



## Annual Business Plan

For the year  
ended  
30 June 2019

Adopted by Council  
18 June 2018

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## 1. INTRODUCTION

Section 123 of the Local Government Act 1999 (the Act), requires Councils to develop a budget for each financial year. Councils must prepare, as part of the budget development process, an Annual Business Plan.

This Annual Business Plan sets out the City of Port Lincoln's proposed services, programs and projects for 2018/2019. Council aims to maintain efficient services for the community and continue progress towards the longer term objectives for the City of Port Lincoln as set out in Council's Strategic Directions Plan 2016-2026. The specific objectives for the year are consistent with the Council's Long Term Financial Plan and Infrastructure and Asset Management Plan, to ensure the long-term sustainability of the Council's financial performance and position.

The 2018/2019 Annual Business Plan is focused on achieving the Vision set out in Council's Strategic Directions Plan.



**A progressive, vibrant and safe coastal city that is an attractive place in which to live, work and grow**

*Council's commitment to the Vision will be demonstrated by:*

*Providing services and infrastructure that meet the needs of our community*

*Building a safe environment for our community*

*Improving community wellbeing and environmental sustainability*

Prior to adoption of the Annual Business Plan (ABP), the Act requires Council to undertake a public consultation process that, as a minimum, meets the requirements of Section 123(4) of the Local Government Act, 1999, including holding a meeting of the Council with at least one hour set aside for members of the public to ask questions and make submissions in relation to the draft ABP in accordance with Section 123 (4)(a)(i)(B).

## 2. CONTEXT STATEMENT

### Our Place

The City of Port Lincoln, recognised as the 'Seafood Capital of Australia', is a regional city located approximately 650km west of Adelaide, by road. Port Lincoln's connectivity by air, serviced by South Australia's busiest regional airport and only a 45 minute flight from Adelaide, enhances the City as the major service centre for the Southern Eyre Peninsula communities. The City continues to experience moderate economic and urban growth. The City covers an area of approximately 3800 ha and is located at the base of Eyre Peninsula, on one of the world's largest protected natural harbours, and is amidst the most picturesque areas of South Australia. The lifestyle opportunities of the area are without parallel.

Boston Bay is a major feature that defines the character of the City of Port Lincoln. The natural setting of Boston Bay and the foreshore open space are a highly valued resource that support recreation activity and influence people to live in and visit the City of Port Lincoln.

### Our Community

In 2016 the City had a population of 14,120 people with a median age of 40 years. Children aged 0-14 years made up 19.3% of the population and people aged 65 and over made up 19.0% of the population. Although the population growth rate over the last five years has been fairly static, we are a diverse community with approximately 16.5% of our residents being born overseas and Aboriginal and Torres Strait Islander people made up 5.1% of the population. (Reference: 2016 Census Quickstats)

### Our Vitality and Growth

Regional primary production including 50% of South Australia's total production of wheat, barley and oil seeds - supported by the deepest natural harbour and largest commercial fishing fleet in Australia - makes Port Lincoln perhaps the nation's biggest combined agricultural and fishing centre. As extensive mining exploration on the Eyre Peninsula continues and moves into production, there will be a continuing requirement to upgrade and develop community facilities and infrastructure that will support this new investment and the growing workforce and population.

Port Lincoln will continue to experience growth in commercial and residential development, lead by both tourism and industry activity, including exploration and development of the region's mineral deposits and renewable energy resources. Significant growth in residential and business development directly adjacent to the City's boundaries, located in District Council of Lower Eyre Peninsula, will also generate additional demand for facilities and infrastructure.

Port Lincoln is also host to various festivals and events throughout the year, keeping a national focus on our town. They include Tunarama, which celebrates the City's association with the sea and the tuna fishing industry, the Adelaide to Port Lincoln Yacht Race, the Port Lincoln Cup thoroughbred horse racing event, the Mortlock Shield Football Carnival and the recently introduced Teakle Auto Sprint and SALT Festival.

A growing program of major cruise ship visits are establishing our City as a national and international priority tourist destination and adding to Port Lincoln's visitation numbers. The 2017/18 season saw 9 cruise ships visit Port Lincoln and we are planning to receive up to 20 cruise ships during the 2018/19 season, with the prospect of this number increasing each year.

### 3. OUR LONG TERM OBJECTIVES

Council adopted the City of Port Lincoln Strategic Directions Plan 2016-2026 on 22 February 2016. The Plan shares the vision and aspirations for the future of the City of Port Lincoln and outlines how we will, over the next ten years, work towards achieving the best possible outcomes for the City, community and stakeholders.

To meet Council's core functions, service levels and community expectations, Council will adopt Annual Business Plans and Budgets that are responsible, achievable and underpinned by long term asset and financial planning.

The Strategic Directions Plan sets out clear Objectives and Strategic Actions under five Goals to ensure that our current priorities and future growth meet community needs and expectations.

The five Goals are:

#### Economic Growth and Vitality

- A dynamic local economy that is sustainable and supported to respond to opportunities and attract new investment.

#### Liveable and Active Communities

- A community supported to be healthy, active and involved.

#### Accountable Governance and Leadership

- Council values effective community advocacy and partnerships.

#### A Clean Green Resilient Environment

- An environment managed now and into the future.

#### Sustainable Service Delivery and Productive Community Assets

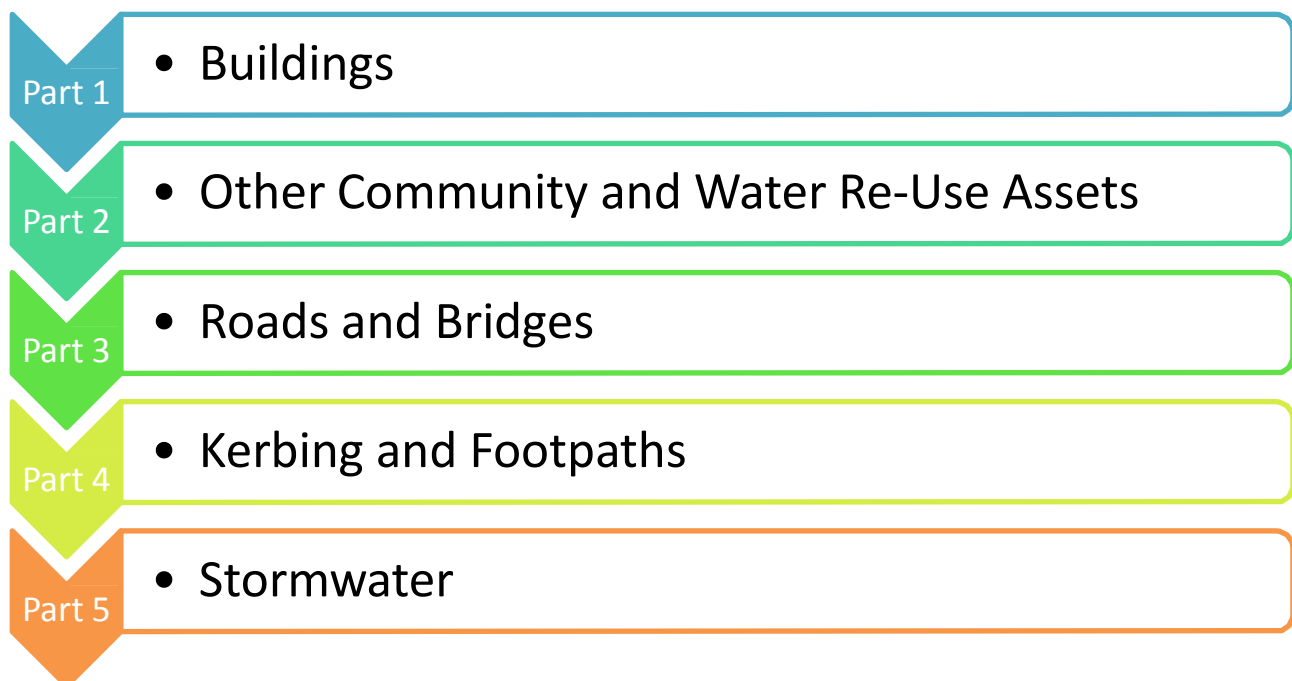
- Customer focused, equitable and sustainable services to the community.

#### 4. FORWARD PLANNING FOR INFRASTRUCTURE & ASSET MANAGEMENT

Council has reviewed its Infrastructure and Asset Management Plan and Long Term Financial Plan for the ten year period 2019 to 2028. Updated versions of both plans will be presented to Council for adoption in June 2018.

The Infrastructure and Asset Management Plan 2019-2028 (IAMP) and Long Term Financial Plan 2019-2028 (LTFP) are aligned to reflect the Council's planned on-going service delivery, asset maintenance, renewal, upgrade and new construction works, together with the estimated costs and revenues proposed for our City over the next ten years. Together, they represent plans for the infrastructure, asset and financial resources needed to achieve the goals and objectives that Council and the community have set in the Strategic Directions Plan.

The City of Port Lincoln owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services to all city users with a total replacement value of some \$238 million. The assets are divided into five main parts in the IAMP.



Each part identifies standard service levels, maintenance expenditure trends and forecasts, and capital projects, including charts depicting current vs written down values, consumption and age profiles.

Appendix A in the IAMP sets out the new and upgrade infrastructure projects that have been identified through Council's analysis of the Strategic Directions Plan. This project schedule is further supported by the Sustainable Projects Delivery Plan 2018-2027 and other decisions of Council for the 10 years to 2028.

The forecasts in the IAMP in relation to maintenance, renewal, new and upgraded assets have been integrated into the LTFP.

Modelling of scenarios to develop a Long Term Financial Plan has been undertaken including variations of rate revenue increases, expense drivers, loan borrowings and possible grant funding opportunities. The LTFP to be adopted by Council is considered to be financially sustainable and will enable Council to meet the planned service levels and demands of the community.

Both of these documents, as part of Council's suite of Strategic Management Plans, are reviewed annually and integrated to account for any material changes arising from the adopted Annual Business Plan and Budget. These plans will be used by Council as the guide for the on-going provision of services and well-managed infrastructure together with future Council decisions about new initiatives.

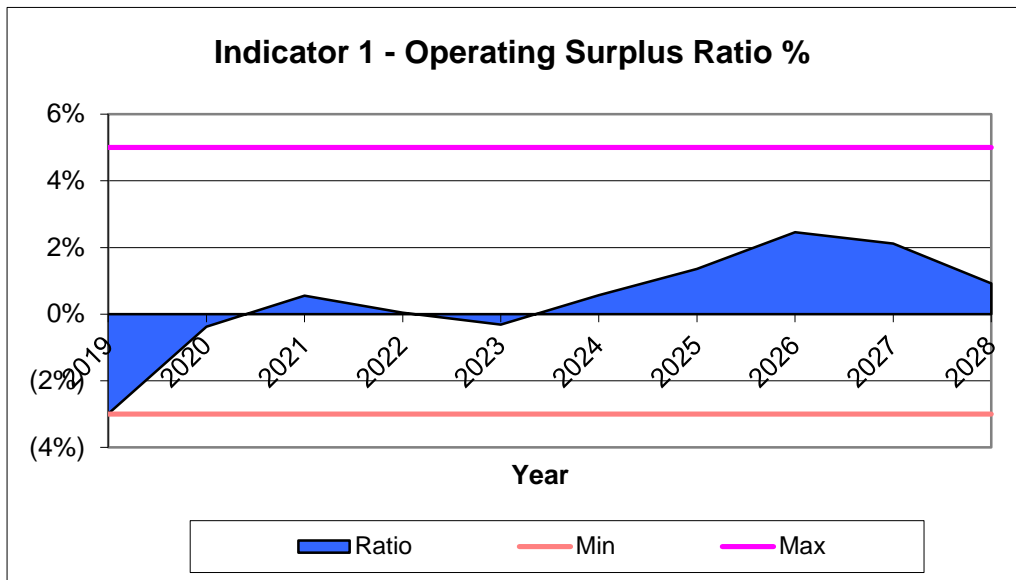
Continued control of operational expenses through prudent expenditure indexation, where applicable, will provide the foundation for continuity of Council’s core services and sustainable maintenance and replacement of existing assets.

Council has identified major capital projects that will help to deliver the Strategic Directions Plan Goals and Objectives. Council will continue to seek capital revenue opportunities to support its planned new capital expenditure, such as selling identified surplus land assets. Borrowings of \$9.2 million were sourced for the acquisition and refurbishment of the Indoor Aquatic Facility, and the interest and capital repayments are reflected in the LTFP.

Council will strive to meet its performance targets through core asset management and improvement programs, and will maximise partnership opportunities with other spheres of government and other stakeholders to leverage the best value from ratepayers’ investment in priority projects.

### **Operating Surplus Ratio %**

| Financial Indicator Target |                  |
|----------------------------|------------------|
| <b>Target:</b>             | <b>-3 TO +5%</b> |





## 5. INFLUENCING FACTORS

A number of factors, pressures, and influences - both external and internal – have been considered when reviewing Council’s objectives and priorities, and making decisions in the preparation of the City of Port Lincoln Annual Business Plan.

### 5.1 External

#### Cost Increases

The Local Government Price Index (LGPI) measures price movements faced by local government in South Australia in the purchases of goods and services. The LGPI measures the mix of goods and services purchased by Councils, which is markedly different from that typically consumed by households.

To the December 2017 **quarter** the:

- increase in the Consumer Price Index for Adelaide was 2.3%, and
- change in the **Local Government Price Index was 2.8%**

Council’s LTFP has used a LGPI forecast of 2.8% for 2018/2019, with anticipated cost increases in excess of this index for certain expenditure areas including electricity, waste management, insurances, workers compensation, information technology & communications and materials for capital works.

Council revenue needs to keep pace with these underlying cost indices, simply to continue delivering current services, renewal programs and a modest level of new project and initiative capacity.

#### Efficiencies

Council’s commitment to continually pursuing efficiency improvements in its operations is recognised in the Strategic Directions Plan 2016-2026 with a number of Strategic Actions that focus on this outcome. These include investigating and implementing collaborative and resource sharing opportunities with adjoining Councils and government agencies, and reviews of Council services to ensure they are relevant, efficient and effective. Active participation in strategic procurement initiatives involving other Eyre Peninsula Councils will also continue.

#### Grant Revenues

Council's continuing operations are supported by annual Federal Assistance Grant payments of over \$1.5 million, which includes the reintroduced Supplementary Roads Grants funding. The Commonwealth Government lifted the freeze on the indexation of the Financial Assistance Grants (FAGs) paid to local government in 2017/2018, and this has been factored into Council’s revenue over the next 10 years.

The final allocation of the increased Roads to Recovery funding was received in 2017/2018, and the funding amount has now reverted back to 2014/15 levels.

#### Funding and Partnerships

Council will continue to pursue funding partnerships through a range of grant programs and other opportunities, to maximise value for money from projects and programs. This requires good preparation for project opportunities that are well aligned to Council’s objectives, as well as preparedness to adapt priorities and identify funding solutions as possible partnerships evolve into deliverable projects.

Council works closely with Regional Development Australia Whyalla and Eyre Peninsula to align and prioritise partner project options to Government goals.

This Annual Business Plan identifies a number of projects for which partner funding will either enable the full project scope to proceed or will reduce Council’s nett expenditure for the planned outcome. Other opportunities may be identified during the 2018/2019 year and Council will consider possible additional project and budget commitments as required, including careful consideration of our financial sustainability principles.

The \$4.4million capital funding from the Commonwealth Community Development Grant Funding Program is in progress, with capital works underway as part of the Port Lincoln Leisure Centre Expansion Project. The capital works are expected to be completed by the end of January 2019.

### Development and Other Legislation

The operation of the Planning, Development and Infrastructure Act 2016 (the PDI Act) has commenced, requiring the adjustment of a number of plans, policies, procedures and systems related to planning, building and land division policy and regulation. Our internal systems will need to be particularly responsive to the transition to 'ePlanning', which will take the South Australian planning system online. The PDI Act altered the composition of the Council Assessment Panel (formerly the Development Assessment Panel) in October 2017 and a business case is currently being formulated for a Joint Planning Board to be established for the region, which will encourage Councils to work together with a regional planning perspective, as well as providing opportunities for resource sharing and cost saving. The Local Nuisance and Litter Control Act 2016 came into full operation on 1 July 2017, which has effectively transferred some Environment Protection Authority functions to Council. There is now a trend towards increased community expectation of intervention, resolution and enforcement of alleged local nuisance matters, requiring reactive resource allocation in the regulatory and environmental health functions. These changes will have a financial impact on Council as the changes are implemented.

### Licensing Requirements for Supply of Recycled Water

As well as using recycled water on some key ovals and reserves, Council supplies recycled water to other entities. Council is licensed by the Essential Services Commission of South Australia (ESCOSA) and must conform to ESCOSA operating and reporting codes and guidelines. The cost of meeting these requirements is reflected in the pricing of recycled water and Council's reserves and open spaces operating costs as per the requirements of the Water Industry Act 2012, Water Retail Code & Water Guidelines. A review of the cost recovery model for Council's re-use water activities is undertaken each year.

### Infrastructure Priorities

The adopted Infrastructure and Asset Management Plan includes Council's commitment to the maintenance of assets at satisfactory levels of service and timely replacement and renewal of infrastructure assets. This will continue to be a key priority in future budgets across a wide range of community assets including storm water drainage, street scaping, halls, sporting facilities and the city's open space areas.

Service and infrastructure planning to meet the needs of an increasing population and new development will also be a priority for Council, as the City continues to grow.

### Mandatory Rate Rebate – Community Services

The Local Government (Accountability Framework) Amendment Act 2009 amended Section 161 of the Local Government Act 1999 to expand the definition of bodies eligible for a 75% mandatory community services rate rebate, to include registered housing associations.

There has since been a significant growth in the numbers of eligible housing associations in South Australia across all regions, including some South Australian Housing Trust (SAHT) and Aboriginal Housing Authority (AHA) properties being leased to these associations, in turn creating eligibility for the rebate.

This revenue loss is a concern for many Councils and it is estimated that if all the properties currently owned by South Australian Housing Trust or South Australia Aboriginal Housing Authority in Port Lincoln were transferred to a registered housing association, the potential cost to Council and therefore other ratepayers (in lost revenue) in 2018/2019, could exceed \$423,000.

### Representative Organisation Memberships

Council supports and values the benefits of regional frameworks to strengthen partnerships between all three levels of government – Local, State and Federal. Council is currently a member of Regional Development Australia – Whyalla and Eyre Peninsula and the Eyre Peninsula Local Government Association Inc. Both of these organisations rely on grant funds and contributions from Councils within the region, but as their other sources of revenue are reduced, increasing pressure is put on the local government sector to make up the shortfall.

## 5.2 Internal Analysis

### Review of Strategic Management Plans

The Local Government Act, Section 122 (1a) requires that a Council must adopt a Long Term Financial Plan (LTFP) and Infrastructure and Asset Management Plan (IAMP) for a period of at least 10 years. These documents form part of Council's overall 'Strategic Management Plans'.

A comprehensive review of all of Council's 'Strategic Management Plans' is required within 2 years after a general election. The Plans that form Council's 'Strategic Management Plans' have undergone a review process and were adopted by Council. These plans are used to guide Council's resourcing, annual business planning and budget setting in line with the City's Vision, Goals and Objectives. The Sustainable Projects Delivery Plan 2018-2027, adopted by Council in March 2017, represents the New and Upgrade Capital Expenditure and the Operational New Initiatives and Operational Program Resourced Expenditure, all of which supports progressive, prioritised achievement of the Strategic Directions Plan 2016-2026.

### Indoor Aquatic Facility Refurbishment and Leisure Centre Expansion

The acquisition of the Indoor Aquatic Facility in July 2015 and the subsequent refurbishment works, completed in February 2017, involved a planned investment of \$9.2 million. This amount was financed by borrowings of:

- \$4.2 million for acquisition – a fixed interest rate, 20 year loan (taken out in August 2015) and,
- \$4 million for refurbishment works of \$5 million – a variable interest rate, 20 year loan with bi-annual repayments (taken out in October 2016).

The ongoing management and operation of the Port Lincoln Leisure Centre is structured under a five year Management Agreement, established between Council and YMCA South Australia. Council Phase 2 Expansion Works of the Leisure Centre, primarily comprising the expansion of the sports stadium, has commenced and works are expected to be completed by the end of January 2019. Council secured grant funding of \$4.4 million from the Commonwealth Community Development Grant Funding Program to fund these works. The expansion works will include the construction of an additional competition standard basketball/indoor stadium court, three new squash courts, installation of a new lift to service the upper level of the stadium, construction of a wet play area for toddlers, car parking and landscaping.

### Stormwater Works - Liverpool Street Pump Station Upgrade

The Liverpool Street Pump Station Upgrade will comprise the construction of a new pump station and pumping main in Eyre Street, including a building to house the generator and electrical components, at a cost of \$3.2 million. Work is expected to begin in February 2019 and completion of works is anticipated by the end of May 2019. The project is included in Council's LTFP and whilst works are going ahead based on the full \$3.2 million cost to Council, funding options are being investigated.

### Waste Management

Council continues to deal with the increasing cost of waste disposal and recycling, driven by objectives to reduce the disposal of waste to landfill and increase the proportion of recycled material.

Stringent Environmental Protection Policy on waste disposal and Zero Waste requirements has resulted in significant capital investment in the Hassell Road Resource Recovery Centre (RRC) in recent years, with the capping of cell 3 being completed in 2015/2016 at a cost of over \$850,000. While capital costs will diminish as the former landfill site is rehabilitated, the operational costs as a transfer station for the processing and transport of waste to the new Regional Waste Facility will be on-going.



Council recently went to tender for the kerbside collection, Resource Recovery Centre management and waste transport to be combined into a single consolidated service contract which resulted in some savings to the current overall waste management costs. However these savings have been offset by the ever

increasing EPA levy whereby the South Australian Government increased the solid waste levy rate from \$43.50 per ton to \$50.00 per ton with effect from 1 July 2018. Although this represents a 14.9% increase in the solid waste levy rate per ton cost, the successful tender process resulted in an overall increase to ratepayers of only 1.47% in the Waste and Recycling charges.

The operational cost to the community of providing waste and recycling services is forecast around \$3.3 million in 2018/2019, or 15.8% of Council's total operational expenditure. Together with general cost increases, waste and recycling services continue to be a significant component of Council expenditure. All of the above increases have been factored into Council's LTFP and are proposed to be funded through the full cost recovery approach.

In 2017/18 the combined Council Waste Management Service Charges was \$305.65, made up of Waste (\$252.10 and Recycling \$53.55). This is anticipated to increase by 1.47% to \$310.15 in 2018/19 made up of Waste \$256.75 and Recycling \$53.40)

### Strategic Land Purchases

The Strategic Directions Plan identifies that Council will plan for infrastructure that is responsive to the growth of the city and will develop and implement a Central Business District and Foreshore precinct plan which will consider amongst other things, car parking. This may involve future purchases of strategic properties within the CBD.

While no major purchases are anticipated in 2018/2019, if strategic acquisition opportunities do become available, funding for purchase could be sourced from reserves, borrowings and/or potential consolidation and sale of existing land assets. The commercial opportunity for such purchases may present at a time outside of the annual budget setting process, however, the Local Government Act 1999, Section 123 (13) requires that a Council reviews its budget in line with changes in circumstances at least three times throughout the financial year, and this review cycle would allow Council to confirm any budget adjustment required to reflect a commercial and strategic land purchase.

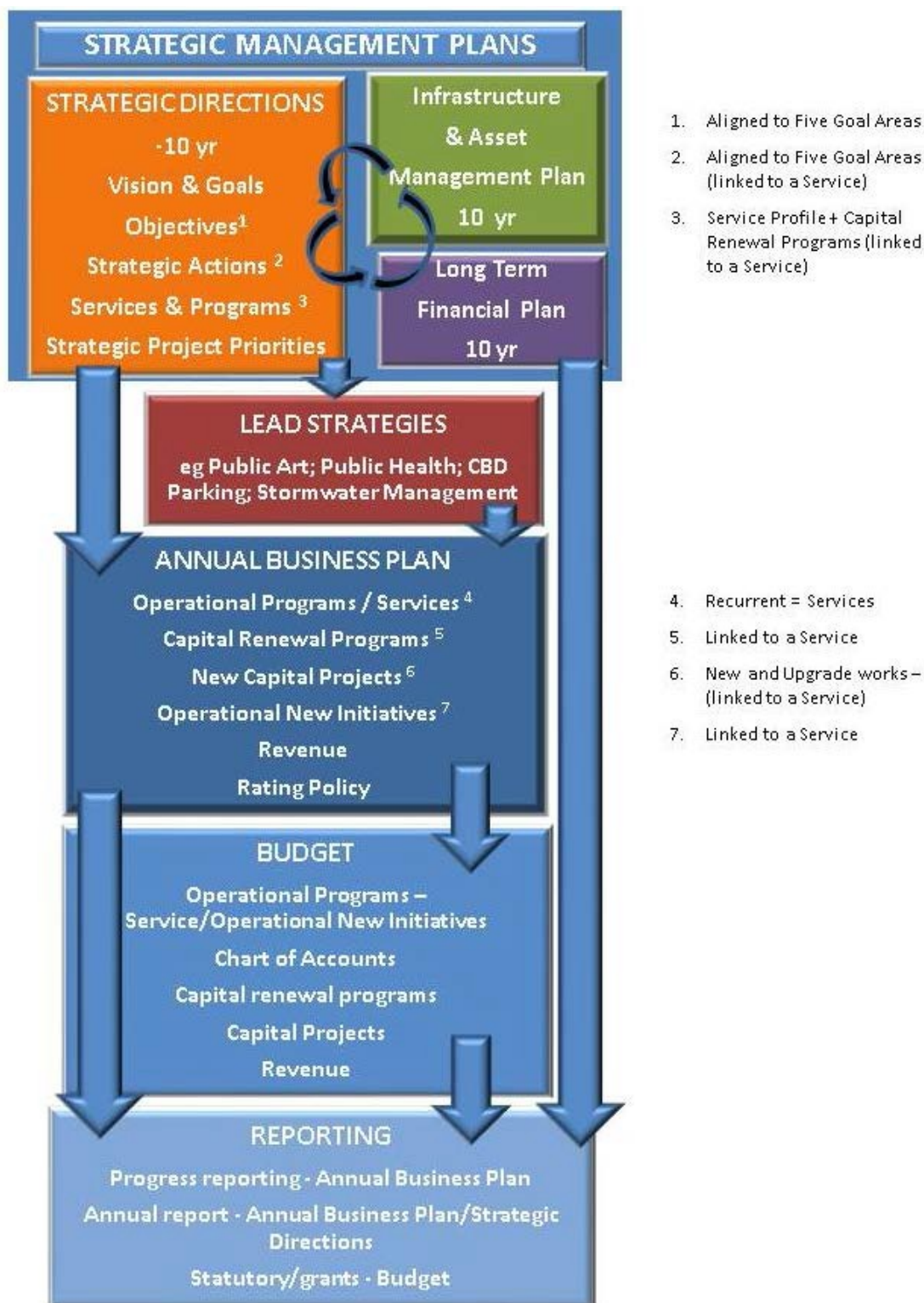
### Strategic Land Disposals

To support key considerations and revenue assumptions in the LTFP, a number of strategic land disposals have been identified and are being progressed. In September 2017, Council successfully concluded a sale agreement with the Department of Transport and Infrastructure at 3 Adelaide Place (Visitor Information Centre).

While details of some of the affected land parcels are retained in confidence for commercial reasons, further possible disposals of land previously identified in the 2017/18 Annual Business Plan are being pursued.

## 6. RELATIONSHIP TO STRATEGIC PLANS AND CORPORATE DOCUMENTS

Council’s Planning and Reporting Framework demonstrates the relationship between the Strategic Management Plans, the Annual Business Plan and Budget and Council’s reporting on community indicators, service indicators and Strategic Action progress. The framework aims to ensure that day-to-day service and works program delivery and project priorities are aligned to the City’s Vision, Goals and Objectives. In developing the Annual Business Plan, Council has reviewed the major projects, initiatives and capital works from its source corporate documents



## 7. OVERVIEW OF SERVICES, PROGRAMS AND PROJECTS

Taking into account the external and internal influences previously described, Council's services, programs and projects included in the 2018/2019 Annual Business Plan have been determined based on the following prioritising principles consistent with the Long Term Financial Plan:

Continuity of **services and maintenance and completion of capital renewal programs** within the capacity forecast in the LTFP

**Priority new and upgrade projects** and initiatives, within a financially sustainable budget capacity

Any **new or expanded services** provided by Council will be either established on a cost recovery basis or based on identified community need and budget savings or new revenues, and having regard to long term financial implications and risks

**Partnership opportunities** will be explored to ensure value for money agreements are in place for the provision of services and projects to the community

Significant factors that have shaped the 2018/2019 Annual Business Plan include:

- Service continuity with no new or expanded services planned.
- Expansion phase of the Port Lincoln Leisure Centre, funded by the Commonwealth Community Development Grant of \$4.4 million, spread over 2017/18 and 2018/19. Project spend in 2018/19 is budgeted at \$2.7 million.
- Liverpool Street Pump Station Upgrade at a cost of \$3.2 million.
- A program of operational project initiatives totaling \$97,000.
- Capital renewal works of \$1.1 million, including the road reseal program at \$550,000 per year and planned to continue for the ten year period, completion of Skate Park renewals and major and minor plant renewals of \$194,500.
- Total new and upgrade capital works of \$7.2 million, which includes the Leisure Centre expansion, Liverpool Street Stormwater works, Wharf Precinct upgrades, completion of the Skate Park upgrade work and Footpath upgrades

## 8. CONTINUING SERVICES AND CAPITAL WORKS RENEWAL PROGRAMS – 2018/2019 OBJECTIVES

To meet its Local Government Act and other legislative obligations, and also in response to the community's needs, the City of Port Lincoln provides a wide range of on-going operational services and capital works renewal programs, as shown below.

Continuation of Council's service programs and the capital programs including reserve and playground renewals, road renewals and reseals, building renewals and replacement, and footpaths replacement is assured through these on-going programs.

Council's Service Profile, outlined on the following page, identifies the range of services and activities provided by Council. Service delivery is aligned to six service areas.





# City of Port Lincoln Annual Business Plan 2018/2019

## SERVICE PROFILE

### SERVICE AREAS

| Development and Environmental  |   | Corporate Governance   |   |  |   | Finance and Business  |   | Community Development  |  |   |   |  | Community Infrastructure   |   |   | Civil and Operational  |  |
|--|---|--|---|--|---|---|---|--|--|---|---|--|--|---|---|--|--|
| SERVICES   |   |  |   |  |   |   |   |  |  |   |   |  |  |   |   |  |  |
| Planning and Development   | Public Health   | Community Safety   | Governance  | Human Resources  | Strategy  | Finance   | Business  | Community Wellbeing  | Library and Information  | Tourism and Events  | Art and Culture   | Economic Development   | Council Properties and Facilities  | Public Places   | Water Resources Management  | Field Services and Civil Assets  | Sustainable Resource Management  |
| Activities By Services   |   |  |   |  |   |   |   |  |  |   |   |  |  |   |   |  |  |
| Lead the development of planning policy to enhance the liveability of the City | Lead implementation of the Regional Public Health plan          | Respond to and manage abandoned vehicles   | Support the operations and functions of the Office of the Mayor and Chief Executive Officer | Co-ordinate staff recruitment, Job and Persons Spec and new staff inductions             | Lead strategic planning and policy development, monitoring and review across the organisation | Lead financial management control and compliance across the organisation                              | Lead continual improvement and excellence in customer service across the organisation | Advocate for and support community development programs and initiatives                      | Provide a high quality and reliable library facility and service             | Manage the Port Lincoln Visitor Information Centre to provide accessible visitor information  | Manage and support art and culture facilities, including the Nautilus Arts Centre | Liaise and advocate for business development and promote employment and training programs        | Provide well maintained and accessible community facilities  | Provide and maintain a range of walking and cycling paths and trails across the city        | Minimise potable water use to Council reserves and buildings                  | Implement the capital road works programs in an efficient and effective manner                               | Provide an efficient and effective waste recycling service               |
| Provide an efficient and effective Development Assessment - Planning Service   | Educate and inform the community about health                   | Educate, promote and enforce Council's Dog and Cat management responsibilities   | Lead corporate compliance across the organisation   | Oversee the implementation of the Work Health and Safety Management System - One System  | Monitor and review corporate and strategic risk   | Provide Creditor and Debtor services  | Manage contracted operators at the PL Leisure Centre                                  | Liaise and provide support to community based programs                                       | Provide, promote and facilitate a range of library based programs and events | Promote, facilitate and support local festivals and events, including the cruise ship program | Support and promote art and culture programs                                      | Support and partner with the RDA (WEP) on economic development initiatives to promote the region | Implement and manage capital projects for upgrade, renewal and construction of Council owned building and facilities | Provide and maintain sporting and recreational ovals, courts and facilities across the city | Manage the delivery of recycled water for Council and external parties        | Undertake footpath construction and maintenance  | Provide an efficient and effective waste collection and disposal service |
| Provide an efficient and effective Development Assessment - Building Service   | Undertake regular food safety and public health inspections     | Educate, promote and enforce traffic and parking regulations   | Initiate and lead change to develop a high performing organisation*                         | Facilitate and support staff return to work from injury                                  | Lead governance reporting - Annual Report   | Manage the processing of rates, generation of bills and rebates                                       | Provide an efficient and effective information management service                     | Advocate for and support aged, youth, aboriginal and disabled persons support and facilities |  | Partner with tourism and event stakeholders to develop tourism activities within the region   | Facilitate and support public art initiatives                                     | Actively manage commercial, community leases and public place event co-ordination                | Provide well maintained and accessible reserves and open space   |   | Enable and provide cycle lanes on public roads and end of trip facilities     | Maintain and operate an efficient and effective resource recovery centre                                     |  |
| Provide an efficient and effective Development Act - Compliance Service        | Provide an efficient and effective immunisation program         | Educate, promote and enforce Local Government Act and Liquor Licencing Act compliance (eg dry zones, alfresco seating) | Facilitate communications and engagement with the community                                 | Co-ordinate workforce planning and HR policy development and review                      | Lead the emergency management planning and response*  | Lead finance reporting - Annual Business Plan, Annual Budget, Financial Statements, Grants Commission | Provide an efficient and effective IT infrastructure and services                     | Support and facilitate volunteers and volunteering   |  |   | Support local museum activities - Mill and Settlers Cottage                       | Manage Council owned and operated cemeteries   | Enhance and manage the city's streetscape  |   | Undertake stormwater drainage works   | Incorporate Water Sensitive Urban Design in infrastructure design including, stormwater management and reuse |  |
| Provide support to the Development Assessment Panel                            | Respond to and monitor sanitary conditions and vertebrate pests | Enable alfresco seating through the provision of permits   | Manage and coordinate responses to Freedom of Information requests                          | Implement the Enterprise Bargaining Agreement  |   | Develop and monitor the Long Term Financial Plan  | Lead the regular review of business services across the organisation                  | Manage Council's external grants relationships   |  |   |   | Provide well maintained and serviced public toilets  | Undertake fire prevention and vertebrate pest management on Council managed land                                     |   | Provide professional and technical engineering advice and support for Council |  |  |
| Provide support to the Building Fire Safety Committee                          | Monitor and report on instances of communicable diseases.       | Respond to and manage overgrown private land   | Provide support and training for Elected Members  | Manage staff entitlements and payroll  |   | Review, update and monitor the Infrastructure Asset Management Plan                                   |   | Manage Council's public realm safety and CCTV program  |  |   |   | Lead the development and implementation of the Bushfire Prevention Plan                          |  |   | Maintain an effective and efficient Council Depot                             |  |  |
|  | Provide facilities to enable safe sharps and syringes disposal  | Manage litter control and illegal dumping  | Coordinate Citizenship and Award Ceremonies*  | Co-ordinate staff employment contract renewals   |   |   |   |  |  |   |   | Prevent, respond to and manage vandalism including graffiti on public land                       |  |   | Undertake floodplain mapping and flood management                             |  |  |
|  | Undertake septic tank inspections and compliance                | Bushfire prevention monitoring and compliance on private land  | Maintain the Electoral Roll   | Co-ordinate staff appraisals, performance reviews, training and professional development |   |   |   |  |  |   |   |  |  |   |   |  |  |

\* Office of the CEO leading the activity

### 8.1 Service Programs

The 2018/2019 Annual Business Plan provides for continuity of Council's services and activities as defined in the Service profile and does not include any new services or increased service levels, however, there are a number of projects that will be resourced and undertaken within Council's ongoing operational capacity including:

| <b>Strategic Directions Plan</b>  |                            |   |
|---|----------------------------|---|
| Goal Area/s   | Strategic Project Priority | Project Description   |
| <b>Goal 1: Economic Growth and Vitality</b>                                 |                            | <b>Investigate the feasibility of increasing tourism and event attraction and/or retention through Council partnerships</b> |
| <b>Goal 3: Accountable Governance and Leadership</b>                        |                            | <b>Commence review of five By-laws that will be expiring on 31 December 2018</b>  |
| <b>Goal 3: Accountable Governance and Leadership</b>                        |                            | <b>Preliminary preparations for the November 2018 Local Government elections</b>  |
| <b>Goal 4: A Clean Green Resilient Environment</b>                          | ✓                          | <b>Continue investigation of projects for water proofing Port Lincoln</b>   |
| <b>Goal 5: Sustainable Service Delivery and Productive Community Assets</b> |                            | <b>Progress Shared Services initiatives with the District Council's of Lower Eyre Peninsula and Tumby Bay</b>               |

## *8.2 Capital Works Renewal Program*

The program of capital works renewal is based on the requirements identified by both Council's IAMP and current condition assessments of assets and infrastructure. In 2018/2019 this program, which totals \$1.1 million includes the road reseal program at \$550,000 plus additional road reseal work of \$110,000 in respect of the Supplementary Roads Grant Funding to be received. Other works totaling \$470,000 include Major and Minor Plant replacement, Skate Park renewals and Main Depot Workshop fitout. By its very nature the capital renewal program for existing assets contributes to Council's Strategic Directions Plan Goal 5: 'Sustainable Service Delivery and Productive Community Assets' with the key objectives of ensuring that Council's infrastructure and facilities are:

- aligned to community needs and expectations;
- safe;
- well maintained; and
- managed in a financially sustainable manner.

The importance of ensuring sustainable funding of asset replacement and maintenance is recognised as a Strategic Project Priority in the Strategic Directions Plan.

The 2018/2019 Capital Renewal Works Program will contribute to the goal and objectives above, but also align and contribute to other Goals in Council's Strategic Directions Plan, which are identified in the table on the following pages.

| <b>Strategic Directions Plan</b>                                     |                                   |  |                        |
|--|-----------------------------------|--|------------------------|
| <b>Goal Area/s</b>   | <b>Strategic Project Priority</b> | <b>Project or Initiative Description</b>     | <b>Capital Renewal</b> |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Road Renewal Reseals                         | \$550,000              |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Road Renewal Reseals                         | \$110,000              |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Major and Minor Plant replacement            | \$194,500              |
| Goal 2: Liveable and Active Communities                              | ✓                                 | Skate Park Retaining Wall rebuild            | \$70,000               |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Kirton Court Water Softener Shed replacement | \$6,000                |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Depot Main Workshop fitout renewal           | \$55,000               |
| Goal 4: A Clean Green Resilient Environment                          | ✓                                 | Water Re-use Backwash Pump renewal           | \$6,000                |
| Goal 2: Liveable and Active Communities                              | ✓                                 | Ravendale Score Board replacement            | \$70,000               |

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|---|---|---|----------|
| Goal 2: Liveable and Active Communities | ✓ | Ravendale Irrigation Pump renewal             | \$18,000 |
| Goal 2: Liveable and Active Communities | ✓ | Library Furniture replacement                 | \$10,000 |
| Goal 1 Economic Growth and Vitality     | ✓ | LED Lighting replacement for Nautilus Theatre | \$40,000 |

**Total of all 2018/2019 Capital Renewal Projects**

**\$1,129,500**

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## 9. NEW AND UPGRADE CAPITAL PROJECTS AND OPERATIONAL INITIATIVES – 2018/2019 OBJECTIVES

The Annual Business Plan for 2018/2019 includes a number of new and upgrade capital works projects, together with priority new operating project initiatives, drawn primarily from Council’s Strategic Directions Plan, the IAMP and other adopted strategies and plans.

The Strategic Directions Plan 2016-2026 identifies 13 Strategic Project Priorities intended to lead the implementation of the Plan. While the delivery of the Strategic Project Priorities should not take precedence over Council’s delivery of core service activities (including asset renewal), the Strategic Project Priorities were carefully reviewed in preparation of Council’s Sustainable Projects Delivery Plan for 2018 to 2027.

The projects and initiatives included in this Annual Business Plan have been prioritised for 2018/2019 having regard to financially sustainable budget settings, priorities from the Infrastructure & Asset Management Plan, risk management, grant and partner funding, and staged project continuity or completion. The scope of the final Annual Business Plan will be determined after consideration of community feedback on the Draft Plan and having regard to long term financial sustainability.

The following tables do not include on-going service programs or renewal capital works, which are set out in Part 8. The Annual Business Plan includes a number of significant Operational New Initiatives in 2018/2019, including the development and implementation of a CBD and Foreshore Precinct Master Plan, Marina Precinct Master Plan, Marina Asset Renewal Plan and Stormwater Management Plan. These and other Operational New Initiatives and Operational Program Resourced projects total \$97,000.

In 2018/2019 the Upgrade/New Capital program totaling \$7.2 million includes the major works with the Liverpool Street Pump Station Upgrade at a cost of \$3.2 million, the Port Lincoln Leisure Centre Phase 2 Expansion Project spend of \$2.7 million, with an additional \$1.3 million of other works.

The following projects will be undertaken in 2018/2019:

| Strategic Directions Plan  |                            |  |                 |                               |                      |
|--|----------------------------|--|-----------------|-------------------------------|----------------------|
| Goal Area/s  | Strategic Project Priority | Project or Initiative Description  | Operational New | Operational Program Resourced | Upgrade/ New Capital |
| Goal 1 Economic Growth and Vitality                                  | ✓                          | Power Line Environmental Committee Streetscape Porter Street and Washington Street |                 |                               | \$297,140            |
| Goal 2: Liveable and Active Communities                              | ✓                          | Footpath Priority Construction   |                 |                               | \$98,000             |
| Goal 4: A Clean Green Resilient Environment                          | ✓                          | Liverpool Street Pump Station Upgrade  |                 |                               | \$3,200,000          |
| Goal 4: A Clean Green Resilient Environment                          | ✓                          | Stormwater Management Plan Review  | \$10,000        |                               |                      |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                          | Weighbridge Software   | \$2,500         |                               | \$18,000             |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                          | Transfer Station Roller Door   |                 |                               | \$40,000             |
| Goal 2: Liveable and Active Communities                              | ✓                          | Skate Park Upgrade and Redevelopment   |                 |                               | \$100,000            |

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|  |   |   |                 |                |                    |
|--|---|---|-----------------|----------------|--------------------|
| Goal 2: Liveable and Active Communities                              | ✓ | CBD and Foreshore Precinct Plan, Marina Precinct Master Plan, and Marina Asset Renewal Plan | \$60,000        |                |                    |
| Goal 2: Liveable and Active Communities                              | ✓ | Tuna Poler Sculpture  |                 |                | \$40,000           |
| Goal 2: Liveable and Active Communities                              | ✓ | Parnkalla Trail Wharf Precinct  |                 |                | \$430,000          |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓ | Rainwater Tank Installation at Council Works Depot  |                 |                | \$20,000           |
| Goal 2: Liveable and Active Communities                              | ✓ | Billy Lights Point replacement of three Light poles   |                 |                | \$30,000           |
| Goal 2: Liveable and Active Communities                              |   | Train Playground Toilet Block   |                 |                | \$70,000           |
| Goal 2: Liveable and Active Communities                              |   | Train Playground Irrigation   |                 |                | \$38,000           |
| Goal 2: Liveable and Active Communities                              |   | Cricket Pitch Covers for Ravendale Ovals  |                 |                | \$43,000           |
| Goal 4: A Clean Green Resilient Environment                          |   | Water Re-use Connection for Irrigating South Point Drive Reserve                            |                 |                | \$90,000           |
| Goal 1 Economic Growth and Vitality                                  |   | Design Layout for Tourist Information Bay Signage   | \$8,000         |                |                    |
| Goal 4: A Clean Green Resilient Environment                          |   | Energy Saving Initiatives for Council Facilities  |                 |                | \$34,000           |
| Goal 2: Liveable and Active Communities                              |   | Leisure Centre Expansion  |                 |                | \$2,653,000        |
| Goal 1 Economic Growth and Vitality                                  | ✓ | New Chairs for the Nautilus Arts Centre   |                 |                | \$16,000           |
| Goal 1 Economic Growth and Vitality                                  | ✓ | Air Conditioning for Nautilus Arts Centre Studio Space                                      |                 |                | \$6,500            |
| Goal 1 Economic Growth and Vitality                                  |   | Ergonomic Shelving for the Visitor Information Centre                                       |                 |                | \$8,000            |
| Goal 1 Economic Growth and Vitality                                  |   | Point of Sale equipment for the Visitor Information Centre                                  | \$15,000        | \$1,500        |                    |
| <b>Total of all 2018-2019 ONI and Upgrade/New Projects</b>           |   |   | <b>\$95,500</b> | <b>\$1,500</b> | <b>\$7,231,640</b> |

## 10. ACHIEVEMENTS FOR 2017/18

The following table shows the project priorities from the adopted 2017/18 Annual Business Plan and Budget, and their related performance outcomes and progress to June 2018.

| <b>Strategic Directions Plan</b>        |  |   |   |
|---|--|---|---|
| <b>Goal Area/s</b>                      | <b><u>New Operational and Upgrade/New Project or Initiative Description</u></b>                                | <b>Performance Outcome</b>  | <b>Progress to June 2018</b>  |
| Goal 1: Economic Growth and Vitality    | Develop a Tourism Strategy   | A strategy has been provided that encompasses Port Lincoln and 'Southern Eyre Peninsula' and provides guidance to Council on tourism spending in the short to long term   | Draft to be presented to Council for adoption   |
| Goal 1: Economic Growth and Vitality    | Support for the Eyre Peninsula Auto Sprint Event   | Funding was provided to the EP Auto Sprint event to assist with the running of the event  | Complete  |
| Goal 1: Economic Growth and Vitality    | Support for the SALT Festival  | Funding provided to assist with the running of the event  | Complete  |
| Goal 1: Economic Growth and Vitality    | Prepare Marina Precinct Master Plan  | Deferred to 2018/2019   | Deferred to 2018/2019   |
| Goal 2: Liveable and Active Communities | Leisure Centre Expansion Project   | Expansion works to include the construction of an additional competition standard basketball/indoor stadium court, three new squash courts, installation of new lift to service the upper level of the stadium, construction of a wet play area for toddlers, car parking and landscaping | Ongoing.<br>Milestone 2 achieved in May 2018.<br>Project works to be completed by end of January 2019 |
| Goal 2: Liveable and Active Communities | Priority new footpaths construction (Cardiff Road – Stevenson Street to Knott Street)                          | Providing safe movement for pedestrians and cyclists and gopher users   | In progress to be completed by the end of June 2018   |
| Goal 2: Liveable and Active Communities | Parnkalla Trail Upgrade – Brennans Wharf precinct to improve trail surfaces, user safety and trail definition. | Improve trail surface, improve user safety, improve directional signage and improve overall user experience through the wharf precinct  | Project fully designed and in contract negotiation.   |
| Goal 2: Liveable and Active Communities | Tennyson Terrace Paving  | Providing safe movement for pedestrians and cyclists and gopher users   | Complete  |
| Goal 2: Liveable and Active Communities | Tuna Poler Sculpture - Council Works   | Installation of public art sponsored by Rotary Club of Port Lincoln   | Deferred to 2018/19   |

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|   |  |   |   |
|---|--|---|---|
| Goal 2: Liveable and Active Communities | LED up-lighting to Plane trees in foreshore car park.  | Added vibrancy to the foreshore/CBD at night time through programmable coloured up lights   | Complete  |
| Goal 2: Liveable and Active Communities | Train Park - Irrigation  | Increase functionality, aesthetics and use of the Train park by irrigating the lawn   | Deferred to 2018/19   |
| Goal 2: Liveable and Active Communities | Upgrade existing Skate Park -<br>New street skating area and equipment (Stage 1 of two, compliments Renewal component) | Provide extra street skating obstacles, better cater for beginner and intermediate skaters, provide additional shade and seating, and make the space more family friendly                                   | In progress<br>Construction due for completion by August 2018                                       |
| Goal 2: Liveable and Active Communities | Nautilus Arts Centre - Install visitor Counters to provide data on visitation for marketing and funding purposes       | To provide base line data on the visitation to the NAC with a breakdown of visitors within each section (i.e. galleries x 2, gallery shop, media room etc.)   | Complete by 30 June 2018  |
| Goal 2: Liveable and Active Communities | Nautilus Arts Centre - Inside Storage Equipment  | A range of storage solutions provided within the NAC building for equipment   | Complete  |
| Goal 2: Liveable and Active Communities | Nautilus Arts Centre - Kitchen Appliances - dishwasher, commercial stove, refrigeration                                | Commercial grade kitchen provided, enabling the NAC to be marketed as a venue for events (i.e. wedding/balls) and conferences   | Complete  |
| Goal 2: Liveable and Active Communities | Library - RFID stock take equipment and training   | Library staff are able to quickly and efficiently check the library's collections and provide management reports  | Complete  |
| Goal 2: Liveable and Active Communities | Develop a CBD and Foreshore Master Precinct Plan to guide future upgrades  | Replace/upgrade ageing infrastructure, improve lighting and user safety, activate spaces, maximise use for community events and ensure the foreshore remains Ports Lincolns premier recreational open space | Deferred to 2018/19   |
| Goal 2: Liveable and Active Communities | Engage and collaborate with the Aboriginal community to develop and implement a Reconciliation Plan                    | To provide a Reconciliation Plan that can provide appropriate guidance for Council activities.  | In progress. To be carried over into 2018/19  |
| Goal 2: Liveable and Active Communities | Visitor Information Centre - Upgrade of internet router & computers  | Provide stable network connectivity and increased cyber security  | Router installed and guest WiFi upgraded. Computer upgrades to be completed by the end of June 2018 |



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|   |   |   |  |
|---|---|---|--|
| Goal 2: Liveable and Active Communities       | Develop a Footpath Strategy   | Continuing to implement the footpath construction program in line with and identified in the IAMP & LTFFP. Provide a Council approved footpath priority strategy                              | Complete   |
| Goal 2: Liveable and Active Communities       | Library - Upgrade Toilets at TAFE Site  | Improve the existing male and toilet facilities, provide a unisex, accessible facility with baby change table, and provide a designated staff toilet  | Complete   |
| Goal 2: Liveable and Active Communities       | Building Age & Dementia Friendly Community Projects   | Develop consultative groups of relevant stakeholders in the Age and Dementia demographic for the 3 Councils in the 'Southern Eyre' region   | Tender documents developed in order to engage a suitable consultant to undertake this work |
| Goal 2: Liveable and Active Communities       | Contribution to Eyre Peninsula Coastal Access and Off-Road Vehicle Strategy                     | Provide a regional strategy for Coastal and Off-Road Vehicle Access   | Draft strategy presented   |
| Goal 2: Liveable and Active Communities       | Contribution to Eyre Peninsula Camping Options Strategy   | Provide a regional strategy for Camping options   | Draft strategy presented   |
| Goal 3: Accountable Governance and leadership | Host EPLGA Conference. Once off expense of \$45,000, offset by conference revenues - NIL impact | Provided some base funding for Council to host the 2018 EPLGA conference while sponsorship was sought   | Complete   |
| Goal 3: Accountable Governance and Leadership | Initiate a regular community and business leaders forum   | Provided a forum for community and business leaders to share their views with Council   | A forum was held that had the visitor economy as its focus                                 |
| Goal 4: A Clean Green Resilient Environment   | Stormwater Management - Kaye Drive Drainage   | Providing proper management of stormwater from Council road network to prevent litigation and protecting properties   | Complete   |
| Goal 4: A Clean Green Resilient Environment   | Stormwater Management - Liverpool St Pump Station / Rising Main design work.                    | Providing proper management of stormwater and to prevent costly liability / litigation for Council  | In progress to be completed by the end of June   |
| Goal 4: A Clean Green Resilient Environment   | Review the Stormwater Management Plan   | Continuing to implement the SMP for maximum and risk management outcomes in line with Councils IAMP & LTFFP. Proper management of stormwater and to help with future development and planning | In progress- to be carried over into 2018/19.  |

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|  |   |   |   |
|--|---|---|---|
| Goal 4: A Clean Green Resilient Environment                          | Energy Efficiency Audit & Review  | Investigate and identify energy & cost saving measures in Council owned buildings and infrastructure  | Consultants appointed and audit 75% complete. Some cost saving measures already implemented   |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Prepare Business Plans for Nautilus Arts Centre/ Visitor Information Centre / Port Lincoln Leisure Centre                         | To provide business plans for these Council 'business units' that will provide a blueprint for the next 5 years   | Draft strategies including financial plans for the Nautilus Arts Centre and Visitor Information Centre ready for presentation to Council.   |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Synergy Soft E-mail Debtors Management System   | Providing electronic invoicing and statements creating efficiencies   | Complete  |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Electronic Records Management -Upgrade Implementation   | Creating time & budget savings by decreasing the amount of paper used and storage space required  | Complete  |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Corporate Systems changes required for new Development Planning and Infrastructure Act  | Investigations undertaken to acquire new electronic development assessment software in order to be responsive to the transition to 'ePlanning', which will take the South Australian Planning system online | In progress -will continue to roll over into 2018/2019 in accordance with the Collaborative Work Program between PLCC and the Department of Planning, Transport & Infrastructure as the transition to the new Act continues |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Development & Environment - Improvements to Development Assessment systems, to enable better customer service & quality decisions | Scoping exercises at Gawler and Alexandrina Council undertaken to enable transition to electronic Development Application assessment and processing   | In progress - to be carried over into 2018/2019   |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Unregistered Dogs Survey - Stage 3  | Deferred  | Deferred  |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Investigate future asset renewal requirements in Marina Area  | Deferred to 2018/2019   | Deferred  |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | Resource Recovery Centre Weigh Bridge - New Computer & Software   | Providing the ability to allow full reporting capabilities and efficiencies from information accessed from the weighbridge software data for financial and reporting purposes                               | In Progress- stage 2 to be implemented in 2018/19   |

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|  |   |   |   |
|--|---|---|---|
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | Road Seal -<br>York Street - Stevenson St<br>to End   | Continuing to implement the<br>road construction program in<br>line with and identified in the<br>IAMP  | Complete  |
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | Streetscape Design for<br>future PLEC works -<br>Porter St & Washington St                            | Implementation of Councils<br>strategic directions CBD 10<br>year PLEC program. To have all<br>the powerlines in the CBD<br>placed underground and street<br>scape works to compliment the<br>area                                | Complete - adopted by<br>Council  |
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | Cemetery Rafts and<br>Cremation Beds New<br>Cremation Wall  | Additional cremation and burial<br>plots provided   | Construction of<br>cremation wall deferred<br>until 2018/19.<br>Construction of<br>cremation bed complete                                   |
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | IT Disaster Recovery Plan<br>(DRP), servers, storage<br>arrays  | Renewal of Council IT<br>infrastructure and creation of a<br>disaster recovery back up for<br>business continuity   | Complete  |
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | Parnkalla Trail Foreshore<br>Extension -<br>Design Development<br>(Lincoln Hotel to Axel<br>Stenross) | Construct a rock sea wall along<br>the coast between the Lincoln<br>Hotel and the Axel Stenross<br>precinct to protect the cliff face<br>from coastal erosion and to<br>enable construction of a shared<br>use recreational trail | Design complete. Legal<br>and landowner issues<br>still need to be resolved.<br>Further consultation<br>with landowners to be<br>undertaken |
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | Arteyrea Site -<br>User, Feasibility and<br>Development Strategy                                      | Provide a framework to Council<br>so that a decision on the future<br>of Arteyrea can be made   | Draft strategy ready for<br>presentation to<br>Councilors for adoption  |

| <b>Strategic Directions Plan</b>                                     |                                   |  |   |  |
|--|-----------------------------------|--|---|--|
| <b>Goal Area/s</b>   | <b>Strategic Project Priority</b> | <b>Renewals Project Description</b>  | <b>Performance Outcome</b>  | <b>Progress to June 2018</b>                             |
| Goal 2: Liveable and Active Communities                              | ✓                                 | Parnkalla Trail – Brennans Wharf precinct to improve trail surfaces, user safety and trail definition.         | Trail surface, user safety, directional signage and overall user experience has been improved through the wharf precinct                                  | Project fully designed and in contract negotiation       |
| Goal 2: Liveable and Active Communities                              | ✓                                 | Existing Skate Park- Design new street skating area, replace perimeter fence (Compliments New/Upgrade Project) | Ageing infrastructure has been replaced, including the perimeter fence and balustrade, and the rear entrance steps  | Works started in June 2018 and carried over into 2018/19 |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Road Renewal Reseals   | Maintaining Council's road network in a satisfactory condition  | The \$550k reseals are complete                          |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Road Renewal Reseals   | Maintaining Council's road network in a satisfactory condition  | The extra \$110k reseals are complete                    |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | London Street Bridge Replacement Project   | A new bridge structure with an unrestricted weight limit is providing greater access for heavy vehicles along with improved traffic and pedestrian safety | Bridge construction complete                             |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Sustainable funding of asset replacement and maintenance - Plant and Equipment                                 | Council's plant fleet is being maintained in line with plant replacement program for construction activities and maintenance requirements                 | Complete   |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Computer & Software renewal for Resource Recovery Centre Weigh Bridge  | New hardware & software is managing transactions over weighbridge   | Complete   |
| Goal 5: Sustainable Service Delivery and Productive Community Assets | ✓                                 | Foreshore Light Poles Replacement  | 3 x light poles identified as having structural issues and posing a risk to public safety have been replaced  | Complete   |

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|  |   |   |  |          |
|--|---|---|--|----------|
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | ✓ | IT Servers, Switches<br>and Storage Array<br>Renewals | Replacement of end of<br>life server equipment   | Complete |
| Goal 5:<br>Sustainable Service<br>Delivery and<br>Productive<br>Community Assets | ✓ | Ravendale Oval<br>Irrigation System<br>replacement    | Replaced irrigation<br>system past useful life.<br>The new system will<br>improve irrigation<br>efficiency, reduce water<br>consumption and<br>reduce maintenance<br>costs | Complete |

## 11. MEASURING PERFORMANCE

Council will measure both the financial and non-financial performance outcomes of its objectives outlined in the Annual Business Plan.

The key forms of reporting Council’s performance are:

- a. the Annual Report (published at the end of each calendar year) which reports on a wide range of statutory, governance, progress on Annual Business Plan objectives and financial outcomes for the recently completed financial year, and
- b. the reporting of budget performance and revisions through the statutory Budget Review process during the course of each financial year.

The Strategic Directions Plan 2016-2026 identifies Community Indicator measures that will be developed to measure and report on Council’s performance and will include a combination of community perception data and objective data from Council or other formal sources.

The overall framework for the measurement of progress against Council’s plans is shown in the table below.

|                   | Strategic Directions Plan |                   | LTFP                          | IAMP   | Annual Business Plan |          |
|-------------------|---------------------------|-------------------|-------------------------------|--|----------------------|----------|
|                   | Goals                     | Strategic Actions |                               |  | Service Profile      | Projects |
| <b>Indicators</b> | ✓<br>Community Perception |                   | ✓<br>Financial Sustainability | ✓<br>* Strategic Management Plans Integration<br>* Work Program Alignment<br>* Service Level Targets | ✓<br>KPI Trend       |          |
| <b>Progress</b>   |                           | ✓                 |                               |  |                      | ✓        |



## 12. FUNDING THE ANNUAL BUSINESS PLAN

The City of Port Lincoln's long-term financial sustainability is dependent on ensuring that, on average over time, its expenses are less than or equal to its revenue. This is a key target in Council's long term financial planning. The Long Term Financial Plan sets out Council's Financial Sustainability objective:

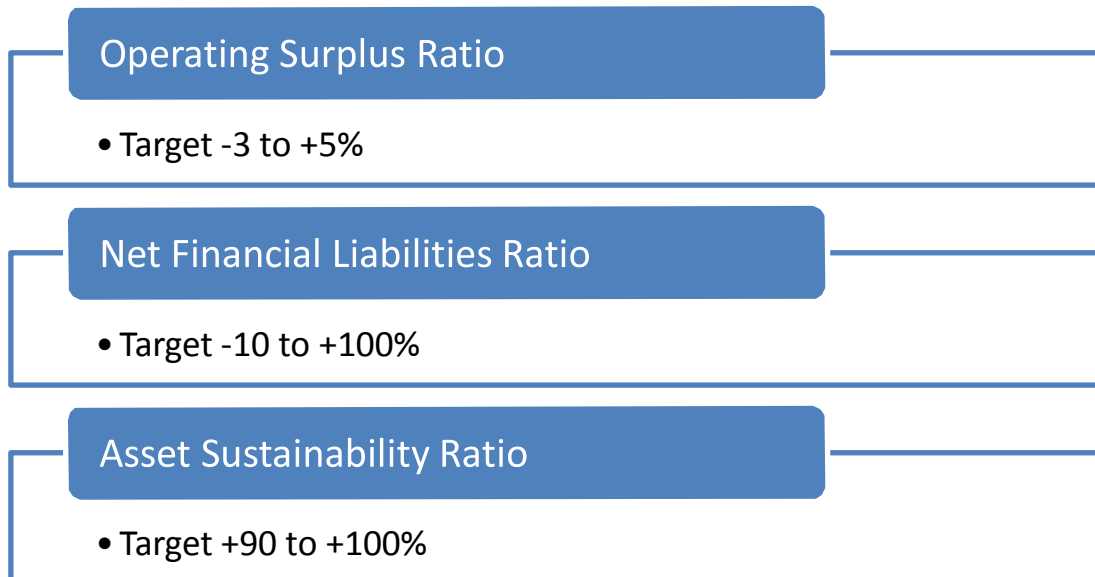
**'Council achieves a sustainable long-term financial performance and position where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.'**

This is supported by the following five Financial Sustainability principles.

- a. *Maintaining **service continuity**; subject to ongoing reviews of operational effectiveness and efficiency.*
- b. *Proactively planning and delivering an **asset renewal program**; giving priority to capital renewal expenditure to enhance asset longevity.*
- c. *Meeting **service and asset growth** demands; principally aligned to city growth expectations and carefully considered and prioritised.*
- d. *Meeting **new asset, operational and corporate program** demands and expectations; aligning these needs to the Strategic Directions Plan, and working within Council's financially sustainable capabilities.*
- e. *Recognising **debt as a financing solution**; enabling the creation of long-term assets and inter-generational equity.*

In funding the Annual Business Plan, Council has had regard to Key Financial Sustainability Indicators/targets that provide guidance in the strategic, infrastructure and financial decision making processes.

The three key indicators and Council's set targets in the Long Term Financial Plan are:



The rate revenue increase has been kept to a level to enable funding of on-going operational expenses, renewal infrastructure works and priority new/upgrade capital and operational new initiatives – and return an Operational Result within the target range.

Council’s Draft Long Term Financial Plan (LTFP), forecasts a total rate revenue increase for 2018/2019 of 4.1% in RATE REVENUE DOLLARS. The forecast rate revenue increase in the LTFP incorporates and reflects anticipated growth of the city’s rate base plus a Local Government Price Indexation estimate.

**General Rates**

The LTFP forecasts a target rate revenue increase for 2018/2019 of 4.1% on the GENERAL RATES (including ‘rate in the dollar’ component) compared to the previous year, to fund this Annual Business Plan. The percentage rate revenue increase applied in the ABP is consistent with funding of the projects, programs and services that Council has included in the Draft Annual Business Plan and Draft Annual Budget.

The general rate revenue calculation is shown in the table below:

| <i>2017/2018<br/>Total General<br/>Rate Revenue<br/>(Including Fixed<br/>Charge)</i> | <i>2018/2019<br/>Rate Revenue<br/>from Rate in the<br/>Dollar</i> | <i>2018/2019<br/>Rate Revenue<br/>from Fixed<br/>Charge</i> | <i>Total General Rate<br/>Revenue for<br/>2018/2019<br/>Budget</i> | <i>Total<br/>Percentage<br/>Increase<br/>2018/2019</i> | <i>In Comparison<br/>Total % Increase<br/>in 2017/2018</i> |
|--|---|---|--|--|--|
| \$10,992,040   | \$7,927,345   | \$3,520,455   | <b>\$11,447,800</b>  | <b>4.1%</b>  | 4.4%   |

The table below demonstrates that although the total general rate revenue raised is to increase by 4.1%, the planned increase in the average rate per assessment is 4.0% (total general rate revenue divided by the total number of properties that the rate revenue is distributed across), when the new total revenue is applied to the new number of assessable properties in 2018/2019.

| <i>2017/2018<br/>Total<br/>General<br/>Rate<br/>Revenue</i> | <i>2017/2018<br/>Number of<br/>Properties<br/>Rates<br/>Distribution</i> | <i>2017/2018<br/>Average General<br/>Rate per<br/>property</i> | <i>2018/2019<br/>Total General<br/>Rate Revenue</i> | <i>2018/2019<br/>Number of<br/>Properties<br/>Rates<br/>Distribution</i> | <i>2018/2019<br/>Average<br/>proposed General<br/>Rate Per Property</i> | <i>Total %<br/>Increase on<br/>Average Per<br/>Property</i> |
|---|--|--|---|--|---|---|
| \$10,992,040  | 8405   | <b>\$1,307.80</b>  | \$11,447,800  | 8417   | <b>\$1,360.08</b>   | <b>4.0%</b>   |

Pursuant to Sections 159 to 165 of the Local Government Act 1999, Council is required to provide mandatory rate rebates to land that is either owned, occupied or used for purposes as described in these Sections. Section 166 of the Act also provides that Council may grant discretionary rebates for the purposes as described in Section 166. Council currently provides mandatory rebates to 109 properties and discretionary rate rebates to 28 properties.

In addition to a general rate Council will raise income through Service Charges for Recycling and Waste (see Part 17).



**Other Sources of Revenue**

Other sources of revenue for the City of Port Lincoln are:

**User Pays Charges set by Council** – these charges are mainly for Council’s Resource Recovery Centre, but also include private works and other use of Council’s facilities.

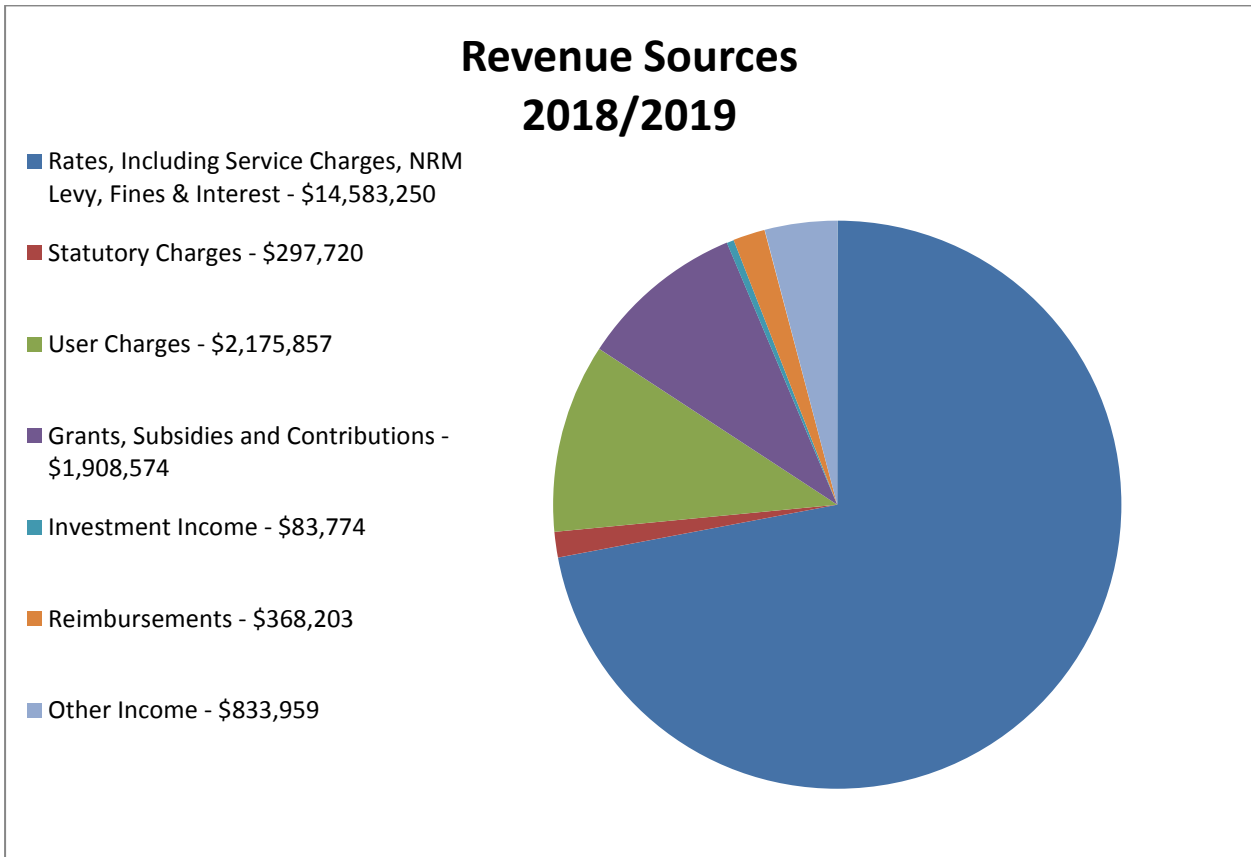
**Statutory Charges set by State Government** – these are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications and dog registrations. The revenue from statutory charges generally off-set the cost of the service.

**Grants, Subsidies and Contributions** – 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.

**Investment Income** – Council invests funds for future maintenance and capital projects in interest bearing accounts.

**Commercial Rental Income** – in recent times Council has entered into a number of commercial leasing arrangements which has seen a new revenue source from commercial rental income from the Flinders Theatre and Car Wash and the Nautilus Arts Centre.

*The following chart illustrates the proportion of income received from the various revenue sources, in comparison to Council’s total income.*



### **13. SUMMARY OF PROPOSED CASH FLOW IMPACT**

The 2018/2019 Budget will be developed to enable Council to undertake the planned services, programs and proposed projects, in line with its financial sustainability objective and principles.

The total rate revenue to be raised for this Annual Business Plan is provided in the summary below in the context of the overall forecast cash flow impact of Council activities.

In order to adopt a sustainable and responsible Annual Business Plan and Budget, Council has reviewed project priorities together with other key budget drivers, with the objective of minimising any borrowings or use of reserve funds, demonstrating a clear nexus between any additional debt or reserves use and the community outcomes to be achieved.

|   |                     |
|---|---------------------|
| GENERAL RATES ON PROPERTY VALUE @ 4.10% INCLUDING NEW ASSESSMENTS | \$7,927,345         |
| FIXED CHARGE @ \$435.00   | \$3,520,455         |
| WASTE SERVICE CHARGE @ \$256.75                                   | \$2,158,497         |
| RECYCLING SERVICE CHARGE @ \$53.40                                | \$417,481           |
| <b>TOTAL RATE &amp; SERVICE CHARGE REVENUE</b>                    | <b>\$14,023,778</b> |

The net proceeds of rates received for budget purposes will also reflect additional revenues and expenses related to rates, including revenue for the Natural Resources Management (NRM) Levy, penalties for late payment, rates and legal costs recovered, less discretionary rebates, rate remissions and write-offs and the rates early payment discount.

### **14. IMPACT ON COUNCIL'S FINANCIAL POSITION**

Council's planned operational and capital expenditure for 2018/2019 will be met from committed reserve funds, confirmed grant funding, possible sale of surplus operational land and operational revenue.

The draft budget based on the Annual Business Plan's project and operational initiative priorities confirms Council's loan borrowings and planned operating result and cash position.

### **15. RATING BASIS – SITE VALUE**

The City of Port Lincoln will continue to use site value as the basis for valuing land within the Council area for the 2018/2019 financial year. Whilst acknowledging that most Councils in South Australia have adopted the 'capital value' basis, Council has previously determined that the site value method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- ✓ The fairness principle of taxation which suggests that individuals should make similar contributions to the cost of providing local government services as they in turn receive similar benefits, in terms of ability to make use of those services provided;
- ✓ The efficiency principle, which generally assumes that large variations in the value of property from one year to another are less likely under the site valuation method.

## 16. GENERAL RATES (s153 and s156)

### Rate in the Dollar

To raise **General Rate Revenue** that is identified in the section *FUNDING THE ANNUAL BUSINESS PLAN*, Council will declare a **rate in the dollar** based on the site valuation of land within the City of Port Lincoln together with a fixed charge per rateable property.



### Fixed Charge

The Council has elected to impose a fixed charge system, rather than a minimum rate which tends to distort the equity principles of taxation.

The reasons for imposing a combination of rate in the dollar and a fixed charge are:

- a. The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and maintaining the physical infrastructure that supports each property;
- b. The fixed charge system has a lesser proportionate impact on lower income earners than a minimum rate system;
- c. The fixed charge system is more readily understandable than a minimum rate system.

The fixed charge for 2018/2019 will be levied uniformly on all non-contiguous assessments excluding Marina Berths. The fixed charge is levied against the whole of an allotment (including land under a separate lease or license) and only one fixed charge is levied against two or more pieces of adjoining land (whether intercepted by a road or not) if the same owner occupies and owns them.

Council has in the past increased the fixed charge by a nominal \$10 per year and will maintain a \$10 increase for 2018/2019.

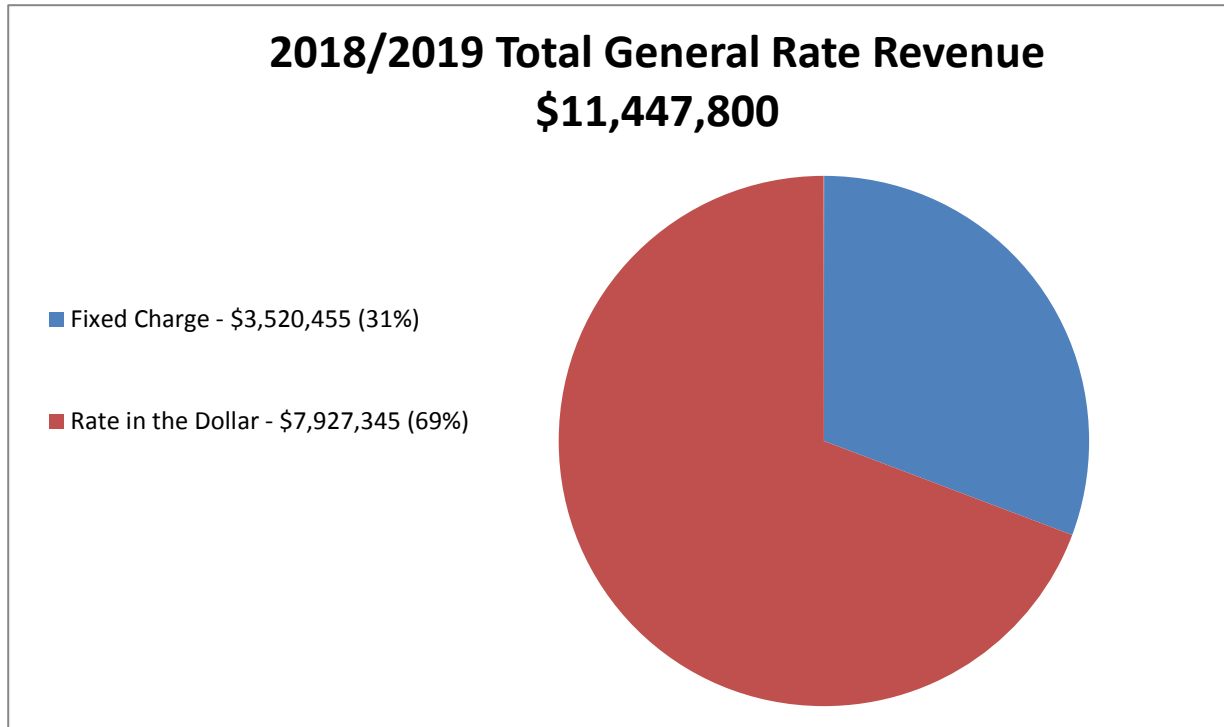
Subject to future review and decisions by Council, in order to undertake the projects and services to the capacity forecast in the LTFP, an increase of \$10 on the fixed charge would be required to fund the 2018/2019 Annual Business Plan.

## Fixed Charge Summary

|  | 2017/2018   | 2018/2019   |
|--|-------------|-------------|
| <b>Number of rateable properties</b>                     | <b>8405</b> | <b>8417</b> |
| <u>Less</u> Adjoining properties                         | 186         | 163         |
| Marina berths  | 161         | 161         |
| Adjusted number of properties fixed charge applicable to | 8058        | 8093        |

|  |              | Fixed Charge component | Increased rates raised - Fixed Charge component |
|--|--------------|------------------------|---|
| <i>Total Fixed Charge 2017/2018</i>    | \$425        | \$3,424,650            |   |
| <b>Proposed 2018/2019 Fixed Charge</b> | <b>\$435</b> | \$3,520,455            | <b>\$95,805</b>                                 |

Pursuant to Section 151(10) of the Local Government Act 1999, revenue raised from the Fixed Charge component cannot raise an amount that exceeds 50% of all revenue raised by the Council from general rates.



## 17. WASTE AND RECYCLING SERVICE CHARGES

Pursuant to Section 155 of the Local Government Act 1999, Council has declared service charges for both the waste and recycling collection services.

The Waste Service Charge is based on the nature of the service in respect of all land within the area of the City of Port Lincoln to which Council provides a waste collection service.

Council does not provide kerbside recycling services to properties assessed by the Valuer General's Office as vacant land or marina berths, and therefore these properties do not attract the Recycling Service Charge.

To be equitable to all ratepayers, property owners should be charged for the services they are eligible to receive from Council. Council completed the transition to full cost recovery waste and recycling services in 2016/2017 and continues with this model for the two Service Charges of Waste and Recycling, totalling **\$310.15** where applicable, as shown in the table below:

| Waste and Recycling Service Charges                                      |             |             |
|--|-------------|-------------|
|  | 2017/2018   | 2018/2019   |
| <b>Number of rateable properties</b>                                     | <b>8405</b> | <b>8417</b> |
| Less exempt from charges under Lease or Licence                          | 10          | 10          |
| <b>Number of rateable properties Waste Service Charge applicable</b>     | <b>8395</b> | <b>8407</b> |
| Less Marina Berths   | 161         | 161         |
| Less Vacant Land   | 438         | 428         |
| <b>Number of rateable properties Recycling Service Charge applicable</b> | <b>7796</b> | <b>7818</b> |

| Service Charges 2017/2018   | Service         | Total Amount Raised |
|---|-----------------|---------------------|
| Waste Service Charge GL 1020211   | \$252.10        | \$2,116,380         |
| Recycling Service Charge GL 1020201   | \$53.55         | \$417,475           |
| <b>Combined Service Charge</b>  | <b>\$305.65</b> | <b>\$2,533,855</b>  |
| <b>Service Charges 2018/2019</b>  |                 |                     |
| <b>Waste Service Charge</b> on all properties receiving the service (1.84% increase)  | <b>\$256.75</b> | \$2,158,497         |
| <b>Recycling Service Charge</b> to those properties receiving the service - excludes vacant land and marina berths (0.28% decrease) | <b>\$53.40</b>  | \$417,481           |
| <b>Combined Service Charge</b><br>(1.47% increase on combined total)  | <b>\$310.15</b> | <b>\$2,575,978</b>  |

## **18. IMPACT ON OVERALL RATING STRUCTURE**

Although the City of Port Lincoln has experienced significant growth in property values in the past, from \$267 million in June 2002 to over \$1.1 billion at present, the property values have not continued to increase at the same rate over the last 3 years.

The Annual Business Plan estimates that the increase in assessment numbers between 2017/2018 and 2018/2019 will be between 0.5% and 1%. The final determination of rate revenue and rates setting has had regard to the growth of the city and the rate base as reflected in new assessments advised by the Valuer General at the time of budget adoption.

Council staff has undertaken Rates Modelling as part of the annual budgeting process. The modelling system is based on the total amount of rates revenue Council needs to raise, including the Fixed Charge component, applied over the number of assessments. Modelling also reflects the other rating variations applicable to each property in regards to the Service Charges and the NRM levy.

In adopting the Annual Business Plan and subsequently the Annual Budget for 2018/2019, Council has determined the rating model considered to be the most fair and equitable to residents and ratepayers.

The City of Port Lincoln does not proportionally raise rates on new developments throughout the financial year.

Property valuations are determined and advised by the State Valuation Office, and vary from year to year. One property's site value in relation to other properties will affect the relative change to the General Rates amount applicable to any one assessment, when compared to the 'average'.

For the 4.1% increase in the general rate revenue, which is inclusive of the rate in the dollar and fixed charge components, when applied across all rateable properties including new assessments, the total average increase is 4.0% per assessment. The average combined increase across the total number of properties, including the increase in the Waste and Recycling Service Charges, is approximately 3.45% or \$58.18. This does not include the increase in the NRM Levy, which is not determined by Council.

The table below is provided as an indicative illustration of the overall impact of the proposed increases in the revenue to be generated from general rates, services charges and NRM Levy when applied to the estimated 2018/2019 total property assessments. The NRM Levy comparison is based solely on the Residential, Other and Vacant Land Use Rate as the impact on other land use user groups will differ. The actual impact on an individual assessment may not be the same as the examples provided and may be more or less than the average.

|   | <b>2017/2018</b>  | <b>2018/2019</b>  | <b>\$ Difference</b> | <b>% increase</b> |
|---|-------------------|-------------------|----------------------|-------------------|
| Average General Rates   | \$1,307.80        | \$1,360.08        | \$52.28              | 4.00%             |
| Waste & Recycling Service Charges   | \$305.65          | \$310.15          | \$4.50               | 1.47%             |
| <b>Combined Average Rates &amp; Services Charges</b>  | <b>\$1,613.45</b> | <b>\$1,670.23</b> | <b>\$56.78</b>       | <b>3.52%</b>      |
| NRM Levy – based on Residential, Other and Vacant Land Use Rate (not determined or retained by Council) | \$74.20           | \$75.60           | \$1.40               | 1.89%             |
| <b>Total Including NRM Levy</b>   | <b>\$1,687.65</b> | <b>\$1,745.83</b> | <b>\$58.18</b>       | <b>3.45%</b>      |

## 19. NATURAL RESOURCES MANAGEMENT LEVY

The City of Port Lincoln falls within the Eyre Peninsula Natural Resources Management Board (EPNRM Board) area and as such the Council is required pursuant to the Natural Resources Management Act 2004, to raise funds by way of a fixed charge levy to assist in funding the operations of the Board. The fixed charge is imposed as a separate rate upon all properties within the area of the Board.

In April 2016, the Eyre Peninsula Natural Resources Management Board approved changes to the charging of the levy from a single fixed rate per land use to differing fixed rates per land use, effective from July 2017.

The amount of the levy per property is now determined by the fixed rate applicable to the particular land use as advised by the EPNRM Board as follows:

|                                      |          |
|--------------------------------------|----------|
| Residential, Other and Vacant Land:  | \$ 75.60 |
| Commercial - Shop, Office and Other: | \$113.40 |
| Industrial Land - Light and Other:   | \$113.40 |
| Primary Producers:                   | \$151.20 |

Council is required to collect this revenue and pay the amount collected to the EPNRM Board. It does not retain this revenue or determine how the revenue is spent, nor does it determine the amount of the levy to be collected. The total amount of funds Council is required to raise for the EPNRM Board based on the property data provided to the EPNRM Board in October 2017, for the City of Port Lincoln Council area for 2018/2019 is estimated to be \$655,509. This represents an increase of 2.2% on the amount raised in 2017/18.

Any queries regarding the NRM Levy should be raised with the Eyre Peninsula Natural Resource Management Board – telephone 08 8688 3111 or website <http://www.epnrm.sa.gov.au/>



Government of South Australia  
Eyre Peninsula Natural Resources  
Management Board

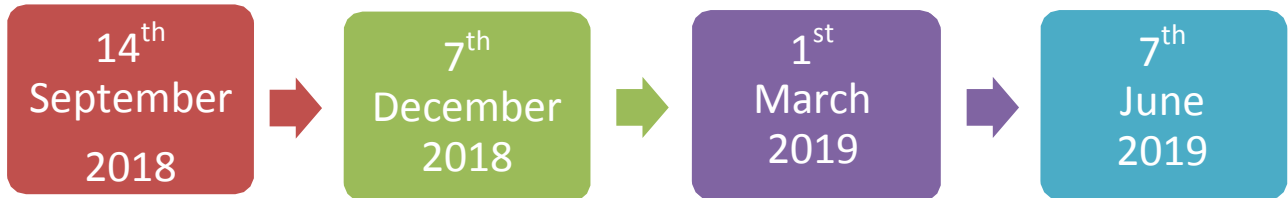
The Eyre Peninsula region covers a significant area of South Australia (80,000 square km / 8 million ha) and includes part of the upper Spencer Gulf, the City of Whyalla, stretches across the southern boundaries of the Gawler Ranges, past Ceduna to the edge of the Nullarbor Plain and south to the fishing hub of Port Lincoln.

The region supports a population of about 55,000 people. Eyre Peninsula's economic well being is almost entirely reliant on well managed and sustainable use of natural resources.



## 20. PAYMENT OF RATES

Payment of rates for the year ending 30th June 2019 will be allowed to be paid in quarterly installments with the first payment due on the **second** Friday of September and the following payments due on the **First Friday** of each quarter being;



A quarterly rates notice will be sent to ratepayers at least 30 days prior to each due date. A ratepayer may also pay their rates in a single instalment due by **14 September 2018**.

To make bill paying more convenient for customers, the City of Port Lincoln provides the following services for the payment of the rates notice:

- ✓ BPAY service using the telephone or Internet. BPAY is available 24 hours a day, 7 days a week. Contact your Bank or financial institution for further details.
- ✓ Payment through the mail by posting a cheque with the 'tear off' remittance advice to the City of Port Lincoln.
- ✓ Payment in person at the Council Office, Level 1 Civic Centre, 60 Tasman Terrace, Port Lincoln. Cheque, cash and EFTPOS facilities are available Monday to Friday 9am to 5pm.
- ✓ Payment via Council Website – [www.portlincoln.sa.gov.au](http://www.portlincoln.sa.gov.au) at anytime.

### Incentive for Early Payment of Rates

Council has previously offered a 2% discount for payment of rates received in full on or before the September payment date, and will continue to offer a 2% discount for payment of rates and charges in full on or before Friday 14 September 2018.



## 21. RATE CONCESSIONS

In previous years the State Government, in providing equity across SA in this area, funded a range of concessions on Council rates. The State Government ceased providing direct funding of Council rates concessions for eligible pensioners and self-funded retirees in 2015/2016 and introduced an alternative form of concession funding for eligible pensioners and self-funded retirees which can be applied to any need at the discretion of the recipient.

Council rates concessions are no longer directly applied and the full rates account is payable.

Ratepayers can obtain further information about concessions by:

- Telephoning the Department for Communities and Social Inclusion Concession Hotline on 1800 307 758
- Email: [concessions@dcsi.sa.gov.au](mailto:concessions@dcsi.sa.gov.au)
- Visiting the website: <http://www.dcsi.sa.gov.au>

## 22. REMISSION AND POSTPONEMENT OF RATES

Where a ratepayer is suffering hardship in paying rates, they may apply under Section 182 and 182A of the Local Government Act 1999 to partially or wholly remit rates or to postpone rates.

In assessing each confidential application Council will give consideration to the following:

- Previous documented Council decisions
- The ratepayer's ability to pay
- The financial circumstances of the applicant where extreme hardship can be demonstrated.

Should a postponement be granted by Council, interest shall accrue on the amount of rates affected by the postponement, at a rate fixed by Council but not exceeding the cash advance debenture rate.

## 23. REBATE OF RATES

The Local Government Act 1999 requires Councils to rebate the rates payable on some land. Specific provisions are made pursuant to Section 160 to 165 for land used for health services, community services, religious purposes, public cemeteries, and educational institutions. Council also provides Discretionary Rebates for some community groups or organisations pursuant to Section 166, however this rebate is not applicable to rateable properties owned or managed by community groups holding a licence pursuant to the Liquor Licensing Act 1997.

An application for rebate shall only be required upon establishment of a property which meets the criteria as outlined in the Local Government Act 1999 and the rebate will continue to be applied annually unless Council is notified, or becomes aware, of a change in circumstances.

### Policy 7.63.8 Rates Concession Scheme

As per Section 166 and Council's Policy 7.63.8 Rates Concession Scheme, Council also provides some rebates of rates to encourage continuing building activity and land development in the City. These are in relation to development construction with a value in excess of \$1,000,000 and subdivision development, including strata and community title developments, where there are unsold new allotments.

## 24. PUBLIC CONSULTATION

### Consultation

Before Council adopts an Annual Business Plan, the draft Annual Business Plan must be made available for Public Consultation as per Section 123 (4) of the Local Government Act, and Council Policy 2.63.1.

Council must also set aside at least 1 hour at a Council Meeting for members of the public to ask questions and make or speak to their submissions. This meeting was held on Monday 21 May 2018.

The Act requires that public consultation is undertaken for at least 21 days prior to that meeting. Council Policy 2.63.1 requires 28 days consultation following the draft Annual Business Plan adoption by Council for consultation purposes.

The 2018/2019 Annual Business Plan includes the Leisure Centre Expansion Project, Stormwater Management projects and a range of renewal works, new capital projects and operational new initiatives.

It is important that the community and ratepayers are informed and genuinely consulted as part of Council's determination of the final Annual Business Plan and Budget. The community engagement process for this Annual Business Plan follows the guidelines of the International Association for Public Participation (IAP2) spectrum to ensure that the community is fully informed on the rating proposals in the plan. This exceeds the minimum consultation obligation as required under the Local Government Act 1999 Section 123(5). The community was informed about the Draft Annual Business Plan 2018/19 using a range of tactics, including a TV commercial featuring the Mayor.

As required under the Act, Council provides facilities on its website for the asking and answering of questions and for submissions to be made on the draft Annual Business Plan.





### Community Response

The consultation period on the draft Annual Business Plan was from Thursday 19 April 2018 to Friday 25 May 2018. The public was also invited to attend a Council meeting held on Monday 21 May 2018 to ask questions and make submissions.

Two members of the public attended the meeting and raised their concerns and queries with Council.



Council received a total of 109 submissions on the Draft Annual Business Plan 2018/19, and these were made up of:

-  95 online surveys
-  12 hardcopy surveys
-  1 written submission
-  1 email with further comments

The survey submissions showed the following:

- 68% of the 98 respondents that answered the question had looked at the Draft Annual Business Plan.
- 82% of respondents accessed and/or downloaded the Draft Plan from Council's website and less than 3% viewed and/or purchased a copy from the Council Office, Port Lincoln Library, or Nautilus Arts Centre.
- 70% of the community members who responded agreed that overall, Council is looking after the city's roads, paths, drainage, buildings, parks, ovals and other facilities at about the standard they would like.
- 70% of respondents agreed that Council has delivered on its projects and initiatives over the last year.
- 58% of respondents agreed Council has addressed the needs of the community in the proposed Annual Business Plan for 2018/2019, with Footpaths being highlighted as a priority by a number of respondents.
- 59% of respondents supported the proposed increase in General Rates Revenue of 4.1%.

The community responses gave greatest priority to the following projects for the 2018/2019 financial year;

- Liverpool Street Pump Station Upgrade
- Priority New Footpaths Construction
- Review the Stormwater Management Plan
- Energy Saving Initiatives for Council Facilities
- Train Playground Toilet Block
- Leisure Centre Expansion
- Parnkalla Trail Wharf Precinct
- PLEC Streetscape Porter Street and Washington Street
- Water Re-use Connection for Irrigating South Point Drive Reserve
- Design Layout for Tourist Information Bay Signage

The community comments provided during the public consultation process have been considered by Council when finalising the Annual Business Plan.

A Community Consultation Response Report has been separately endorsed by Council and will be available to the community to inform interested people of the outcome of the Annual Business Plan consultation process.

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*City of Port Lincoln*

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