

# **The Corporation of the City of Whyalla**



## **2015/16 Annual Business Plan**

## **INTRODUCTION**

The Annual Business Plan sets out the Council's proposed services, programs and projects for 2015/16. It aims to maintain efficient services for the community and continued progress towards the longer term objectives for the Whyalla City Council as set out in the Strategic Plan reviewed in 2015.

The Annual Business Plan is Council's key management document reflecting the work that Council needs to undertake over the next year to meet its Strategic Plan goals and objectives within the constraints of the revised Ten Year Financial Plan.

Council's 2015/16 annual budget has been premised on its Strategic Planning priorities and aims to ensure financial sustainability objectives.

### **Our City**

The City of Whyalla is a culturally diverse regional community and is home to approximately 23,000 people. The Council area includes Eight Mile Creek and extends south of the city to Murninnie Beach and north of the Point Lowly shacks to the Army boundary fence.

Whyalla has a well established industry and retail base, strong community spirit and its residents enjoy a comfortable lifestyle with plenty of amenities, events and activities.

The Annual Business Plan is an operational document, and as such, Council is very mindful of the current economic conditions and the environment in which it operates and has considered this in the construction and presentation of this Plan.

This Plan has been prepared on the basis of maintaining an appropriate level of services to the community, and maintaining a Budget Surplus in 2015/16 and is based on a rating strategy of LGPI + Growth + 2%. The provision of services by Council is a reflection of Council's obligations under legislation and the community's desire for more, and for a better level of service and infrastructure including a wider range of facilities.

## 1. OUR FUTURE

The Strategic Plan for the Whyalla community sets out the key goals and objectives of the Council and the approach required to meet them.

### VISION STATEMENT

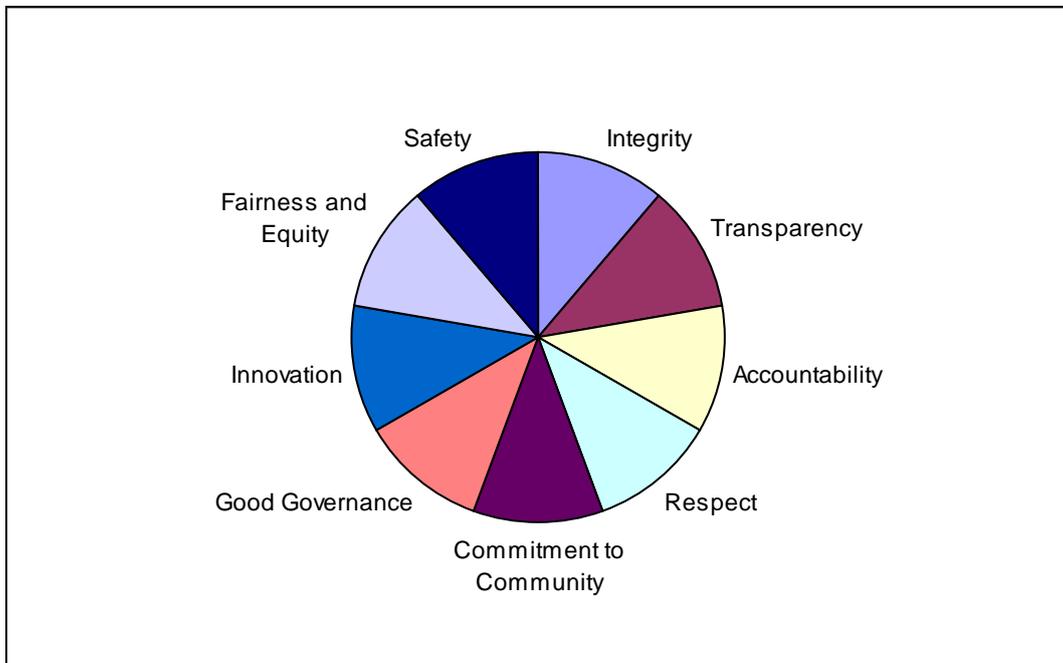
*“Whyalla will be a vibrant, attractive city offering our community a diverse range of sustainable economic, social, environmental and cultural opportunities*

### MISSION STATEMENT

*We will provide access to quality infrastructure, services and facilities, capitalising on and protecting our attractive coastal and outback landscapes*

*We will be home to an energetic, harmonious, integrated community actively involved in shaping Whyalla for current and future generations.*

### VALUES



## STRATEGIC DOCUMENTS AND PROGRAMS

### Strategic Plan

In accordance with Chapter 8 Section 122 of the Local Government Act 1999 (Strategic Management Plans), Council has reviewed its Strategic Plan in 2015. This Plan sets out the long-term aspirations of the Council (i.e. where do we want to be in the future) and how Council intends to achieve the vision within the period of the Plan. Key objectives/outcomes are detailed along with those strategies necessary to achieve the outcome of each objective.

## **Ten Year Long Term Financial Plan**

This Plan balances the level of funding required to achieve the city's outcomes and is premised on an annual rate increase of 5% (LGPI + Growth + 1%) for the life of the plan. This document along with the Strategic Plan becomes the basis for the preparation of the Annual Business Plan and Budget for 2015/16. This Plan has been updated to meet the Local Government Act 1999 and Financial Regulations requirements. A major component of the Plan is the current focus on financial sustainability, accrual accounting and the effective management of Council's assets.

The Long Term Financial Plan is intended to be a guide to predicted results for the next ten years based on a range of assumptions about future performance. Where there is a change between past assumptions and subsequent realities, there will be a degree of variance between results and the output of the Plan. Due to the revision of and changes to the Infrastructure Asset Management Plans of the Council, the Long Term Financial Plan has also undergone extensive review to ensure that the output of the plan represents our best estimate of future realities. Each budget year should form the base year for the next ten year cycle.

**Council's Annual Budget** is formulated to address the following key objectives from the Strategic Plan:

- 2.8 Community Planning of Councils services and infrastructure underpins a community that is inclusive and accessible;
- 4.2 Council's operations are efficient and customer-focused;
- 5.1 Infrastructure is appropriately planned, maintained and managed; and
- 5.2 Council will be recognised for being financially responsible.

The Budget has been developed in conjunction with Council's Ten Year Financial and Annual Business Plan documents. This budget has been developed in light of financial information available at the time of drafting, the range of services required under legislation and that level of service desired by the community, all with a view to long-term financial sustainability.

## **Capital Improvement Program**

Council has developed a Capital Improvement Program to ensure that Council's assets are protected, developed and maintained in a timely fashion and in accordance with the Infrastructure Asset Management Plan.

## **Annual Business Plan**

Documents the actions required by each Service area of the Council to ensure that the desired outcomes of the Strategic Plan can be achieved. Our progress toward achievement of the desired outcomes is monitored. Our score card is provided in Section 5.

## **Asset Management Plans**

In accordance with Chapter 8 Section 122 of the Local Government Act 1999 (Strategic Management Plans), Council is required to adopt plans for each of its classes of assets. These plans detail Council's maintenance and renewal requirements for the next ten years.

## **Key Financial Indicators**

In accordance with Section 122 of the Local Government (Financial Management and Rating) Amendment Act 2005, Council is required to introduce measures to assess its performance over the financial year. The table below sets out those measures that provide a reliable means of assessing our performance.

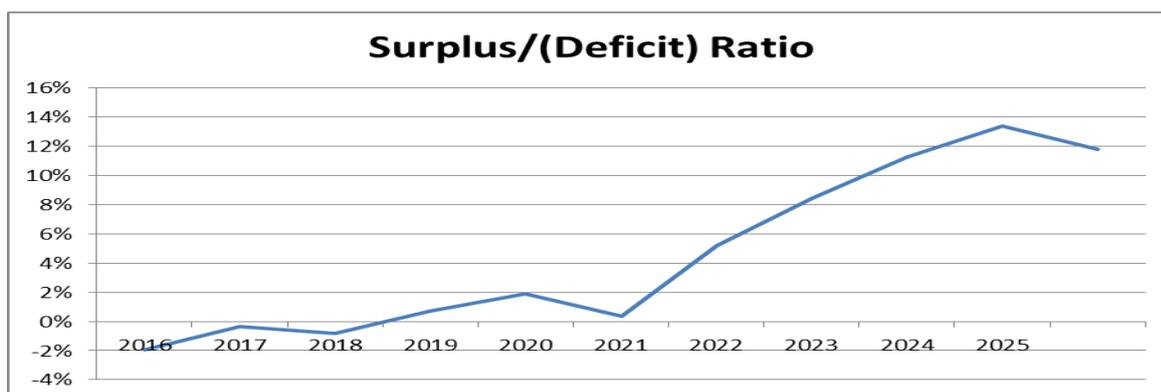
Key Performance Indicator	Targets	Actual 2014	2014/15 Adopted Budget	Projected 30/06/15	30/06/16	Target Achieved Yes/No
Operating Surplus/(Deficit)	Surplus	\$(2,694,470)	\$1,035	\$1,826,607	\$(2,236,941)	No
Operating Surplus/(Deficit) Ratio	2.5% to 7.5%	(16)%	0%	10%	(12)%	No
Net Financial Liabilities Ratio	0% to 50%	40%	42%	34.9%	47.4%	Yes
Asset Sustainability Ratio	90% to 110%	169%	120%	98%	23% *	No
Underlying Surplus/(Deficit)		\$(409,825)	\$1,035	\$(410,569)	\$(34,765)	No
Underlying Surplus/(Deficit) Ratio		(2)%	0%	(2)%	< (1)%	No

\* This is based on assumption that backlog of infrastructure works is undertaken in year 1 of the plan.

### Operating Surplus/(Deficit)

Assuming proposed LGPI + Growth + 1% rate increase for the life of the Long Term Financial Plan plus the same service mix and levels will see the budget return to surplus in 2018 and reach the targeted surplus level in 2019.

Fig 1.



## 2 SIGNIFICANT INFLUENCES AND PRIORITIES

- Local Government increases on goods and services predicted at 1% above CPI, therefore (3.75%) has been used;
- provision for wages and salary increases of 3.25%;
- requirements to maintain and renew infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, recreational open space, street trees and plantings, public facilities and operational properties as highlighted in the reviewed Asset Management Plans;
- service programs and infrastructure needs for a changing population;
- commitments to continuing OPAL projects and partnership initiatives over the next 12 months;
- increasing range and levels of services, including the cost of maintaining recently redeveloped reserves, feasibility study into aged care and disability services;
- Federal Government freeze on Financial Assistance Grants;

- Federal Government withdrawal of South Australian supplementary road funding;
- reduction in or withdrawal of Government funding and subsidies in relation to services that Council will continue to provide including Regional Tourism, Remote Area Subsidy for Child Care services, reductions in Sport and Recreation position funding; and
- fees and charges levied by other levels of Government but collected by Local Government (NRM Levy).

In response to these factors, and to returning the Budget to Surplus, the Annual Business Plan has been prepared on the basis that for average residential properties the rate increase will be LGPI + Growth + 1% (5%).

**Priorities for 2015/16 are:**

- to undertake a Capital Works Program plus brought-forward projects of \$8,423,098 including \$5,553,598 for the replacement/renewal of existing assets and \$2,869,500 for new and upgraded assets. Program has a two-fold focus, firstly to address as far as practical, the asset renewal requirements as indicated in the AMP's and secondly to ensure that Council continues to upgrade assets to a standard consistent with community expectations;
- commence the third stage of landscape upgrade works in accordance with the report of Landscape Architectural Consultants, Oxigen;
- continuation of existing discretionary services to our community. These elements are covered in further detail in the budget documents; and
- implementation of recommendations from the Changing Place report titled Enhancing Opportunities for Whyalla Cemetery, commissioned by Council in 2013/14.

**3. CONTINUING SERVICES**

All Councils provide a range of services that address basic responsibilities under the Local Government Act and other relevant legislation and those services that are provided in response to changing community needs.

Whyalla City Council has eight Key Service Areas. Council does not expect any change to the service delivery mix for the coming year.

**External Services**

- **Environmental Services:** including kerbside collections, management of Waste Landfill site at Mount Laura, clean-up of illegal dumping, street cleaning, and management and protection of local environments.
- **Planning and Development Services,** including Economic Development, Strategic Policy and Projects; Development Assessment and Compliance.
- **Regulatory Activities;** including Environmental Health Services, Traffic and Parking Control and Dog and Cat Management.
- **Community Service Activities:** Cemetery and Cremations, Whyalla Public Library Services, Child Care Centre, Community Development, Visitor Information Centre and Airport Services.
- **Community Recreation and Leisure Activities:** public facilities and sport and recreation facilities, including public parks, open space recreation areas, leisure centre; and marinas, jetties, boat ramps and swimming enclosure.

- **Assets and Engineering Services:** design and project management, road maintenance and other infrastructure assets including the following: roads, footpaths, streetscape, street furniture and stormwater assets.

### Internal Services

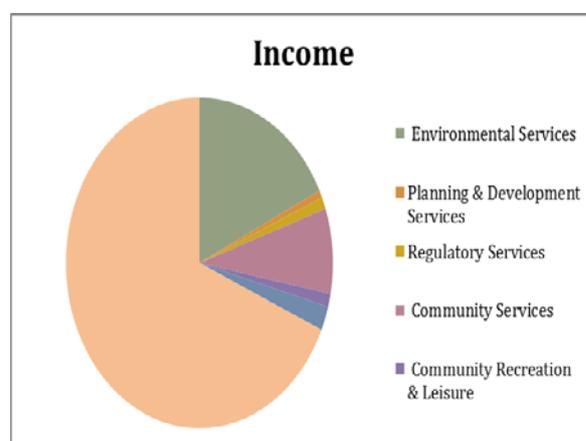
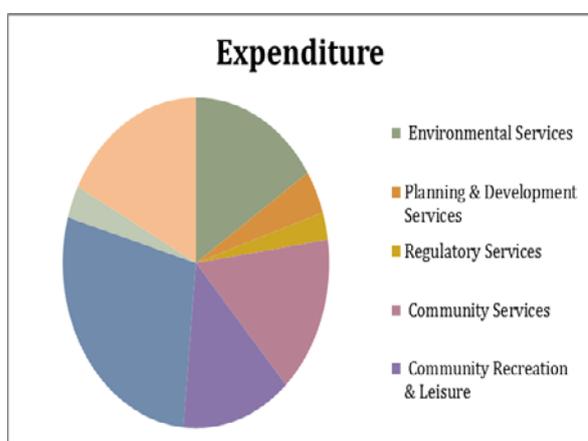
- **Governance:** Executive office including Elected Members support and Local Government Relations.
- **Corporate Services:** community management and customer service, marketing and strategic events, human resources, corporate and financial management, information services, procurement and media and communications.

Council also provides for the operation of a number of facilities on a “fee for service” basis. These services and facilities provide important community benefits while generating revenue. Where possible, Council aims to set fees for these services on at least a cost recovery basis include:

- Child Care Centre;
- Marinas and Mooring Facilities;
- Airport;
- Mount Laura Waste and Resource Recovery Centre;
- Cemetery and Crematorium.

### Service Profile Operating Results for 2015/16 affected by Advance Assistance Grants payment. (Underlying result shown in Red)

Service Program	Expenditure	Income	Surplus/(Deficit)
Environmental Services	\$ 4,901,827	\$ (5,219,169)	\$ 317,342
Planning & Development Services	\$ 1,399,395	\$ (231,975)	\$ (1,167,420)
Regulatory Services	\$ 828,802	\$ (357,915)	\$ (470,887)
Community Services	\$ 4,677,163	\$ (2,517,060)	\$ (2,160,103)
Community Recreation & Leisure	\$ 4,095,558	\$ (401,810)	\$ (3,693,748)
Assets & Engineering Services	\$ 8,529,759	\$ (573,265)	\$ (7,956,494)
Governance	\$ 968,234	\$ (2,400)	\$ (965,834)
Corporate Support Services	\$ 5,279,952	\$ (19,140,155)	\$ 13,860,203
<b>TOTAL</b>	<b>\$ 30,680,690</b>	<b>\$ (28,443,749)</b>	<b>\$ (2,236,941)</b>
<b>UNDERLYING TOTAL</b>	<b>\$ 30,680,690</b>	<b>\$ (30,645,925)</b>	<b>\$ (34,765)</b>



#### 4. PROJECT PRIORITIES

This Annual Business Plan aims to achieve Council objectives through the following key actions.

Service Delivery Area	Function	Activity	Critical Success Factors
Environmental Services	Street Cleaning	Street Sweeping	Maintain surfaces in litter free condition
	Waste Management	Kerbside Collections	In accordance with contract provisions Meet Diversion Rate KPI
		Whyalla Resource Recovery Centre Waste Education Program	
	Environment Unit	Local Environment Program Whyalla Wetlands	

Service Delivery Area	Function	Activity	Critical Success Factors
Planning & Development Services	Economic Development	Support Regional Sustainability, provide input into Upper Spencer Gulf Common Purpose Group	Conclude recommendations on a regional policy and assessment planning body as part of the Upper Spencer Gulf Common Purpose Group's program
		Facilitate the Muradel expansion to commercial production	Lease negotiation and development and native vegetation approvals in place
		Facilitate and support renewal energy components to secure land and necessary approvals	Site secured and milestones for process approvals achieved
		Refresh marketing approach of Industrial Estate lands and other land surplus	Increase in land sales and/or lease
		Work with City Plaza Commercial Precinct	New business activity within the commercial precinct
	Strategic Policy and Projects	Beach Road / Marina Master Plan	Release to market of developable land parcels
		Residential Centers & Industrial Variation DPA	Gazettal of DPA
		Airport DPA	Gazettal of DPA
		Section 30 Review	Endorsement by Council and Minister
		Northern Coastline Masterplan	Commence Masterplan study in collaboration with RDAWEP
	Development Assessment and Compliance	Provide timely and professional service	Maintain and exceed Customer Service Standards and Legislative requirements
		Deliver sound development assessment to the community	Maintain sound performance in planning appeals and enforcements

<b>Service Delivery Area</b>	<b>Function</b>	<b>Activity</b>	<b>Critical Success Factors</b>
<b>Regulatory Services</b>	Environmental Health	Develop a Community Public Health Plan for Whyalla  Immunisation Program  Mosquito Management Program  Schedule and maintain all health-related inspections	Adoption of Plan by Council  Conduct immunisations in accordance with the SA Health Service Agreement  Monitor and respond to outbreaks in a timely manner  Complete inspections in accordance with legislative requirements
	Traffic Management and Inspections	Conduct a proactive Parking Inspection Program	Increase monitoring frequency  Change in public behaviours leading to increased compliance in parking activity  Integration of new technology to improve operational efficiency
	Dog and Cat Management	Encourage responsible pet ownership  Conduct community education programs	Increase in cat and dog registrations and reduced number of impounded animals  Increase in numbers of micro chipped and desexed animals.  Meet customer service response times

<b>Service Delivery Area</b>	<b>Function</b>	<b>Activity</b>	<b>Critical Success Factors</b>
<b>Community Services</b>	Cemetery and Cremation Services	Burials, Cremations & General Maintenance	Compliance with Regulation  Good Customer Service  Operate within Budget
	Whyalla Public Library	Library Services	Good Customer Service Operate within Budget
	Childcare Centre	Ensure Facility Management plan for Child Care Centre that addresses recommendations of the Lizard Drinking review is completed.	Compliance with Regulation Good Customer Service Operate within Budget
	Visitor Information Centre	Visitor Services & Museum Operations	Good Customer Service & Enhanced visitation  Operate within Budget
	Airport Services	Operations, Passenger Services and Maintenance	Compliance with Regulation Good Customer Service Operate within Budget
	Community Development	Undertake the implementation Plan that delivers outcomes consistent with the recommendations of the Michael Edgecomb report	Report presented to Council  Key recommendations met

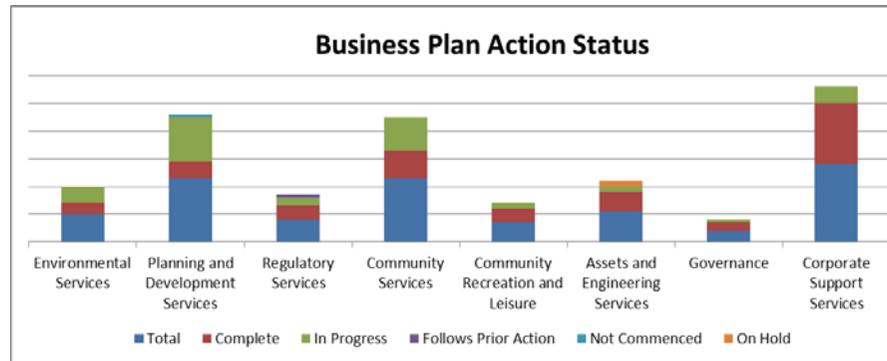
<b>Service Delivery Area</b>	<b>Function</b>	<b>Activity</b>	<b>Critical Success Factors</b>
<b>Community Recreation &amp; Leisure</b>	Marinas	Mooring Facilities	Maintain Licensing for Marina Berths
		Boat Launching	Maintain facilities in a safe condition
		Fishing Facilities	
	Public Facilities	Public Facilities	Maintain adequate cleaning contract
	Halls and Cultural Facilities	Management and provision to Public Halls & Leased Property in accordance with Asset Management Plans  Review utilization of council assets	All Property requirements met (Fire Safety and amenity)  Assets surplus to requirements identified
	Recreation and Playing Grounds	Management Playgrounds, Public Parks & Sporting Grounds in accordance with Asset Management Plans.	Maintain Play grounds in a safe condition.  Maintain service level to meets expectations.
	Leisure Centre	Re-tender and issue new management contract for center operations.  Monitor and review contractor performance	Contract awarded to successful tenderer.  Operated in Accordance with contract.  Operate within Budget
	Community Reserves	Management or reserves and facilities in accordance with Asset Management Plans	Maintain service level to meets expectations.

<b>Service Delivery Area</b>	<b>Function</b>	<b>Activity</b>	<b>Critical Success Factors</b>
<b>Asset &amp; Engineering Services</b>	Design & Project Management	Develop strategy to guide decisions on surplus council properties	Adopt property Strategy
	Road Infrastructure	Road Surfacing in accordance with AMP and works program.	Meet Customer Service Standards Variance + or – 10%
	Storm water	Undertake Stage 2 of Storm water mapping project. Undertake mitigation works in McDouall Stuart area	Grant secured Report and Mapping completed Variance + or – 5%
	Streetscapes	Management and maintain streetscapes consistent with service levels	Meet Customer Service Standards Variance + or – 5%
	Depot Operations	Deliver Services to Work department crews to facilitate service delivery to the community	Meet Customer Service Standards Variance + or – 5%

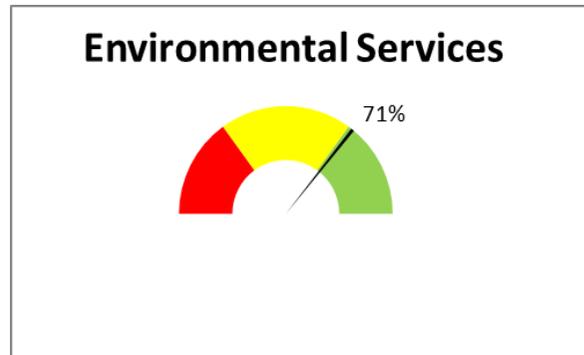
<b>Service Delivery Area</b>	<b>Function</b>	<b>Activity</b>	<b>Critical Success Factors</b>
<b>Governance</b>	Mayor & Elected Members	Provide effective decision making on behalf of the community.	Council decisions comply with the LGA and other legal requirements.
	Local Government Relations & Elections	Council maintains effective relationships with industry bodies (LGA, EPLGA, USGCPG and Spencer Gulf cities)	Cooperative relationship with stakeholders maintained by Mayor, Elected Members and Executive Staff)
	Executive Management	Provision of effective leadership and advice to the Mayor and Elected Body. Provision of support services to the Elected council.	

<b>Service Delivery Area</b>	<b>Function</b>	<b>Activity</b>	<b>Critical Success Factors</b>
<b>Corporate Support Services</b>	Administration & Management	Deliver Services to Customers (Internal & External) Provide direction to stakeholders	Meet Customer Service Standards Accurate & timely information
	HR Management	Employee Relations & WHS	Legal Compliance Mitigate WHS Risk
	Finance	Reporting & Monitoring Review of financial framework Rates & Sundry Debtor Administration Accounts administration Review Financial KPI Targets	Timely Accurate Reporting Annual Review of Policy Timely management of outstanding Debtors Timely account payment
	Information & Records Services	Information Systems Management Records Storage, retrieval and disposal	System meet demands Compliance with GDS 20
	Media & Communications	Provision of Information and engagement with the Community Web Site Development & Maintenance	Timely and Accurate Information released Website updated Annually
	Strategic Events Management	Manage Strategic events that attract visitation and promote the city. Deliver Corporate events	4 Events held each year delivered within budget. Cost neutral for council.

5: Measuring Our Performance in 2014/15



Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
Environmental Services	Street Cleaning	Street Sweeping	Maintain surfaces in litter free condition	Meets Requirements Positive customer Feedback Variance + or – 5%	Yes Yes Yes
	Waste Management	Kerbside Collections Whyalla Resource Recovery Centre	In accordance with external contractor Diversion Rate	As per contract  70% by 2017	No but improving  Yes
	Environment Unit	Local Environment Program Whyalla Wetlands		Meets Requirements Positive Customer Feedback Variance + or – 5%	Yes Yes

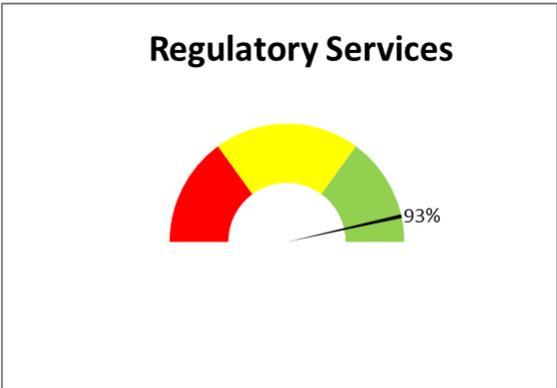


Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
Planning & Development Services	Economic Development	Support Regional Sustainability, provide input into Upper Spencer Gulf Common Purpose Group Market other land parcels - Appoint agent Lot 114 Parfitt Street, Lot 121 Mullaquana, Alex Ramsay and Ayliffe Depot sites	Maintain close working relationship with RDA and USGCPG	95% attendance at meetings	Yes
		Provide Muradel Matter with point of contact for negotiations and administrative requirements	Appoint Agent to market Land	Agent Appointed	Yes
			Lease negotiation. Assistance with DA preparation / lodgement	Lease negotiated	Yes
	Strategic Policy and Projects	Strategic Policy Formulation and Development Facilitation	Complete Remote and Miscellaneous Areas Variation reports	DPA Completed	Yes
		Participate in regional sea level rise impact study.	Heritage DPA Completed Study funded and commissioned	DPA Completed Study funded and commissioned	No Yes
	Development Assessment and Compliance	Conduct process review of DA process to ensure that timeframes meet statutory limits within customer service guidelines.	Exceed approval targets in accordance with legislation	100% targets met.	Yes
		Implement outcomes from the USG Joint planning study conducted as it relates to assessment.	Adequate staffing levels to drive the project.		No
		DA processing, monitoring &review	Conduct DA Processing in a timely manner	Meet Customer Service Standards	Partially met

## Planning & Development



Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
Regulatory Services	Environmental Health Expenses	Immunisation Program	Conduct immunisations in accordance with the national schedules	Maintain rates consistent with metro statistics	Yes
		Mosquito Management Program	Minimise impact of mosquito populations	Reduction in customer complaints	Yes
		Maintain all food safety inspection regimes and conduct consistent with the inspection program.	Visit all food business in accordance with periodic schedule	100% of time frames met	Yes
Traffic Management & Inspections		Conduct proactive Parking control.	Increase in expiations	% increase in fines issued	Yes
			Increase monitoring frequency	Increase areas monitored	4 sites added to schedule
	Dog and Cat Management	Implement Cat Registration in 2014-15	Cat Registrations commenced	Aug-14	Yes
		Complete Animal management plan and present to Council	Plan Adopted by Council	Nov-14	Yes
		Improve responsible pet ownership	Increased % of Claim animal	Increased % of Claim animal	Yes
		Conduct proactive Animal control, increasing registration checks and expiations	Complete Base line data collection for 14-15 for benchmarking in 2015-16 year	Jun-15	Yes

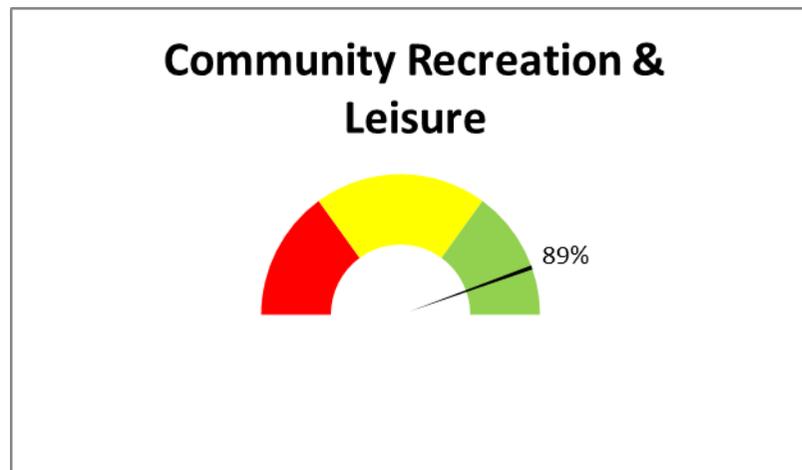


Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
Community Services	Cemetery and Cremation Services	Burials, Cremations & general Maintenance	Compliance with Regulation	Meets Requirements	Yes
			Good customer Service Operate within Budget	Positive customer Feedback Variance + or – 5%	Yes Yes
	Whyalla Public Library	Library Services	Good Customer Service Operate within Budget	Variance + or – 10%	Yes
	Childcare Centre	Ensure Facility Management plan for Child Care Centre that addresses recommendations of the Lizard Drinking review is completed.	Compliance with Regulation	Meets Requirements	Yes
			Good Customer Service Operate within Budget	Positive Customer Feedback Variance + or – 10%	Yes Yes
	Visitor Information Centre	Visitor Services & Museum Operations	Good Customer Service & Enhanced visitation Operate within Budget	Positive Customer Feedback Variance + or – 10%	Yes
	Airport Services	Operations, Passenger Services and Maintenance	Compliance with Regulation Good Customer Service Operate within Budget	Meets Requirements Positive Customer Feedback Variance + or – 10%	Yes No
	Community Development	Undertake a feasibility study that addresses recommendations of the Michael Edgcombe report	Report presented to Council	Report Adopted	Yes

## Community Services



Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
Community Recreation & Leisure	Marinas	Mooring Facilities Boat Launching Fishing Facilities	Maintain Licensing for marina Berths Maintain facilities in a safe condition	All occupants have an existing License. Slipway cleaned on an annual basis	No Yes
	Public Facilities	Public Facilities	Maintain adequate cleaning contract	Meet Community expectations	Yes
	Halls and Cultural Facilities	Public Halls Leased Property Homestead museum	All Property requirements met (Fire Safety and amenity)	Annual Inspections Fire Safety Equipment meets legislative requirements	Yes Yes
	Recreation and Playing Grounds	Playgrounds Public Parks Sporting Grounds	Maintain Play grounds in a safe condition. Maintain level of service that meets community expectations.	Weekly Inspections Meet Design Standards Service maintained in accordance with Customer service standard	Yes Yes Yes
	Leisure Centre	Leisure Centre	Operated in Accordance with contract. Operate within Budget	90% compliance Variance + or – 5%	Yes Yes
	Community Reserves	Open space Tree Reserves	Management or reserves and facilities in accordance with Asset Management Plans	Maintain service level to meets expectations.	

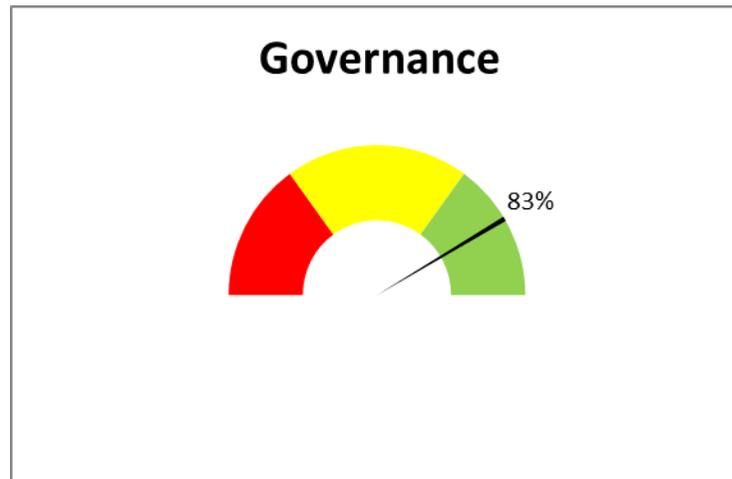


Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
<b>Assets &amp; Engineering Services</b>	Design & Project Management	Establish PMO	PMO Established	Completed	No
	Road Infrastructure	Road Surfacing in accordance with AMP	Contracts awarded Works completed on time and on budget	Nil defects Variance + or – 5%	Yes
	Stormwater	Installations in accordance with AMP to address issues in Ferry street. Stormwater management plan Stage 1.	Works completed on time and on budget.	Completed on Time  Variance + or – 5%	Yes  Yes
	Street Scapes	Complete Stage 2 Landscape Master Plan: Mediums	Stage 2 Completed within budget	Variance + or – 5%	
	Depot Operations	Upgrade Security  Address WHS issues	Work completed to required standard Imbed commitment to WHS system	30 June 2015  Complete high & medium risk assessments by 30 June WHS discussed and documented at staff meetings.	Yes  Yes  No

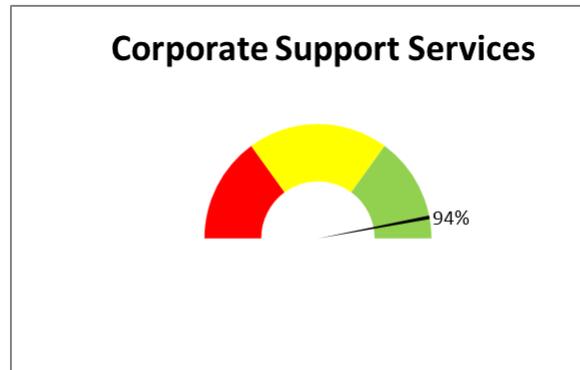
### Asset & Engineering Services



Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
<b>Governance</b>	Mayor & Elected Members	Provide effective decision making on behalf of the community.	Council decisions comply with the LGA and other legal requirements.	100%	Yes
	Local Government Relations & Elections	Council maintains effective relationships with industry bodies (LGA, EPLGA, USGCPG and Spencer Gulf cities)	Cooperative relationship with stakeholders maintained by CEO, Mayor)		
	Executive Management	Provision of effective leadership and advice to the Mayor and Elected Body. Provision of support services to the Elected council.	Undertake mandatory Policy and Procedure Review after November election	Reviewed and adopted by Council.	Yes



Service Delivery Area	Function	Activity	Critical Success Factors	KPI, Target/Benchmark	Achieved Y/N
<b>Corporate Support Services</b>	Administration & Management	Customer Services	Meet Customer Service Standards Provide advice direction to stakeholders	85% of Standard Timely Accurate Advice	Yes Yes
	HR Management	Monitor and report progress on WHS Injury Management Plan, PKI Bypass Action Plan outcomes to EMT. Deliver effective employee outcomes	Actions addressed within timeframes Legal Compliance Mitigate WHS Risk Complete EB agreement	100% compliance 100% High Risk Assessments completed Agreement Signed	Yes Yes Yes
	Finance	Reporting & Monitoring Review of financial framework Rates & Sundry Debtor Administration Accounts administration	Timely Accurate Reports Annual Review of Policy Timely management of outstanding Debtors Timely account payment	100% of time frames met Review completed 5% 90% payments within Terms	Yes Yes No No
	Information & Records Services	Information Systems Management Records Storage, retrieval and disposal	System to meet demands Compliance with GDS 20	System Availability 98% 100% compliance	Yes Yes
	Media & Communications	Provision of Information to Community Web Site Development & Maintenance	Timely and Accurate Information released Website updated Annually	100% Update completed	Yes Yes
	Strategic Events Management	Manage Strategic events that attract visitation and promote the city. Deliver Corporate events (EPLGA and USG Regional conference)	4 Events held each year Delivered within budget. Cost neutral for council.	Events held Variance + or – 5% Variance + or – 5%	Yes Yes Yes



## 6. FUNDING THE BUSINESS PLAN

Consistent with Council's Long Term Financial Plan, an Operating Surplus is aimed for in each planning period. Council aims to achieve an Operating Surplus in the short to medium-term (one to five years) and long-term financial sustainability is dependant on ensuring that on average over time its operating expenses including depreciation are less than operating income. Operating revenue and expenses for the 2014/15 year are summarised below:

ITEMS	REVENUE BUDGET (Excludes Rates)	EXPENDITURE BUDGET	NET BUDGET
Environmental Services – Ex Rates	2,024,040	4,901,827	(2,877,787)
Planning & Development Services	231,975	1,399,395	(1,167,420)
Regulatory Services	357,915	828,802	(470,887)
Community Services	2,517,060	4,677,163	(2,160,103)
Community Recreation & Leisure	401,810	4,095,558	(3,693,748)
Assets & Engineering Services	573,265	8,529,759	(7,956,494)
Governance	2,400	968,234	(965,834)
Corporate Support Services	3,039,976	5,279,952	(2,239,976)
<b>Rates Revenue</b>			<b>19,295,308</b>
<b>OPERATING SURPLUS/( DEFICIT)</b>			<b>(2,236,941)</b>
<b>Underlying Surplus/(Deficit)</b>			<b>\$ (34,765)</b>

Council's proposed revenues for 2015/16 include the following:

- **General Rates and Rebate, Fines and Interest & \$15,365,981**
- **NRM Levy:** \$734,198
- **Main Street Levy:** \$65,000
- **Waste Management Levy (less remissions):** \$3,195,129
- **User Pay Charges:** \$4,352,524 Service fees; Child Care, Maritime Museum, Airport and Landfill
- **Statutory Charges:** Set by other levels of Government: \$472,775 Fees and charges for services set by regulation and collected by Council and include, Development Act Fees, Town Planning fees, Parking Fines and Expiation fees, Health fines, Environmental Control fines, Litter Control fines, Septic Tank fees, license fees and fines. These are generally off-set by the cost of providing the service
- **Interest Income:** \$15,000 – Interest income will be affected by the timing of cash flows
- **Grants and Subsidies:** \$2,925,061: Council attracts an annual amount of funding based on factors determined by the Grants Commission. Council also seeks to attract additional grants and subsidies to provide for projects and programs run by Council
- **Other Revenues:** \$1,383,081 which includes \$712,767 OneSteel ex-gratia payment

Council's proposed expenditures for 2015/16 includes the following:

- **Staff Costs** \$10,558,941
- **Contracts, Materials & Other** \$13,259,757
- **Finance Charges (Interest)** \$462,325
- **Depreciation** \$6,399,667

**COUNCIL'S ANNUAL CAPITAL IMPROVEMENT PROGRAM** aims to ensure that existing Assets are replaced and upgraded in a manner consistent with the outcomes of the Infrastructure Asset Management Plans. The 2015/16 program and funding sources are summarised below.

<b>CAPITAL IMPROVEMENT PROGRAM</b>	
Works Brought Forward	\$ 250,000
Infrastructure (incl roads, drains, paths)	\$ 4,294,830
Building & Facilities	\$ 856,818
Plant & Equipment	\$ 1,060,000
Land & Improvements	\$ 1,717,000
Furniture & Equipment	\$ 244,450
<b>Funded By</b>	
<b>Rates</b>	\$ 4,269,711
<b>Grants: Capital Projects</b>	\$ 1,654,473
<b>Loans</b>	\$ 1,932,382
<b>Transfers From Reserves</b>	\$ 355,532
<b>Asset Sales</b>	\$ 61,000
<b>Cash Reserve</b>	\$ 150,000

### IMPACT ON COUNCIL'S FINANCIAL POSITION

Council budgets include a high-level summary of both operating and capital investment activities prepared on a uniform and consistent basis. The primary objective of this arrangement is to ensure that Councils provide a common 'core' of financial information to enable more meaningful comparisons of each Council's finances. Long Term Financial Plans and Annual Financial Statements are summarised on the same basis and are depicted in the table below. Attachment "A" provides an explanation of terms used.

Year Ended 30 June:	2014 Actual \$	2015 Adopted \$	2015 Revised \$	2016 Budget \$
Operating Revenues	25,115,758	28,625,611	31,102,847	28,443,749
<i>less</i> Operating Expenses	27,810,228	28,624,576	29,276,240	30,680,690
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>(2,694,470)</b>	<b>1,035</b>	<b>1,826,607</b>	<b>(2,236,941)</b>
<b>Less: Net Outlays on Existing Assets</b>				
Capital Expenditure on Renewal/Replacement of Existing Assets	10,321,110	7,546,654	8,058,945	5,553,598
<i>less</i> Depreciation Amortisation & Impairment	5,992,947	6,483,369	6,327,423	6,399,667
<i>less</i> Proceeds from Sale of Replaced Assets	53,922	100,000	50,000	61,000
	<b>4,274,241</b>	<b>963,285</b>	<b>1,681,522</b>	<b>(907,069)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>				
Capital Expenditure on New/Upgraded Assets	2,714,650	3,664,685	1,790,720	2,869,500
<i>less</i> Amounts Specifically for New/Upgraded Assets	2,277,330	1,420,000	748,530	1,654,473
<i>less</i> Proceeds from Sale of Surplus Assets	311,212	0	50,000	0
	<b>126,108</b>	<b>2,244,685</b>	<b>992,190</b>	<b>1,215,027</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>7,094,819</b>	<b>(3,206,935)</b>	<b>(847,105)</b>	<b>(2,544,899)</b>

## 7. WHAT IT MEANS FOR RATES

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

- Whyalla Strategic Plan;
- Long Term Financial Plan;
- South Australian Government Strategic Plan;
- Upper Spencer Gulf Common Purpose Group Strategic Plan;
- Whyalla and Eyre Peninsula Regional Development Board Strategic Plan;
- the equity of the distribution of the rate burden between classes of ratepayers; and
- current local, State and National economic conditions and expected changes during the next financial year.

### METHOD USED TO VALUE LAND

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

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

As a result of a review carried out during 2014/15, Council decided on 9 June 2015 to continue to use Site Value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers.

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 those services provided.

### ADOPTION OF VALUATIONS

The Council will adopt the valuations made by the Valuer-General as provided to the Council on 29 June 2015; if a ratepayer is dissatisfied with the valuation made by the Valuer-General, then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not: (a) previously received a notice of this valuation under the Local Government Act 1999, in which case the objection period is 60 days after service of the first notice; or (b) previously had an objection to the valuation considered by the Valuer-General. The address of the Office of the Valuer-General is:

State Valuation Office  
GPO Box 1354  
ADELAIDE SA 5001

email: [LSGObjections@sa.gov.au](mailto:LSGObjections@sa.gov.au)  
Telephone 1300 653 345

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

## BASIS FOR RAISING RATES

Council has declared the following rates:

Pursuant to Section 152 of the Local Government Act 1999, a General Rate on all rateable land within its area based on two components; the value of the land subject to the rate; and a fixed charge.

Pursuant to Section 155, a Service Charge on all rateable land within its area to which it provides a service of collection, treatment or disposal of waste.

Pursuant to Section 154, a Separate Rate on all rateable land situated in the area adopted by Council based on the value of the land subject to the rate. This rate applies to the City Plaza area only.

Pursuant to Section 154, a Separate Rate for the purpose of a Natural Resource Management Levy on all rateable land situated in the area adopted by Council based on a fixed charge as set by the State Government Natural Resource Management Act, shown separately on the rate notice.

## DIFFERENTIAL GENERAL RATES

At its meeting of 20 July 2015, it is proposed that Council declare its rates and decided to raise general rate revenue of \$15,446,192 in a total operating revenue budget of \$28,443,749.

Due to the need to balance the community's capacity to pay, the Council has decided to apply differential rates based on the locality in which the rateable property is situated and the use to which the property is put:

- Locality – town planning zones (TPZ) including residential, residential character, regional centre, caravan and tourist parks, commercial, district centre, local centre, town centre, open space, recreation, community, special industry (hydrocarbons), industry, light industry, deferred industry, coastal conservation, rural living, coastal settlement, settlement and remote area.
- Land use – prescribed land use codes (LUC) including residential, commercial-shop, commercial-office, commercial-other, industry-light, industry-other, primary production, vacant and other.

Summary of approximate general rates raised per rate category based on proposed 5% increase:

Category	Valuation	Rate in \$	Fixed Charge \$	\$	%
Business	53,829,500	2.330	131,303	1,385,530	8.97%
Region Centre	10,400,000	2.7615	1,292	288,488	1.87%
Industry	40,177,000	2.330	89,544	1,025,668	6.64%
Resident'l	776,544,000	0.9540	4,562,870	11,971,099	77.50%
Heavy Ind	3,215,000	15.3394	431	493,592	3.20%
Rural Living	19,650,000	0.3730	52,091	125,385	0.81%
P/Prod	2,610,000	0.01470	3,875	4,258	0.03%
Coastal Living	32,288,000	0.2153	82,656	152,172	0.99%
	<b>938,713,500</b>		<b>4,924,059</b>	<b>15,446,192</b>	<b>100.00%</b>

Council proposes to increase General Rate revenue by 5% (excluding growth). For residential properties, this increase equates to about **\$44.55 per property or 86 cents per week**.

Land use may be used as the factor to apply Differential Rates. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified.

A ratepayer may discuss the matter with Denise Zerna on 8640 3444 in the first instance. The Council will provide, on request, a copy of Section 156 of the Local Government Act 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use.

Objections to the Council's decision may be lodged with the Chief Executive Officer, the Corporation of the City of Whyalla, PO Box 126, Whyalla SA 5600. The objection must be made within 60 days of receiving notice of the land use and set out the basis for the objection and details of the land use that (in the opinion of the ratepayer) should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court. It is important to note that the lodgment of an objection does not change the due date for payment of rates.

### **FIXED CHARGE**

The Council has decided to impose a fixed charge system, rather than a minimum rate which tends to distort the equity principles of taxation. The fixed charge is proposed to increase from \$410 to \$430.50 an increase of \$20.50 and is levied uniformly on all non-contiguous assessments. 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 they are owned by the same owner and occupied by the same occupier. The reasons for imposing a fixed charge are:

- Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and to the cost of creating and maintaining the physical infrastructure that supports each property;
- a fixed charge has lower proportionate impact on lower income earners than a minimum rate;
- the fixed charge is more readily understandable than a minimum rate system; and
- anecdotal evidence appears to be in favour of a fixed charge which is uniformly paid by each ratepayer.

### **SERVICE CHARGE**

The Council provides a service of collection, treatment and disposal of waste on a user-pays basis.

Preliminary findings of the Landfill Review conducted during 2012/13 suggested the cost to provide waste collection and disposal services per household equates to \$400 per annum. Council felt that a rise of this magnitude in one year was unacceptable. Therefore, Council decided to phase this in over a number of years, hence in 2013/14, this increased to \$280, in 2014/15 to \$298 and this year will increase again this year to \$317.20.

The full cost of maintaining, operating and providing for capital requirements relating to waste management services, this financial year is budgeted to be \$5,439,632. The Council will fund this cost partially through the sale of recycled materials and gate fees with the remainder via the imposition of per property service charges of \$317.20 an increase of \$19.20 equating to total service charge revenue of \$3,515,529. This equates to a per week increase; per property of 37 cents.

## **SEPARATE RATE**

The Council has resolved to continue to declare a Separate Rate, known as the City Plaza Rate, in relation to the City Plaza area for 15 years commencing from 2000/01, for the purposes of:

- development of the City Plaza and surrounding district;
- funding for the co-ordination of City Business Association activities;
- promotional activities throughout the year; and
- beautifying the City Plaza area for the benefit of Whyalla.

In accordance with Councils responsibilities under the Act, Council undertook consultation of those affected by the Separate Rate to determine the following:

- that the rate is reasonable and justified; and
- that funds collected are being applied and expended in accordance with the Association's adopted Annual Business Plan being for the purpose for which the rate is imposed.

At the completion of the consultation process, Council has confirmed the application of the Separate rate for 2015/16.

## **NATURAL RESOURCE MANAGEMENT LEVY**

The Natural Resources Management Levy is a State Tax which Councils are obliged under the Natural Resources Management Act to impose and collect with the proceeds paid to one or more of the Natural Resources Management Boards which are State Government entities established on a regional basis under the Act. Any enquiries concerning this tax should be directed to Natural Resources Eyre Peninsula. This levy is shown as a separate item on all rate notices. In relation to the 2015/16 year, Council must collect a \$64.20 NRM charge on all rateable properties.

## **RATE CONCESSIONS**

Pensioner concessions have been withdrawn at the State and Federal levels. Local Governments across the country, through a co-ordinated campaign, has rejected the shift of this cost to our local communities and will no longer provide the concessions. To alleviate the impact of this, the State Government announced that a new Cost of Living Concession (CLC) of up to \$200 will be paid directly to pensioners and low income earners by cheque. This CLC will replace the current Council rates concessions on Council rates notices.

We understand that it can be spent at the discretion of the recipient on their greatest needs, whether that is electricity, gas and water bills or Council rates and that it is intended that the payments to homeowners will be made in around September 2015.

Where the increase in amount payable causes financial stress for our pensioner ratepayers, Council has other relief mechanisms available to them.

## **REFUSE CHARGE REMISSIONS**

In the past, Council has provided a remission of up to \$178 against the refuse charge for eligible pensioners. Council will continue to provide the waste service charge remission this will add approximately \$320,400 to the operating costs of Council.

## **POSTPONEMENT OF RATES - SENIORS**

Ratepayers who hold a State Seniors Card (or who are eligible to hold a State Seniors Card and have applied for one) are able to apply to Council to postpone payment of rates on their principal place of residence. Postponed rates remain as a charge on the land and are not required to be repaid until the property is sold or disposed of. Contact Council on 8640 3444 for further information.

## **PAYMENT OF RATES**

Payment of rates for the 2015/16 financial year will be in quarterly payments due by:

4 September 2015;  
4 December 2015;  
4 March 2016; and  
3 June 2016.

A quarterly rates notice will be sent to ratepayers 30 days prior to each due date. A ratepayer may also pay their rates in a single installment due by the 4 September 2015.

To make bill-paying more convenient and flexible for customers, the Whyalla City Council provides the following options for the payment of your rates account.

**Payment by telephone** via BPAY telephone bill paying service for ratepayers who belong to any of the participating banking institutions or Australia Post's bill paying service on 13 18 16;

**Payment through the mail:** Cheques should be marked not negotiable and can be posted along with the remittance advice to Council at PO Box 126 Whyalla, SA, 5600.

**Payment via the internet** using Australia Post's bill paying service at [www.postbillpay.com.au](http://www.postbillpay.com.au) or Council's web-site at [www.whyalla.sa.gov.au](http://www.whyalla.sa.gov.au); and

**Payment in person** at any Australia Post outlet with BillPay facilities, Whyalla Norrie or at Council's Customer Service Centre located at, Darling Terrace, Whyalla and at the Whyalla Public Library, Customer Service Desk, open weekdays from 12 noon to 5.00 pm. Major credit cards are accepted and EFTPOS facilities are available at these Centres. Cash payments are not accepted at the Whyalla Public Library.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact Denise Zerna on 8640 3444 to discuss alternative payment arrangements. Such enquiries are treated confidentially by the Council.

## **LATE PAYMENT OF RATES**

Section 181(8) of the Local Government Act provides that Council's impose a penalty of a 2% fine on any payment for rates that are received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to cover any interest cost of the Council because it has not received the rates on time.

The Council allows a further two working days after the due date for payment as a grace period. Fines are payable under the Local Government Act but Council will remit this amount if payment is received within the two days grace period. Thereafter, fines for late payment are fully imposed. Fines and interest levied will be shown on the next quarter's rate notice.

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

Rates which continue to be overdue are referred to a collection agency for collection. The debt collection agency charges collection fees that are recoverable from the ratepayer.

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

1. to satisfy any costs awarded in connection with court proceedings;
2. to satisfy any interest costs;
3. in payment of any fines imposed; and
4. in payment of rates, in chronological order (starting with the oldest account first).

## **REMISSION AND POSTPONEMENT OF RATES**

Section 182 of the Local Government Act permits the Council, on the application of a ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to contact Denise Zerna on 8640 3444 to discuss the matter. Such enquiries are treated confidentially by the Council.

In assessing each application, Council will give consideration to the following: previous documented Council decisions; the ratepayer's ability to pay; and the financial circumstances of the applicant where extreme hardship can be demonstrated.

## **REBATE OF RATES**

### **Mandatory Rebates**

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

### **Discretionary Rebates**

Discretionary rebates may be applied by the Council under Section 166 of the Act. Council's Rate Rebate Policy and Application Form are available at the Council Office.

### **Sale of Land for Non-payment of Rates**

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

### **COUNCIL VOTERS ROLL ENTITLEMENT**

Persons on the State House of Assembly Electoral Roll are automatically included in the Council Voters Roll and entitled to vote in Council elections. Others who are ratepayers may also be entitled to be enrolled on the Council Voters Roll and will need to apply for enrolment.

This may include those in possession of a 457 Visa. Where holders of 457's have been in residence at Whyalla for at least one month they will be eligible to vote in Local Government Elections. To be eligible to vote, prospective voters will need to complete Form 1. If you have any queries or wish to obtain Form 1 please contact Samantha Rawlings on 8640 3444.

## Attachment A: Explanation Uniform Presentation of Finances

Year Ended 30 June:	2014 Actual	2015 Revised	2016 Budget
	\$	\$	\$
Operating Revenues	25,115,758	31,102,847	28,443,749
less Operating Expenses	27,810,228	29,276,240	30,680,690
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>(2,694,470)</b>	<b>1,826,607</b>	<b>(2,236,941)</b>
<b>Less: Net Outlays on Existing Assets</b>			
Capital Expenditure on Renewal/Replacement of Existing Assets	10,415,634	8,058,945	5,553,598
less Depreciation, Amortisation & Impairment	6,128,459	6,327,423	6,399,667
less Proceeds from Sale of Replaced Assets	53,922	50,000	61,000
	<b>4,233,253</b>	<b>1,681,522</b>	<b>(907,069)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>			
Capital Expenditure on New/Upgraded Assets	2,714,650	1,790,720	2,869,500
less Amounts Specifically for New/Upgraded Assets	2,277,330	748,530	1,654,473
less Proceeds from Sale of Surplus Assets	69,337	50,000	0
	<b>367,983</b>	<b>992,190</b>	<b>1,215,027</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(7,295,706)</b>	<b>(847,105)</b>	<b>(2,544,899)</b>

Income available for delivery of services: Includes all grants except those received specifically to acquire or enhance assets.

Cost of services, including depreciation expenses.

The extent to which income is sufficient or insufficient (Bracketed) to fund the cost of services. Operating Surplus / (Deficit) is the key measure of a Council's financial performance.

Expenditure that restores the service potential of existing assets to original service levels.

Depreciation and amortisation expenses represent the systematic allocation of the depreciable amount of assets over their useful lives. Impairment recognises other diminutions in the carrying amount of assets.

Consistent negative net outlays on existing assets shown (bracketed) indicates that, overall, existing assets may be deteriorating at a greater rate than expenditure on their renewal or replacement.

Expenditure to acquire new assets or enhance existing assets so that Council can provide expanded, or a higher levels of services.

Amounts received from others specifically to acquire or enhance assets. These amounts are not included as Income above.

Net lending reduces a Council's accumulated level of net financial liabilities. Net borrowing (bracketed); adds to the level of net financial liabilities. Net financial liabilities is the key measure of a Council's financial position and is calculated by deducting a Council's financial assets from its total liabilities.

Net cost of acquiring or enhancing assets.