



## Draft Annual Business Plan

For the year  
ended  
30 June 2020

Adopted for Consultation

20 May 2019

RM: N20194028 18.80.2.8

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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 2019/20. 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 2019/20 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 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 2018/19 season saw 13 cruise ships with approximately 27,000 passengers and crew visit Port Lincoln and we are planning to receive 13 cruise ships during the 2019/20 season with approximately 34,000 passengers and crew, 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 ten years of the plan, 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. LONG TERM FINANCIAL STRATEGY

Council is reviewing its Infrastructure and Asset Management Plan and Long Term Financial Plan for the ten year period 2020 to 2029. Updated versions of both plans will be presented to Council for adoption in July 2019.

The Infrastructure and Asset Management Plan 2020-2029 (IAMP) and Long Term Financial Plan 2020-2029 (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 \$246 million. The assets are divided into five main parts in the IAMP.

- Buildings
- Other Community & Water Re-Use Assets
- Roads & Bridges
- Kerbing & Footpaths
- Stormwater

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.

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.

The Long Term Financial Plan has been developed with a 3.5% rate increase for 2019/20 and a 2.5% rate increase for years 2 to 10 of the plan. These increases were determined to provide the balance of inflow of cash to meet immediate requirements while still allowing the financial position of Council to improve into the future.

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.

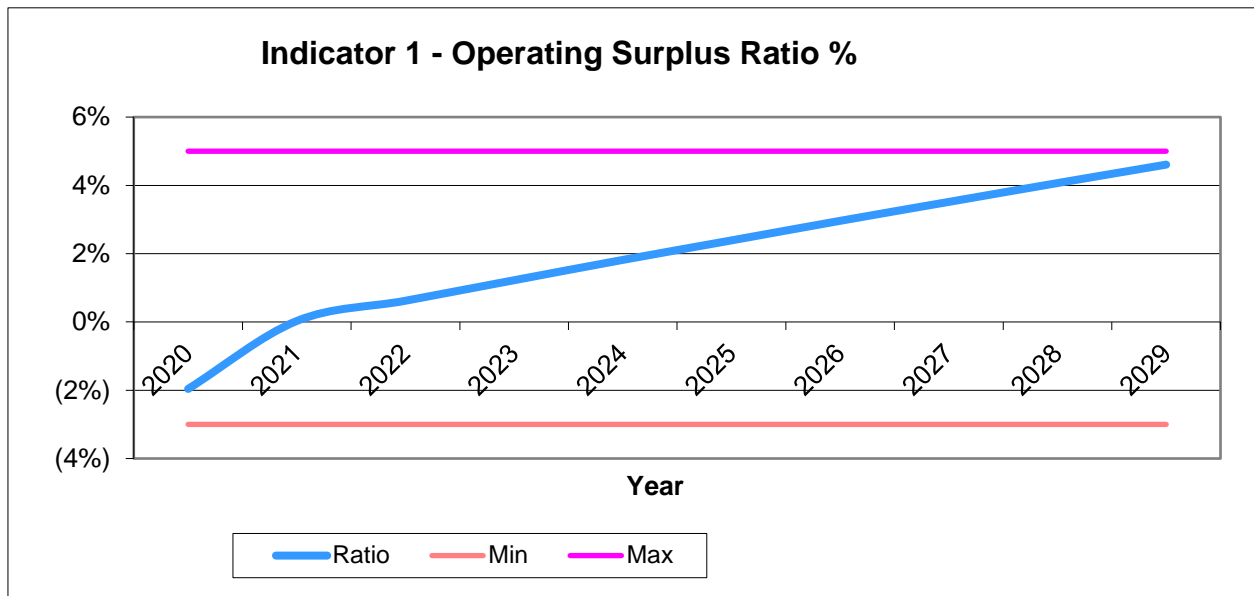
#### ***Financial Ratios***

Note 15 of the South Australian Model Financial Statements (Local Government (Financial Management) Regulation 2011, Reg. 5(1)(c)) sets out the key local government financial sustainability indicators.

The LGA SA has recommended using three of these financial indicators in the preparation of a LTFP as they provide guidance in strategic, infrastructure and financial decision making processes.

## Operating Surplus Ratio

Calculated as Operating Surplus/(Deficit) divided by Operating Revenue - "Is Council covering its operating expenditure and depreciation charge from its operating revenue?"

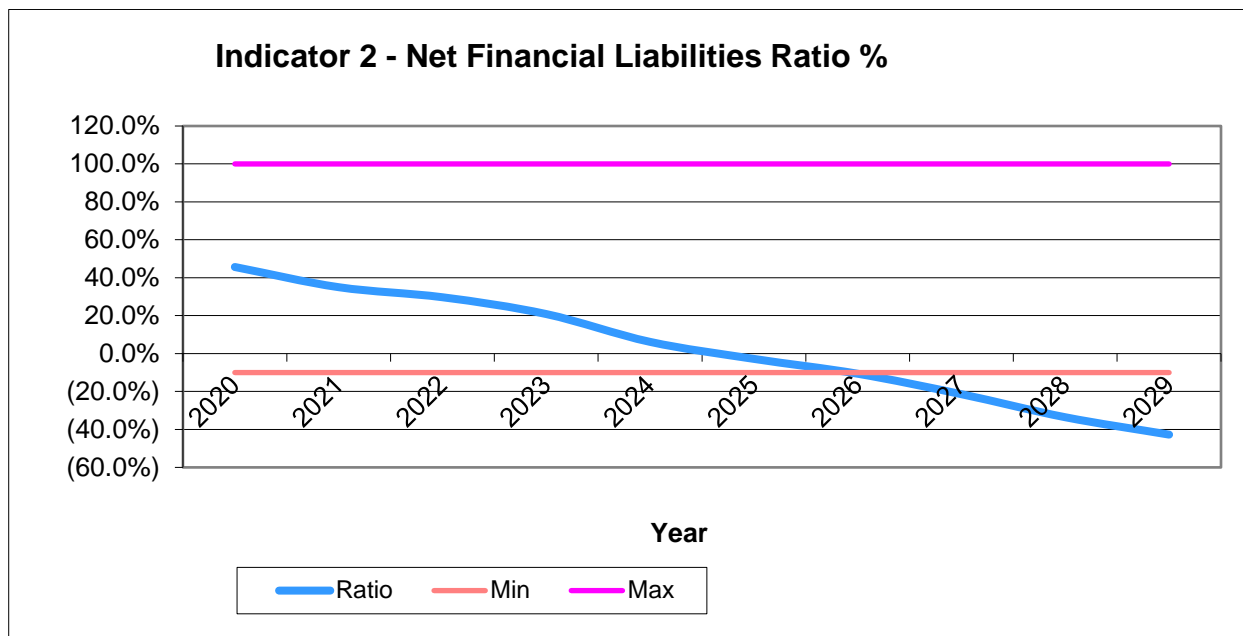


- Positive percentage result indicates that Council is covering these costs and indicates available funding for future capital expenditure or ability to pay down debt.
- Negative percentage result indicates that Council is not covering these costs and the percentage increase required in operating revenue or the approximate decrease in operating expenses required to achieve a break-even operating position.
- The Operating Surplus Ratio forecast for the 2019/20 financial year is a deficit of -2.0%. This result represents the operating income budgeted to be \$412,421 less than Council's operating expenses for the year.
- The LTFP reflects a significant improvement to the ratio over the 10 year period, however the LTFP and Infrastructure and Asset Management Plan are yet to be reviewed in accordance with the Strategic Plan Review. This review will focus on a revised new and upgrade capital expenditure requirements.

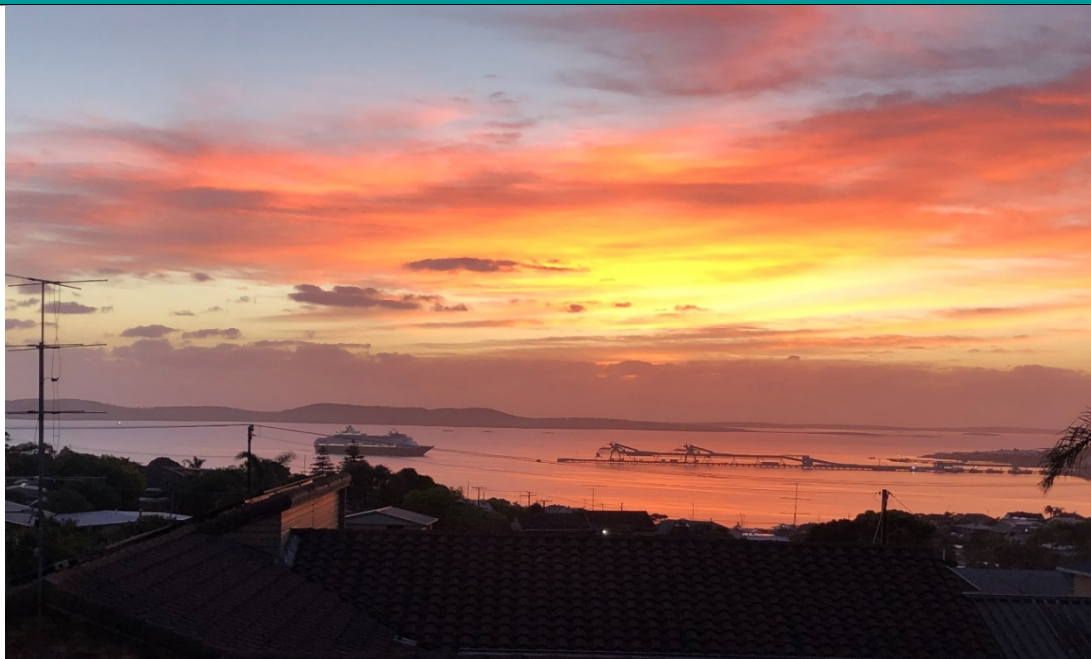


## Net Financial Liabilities Ratio

Calculated as Net Financial Liabilities divided by Total Operating Revenue – “Does Council have a manageable level of debt and other liabilities when considering its available revenue and other cash reserves?” (Note - Net Financial Liabilities equals total liabilities less financial assets excluding equity accounted investments in Council businesses).

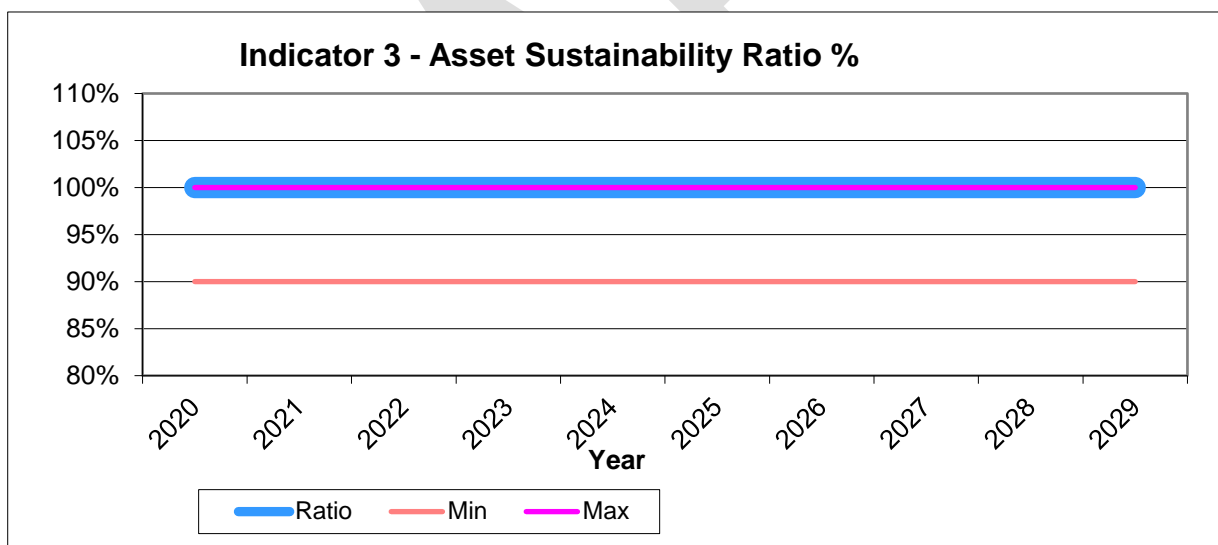


- Suggested target ratio: between 0% and 100% (Financial Indicators 2015 (LGA SA Information Paper 9), p. 7-8). Council Target Range is -10% to +100%.
- A result in this Target Range indicates that Council has a manageable level of debt and other liabilities.
- Negative percentage result in this ratio indicates that Council has more cash available than what is owed by Council in borrowings. Therefore a negative result is a positive financial indicator for Council in this regards.
- The Net Financial Liabilities Ratio forecast for the 2019/20 financial year is 46%. The below graph currently shows a significant depletion in the ratio over ten years. This is a result of increased cash being held over the period and a significant lowering of Council borrowings.



### Asset Sustainability Ratio

Calculated as Expenditure on Renewal and Replacement of Assets (refer to Cash Flow Statement) relative to Council’s Asset Management Plan (IAMP) – “Is Council replacing its assets at the same rate as the assets are wearing out?”



- Suggested target ratio: between 90% and 110% (Financial Indicators 2015 (LGA SA Information Paper 9),p. 9). Council Target Range is 90% to 100%.
- A result within this Target Range indicates that sufficient funds have been allocated to replace Council assets.
- The Asset Sustainability Ratios meet agreed targets.

### Overall Assessment of Council’s Financial Sustainability (based on the above Ratios)

The above ratios indicate that the 10 year LTFP is financially sustainable:

- Operating Deficit position continues to improve to a surplus position in 2022 and then is maintained;
- Net Financial Liabilities are at acceptable levels; &
- Asset Sustainability Ratio are at acceptable levels.

## 5. SIGNIFICANT INFLUENCES AND PRIORITIES

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.

### 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.

- increase in the Consumer Price Index for Adelaide for the March 2019 quarter was 1.3%; and
- change in the Local Government Price Index for the December 2018 quarter was 1.6%

Council’s LTFP has used an estimated LGPI forecast of 2.5% for 2019/20, 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. The Commonwealth Government lifted the freeze on the indexation of the Financial Assistance Grants (FAGs) paid to local government in 2018/19 and this has been factored into Council’s revenue over the next 10 years. The federal budget speech confirmed the Supplementary Road Funding for South Australia would continue for at least the next two financial years.

Roads to Recovery funding has been projected forward as per the new funding agreement which commenced in 2018/19.

#### **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 2019/20 year and Council will consider possible additional project and budget commitments as required, including careful consideration of our financial

sustainability principles.

### **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.

### **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 proposed 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 2019/20, could exceed \$430,000.

### **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.



### **Internal Analysis**

#### **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 were expected to be completed by the end of January 2019. The more likely timeframe for completion is now August 2019. Council secured grant funding of \$4.4 million from the Commonwealth Community Development Grant Funding Program to fund these works.

#### **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 \$4.694 million over the life of the project. Construction work is expected to commence in May 2019 and completion of works is anticipated by the end of December 2019. The project is included in Council's LTFP with total funding of \$2.36 million being received from Stormwater Management Authority.

#### **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 2019/20, 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.



## 6. FUNCTIONAL AREAS AND PROJECTS

The operations of the Port Lincoln City Council are managed under three function areas, Executive Services, Infrastructure & Regulatory Services and Corporate & Community Services.

**Executive Services** includes Workplace Health and Safety, Human Resources and Community Relations as well as Organisational Governance, Elected Members and Strategic Planning.

The following operational projects are to be completed during the year that have a budget allocation.

Operational Projects	Total Cost	Grant Funding/ Income
City Strategic Vision	\$ 10,000	
Strategic Property Review	\$ 30,000	
Procurement Review	\$ 106,000	
	<b>\$ 146,000</b>	

The following projects are either required by legislation to meet compliance requirements and/or best practice and are being undertaken within Council's current resource capacity.

Internal Projects
Enterprise Risk Management Implementation Program
City of Port Lincoln Reconciliation Plan
Organisation Service Level Reviews
Customer Request System Review
Asset Management Plan and Long Term Financial Management Plan Review

**Corporate & Community Services** combines Community Services such as the Nautilus Arts Centre and associated shows, the Visitor Information Centre including services linked with cruise ship arrivals and other tourism services. Financial and operational management of the library and Leisure Centre also make up Council's community services. Council's Corporate Services include all aspects of finances including receiving and making payments, property rating, budget development and adoption. General administration functions such as records, financial reporting, Information Technology Management and other statutory obligations.

The following operational projects are to be completed during the year that have a budget allocation.

Operational Projects	Total Cost	Grant Funding/ Income
Nautilus Arts Centre Patron Base Upgrade	\$ 10,000	
Disability Access and Inclusion Plan	\$ 15,000	
Asset Revaluation Process	\$ 100,000	
History Project	\$ 6,000	
Christmas Decorations	\$ 10,000	
Regional Trail Strategy	\$ 3,500	
Regional Tourism and Implementation Plan	\$ 7,000	
	<b>\$ 151,500</b>	

The following projects are either required by legislation to meet compliance requirements and/or best practice and are being undertaken within Council's current resource capacity.

<b>Internal Projects</b>
Youth Engagement Strategy
IT Services Review
Volunteer Engagement Strategy

<b>Upgrade/New Capital Projects</b>	<b>Total Cost</b>	<b>Grant Funding/ Income</b>
Nautilus Arts Centre - Media Room Air Conditioner	\$ 8,000	
Leisure Centre Expansion Project	\$ 1,382,000	\$ 1,540,000
	<b>\$ 1,390,000</b>	<b>\$ 1,540,000</b>

<b>Renewal Capital Projects</b>	<b>Total Cost</b>	<b>Grant Funding/ Income</b>
Nautilus Arts Centre Lighting	\$ 30,000	
History Project	\$ 19,000	
	<b>\$ 49,000</b>	

**Infrastructure & Regulatory Services** is the largest function within Council and has the most significant impact on Council's finances and service levels. Services provided under this function include Development Services, such as Planning, Development and Building Services. Environmental and Regulatory Services cover Animal Management, Environmental Health, Parking, Littering, Fire Prevention and other compliance matters. Civil Operations includes maintenance and construction including roads, footpaths, kerbing, street-lighting and traffic management, waste and recycling management, stormwater management and plant and machinery management and repairs. Community Assets is also managed under Infrastructure and Regulatory Services and includes services such as building maintenance including public toilets, community halls, cemeteries maintenance and management, management of parks and gardens including the foreshore and sporting facilities, Water Re-use facility maintenance and boat ramp maintenance.

<b>Operational Projects</b>	<b>Total Cost</b>	<b>Grant Funding/ Income</b>
Axel Stenross Boat Ramp Dredging	\$ 50,000	
Recycled Water Network Review	\$ 20,000	
Nautilus Arts Centre Lifter	\$ 5,000	
RSPCA Cat Management Project	\$ 115,000	\$100,000
	<b>\$ 190,000</b>	<b>\$ 100,000</b>

The following projects are either required by legislation to meet compliance requirements and/or best practice and are being undertaken within Council current resource capacity.

<b>Internal Projects</b>
Community Land Management Plan Reviews
Electronic Development Application Processing
Animal Management Plan Review
CBD Parking Plan Strategy

**City of Port Lincoln  
Annual Business Plan 2019/2020**

<b>Upgrade/New Capital Projects</b>	<b>Total Cost</b>	<b>Grant Funding/ Income</b>
PLEC	\$ 111,446	
Stormwater Management	\$ 3,113,000	\$ 2,000,000
Footpath Program	\$ 102,000	
Parnkalla Trail Wharf Precinct	\$ 700,000	
CBD & Foreshore Precinct and Traffic Management Design	\$ 80,000	
LED Street Light Upgrade	\$ 650,000	\$ 650,000
Public Wifi Network	\$ 60,000	
Dog Park	\$ 100,000	
New Toilet Block (Lincoln South)	\$ 75,000	
Nautilus Arts Centre Emergency Exit	\$ 125,000	
North Shields Cemetery Cremation Wall	\$ 60,000	
North Shields Cemetery Memorial Wall	\$ 30,000	
Table Tennis Carpark Construction	\$ 68,512	
Energy Efficiency Review & Upgrades	\$ 50,000	
	<b>\$ 5,324,958</b>	<b>\$ 2,650,000</b>

<b>Renewal Capital Projects</b>	<b>Total Cost</b>	<b>Grant Funding/ Income</b>
PLEC	\$ 285,278	
Footpath Program	\$ 15,000	
Road Renewals	\$ 550,000	
Plant Replacement Program	\$ 232,000	\$ 148,000
South Point Reserve Irrigation	\$ 20,000	
Kirton Point groyne repairs	\$ 20,000	
Nautilus Arts Centre – Co-ordinator Office	\$ 10,000	
Civic Centre Balcony Balustrades	\$ 50,000	
Marina Footbridge Control Panel	\$ 50,000	\$ 50,000
ArtEyrea Refurbishment	\$ 150,000	
Asphalt and re line marking of the On Street Car Parking	\$ 57,000	
Town Jetty Repairs	\$ 150,000	
Port Lincoln Visitors Signage	\$ 80,000	
	<b>\$ 1,669,278</b>	<b>\$ 198,000</b>



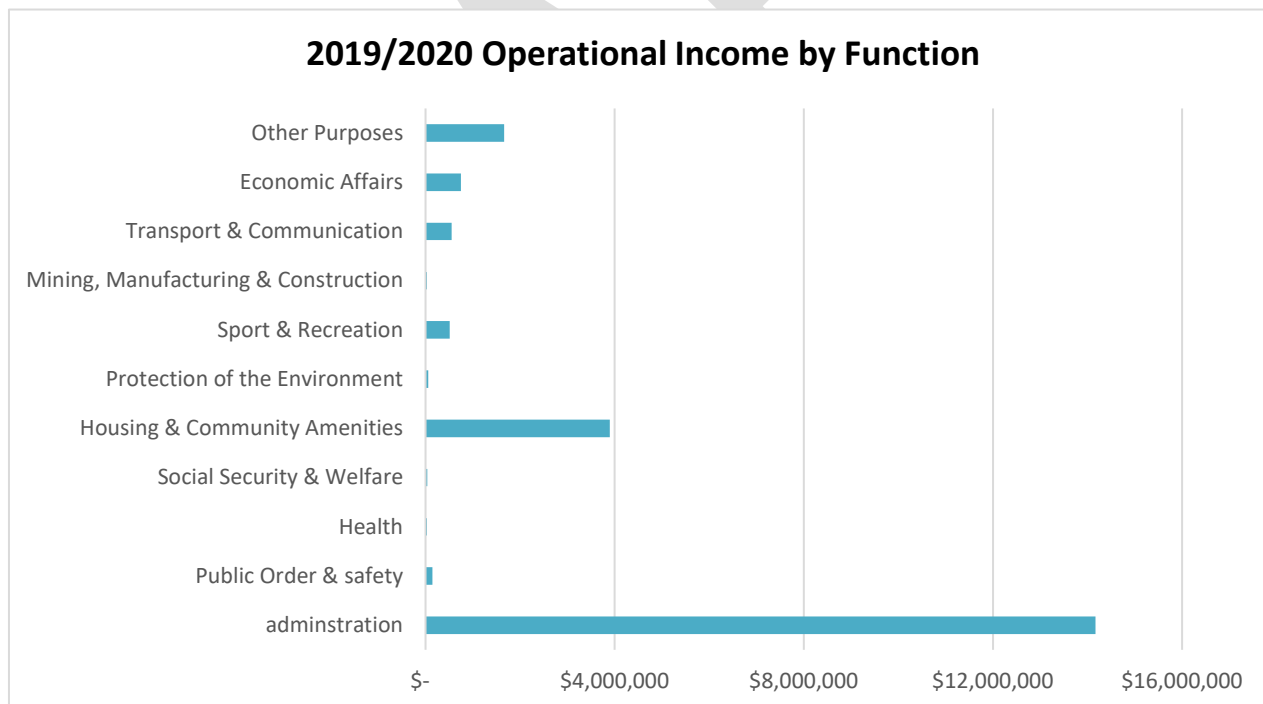
**Budget Summary**

The following table and graphs reflect the allocation of operating and capital revenue and expenditure by reporting function.

**Budget Summary 2019/2020**

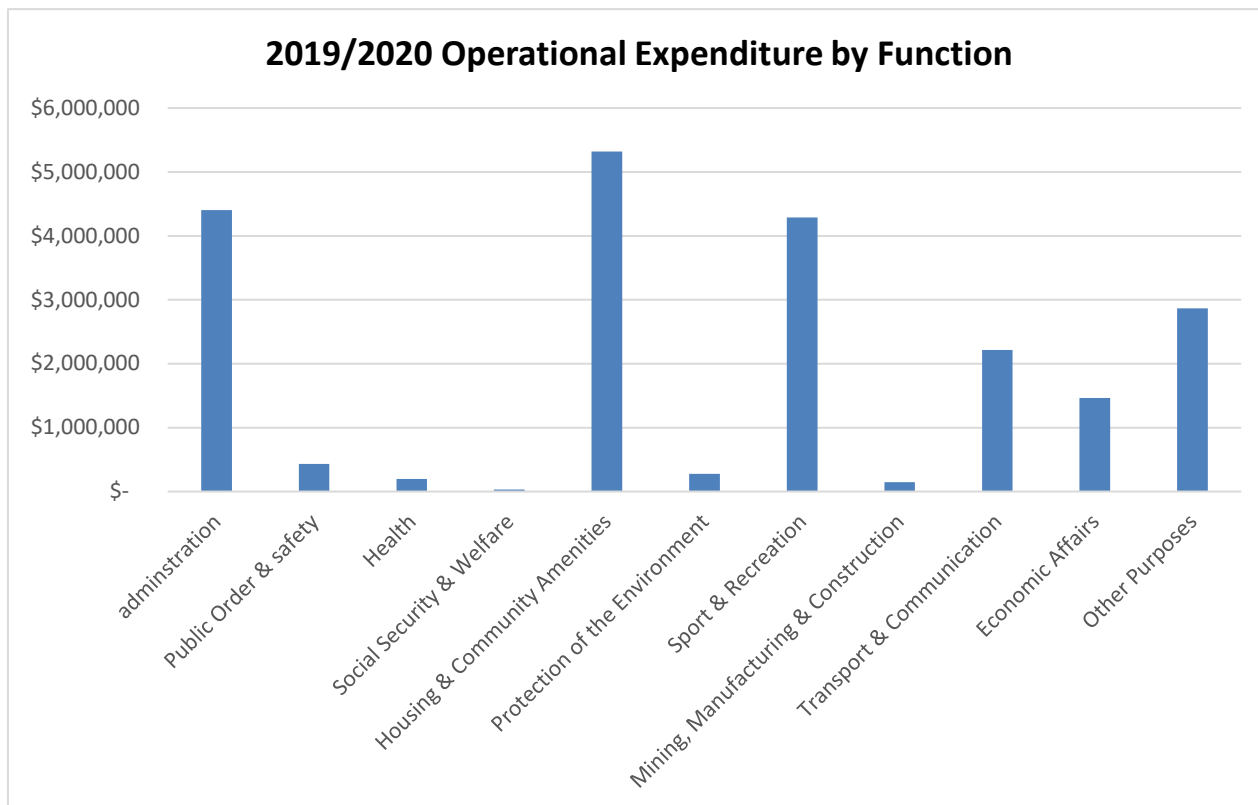
	Operating Revenue	Operating Expense	Capital Revenue	Capital Expense
Administration	(\$13,940,986)	\$4,444,749	\$0	\$125,000
Public Order & Safety	(\$245,300)	\$548,664	\$0	\$0
Health	(\$27,528)	\$198,038	\$0	\$0
Social Security & Welfare	(\$38,626)	\$31,697	\$0	\$0
Housing & Community Amenities	(\$3,910,534)	\$5,321,444	(\$2,050,000)	\$4,299,724
Protection of the Environment	(\$164,700)	\$296,119	\$0	\$0
Sport & Recreation	(\$511,819)	\$4,338,396	(\$1,599,000)	\$2,822,000
Mining, Manufacturing & Construction	(\$32,300)	\$146,002	\$0	\$0
Transport & Communication	(\$551,200)	\$2,262,955	\$0	\$962,512
Economic Affairs	(\$745,890)	\$1,475,662	\$0	\$80,000
Other Purposes NEC	(\$888,336)	\$2,405,914	(\$798,000)	\$232,000
<b>Total</b>	<b>(\$21,057,219)</b>	<b>\$21,469,640</b>	<b>(\$4,447,000)</b>	<b>\$8,521,236</b>

*Graph: Operating Income by Function 2019/20 Annual Budget*

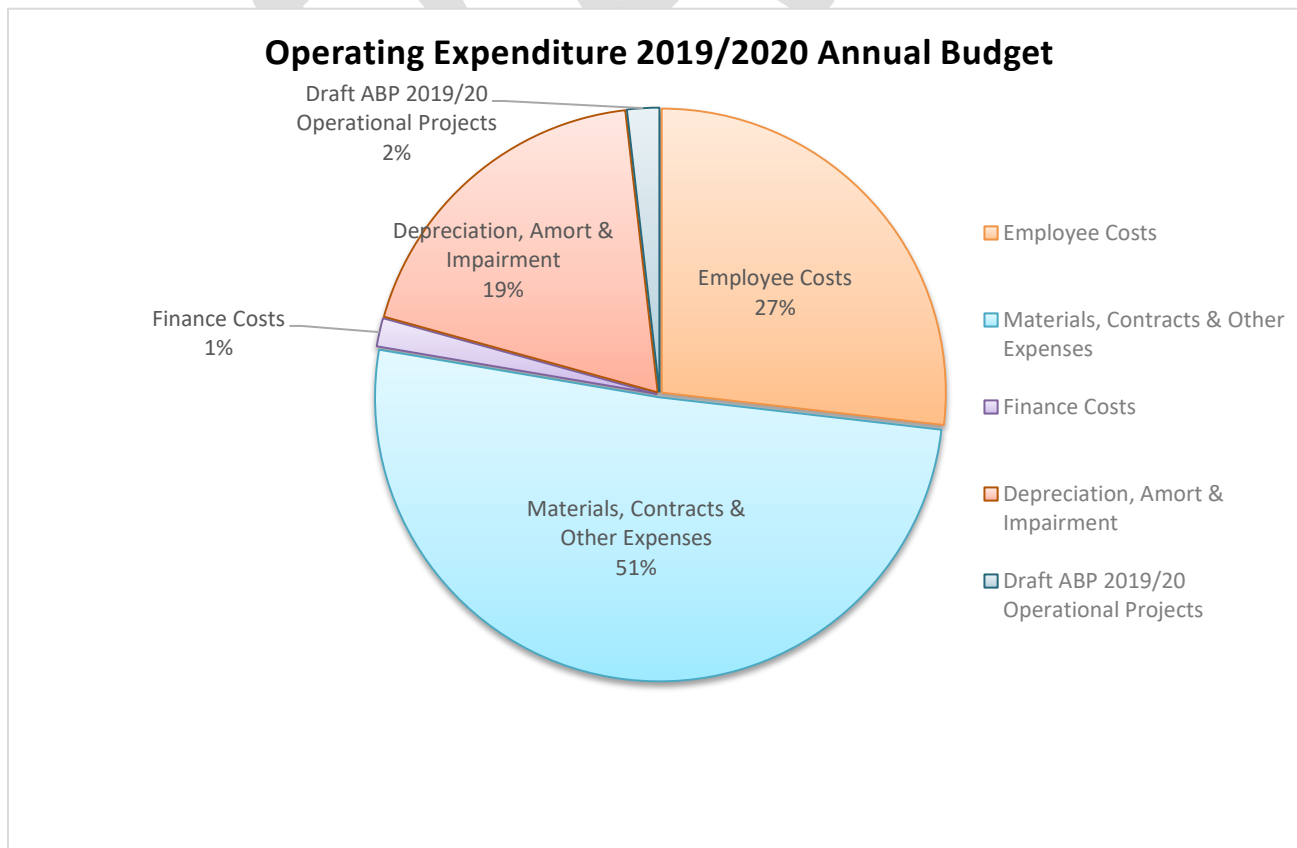


**Note:** The income graphed above in administration includes Council Rates and Grants Commission Funding.

Graph: Operating Expenditure by Function 2019/20 Annual Budget



Graph: Operating Expenditure 2019/20 Annual Budget

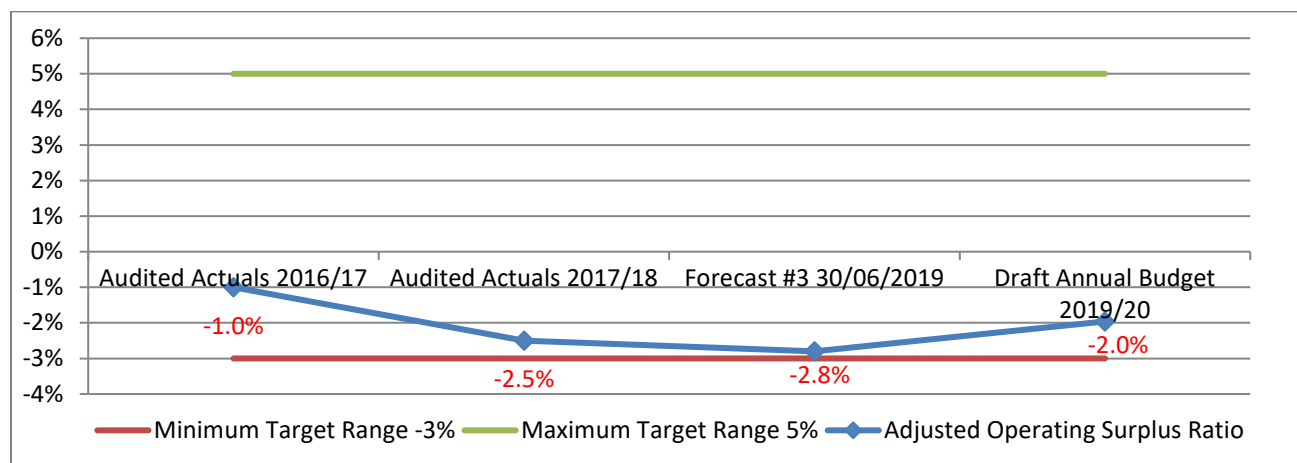


## 7. FINANCIAL SUSTAINABILITY/FINANCIAL PERFORMANCE MEASURES

Council is committed to ensuring its long term financial sustainability. Council’s financial sustainability is dependent on ensuring that, on average over time, its expenses are at least matched by its revenue. In addition, capital expenditure on existing infrastructure and other assets should be optimized in accordance with the Infrastructure and Asset Management Plan so as to minimize whole-of-life-cycle costs of assets.

### Operating Surplus Ratio (OSR)

Calculated as Operating Surplus/(Deficit) divided by Operating Revenue - “Is Council covering its operating expenditure and depreciation charge from its operating revenue?”

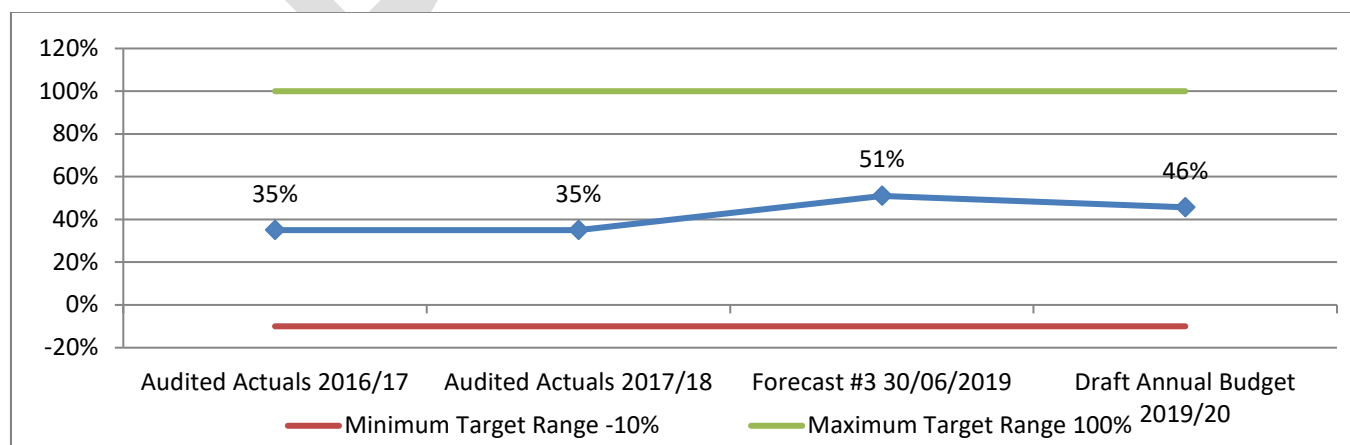


- Positive percentage result indicates that Council is covering these costs and indicates available funding for future capital expenditure or ability to pay down debt.
- Negative percentage result indicates that Council is not covering these costs and the percentage increase required in operating revenue or the approximate decrease in operating expenses required to achieve a break-even operating position.

Refer to Section 4 – Long Term Financial strategy of this report for a summary of how the Key Financial Indicators trend as a result of the financial strategy being implemented.

### Net Financial Liabilities Ratio

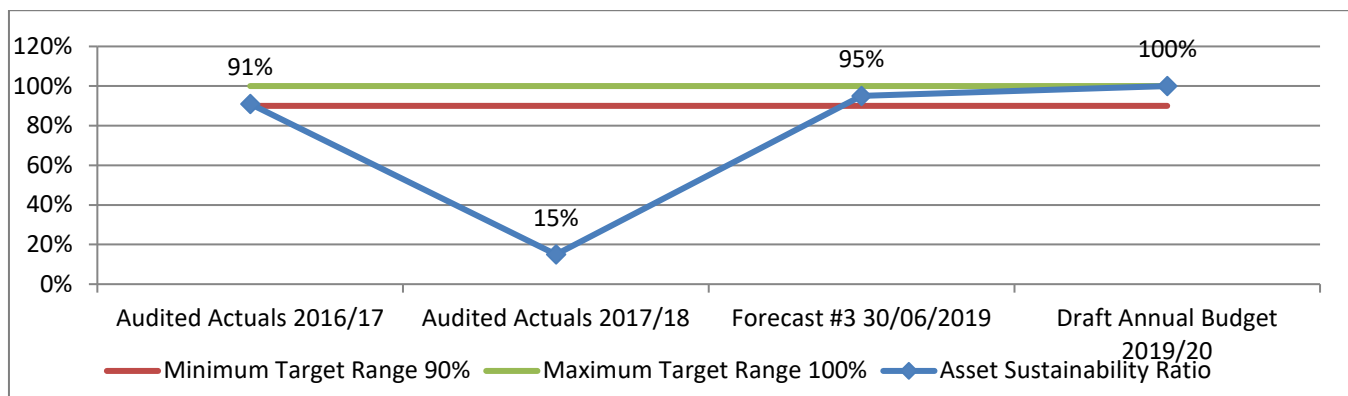
Calculated as Net Financial Liabilities divided by Total Operating Revenue – “Does Council have a manageable level of debt and other liabilities when considering its available revenue and other cash reserves?” (Note - Net Financial Liabilities equals total liabilities less financial assets excluding equity accounted investments in Council businesses).



- Suggested target ratio: between 0% and 100% (Financial Indicators 2015 (LGA SA Information Paper 9), p. 7-8). Council Target Range is -10% to +100%.
- A result in this Target Range indicates that Council has a manageable level of debt and other liabilities.

### **Asset Sustainability Ratio (ASR)**

Calculated as Expenditure on Renewal and Replacement of Assets (refer to Cash Flow Statement) relative to Council's Asset Management Plan (IAMP) – "Is Council replacing its assets at the same rate as the assets are wearing out?"



- Suggested target ratio: between 90% and 110% (Financial Indicators 2015 (LGA SA Information Paper 9), p. 9). Council Target Range is 90% to 100%.
- A result within this Target Range indicates that sufficient funds have been allocated to replace Council assets.

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.

- Maintaining **service continuity**; subject to ongoing reviews of operational effectiveness and efficiency.*
- Proactively planning and delivering an **asset renewal program**; giving priority to capital renewal expenditure to enhance asset longevity.*
- Meeting **service and asset growth** demands; principally aligned to city growth expectations and carefully considered and prioritised.*
- 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.*
- 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.



## 8. NON-FINANCIAL PERFORMANCE MEASURES FOR 2019/2020

In addition to the legislative financial performance measures, Council is required to develop non-financial performance measures. The following are strategic measures integrated in the Strategic Directions 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 years; and
- b. The reporting budget performance and revisions through the statutory Budget Review process during the course of each financial year.

The key non-financial measures being used as part of Council's reporting on its performance are:

- a. Project implementation within identified timeframes; and
- b. Delivery of projects to identified outcomes and service levels.



## 9. FUNDING THE BUSINESS PLAN

An operating deficit of \$412,421 is being forecast for 2019/20. The operating deficit measures the difference between operating revenue and expenses for the period. The Council's long term financial sustainability is dependent on ensuring that, on average over time, its expenses are less than its revenue, in accordance with the Long Term Financial Plan.

Council's revenue in 2019/20 includes \$15,045,485 proposed to be raised from general and other rates. This is based on an increase of 3.5%.

Other significant revenue anticipated for the period includes \$2mil capital grant funding for Liverpool Pump Station, as well as \$1.54mil grant for the redevelopment of the Leisure Centre.

The graph below outlines the break-up of operational funding budgeted to be received for the 2019/20 financial year.

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.

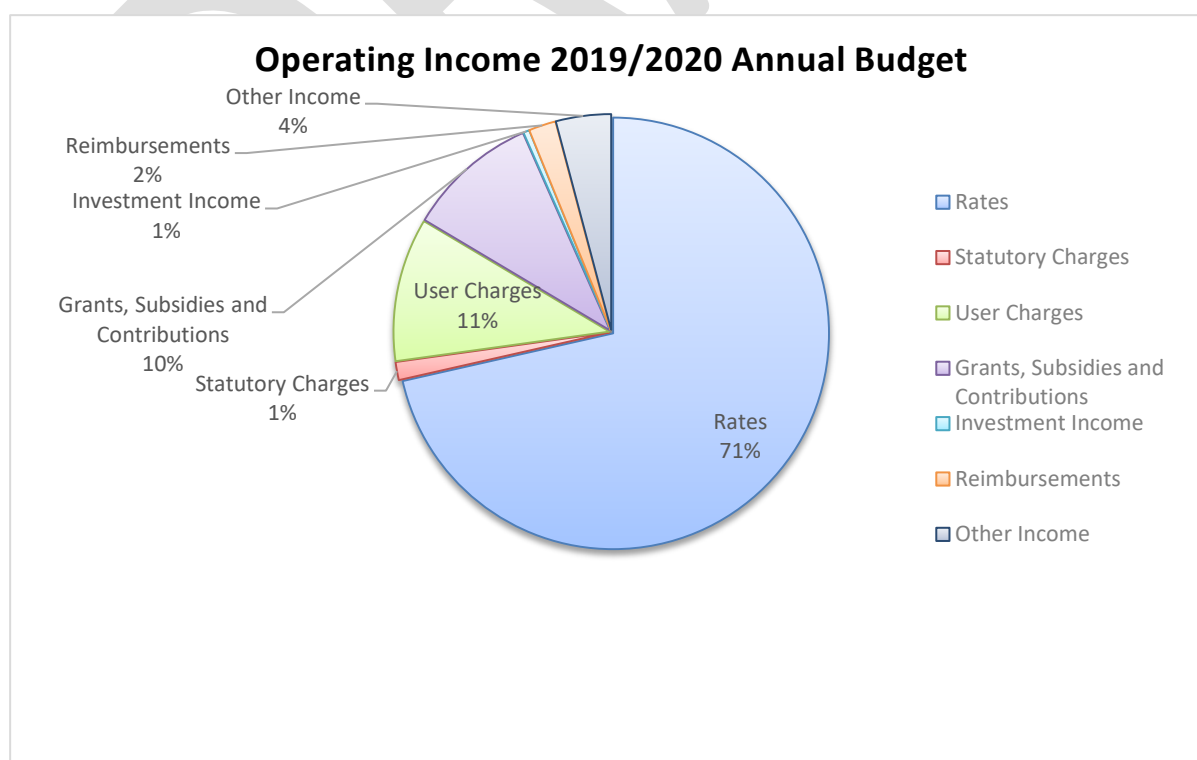
**Statutory Charges set by State Government** – these are fees and charges set by regulation and collected by the Council for regulatory functions such as assessment of development applications and dog registrations. The revenue from statutory charges generally off-set the cost of the service.

**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.

Graph: Operating Income 2019/20 Annual Budget



## 10. UNIFORM RESENTATION OF COUNCIL FINANCES

The Uniform Presentation of Council Finances together with the results of the Key Financial Indicators provides a summarised report that focuses on Council's finances at a strategic level.

The Summary of the Financial Position report highlights the operating surplus/(deficit) measure which is considered the most critical indicator of a Council's financial performance.

The result of this report, is the movement in Net Financial Liabilities (Net Lending/Borrowing) for year based on Council's planned capital and operating budgets for that year.

Achieving a zero result on the net lending/(borrowing) measure in any one year means that Council has met all its expenditure (both operational and capital) from the current year's income (with income including amounts received specifically for new/upgraded assets). The result of -\$1,132,890 indicates that exceed revenue totals over the period by that amount.

	Annual Budget 2018/19	Forecast #3 30/06/2019	Draft Annual Budget 2019/20
	\$	\$	\$
Income	20,251,337	19,624,272	21,057,219
Expenses	<u>(20,796,655)</u>	<u>(20,924,846)</u>	<u>(21,469,640)</u>
<b>Operating Surplus/(Deficit)</b>	<b>(545,318)</b>	<b>(1,300,574)</b>	<b>(412,421)</b>
<b>Net Outlays on Existing Assets</b>			
Capital Expenditure on renewal and replacement of Existing Assets	<b>(1,162,000)</b>	<b>(1,152,962)</b>	<b>(1,750,778)</b>
Add back Depreciation, Amortisation & Impairment	3,945,332	3,804,926	4,057,267
Proceeds from Sale of Replaced	<u>44,500</u>	<u>42,580</u>	<u>148,000</u>
	2,827,832	2,694,544	2,454,489
<b>Net Outlays on New and Upgraded</b>			
Capital Expenditure on New and Upgraded Assets	<b>(7,231,640)</b>	<b>(5,444,848)</b>	<b>(6,714,958)</b>
Amounts received specifically for New and Upgraded Assets	<u>4,058,500</u>	<u>3,375,691</u>	<u>3,540,000</u>
	<b>(3,173,140)</b>	<b>(2,069,157)</b>	<b>(3,174,958)</b>
<b>Net Lending/(Borrowing) for</b>	<b>(890,626)</b>	<b>(675,187)</b>	<b>(1,132,890)</b>

This note is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis. All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis. The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

It should be noted that the Net borrowing figure calculated above, includes the following significant capital projects:

Stormwater Management			
Expense:	\$3,113,000	Income:	\$2,000,000
Leisure Centre Expansion Project			
Expense:	\$1,382,000	Income:	\$1,540,000

Had these projects been completed in the 2018/2019 financial year as budgeted, the net borrowing for 2019/2020 would be -\$177,890.

## 11. RATING ARRANGEMENTS 2019/20

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.

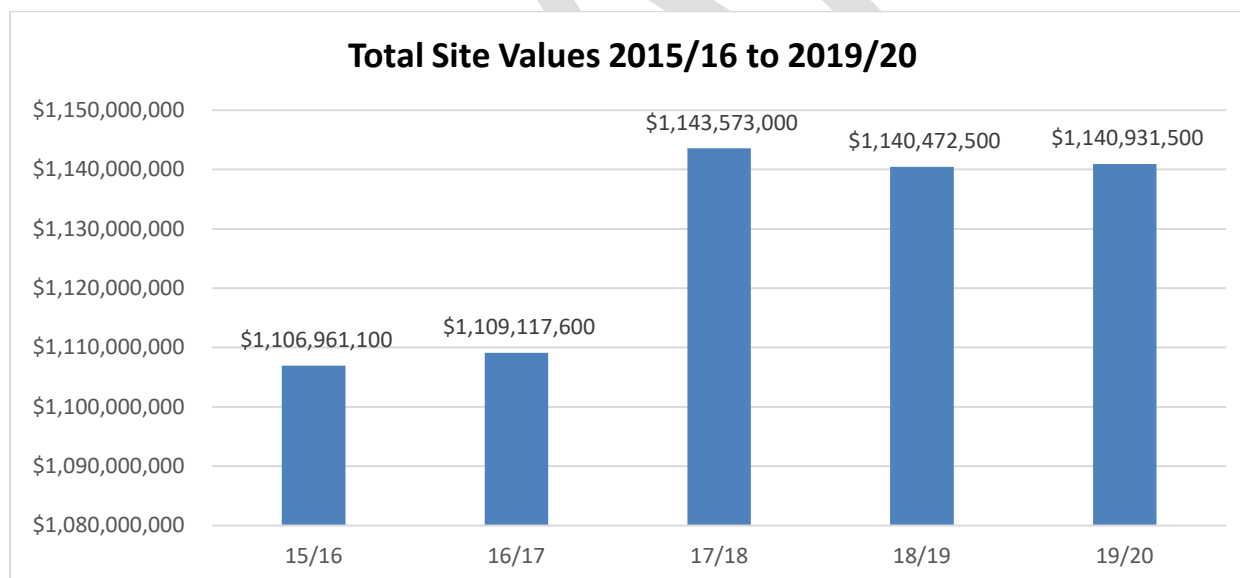
Council's Draft Long Term Financial Plan (LTFP), forecasts a total rate revenue increase for 2019/20 of 3.5% in RATE REVENUE DOLLARS. The forecast rate revenue increase in the LTFP incorporates and reflects anticipated growth of the city's rate base plus a Local Government Price Indexation estimate.

### **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 2019/20 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.

Graph: Total Site Values 2015/16 to 2019/20



Of the site valuations, \$69,387,200 are on non-rateable properties and \$1,071,544,300 are rateable properties for 2019/20.

### **General Rates (s153 and s156)**

The LTFP forecasts a target rate revenue increase for 2019/20 of 3.5% 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>Total General Rate Revenue for 2018/2019 Budget</i>	<i>Total Percentage Increase 2018/2019</i>	<i>In Comparison Total % Increase in 2017/2018</i>	<i>Total General Rate Revenue for 2019/2020 Budget</i>	<i>Total Percentage Increase 2019/2020</i>	<i>In Comparison Total % Increase in 2018/2019</i>
\$11,447,800	<b>4.10%</b>	4.40%	<b>\$11,848,663</b>	<b>3.50%</b>	4.10%

The table below demonstrates that although the total general rate revenue raised is to increase by 3.5%, the planned increase in the average rate per assessment is 2.98% (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 2019/20.

<i>2018/2019 Total General Rate Revenue</i>	<i>2018/2019 Number of Properties Rates Distribution</i>	<i>2018/2019 Average proposed General Rate Per Property</i>	<i>Total % Increase on Average Per Property</i>	<i>2019/2020 Total General Rate Revenue</i>	<i>2019/2020 Number of Properties Rates Distribution</i>	<i>2019/2020 Average proposed General Rate Per Property</i>	<i>Total % Increase on Average Per Property</i>
\$11,447,800	8412	<b>\$1,360.89</b>	<b>4.06%</b>	\$11,848,663	8454	<b>\$1,401.54</b>	<b>2.98%</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 113 properties and discretionary rate rebates to 27 properties.

In addition to a general rate Council will raise income through Service Charges for Recycling and Waste.

The 2019/20 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.

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 rebates, rate remissions and write-offs and the rates early payment discount.

To raise **General Rate Revenue** that is identified in the section *FUNDING THE ANNUAL BUSINESS PLAN*, It is proposed that Council will declare a **rate in the dollar of \$0.007685** based on the site valuation of land within the City of Port Lincoln together with a fixed charge per rateable property.



		Rate in Dollar component	Increased rates raised - Rate in Dollar component
<i>Total Rate in Dollar Charge</i>	<i>\$0.007400</i>	\$7,927,688	
<b>Proposed 2019/2020 Rate in Dollar Charge</b>	<b>\$0.007685</b>	\$8,234,818	<b>\$307,130</b>

## 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 2019/20 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 2019/20.

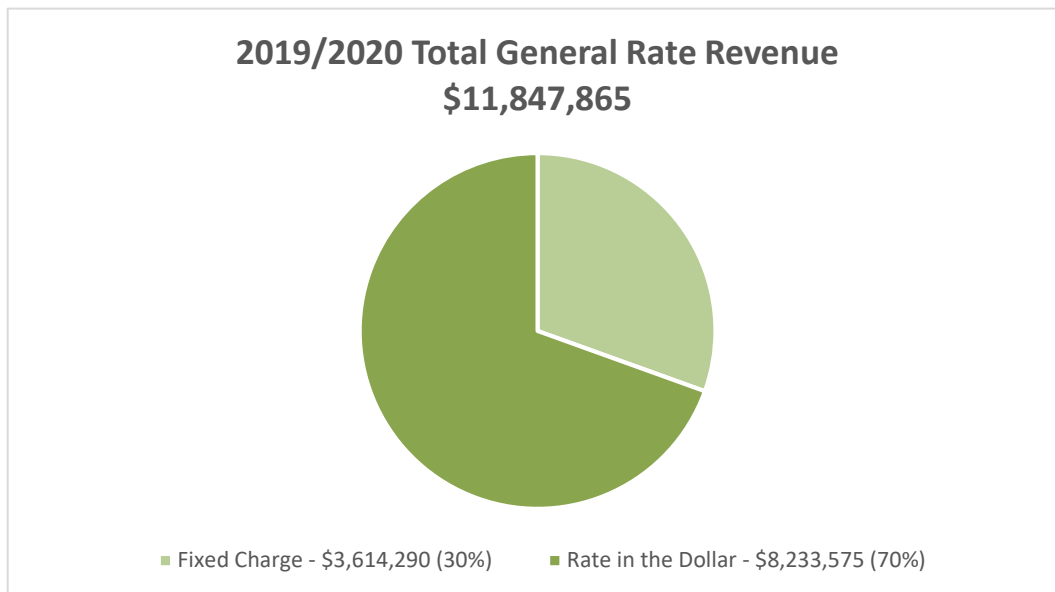
## Fixed Charge Summary

	2018/2019	2019/2020
<b>Number of rateable properties</b>	<b>8412</b>	<b>8454</b>
<u>Less</u> Adjoining properties	165	171
Marina berths	161	161
Adjusted number of properties fixed charge applicable to	8086	8122

		Fixed Charge component	Increased rates raised - Fixed Charge component
<i>Total Fixed Charge 2018/2019</i>	<i>\$435</i>	\$3,517,410	
<b>Proposed 2019/2020 Fixed Charge</b>	<b>\$445</b>	\$3,613,845	<b>\$96,435</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.

Graph: Rate Revenue from Fixed Charge and calculated Rate in the Dollar Rates



### **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 **\$317.15** where applicable, as shown in the table below:

<b>Waste and Recycling Service Charges</b>		
	2018/2019	2019/2020
<b>Number of rateable properties</b>	<b>8412</b>	<b>8454</b>
Less exempt from charges under Lease or Licence	10	12
<b>Number of rateable properties Waste Service Charge applicable</b>	<b>8402</b>	<b>8442</b>
Less Marina Berths	161	161
Less Vacant Land	445	432
<b>Number of rateable properties Recycling Service Charge applicable</b>	<b>7796</b>	<b>7849</b>

Service Charges 2018/2019	Service Charge	Total Amount Raised
Waste Service Charge GL 1020211	\$256.90	\$2,158,476
Recycling Service Charge GL 1020201	\$53.40	\$417,475
<b>Combined Service Charge</b>	<b>\$310.30</b>	<b>\$2,575,951</b>
Service Charges 2019/2020		
<b>Waste Service Charge</b> on all properties receiving the service (1.9% increase)	<b>\$263.75</b>	\$2,226,314
<b>Recycling Service Charge</b> to those properties receiving the service - excludes vacant land and marina berths (0% increase)	<b>\$53.40</b>	\$420,314
<b>Combined Service Charge</b> (2.25% increase on combined total)	<b>\$317.15</b>	<b>\$2,646,628</b>

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 4 years.

The Annual Business Plan has calculated that an increase in assessment numbers between 2018/2019 and 2019/20 will be less than 0.5%. This is determination of rate revenue and rates setting had regard for the growth of the city and the rate base as reflected in the new assessments advised by the Valuer General at the time of budget adoption.

Council staff have 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 2019/20, 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'.

The 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 3.5% per assessment. The average combined increase across the total number of properties, including the increase in the Waste and Recycling Service Charges, is approximately 2.83% or \$47.36. 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 2019/20 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>2018/2019</b>	<b>2019/2020</b>	<b>\$ Difference</b>	<b>% increase</b>
Average General Rates	\$1,360.89	\$1,401.45	\$40.56	2.98%
Waste & Recycling Service Charges	\$310.30	\$317.15	\$6.85	2.19%
<b>Combined Average Rates &amp; Services Charges</b>	<b>\$1,671.19</b>	<b>\$1,718.60</b>	<b>\$47.41</b>	<b>2.83%</b>
NRM Levy – based on Residential, Other and Vacant Land Use Rate (not determined or retained by Council)	\$76.45	\$77.45	\$1.00	1.31%
<b>Total Including NRM Levy</b>	<b>\$1,747.64</b>	<b>\$1,796.05</b>	<b>\$48.41</b>	<b>2.77%</b>

### **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: \$77.45

Commercial and Industrial Land: \$116.17

Primary Producers: \$154.90

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 2018, for the City of Port Lincoln Council area for 2019/20 is estimated to be \$666,667. This represents an increase of 1.7% on the amount paid in 2018/19.

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.

### Rates Summary

GENERAL RATES ON PROPERTY VALUE @ \$0.007685	\$8,234,818
FIXED CHARGE @ \$445.00	\$3,613,845
WASTE SERVICE CHARGE @ \$263.75	\$2,226,155
RECYCLING SERVICE CHARGE @ \$53.40	\$420,314
NRM LEVY CHARGE @ \$77.45*	\$666,667
<b>TOTAL RATE &amp; SERVICE CHARGE REVENUE</b>	<b>\$15,161,799</b>

Note: The NRM Levy charge referenced above applied to residential properties and vacant land. Commercial and Industrial Land uses attract a rate of \$116.15 and Primary Producers attract a charge of \$154.90 per property.

### Rates Impact Statement

#### Residential Properties

Valuation	2018/2019	2019/2020	Difference	% Change
\$ 80,000	\$ 1,412.75	\$ 1,454.40	\$ 41.65	2.95%
\$ 160,000	\$ 2,004.75	\$ 2,069.20	\$ 64.45	3.21%
\$ 250,000	\$ 2,670.75	\$ 2,760.85	\$ 90.10	3.37%
\$ 370,000	\$ 3,558.75	\$ 3,683.05	\$ 124.30	3.49%

#### Commercial Properties

Valuation	2018/2019	2019/2020	Difference	% Change
\$ 50,000	\$ 1,228.55	\$ 1,262.55	\$ 34.00	2.77%
\$ 100,000	\$ 1,598.55	\$ 1,646.80	\$ 48.25	3.02%
\$ 300,000	\$ 3,078.55	\$ 3,183.80	\$ 105.25	3.42%
\$ 690,000	\$ 5,964.55	\$ 6,180.95	\$ 216.40	3.63%

The tables above illustrate the impact of the proposed rates to be applied for 2019/20 in comparison to the 2018/19 financial year using the referenced property valuations. For the majority of the randomly chosen properties above, the overall increase in rates is less than the advertised 3.5% increase. This is due to the advertised increase relates to the total revenue increase on the rates and included the proposed \$10 per property increase on the fixed rates charge.

Development throughout the 2018/19 financial year has resulted in new properties now being separately rated therefore spreading the increase across a larger number of properties to last year.



### **Payment of Rates**

Payment of rates for the year ending 30<sup>th</sup> June 2020 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 **13 September 2019**.

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 13 September 2019.

### **Late Payment of Rates**

The Local Government Act provides that Council imposes an initial fine of 2% on any payment of rates, whether by installment or otherwise, that is received late. A payment that continues to be late is then charged a prescribed interest rate on the expiration of each month that it continues to be late.

Should Council refer the debt to a debt collection agency for collection, then any debt collection charges will be recoverable from the ratepayer. When Council receives a payment in respect of overdue rates Council applies the money as follows;

- To satisfy any costs awarded in connection with court proceedings to satisfy any interest costs,
- Payment of any fines imposed, and
- Payment of rates, in chronological order, starting with the oldest account first.

### **Recovery of Outstanding Rates**

The Council has a documented procedure for the recovery of outstanding rates. The process is based on the forwarding of reminder notices when a rate installment is unpaid, if that installment and the next remain unpaid after the next installment reminder is sent out, the outstanding amount is referred to Council's debt collection agent for recovery action.

## Sale of Land for Non-Payment of Rates

The Local Government Act 1999 provides that a Council may sell any property where the rates have been outstanding for three years or more. The Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amount(s), and advise the owner of its intention to sell the land if payment is not received within one month.

## 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>

## 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.

## 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.



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## 12. CONSULTATION

The Public Consultation on the Annual Business Plan and Budget 2019/20 will commence **on Friday 24<sup>th</sup> May 2019 and will conclude on Friday 21<sup>st</sup> June 2019 at 5.00pm**, with two public forum to be held as part of the process at the Nautilus Arts Centre on Wednesday 5<sup>th</sup> June 2019 at 2.30pm and 6.00pm.

Copies of the Draft Annual Business Plan and Budget are available at:

- 60 Tasman Terrace, Port Lincoln
- Council's website

Submissions are invited to be made in the following ways:

- Delivered to the Council Office, 60 Tasman Terrace, Port Lincoln
- Posted to City of Port Lincoln, PO Box 1787, Port Lincoln SA 5606
- Emailed to [plcc@plcc.sa.gov.au](mailto:plcc@plcc.sa.gov.au)

## 13. CONTACT DETAILS

Council can be contacted by:

Mail: PO Box 1787, Port Lincoln SA 5606

Email: [plcc@plcc.sa.gov.au](mailto:plcc@plcc.sa.gov.au)

Phone: (08) 8621 2300

Website: [www.portlincoln.sa.gov.au](http://www.portlincoln.sa.gov.au)

Appendix 1 – Explanation of uniform presentation of finances

Appendix 2 – Statutory Statements

Appendix 3 – Annual Business Plan Projects with Additional Information

Appendix 4 – Budget 2019/20 by Function

Appendix 5 – Achievements 2018/19

## APPENDIX 1 – Explanation of Uniform Presentation of Finances

(example only for explanation purposes – left blank intentionally)

UNIFORM PRESENTATION OF FINANCES	2019 Forecast \$'000	2020 Budget \$'000	Variance \$'000
Income			
Less: Expenses			
<b>Operating Surplus/(Deficit)</b>	-	-	-
<b>Less: Net Outlays on Existing Assets</b>			
Capital Expenditure on Renewal/Replacement of Existing Assets			
less: Depreciation/Amortisation & Impairment Expenses			
less: Proceeds from Sale of Replaced Assets			
<b>Net Outlays on Existing Assets</b>	-	-	-
<b>Less: Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New/Upgraded Assets			
less: Amounts received specifically for New/Upgraded Assets			
less: Proceeds from Sale of Surplus Assets			
<b>Net Outlays on New and Upgraded Assets</b>	-	-	-
<b>Net Lending/(Borrowing) for Financial Year</b>	-	-	-

### Explanation/Examples of Components of Uniform Presentation of Finances

*Operating Revenue and Expenditure:* Represents the totals from the relevant lines of the Statement of Comprehensive Income (operating Statement) for the year being reported on.

*Capital Expenditure on renewal and replacement of Existing Assets:* e.g. Road Reseals, replacement tractor, building renovations, replacement computer hardware.

*Proceeds from sale of replaced assets:* e.g. trade in value of a tractor or motor vehicle being replaced.

*Capital Expenditure on New and Upgraded Assets:* e.g. constructing a new building, constructing a new catchment pond, purchasing a piece of machinery that was not previously on hand.

*Amounts specifically for new or upgraded Assets:* e.g. Capital grants to partly fund a new playground, funds received to build new footpath that did not previously exist.

*Proceeds from Sale of Surplus Assets:* Proceeds from the sale of a council building that was no longer required, sale of surplus land.



## APPENDIX 2 – Statutory Statements

### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30th JUNE 2020

	Annual Budget 2018/19	Forecast #3 30/06/2019	Draft Annual Budget 2019/20
	\$	\$	\$
<b>INCOME</b>			
Rates	14,583,250	14,571,980	15,045,485
Statutory Charges	297,720	297,720	285,570
User Charges	2,175,857	2,029,857	2,262,316
Grants, Subsidies and Contributions	1,908,574	1,401,620	2,071,200
Investment Income	83,774	69,412	94,971
Reimbursements	368,203	382,580	427,619
Other Income	833,959	871,103	870,058
<b>Total Income</b>	<b>20,251,337</b>	<b>19,624,272</b>	<b>21,057,219</b>
<b>EXPENSES</b>			
Employee Costs	5,157,307	5,415,701	5,763,605
Materials, Contracts & Other Expenses	11,362,347	11,429,911	11,302,496
Finance Costs	331,669	274,308	346,272
Depreciation, Amort & Impairment	3,945,332	3,804,926	4,057,267
<b>Total Expenses</b>	<b>20,796,655</b>	<b>20,924,846</b>	<b>21,469,640</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(545,318)</b>	<b>(1,300,574)</b>	<b>(412,421)</b>
Asset disposal & fair value adjustments	-	(113,900)	-
Amounts received specifically for new or upgraded assets	4,058,500	3,375,691	3,540,000
Physical Resources received free of charge	59,000	63,295	59,000
<b>NET SURPLUS / (DEFICIT)</b>	<b>3,572,182</b>	<b>2,024,512</b>	<b>3,186,579</b>
Transferred to Equity Statement			
Changes in revaluation surplus - IPP&E	-	-	-
Impairment (expense)/recoupment offset to asset revaluation reserve	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>3,572,182</b>	<b>2,024,512</b>	<b>3,186,579</b>

**BALANCE SHEET**  
**FOR THE YEAR ENDED 30th JUNE 2020**

	Annual Budget 2018/19	Forecast #3 30/06/2019	Draft Annual Budget 2019/20
	\$	\$	\$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	1,468,708	2,474,197	1,642,744
Trade and Other Receivables	1,238,275	1,380,200	1,380,200
Financial Assets	72,980	122,263	127,412
<b>Total Current Assets</b>	<b>2,779,964</b>	<b>3,976,660</b>	<b>3,150,356</b>
<b>Non-Current Assets</b>			
Financial Assets	800,830	687,475	560,063
Infrastructure, Property, Plant & Equipment			
Land	63,765,386	63,595,394	63,595,394
Buildings	18,223,885	17,908,239	17,560,489
Infrastructure	93,735,493	93,024,264	96,919,051
Plant and Equipment	1,034,418	1,034,607	953,262
Furniture and Fittings	602,144	588,177	556,710
Library Books	399,604	278,030	287,930
Resource Recovery Centre	2,271,849	2,325,021	2,245,082
Leisure Centre	11,493,092	10,385,136	11,340,419
<b>Total Non-Current Assets</b>	<b>192,326,701</b>	<b>189,826,343</b>	<b>194,018,400</b>
<b>Total Assets</b>	<b>195,106,664</b>	<b>193,803,003</b>	<b>197,168,756</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	2,415,297	2,099,206	2,087,831
Borrowings	1,017,486	259,449	272,077
Provisions	701,743	687,205	687,205
<b>Total Current Liabilities</b>	<b>4,134,526</b>	<b>3,045,860</b>	<b>3,047,113</b>
<b>Non-Current Liabilities</b>			
Borrowings	7,862,501	7,757,217	7,935,138
Provisions	2,234,199	2,342,348	2,342,348
<b>Total Non-Current Liabilities</b>	<b>10,096,700</b>	<b>10,099,565</b>	<b>10,277,486</b>
<b>Total Liabilities</b>	<b>14,231,227</b>	<b>13,145,425</b>	<b>13,324,599</b>
<b>NET ASSETS</b>	<b>180,875,438</b>	<b>180,657,578</b>	<b>183,844,157</b>
<b>EQUITY</b>			
Accumulated Surplus	39,036,290	37,204,324	40,390,903
Asset Revaluation Reserves	141,159,971	142,321,543	142,321,543
Other Reserves	679,177	1,131,711	1,131,711
<b>TOTAL EQUITY</b>	<b>180,875,438</b>	<b>180,657,578</b>	<b>183,844,157</b>

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30th JUNE 2020**

	Annual Budget 2018/19	Forecast #3 30/06/2019	Draft Annual Budget 2019/20
	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<u>Receipts</u>			
Operating Receipts	19,451,931	18,839,228	20,262,818
Investment Receipts	83,774	69,412	94,971
<u>Payments</u>			
Operating Payments to suppliers & employees	(15,811,897)	(16,137,855)	(16,378,046)
Finance Payments	(331,669)	(274,308)	(346,272)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>3,392,139</b>	<b>2,496,477</b>	<b>3,633,471</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<u>Receipts</u>			
Amounts specifically for new or upgraded assets	4,058,500	3,375,691	3,540,000
Sale of Replaced assets	44,500	43,580	148,000
Sale of Surplus assets	-	-	-
Repayments of Loans by community groups	70,249	126,821	122,263
<u>Payments</u>			
Expenditure on renewal/replacement of assets	(1,162,000)	(1,152,962)	(1,750,778)
Expenditure on new/upgraded assets	(7,231,640)	(5,444,848)	(6,714,958)
Loans made to community groups	-	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(4,220,391)</b>	<b>(3,051,718)</b>	<b>(4,655,473)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<u>Receipts</u>			
Proceeds from Borrowings	-	-	650,000
Proceeds from Bridging Finance	806,752	-	-
Proceeds from Aged Care Facility Deposits	-	-	-
<u>Payments</u>			
Repayments of Borrowings	(400,844)	(447,416)	(459,451)
Repayments of Bridging Finance	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-
<b>Net cash provided by (or used in) Financing Activities</b>	<b>405,908</b>	<b>(447,416)</b>	<b>190,549</b>
<b>Net Increase (Decrease) in cash Held</b>	<b>(422,344)</b>	<b>(1,002,657)</b>	<b>(831,453)</b>
Cash & Cash Equivalents at beginning of Period	<b>1,891,052</b>	<b>3,476,854</b>	<b>2,474,197</b>
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>1,468,708</b>	<b>2,474,197</b>	<b>1,642,744</b>

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30th JUNE 2020**

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$	\$	\$	\$
<b>Draft Annual Budget 2019/20</b>				
<b>Balance at end of previous reporting period</b>	<b>37,204,324</b>	<b>142,321,543</b>	<b>1,131,711</b>	<b>180,657,578</b>
Restated opening balance	37,204,324	142,321,543	1,131,711	180,657,578
<b>Net Surplus/ (Deficit) for Year</b>	3,186,579	-	-	3,186,579
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	-
Transfer to accumulated surplus from asset revaluation reserve	-	-	-	-
Transfers between reserves	-	-	-	-
<b>Balance at End of Period - 30 June 2019</b>	<b>40,390,903</b>	<b>142,321,543</b>	<b>1,131,711</b>	<b>183,844,157</b>
<b>Forecast #3 30/06/2019</b>				
<b>Balance at end of previous reporting period</b>	<b>35,179,812</b>	<b>142,321,543</b>	<b>1,131,711</b>	<b>178,633,066</b>
Restated opening balance	35,179,812	142,321,543	1,131,711	178,633,066
<b>Net Surplus/ (Deficit) for Year</b>	2,024,512	-	-	2,024,512
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	-	-	-
Transfer to accumulated surplus from asset revaluation reserve	-	-	-	-
Transfers between reserves	-	-	-	-
<b>Balance at End of Period - 30 June 2019</b>	<b>37,204,324</b>	<b>142,321,543</b>	<b>1,131,711</b>	<b>180,657,578</b>
<b>2017-2018</b>				
<b>Balance at end of previous reporting period</b>	<b>33,715,419</b>	<b>142,171,143</b>	<b>679,177</b>	<b>176,565,739</b>
Restated opening balance	33,715,419	142,171,143	679,177	176,565,739
<b>Net Surplus/ (Deficit) for Year</b>	1,916,927	-	-	1,916,927
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	150,400	-	150,400
Transfer to accumulated surplus from asset revaluation reserve	-	-	-	-
Transfers between reserves	(452,534)	-	452,534	-
<b>Balance at End of Period - 30 June 2018</b>	<b>35,179,812</b>	<b>142,321,543</b>	<b>1,131,711</b>	<b>178,633,066</b>

## Draft Annual Business Plan 2019/20- Project List - Executive Services

Project Title	Project/ Initiative Scope	Service Area	New Operational	Capital Upgrade/New Project	Capital Renewal	Grant Funding/Income
Strategic Plan Review and Development	The Review of the Strategic Plan is required to be undertaken within 2 years from the general election in accordance with Section 122 of the Local Government Act 1999. An implementation plan will be developed for the Strategic Plan Review that will include timeframes and actions, with a focus on the community and stakeholder engagement. The review process will be undertaken in house with the budget allocation to cover costs of the community engagement, advertising and engagement of consultants as required to assist.	Executive Services	\$10,000			
Strategic Property Review	The Strategic Property Review will continue in accordance with the consultant's report prepared. An implementation Plan will be developed for the continuation of the review.	Executive Services	\$30,000			
Procurement Review	LGA Procurement	Executive Services	\$106,000			
<b>Executive Services</b>			<b>\$146,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Internal Projects
Enterprise Risk Management Implementation Program
City of Port Lincoln Reconciliation Plan
Organisation Service Level Reviews
Customer Request System Review
Asset Management Plan and Long Term Financial Management Plan Review



# Draft Annual Business Plan 2019/20- Project List - Corporate and Community Services

Project Title	Project/Initiative Scope	Service Area	New Operational	Capital Upgrade/New Project	Capital Renewal	Grant Funding/Income
Nautilus Arts Centre Patron Base Upgrade	Upgrade - Inventory Model and Print Tickets at home modules	Community Services	\$10,000			
Disability Access and Inclusion Plan	Continuation of recently completed project incorporating DCLEP & DCTB	Community Services	\$15,000			
Christmas Decorations and New Years Celebrations	As per Committee Resolution CITY SUS&GOV 19/007	Community Services	\$10,000			
Regional Trail Strategy	Contribution to RDAWEP for development of a Regional Trail Strategy	Community Services	\$3,500			
Regional Tourism and Implementation Plan	Contribution to RDAWEP for the development of a Regional Tourism Marketing and Implementation Plan	Community Services	\$7,000			
Asset Revaluation Process	Revaluation of Council, Land, Buildings, Filtration, Other Community Assets - Revaluation	Corporate Services	\$100,000			
History Project	Renewal of the microfilm reader (for local newspapers) & digitisation of local history resources to preserve and provide access to items of local heritage significance.	Community Services	\$6,000		\$19,000	
Nautilus Arts Centre Lighting	Upgrade Nautilus Arts Centre Lighting Plan in accordance with Business Plan	Community Services			\$30,000	
Nautilus Arts Centre - Media Room Air Conditioner	Supply & Install Air Con in Media Room at Nautilus Arts Centre	Community Services		\$8,000		
Leisure Centre Expansion Project	Completion of Project commenced	Community Services		\$1,382,000		\$1,540,000
<b>Corporate &amp; Community Services</b>			<b>\$151,500</b>	<b>\$1,390,000</b>	<b>\$49,000</b>	<b>\$1,540,000</b>

Internal Projects
Volunteer Engagement Strategy
IT Services Review
Youth Engagement Strategy

# Draft Annual Business Plan 2019/20- Project List - Infrastructure and Regulatory Services

Project Title	Project/Initiative Scope	Service Area	New Operational	Capital Upgrade/New Project	Capital Renewal	Grant Funding/Income
Axel Stenross Boat Ramp Dredging	Significant dredging works required to remove silt that has accumulated in the bay adjacent boat ramp. Work is required to allow launching of boats at low tide.	Community Infrastructure	\$50,000			
Recycled Water Network Review	Engineering review of recycled water network to identify opportunities to improve viability for future asset management.	Community Infrastructure	\$20,000			
Nautilus Arts Centre Lifter	Major Service	Civil & Operational Services	\$5,000			
RSPCA Cat Program	RSPCA Community Cat Management Project	Regulatory Services	\$115,000			\$100,000
Kirton Point groyne repairs	Address the undermining of concrete at end of northern groyne located at Port Lincoln Tourist Park. Approximately 1960s era concrete cap is being undermined by wave action and poses a risk of collapse.	Community Infrastructure			\$20,000	
Artyrea Refurbishment	Undertake urgent repairs as Stage 1 of refurbishment project specification developed in 2016/17. Works to include asbestos removal, electrical works, toilet refurbishment, replacement of fire doors and kitchen fitout.	Community Infrastructure			\$150,000	
Town Jetty Repairs	Maintenance works to town jetty following inspection undertaken in 2017. Five timber piles require immediate replacement. While the piling barge is here it would be cost effective to replace any further piles that would need to be done in the next 5 years. This project should be considered the first stage in a rolling maintenance program to be developed for the asset during 2019/2020.	Community Infrastructure			\$150,000	
Nautilus Arts Centre - Co-ordinator Office	Basic fitout of upstairs office in NAC for use by NAC Co-ordinator.	Community Infrastructure			\$10,000	
Civic Centre Balcony Balustrades	Design, engineering & construction of balustrades to replace failed balustrades on Tasman Terrace balconies. Will include associated repairs to awnings.	Community Infrastructure			\$50,000	
Marina Footbridge Control Panel	Conduct safety audit of footbridge operating mechanism, design and construct new control panel and associated upgrades.	Community Infrastructure			\$50,000	\$50,000
South Point Reserve Irrigation	Audit and refurbishment of irrigation infrastructure on South Point reserve following connection to recycled water. Will consist of partial renewal of irrigation valves, boxes, sensors and wiring to meet department of health requirements.	Community Infrastructure			\$20,000	
Port Lincoln Visitors Signage	This project will ensure the City of Port Lincoln's involvement in the regional Eyes on Eyre initiative which may be subject to grant support and will ensure the City presents a consistent tourism experience and also assists in retaining and dispersing visitors within the region. Depending on the external investment attracted this budget may extend to further wayfinding installations to support masterplan initiatives within the foreshore, CBD and marina precincts. The visitor information bay and rest stop off the Lincoln Highway on the northern entrance to the City is dilapidated and no longer functional. Eyes on Eyre, the Eyre Peninsula's regional infrastructure assessment and investment plan is seeking to develop base designs for visitor bays and rest stops that can be accentuated for individuality and recognition of Aboriginal culture.	Community Services/ Community Infrastructure			\$80,000	
Road Renewals	Ongoing commitment by Council as per Council Motion CO 15/204 Condition driven renewals The roads listed for reseals as described in RSM include: Park Tce-East Bdy of Port Lincoln High School to East Bdy of Telstra Bligh St-Liverpool St to Tasman Tce Tasman Tce-Adelaide Pl to 40m North of Bligh St Tasman Tce-40m North of Bligh St to Bligh St Tasman Tce-30m North of Light St to Lewis St Tasman Tce- Bligh St to Eyre St Tasman Tce-100m North Adelaide Pl to Adelaide Pl Tasman Tce-Lewis St to 100m North Adelaide Pl Tasman Tce-Bishop St to 30m North Light St	Civil & Operational Services			\$550,000	
Plant Replacement Program	Replacement in accordance with Council's 10 year Plant Replacement Program	Civil & Operational Services			\$232,000	\$148,000
Asphalt and re line marking of the On Street car parking	Along Liverpool St from Mortlock Tce to Porter St. Council resolution CO18/076	Civil & Operational Services			\$57,000	
PLEC	Works on Washington St Porter to Eyre , include paving , trees, drainage , replace kerb on both sides and asphalt roadway. New Op: Trees \$60,260 Upgrade: \$40,176 Paving, \$11,010 Drainage. Renewal: Resurface \$223,247, Paving 62,031 plan reference I201710173	Civil & Operational Services		\$111,446	\$285,278	
Footpath Program	Develop and implement a Footpaths and Trails Strategy to support safe movement for pedestrians and cyclists [E.g. Footpaths, 'gopher-proof' &/or upgrade and seal sections of the Parnkalla Trail]	Civil & Operational Services		\$102,000	\$15,000	
Stormwater Management	Continue to implement the Stormwater Management Plan for maximum environmental and risk management outcomes	Civil & Operational Services		\$3,113,000		\$2,000,000

# Draft Annual Business Plan 2019/20- Project List - Infrastructure and Regulatory Services

Project Title	Project/Initiative Scope	Service Area	New Operational	Capital Upgrade/New Project	Capital Renewal	Grant Funding/Income
New Public Toilet Lincoln South Reserve	Design & construct new public toilet block at Whatit or Dickens Reserve	Community Infrastructure		\$75,000		
Parnkalla Trail Wharf Precinct	Completion of works to upgrade the Parnkalla Trail through the wharf precinct between the silos and the refuelling jetty.	Community Infrastructure		\$700,000		
Foreshore & CBD Precinct and Traffic Management Design	Progress further phases of the masterplan project, including detailed construction drawings for foreshore node works and exploring the development of more detailed design concepts for the Central Business District and Marina, in particular traffic management pertaining to increased vehicle freight movements.	Community Infrastructure		\$80,000		
LED Street Light Upgrade	Upgrade pedestrian category street lights to energy efficient LED fittings as per SAPN bulk roll out offer.	Community Infrastructure		\$650,000		\$650,000
Public Wifi Network	Install Public WiFi to sections of the foreshore and CBD. The infrastructure is simple. A NBN modem connection, a data package, repeater poles with solar power (if needed) and promotional signage.	Community Infrastructure		\$60,000		
Dog Park	Design and build the first stage of an off-leash dog park. Appropriate reserve to be identified.	Community Infrastructure		\$100,000		
Nautilus Arts Centre Emergency Exit	Architectural design, engineering & construction of second emergency exit from the upper level balcony to address non-compliance raised by Building Fire Safety Committee.	Community Infrastructure		\$125,000		
North Shields Cemetery Cremation Wall	Design and construction of pre-cast concrete wall for cremation urns. Wall to be located adjacent cremation beds and will act as screening from the public toilet.	Community infrastructure		\$60,000		
North Shields Cemetery Memorial Wall	Design and construction of pre-cast concrete wall for memorial plaques for those who were cremated and ashes scattered elsewhere.	Community infrastructure		\$30,000		
Table Tennis Carpark Construction	A section of the kerbing has previously been completed and drainage works.	Community Infrastructure		\$68,512		
Energy Efficiency Review & Upgrade	Capital improvements at Ravendale Sporting Complex as identified by energy audit currently being completed.	Community Infrastructure		\$50,000		
<b>Infrastructure and Regulatory Services</b>			<b>\$190,000</b>	<b>\$5,324,958</b>	<b>\$1,669,278</b>	<b>\$2,948,000</b>

Internal Projects
Community Land Management Plan Reviews
Electronic Development Application Processing
Animal Management Plan Review
CBD Parking Plan Strategy

## APPENDIX 4 – 2019/2020 Budget by Function

### Draft Annual Budget 2019/2020

	Operating Revenue	Operating Expense	Capital Revenue	Capital Expense
<b>Administration</b>				
Rates & Levies	(\$12,399,016)	\$703,667	\$0	\$0
Grant Funding	(\$1,375,000)	\$0	\$0	\$0
Donations & Sponsorships	(\$1,000)	\$0	\$0	\$0
Financial Services - Interest	(\$60,000)	\$46,000	\$0	\$0
Other	(\$105,970)	\$0	\$0	\$0
Advertising	\$0	\$49,000	\$0	\$0
Professional Services	\$0	\$275,118	\$0	\$0
Operational Building Expenses	\$0	\$520,804	\$0	\$0
WHS & Risk Management Expenses	\$0	\$144,773	\$0	\$0
Staffing Expenses	\$0	\$1,717,937	\$0	\$0
IT Communication Expenses	\$0	\$407,640	\$0	\$60,000
Operational Administration Expenses	\$0	\$143,960	\$0	\$0
Community Expenses	\$0	\$116,550	\$0	\$0
Elected Body Expenses	\$0	\$274,300	\$0	\$0
Office Building, Furniture & Fittings	\$0	\$0	\$0	\$65,000
Capital				
<b>Administration</b>	<b>(\$13,940,986)</b>	<b>\$4,399,749</b>	<b>\$0</b>	<b>\$125,000</b>
<b>Public Order &amp; Safety</b>				
Animal Management	(\$230,900)	\$325,388	\$0	\$0
Fire Prevention	(\$5,500)	\$222,046	\$0	\$0
Other	(\$8,900)	\$1,230	\$0	\$0
<b>Public Order &amp; Safety</b>	<b>(\$245,300)</b>	<b>\$548,664</b>	<b>\$0</b>	<b>\$0</b>
<b>Health</b>				
Health & Immunisations	(\$27,528)	\$187,808	\$0	\$0
Plant & Pests Expenses	\$0	\$10,230	\$0	\$0
Other	\$0	\$0	\$0	\$0
<b>Health</b>	<b>(\$27,528)</b>	<b>\$198,038</b>	<b>\$0</b>	<b>\$0</b>
<b>Social Security &amp; Welfare</b>				
Kirton Court Units	(\$38,626)	\$31,697	\$0	\$0
<b>Social Security &amp; Welfare</b>	<b>(\$38,626)</b>	<b>\$31,697</b>	<b>\$0</b>	<b>\$0</b>
<b>Housing &amp; Community Amenities</b>				
Waste & Recycling Charges	(\$2,646,469)	\$0	\$0	\$0
Waste Management	(\$815,500)	\$3,516,119	\$0	\$0
Cemetery	(\$87,908)	\$150,041	\$0	\$90,000
Marina Tripartite Agreement	(\$262,957)	\$311,000	(\$50,000)	\$50,000
Development Income	(\$97,700)	\$284,798	\$0	\$0

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Public Conveniences	\$0	\$154,297	\$0	\$0
Community Safety	\$0	\$10,772	\$0	\$0
Illegal dumping	\$0	\$17,363	\$0	\$0
Street Cleaning	\$0	\$105,251	\$0	\$0
Street Lighting	\$0	\$322,000	\$0	\$650,000
PLEC Scheme	\$0	\$0	\$0	\$396,724
Stormwater Management	\$0	\$449,803	(\$2,000,000)	\$3,113,000
<b>Housing &amp; Community Amenities</b>	<b>(\$3,910,534)</b>	<b>\$5,321,444</b>	<b>(\$2,050,000)</b>	<b>\$4,299,724</b>
<b>Protection of the Environment</b>				
Environment Protection	\$0	\$88,021	\$0	\$0
Water Reuse Scheme Total	(\$164,700)	\$208,098	\$0	\$0
<b>Protection of the Environment</b>	<b>(\$164,700)</b>	<b>\$296,119</b>	<b>\$0</b>	<b>\$0</b>
<b>Sport &amp; Recreation</b>				
Nautilus Arts Centre	(\$368,927)	\$721,256	\$0	\$173,000
Halls	(\$2,500)	\$114,937	\$0	\$0
Community Library	(\$64,200)	\$636,778	(\$59,000)	\$92,000
Parks & Reserves	(\$2,000)	\$833,509	\$0	\$175,000
Sport & Recreation	(\$74,192)	\$643,659	\$0	\$100,000
Other Arts & Culture	\$0	\$31,800	\$0	\$150,000
Community Infrastructure	\$0	\$365,159	\$0	\$0
Leisure Centre / Indoor Aquatic Facility	\$0	\$837,048	(\$1,540,000)	\$1,382,000
Heritage Trail	\$0	\$6,500	\$0	\$0
Total Parnkalla Trail	\$0	\$30,000	\$0	\$700,000
Ravendale Operational Expenses	\$0	\$117,750	\$0	\$50,000
<b>Sport &amp; Recreation</b>	<b>(\$511,819)</b>	<b>\$4,338,396</b>	<b>(\$1,599,000)</b>	<b>\$2,822,000</b>
<b>Mining, Manufacturing &amp; Construction</b>				
Building Assessment Expenses	(\$32,300)	\$142,502	\$0	\$0
Building Fire Safety Committee	\$0	\$3,500	\$0	\$0
<b>Mining, Manufacturing &amp; Construction</b>	<b>(\$32,300)</b>	<b>\$146,002</b>	<b>\$0</b>	<b>\$0</b>
<b>Transport &amp; Communication</b>				
Grant Funding	(\$524,200)	\$0	\$0	\$0
Development Driveway Crossover	\$0	\$0	\$0	\$0
Contributions				
Parking Control	(\$15,000)	\$81,834	\$0	\$0
Business Use of Footpath	(\$12,000)	\$0	\$0	\$0
Road Maintenance Expenses	\$0	\$1,963,321	\$0	\$962,512
Traffic Control Expenses	\$0	\$162,000	\$0	\$0
Other Transport & Maintenance Expenses	\$0	\$55,800	\$0	\$0
<b>Transport &amp; Communication</b>	<b>(\$551,200)</b>	<b>\$2,262,955</b>	<b>\$0</b>	<b>\$962,512</b>
<b>Economic Affairs</b>				
Tourism	(\$26,000)	\$140,747	\$0	\$80,000



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Visitor Information Centre	(\$719,890)	\$938,231	\$0	\$0
Economic Development Expenses	\$0	\$387,684	\$0	\$0
Off Street Parking Expense	\$0	\$6,500	\$0	\$0
Nursery Expenses	\$0	\$2,500	\$0	\$0
<b>Economic Affairs</b>	<b>(\$745,890)</b>	<b>\$1,475,662</b>	<b>\$0</b>	<b>\$80,000</b>
<b>Other Purposes NEC</b>				
Community Loan	(\$34,971)	\$346,272	(\$650,000)	\$0
Plant & Machinery Overheads	(\$226,713)	\$508,690	\$0	\$232,000
Employee Overheads	(\$530,692)	\$710,329	\$0	
Private Works	(\$25,500)	\$17,000	\$0	
Rental & Lease	(\$70,460)	\$682,023	\$0	
Sale of Assets	\$0	\$0	(\$148,000)	
Depot Operations	\$0	\$83,600	\$0	
Transport Asset IT expenses	\$0	\$27,500	\$0	
Vandalism Expenditure	\$0	\$30,500	\$0	
<b>Other Purposes NEC</b>	<b>(\$888,336)</b>	<b>\$2,405,914</b>	<b>(\$798,000)</b>	<b>\$232,000</b>
<b>TOTALS</b>	<b>(\$21,057,219)</b>	<b>\$21,424,640</b>	<b>(\$4,447,000)</b>	<b>\$8,521,236</b>

### APPENDIX 5 – Achievements 2018/2019

Goal Area/s	Project or Initiative	Performance Outcome	Progress to March 2019
Goal 5: Sustainable Service Delivery and Productive Community Assets	Road Renewal Reseals	To keep Council's road network to a standard. Ongoing Annual Road Renewal Reseals. Council's road network maintained in a satisfactory condition to deliver sustainable service delivery and productive community assets.	Reseals Completed.
Goal 5: Sustainable Service Delivery and Productive Community Assets	Road Renewal Reseals		Additional Reseals included in budget from supplementary funding completed.
Goal 5: Sustainable Service Delivery and Productive Community Assets	Major and Minor Plant replacement	To maintain Council's plant to a service standard required for efficient operations.	All budget purchases have been completed, within overall budget restraints.
Goal 2: Liveable and Active Communities	Skate Park Retaining Wall Rebuild	<ol style="list-style-type: none"> <li>1. Repair existing skate bowls</li> <li>2. Rebuild existing rear stairs and entrance</li> <li>3. Rebuild perimeter safety fencing</li> <li>4. Extend street skating obstacles</li> <li>5. Construct shelter</li> </ol>	Completed within total budgeted expenditure
Goal 5: Sustainable Service Delivery and Productive Community Assets	Kirton Court Water Softener Shed replacement	New water softener shed.	Project Completed on time and on budget.
Goal 5: Sustainable Service Delivery and Productive Community Assets	Depot Main Workshop fitout renewal	<ol style="list-style-type: none"> <li>1. Renovations to main workshop including doors, cladding, skylights, office &amp; store room</li> <li>2. Install rainwater tanks to harvest rainfall from main depot workshop</li> </ol> Offset up to 200kL of potable water for use in wash down bays and other suitable applications	Completed. Additional remedial works identified mean the project went slightly over budget. This has been off set by savings in other projects at the depot.
Goal 4: A Clean Green Resilient Environment	Water Re-use Backwash Pump renewal	Replace backwash pump at waste water treatment plant.	Expected completion May 19

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Goal Area/s	Project or Initiative	Performance Outcome	Progress to March 2019
Goal 2: Liveable and Active Communities	Ravendale Score Board replacement	Replacement of existing scoreboard at Ravendale oval.	Scheduled for installation in June 2019. Significant savings have been made through the scoping of the equipment purchased.
Goal 2: Liveable and Active Communities	Ravendale Irrigation Pump renewal	Renewal of pump station for effective delivery of irrigation.	Completed within total budgeted expenditure.
Goal 2: Liveable and Active Communities	Library Furniture replacement	Provide seating and shelving that is suitable for the needs of library patrons	Some items received and others on order. Funds will be expended by end June 2019.
Goal 1 Economic Growth and Vitality	LED Lighting replacement for Nautilus Theatre	Technically and sustainable stage lighting that provides for the technical requirements of modern stage productions and shows	Rolled to 19/20 - other options being looked into.
Goal 1 Economic Growth and Vitality	Power Line Environmental Committee Streetscape Porter Street and Washington Street	Works on Porter Street include paving of footpaths, planting of established trees, kerb reinstatement and on street carpark sealing in line with the approved streetscape plan adopted by Council.	The footpaths paving works expected to be completed by the end of May with tree planting to be undertaken in June 2019.
Goal 2: Liveable and Active Communities	Footpath Priority Construction	Construct footpaths to support safe movement for pedestrians and cyclists within the City.	Completed.
Goal 4: A Clean Green Resilient Environment	Liverpool Street Pump Station Upgrade	The pump station to be constructed to cater for a 1:20 year ARI event, which is the equivalent to a minimum flow rate of 1200l/s. The main elements including the rising main and pump chamber are to be constructed to allow future upgrades to achieve flow rates in the order of 2800l/s, which is equivalent to a 1:100 year ARI flood protection standard. The electrical components including switch PLERoom, emergency generator, switch board and associated controls must be capable of modular expansion to accommodate any future upgrades.	Works Commenced. Site establishment occurred on 29 April 2019. Works scheduled to be completed by December 2019.

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Goal Area/s	Project or Initiative	Performance Outcome	Progress to March 2019
Goal 4: A Clean Green Resilient Environment	Stormwater Management Plan Review	The revision is needed to account for new insights from extensive work that has been undertaken since the original SMP was endorsed. These works, which include 2D flood modelling and assessment of flood damages, have made some priorities of the SMP obsolete. Priority works listed in the original SMP have also been constructed and a new list of priorities is required.	Review Completed. Directions from this review are yet to be finalised.
Goal 5: Sustainable Service Delivery and Productive Community Assets	Weighbridge Software	To provide the capabilities to manage data and produce reports from Council office via direct link to the Resource Recovery Centre.	Completed.
Goal 5: Sustainable Service Delivery and Productive Community Assets	Transfer Station Roller Door	To reduce the amount of litter blown from the transfer station due to the strong winds at the site creating a funnelling effect where the waste transport truck parks	Project cancelled.
Goal 2: Liveable and Active Communities	Skate Park Upgrade and Redevelopment		Completed on budget.
Goal 2: Liveable and Active Communities	CBD and Foreshore Precinct Plan, Marina Precinct Master Plan, and Marina Asset Renewal Plan	<ol style="list-style-type: none"> <li>1. A Master Plan of the three core precincts of the CBD, the adjacent central section of the Parnkalla Trail / Boston Bay Foreshore, and the Marina within the context of the wider city urban framework.</li> <li>2. Precinct Plans for each area, delivering planning and scope of infrastructure development options for the Precincts and an appearance and 'theming' or branding approach for the City in the form of a suite of design guidelines for the Precincts.</li> <li>3. A more detailed concept design for the Port Lincoln Foreshore Precinct which is in need of renewal.</li> </ol>	Draft Master Plan due for completion in May 2019.

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<b>Goal Area/s</b>	<b>Project or Initiative</b>	<b>Performance Outcome</b>	<b>Progress to March 2019</b>
Goal 2: Liveable and Active Communities	Tuna Poler Sculpture	To construct the Tuna Poler precinct and install a sculpture being donated by Rotary.	Expected to be installed by end of June 2019
Goal 2: Liveable and Active Communities	Parnkalla Trail Wharf Precinct	<ol style="list-style-type: none"> <li>1. Widen trail at key squeeze points to improve access and safety</li> <li>2. Upgrade fencing, bollards and balustrades through wharf, carpark, rail and road corridors</li> <li>3. Renew trail surface and provide line marking</li> <li>4. Incorporate signage, relics and historical features to enhance the trail experience</li> <li>5. Provide shelter, lighting &amp; seating to improve trail amenity</li> </ol>	Project Commenced. Funding Approved. Balance to be rolled over to 2019/20.
Goal 5: Sustainable Service Delivery and Productive Community Assets	Rainwater Tank Installation at Council Works Depot		Deferred pending a compliance audit to occur on the depot.
Goal 2: Liveable and Active Communities	Billy Lights Point replacement of three light poles	Structurally compromised light poles replaced.	Completed within total budgeted expenditure.
Goal 2: Liveable and Active Communities	Train Playground Toilet Block	<ol style="list-style-type: none"> <li>1. Install single unisex access toilet cubicle</li> <li>2. Install sewer pumping station to connect to New West Road sewer infrastructure</li> </ol>	Completed within total budgeted expenditure.
Goal 2: Liveable and Active Communities	Train Playground Irrigation	<ol style="list-style-type: none"> <li>1. Install automated irrigation system to turf areas</li> <li>2. Flow meter to improve water efficiency through instant identification of faults and leaks</li> <li>3. Include remote programming and rain sensor to improve efficiency in managing irrigation</li> </ol>	Completed within total budgeted expenditure



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Goal Area/s	Project or Initiative	Performance Outcome	Progress to March 2019
Goal 2: Liveable and Active Communities	Cricket Pitch Covers for Ravendale Ovals	<ol style="list-style-type: none"> <li>1. Install 2 x new cricket pitch surfaces at Ravendale and purchase 1 x synthetic turf covers for use in winter.</li> <li>2. Install 1 x new cricket pitch surface at Poole oval and purchase 1 x synthetic turf cover for use in winter.</li> </ol> Purchase applicator to install and remove winter covers each season	Completed within total budgeted expenditure - The scope was broadened and additional funding was received to bring the pitches up to a higher standard than initially scoped.
Goal 4: A Clean Green Resilient Environment	Water Re-use Connection for Irrigating South Point Drive Reserve	<ol style="list-style-type: none"> <li>1. Install new underground reticulation pipe line between re-use water storage tank in Lincoln Cove East Reserve and South Point Drive Reserve</li> <li>2. Connect reuse line to the existing irrigation system and modify infrastructure to comply with the use of reclaimed water.</li> <li>3. Contribute proportional costs towards the installation of storage tanks and pumping infrastructure.</li> <li>4. Offset annual potable water use of 4,354kL on South Point Dr Reserve</li> <li>5. Offset a large portion of annual potable water cost of \$12,600pa</li> </ol>	Project has been deferred. Waiting on drawings to be finalised prior to contractors being sought by tender.
Goal 1 Economic Growth and Vitality	Design Layout for Tourist Information Bay Signage	Design a new layout for consistent use in tourist information bay signage.	Contributed funds allocated to Eyes on Eyre regional procurement process for a model design development. LGA Procurement coordinated tender process.
Goal 4: A Clean Green Resilient Environment	Energy Saving Initiatives for Council Facilities	<ol style="list-style-type: none"> <li>1. To improve energy efficiencies thereby reducing energy costs to the various user groups</li> <li>2. To ensure accurate usage by user and potentially reduce supplier charges, eg: Installing individual power feeds.</li> </ol>	In the process of completing an energy audit at Ravendale Completed an audit of street lights.
Goal 2: Liveable and Active Communities	Leisure Centre Expansion	Delivery of a multi-use sporting and recreation facility that is fit for purpose, of a serviceable standard and cost effective into the future.	Progress Report 3 Submitted. Delays have occurred following Liquidation of UUB. Project expected to completed with inhouse project manager and supervisor

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<b>Goal Area/s</b>	<b>Project or Initiative</b>	<b>Performance Outcome</b>	<b>Progress to March 2019</b>
Goal 1 Economic Growth and Vitality	New Chairs for the Nautilus Arts Centre	To enable the NAC to promote itself as the premium large venue for functions having everything in house for 200 people.	Completed. Chairs Received.
Goal 1 Economic Growth and Vitality	Air Conditioning for Nautilus Arts Centre Studio Space	To install a dual system air conditioner in the NAC Studio to provide a more comfortable space for regular and casual users.	Completed on schedule.
Goal 1 Economic Growth and Vitality	Ergonomic Shelving for the Visitor Information Centre	To provide ergonomic furniture the VIC staff to enable them to carry out their tasks in comfort and to minimise any risk to their well-being.	Project will be completed in June 2019.
Goal 1 Economic Growth and Vitality	Point of Sale equipment for the Visitor Information Centre	To provide POS software and hardware to enable the VIC staff to management all stock efficiently and provide meaningful reports to Council.	Installation and training complete. A couple of reporting issues to be resolved. Will go live from June 2019.

DRAFT



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*City of Port Lincoln*

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