambrai. Telephone payments to 1300 301 090 will accept Mastercard, Visa, American Express and Diners Club cards.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact Council's Rates and Assessment Officer on 08 85690100 to discuss alternative payment arrangements. Such inquiries are treated confidentially by the Council.

11. LATE PAYMENT OF RATES

The Local Government Act provides that Councils impose a penalty of 2% 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 according to a formula in the Act, for each month it continues to be late. This formula is calculated as follows:

$$P = \frac{CADR + 3\%}{12}$$

where 'P' is the prescribed percentage and 'CADR' is the cash advance debenture rate for that financial year.

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 imposes late payment penalties strictly in accordance with the Local Government Act.

Council may remit fines in accordance with its Fines and Interest Rating Policy however all requests must be made in writing.

If an instalment is not paid by the due date, fines will appear on the next rates notice. Should rate instalments not be paid, Council may forward a "letter of demand" (being our final notice) requesting full payment within (14) days of date of letter. Failing any response, the outstanding account will be placed in the hands of Council's Collection Agency. The debt collection agency charges collection fees to the ratepayer. Legal fees are also charged to 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 or debt collection recovery;
- second – to satisfy any interest and fines;
- third – in payment of any overdue rates;
- fourth – in payment of current rates, in chronological order (starting with the oldest account first).

12. REMISSION AND POSTPONEMENT OF RATES

Provision exists under Section 182 (1) of the Local Government Act (in circumstances of hardship) that Council can remit or postpone the payment of rates. Ratepayers should apply in writing to the Council stating the reason for the request. Generally remissions would only be granted under exceptional circumstances.

For the 2013/2014 period Council proposes that a remission of rates be given pursuant to Section 182(1) of the Local Government Act 1999, to any Principal Ratepayer who applies for the same to the Council on the following basis –

1. the Principal Ratepayer's assessment in respect of which the remission is to be granted is used for the purposes of primary production;
2. the assessment is also used in conjunction with other land also being used for those purposes;
3. the minimum amount payable by way of rate is payable in respect of the assessment.

The amount of the remission to be given shall be the difference between the minimum amount payable by way of rates and the amount of rates payable in respect of that assessment if the minimum amount had not been imposed, or the sum of $170, whichever is the smaller sum.

A donation of rates paid will be made to all approved Sporting Clubs and Community Organisations who are ratepayers of the Mid Murray Council.

Council is willing to consider applications under Section 182 (1)(a) of the Local Government Act for the postponement of rates until some change in the ratepayers circumstances, or until a change of ownership of the property takes place.

Any postponement granted is subject to fines being added in accordance with Section 182(2) of the Local Government Act.

Where a ratepayer is suffering hardship in paying rates he/she is invited to contact Council's Rates and Assessment Officer on 08 85690100 to discuss the matter. Such inquiries are treated confidentially by the Council.

13. REBATE OF RATES

The following rebates of Rates are available under the Local Government Act:

- Health Services (Section 160) - provides for 100% rebate for hospitals and health centres incorporated under the SA Health Care Act 2008.
- Community Services (Section 161) - provides for a rebate of 75% (or at the discretion of Council, at a higher rate). A community services organisation is a body that is incorporated on a not-for-profit basis for the benefit of the public; and provides community services without charge or for a charge that is below the cost to the body of providing the services; and does not restrict its services to persons who are members of the body.
- Religious purposes (Section 162) - provides for 100% rebate.
- Public cemeteries (Section 163) - provides for 100% rebate.
- Royal Zoological Society (Section 164) - provides for 100% rebate.
- Educational Purposes (Section 165) – provides for a rebate of 75% (or at a higher rate at the discretion of Council).
- Discretionary rebates (Section 166):
    1. For securing the proper development of the area or part of the area;
    2. For assisting or supporting a business in its area;
    3. For the preservation of buildings or places of historic significance;
    4. Where the land is being used for educational purposes;
    5. Where the land is being used for agricultural, horticultural or floricultural exhibitions;
    6. Where the land is being used for a hospital or health centre;
    7. Where the land is being used to provide facilities or services for children or young persons;
    8. Where the land is being used to provide accommodation for the aged or disabled;
    9. Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 or a day therapy centre;
    10. Where the land is being used by an organisation which, in the opinion of the Council provides a benefit or service to the local community;
    11. Where the rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has a free and unrestricted right of access and enjoyment;
    12. Where the rebate is considered by the Council to be appropriate to provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to a change in the basis of valuation used for the purposes of rating, rapid changes in valuations, or anomalies in valuations.

RATING POLICY STATEMENT CONT'D

14. RATE CAPPING

To provide relief against what would otherwise amount to a substantial change in general rates payable by a ratepayer due to rapid changes in valuation, a rebate of general rates for the 2013/2014 financial year will be granted to the Principal Ratepayer of an Assessment under Section 166 (1) (l) of the Act, on application to the Council.

Limit 10% increase in general rates to eligible ratepayers.
Ratepayers are eligible for the rate capping rebate where their general rates (excluding CWMS Charges, Water Supply Charges, Multi Access TV Charge, Recyclables Collection Service Charge and Natural Resource Management Levy) have increased by more than 10% on the amount they paid the previous year, and the increase is not a result of;

- Building improvements made to the land (as determined by the State Valuation Office) **or**
- Change of land use of the land, **or**
- Rezoning of the land, **or**
- Ownership of the land has changed since the 1st July 2013.

15. POSTPONEMENT OF RATES – SENIORS

Application may be made to Council for a postponement of the payment of any amount or rates in excess of $500 for the current or a future financial years by:

- A ratepayer who holds a current State Seniors Card issued by the State Government, (prescribed ratepayer) or the spouse of a prescribed ratepayer;
- The rates are payable on the principal place of residence;
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.

As rates which are postponed will become due and payable;

- When the title to the land is transferred to another person; or
- Failure to comply with a condition of postponement.

Interest will accrue on the amount postponed at the prescribed rate per month until the amount is paid.

Postponement is available as a right and can only be refused when the applicant/s have less than 50% equity in the property.

16. 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 provide the principal ratepayer and the owner (if not the same person), or any party with a vested interest 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.

The Mid Murray Council enforces the sale of land for non-payment of rates after three years.

11. FUNDING DISPARITIES BETWEEN RURAL AND METROPOLITAN COUNCILS

It is recognised that Rural Councils have a severe funding disparity with Metropolitan Councils. This is due to low population numbers in rural areas resulting in less people being available to fund a comparative level of services. As a result, rural residents have access sometimes to a lower level of services and infrastructure. There are some rural townships waiting for some services such as sewerage services, walkable footpaths, stormwater drainage, kerb and guttering and bitumen roads. Whilst communications have improved in recent years, this is still well under the services available in metropolitan areas.

The Local Government Grants Commission provides untied grants to Council to assist in reducing these disparities. Mid Murray Council receives a high level of these grants each year which are determined by a range of factors including revenue raising capacity, and expenditure functions. The grants are to assist each local government body in the State to function, by reasonable effort, at a standard not lower that the average standard of other local government bodies in the State. However, there is a need for considerably more grants to be paid to rural Councils than is currently the case.

12. COMMUNITY CONSULTATION

This Annual Business Plan was prepared in accordance with the provisions of Section 123 of the Local Government Act, 1999 but importantly to provide the community with guidance on Council's proposed activities for the 2013/2014 financial year. It was adopted for community consultation purposes at a Meeting of Council held on 27 May 2013, and adopted as Council's Annual Business Plan for 2013/14 on 8 July, 2013.

The community were invited and encouraged to make either verbal or written submissions on the draft annual business plan as follows:-

1. The opportunity to ask questions and make submissions at the Council Meeting held on Thursday 27 June 2013. A period of one hour was set aside at the meeting for this purpose.

2. Submissions in writing or via feedback from on Council's website or email could be submitted to Council no later than 5pm on Friday 21 June 2013.

All comments and suggestions were considered by Council in the interests of the whole community, prior to the adoption of the Annual Business Plan and Budget.

APPENDIX A

RECURRENT OPERATING EXPENDITURE:

WHERE YOUR MONEY GOES

ADMINISTRATION

Council has an extensive administration network to cater for the size of the area, number of ratepayers and residents, tourists and community support. These comprise employees working in the following fields:
Customer service,
Accounts Payable and Receivable,
Payroll,
Rates,
Support staff for Planners, Building & Health Inspectors
Senior Works Staff, Managers and Elected Members,
Accountants,
Records Management.

Information Technology
Information Technology and Telecommunications (IT&T) remain one of the key enablers supporting stakeholders in meeting Council's strategic objectives. Council supports a domain of 99 desktops, another 60 desktops for non-domain clients and 23 servers. In support of a Green IT philosophy, 18 of these servers are hosted on a virtualised core of 3 physical servers which significantly reduces power and cooling costs. Services provided to stakeholders include:

- IT Vision Synergysoft system which provides Financial Management, Records Management, Customer Relationship Management, Resource Management along with other core Council functions.
- Office Productivity Tools
- Geospatial Information System – Mapping and Imagery
- IP Telephony
- High Speed Voice/Data access between all Offices and Depots using Council owned and managed microwave radio system – Delivers significant savings compared to a commercial telecommunications carrier solutions.
- Mobility tools including Remote Access to Council systems and Push Email to Smart Phones
- Cloud based access to Council information

Current focus areas are Business Continuity/Disaster Recovery systems, undertaking aerial photography requirements and the replacement of the core server and storage infrastructure.

Council continues to explore electronic service delivery initiatives to increase productivity and decrease costs. Council is introducing technology to enable hand held devices for use in the field for customer service requests, fire inspections and food inspections.

Council has also implemented electronic Council agendas.

PUBLIC ORDER & SAFETY

This service covers dog and cat control, fire protection, livestock and other general inspectoral duties. Many of the services in this area are undertaken to comply with legislative requirements, and therefore they will continue in 2013/2014.

Dogs
Council has 2,353 dogs registered in the area. Staff are kept busy with noise complaints, dogs wandering at large and dog attacks/harassments. Door knocks to check on unregistered dogs are undertaken when time permits.
Council has appointed a part-time general inspector for weekends and public holidays to provide a service to the community during these times.

Fire Protection
Bushfire Prevention is a major focus of fire protection and Council employs a bushfire prevention officer. Council has a legislative responsibility to control the burning of rubbish and stubble and the issuing of fire permits during the fire danger season.

Council supports CFS crews with rural fires in the provision of water tankers. The sooner a fire can be brought under control, the less damage and distress is suffered by those affected.

Livestock
Whilst not a major function Council inspectors are called to investigate stock wandering on roadsides.

HEALTH

Existing Health Services will be maintained in 2013/2014. These comprise:
Immunisations
Council carries out immunisations on a regular basis to prevent disease and protect the health of residents.

Medical Centres
Council supports medical centres in the smaller river communities at Morgan, Swan Reach and Blanchetown.

Health Inspection
Council employs qualified Environmental Health Officers who are kept busy undertaking a range of duties including:-

- immunisation
- health services and inspections
- mosquito control
- waste control system installations/approvals/inspection
- regulation and monitoring of swimming pools
- food premises inspection
- CWMS (effluent schemes) installation co-ordination
- European wasp control

HEALTH CONT'D

Healthy Communities and OPAL
Council also assists with the Healthy Communities and OPAL (Obesity Prevention and Lifestyle) programs and activities throughout the Council area.

SOCIAL SECURITY AND WELFARE

Existing Welfare Services will be maintained in 2013/2014. These include:

Aged Care
Council supports the establishment of aged care facilities throughout the Council area. This may involve provision of land and use of Council labour and plant to assist with the construction. Administrative support is available to accept grant funds and pay accounts during the construction phase.

Once completed Council has minor ongoing costs and assists when requested.

Council's biggest cost in Aged Care is the Morgan Day Activity Centre where Council pays for the Manager of the Centre and operational costs. This valuable service was established by the former Morgan Council prior to amalgamation to ensure that their elderly residents would be catered for in the future.

Council provides and maintains the Senior Citizens' Clubrooms at Mannum. The clubroom forms part of the Mannum Leisure Centre.

Home and Community Care Services
Council administers the provision of home assistance services designed to help elderly residents stay in their own homes by providing home help such as minor building maintenance, mowing and gardening and provision of grab rails. The State Government provides grant funding for this service which is very much appreciated by those needing the service.

HOUSING & COMMUNITY SERVICES

Cemeteries
Council has thirty two cemeteries within our Council area, most of which are maintained by Council. Council appreciates the work of volunteers who help with some of the maintenance. A register of burials is maintained on Council's website, with pictures of most headstones displayed.

Effluent Drainage
Council maintains Effluent Drainage Schemes for shack areas along the River Murray, and special rates are levied to cover the costs of maintenance. Twenty eight schemes and two houseboat pump out stations are maintained by Council.

Council is working with the Local Government Association Community Wastewater Management Committee in investigating the design and costing for a community wastewater management scheme at Truro.

HOUSING & COMMUNITY SERVICES CONT'D

Public Conveniences
Council maintains twenty seven public conveniences throughout the Council area. These are regularly cleaned and maintained.

Council is budgeting in 2013/14 to install a disabled toilet as part of the Morgan Station Masters residence restoration works and a disabled toilet in Blanchetown.

Street Cleaning
Streets in larger towns are regularly swept with specialised street sweeping machinery.

Sanitation & Waste Management
Council provides a weekly household waste collection to each town within the Council area, plus bin bank collection from shack areas along the River Murray. Waste Transfer Stations are located at Mannum, Morgan, Blanchetown, Bowhill, Cadell, Swan Reach, Cambrai, Truro, Tungkillo and Walker Flat. A landfill waste disposal site is located at Cambrai.
Regular street bin and reserves collection takes place.
From the 3rd June 2013, Council will provide ongoing Drum Muster collections at the Cadell, Swan Reach, Mannum Transfer Stations and Cambrai Landfill site to remove old chemical containers from the Council district.
A new kerbside recycling collection service commenced in July 2012 to all towns that presently receive a waste collection service. Council has installed waste transfer stations at Cambrai, Truro and Morgan and a Resource Recovery Centre at Mannum. Council has also implemented electronic waste collection at all waste transfer stations at no cost to residents. Council has also constructed a new landfill facility at Cambrai in 2012/13.

Planning
The planning and development section of Council has increased considerably over recent years in order to cope with the demands of growth. Three qualified Planning Officers are now employed by Council to assess development applications and assist with Development Plan Amendment reports which allow for further controlled growth throughout the Council area.

Following the recent completion of a detailed review of Council's Development Plan, Council is undertaking a number of policy amendments focussing on amongst other things, heritage, Cadell Policy Area, Myall Place (Mannum) and others. Planning staff are also kept busy in working with Council's Compliance staff in regard to illegal developments and compliance monitoring.

Disabled Access Program
Council has a programme in place to improve access to Council buildings & facilities by people with disabilities. This is an ongoing project programme. Funds are allocated yearly to progress the plans. Council allocates funds each year to undertake prioritised works detailed in completed access audits. Council also has a Disability Access Incentive Scheme which makes available grants of $500 to improve access to non residential buildings/facilities.

HOUSING & COMMUNITY SERVICES CONT'D

Other Community Services

Council supports the community in various ways besides the traditional roads, rates and rubbish. Support and funding is provided for Rural Transaction Centres at Morgan and Blanchetown, TV Blackspots retransmission services at Mannum and Swan Reach, Keyneton Water Supply, Bowhill TV and Water Supply. TV reception has changed to Digital technology.

Council has appointed a Grants Funding Co-ordinator to assist community organisations in preparing applications for grant funding.

Urban Stormwater Drainage

Stormwater drainage within the townships is monitored and maintained to prevent flooding. Council has plans to improve stormwater drainage, which is carried out within available funding. Grant funding is being used to draw up plans for installation of stormwater infrastructure in some townships.

New stormwater drainage has been installed in Adelaide Road, Mannum and Johnson Hill stormwater drainage has been repaired. Repair works to the car park and a new Cascade Road is scheduled to be constructed in 2013/14. Council is also working with the Department of Planning, Transport and Infrastructure regarding stormwater drainage for Sedan.

Other Protection of the Environment

Council supports Local Area Planning Groups in our Region by providing administrative support in the form of payroll services, accounts payable, office accommodation at Cambrai and lease vehicles. Administrative support is provided free of charge, and the groups reimburse Council for their staff wages, vehicle hire and operating costs.

Council continues to work with and partner the Murray Darling Basin Natural Resource Management Board on joint projects, planning and service provision.

RECREATION AND CULTURE

Halls

Council maintains fourteen halls throughout the Council area. Many of these facilities no longer enjoy the patronage that they had in past years, with these remaining in Council possession more from a cultural heritage value, than a usable asset.

Council provides financial assistance to some halls to assist with their upgrade. Council will be providing $2,000 to the Keyneton Soldiers Memorial Hall in 2013/14 for upgrade works.

Libraries

Council provides a library service at Morgan, and contributes to the joint provision of services at Blanchetown, Swan Reach, Cambrai and Mannum. Grant funding is provided by the State Government to support this valuable service.
Council extended the Library Hours for the Morgan Library to include Saturday morning from 8 am – 11 am in 2012/13.

RECREATION AND CULTURE CONT'D

Parks, Gardens and Reserves

All residents and tourists would be aware of Councils high quality parks, gardens and reserves. Council provides recreation facilities in all towns and river areas. These are regularly maintained in a clean and safe condition. Funding has been provided to advance Land Management Plans for these facilities.

Upgrade works to Haythorpe Reserve will be undertaken in 2013/14

Sport and Recreation

Ovals on land that Council is responsible for are maintained in a tidy and safe condition. Council also assists sporting bodies in the maintenance and upgrade of these facilities. A new permanent skate park has been built in the township of Mannum, and additional facilities to enhance this skate park will be provided in 2013/14. A portable skate board ramp regularly visits other townships within the Council area.

Mannum Leisure Centre

This is a purpose built facility which provides gymnasium, squash, basketball, table tennis, roller-skating, fitness classes and various other leisure activities to the community, including the clubroom for the Mannum Senior Citizens' Club.

Council is planning to introduce new programs for the Leisure Centre including 24 hour access to the gymnasium in 2013/14.

Swimming Centres

Council owns and operates a swimming pool during summer at Cambrai. The Mannum Community College Swimming Pool is available for community use and Council provides staffing for this facility. Swimming classes are held in the Christmas school holidays by Vacswim.

Youth Services

Council employs a Community Development Officer whose role includes youth services within the whole Council area. Youth Advisory Committees exist throughout the Council area. Funds have been allocated in the budget for youth projects. A Fun for Youth Van Bus was purchased in 2010/11 providing youth activities throughout the Council area. This new service has been well received by the community and will continue in 2013/14. The Council received a National Award for youth engagement for this service.

Council was successful in obtaining the Medicare Community Healthy Participation Achievement Award and the Local Government Managers Australia (SA) Local Hero Award for Excellence in Community Services in 2012/13.

Other Cultural Services

Council supports Museums in the Council area. These comprise the Morgan Museum, Mannum Dock, Cambrai and Swan Reach Museums. The Council will also support an Arts Development Officer in providing services throughout Council in 2013/14.

RECREATION AND CULTURE CONT'D

Other Cultural Services Cont'd

The Morgan/Cadell area has an old paddlesteamer (PS Canally) that is to be restored in stages to its former glory. This is providing an activity for the residents to be involved, virtually starting from scratch with complete renovation required. This is to be a long term project with Council providing significant support. Currently planking on the hull is being replaced.

NATURAL RESOURCE MANAGEMENT

State Government legislation requires Council to collect a separate rate, which is payable to the Board to support their operations. The Natural Resource Management Board has already contributed towards environmental projects that Council is involved in designed to protect the ecology of the River Murray. Council does not have control over increases in the NRM Levy which is included on Council's rate notice.

BUILDING CONTROLS

Council employs two qualified Building Surveyors who are responsible to approve and inspect all building work. These officers are based at our Environmental Services offices situated in Cambrai, and appointments can be made for visits at the Mannum and Morgan Offices if required.

TRANSPORT

Council has the second longest length of road network to maintain in the State. This includes 306 kilometres of sealed road and 3,073 kilometres of unsealed road. Considerable resources are allocated to maintain this network, with a planned level of reseals, resheeting and maintenance carried out yearly. Grader numbers have been reduced since amalgamation. The introduction of improved work practices has resulted in newer graders working longer days and weekends.

Because of the need to maintain existing infrastructure there is not a lot of resources available for new and improved services. Bitumen roads are still required in some rural townships and major town connector roads.

Like most other rural townships in the State, footpaths in some towns are basic with many still natural surface. Regular weed spraying takes place to control weeds, especially caltrop.

Council is budgeting $101,200 for the footpath upgrade from Chemist to the Foodland in Mannum and for a footpath from the Mannum Green Shopping Centre to the Mannum Leisure Centre in 2013/14 as well as a footpath in Sedan from the Post Office to IGA.

Upgrade of the Truro to Eudunda Road, Murraylands Road from Mannum to Blanchetown and Purnong Road will be included in funding applications in 2013/14 to enable works to be undertaken should funding be received.

TRANSPORT CONT'D

Upgrades and replacement of bridges generally rely on outside State or Commonwealth grant assistance. Maintenance is carried out as part of Council's Asset Management Plan.

Roadside signage in the country faces constant vandalism. Council does its best to replace vandalised signs and improve signage within the district.

Council has a roadside tree trimming gang that patrols the Council area to prevent encroachment of vegetation onto the trafficable road surface. This is being reviewed to ensure greater efficiencies.

Streetscape designs have been prepared for a number of towns, and these plans await funding so that the plans can be implemented.

Parking Bays are regularly maintained and street trees receive attention when required.

Road line marking is carried out each year.

On and Off Street Parking
Parking controls exist within the Council area and Council staff monitor time restrictions. The new Mannum Green Shopping Complex on Adelaide Road has been completed.

Wharf Maintenance
Council maintains eleven wharves, one recreational jetty and a boardwalk. The most significant wharf is the Morgan structure which has historical value dating back to the early steam driven paddle boat days.

Boat Ramps
Council provides, maintains and regularly monitors boat ramps along the River Murray. This is an essential tourist and recreation facility.

Council commissioned Terry Magryn and Associates to undertaken consultation with stakeholders, design of the upgrade of boat ramps, costing and application for 100% funding for boat ramps at Caloote, Cadell, Blanchetown, Morgan, Mannum and Swan Reach. This will be undertaken in 2013/14.

ECONOMIC

Caravan Parks
The Morgan Caravan Park owned by Council is leased out and Council has no operational control over this facility.

ECONOMIC CONT'D

Caravan Parks Cont'd

The Mannum Caravan Park is managed by a Committee of Council and is regarded as one of the best parks in the State. Profits from this park are used to upgrade the park and provide support for tourist promotional activities. Discussions are taking place to enlarge the size of the park.

Capital projects planned for the Mannum Caravan Park in 2013/2014 include:
Cabin refurbishment
Road, pathways and landscaping improvements
2 new cabins and installation

Special Events

Tourism is a major Council focus and a Tourism Action Plan has been developed to support and implement initiatives. Council supports the Mannum and Morgan Christmas Pageants and other community events including the Swan Reach Country Music Festival, Mannum Truck and Ute Show and True Grit at Cadell.

Tourist Information Service

Council provides a tourist information service from a restored historic building adjacent Arnold Park Mannum. It is run by a paid manager, and operated by many volunteers. Tourist numbers visiting the centre grow from year to year.

Mannum Dock Museum

Council is responsible for the operations of the Mannum Dock Museum Board. This Board has under its care and control, the paddle steamer Marion, which is a State Heritage listed item. A historic paddle boat dry dock forms part of the museum display.

A new interactive display "All Steamed Up" involving in interactive exhibition that outlines the challenges and mechanical operations of a heritage steam vessel on the river was launched on 5 March 2013

Other Economic Activities

Economic Development services are provided to Council by Regional Development Australia – Murraylands and Riverland Inc. which promotes industry to our Council area. A prospectus for Mid Murray, 'Ready for Business and A Place To Live' is being finalised. Council also provides funding for tourism promotion projects through Destination Riverland, Murraylands Tourism Partnership & Murraylands Regional Tourist Association.

OTHER PURPOSES NEC

Plant Operations

Council operates a large plant and machinery fleet.

This includes 6 Graders, 6 semi-side tipping trucks, 13 tipper and garbage trucks of various sizes, 6 heavy front end loaders and two skid steer loaders, 2 excavators, 38 passenger vehicles and utes, and various rollers, street sweeper, tractors and other minor plant. Council is reviewing plant utilisation and vehicle usage.

OTHER PURPOSES NEC CONT'D

Plant Operations Cont'd

The budget provides $760,000 for fuel and oil, $850,000 for repairs and maintenance and $170,000 for registration and insurance. Plant operational costs are allocated to projects via hours of plant usage on each job.

Council has budgeted to replace major plant in line with its Plant and Machinery Replacement Plan, and passenger vehicles in accordance with its Vehicle Replacement Policy.

Depots

Due to the large physical area of the Council it is necessary to maintain operational works depots at Cambrai, Morgan and Mannum. Storage depots exist at Truro and Blanchetown. A review of the Truro and Blanchetown Depot will be undertake in 2013/14.

APPENDIX B

KEY BUDGET FINANCIAL STATEMENTS

(as required by Regulation 7 of Local Government (Financial Management) Regulations 2011

BUDGET SUMMARY STATEMENT - OPERATING/CAPITAL SPLIT			
	2013/14		
	MID-MURRAY COUNCIL		
	OPERATING	CAPITAL	TOTAL
EXPENDITURE			
TOTAL EMPLOYEE COSTS	7,561,400	633,650	8,195,050
CONTRACTUAL SERVICES	3,199,421	1,624,179	4,823,600
MATERIALS	2,759,236	2,407,785	5,167,021
FINANCE CHARGES	443,465		443,465
DEPRECIATION	4,765,915		4,765,915
OTHER	1,980,765	20,800	2,001,565
CROSS CHARGES - FULL COST ATTRIBUTION	(2,055,684)	2,055,684	-
TOTAL EXPENDITURE	18,654,518	6,742,098	25,396,616
REVENUE			
RATES - GENERAL	9,832,550		9,832,550
RATES - OTHER	1,171,853		1,171,853
STATUTORY CHARGES	278,800		278,800
USER CHARGES	534,250		534,250
GRANTS & SUBSIDIES	4,944,712	50,000	4,994,712
INVESTMENT INCOME	67,400		67,400
DONATIONS	18,250		18,250
REIMBURSEMENTS	620,514		620,514
COMMERCIAL ACTIVITY REVENUE	1,115,733		1,115,733
OTHER	188,475	671,500	859,975
TOTAL REVENUE	18,772,537	721,500	19,494,037
SUB TOTAL	118,019	(6,020,598)	(5,902,579)
COUNCIL LOAN PRINCIPAL MOVEMENT			
NEW LOANS PRINCIPAL		1,700,000	1,700,000
LOAN PRINCIPAL REPAID		(1,515,238)	(1,515,238)
COMMUNITY LOAN MOVEMENT		22,677	22,677
NET LOAN PRINCIPAL MOVEMENT		207,439	207,439
SUB TOTAL	118,019	(5,813,159)	(5,695,140)
Less DEPRECIATION	4,765,915		4,765,915
TOTAL Excluding DEPRECIATION	**4,883,934**	**(5,813,159)**	**(929,225)**
GENERAL RESERVE MOVEMENT			
TRANSFER TO RESERVE		(77,669)	(77,669)
TRANSFER FROM RESERVE		1,001,679	1,001,679
NET RESERVE MOVEMENT	-	924,010	924,010
NET TOTAL	4,883,934	(4,889,149)	(5,215)
Estimated C/Fwd Surplus/(Deficit)			
Total Surplus(Deficit)			(5,215)

APPENDIX B

KEY BUDGET FINANCIAL STATEMENTS CONT'D

	MID MURRAY COUNCIL	
	STATEMENT OF COMPREHENSIVE INCOME	
	BUDGET	
	for the year ended 30 June 2014	
Budget 2012/2013		Budget 2013/2014
$	INCOME	$
10,595,502	Rates	11,004,403
263,500	Statutory charges	278,800
1,463,485	User charges	1,649,983
5,105,290	Grants, subsidies and contributions	4,944,712
63,620	Investment income	67,400
564,817	Reimbursements	620,514
152,474	Other revenues	206,725
	Share of profit - joint ventures & associates	
18,208,688	**Total Revenues**	18,772,537
	EXPENSES	
7,267,280	Employee costs	7,561,400
5,908,350	Materials, contracts & other expenses	5,883,738
458,618	Finance costs	443,465
4,619,780	Depreciation, amortisation & impairment	4,765,915
	Share of loss - joint ventures & associates	
18,254,028	**Total Expenses**	18,654,518
(45,340)	**OPERATING SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS**	118,019
	Net gain (loss) on disposal or revaluation of assets	
744,197	Amounts specifically for new or upgraded assets	50,000
	Physical resources received free of charge	
698,857	**NET SURPLUS (DEFICIT)**	168,019

Operating Income is sufficient to meet projected expenses for the 2013/14 financial year.

APPENDIX B

KEY BUDGET FINANCIAL STATEMENTS CONT'D

MID MURRAY COUNCIL
CASH FLOW STATEMENT
BUDGET
2013/2014

Budget 2012/13 $		Budget 2013/14 $
	CASHFLOWS FROM OPERATING ACTIVITIES	
	Receipts	
10,595,502	Rates	11,004,403
263,500	Statutory Charges	278,800
436,085	User Charges	534,250
5,105,290	Grants and Subsidies	4,944,712
63,620	Interest Received	67,400
11,400	Donations	18,250
564,817	Reimbursements	620,514
1,027,400	Commercial Activities	1,115,733
141,074	Other	188,475
18,208,688	TOTAL RECEIPTS	18,772,537
	Payments	
7,267,280	Wages and Salaries	7,561,400
2,597,376	Contractual Services	2,565,826
1,438,209	Materials	1,337,147
458,618	Interest Payable	443,465
1,872,765	Other	1,980,765
13,634,248	TOTAL PAYMENTS	13,888,603
4,574,440	**NET CASH USED IN OPERATING ACTIVITIES**	4,883,934
	CASH FLOWS FROM INVESTING ACTIVITIES	
	Receipts	
1,400,000	Loans Received	2,700,000
36,146	Community Group Loan Repayments	42,677
	Payments	
1,050,418	Loan Principal Repayments	1,326,138
	Capital Contributed to Associated Entities	
20,000	Loans Provided	20,000
365,728	**NET CASH PROVIDED BY FINANCING ACTIVITIES**	1,396,539
	CASH FLOWS FROM OTHER ACTIVITIES	
	Receipts	
236,500	Sale of Capital Assets	671,500
744,197	Capital Grants & Subsidies	50,000
	Payments	
6,525,711	Capital Expenditure	5,327,469
-5,545,014	**NET CASH USED IN OTHER ACTIVITIES**	-4,605,969
-604,846	NET INCREASE (DECREASE) IN CASH HELD	1,674,504
451,325	CASH AT BEGINNING OF YEAR	-889,119
-153,521	**CASH AT END OF YEAR**	785,385

APPENDIX B

KEY BUDGET FINANCIAL STATEMENTS CONT'D

MID MURRAY COUNCIL
BALANCE SHEET
BUDGET
for the year ended 30 June 2014

Budget 2012/2013 $		Budget 2013/2014 $
	ASSETS	
	Current Assets	
2,904,275	Cash and cash equivalents	785,385
1,626,264	Trade & other receivables	1,616,264
173,030	Inventories	173,030
4,703,569	**Total Current Assets**	2,574,679
	Non-current Assets	
158,230	Financial Assets	258,553
106,349	Equity accounted investments in Council businesses	106,349
153,350,488	Infrastructure, Property, Plant & Equipment	157,465,364
153,615,067	**Total Non-current Assets**	157,830,266
158,318,636	**Total Assets**	160,404,945
	LIABILITIES	
	Current Liabilities	
2,742,902	Trade & Other Payables	2,742,902
1,050,418	Borrowings	1,326,138
1,678,234	Short-term Provisions	1,678,234
5,471,554	**Total Current Liabilities**	5,747,274
	Non-current Liabilities	
24,881	Trade & Other Payables	24,881
5,867,442	Long-term Borrowings	8,247,152
219,097	Long-term Provisions	219,097
6,111,420	**Total Non-current Liabilities**	8,491,130
11,582,974	**Total Liabilities**	14,238,404
146,735,662	**NET ASSETS**	146,166,541
	EQUITY	
20,197,486	Accumulated Surplus	19,377,351
125,000,294	Asset Revaluation	125,000,294
1,537,882	Other Reserves	1,788,896
146,735,662	**TOTAL EQUITY**	146,166,541

APPENDIX B

KEY BUDGET FINANCIAL STATEMENTS CONT'D

MID MURRAY COUNCIL
BUDGET
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2014

Budget 2012/2013 $		Budget 2013/2014 $
	ACCUMULATED SURPLUS	
18,719,434	Balance at end of previous reporting period	18,438,890
698,857	Net Result for Year	14,451
(21,971)	Transfers to Other Reserves	(77,669)
801,166	Transfers from Other Reserves	1,001,679
20,197,486	**Balance at end of period**	19,377,351
	ASSET REVALUATION RESERVE	
125,000,294	Balance at end of previous reporting period	125,000,294
	Transfer to Accumulated Surplus on sale of infrastructure, property, plant & equipment	
125,000,294	**Balance at end of period**	125,000,294
	OTHER RESERVES	
2,317,077	Balance at end of previous reporting period	2,712,906
21,971	Transfer from Accumulated Surplus	77,669
(801,166)	Transfer to Accumulated Surplus	(1,001,679)
1,537,882	**Balance at end of period**	1,788,896
146,735,662	**TOTAL EQUITY AT END OF REPORTING PERIOD**	146,166,541

APPENDIX B

KEY BUDGET FINANCIAL STATEMENTS CONT'D

MID MURRAY COUNCIL
BUDGET
2013-2014

Note 16

UNIFORM PRESENTATION OF FINANCES

	2014 $'000	2013 $'000	2012 $'000	2011 $'000
Operating Revenues	18773	18,219	19,612	16,306
less Operating Expenses	-18655	-18,569	-17,442	-17,893
Operating Surplus/ (Deficit) before Capital Amounts	118	-350	2,170	-1,587
less Net Outlays on Existing Assets				
Capital Expenditure on renewal and replacement of Existing Assets	5086	5,740	2,818	2,652
less Depreciation, Amortisation and Impairment	-4766	-4,620	-4,609	-4,566
less Grants received for existing assets		-744		
less Proceeds from Sale of Replaced Assets	-266	-237	-215	-235
	54	139	-2,006	-2,149
less Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets	1656	785	3,503	1,748
(including investment property & real estate developments)				
less Amounts received specifically for New and Upgraded Assets	-50		-173	-353
less Proceeds from Sale of Surplus Assets	-405			
(including investment property and real estate developments)				
	1,201	785	3,330	1,395
Net Lending / (Borrowing) for Financial Year	-1,137	-969	846	-833