

town of walkerville

# annual business plan

2014-15



The Town of Walkerville  
acknowledges the Kurna  
people as the traditional  
custodians of this land,  
and respects their spiritual  
relationship with their country.

The Town of Walkerville  
recognises the generations of  
stewardship the Kurna people  
have provided to this land, and  
respects that their cultural  
heritage and beliefs are as  
important today, as they were  
for their ancestors.

Town of Walkerville  
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# annual business plan 2014-15

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# glossary

**CPI** The Consumer Price Index (CPI) is based on the price of a 'basket' of goods and services and is used to measure change in this price over time. The content of the basket is determined through the ABS Household.

**Differential rate:** refers to the rate in the dollar, which is used to calculate the 'actual' rates incurred by individual ratepayers.

**Growth Residential:**

- changes in the property market based on the sale of properties over the year
- any new developments made to the property, e.g. an extension
- land divisions and new builds.

**Commercial:**

- analysis of sales and rental data
- improvements to those fixed to the land and made to the land.

**LGPI:** The Local Government Price Index (LGPI) measures price movements faced by Local Government in South Australia in respect of their purchases of goods and services.

The LGPI provides Council with a useful reference regarding the inflationary effect of price changes of goods and services consumed by Local Government. The index reflects, over time, the movement in prices for a number of cost components as well as the aggregate spent on these components. The index includes both operating and capital expenditure on a State average basis.

**Budget review**

The process of reviewing the budgeted income and expenditure and assessing the budget every quarter.



## 1

## welcome

## preamble

Under section 123 of the *Local Government Act 1999*, all Councils set a budget for each financial year.

The budget is aligned with the Council's *Annual business plan* and must be adopted before the 31st of August of that financial year.

The *Annual business plan* is prepared as part of Council's budget development process and must include:

- a summary of Council's long-term objectives as outlined in its strategic framework
- a summary of Council's objectives for the financial year
- an outline of how Council plans to achieve those objectives
- the measures (financial and non-financial) to assess Council's performance in achieving its objectives.

The *Annual business plan* will also:

- assess the financial requirements for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue
- set out the rates structure and policies for the financial year
- assess the impact of the rates structure and policies on the community, based on modelling that has been undertaken or obtained by the Council
- take into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

The *Annual business plan* also includes the annual budget which details operating expenditure (day-to-day recurrent operations and services) and capital expenditure (renewal and acquisition) as well as identifying sources of revenue and rates for the year.





# 1 welcome



## about the town of walkerville

The Town of Walkerville encompasses the suburbs of Gilberton, Medindie, Vale Park and Walkerville and is located immediately north-east of the City of Adelaide, about 4 kilometres from the Adelaide GPO.

The Town's borders are defined by the River Torrens, the Adelaide Parklands and residential suburbs to the north and north-east. The River Torrens is the boundary between the Town of Walkerville and the City of Norwood, Payneham and St Peters.

The Town of Walkerville is the smallest council in metropolitan Adelaide and covers a land area of 3.5km<sup>2</sup>. The Township is home to just over 7000 residents and remains the only Council in metropolitan Adelaide to have retained its 'Town' status.

## from the chief executive officer

Whether you are moving house or moving into custom built premises as Council did in the last financial year, there is something about the transition from one location to another that invites a reassessment of what's gone before.

I wanted to capitalise on the opportunities presented to us as a result of moving into new facilities by introducing significant new improvements to our internal processes, including a review of all internal control procedures and financial frameworks.

Seen in this context, developing an annual business plan and budget is the equivalent of putting one's house in order. It's an ongoing and inclusive process. It requires wide ranging discussions as well as rigorous attention to detail – and it needs to be both aspirational and realistic. As a Council, we are committed to ensuring that our *Annual business plan and budget* is transparent, accountable and designed to achieve long-term financial sustainability for the Town of Walkerville.

Every year, Council departments develop and present their draft budget 'bids' to the Elected Members and in turn, a draft *Annual business plan and budget* is presented to the community for their feedback.

This entire process is embedded and guided by our strategic framework. Every funded activity or project proposed for 2014/15 links directly back to the goals of our strategic plan and every goal and objective in our strategic plan has been informed through community consultation.

The objective for Council in setting out its budget is not to accumulate profits or enhance reserves for a 'rainy day'. Nor is it to show a profit on a balance sheet at the expense of short-changing our community.

Our financial objectives are to effectively and prudently manage our cash reserves and our debt, so that we can pass the benefits on to the community and continue to deliver services and infrastructure investments that are for the current and long-term benefit of the community.

I understand that debt can often be a loaded word. However, given the financial stability that Council has projected in its *Long term financial plan*, our reliance on debt will be kept to a minimum. It's worthwhile noting that the new Civic and Community Centre was delivered at a cost lower than its anticipated original budget.

The rationale of the *Long term financial plan* is to ensure that Council maintains financial sustainability over time so that services to the community are not compromised. The *Long term financial plan* looks to the future, and as such, is not set in stone. Each year it is reevaluated and refined so that it can adapt to unforeseen external and internal influences.

The impact of received and projected rate revenue from The Watson development has been a contributing factor in ensuring the average residential rate does not exceed 4.15% in 2014/15. (Council estimates rate revenue of \$450K from The Watson in 2015/16.)

**In this budget Council has resolved that the average residential rate increase does not exceed 4.15%. This translates to 66% of residents incurring an average rate increase of 2.5%. The total rate revenue for 2014/15 is \$7.1million. There will be no additional borrowings for 2014/15.**

Council has also changed the quarterly due dates for payment of rates in a way that we hope is more responsive to families, particularly in relation to the December payment, which is now due at the beginning of that month.



**Kiki Magro**  
Chief Executive Officer









# 2 council's strategic framework

## strategic framework

### *Living in the Town of Walkerville: a strategic plan for the Town of Walkerville*

Council's principal strategic planning document.

### *A connected community: the Town of Walkerville urban master plan*

A vision and direction for the future development of the Township for the next 30-40 years.

### *Long term financial plan*

Outlining all aspects of Council's financial strategy and commitments.

### *Asset management plans*

Demonstrating responsible management of assets and infrastructure.

## *Annual business plan*

Setting out Council's proposed services to the community and its programs.

### *Work health & safety and injury management plan*

### *Department plans*

### *Disaster recovery plan*

### *Business continuity plan*

## *Annual budget*

## 2 council's strategic framework

### living in the town of walkerville: a strategic plan

*Living in the Town of Walkerville: a strategic plan for the Town of Walkerville was formally adopted by Council in March 2012.*

This is Council's principal strategic planning document and is closely aligned with the urban master plan (refer strategic framework, page 9).

The plan is focused on three central goals:

- a lively, local culture
- an economically successful community
- sensitive environments and development.

**Essentially, the *Annual business plan and budget* sets out how Council will implement its strategic vision. The Appendix on page 33-35 lists projects, programs and activities planned for 2014-15, and more importantly, shows how they link up with the objectives of the strategic plan.**

Strategic goals are underpinned by a series of objectives:

- **Community involvement**  
encouraging active community involvement in events, activities and places.
- **Diverse culture**  
promoting and supporting diverse cultural values, heritage and identity.
- **Active centre**  
creating an active, well-connected Town Centre.
- **Mixed-use development**  
identifying and developing mixed-use opportunities along Main North Road and North East Road.
- **Linear Park**  
creating a safe, well planned and bio-diverse Linear Park that allows for recreation along the river.
- **Sensitive development**  
ensuring that development is in balance with the natural environment.
- **Connections**  
creating accessible, useable and connected open spaces and streets.

The *Annual business plan and budget* has been developed to support Council's overall strategic planning framework including:

- *A connected community: the Town of Walkerville urban master plan.*
- *Living in the Town of Walkerville: a strategic plan.*
- *Long term financial plan (LTFP) and Council's Asset management plans.*



town of walkerville

# long term financial plan

2014-25



# long term financial plan

To achieve the objectives outlined in Council's strategic framework Council needs a *Long term financial plan* which sets out financial strategies and commitments.

A well considered and forward looking *Long term financial plan* means Council is best placed to deliver improved existing services as well as being in a financial position to meet future opportunities and projects.

A *Long term financial plan* supports Council in:

- maintaining financial sustainability over the long term
- achieving the objectives of Council's strategic framework to benefit the community

## asset management plans 2013-14 to 2024-25

(as per the *Long term financial plan*, projections for the *Asset management plans* are subject to change to reflect the *Strategic plan*)

particulars	2013-14 \$('000)	2014-15 \$('000)	2015-16 \$('000)	2016-17 \$('000)	2017-18 \$('000)
buildings & structures	5,100,773	538,745	393,000	328,000	23,000
infrastructure, plant & equipment, furniture	370,863	365,000	50,000	50,000	50,000
stormwater	50,000	352,000	-	-	660,000
transport (K&G, road pavement, road surface and footpaths)	573,175	578,808	979,122	770,000	885,000
library, IT & miscellaneous	52,732	131,000	85,000	25,000	100,000
<b>total capital expenditure</b>	<b>6,147,543</b>	<b>1,965,553</b>	<b>1,507,122</b>	<b>1,173,000</b>	<b>1,718,000</b>

## key financial indicators 2013-14 to 2024-25

particulars	2013-14	2014-15 Budget	2015-16 Year 1	2016-17 Year 2	2017-18 Year 3
operating surplus ratio	-19%	-18%	-7%	-2%	3%
net financial liabilities ratio	115%	109%	94%	76%	61%
asset sustainability ratio	26%	71%	46%	37%	55%



- minimising the possibility of unplanned increases for ratepayers
- ensuring optimum 'value for money' outcomes for ratepayers
- ensuring transparency and accountability.

The *Long term financial plan* includes capital and operating projections over a 10 year period. No new loan borrowings have been projected. The aim for Council is to maintain a rate that will be consistent with delivering existing and improved services to the community.

Through its 10-year *Long term financial plan*, Council makes an informed forecast of its future requirements. However, it should be noted that all future projections are subject to change as a result of CPI, LGPI, growth as well as other factors.

2018-19 \$('000)	2019-20 \$('000)	2020-21 \$('000)	2021-22 \$('000)	2022-23 \$('000)	2023-24 \$('000)	2024-25 \$('000)
50,000	50,000	50,000	50,000	50,000	50,000	50,000
56,000	57,000	58,500	59,000	59,000	59,000	59,000
220,000	220,000	220,000	220,000	135,000	135,000	135,000
225,000	1,440,000	450,000	520,000	405,000	400,000	610,000
300,000	200,000	300,000	300,000	200,000	300,000	300,000
851,000	1,967,000	1,078,500	1,149,000	849,000	944,000	1,154,000

2018-19 Year 4	2019-20 Year 5	2020-21 Year 6	2021-22 Year 7	2022-23 Year 8	2023-24 Year 9	2024-25 Year 10
4%	4%	6%	7%	7%	8%	8%
41%	31%	14%	0%	0%	0%	0%
28%	64%	37%	40%	31%	35%	45%







# 3 making it happen

## how council plans to achieve its objectives

To achieve its objectives for the financial year Council has adopted a strategy that seeks to achieve a reasonable degree of stability and predictability in the overall rates burden over time, while ensuring ratepayers are paying for the services and infrastructure maintenance, renewal and development obligations they are consuming. Long term financial plans enable Council to plan for the future and assess Council's performance in adhering to key financial indicators and targets for debt, rates and asset sustainability.

Taking into account revenue sources and factors affecting rates will assist Council to achieve its objectives.

**Council's primary revenue source comes from property rates, which represent 84% of total revenue. Every year, Council makes an informed assessment of how much it needs to maintain financial sustainability and ensure that services and infrastructure maintenance, renewal and development, can be afforded by the community over the long term.**

Council is best placed to achieve its objectives by taking into account the following assumptions and considerations:

- Council's financial strategy and commitments
- transparency and accountability
- zero based budgeting
- compliance with Australian accounting standards
- effective and efficient use of resources available
- alignment with strategic framework
- Adelaide CPI of 2.9% & 2.5% LGPI for the March 2014 quarter in rates analysis
- increase in salaries based on CPI or employment agreements
- increase in insurance costs
- increase in depreciation on account of capital works and revaluations, finance costs, waste disposal charges and utilities.

## funding the plan

Council is granted the power to acquire funds under Section 133 of the *Local Government Act 1999*. Sources of funds include: property rates, grants, statutory charges, user charges, income from investments, reimbursements and commercial activity.

Council acknowledges that the projected operating revenue will be insufficient to meet projected operating expenditure to the extent of a \$1310k and \$620k net deficit.

Operational expenditure is impacted by CPI and LGPI together with salary and wages costs which are adjusted annually in accordance with enterprise agreements, performance reviews, and incremental increases. Depreciation is adjusted subsequent to additions, disposals and revaluations when appropriate.

### Fees and charges

Council sets and reviews its fees and charges pursuant to Section 188 of the *Local Government Act 1999*, that states fees or charges must not exceed a reasonable estimate of the direct cost to the Council. Fees and charges are taken into account when developing the budget.

# 3 making it happen

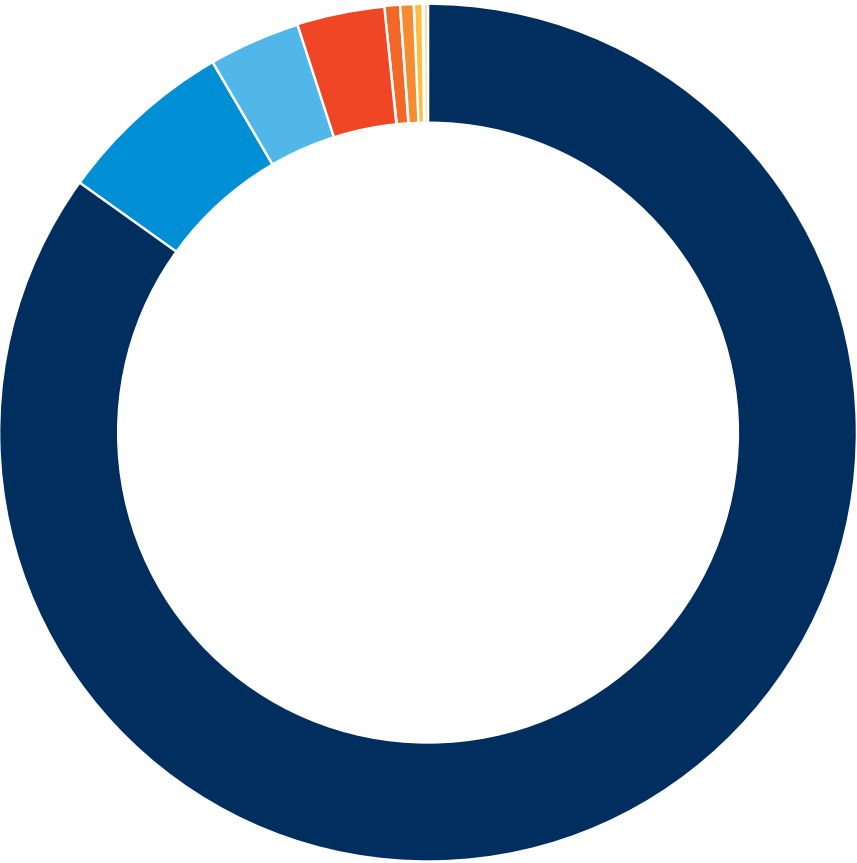
## revenue sources

Revenue sources:



Source	Total (%)
Rates	84.15%
Statutory charges	2.03%
User charges	6.29%
Grants, subsidies & contributions	6.23%
Investment income	0.77%
Reimbursements	0.36%
Other income	0.14%
Net gain – equity accounted Council businesses	0.02%
Total	100%

Operating revenue by category:



Source	Total ('000)
Rates	7,110
Statutory charges	172
User charges	532
Grants, subsidies & contributions	526
Investment income	65
Reimbursements	30
Other income	12
Net gain – equity accounted Council businesses	2
Total	8,449



21.9% of total revenue goes to capital works.

### Operational expenditure by activity:

Corporate services \$4,526,566

Depreciation, amortisation & impairment \$2,729,000

Assets & infrastructure \$845,800

Environment & waste \$528,469

Strategy & Governance \$352,139

Communication & marketing \$268,500

Planning & building \$218,500

Community services \$178,378

Public order \$87,536

Library \$24,250

**Total operating expenditure: \$9,758,028**

### Capital expenditure: 2014-15

% of capital expenditure to total revenue: 21.90%

Particulars	Business unit	Amount (\$)
Stage 2 & 3 of server migration	Community Services & IT	10,000
Replacement of PCs and mobile devices due in 2014	Community Services & IT	68,000
IT Projects (touch screen for community information , SharePoint IT request system, new user access request system)	Community Services & IT	13,000
Library books (PLS book grant: \$28,482 & Friends of the Walkerville library donations: \$3500, new library books and library material \$8000)	Community Services & IT	40,000
Planning & Infrastructure	Planning & Infrastructure	1,834,553
<b>Capital expenditure total</b>		<b>1,965,553</b>

### 3 making it happen

#### capital expenditure infrastructure 2014-15

category	program	job description	draft 2014/15 capital budget
buildings and other structures	building renewal program	general	190,945
buildings and other structures	building renewal program	new depot office building	122,800
<b>buildings and other structures total</b>			<b>313,745</b>
furniture & fittings	furniture and fittings renewal program	general	25,000
<b>furniture and fittings total</b>			<b>25,000</b>
stormwater and infrastructure	transport program-reseal & kerb	Church Terrace (002) from Smith Street to Fuller Street	118,808
stormwater and infrastructure	transport program-reconstruction	The Avenue (001) from Robe Terrace to Herbert Street	410,000
stormwater and infrastructure	transport program	Walkerville Terrace pedestrian safety treatments	50,000
stormwater and infrastructure	stormwater renewal program	general	22,000
stormwater and infrastructure	stormwater renewal program	Walkerville Terrace stormwater drainage - stage 3	330,000
<b>stormwater and infrastructure total</b>			<b>930,808</b>
plant and equipment	fleet upgrade program	renewal of depot fleet vehicles	100,000
plant and equipment	depot plant and equipment program	general	80,000
plant and equipment	asset management program		70,000
<b>plant and equipment total</b>			<b>250,000</b>
irrigation infrastructure	irrigation renewal program	Walkerville Oval irrigation upgrade	50,000
irrigation infrastructure	irrigation renewal program	general	20,000
<b>irrigation infrastructure total</b>			<b>70,000</b>
structures	reserves infrastructure program	open space upgrades	225,000
<b>structures total</b>			<b>225,000</b>
reserve furniture	reserve furniture renewal program	general	20,000
<b>reserve furniture total</b>			<b>20,000</b>
<b>infrastructure budget 2014-15</b>			<b>1,834,553</b>







# 4 rates

## where do your rates go?

### Infrastructure

- Roads
- Footpaths
- Parks
- Playgrounds
- Stormwater
- Gutters
- Ovals
- Gardens
- Buildings
- Street lighting

### Services

- Health:
  - Immunisation
  - Inspections
- Building
- Transport
- Planning
- Zoning
- Library
- Waste
  - Collection
  - Disposal
  - Management

### Compliance

- Parking
- Dogs
- Food premises
- Planning
- Fire prevention
- Traffic
- Pest control
- Public order
- Building
- Neighbourhood amenity

## factors that affect rates:

- the CPI All Groups Adelaide increase on goods and services for the 12 months ending 31 March 2014, 2.9%
- the LGPI provides Council with a useful reference regarding the inflationary effect of price changes of goods and services consumed by Local Government, for the 12 months ending 31 March 2014, 2.5%
- staff wages increase based on an average of 3% in line with CPI and staff moving through level increments
- increase in the utilities and waste disposal charges
- finance costs on the borrowings towards Civic and Community Centre upgrade (\$432.5k)
- maintaining and renewing assets to a standard that meet community needs
- growth
- funding depreciation.

## how we compare

The table below shows a comparison of differential rates on properties across councils in the eastern region.

	differential rate
Burnside	.002340
Walkerville	.0024733
Unley	.002620
NPSP*	.002625
Campbelltown	.003176
Prospect	.00321690
Tea Tree Gully	.00409054

\*Norwood, Payneham and St Peters





## rating policy

In setting Council's rates for the 2014-2015 financial year, Council has considered the following:

- Achieving the goals and objectives outlined in *Living in the Town of Walkerville* – the strategic plan adopted by Council in 2012. This document outlines Council's vision and direction for the future.
- The budget for the 2014-15 financial year and any long term financial planning.
- The financial implications of complying with the requirements of the *Local Government Act 1999* and other legislations.
- The specific issues faced by our community, including:
  - the ongoing requirements for a capital program to replace, upgrade and maintain infrastructure assets which include roads, paths, storm water infrastructure, parks & reserves and public buildings
  - the development of a community service program based on community needs
  - the current economic climate.

### Method used to value land

All land within the Council area, except for land specifically exempt (eg Crown land and land owned by Council), is rateable.

This Council has decided to continue to use capital value as the basis for valuing land within the Council area. Council considers that this method of valuing provides the fairest method of distributing the rate burden across all ratepayers, as property value is representative of the property owners' wealth. Council has adopted the most recent valuations made by the Valuer-General.

Capital values across Council's area have increased on an average by 4.2% from the previous year.

### Objection to valuation

A property owner may object to the valuation referred to in their rates notice by writing to the Valuer-General within 60 days after the date of service of the rate notice. Objections are to be forwarded to: The State Valuation Office, 101 Grenfell Street, Adelaide SA 5000. Phone: 1300 653 345 or email: [lsgobjections@sa.gov.au](mailto:lsgobjections@sa.gov.au).

**Council has no role in this process and the lodgement of an objection does not change the due date for payment.**

### General rates

The *Local Government Act 1999* provides for a Council to raise revenue for the broad purposes of the Council through a general rate which applies to all rateable property within the Council's area.

To ensure the achievement of Council's financial goal of delivering an achievable budget Council has determined to raise \$7.1m in property rates for the 2014-2015 financial year.

**TOTAL PROPERTY RATES REVENUE  
2014-15: \$7.1m**

# 4 rates

## Council has resolved:

- an average residential rate that does not exceed 4.15%
- a differential rate increase of no more than 1.28%.

## Movement in rates payable

capital value	differential rate 2013-14	differential rate 2014-15	variance [\$]	variance [%]
	0.002442	0.0024733		
\$500,000	\$1,221	\$1,237	\$16	1.28
average capital value: \$701,570	\$1,713	\$1,735	\$22	1.28
\$750,000	\$1,832	\$1,855	\$23	1.28
\$1,000,000	\$2,442	\$2,473	\$31	1.28

## Differential rate

Due to the need to ensure an equitable distribution of the rate burden and to account for the variations within the community's capacity to pay, the Council will continue to apply differential rates based on use of the property.

### Proposed changes to differential rate:

	Residential	Non-res
2012-13	0.002293	0.003553
2013-14	0.002442	0.003782
2014-15	0.0024733	0.0038336

## Minimum rate

Council has also determined to charge a minimum rate against all rateable properties. The reason for a minimum rate is that Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and maintaining infrastructure.

### MINIMUM RATE 2014/15: \$1069

The minimum rate is levied against the whole of an allotment (including land under separate lease or licence) and only one minimum rate is levied against two or more pieces of adjoining land owned and occupied by the same ratepayer. The minimum rate will affect approximately 28.4% of properties. (Maximum permitted under Section 158(d) of the *Local Government Act 1999* is 35%.)

## Objection to land use classification

If a ratepayer believes that a particular property has been incorrectly classified as to its land use, then the ratepayer may object to that land use within 60 days of being notified. The objection must set out the basis for the objection and details of the land use that should be attributed to that property. The Council may then decide on the objection as it sees fit and notify the ratepayer accordingly. A ratepayer has the right to appeal against the Council's decision to the Land and Valuation Court. Objections to Council's land use classification may be lodged with the Chief Executive Officer, Town of Walkerville.

**Note that the lodgement of an objection does not change the due date for payment.**



## Payment of rates

The Council has determined that the payment of all rates can be either by full payment – due and payable by the **17 September 2014** or by quarterly instalments due and payable on the following dates:

**1st payment: 17 September 2014**

**2nd payment: 1 December 2014**

**3rd payment: 17 March 2015**

**4th payment: 17 June 2015**

### Rates may be paid through:

- BPay Service
- telephone 1300 303 201 using MasterCard or Visa Card
- Council's website using MasterCard or Visa Card
- in person at Council offices
- cheque, money order, cash, EFTPOS, MasterCard or Visa Card facilities are available for payments (American Express and Diners Club cards are not acceptable)
- post addressed to the Town of Walkerville, PO Box 55, WALKERVILLE SA 5081
- Australia Post.

## Late payment of rates

The *Local Government Act* provides that a Council may impose a penalty of 2.0% on any payment for rates, whether by instalment or otherwise, that is received late. A payment that continues to be late is then charged a prescribed interest rate for each month it continues to be late. This rate for 2014-15 will be calculated using the cash advance debenture rate, plus an amount notified in July, divided by twelve.

When rates are unpaid by the due date, Council issues a final notice for payment of the rates. Should rates still remain unpaid after the issue of the final notice then Council refers the debt to a debt collection agency for collection. The debt collection agency charges collection fees to the ratepayer. When Council receives a payment in respect of overdue rates the Council applies the money received as follows:

- 1st – satisfy any costs awarded in connection with court proceedings
- 2nd – to satisfy any interest costs
- 3rd – in payment of any fines imposed
- 4th – in payment of rates, in chronological order (starting from the oldest account first).

## 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.

Any ratepayer who may experience difficulty in meeting their standard rates payment is invited to contact Council's rates officer to discuss alternative payment arrangements.

### Remission and postponement of rates due to hardship

The *Local Government Act* permits a Council, on the application of the ratepayer, to partially or wholly remit rates on the basis of hardship. Where a ratepayer is suffering hardship in paying rates they can contact the rates officer to discuss the matter. Such enquiries are treated confidentially by Council. While arrangements for extended payments of rates are negotiable, remission of rates in whole, or in part, is rarely approved due to the inequitable situation for the rest of the community.



# 4 rates

## rates concessions

The State Government funds some concessions on Council rates. You may be eligible for a Council rate concession, on your principal place of residence if you are:

- a pensioner and have a current Pensioner Concession Card or Department of Veteran's Affairs (DVA) Gold Card (TPI, EDA, WW) or receive a Centrelink allowance. Apply through the Department for Communities and Social Inclusion (DCSI) Concessions hotline 1800 307 758 or at [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions) using the online form.
- a self funded retiree who holds a State Seniors Card. If so, you can apply through Revenue SA on 1300 366 150.
- a low income earner, or unemployed person who meets the DCSI low income threshold. If so, apply through DCSI Concessions hotline: 1800 307 758.

For more information:  
[www.sa.gov.au/concessions](http://www.sa.gov.au/concessions).

If you are awaiting the outcome of an application for one of these concessions, you should not delay in paying your rates, as penalties apply for late payment. Rather, you should pay the full amount of your rates bill, as it falls due. If your application is later successful, you will receive the concession as a partial refund.

### Natural Resources Management Levy

Council collects a regional Natural Resources Management (NRM) Levy on behalf of the Adelaide and Mount Lofty Ranges NRM Board. The NRM Board expends this levy in managing and protecting priority water, land, marine and biodiversity assets. Council has no influence over how the Board allocates its funds.

To raise Council's levied contribution of \$233,931 (2013/14: \$230,338) as per State Government Legislation, Council has determined that a separate rate of 0.000094 (2013/14: 0.000097) in the dollar be levied against all rateable properties within Council's area.

For general NRM levy enquiries call the NRM Board on 8273 9100.

### Statutory rebate of rates

	2013-14	2014-15
100% Religious	\$22,163	22,465
75% Community services	\$45,171	45,788
75% Education	\$129,458	131,224
	<b>\$196,792</b>	<b>199,477</b>
Discretionary rebate – Levi Caravan Park	\$34,416	\$34,886
<b>Total rebates</b>	<b>\$231,208</b>	<b>\$234,363</b>

The *Local Government Act* requires Council to rebate the rates payable on some land including; 100% on land used solely for religious purposes; a minimum of 75% for land used predominantly for educational purposes (subject to some qualifications) and a minimum of 75% on land used for the provision of supported accommodation.

### Discretionary rebates

A Council may grant a rebate of rates or services charges in certain circumstances, as per section 166 of the *Local Government Act 1999*.

The Council has an absolute discretion to:

- grant a rebate of rates or service charges as per the *Local Government Act 1999*
- determine the amount of any such rebate.

Persons or bodies which seek a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form as well as any other information that the Council may reasonably require.






































### Sale of land for non-payment of rates











The *Local Government Act* provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to provide the 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.

**Disclaimer: A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions. Where a ratepayer believes that the Council has failed to properly apply this policy they should raise the matter with Council's rates officer.**



# 5 highlights for 2014-15

project	amount (\$)	percent of revenue (%)	related organisational goal	related strategic objective/s (Community involvement, diverse culture, active centre, mixed-use development, Linear Park, sensitive development, connections)
Walkerville Terrace stormwater drainage – stage 3.	330,000	3.70		
The Avenue reconstruction.	410,000	4.57		
Development a 12 month cultural calendar of events for the Theresa Walker Gallery and other Community & Civic Centre public spaces. The program will be launched in 2015.	20,000	0.22		  
Public consultation on the Walkerville Oval precinct master plan.	20,000	0.22	 	     
Economic & business development.	20,000	0.22	 	 
Assets & infrastructure maintenance.	372,778	4.18		  
Local Government election expenses.	25,000	0.28	 	   
Expenses, including allowances, trainings, conferences, meetings & travel for elected members.	145,139	1.63	  	   

 a lively local culture  
 an economically successful community  
 sensitive environments and development  
 community involvement  
 diverse culture  
 active centre  
 mixed-use development  
 Linear Park  
 sensitive development  
 connections







# budgeted financial statements

## financials ABP 2014-15

<b>budgeted income statement</b>	<b>2013-14 Budget review 3</b>	<b>2014-15 Budget</b>
<b>income</b>	<b>\$('000)</b>	<b>\$('000)</b>
rates	6,651	7,110
statutory charges	170	172
user charges	491	532
grants, subsidies & contributions	264	526
investment income	34	65
reimbursements	28	30
other revenues	86	12
net gain – equity accounted council businesses	3	2
<b>total revenues</b>	<b>7,727</b>	<b>8,449</b>
<b>expenses</b>		
employee costs	2,733	2,758
materials, contracts & other expenses	3,311	3,793
finance costs	237	459
depreciation, amortisation & impairment	2,681	2,729
net loss – equity accounted council businesses	19	21
<b>total expenses</b>	<b>8,982</b>	<b>9,759</b>
<b>operating surplus/(deficit) before capital amounts</b>	<b>(1,254)</b>	<b>(1,310)</b>
asset disposal & fair value adjustments	126	55
amounts specifically for new/upgraded assets	247	0
infrastructure, property, plant & equipment received FOC	350	635
<b>net surplus/(deficit)</b>	<b>(531)</b>	<b>(620)</b>
<b>other comprehensive income</b>		
changes in revaluation surplus	2,000	0
<b>total other comprehensive income</b>	<b>2,000</b>	<b>0</b>
<b>total comprehensive income</b>	<b>1,469</b>	<b>(620)</b>



## 6 budgeted financial statements

<b>budgeted balance sheet</b>	<b>2013-14 Budget review 3</b>	<b>2014-15 Budget</b>
<b>assets: current</b>	<b>\$('000)</b>	<b>\$('000)</b>
cash & cash equivalents	853	366
trade & other receivables	308	335
other financial assets	61	93
inventories	0	0
<b>total current assets</b>	<b>1,222</b>	<b>794</b>
<b>assets: non-current</b>		
financial assets	159	142
equity accounted investments in council businesses	27	29
infrastructure, property, plant & equipment	107,783	107,520
other non-current assets	0	0
<b>total non-current assets</b>	<b>107,969</b>	<b>107,690</b>
<b>total assets</b>	<b>109,191</b>	<b>108,484</b>
<b>liabilities: current</b>	<b>\$('000)</b>	<b>\$('000)</b>
trade & other payables	388	854
borrowings – current	600	601
provisions	225	250
<b>total current liabilities</b>	<b>1,213</b>	<b>1,705</b>
<b>liabilities: non-current</b>		
trade & other payables	0	0
borrowings - non current	8,528	7,927
provisions	57	59
liability - equity accounted council businesses	462	483
<b>total non-current liabilities</b>	<b>9,047</b>	<b>8,470</b>
<b>total liabilities</b>	<b>10,260</b>	<b>10,174</b>
<b>net assets</b>	<b>98,930</b>	<b>98,310</b>
<b>equity</b>		
accumulated surplus	30,335	29,939
asset revaluation reserve	68,349	68,349
open space strategy reserve	247	22
other reserves	0	0
<b>total equity</b>	<b>98,930</b>	<b>98,310</b>

<b>budgeted cash flow</b>	<b>2013-14 Budget review 3</b>	<b>2014-15 Budget</b>
<b>cash flows from operating activities</b>	<b>\$('000)</b>	<b>\$('000)</b>
<b>receipts</b>		
operating receipts	7,583	8,354
investment receipts	41	35
<b>payments</b>		
operating payments to suppliers and employees	(7,579)	(6,453)
finance payments	(230)	(452)
<b>net cash provided by (or used in) operating activities</b>	<b>(185)</b>	<b>1,484</b>
<b>cash flows from investing activities</b>		
<b>receipts</b>		
amounts specifically for new/upgraded assets	247	0
sale of replaced assets	131	190
repayments of loans by community groups	20	16
<b>payments</b>		
expenditure on renewal/replacement of assets	(698)	(1,540)
expenditure on new/upgraded assets	(5,403)	(36)
<b>net cash provided by (or used in) investing activities</b>	<b>(5,704)</b>	<b>(1,371)</b>
<b>cash flows from financing activities</b>		
<b>receipts</b>		
proceeds from borrowings	5,851	0
civic centre borrowings	5,851	0
other new borrowings	–	–
<b>payments</b>		
repayments of borrowings*	(39)	(600)
<b>net cash provided by (or used in) financing activities</b>	<b>5,812</b>	<b>(600)</b>
<b>net increase/(decrease) in cash held</b>	<b>(77)</b>	<b>(487)</b>
<b>cash &amp; cash equivalents at beginning of period</b>	<b>930</b>	<b>853</b>
<b>cash &amp; cash equivalents at end of period</b>	<b>853</b>	<b>366</b>

\*Council resolved that repayments of borrowings to be capped at \$600,000.

## 6 budgeted financial statements

<b>budgeted statement of changes in equity</b>	<b>2013-14 Budget review 3</b>	<b>2014-15 Budget</b>
<b>accumulated surplus</b>	<b>\$('000)</b>	<b>\$('000)</b>
balance at end of previous reporting period	31,111	30,335
net surplus/(deficit)	(531)	(620)
transfers to other reserves	(247)	0
transfers from other reserves	2	225
<b>balance at end of period</b>	<b>30,335</b>	<b>29,939</b>
<b>asset revaluation reserve</b>		
balance at end of previous reporting period	66,349	68,349
gain on revaluation of infrastructure, property, plant & equipment	2,000	0
transfer to accumulated surplus on sale of property, plant & equipment	0	0
<b>balance at end of period</b>	<b>68,349</b>	<b>68,349</b>
<b>other reserves</b>		
balance at end of previous reporting period	2	247
transfers from accumulated surplus	247	0
transfers to accumulated surplus	(2)	(225)
<b>balance at end of period</b>	<b>247</b>	<b>22</b>
<b>total equity at end of reporting period</b>	<b>98,930</b>	<b>98,310</b>



## **budgeted uniform presentation of finances**

	2013-14 Budget review 3	2014-15 Budget
	\$( '000)	\$( '000)
operating revenues	7,727	8,449
less operating expenses	8,982	9,759
<b>operating surplus/(deficit) before capital amounts</b>	<b>(1,254)</b>	<b>(1,310)</b>
<b><i>less: net outlays on existing assets</i></b>		
capital expenditure on renewal/replacement of existing assets	698	1,926
less depreciation, amortisation & impairment	2,681	2,729
less proceeds from sale of replaced assets	131	190
	<b>(2,114)</b>	<b>(993)</b>
<b><i>less: net outlays on new and upgraded assets</i></b>		
capital expenditure on new/upgraded assets	5,403	40
less amounts specifically for new/upgraded assets	247	0
less proceeds from sale of surplus assets	0	0
	<b>5,156</b>	<b>40</b>
<b>net lending /(borrowing) for financial year</b>	<b>(4,297)</b>	<b>(357)</b>
<b>key financial indicators</b>		
operating surplus ratio - %	-19%	-18%
net financial liabilities ratio - %	115%	109%
asset sustainability ratio - %	26%	71%

# 7 financial indicators

Financial indicators are calculated and provided in accordance with *Information Paper 9 – Local Government Financial Indicators* prepared as part of the *Financial sustainability program* for the Local Government Association of South Australia. They assist the reader to track Council's financial management performance in identified critical areas.

Council's focus on its strategic directions in recent years aims to ensure Council creates and implements long term planning of its finances and asset management. This will also ensure it focuses on being financially sustainable. This focus on strategic directions and implementation of long term strategies will continue in 2014-2015 to ensure the implementation of previous strategies and to maintain Council's focus on its organisational sustainability.

## Operating surplus ratio: (18%)

The Operating Surplus Ratio highlights the operating result as a percentage of total rate revenue (excluding NRM Levy).

The Council target range is between zero to 15%. The Council has a target to achieve a break-even position over the next five year period considering that the Civic and Community Centre redevelopment will have an impact on the operating result in the short to medium term.

## Net financial liabilities: \$9238k

This measure indicates the balance of total liabilities after subtracting cash, cash equivalents and other financial assets.

## Net financial liabilities ratio: 109%

The Council target for this ratio is between zero and 60% only.

This ratio demonstrates the relative size of Council net financial liabilities against total operating income. It can be considered a measure of the ability to service liabilities. The increase in net financial liabilities ratio is largely due to the Civic and Community Centre redevelopment and is in line with the Council's *Long term financial plan*.

## Asset sustainability ratio: 71%

The asset sustainability ratio represents the ratio of new capital expenditure against depreciation (adjusted for sale of assets). This ratio indicates the proportion of investment in new and existing assets against the decline in value of those existing assets.

The Council target range is between 50% and 80% over the next five year period.































### key financial indicators 2014-15




	2013-14 Original budget	2013-14 Budget review 3	2014-15 Budget
operating surplus/(deficit) \$'000	(1482)	(1254)	(1310)
operating surplus ratio	(23%)	(19%)	(18%)
0-15% (by what percentage does the major controllable income source vary from day to day expenses). Operating surplus expressed as a percentage of operating revenue excluding NRM levy.			
net financial liabilities \$'000	9711	8879	9238
net financial liabilities ratio	130%	115%	109%
0-60% of operating revenue (how significant is the net amount owed compared with income). Total liabilities less financial assets expressed as a percentage of total operating revenue.			
asset sustainability ratio	34%	26%	71%
50-80%: (are assets being replaced at the rate they are wearing out). Capital expenditure on renewals and replacements expressed as a percentage of depreciation expense.			








# 8

## appendix 1

### funded projects, programs and activities

project	amount (\$)	percent of revenue [%]	related organisational goal	related strategic objective/s
Walkerville Oval irrigation.	50,000	0.56		
Walkerville Terrace stormwater drainage – stage 3.	330,000	3.70		
The Avenue reconstruction.	410,000	4.57		
Purchase of a custom design transportable 'pop up' to be used offsite by Council for the purposes of promotion of Council activities and public engagement.	5000	0.06	  	      
Development of a 12 month cultural calendar of events for the Theresa Walker Gallery and other Community & Civic Centre public spaces. The program will be launched in 2015.	20,000	0.22		  
IT projects, including touch screen for community information and the final stages of server migration.	23,000	0.26		
Replacement of PCs and mobile devices due in 2014.	68,000	0.76		
Public realm master planning.	50,000	0.56		
Asset management software.	60,000	0.67		
Corporate uniform for community service (front of house) staff.	5000	0.06		























































-  a lively local culture
-  an economically successful community
-  sensitive environments and development




-  community involvement
-  diverse culture
-  active centre
-  mixed-use development
-  Linear Park
-  sensitive development
-  connections





















































## 8 appendix 1




### funded projects, programs and activities (continued)






project	amount (\$)	percent of revenue [%]	related organisational goal	related strategic objective/s
Print payment solution for public copying and printing.	3900	0.04		
Resource sharing initiatives with Burnside Council (Sharepoint IT request system, new user access request system, HR systems).	10,000	0.11		
Strategic initiatives.	50,000	0.56	 	 
Public consultation for the Walkerville Oval precinct master plan.	20,000	0.22	 	    
Economic & business development.	20,000	0.22	 	 
Regional resource sharing.	25,000	0.28	 	    
Work health & safety & injury management expenses.	54,300	0.61		
Insurance expenses.	246,300	2.76		
Telephone/Telephony upgrade.	36,160	0.41	 	 
Software/hardware maintenance and IT expenses.	202,689	2.27	 	 
Waste management.	526,059	5.90		  
Assets infrastructure maintenance.	372,778	4.18		  
IT enabled finance procedures.	15,000	0.17	 	 
Depreciation.	2,729,000	30.61	 	 

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project	amount (\$)	percent of revenue [%]	related organisational goal	related strategic objective/s
Finance costs (interest only) – Civic & Community Centre loan, other loans.	458,500	5.14	 	  
Training & leadership development.	46,000	0.52	 	 
Immunisation services.	30,300	0.34	 	 
Election expenses.	25,000	0.28	 	   
Elected Member expenses – allowances, training, conferences, meetings & travel.	145,139	1.63	  	   
Public order.	25,286	0.28	  	   
Marketing, publications and events.	268,500	3.01	  	      

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# 8 appendix 2

## strategic projects

Council's *Urban master plan* explores a range of opportunities, directions and options that aim to reinforce, reinvigorate and regenerate the Town's urban fabric; creating an attractive and vibrant environment for the Town of Walkerville.

The proposals outlined in the *Urban master plan* set the vision and direction for future development and activities. Key strategic documents such as *Living in the Town of Walkerville: a strategic plan*, have emerged from this master plan.

The *Master plan* serves as framework and enables Council to keep its eye on the bigger picture, while still delivering day-to-day operations.



Not all master planning is blue sky thinking. In recent years, the Township has realised a number of the intentions from its *Urban master plan*. These include the:

- construction of the new Civic and Community Centre
- installation of gateway signage at key entry points
- development of a draft Walkerville Oval precinct master plan
- development of an *Open space strategy*
- development of a *Movement management plan*

The *Urban master plan* also supported the redevelopment of the former DTEI site. The subsequent construction of the Walkerville Woolworths Shopping Centre and The Watson were enabled by changes to Council's development planning process.

### Draft Walkerville Oval precinct master plan

Strategic objectives from the *Strategic plan* for the Town of Walkerville:

-  create an active well-connected Town Centre
-  create accessible, useable and connected open spaces and streets.

#### Aligned Council documents: *Open space strategy*

The draft Walkerville Oval Precinct master plan is a case study of how the master planning process meets Council's financial management process and legislative requirements.

From the *Urban master plan*:

*"Walkerville Reserve is one of the town's greatest assets and is highly utilised by school and community groups, sporting clubs and the general public. The oval itself is well maintained by the Council and the established trees around the reserve significantly contribute to the amenity of the area. The function of peripheral facilities around the oval (including the bowls club & greens, memorial garden, tennis courts, shelters, cricket nets, playground and car parking) need to be reviewed to ensure that this valuable community space reaches its potential."*

From this starting point a feasibility study and draft master plan (funded by a grant from the Department of Recreation and Sport), was developed for the Walkerville Oval precinct which comprises:

- Walkerville Oval
- Walkerville Sports Club, Football and Cricket Clubs
- Walkerville Bowling Club
- Walkerville Pre-kindergarten
- Walkerville YMCA
- Walkerville RSL

The draft was released for public consultation in May 2014.

### Mary P Harris 'Bundilla' Reserve and Howie Reserve

Strategic objectives from the *Strategic plan* for the Town of Walkerville:



-  create an active well-connected Town centre
-  create accessible, useable and connected open spaces and streets
-  encourage active community involvement in events, activities and places

#### Aligned Council documents: *Open space strategy*

Improve connections between Linear Park Trail and Town centre via Mary P Harris 'Bundilla' and Howie Reserve, possibly through regrading of the land and closure of Victoria Terrace where it meets Walkerville Terrace at the roundabout. Develop a section of the site into a community plaza for public events and recreation.

### Alfred Street (off Walkerville Terrace)

Strategic objectives from the *Strategic plan* for the Town of Walkerville:

-  create an active well-connected Town centre
-  create accessible, useable and connected open spaces and streets.




#### Related documents: *Movement management plan*

Development of Alfred Street into a pedestrian laneway connecting Walkerville Oval and Walkerville Terrace.



## Levi Park

Strategic objectives from the *Strategic plan* for the Town of Walkerville:


-  development in balance with the natural environment
-  create accessible, useable and connected open spaces and streets
-  encourage active community involvement in events, activities and places.

### Aligned Council documents: *Open space strategy*

Return this valuable open space back to the community, enhance connections to Linear Park from Levi Park and increase public access of the heritage Vale House property.

## Public art and design

Strategic objectives from the *Strategic plan* for the Town of Walkerville

-  promote and support diverse cultural values, heritage and identity.

### Aligned Council documents: *Living in the Town of Walkerville: a strategic plan*

From the *Urban master plan*:

*"The role of art and design in Walkerville is significant in maintaining and progressing the cultural and community identity of the town. Public Art can be used as a powerful medium in the development of Walkerville's fabric, not simply in the commemoration of events or histories, but as a demonstration of intent, identity or social value. Public art can provide a physical representation of the aspirations of the town – a cultural celebration or community enabler."*



Imagine you are standing on Walkerville Oval looking in the direction of Alfred Street here's what the *Urban master plan* envisages.  
Artist impression.











