

Amended – 23 June 2009

Adopted – 23 June 2009

ANNUAL BUSINESS PLAN

2009/2010

Building a Better Community

Berri
Barmera
COUNCIL

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1: INTRODUCTION

The coming year appears to be another difficult year with regards to the local economy as the drought continues and ongoing water restrictions remain. With the district's economy mainly being driven by irrigated primary production with supporting industries such as citrus, vegetables, stone fruit and tourism the immediate prospects for the district will be challenging.

That being said, Council is mindful to frame its budget to coincide with the outcomes of the Long Term Financial Plan and Infrastructure Management Plans to improve its financial sustainability over a 10 year term and to ensure the community assets by which Council as the caretaker are responsibly maintained.

The Annual Business Plan sets out the Council's proposed services, programmes and projects for 2009/2010. The budget has been formulated in a financial environment that is not supportive of an expansion of services or the funding of major new projects, however its aim is to maintain a status quo with the services it already provides for the community.

The Annual Business Plan 2008 / 2009 has been prepared in accordance with the provisions of Section 123 of the Local Government Act 1999 and the requirements as established under the Local Government (Financial Management) Regulations 1999.

2: FUTURE DIRECTION – Strategic Plan

This year Council will undertake a major review of its Strategic Plan to bring it in line with the Long Term Financial Plan and Infrastructure Management Plans. The expected outcome of a Strategic Plan Review will be a succinct document presenting Council with a robust strategic approach to its operations and future planning.

Until the new Strategic Plan is formulated the current Strategic Plan 2006-2016 remains useful and valid and provides a framework for the future functions and processes of the Council and is the basis for the preparation of the Annual Business Plan.

The Strategic Plan determines our direction by stating our Vision and our Mission. Our Vision is our shared view of our future and where we want to be. Our Mission being why we exist and what we expect as a result of our Vision.

Council's 2008-2009 Annual Business Plan and Budget addresses the objectives of our Strategic Plan and keeps our Vision and Mission foremost in mind.

2.1 OUR VISION

Building a better community

The Vision of the council is underpinned by the basic principle that everything the council does affects the quality of life of the community and therefore everything that is done in the future must enhance the quality of life, thus "Building a Better Community".

2.2 OUR MISSION

Enhance the quality of life, the natural character and economic potential of our district through sustainable management, service delivery and development opportunities.

The mission underpins the vision and also addresses the quadruple bottom line as follows:

- Social:- quality of life
- Environment:- natural character
- Economic:- economic potential and sustainable development opportunities, which also leads into our planning framework
- Governance:- sustainable management and service delivery

The quadruple bottom line as stated underpins the philosophy of Council's Strategic Direction.

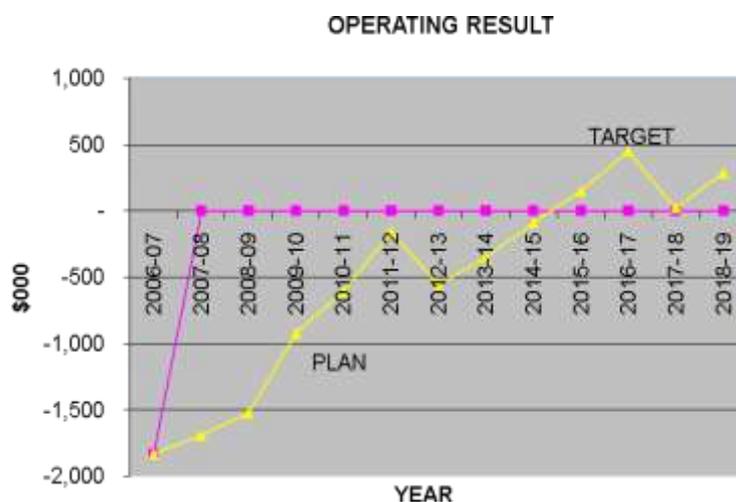
3: FINANCIAL STRATEGY – Long Term Financial Plan

The purpose of Council's Long Term Financial Plan (LTFP) is to examine the potential impact of its decisions over the long term and determining what the community can afford for a level of rates, debt and services. Similar to the annual budget the modeling provides a higher level framework to guide the preparation of the annual budget in detail and ensures an understanding what impact the decisions made today have on the future.

Our current 10 year LTFP is prepared with a number of key assumptions being determined. These assumptions have been made with the current economic climate in mind and the effects the financial instability has on our community. These assumptions are reviewed annually and with the use of updated information can be altered to reflect the climate of the time.

It must be noted that information utilised within the LTFP is a 'best guess' estimate of future performance and actual results are likely to vary from the information contained in the LTFP.

Council's immediate concern is its current operating deficit and the need to turn this around to meet its financial target of a break even or better operating result. This has been addressed in the LTFP and in the 2015/2016 financial year Council achieves a minor surplus.



This graph depicts the incremental improvement of Council's operating result over 10 years.

4: INFLUENCING FACTORS

As well as the influence of the Long Term Financial Plan and its outcomes there are a number of other influencing factors that have effected the way in which the Annual Business Plan has been structured and the resultant funding of the Annual Business Plan and Budget particularly with the impact of rate revenue.

The major influencing factors are listed below:

- The current economic environment, including continuing water restrictions.
- Planning for future residential development and industrial/commercial development through the provision and need for key infrastructure to support such development and growth.
- The need to plan for future development within the townships of Berri and Barmera, including the future of the main town centres and the construction of a Regional Recreation Centre at Berri.
- As a result of Lake Bonney being blocked from the River Murray has resulted in the need to expend funds keeping the foreshore safe and the Lake accessible by boat.
- Legislation changes regarding the need to develop long term financial management and asset management plans, which integrate with Council's strategic and future direction to provide a sound basis for long term financial management and on-going financial sustainability of the Council.
- Considerable increases in waste management costs and the need to provide for future rehabilitation of waste sites.
- Requirements to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, kerbing/guttering, stormwater drainage, parks and gardens and recreational reserves, council properties and the like.
- Increasing regulatory standards e.g. audit committee, risk management and occupational health and safety compliance.
- Local Government Cost Index increases on relevant goods and services.
- Enterprise bargaining agreements which provide for wages and salary increases. This includes the retention and recruitment of qualified and experienced staff.

5: BUSINESS ACTIVITIES AND SERVICES

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

- Development planning and control, including building fire safety assessment
- Various environmental health services
- Dog and cat management
- Street cleaning and rubbish collection and disposal
- Management of basic infrastructure including roads, footpaths, parks and public open space, street lighting and storm water drainage
- Fire protection
- Parking control
- Effluent Drainage
- Natural Resources Management
- Cemeteries
- Financial management, e.g. setting rates, preparing annual business plan, long term financial plan, infrastructure management plans and strategic management plan
- Regulatory activities e.g. supporting elected members, maintaining the assessment records and voters roll.

Other services provided by this Council as a response to community needs include but are not limited to:

- 2 Libraries
- Visitor Information Centre
- Economic Development which includes tourism support
- Community Services - youth services, aged persons support, transport scheme
- Halls
- Sport and recreation grounds, swimming centre, recreation centre
- Parks and gardens
- Community Events which includes cash and 'in-kind' contributions
- Public conveniences
- Waste management depots
- Wastewater Re-Use Scheme
- Foreshore maintenance – Lake Bonney and River Murray
- Road maintenance, footpaths and kerbing maintenance
- Clean-up of vandalism

6: PROJECT PRIORITIES FOR 2009/2010

6.1 PROJECT PRIORITIES FOR THE YEAR:

The following lists are the Project priorities for the year separated into Operational Projects and Capital Projects and recorded under each relevant department area. There are projects listed below that are carried over from previous years.

Further details of the Projects and their timeframes for completion are enclosed at Appendix 2.

6.1.1 Operating Projects

Executive Services	Budget
Berri Town Centre Renewal Project	\$50,000
Corporate Services	
Records Management	\$10,000
Community Services	
Hall of Fame Projects	\$5,000
Berri Centenary Celebrations	\$70,000
Environmental Services	
Section 30 Development Plan Review	\$50,000
Infrastructure Services	
Jarvis Street Open Space Development	\$60,000
Landscaping Berri East Approach	\$20,000
Drought Recovery Parks and Gardens	\$20,000
Tree Removal/Safety DTEI, Martin Bend	\$30,000
Roundabout Improvements	\$48,100
Rural Addressing	\$50,000

6.1.2 Capital Projects

Executive Services	Budget
Vehicle Changeover – Risk Co-Ordinator	\$15,000
Land Purchases – Riverview Drive	\$410,000
Corporate & Community Services	
IT Plant and Equipment	\$15,000
Telephone System Upgrade	\$66,000
Council Office Land and Buildings	\$20,000
Pool Car Changeover	\$15,000
Flagpoles and Banners etc	\$2,500
Berri Town Hall Air-conditioning	\$150,000
Major Buildings & Structures Upgrade	\$250,000
Barmera Library Furniture & Fittings, Plant & Equipment	\$14,800
Barmera Library – Play area for Children	\$10,000
Berri Library Furniture & Fittings, Plant & Equipment	\$25,433
Barmera Recreation Centre contribution Plant & Equipment	\$10,000
Transport Scheme – motor vehicle/bus changeover	\$50,000
Berri Visitor Information Centre Plant & Equipment	\$7,000
District Entrance Signage	\$50,000

Environmental Services	
Effluent Plant & Equipment Replacements	\$67,925
Building Inspection Vehicle Changeover	\$15,000
Infrastructure Services	
Cemetery Furniture	\$10,000
Vaughan Terrace Toilets Upgrade	\$180,000
Purchase of new Rubbish Bins	\$12,000
Rubbish Bins Surrounds	\$34,000
Waste Transfer Station Regional Implementation	\$600,000
Removal and Replacement Pergola Berri Riverfront	\$15,000
Reseals – District and Towns	\$200,000
Unsealed Roads Resheeting and Rerubbling	\$160,000
Road Construction – Gilbert Street	\$250,000
Laneway and Kerbing – Simes Street	\$35,000
Kerbing Reconstruction – Hughes Street	\$100,000
Monash Footpaths	\$36,700
Footpaths Berri and Barmera	\$156,000
Installation pramways and walkways Barwell Avenue	\$32,500
Stormwater Renewal and quality runoff	\$470,000
Plant and Machinery Purchases	\$372,000
Depot Office Renovations	\$5,000

6.1.3 Projects Carried Forward From 2008/2009

The following listed projects have been carried forward from previous years, with the corresponding budget allocation carried over. These projects are being funded from the 'works in progress' reserve.

Operating Projects	Budget
Riverland Futures	\$50,000
Community Land Review	\$10,000
Barmera Tourist Office Separate Allotment	\$5,000
Berri East Development Progress	\$10,000
Berri West Residential Infrastructure Study Implementation	\$5,000
Lake Bonney Management Plan (Water and Land)	\$5,000
Land Transfer from CIT (Cobby Steamfriends)	\$15,000
Native Title Negotiations	\$3,000
Removal of asbestos Council Buildings	\$20,000**
Berri Cemetery Extension – Stage 3	\$20,000**
Regional Waste Management Studies	\$22,000
School Safe Routes	\$20,000
Stormwater Drainage Study	\$50,000
Capital Projects	
Lake Bonney Foreshore Development (including allocation for water purchase)	\$286,000**
Berri Riverfront Pontoons Upgrade	\$76,000**
Martin Bend BBQ's and Shelters	\$20,000**
McKay Road Realignment	\$810,000**

** Note – Part funds carried forward from 2008/2009 Work in Progress Reserve

6.2 BUDGET SUMMARY:

The following table provides a summarised version of the Budget for the 2009/2010 year by function and major category. The summary includes all Revenue and Expenditure for Operating, Capital and Loan repayments.

Detailed schedules of the Budget are attached at Appendix 4.

FUNCTION	OPERATING EXPEND.	OPERATING REVENUE	OPERATING PROJECT EXPEND.	OPERATING PROJECT INCOME	CAPITAL PROJECT EXPEND.	CAPITAL PROJECT INCOME
EXECUTIVE SERVICES						
Financial Services	\$189,456					
Human Resources	\$100,042				\$15,000	
OH&S & Risk Management	\$53,713					
Payroll	\$67,778					
Governance	\$378,278					
Elected Members	\$143,070					
Public Relations	\$45,215					
Economic Development – Riverland Futures, Land Purchases/Sales	\$58,525		\$100,000	\$100,000**	\$415,000 \$210,000*	\$710,000 \$5,000* \$410,000*
Local Government Grants Commission		\$1,931,657				
Other General Purpose Revenue		\$140,705				
CORPORATE SERVICES						
Information Technology	\$220,700				\$81,000	
Communication	\$18,298					
Rates Administration	\$126,373					
Records Management	\$98,651		\$10,000			
Occupancy	\$112,193				\$20,000	
Customer Services	\$196,043					
Other Support Services	\$409,670				\$15,000	
General Rates		\$6,147,736				
Other General Purpose Revenue		\$37,216				
COMMUNITY SERVICES						
Other Health Services	\$5,225					
Senior Citizens	\$47,752					
Youth Services	\$98,291	\$18,706				
Cemeteries	\$19,267	\$26,663				
Other Housing & Community Amenities	\$171,436				\$2,500 \$150,000*	\$150,000
Halls	\$251,436	\$8,640			\$400,000	\$400,000*
Barmera Library & Customer Service Centre	\$276,678	\$35,019			\$24,800	\$10,000
Berri Library & Information Centre	\$577,683	\$340,118			\$25,433	\$13,386
Parks & Gardens		\$5,500				
Sport & Recreation	\$85,858	\$34,163				
Swimming Centre	\$152,853	\$2,153				
Community Events & Organisations	\$112,500	\$2,000	\$70,000	\$21,500	\$10,000	\$10,000
Barmera Recreation Centre	\$127,192					

FUNCTION	OPERATING EXPEND.	OPERATING REVENUE	OPERATING PROJECT EXPEND.	OPERATING PROJECT INCOME	CAPITAL PROJECT EXPEND.	CAPITAL PROJECT INCOME
Passenger Transport Scheme	\$160,689	\$127,960			\$50,000	
Other Property & Services	\$60,098	\$10,559	\$20,000	\$5,000 \$15,000*		
Visitor Information Centre	\$410,451	\$166,062			\$7,000	
R/Land Wine & Food Festival	\$124,411	\$114,411				
Tourism Other	\$17,865				\$50,000	\$50,000
ENVIRONMENTAL SERVICES						
Dog Management	\$82,921	\$67,052				
Fire Protection	\$29,702	\$646				
General Inspection Services	\$42,958					
Health & Immunisation Services	\$14,815	\$7,534				
Health Inspection	\$150,464	\$21,651				
Noxious Insects	\$21,273	\$6,458				
Effluent/Wastewater Management	\$2,632,230	\$2,413,387	\$2,413,387*	\$2,704,434*	\$67,925	
Town Planning	\$205,734	\$64,626	\$85,000	\$35,000*		
Council Properties	\$16,666		\$23,000	\$18,000*		
Building Act	\$170,064	\$45,063			\$15,000	
Parking Control	\$8,942	\$7,534				
NRM	\$83,859	\$76,324				
INFRASTRUCTURE SERVICES						
Cemeteries	\$58,201		\$20,000	\$10,000*	\$10,000	
Public Conveniences	\$103,110				\$180,000	\$205,000*
Waste Management	\$523,696	\$9,149	\$22,000	\$22,000*	\$646,000	\$450,000
Street Cleaning	\$131,000	\$5,460				
Public Lighting	\$152,317					
Foreshore Protection	\$35,491	\$6,000			\$362,000	\$212,000*
Parks & Gardens	\$571,470		\$178,100	\$60,000*	\$35,000	\$15,000 \$10,000*
Sport & Recreation	\$629,530					
Quarries	\$77,067					
Road Maintenance/Construction	\$1,923,483	\$443,992	\$70,000	\$20,000*	\$1,555,000	\$370,000* \$440,000*
Footpaths					\$225,200	\$32,500
Storm water Drainage	\$138,213		\$50,000	\$50,000*	\$470,000	\$220,000
Parking Off Street	\$4,305	\$10,118				
Plant Operations	\$908,698	\$929,000			\$372,000	\$10,000 \$350,000*
Depot & Overhead Expenses	\$1,228,551	\$1,228,551			\$5,000	
Vandalism	\$26,125					
Other Purposes	\$32,667	\$42,721				
Loan Principal Repayments					\$365,839	\$20,216
TOTALS	\$14,921,242	\$14,534,534	\$3,061,487	\$3,060,934	\$5,784,697	\$4,093,102

*Note – Appropriation to and from reserves and income from loans shown in bold above

7: FINANCIAL MANAGEMENT

7.1 FUND AND CASH MANAGEMENT:

To manage key grant funds, cash and reserve investments, the Council utilises the services of the Local Government Finance Authority to establish reserves and investments for specific purposes or that which are not required at the specific time of receiving through payments of rates or other income sources. The Local Government Finance Authority (LGFA) is a separate statutory authority that was established pursuant to the Local Government Finance Authority Act. The LGFA which is “government backed” borrows and invests in bulk on behalf of Councils which allows for cheaper rates on loans and higher returns on our investments.

To integrate between the Local Government Finance Authority and day to day operations, the Council also has general funds in its’ general bank account at Bank SA, Berri Branch.

The utilisation of the Local Government Finance Authority provides Council with an opportunity to receive an annual bonus as part of investing monies along with other Councils with the Authority, and also enables Council to receive competitive market rates for loans required by Council.

In accordance with Section 140 of the Local Government Act 1999, Council reviews the performance of its investments and cash management both with Bank SA and Local Government Finance Authority on an annual basis to ensure that Council’s funds are receiving the maximum return.

7.2 RESERVE FUND MANAGEMENT:

The Council holds the following reserves at the Local Government Finance Authority, which are for specific projects or purposes identified by Council. These funds are normally set aside to be utilised for the identified projects or to assist with management and development of assets and projects of an economic development nature.

The reserves held at the LGFA are as follows:

Reserve	Purpose
Open Space – Jarvis Street	Developers’ contributions set aside towards the development of open space. The funds must be used for that specific purpose.
District STEDS	Reserve set up for the express purpose of funding Council’s Community Wastewater Management Scheme which includes the maintenance of the scheme and upgrades as required.
Land Development	Reserve created for the specific use of funding certain economic development projects throughout the district.
Local Government Community Housing	Reserve set aside for the purpose of maintaining Council community housing facilities.
General	General reserve for the distribution of grant monies from SA Local Government Grants Commission and other Government bodies.

The following table illustrates the reserve movements and proposed final balances for the 2009/2010 year.

Reserve	Opening Balance	Appropriation To	Appropriation From	Closing Balance
CWMS Wastewater Recycling	\$9,118	-	-	\$9,118
Local Govt Community Housing	\$11,287	-	-	\$11,287
Land Development	\$635,018	\$360,000	\$55,000	\$940,018
District STEDS	\$1,244,842	\$2,413,387	\$2,704,434	\$953,795
Open Space	\$60,000	-	\$60,000	-
Work In Progress	\$812,000	-	\$812,000	-
Total	\$2,772,265	\$2,773,387	\$3,631,434	\$1,914,218

7.3 LOANS:

The Council borrows all funds through the Local Government Finance Authority for specific projects that mainly relate to purchase of plant and equipment, development and renewal of infrastructure and assets, and the provision of funds from time to time to community groups also for the development of community facilities. The Council does not borrow funds for the purposes of operational or service delivery.

The total of loans held by Council, along with new loans to be negotiated during the year, are listed below.

	Amount	Balance 1 July 2009	Repayments		Closing Balance 30 June 2010	
			Principle	Interest		
Total – Council Loans	\$4,319,132	\$3,425,233	\$369,489	\$210,682	\$3,055,744	
Reimbursed by Community Clubs						
Deb 13	BMFC	\$90,000	\$33,208	\$10,375	\$1,977	\$22,834
Deb 20	Hockey	\$100,000	\$62,595	\$9,841	\$3,821	\$52,754
	Totals – Community Loans	\$190,000	\$95,803	\$20,216	\$5,798	\$75,588

NEW LOANS

Purpose	Amount	Balance 1 July 2009	Principle	Interest	Closing Balance 30 June 2010
Upgrade Public Conveniences	\$205,000	-	-	-	\$205,000
McKay Road	\$440,000	-	-	-	\$440,000
Plant & Machinery	\$350,000	-	-	-	\$350,000
Land Purchases – Sporting Facilities	\$410,000	-	-	-	\$410,000
Buildings Upgrade	\$400,000	-	-	-	\$400,000
Total – New Loans	\$1,805,000	-	-	-	\$1,805,000
Total – ALL LOANS	\$6,314,132	\$3,021,036	\$389,705	\$216,480	\$4,936,332

Attached at Appendix 6 is a detailed schedule of Council's loans and repayments for the 2009/2010 year and also on-going repayments projected for the loans in future years.

8: FUNDING THE BUSINESS PLAN

8.1 OPERATING REVENUES:

To fund the Business Plan and Budget, Council will raise operating revenue of \$12,591,527 which includes general rates of \$6,147,736. Other sources of income to be raised by Council include:

Rates – Other

An annual service charge for a specific purpose such as the upgrade and maintenance of Council's Community Wastewater Management Scheme is included in Council's revenue for 2009/2010. This charge is specifically set aside for continual maintenance of the scheme

The collection of the levy on behalf of the SA Murray-Darling Basin Natural Resources Management Board is included within the total of "Rates Other".

Statutory charges set by State Government

These are fees and charges set by regulation and collected by the Council for regulatory functions.

Such statutory charges include assessment of development applications, town planning fees, Building Act fees, dog registration and management fees and fines, parking fees and fines, litter fines, rates search fees, health related fees and environmental control fees and fines.

User Pay charges set by Council.

These comprise of charges for the Council's fee based facilities such as hall hire, sporting facility fees, cemetery fees, waste collection and disposal and other sundry sales.

Grants and Subsidies

A significant portion of Council's revenue is derived from Commonwealth Financial Assistance Grants which is administered and distributed by the South Australian Local Government Grants Commission. The Commonwealth Local Government (Financial Assistance) Act 1995 governs the way in which the grants are distributed to each State and from there onto each Council.

In addition to the grant received from the SA Local Government Grants Commission the Berri Barmera Council actively seeks as much grant funding as possible from other levels of government.

Investment Income

Investment income is revenue from financial investments or loans to community groups.

Reimbursements

Reimbursements are amounts received as payment for work done, or expenses incurred, by the council acting on behalf of other government bodies, property owners, organisations or individuals.

Commercial Activity

Income derived from commercial activities is income from activities carried out solely to generate revenue. Traditionally, it is not Council's intention to carry out activities solely to generate revenue however, activities such as the operation of the Visitor Information Centre generates a small proportion of revenue from commercial activities.

8.2 RESERVE FUNDS USED TO FUND PROJECTS:

In addition to operating income used to fund the Business Plan, a number of Council's specific projects are funded from reserve funds that have been invested for specific purposes of Council. The projects to be funded from reserves and the funding amounts are detailed in the table below:

Reserve Fund	Project	Amount
Land Development Reserve	Town Centre Renewal Project	\$50,000
	Completion of Barmera Residential Subdivision	\$5,000
District STEDS Reserve	Waste Water Re-Use Project	\$2,704,434
Open Space Jarvis Street	Jarvis Street Open Space Development	\$60,000
	Total	\$2,819,434

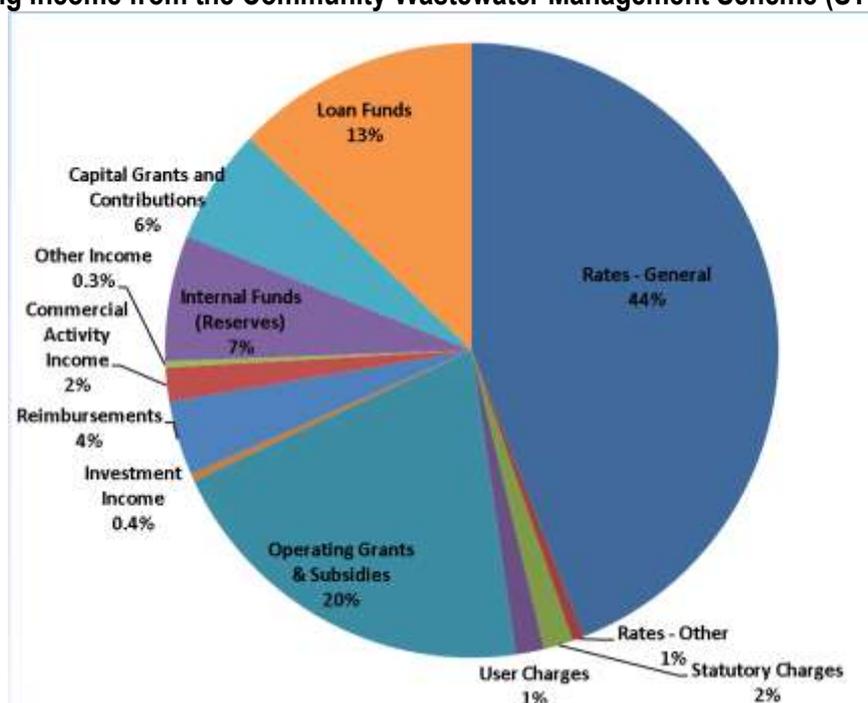
8.3 LOAN FUNDS USED TO FUND PROJECTS:

In accordance with Councils approach to major plant purchases, infrastructure projects and asset upgrades, the following projects and purchases will be funded with use of loan funds from the Local Government Finance Authority.

The use of debt as a means of funding asset renewal and rehabilitation is a useful mechanism for allocating the costs of such asset renewal and rehabilitation over a time frame that reflects when residents will benefit from the assets.

Project / Purchase	Amount
Major Buildings and Structures Upgrade	\$500,000
McKay Road Realignment	\$440,000
Toilets Upgrade	\$205,000
Plant and Machinery	\$350,000
Land Purchases – Sporting Facilities	\$410,000
Total	\$1,905,000

The following chart shows the proposed sources of Council funding for 2009/2010 (excluding income from the Community Wastewater Management Scheme (STEDS)):



9: COMMUNITY WASTEWATER MANAGEMENT SCHEME

9.1 Wastewater Re Use Scheme

As mentioned in the previous section, a component of 'rates – other' income comes from the annual service charge for the upgrade and maintenance of Council's Community Wastewater Management Scheme (CWMS).

A Community Wastewater Management Scheme is what used to be called a Septic Tank Effluent Drainage Scheme or STEDS.

All properties within the townships of our district are serviced by a CWMS and the wastewater that is taken away for treatment and disposal ends up at the Berri or Barmera treatment lagoons. Once wastewater is treated it can be used to water certain parks and gardens and potentially supply commercial ventures in need of water.

Over the past 12 months the construction phase of the major Wastewater Re Use Project undertaken by Council in conjunction with United Utilities and (then) Hardy Wine Company has been completed and the project has moved into the ongoing operation and maintenance phase. A commercial agreement with United Utilities Australia was entered into to operate the scheme on behalf of Council.

The finances of the CWMS is managed separately to the other operations of Council where it has its own 'management fund'. There are different components of income and expenditure to consider which include:

Income -

- Payment from end users for supply of treated water
- Charges for new connections to the collection network
- Fixed service charge fees on a per allotment basis – (this is the service charge shown as 'Effluent Drainage' on your rates notice)

Expenditure –

- Costs to run and maintain the collection and pumping network, including desludging, power costs, repairs and pump replacements, callouts and depreciation.
- Charges to United Utilities Australia which include availability and volumetric charges depending on flows received and treated and for maintaining and operating the Wastewater Re Use Scheme.

In the past a lot of Councils have typically tried to keep their effluent rate down to avoid ratepayer criticism without anticipating the financial repercussion in future years. Infrastructure failures in CWMS occur around the 20 year mark in the life of a scheme and can include–

- Pump station structural faults due to the corrosive nature of effluent gases affecting concrete.
- Lagoons require desludging and re-lining due to loss of integrity of old clay liners over time.
- Pipe networks and rising mains begin to burst.

Barmera's network alone is over 40 years old !

The development of the Berri Barmera Wastewater Re-Use Scheme has been a worthwhile and necessary project in order to deliver a sustainable and responsible solution to the effluent disposal problems.

10: MEASURING PERFORMANCE FOR THE YEAR

10.1 FINANCIAL MEASURES:

The SA Local Government Financial Management Group have developed and standardised a set of indicators applicable to all Councils. The use of these indicators are effectively a road map to assist in the steering of Council's financial performance and sustainability.

Therefore the following financial indicators have been utilised to analyse the past performance and project the future impact of proposed budget allocations for the upcoming financial year. Financial results expressed within the context of performance measures delivers much more meaning if there are targets or goals of each indicator adopted by the Council.

Indicator 1 – Operating Surplus

(the difference between day to day income and expenses for the period)

An operating surplus (or deficit) arises when operating revenue exceeds (or is less than) operating expenses for a period. A Council's long term financial sustainability is dependent upon ensuring that, on average, its expenses are less than its revenues. If a Council is not generating an operating surplus in most periods then it is effectively living beyond its means and is unsustainable. It will be inevitable the Council will be faced with a financial shock at some stage and be forced to either substantially raise its rates or not replace its assets and thus provide the community with a lower standard of service.

Council's Target – to progressively improve Council's annual result such that it breaks even, or better by year 10 i.e. 2018/2019.

Indicator 2 – Operating Surplus Ratio

(by what percentage does the major controllable income source vary from day to day expenses)

The operating surplus ratio is the operating surplus (or deficit) expressed as a percentage of general and other rates net of rate rebates and revenues from the NRM Levy. A positive ratio indicates the percentage of rates available to fund capital expenditure. A negative ratio indicates the percentage increase required in rates to achieve a break-even operating result. If in the event of a positive ratio and that amount is not being required for that particular year, it can be held over for future capital works or can be used to reduce existing debt.

Council's Target – to incrementally achieve a ratio of 0% by year 10 i.e. 2018/2019.

	2007/2008 Audited Annual Financial Statements	2008/2009 Revised Budget 31/03/09	2009/2010 Proposed Budget
Indicator 1 Operating Surplus(Deficit)	(1,687,635)	(1,886,466)	(837,028)
Indicator 2 Operating Surplus Ratio	-23%	-24%	-10%

Indicator 3 – Net Financial Liabilities

(what is owed to others less money you already have or is owed to you)

Net financial liabilities is total liabilities less financial assets. Net financial liabilities is a broader and more appropriate measure of indebtedness than the level of borrowings as it includes all of Council's financial assets and obligations including employee entitlements and creditors. Often too much focus is placed on the level of a Council's borrowings without also considering the available financial assets (i.e. money in the bank). However, before considering an increase in its net debt a Council must recognise that interest associated with the debt will impact negatively on its operating result. A Council's indebtedness should be managed to ensure its liabilities and associated costs can be met comfortably from operating revenues.

Council's Target – to be not greater than operating revenue and not less than zero.

Indicator 4 – Net Financial Liabilities Ratio

(how significant is the net amount owed compared with income)

This ratio indicates the extent to which net financial liabilities of a council could be met by its operating revenue. Where the ratio is falling over time indicates that the council's capacity to meet its financial obligations from operating revenue is strengthening. However a council with a healthy operating surplus may decide to allow its net liabilities ratio to increase in order to provide additional services to its community through the acquisition of additional assets without detracting from its financial sustainability.

Council's Target – to be between 0% and 100% of operating revenue.

Indicator 5 – Interest Cover Ratio

(how much income is used in paying interest on loans)

This ratio indicates how much of Council's operating revenues are committed to interest expense. There is no right or wrong ratio but a Council must be aware to manage this ratio within a range it is comfortable with.

Council's Target – less than 10%

	2007/2008 Audited Annual Financial Statements	2008/2009 Revised Budget 31/03/09	2009/2010 Proposed Budget
Indicator 3 Net Financial Liabilities	2,550,082	\$2,710,545	\$3,625,194
Indicator 4 Net Financial Liabilities Ratio	23%	23%	29%
Indicator 5 Interest Cover Ratio	.1%	1%	2%

Indicator 6 – Asset Sustainability Ratio

(are assets being replaced at the rate they are wearing out)

This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate the assets are wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the recorded rate of depreciation of assets for the same period.

If capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time then a council is ensuring the value of its assets is maintained. If capital expenditure on existing assets is less than depreciation it is likely it is under spending on renewal and replacement of assets and will eventually be confronted with failed assets and a significant renewal and replacement costs that cannot be accommodated for within a short period.

Council's Target – between 50% and 100% of depreciation.

Indicator 7 – Asset Consumption Ratio

(the average proportion of 'as new condition' left in assets)

This ratio shows the written down current value of Council's depreciable assets relative to their 'as new' value in up to date prices.

This ratio highlights the aged condition of Council's assets. If a council is responsibly maintaining and renewing and replacing its assets then the ratio would be relatively high. However, it makes no sense financially to replace perfectly serviceable assets just because they are old. Providing a council is operating sustainably it will be in a strong financial position to be able to fund the future renewal or replacement of assets when necessary.

Council's Target – between 40% and 80% (this represents the percentage of remaining useful life of assets)

	2007/2008 Audited Annual Financial Statements	2008/2009 Revised Budget 31/03/09	2009/2010 Proposed Budget
Indicator 6 Asset Sustainability Ratio	21%	109%	124%
Indicator 7 Asset Consumption Ratio	64%	79%	64%

10.2 NON FINANCIAL MEASURES:

Incorporated in the current Strategic Plan are the following Scorecard Measures that measure the implementation of Councils Corporate Objectives. The Measures are implemented by ensuring that Council projects and services satisfy multiple scorecard areas thus measuring performance for implementing projects that are aligned with satisfying the Corporate Objectives and Councils Vision and Mission. This method of measuring is developed under the Balanced Scorecard Approach to Strategic Planning and ensures Council has a practical approach to satisfying the Quadruple Bottom line of Social, Environmental, Economic and Governance.

The eight scorecards areas are listed below with an explanatory statement.

- Social and Community:** How our decisions contribute to and affect the community's quality of life through effective management of community facilities and how we manage social and community consultation, participation and inclusion.
- Environment and Heritage:** How we manage and preserve the natural character, environment and heritage.
- Economic Development:** How we manage and encourage development opportunities while ensuring sustainable development principles are implemented.
- Governance and Finance:** How we manage the governance and financial affairs of the council to ensure accountability, sustainability, compliance and transparency.
- Infrastructure:** How we manage our infrastructure to ensure safe and reliable access to services, facilities and property to meet community needs.
- Learning and Growth:** How we manage training, learning, personal development and innovation to encourage organisational growth.
- Customer Satisfaction:** How we manage customer satisfaction in relation to service delivery, communication and public relations.
- Internal Processes:** How we manage and review internal processes to ensure efficient, effective and sustainable service delivery methods through the use of up to date technology and procedures.

The above scorecards are integrated with the corporate objectives that further reach across all department areas and which provide a basis for all Management Plans, Policies, Procedures, Operational Plans, Annual Business Plans, Annual Budgets, Council and Committee meeting agenda reports and importantly how we measure and report our performance.

1. Non-Financial Indicators

- 1.1 Ensure all Projects are completed within Timeframes where specified, and meet all outcomes
- 1.2 Ensure that Policies, Codes and Registers required by the Local Government Act and other Legislation are developed, Implemented and maintained to Legislative Compliance.
- 1.3 Ensure that all reporting requirements and other timeframes established under the Local Government Act are met for Financial Statements, Annual Reports and Annual Business Plan and Budget Reviews.
- 1.4 To maintain satisfaction levels above the State-wide Average and Regional (MMLGA) averages as reported in the LGA Comparative Performance Measurement Survey for all categories of Governance, Community Satisfaction, Finance and Asset Management and Quality of Life.

11: VALUATION AND RATING ANALYSIS

11.1 VALUATIONS USED FOR RATING:

The following table and information provides a breakdown of valuation movements within the Council area, separated in the respective Land Use Codes provided by the Valuer Generals Office.

Land Use Code	Valuation 08/09	Valuation 09/10	Variance (\$)	Variance (%)
Residential	751,792,672	731,401,763	-20,390,909	-2.71
Commercial (Shops)	47,474,000	47,445,000	-29,000	-0.06
Commercial (Offices)	11,706,000	11,756,000	50,000	0.40
Commercial (Other)	71,061,880	69,036,799	-2,025,081	-2.8
Industrial (Light)	6,331,500	6,201,500	-130,000	-2.0
Industrial (Other)	33,415,500	27,538,225	-5,877,275	-17.6
Primary Production	243,110,600	239,030,850	-4,079,750	-1.68
Vacant Land	26,212,240	27,936,108	1,723,868	6.6
Others	72,618,548	83,587,455	10,968,907	15.1
Total	1,264,334,940	1,243,933,700	-20,401,240	-1.6%

The figures contained within the above table are provided by the Valuer Generals Office and demonstrate an overall decrease of 1.6% of valuations over the Council area. For the first time in many years there has been significant decreases in valuations in the residential land use category and as has occurred consistently over recent years there has been further decreases in valuations for the Primary Production land use category.

The following information relates to the valuation changes in each of the Land use Codes used by Council for rating purposes

The valuations displayed are valuations used for rating purposes, that is non-ratable valuations are not included.

Land Use Code	Valuation 08/09	Valuation 09/10	Variance (\$)	Variance (%)
Residential Towns	489,850,847	469,285,547	-20,565,300	-4.20
Residential Rural	261,941,825	262,116,216	174,391	0.07
Primary Production	243,110,600	239,030,850	-4,079,750	-1.68
Rural Dry/Vacant	13,512,800	13,917,300	404,500	2.99
Other	23,648,588	23,350,588	-298,000	-1.26
Commercial Towns	111,760,015	112,991,315	1,231,300	1.10
Commercial Rural	16,786,300	17,456,484	670,184	3.99
Industrial Towns	6,747,500	6,720,500	-27,000	-0.40
Industrial Rural	27,340,225	26,965,400	-374,825	-1.37
Total	1,161,588,100	1,171,834,200	-22,864,500	-1.91

11.2 METHOD USED TO VALUE LAND

The Council 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 of the improvements on the land.
- **Site Value** - the value of the land and any improvements which permanently affect the amenity or 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:

- the equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth;
- property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

11.3 ADOPTION OF VALUATIONS

The Council proposes to adopt the valuations made by the Valuer-General as provided to the Council for the financial year 2009/2010. If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not:

- (a) previously received a notice of this valuation under the Local Government Act, 1999, in which case the objection period is sixty (60) days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by the Valuer-General.

Objections are to be forwarded to:

State Valuation Office
 GPO Box 1354
 ADELAIDE SA 5001
 Email: lsg.objections@saugovsa.gov.au
 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.

11.4 NOTIONAL VALUES

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

11.5 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 1999 – refer 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. Refer to Section 9 - Funding the Business Plan.

11.6 DIFFERENTIAL GENERAL RATES

The Council has decided to impose differential general rates according to the locality of the land and its use, pursuant to Section 156 (1)(c) of the Local Government Act 1999.

In applying Differential General Rates Council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all Council areas, particularly as it relates to the various sectors of the business and wider community. This satisfies the requirements of Section 153(2) of the Local Government Act 1999.

The localities and uses are as follows:

- 1) Township of Barmera, Berri, Cobdogla, Glossop, Loveday and Monash as defined, with land use categories including residential, commercial, industrial and other.
- 2) Outside of aforesaid Townships as defined, with land use categories including residential, primary production, vacant rural dry, other, commercial and industrial.

The Council is proposing to raise rate revenue of \$6,265,997 in a total revenue budget of \$12,591,527 and will continue to use the differential rating method as follows:

- (1) *Townships of Barmera, Berri, Cobdogla, Glossop, Loveday and Monash as defined:*
- | | | | |
|-----|-------------|--------|--|
| (a) | Residential | 0.5241 | cents in the dollar on the capital value of such rateable property |
| (b) | Commercial | 0.5733 | “ “ |
| (c) | Industrial | 0.6320 | “ “ |
| (d) | Other | 0.5253 | “ “ |

(2) *Outside the aforesaid Townships as defined:*

(a)	Residential	0.5208	cents in the dollar on the capital value of such rateable property
(b)	Primary Production	0.4865	“ “
(c)	Vacant	0.3840	“ “
(d)	Other	0.5253	“ “
(e)	Commercial	0.5712	“ “
(f)	Industrial	0.6361	“ “

Land use is used as the factor to apply differential rates. If a ratepayer believes that a particular property has been wrongly classified as to its land use, then they may object to that land use within 60 days of receiving notice. A ratepayer may discuss the matter with the Council's Rates Officer in the first instance and Council will provide a copy of Section 156 of the Local Government Act 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use.

11.7 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 Council proposes to set a minimum rate of \$533 which shall be applied to all rateable properties within the Council District. This will affect 14.86% of rateable properties and will raise \$512,213 of rate revenue for the 2009/2010 financial year. The reasons for imposing a minimum rate are:

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

11.8 SERVICE CHARGE

The Council provides a community wastewater management system to properties in the townships of Barmera, Berri, Cobdogla, Glossop, Monash and Loveday. The full cost of operating and maintaining the service for the financial year 2009/2010 is budgeted to be \$2,700,155. This includes the running of the Wastewater Re-Use Scheme as well as capital expenditure of \$67,925 for the replacement and renewal of pumps and other equipment.

As per the declaration of the service charge relating to Effluent Drainage Schemes, the Council will recover the operating cost through the imposition of a service charge of \$280 for each unoccupied property unit and \$560 for each occupied property unit. The occupied property unit includes an amount of \$30 per unit for septic tank desludging.

11.9 NATURAL RESOURCES MANAGEMENT LEVY

The Natural Resources Management Act 2004 requires that the Berri Barmera Council collect on behalf of the SA Murray-Darling Basin Natural Resources Management Board a levy on all rateable properties within its Council area.

The levy funds ongoing NRM projects that are vital to the region to protect and manage precious natural resources such as water and soil and control pest plants and animals.

For the financial year 2009/2010 the Berri Barmera Council are required to make payable to the SA Murray-Darling Basin Natural Resources Management Board an amount of \$73,095..

In order to recover this amount a separate rate of .000061 cents in the dollar has been declared, based on the capital value of all rateable land within the Council area. A minimum separate rate of \$6.00 has also been declared for such rateable land.

11.10 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.

State Seniors Card Ratepayer (Self Funded Retirees)

This concession is administered by Revenue SA. 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 rate notice or would like further information please contact the Revenue SA Call Centre on 1300 366 150.

Pension Concession

If you are an eligible pensioner you may be entitled to a remission on your rates. Application forms (including information on the concessions) are available from the Council office or by phoning the DFC Concessions Hotline on 1800 307 758 or Council on 8582 1922.

An eligible pensioner must hold a Pension Card, State Concession Card or be a T.P.I. Pensioner. They must also be responsible for the payment of rates on the property for which they are claiming a concession. The State Government administers the applications.

It is important to note that seeking a remission does not change the due date for payment of rates.

Unemployed Persons Concessions

The Department for Families and Communities (DFC) Department of Human Services (DHS) may assist with the payment of Council rates for your principal place of residence (remissions are not available on vacant land or rental premises). Please contact the Concessions Hotline on 1800 307 758 or your nearest DHS office for details.

11.11 PAYMENT OF RATES

The Local Government Act 1999 requires that Council must provide an opportunity for all ratepayers to pay rates by quarterly instalments. These instalments are to be payable in the months of September, December, March and June.

It is not mandatory for ratepayers to pay by quarterly instalments, however it is an option that Council must make available to all ratepayers.

The due dates for the quarterly instalments of Council rates for 2009/2010 are:

1st September, 2009
 1st December, 2009
 1st March, 2010
 1st June, 2010

Council rates may be paid:

- by mail (cheque or money order)
- by telephone, using a debit or credit card, phone (08) 8582 1922
- by Bpay facility as detailed on the rate notice
- by internet as detailed on the rate notice
- in person at the Council Office locations - EFTPOS facilities are available for payments.
- by Australia Post billpay facility as detailed on the rate notice

Any ratepayer who may, or is likely to, experience difficulties with meeting the standard payment arrangements should contact the Rates Officer on (08) 8582 1922 to discuss alternative payment arrangements. Such enquiries are treated confidentially.

11.12 LATE PAYMENT OF RATES

The Local Government Act provides that Councils impose a penalty of a 2% fine on any payment for rates, whether instalment or otherwise, that is not paid on or before the due date as from 1 July 2009. A payment that continues to be late is then charged a prescribed interest rate, set each year according to a formula in the Act, for each month it continues to be late. The purpose of this penalty is to act as a 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. For the 2009/2010 financial year this rate is .% (TBA) per month (for 08/09 the rate is 0.9375%).

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

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

11.13 REBATE OF RATES

The Local Government Act requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries and educational institutions.

Discretionary rebates may be applied by the Council under Section 166 of the Act, upon receipt of applications in accordance with Council's Rate Rebate Policy that deem to satisfy the criteria specified within this section. The Council under the discretionary rebate of rates, may grant a rebate in any of the following purposes and cases:

- Where the rebate is desirable for the purpose of securing the proper development of the area (or a part of the area).
- Where the rebate is desirable for the purpose of assisting or supporting a business in its area.
- Where the rebate will conduce to the preservation of buildings or places of historic significance.
- Where the land is being used for educational purposes.
- Where the land is being used for agricultural, horticultural or floricultural exhibitions.
- Where the land is being used for hospital or health centre.
- Where the land is being used to provide facilities or services for children or young persons.
- Where the land is being used to provide accommodation for the aged or disabled.
- Where the land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth) or a day therapy centre.
- 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.
- 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.
- 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 redistribution of the rates burden within the community arising from a change to the basis or structure of the council's rates, or
 - A change to the basis on which land is valued for the purpose of rating, rapid changes in valuation, or anomalies in valuations.
 - Any rebate over and above the legislated percentage provided by the Act, for mandatory rebates or discretionary rebates, will need to be considered by Council upon written application and in conjunction with the Rate Rebate Policy adopted by Council on 26th July 2005. Applications for such additional rebates are required on an annual basis.

11.14 RATE CAPPING

To address any potential inequities in how the rates are levied across the district, Council has decided to provide relief by way of rate capping. Where a ratepayer is levied an increase in general rates greater than 12% a rate cap will be applied to ensure no ratepayer will pay any more than 12% on the previous year's general rates. This rebate will not apply where:

- Ownership of the rateable property has changed since 1 July, 2008;
- Any such increase in the capital value of the rateable property is a result of improvements made on the property since 1 July, 2008 with a value in excess of \$10,000;
- There has been a change of land use, or there have been zoning changes which have contributed to the increase in valuation.

11.15 REMISSION AND POSTPONEMENT OF RATES

Section 182 of the Local Government Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates, it is recommended to contact the Rates Officer on (08) 85821922 to discuss the matter.

A ratepayer may be required to submit evidence of the hardship being suffered to benefit from the application of Section 182. Such enquiries are treated confidentially by the Council.

For those ratepayers who are on fixed incomes such as pensioners and self funded retirees, we propose to remit a fixed amount of \$20 per annum of the general rates and \$20 per annum of the effluent drainage service charge to assist those ratepayers who may be experiencing hardship. To be eligible to receive the remission an application must be made to council and is subject to the following criteria:

- The property is the principal residence of the ratepayer and is the only property owned by the ratepayer;
- The property has been owned by the ratepayer and has been their principal residence for a minimum of 5 years;
- The ratepayer is able to produce one of the following identification cards;
 - Pensioner Concession Card – Centrelink
 - Pensioner Concession Car – Veteran Affairs
 - T.P.I. Card – Veteran Affairs
 - Or they can demonstrate to Council that they are a self funded retiree with an income of less than \$35,000 per annum.

11.16 DEFERMENT OF RATES – PRIMARY PRODUCERS

Section 182 of the Local Government Act permits the Council to partially or wholly remit or postpone rates on the basis of hardship.

It has been the decision of Council that due to the economic downturn and hardship being faced by the horticulture industry, ratepayers, upon application to the Council, may request to defer payment of Council rates.

Council has an arrangement with the Rural Counselling Service for assessment of rate deferment or postponement of rates for the 2009 / 2010 year for the horticultural and primary industry sectors. The applications that are made to the Rural Counselling Service are based on hardship grounds and are therefore assessed and forwarded to Council.

The Annual Business Plan reflects a policy position for Council that is where postponement of rate applications are received through the Rural Counselling Service for horticulture and primary industry based ratepayers, the rates will be postponed without the addition of fines and interest. This will be the basis for the assessment of these types of applications.

In addition to other applications to be received on hardship grounds for non-horticulture or industry based ratepayers, organisations such as Families SA with the Financial Counsellors will be utilised to assess these applications and a determination will be made on each application as and when received.

11.17 SALE OF LAND FOR NON-PAYMENT OF RATES

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

11.18 RATE IMPACT STATEMENT

The Council has considered the impact of rates on all classes of properties in its area.

In setting rates, Council has taken into account a number of factors including:

- The affects of the current economic climate.
- Imposed legislative changes.
- The need to manage, maintain and improve the community's infrastructure and other assets.
- The requirement to maintain current service levels to the community.
- The need to ensure long term financial sustainability of the Council.
- The overall decrease in property valuations throughout the district.
- Cost increases that are over and above inflation.

Council takes into consideration the effect of rates on all ratepayers and is mindful of maintaining the balance between economic and community development.

The fundamental principle of equity within the community and assessment of the impact of rates across the area forms the criteria for annual rates modeling. The relativity between rate income from residential, primary production, rural residential and other land uses has been reviewed to ensure the overall rate burden is not carried by any one particular category of ratepayers. Therefore, to raise \$6,265,997 in rates income, each land use category has been increased by an overall amount of 3.95% from the previous year's income. Various rate relief options are also being offered to ensure no ratepayer is unreasonably burdened (refer pages 28 & 29).

12: BUDGET REVIEW PROCESS

As per the requirements of the Local Government Act and Financial Management Regulations, the Annual Business Plan and Budget are reviewed on a quarterly basis as at 30th September, 31st December and 31st March, with the review reports being provided to Council at its meetings held in November, February and May of each year.

The process for reviewing the Annual Business Plan and Budget involves each manager reviewing their department and functional responsibility areas and reporting all progress and any required changes to the relevant standing committee for that function or department area. These reports are then provided to Council's Executive Services Committee to formulate into a final Annual Business Plan and Budget Review Report with all required recommendations that is then reviewed by Council's Audit Committee prior to final adoption of Council.

This process ensures a thorough review of Council's Annual Business Plan and Budget and to ensure that Council continues to meet all financial management targets and other key performance indicators and measures identified within the Annual Business Plan. With the inclusion of the Audit Committee as part of the process, an independent view is then provided as to the performance of the Council during the year in accordance with all indicators and performance measures. This process will greatly assist in Council and the Community being satisfied that the review process and the overall Annual Business Plan and Budget are being managed in accordance with legislative requirements.

13: COMMUNITY CONSULTATION

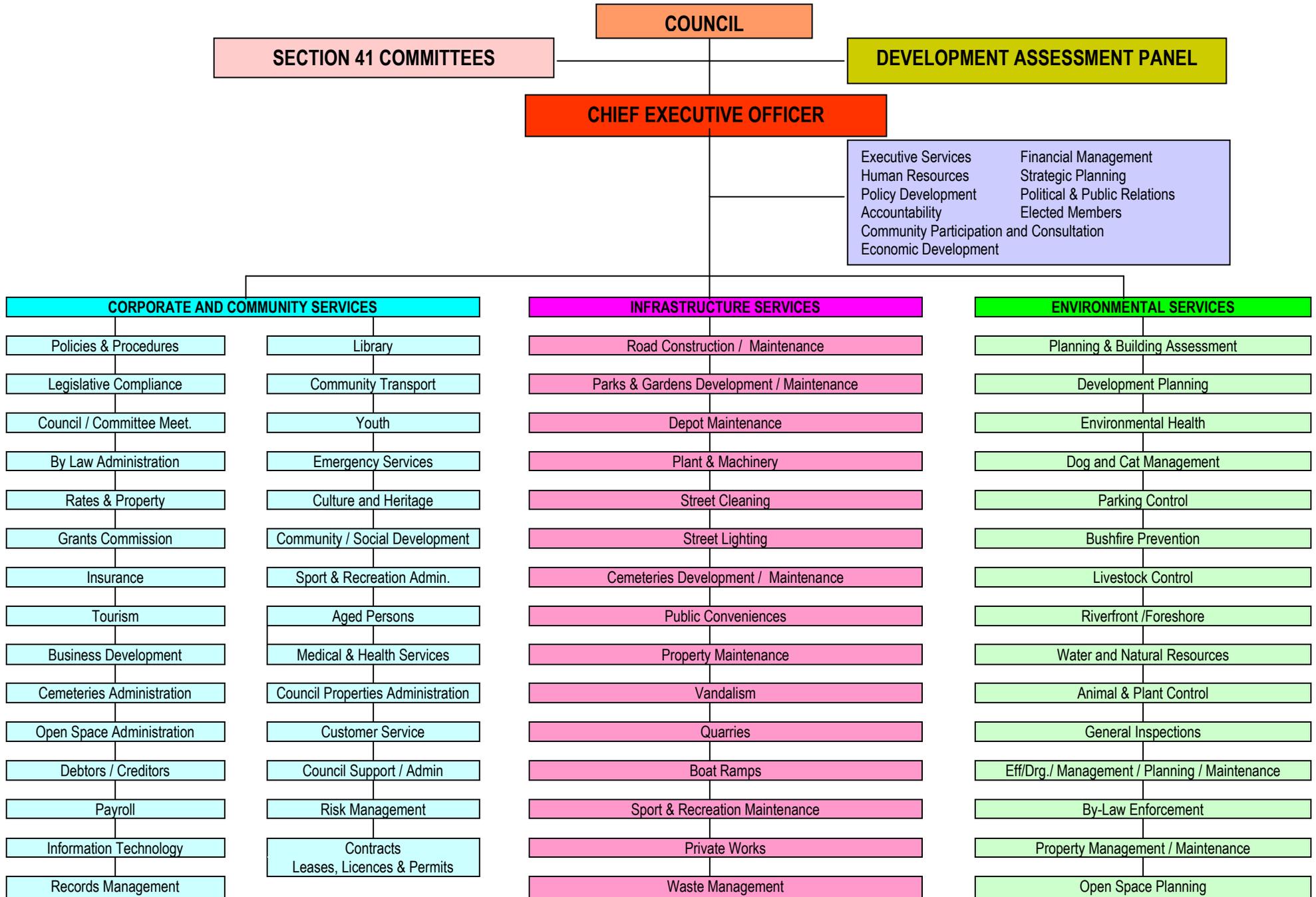
To ensure the provisions of Section 123 of the Local Government Act 1999 were adhered to, the consultation process on the Draft Annual Business Plan and Budget included the following:

- The advertising of the Draft Annual Business Plan for consultation within the Murray Pioneer and Riverland Weekly, that also advised of the date of the public meetings for making of submissions and asking of questions. This year there will be 2 public meetings held to ensure all members of the community have an opportunity to avail themselves of the information contained within the Annual Business Plan. The public meetings will be held in Barmera at the Uniting Church on Wednesday 27th May 2009 at 7.00pm and in Berri at the Len Mahoney Room on Thursday 28th May 2009 at 7.00pm.
- The circulating of an Annual Business Plan 2009 – 2010 information summary included within the Community Newsletter to all residents and ratepayers of the Council area to inform of the contents of the Plan, proposed projects of the Council and importantly rating impact and proposed rating structure to apply during the year. The Newsletter also reaffirmed the location, time and date of the public forums / public meetings.
- Copies of the Annual Business Plan and Budget are made available from Council's offices at 19 Wilson Street, Berri, Library and Customer Service Centre in Barwell Avenue Barmera, and Council's Library and Resource Information Centre Kay Avenue, Berri.
- Following consideration of submissions, and taking into consideration any changes required, the Annual Business Plan will be endorsed by Council at its meeting of 23rd June, 2009.

APPENDIX 1

Functional Structure

CORPORATE AND FUNCTIONAL STRUCTURE



APPENDIX 2
Project Priorities

LEGEND:

Responsible Person

CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
MES	Manager Environmental Services
DO-B	Development Officer – Building
CDO	Community Development Officer
MIS	Manager Infrastructure Services

OPERATING PROJECTS - EXECUTIVE SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Future Direction Planning – Town Centre Renewal Project	To continue to investigate opportunities and issues affecting the town centre of Berri and Barmera for the purposes of reviewing zoning, business and retail gaps opportunities, traffic management and other issues.	ED1; ED2; GF2; EH3; IN2; SC2; SC3.	\$50,000	On going	CEO	<p>To continue to investigate future opportunities for economic development, provision of community facilities and rationalisation of Council's facilities and services, a review of Council's town centre to commence an extensive renewal project will be undertaken. The project will focus primarily on the township of Berri and also the opportunities for the township of Barmera through the following investigations:</p> <ul style="list-style-type: none"> • retail gap analysis and opportunities • planning and rezoning • provision of key community facilities • traffic management • opportunities for expansion and redevelopment of existing areas <p>The project will provide a basis for Council to facilitate and attract development opportunities for the benefit of the area and the Riverland Region.</p> <p>To assist with the project, the Council has engaged the services of a project coordinator along with legal advisers, town planning and other required consultants to provide information to Council for the purposes of undertaking extensive community consultation for the preparation of a town centre renewal project strategy for the future.</p>

OPERATING PROJECTS - CORPORATE SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Records Management	Review records management practices and facilities to ensure compliance with standards	LG3; IP2; IP3	\$10,000	Ongoing	DCEO	Compliance with State Records legislation regarding the treatment of and the storage of records means a whole range of issues need to be addressed and rectified in order for our Council to be compliant with its record storage.

OPERATING PROJECTS – COMMUNITY SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Community Land Review	The review of Council's Community Land Classifications, Management Plans for Community Land, Council's Community Land registers and the identification of land that is surplus to Council's requirements	SC3; GF2; IP3	\$10,000 (carry over project)	June 2010	DCEO/Property Officer	The community land review will involve the review of Council's land register and holdings of both community and non-community land. The project will also involve the review and preparation of future Community Land Management Plans to ensure that all plans reflect the nature and management of Community Land for which they apply to and that the principles of managing the land are in accordance with the requirements of the Local Government Act. In addition, the project will also review land holdings currently owned by Council that are surplus to requirements and which will be earmarked for future disposal. This will also involve identifying those parcels of land that will require revocation of community land status to either reflect their appropriate management or to enable their disposal. The project will ensure that Council complies with the requirements of Chapter 11 – Part 1 of the LG Act, 1999 that establishes the legal compliance and requirements of Council in managing both non community land and community land.
Barmera Tourist Office Separate Allotment	Separate allotment from road reserve.	SC3; GF2; IP3	\$5,000 (carry over project)	June 2010	DCEO	To separate the allotment that the Barmera Tourist Office occupies from the road reserve which is in the care and control of Council, with the view to transferring ownership of allotment to the Barmera District War Memorial Community Centre.
Hall of Fame Projects	Minor projects to refurbish the interior of Museum.	SC1; SC3; CS1	\$5,000	June 2010	DCEO/CDO	In conjunction with the Barmera District War Memorial Community Centre carry out various minor projects in the Hall of Fame Museum to further attract tourists to the Museum. This is to funded from grant funds if applicable.
Berri Centenary Celebrations	Planning of centenary celebrations to be held in 2011.	SC1; SC2; EH3; ED3; CS1	\$70,000	Ongoing	DCEO/Library Manager	Berri's centenary will be celebrated in 2011. To commemorate this event Council are facilitating the Berri Centenary Committee to organise and promote the event. It is envisaged that the history of Berri will be recorded by the production of a book and numerous events will be held to recognise the milestone. For the centenary celebrations to be successful, planning and financial commitments are necessary at this early stage.

OPERATING PROJECTS - ENVIRONMENTAL SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Section 30 Development Plan Review	Review of the Development Plan required every 3 years	GF1	\$50,000	June 2010	MES	The Development Act requires a review of the development plan every 3 years. Our last review was conducted in 2004.
Berri Eastern Approach Industrial Project	Further planning for infrastructure for the industrial area east of Berri	GF4, GF5	\$10,000 (carry over project)	Ongoing	MES / Contractor	This project is an extension of the Berri Eastern Approach Urban Design and Infrastructure Study and seeks to attract industries to the industrial land that would allow council to access available funding for the provision of infrastructure.
Berri West Residential Progress	Co-ordinate and plan infrastructure needs relating to residential property development on the western side of Berri.	ED1, ED2, IN1, IN2	\$5,000 (carry over project)	Ongoing	MES / Contractor	The Berri West Residential Progress Project relates to the forward planning of infrastructure needs and orderly development of the presently undeveloped residential zone on the western side of Berri. Council's role is as facilitator to encourage the various land owners to work together to achieve a quality development.
Lake Bonney Management Plan (Land & Water)	To develop a management plan for Lake Bonney, Barmera.	SC2; SC3; ED3	\$5,000 (carry over project)	Ongoing	MES	To produce a management plan that incorporates both water and land use at Lake Bonney Barmera. This is subject to Council establishing a Lake Bonney Management Committee.
Land Transfer from CIT (Cobby Steamfriends)	Transfer of land for railway use.	SC1; SC3; CS1; IN2	\$15,000 (carry over project)	July 2009	MES	Transfer portion of CIT Land to be incorporated into road reserve and dedicated to the Cobby Steam Friends Group for railway purposes.
Native Title Negotiations	Negotiations regarding land use agreement.	SC2; EH3; CS1	\$3,000 (carry over project)	Ongoing	MES	Establish indigenous land use agreement with the first peoples.
Asbestos Hazard Removal – Council Buildings	Removal of asbestos from Council buildings including those identified as being a priority in the recently completed asbestos audit.	GF4, GF5	\$20,000	Ongoing	MES, DO-B	To undertake the removal of asbestos products identified in the recent audit of buildings that have a high priority.

OPERATING PROJECTS - INFRASTRUCTURE SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Jarvis Street Open Space Development	The development of a passive recreation area adjacent to the new Jarvis Street residential development.	IN1; SC2	\$60,000 (Developer Contribution)	Sept 2009	MIS / MES /Team Leader Parks and Gardens	The funding for the development of open spaces has been provided by the developer of the Jarvis Street residential allotments as a condition for the development being approved. The funds are available for Council to be utilised on any open space however Council have elected to develop a recreation area adjacent to the developed site.
Landscaping Berri East Approach	Beautify and landscape eastern approach to Berri.	SC3; SC2; CS2	\$20,000	June 2010	MES/Team Leader Parks and Gardens	Implement landscaping schedule for Berri East. Ordering of plants and shrubs.
Drought Recovery – Parks and Gardens	Attend to Parks and Gardens that are affected by drought and water restrictions.	IN1; GF5; EH4	\$20,000	Ongoing	MIS/ Team Leader Parks and Gardens	Re-establishment of parks and gardens that have been affected by the drought and water restrictions. This will be an ongoing project until such time as water restrictions have been eased and/or drought has ended.
Tree Removal/Safety	Removal and replacement of dead and dying trees.	EH3, CS2, GF5	\$30,000	June 2010 (removal of dead limbs – ASAP)	MIS/Team Leader Parks and Gardens	The removal of dead and dying trees at Martin Bend to ensure the safety of campers and other users. The removal and replacement of dead trees along Sturt Highway Barmera. Investigations into alternative methods of preserving historic significance of trees such as tree carving.
Rural Addressing	Undertake rural addressing programme in line with various emergency services.	GF5, SC3	\$50,000	June 2010	TO's	Implementation of standardised rural addressing to coincide with legislation and various emergency services requirements. This will include the installation of standardised property location signs.
Cemetery Upgrade Works – Extension Stage 3	Extension of the Berri lawn cemetery	SC3	\$20,000	December 2009	Team Leader Infrastructure Maint./ Team Leader Parks & Gardens	Extension to the Berri Lawn Cemetery is required.
Regional Waste Management Strategy and Future Planning	Development of a Regional Strategy to assist with council's future direction regarding waste management, recycling and facilities	EH2; EH4; SC2	\$ 22,000 (carry over project)	Ongoing	MIS/CEO	In line with State Government drive towards waste minimisation Council is working with the Murray Mallee Local Government Association Waste Management Committee and the Riverland Councils as a sub region for assisting with further investigation, coordination and public educational works relating to various waste management aspects and recycling activities. The project will also include the preparation of management and closure plans for councils landfill sites, along with planning of waste transfer station, enhanced recycling facilities and regional landfill site. Councils future planning will be integrated with the Riverland Councils regional approach.

OPERATING PROJECTS - INFRASTRUCTURE SERVICES continued

School Safe Routes	Installation of safe school crossings.	CS1; IN1; GF5	\$ 20,000	Dec 2009	MIS	Installation of school crossings at Cobdogla Primary School to ensure the safety of school children while walking to and from the school grounds.
Stormwater Drainage Study	The continuation of a district wide stormwater drainage study to identify condition of drainage network assets and establish upgrade and replacement programs	IN1; SC2; GF2	\$50,000 (carry over project)	Ongoing	MIS/Team Leader Infrastructure Construction	Continuing study to identify the deficiencies in the existing stormwater drainage infrastructure and propose changes and improvements in order to improve the stormwater flow and alleviate/minimise any future flooding.

CAPITAL PROJECTS – EXECUTIVE SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Land Purchases	Purchase land parcels surrounding existing sporting facilities	ED1; SC2; SC3	\$410,000 (Loan Funds)	Ongoing	CEO	Secure land parcels adjacent to existing sporting facilities for opportunity of future expansion.

CAPITAL PROJECTS – CORPORATE AND COMMUNITY SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Information Technology	Continued upgrade and replacement of computer hardware.	LG2 & LG3; CS2; IP1 & IP3.	\$15,000 Hardware	June 2010	CFO	The continual upgrade and replacement of computer equipment hardware is essential due to the limited useful lifespan of various computer hardware.
Telephone System Upgrade	Upgrade phones.	IN1; SC3; CS1; IP1	\$66,000	Dec 2009	DCEO	The telephone system within the Berri Council Office and outlying locations is outdated and inefficient and no longer adequate to service the needs of the day to day activities of Council. A total upgrade is being undertaken to ensure efficient and effective service is provided.
Council Office Land and Buildings	Building upgrade.	SC3; GF1; IN1	\$20,000	June 2010	DCEO	Routine upgrades and renewals within the main offices, including update of signage at front of building in Berri.
Flagpoles and Banners	Install flags and banners main streets	SC1; SC2; CS1; CS2	\$2,500		DCEO	Flags and banners will be installed along various streets of Berri and Barmera to enhance and brighten the streets. This will be carried out in conjunction with the various traders groups within the towns.

CAPITAL PROJECTS – CORPORATE AND COMMUNITY SERVICES continued

Berri Town Hall Airconditioning	Install airconditioning.	SC3, CF2, IN1	\$150,000 (Loan Funds)	June 2010	MES/DO-B	The installation of airconditioning in the Berri Town Hall.
Major Buildings Upgrade	To undertake works towards renewal of Council buildings.	SC3; GF2; IN1	\$250,000 (Loan Funds)	June 2010	MES / DO-B	To undertake works towards the renewal of Council buildings as prioritised, being installation of airconditioning at the Bonney Theatre and renewal of floor at Berri Town Hall.
Berri and Barmera Libraries Furniture & Fittings, Plant & Equipment	Replace and upgrade various items of plant and equipment as required.	LG1; LG2; LG3	\$40,233	June 2009	DCEO/ Manager Libraries	Purchase of various plant and equipment as required at both library locations.
Barmera Library – Play area for Children	Create a play area for children at rear of library.	SC2; SC3; CS2	\$10,000	Sept 2009	DCEO/Manager Libraries	Funded by RLCIP Grant. Develop an area at rear of Barmera Library for children to play while parents and caregivers access facilities at Library.
Barmera Recreation Centre, Plant & Equipment	Contribution towards replacement of plant and equipment	SC2; SC3; CS2	\$10,000	June 2010	DCEO	Contribute towards the replacement or renewal of plant and equipment at the Barmera Recreation Centre. This contribution to be funded from grant funds if applicable.
Transport Scheme – motor vehicle/bus changeover	Replace vehicles.	SC2; SC3	\$50,000	June 2010	DCEO/CDO	Routine replacement of transport scheme vehicle as required. The changeover of the medical bus is due within this financial year.
Berri Visitor Information Centre – Plant & Equipment	Replacement of Plant and equipment.	LG1; LG2; LG3	\$7,000		DCEO/Manager VIC	Purchase of various plant and equipment as required.
District Entrance Signage	Programme of replacing existing town entry signs.	ED3; SC3	\$50,000	Sept 2009	MES	Current town entry signs are dated and in need of replacement. New signage is to provide a consistent entry statement for all towns of our district. This project is being funded by the RLCIP Programme..

CAPITAL PROJECTS – ENVIRONMENTAL SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Effluent Plant & Equipment	Replacement of pumps and other plant	IN1; IN4	\$67,925	June 2010	MES	Replacement and renewal of pumps at various effluent pump stations.
Building Inspection – Motor Vehicle changeover	Replacement of vehicle.	IN1	\$15,000	Ongoing	MES	Routine changeover of Council vehicle.

CAPITAL PROJECTS - INFRASTRUCTURE SERVICES

TITLE	DESCRIPTION	CORPORATE OBJECTIVE	BUDGET	TIME FRAME	RESPONSIBLE PERSON	DETAIL
Cemetery Furniture	Supply and installation of furniture within the Berri and Barmera Cemeteries	SC3	\$10,000	June 2010	Team Leader Infrastructure Maint.	In order to fulfill community aspirations towards maintaining the local cemeteries in pristine condition council has decided to allocate funds for suitable furniture.
Public Conveniences – Vaughan Terrace Toilets Upgrade	Upgrade of Vaughan Terrace toilets and surrounds	SC3	\$ 180,000 (Loan Funds)	November 2009	MIS / MES	Upgrade of Vaughan Terrace toilet facilities and general aesthetics of the building and surrounds. This project is carried over from the previous year.
Purchase of Rubbish Bins and surrounds	Purchase replacement bins and bin surrounds for townships.	SC3; CS2; EH1	\$46,000	June 2010	MIS	Replacement of rubbish bins as required. Purchase and install rubbish bin surrounds to improve the amenity of the streetscape.
Waste Transfer Station	Implement a waste transfer station facility at the Monash dump site.	EH2; EH4; SC2	\$600,000	On Going	MIS	Funds have been approved from Zero Waste SA Funding Program for the establishment of a waste transfer station at the Monash landfill site. Implementation of a waste transfer station is a mid to long term project which will take some time to complete.
Removal and Replacement of Pergola Berri Riverfront	To remove and replace pergola opposite Berri Hotel, Berri	SC3; IN3	\$15,000	Sept 2009	MIS	Funded by RLCIP the removal of unsightly pergola opposite the Berri Hotel Riverfront Berri and replacement of same.
Roundabout Improvements	Improve the aesthetics of 2 roundabouts.	SC3; CS2	\$48,100	Dec 2009	MIS/Team Leader Parks and Gardens	To improve the aesthetics of 2 roundabouts within Berri Township – Crawford Terrace and Worman Street.
Martin Bend BBQ Shelters	Installation of 2 shelters and BBQ's at Martin Bend	SC3	\$ 20,000	July 2009	Team Leader Parks & Gardens	Installing 2 shelters and BBQs at Martin Bend will enhance the appeal and use of the BBQ's and provide protection from the weather.
Lake Bonney Foreshore Development	Implement initial stages of the Lake Bonney Foreshore Development Plan	SC1; SC2; SC3	\$286,000	June 2010	MIS/MES	Grant funds of \$100,000 have been received from State Government to commence the planned Lake Bonney Foreshore Development. This includes preparation and paving of a plaza precinct adjacent to the Barmera Monash Football Club. A portion of this allocation will be used for the purchase of water for irrigation if deemed necessary throughout the year.
Berri Riverfront Pontoons Upgrade	Upgrade of pontoons at the boat landing along the Berri Riverfront	SC3; GF5	\$76,000	June 2010	MIS	Upgrade the pontoons located at the boat landing along the Berri Riverfront to ensure the safe access and egress of boat users on River Murray.
Infrastructure Upgrades – Road Resealing	Resealing of Council's roads as per resealing program	SC2; IN1	\$200,000	November 2009	MIS / Team Leader Infrastructure Maint.	Constructions of resealing program to ensure that existing sealed roads are resealed in a timely manner. The road reseal programme is worked according to the priority list determined by the Asset Management Committee.
Infrastructure Upgrades – Road Construction	Construction of Council roads as per programme.	SC2; IN1	\$285,000	March 2010	MIS / Team Leader Infrastructure Const.	\$250,000 - Gilbert Street (partly funded by Roads to Recovery Funding) \$35,000 – Simes Street Address stormwater drainage issues, reconstruct kerbing and reseal road surface.

CAPITAL PROJECTS - INFRASTRUCTURE SERVICES continued

McKay Road Realignment	Construction of McKay Road Realignment by contractors	SC2; IN1	\$810,000 (Grant and Loan Funds)	Ongoing	MIS	Continuation of the realignment of McKay Road utilising funding received from the Special Local Roads Programme.
Infrastructure Upgrades – road Resheeting/Rerubbling	Resheeting/rerubbling of Council's unsealed district roads as per program	IN1; CS2	\$160,000	March 2010	Team Leader Infrastructure Const.	Resheeting/rerubbling of Council's district roads as per program.
Kerbing & Verge Sealing Berri and Barmera	Construction of Council kerbs and verges as per programme.	SC2; IN1	\$100,000	December 2009	MIS / Team Leader Infrastructure Const.	Kerbing Reconstruction – Hughes street
Infrastructure Upgrades – Footpath / Gopher Routes Construction	Continued upgrade of footpaths and gopher routes within townships	IN1; SC2	\$192,700	April 2010	MIS/ Team Leader Infrastructure Construction	Reconstruct footpaths in Monash – Fenwick Terrace and footpath between shop and Club. Upgrade gopher routes per programme – Nookamka Terrace Barmera and Old Sturt Highway Berri
Installation Pramways and walkways Barwell Avenue	Install pramways and walkways in footpaths.	SC2; SC3; CS2; IN1	\$32,500	Sept 2009	MIS/Team Leader Infrastructure Construction	RLCIP Funded. Installation of emu crossing point at top end of Barwell Avenue, opposite Barwell Avenue to assist access and egress of prams and wheelchairs.
Stormwater Renewal and Quality Runoff	Renewal of stormwater infrastructure.	EH1; EH3; EH4	\$470,000	June 2010	MIS/Team Leader Infrastructure Construction	Stormwater asset renewal per programme. Improvement to stormwater runoff to river via installation of gross pollutant traps and other means.
Plant Operations – Plant and Machinery and Small Plant Purchases	Purchase of major plant and replacement of several items of minor / small plant	IP3	\$372,000 (Loan Funds)	June 2010	MIS	Offset slasher, tree mulcher, paveline truck and rebuild of truck as well as other small plant purchases as required.
Depot Office Renovations	Desk replacements	LG2	\$5,000	July 2009	MIS	Refurbishment of desks and work areas at Council depot for teamleaders.

APPENDIX 3

**Income Statement, Balance Sheet, Statement of Equity
and Statement of Cashflows**

APPENDIX 4
BUDGET SCHEDULES

APPENDIX 5
LOAN SCHEDULES

APPENDIX 6

Rate Capping Policy and Rating Model