



Tel 08 8828 1200

Fax 08 8821 2736

PO Box 396, Kadina 5554

51 Taylor St, Kadina 5554

Email info@coppercoast.sa.gov.auWeb www.coppercoast.sa.gov.au

ABN 36 670 364 373

Dear Ratepayer

RE: The story behind the Council's Budget

There are some people that are currently being a little loose with the facts, to the detriment of your Council. Your Council is governed by Elected Members that you voted for and staffed by people who are passionate about providing you with a range of services 365 days a year. Of course we don't get it right every single day, but our aim is to continually improve, limited only by the resources that we have available.

If you are interested, the following information will provide you with the facts about Council's journey to sustainability over the past few years.

In 2010/11 the Elected Members and the community realised something wasn't quite right including;

- The community's roads were in a poor condition (understatement) and getting worse.
- Our population growth and development were stagnating.
- Moonta's sewer scheme was not progressing, meaning literally thousands of homes were dumping their waste under their backyards within a town boundary. Not good by any world standards and putting our health and the environment at risk.
- The 2007 community vision for the Wallaroo Town Centre was going nowhere.
- Port Hughes Boat Ramp plans were not progressing.
- The Sports and Leisure Centre was deteriorating. There had been little money spent on it for decades and was in danger of closing because it didn't meet today's safety standards.

There was a
\$4.5M gap in
Council's budget

The Elected Members made three decisions. To;

- Make changes to key staff members.
- Undertake an investigation of what was wrong with the budget.
- Ask the community for input to determine their priorities.

The Council received over 1000 responses from the community and this helped the Elected Members to determine the priorities for the future. A thorough investigation of the Council's budget and assets highlighted the key problem. There was a \$4.5M gap

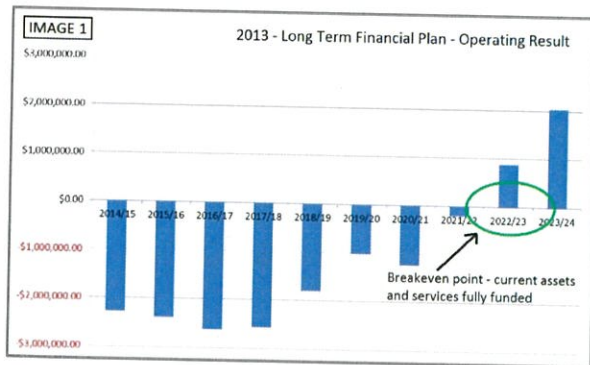
A sustainable community
meets the diverse needs
of existing and future
residents and contributes
to a high quality of life by
providing opportunity
and choice

in Council's budget, meaning that each year Council wasn't spending enough on its roads and other fixed assets.

This gap was due to historical record keeping, especially of roads and other underground assets, not being up to today's standards. Assets were either missing from the register or not valued correctly. This meant that there was never enough money collected for, or spent on, the community's key assets.

The first three images show the annual 'accounting deficit or surplus'. When it's below the line (deficit years) it is money we should have spent on our assets but unfortunately it was never collected. We are not spending money we didn't receive, it's just money we should have spent. Basically, it represents millions of dollars not collected each year and therefore not spent on our roads and other community assets.

Image 1 is a graph representing Council's first plan to get the community to a sustainable position. This plan was to get to a breakeven position where we could afford to maintain all the community's roads and other assets. The plan called for both operational savings and for a planned rate increase of 5% till it achieved breakeven in about 2023. Sustainability was a long way off when the plan was put together in 2013.



breakeven position where we could afford to maintain all the community's roads and other assets. The plan called for both operational savings and for a planned rate increase of 5% till it achieved breakeven in about 2023. Sustainability was a long way off when the plan was put together in 2013.

Image 2 shows a review of this plan two years later and highlights the progress made through additional operational efficiencies and budget saving, resulting from more efficient delivery of community services. Both plans had similar rate increases with the main changes being a result of operational savings. This later plan brought the breakeven point back to 2020. Note: The period after breakeven has never been the focus of the plan or Council's policies. The figures are just examples of what is possible, as the plan will be reviewed multiple times before 2020.

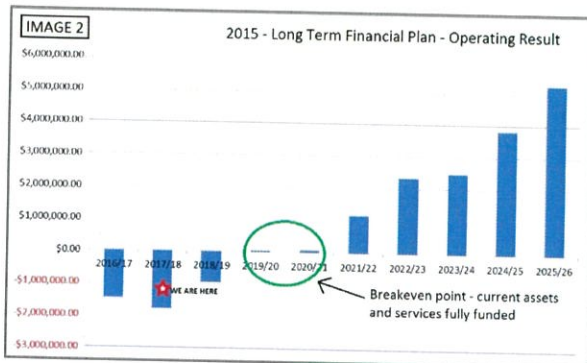
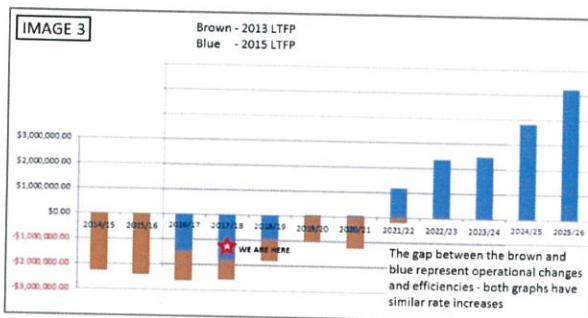


Image 3 shows an overlay of image 1 & 2 and demonstrates the huge impact of the operational savings and the changes the Council has been making. Some of the tough decisions the Elected Members were faced with had made a huge difference. Remember both plans have similar underlying rate increases of around 5%.



This will be the **last budget** that we will need a 5% rate increase

So where are we now in **2017**?

Have things continued to improve or did they get worse?

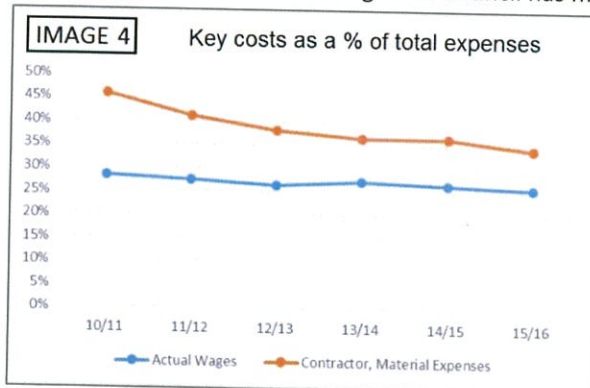
While 2016 had two major storm events and we were hit with massive power price increases. It's pleasing to note that Council is still ahead of the latest long term financial plan and will get to breakeven by 2020 or earlier.

we can now state that this will be the last budget that we will need a 5% rate increase. Over the next two years we will need more moderate increases to keep us on track to breakeven and from then on rates will only need to go up to cover the margin our expenses go up.

In fact, with the data we are now seeing as we review the current plan,

The SA Local Government Association's data shows that our Council's residential rates still sit just under the average for regional councils and more that \$200 less than the average residential rates for metro councils. This again highlights that we were always collecting less than needed to fully fund the services our community needs, as well as maintaining all our critical assets such as Roads, Footpaths, Boat Ramps, Jetties and Town Halls.

Image 4 demonstrates the savings that Council has made in regard to our two main operational costs; staff wages, contractor and other expenses (power, utilities, etc). Both of these have been on a downward trend.



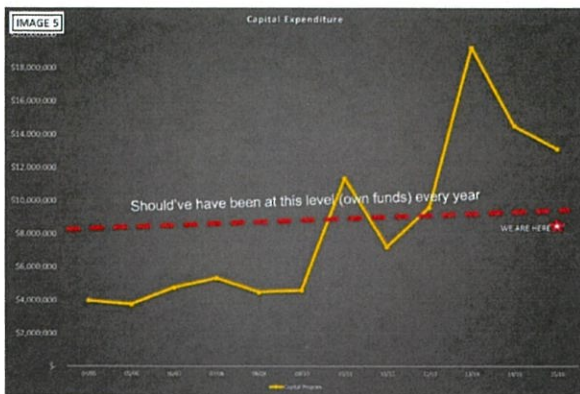
and other expenses (power, utilities, etc). Both of these have been on a downward trend.

So what has changed since the Elected Members realised there were problems in 2010/11? Well, lots of things. On top of the many projects you can physically witness as you drive around the community, **image 5** illustrates the actual increase of Council's spending on capital projects.

2017/18 will be the first budget with a fully funded ongoing Road Resealing Program

The increase in this spending is evident from 2011 onwards. In the 6 years before this period, Council had spent **\$10.8M** on its roads. In the six years since the Elected Members made the changes, Council has spent **\$26.9M**, with another **\$36M** planned in the next 6 years. Over that period Council has managed to obtain over \$15M of external grants, which has gone a long way in helping with some of the infrastructure backlog.

The 2017/18 budget will be the Council's first budget with a fully funded ongoing Road Resealing Program and while the \$4.5M funding gap identified in 2011 isn't fully closed, it is down to \$1.1M and will be gone by 2020. This ongoing resealing program will slowly eradicate most of our potholes.



This plan doesn't mean that in 2020 all of our community's assets will magically be up to standard, but it does mean that year after year we will be replacing and upgrading them at a rate of \$9M per year (the amount needed over the long term) instead of the \$4.5M we were spending in 2011. Therefore, we will see the standard improve overtime, rather than the deterioration we have been seeing.

The progress the Council has made can be best summarised by the words of a state agency that actually fined the Council in 2011. *"It is pleasing to note the significant improvements and progress DCCC has achieved in the last 5 years. The site has moved from non-*

complying and 'industry lagging' to fully compliant and 'industry leading'. It is a commendable achievement and credit to your staff'.

So the hard work is almost done and the community is close to a sustainable position, with the 2017/18 budget seeing the last of the 5% rate increases, followed by two moderate increases to get the community's budget to breakeven in 2020. Our current plan is based on the current State Government policies. If, however, Rate Capping comes in next year, our goal of sustainability and a breakeven budget may never be achieved and our roads and other services may never reach the point where they are improving rather than deteriorating.

Please continue to take the time to read the Council's newsletter and our website to keep yourself updated on the facts. We have produced a number of information sheets to provide information on a number of other Council projects and decisions.

Council will continue to work towards creating your *'lifestyle location of choice'*.

Yours sincerely

Paul Thomas

MAYOR

The Council is not hiding from the fact that it has historically been undercharging for the range of services and the infrastructure it has provided to the Copper Coast community.



Social Objective - Wellbeing

GOAL 1: To enhance the quality of life of our community by encouraging health, wellbeing and safety.

Strategies

1.1 Youth:

To promote the services, facilities and programs that will enhance the development of our youth.

Responsibility – Corporate & Community Services

Performance Measures

- Youth Advisory Committee (YAC) Membership - participation of YAC members in activities as a percentage of persons aged 15 - 24 years.
- Council wide participation of YAC members resulting in full representation of Towns.
- Number of children participating in Children's Book Week and other library programs – proportion of population aged 0 – 15 years.
- Community satisfaction of Council fostering opportunities for young people.
- Percentage of community satisfaction with the provision of facilities for Youth.

1.2 Aged:

To play a lead role in the establishment of a safe and healthy environment for the aged.

Responsibility – Corporate & Community Services

Performance Measures

- Reduction in claims, reports for accident or injury (noting that this is not wholly within Council's control).
- Safe and appropriate footpaths and street lighting.
- Community opinions regarding social and physical environment and contribution to safety.
- Percentage of community satisfaction with the provision of facilities for the aged.

lifestyle location of choice

1.3 Human Services

To assist with facilities and programs to enable the community to access appropriate essential services.

Responsibility – Corporate & Community Services

Performance Measures

- Number of people using community bus/transport as a percentage of population.
 - Facilitate promotion of essential services provided by other health and community service providers, ie SAAS, etc
 - Provision of services for the aged, disabled and special needs groups (youth, multicultural and indigenous groups) as expressed and measured by satisfaction of the community.
-

1.4 Public Order and Safety:

To play a lead role in the development of a safe and orderly community for all residents.

Responsibility – Development Services

Performance Measures

- Performance improvements to safety and security as expressed and measured by satisfaction of the community.
 - Reduce complaints received by community with regards to the provision of dog and cat management, pest control, and feral animal control.
 - Percentage of community satisfaction with Council's support for local crime prevention.
 - Percentage of community satisfaction with Council's provision of safe, public places.
-

1.5 Volunteers:

Support service clubs and develop volunteering programs that enhance Council services and enrich the community.

Responsibility – Corporate & Community Services

Performance Measures

- Provide support for volunteers.
 - Number of Council events and awards that recognise volunteers.
 - Percentage of community satisfaction with and awareness of Council's community programs.
-

lifestyle location of choice

1.6 Public Health Act 2011:

Work with State and Federal agencies to implement the six priorities identified in the Regional Public Health Plan Yorke Peninsula Alliance 2014 - 2020

Responsibility – various (refer page 25 – 29)

Performance Measures

- Number of priorities implemented
 - Percentage of community satisfaction with Council's progress towards implementing the Regional Health Plan priorities.
-

lifestyle location of choice

Environmental Objective - Sustainability

GOAL 2: To responsibly manage the natural and built environment to ensure its sustainability and diversity to the community.

Strategies

2.1 Planning:

To establish and implement planning and development policies in accordance with legislation, economic and community demand.

Responsibility – Development Services

Performance Measures

- Percentage of community satisfaction with planning and development controls.
- Establishment of Joint Planning Board with Barunga West Council and Yorke Peninsula Council
- Successful transitioning into the new Planning, Development and Infrastructure Act

2.2 Vegetation:

To ensure that mapped areas of conservation significance are protected.

Responsibility – Infrastructure Services and Development Services

Performance Measures

- Implementation of the Roadside Native Vegetation Management Plan.
- Number of tubestock planted in revegetation programs.
- Compliance with overarching legislation.
- Areas of conservation significance are marked on site.

2.3 Cultural Heritage:

To maintain and protect cultural heritage areas.

Responsibility – Development Services

Performance Measures

- Ensure all new development complies with the provisions of Historic Mining Zones, Historic Conservation Areas and all other applicable provisions as set out in Council's Development Plan.

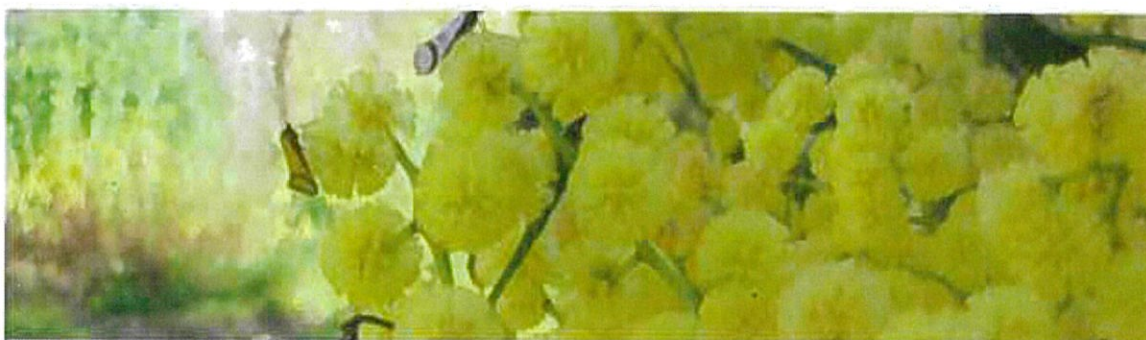
lifestyle location of choice

2.4 Infrastructure and Services:

To implement ecologically sustainable programs for development of infrastructure and management of waste.

Responsibility – Infrastructure Services**Performance Measures**

- Review of the Long Term Asset and Infrastructure Plan.
- Road resealing program created and fully funded in LTFP.
- Stormwater Management Plan completed and implementation of key priorities underway.
- Capital expenditure on assets target 100% of depreciation expense (rate of consumption) in 10 years.

**2.5 Natural Environment:**

To preserve and enhance the natural environment.

Responsibility – Infrastructure Services and Development Services**Performance Measures**

- Management plans for foreshores, parks, gardens and open spaces prepared and implemented.
- Principles (Local Reserves, Local Parks) of the Public Open Space Policy being implemented
- Identify, close and/or sell surplus reserves

2.6 Health Management:

To manage the Development health of the community.

Responsibility – Development Services**Performance Measures**

- Number of food premises inspected and passed as compliant.
- Percentage of community satisfaction with the provision of environmental management and health services.

lifestyle location of choice

2.7 Traffic Corridors:

To identify appropriate vehicle routes for use as heavy vehicle traffic corridors.

Responsibility - Infrastructure Services

Performance Measures

- Wallaroo bypass and township roads swap with State Government
 - Lobby for Highway 1 to Kadina overtaking lanes.
-

2.8 Alternative Transport:

To establish and maintain safe routes for pedestrians, cyclists and other modes of alternative transport.

Responsibility – Infrastructure Services

Performance Measures

- Implement the Copper Coast Council Walking and Cycling Strategy.
 - Construction of new footpaths annually
 - % of the annual budget spent on walking and cycle paths.
-

2.9 Traffic Control:

To identify and implement appropriate traffic controls.

Responsibility – Infrastructure Services and Development Services

Performance Measures

- Monitor and measure traffic flow.
 - Implement Traffic Management Plans.
 - Enforcement of on street parking limits.
 - Ensure adequate parking in town (variety and type).
 - Ensure appropriate signage is in place.
-

2.10 Road Reserves:

To ensure road reserves are used and managed appropriately.

Responsibility – Infrastructure Services and Development Services

Performance Measures

- Identify, close and/or sell surplus road reserves
 - Management of roadside vegetation to a consistent standard
-

lifestyle location of choice

2.11 Public Transport:

To improve public transport and public parking amenities.

Responsibility – Development and Community Services

Performance Measures

- Number of patrons using the YP Community bus service.
 - Ensure adequate parking for public transport vehicles are provided in appropriate locations.
-

2.12 Sewerage and Waste:

To provide and maintain sewerage and solid waste infrastructure to all our communities.

Responsibility – Infrastructure Services/Development Services

Performance Measures

- Reduction in the amount of waste diverted to landfill.
 - Maintenance of effluent systems as expressed and measured by satisfaction of the community.
 - Satisfaction of Environmental Protection Authority (EPA) and Health Department requirements.
 - Establish Community Wastewater Management System (CWMS) in all major towns and undertake feasibility study for North Beach.
 - Percentage of community satisfaction with the provision of waste and recycling facilities.
-

2.13 Water Supply:

To facilitate and lobby for a reliable water infrastructure and potable water supply.

Responsibility – Infrastructure Services

Performance Measures

- Achievement of milestones in the International Council for Local Environmental Initiatives (ICLEI) Water Campaign.
 - Lobby for infrastructure upgrades from augmentation fees (SA Water).
-

Lifestyle location of choice

2.14 Foreshores:

To encourage conservation, management and appropriate utilisation of our foreshores.

Responsibility - Infrastructure Services

Performance Measures

- Implementation of the Coastal Management Plan.
-

2.15 Stormwater:

To reduce the impact of flooding on people and their property through effective stormwater infrastructure and management.

Responsibility – Infrastructure Services

Performance Measures

- Development and begin implementation of "whole of area" Stormwater Management Plans.
 - Percentage of new areas established as wetlands and stormwater retention areas.
 - Percentage of community satisfaction with the maintenance/management of storm water drainage systems.
-

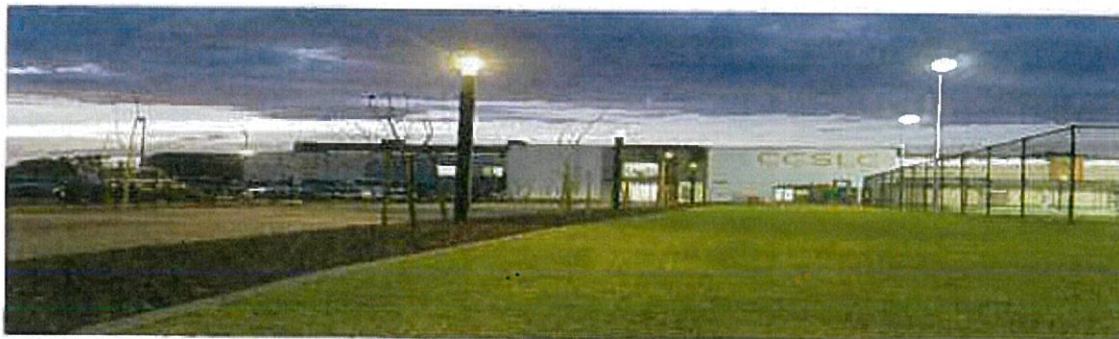
2.16 Public Facilities and Council Property:

To facilitate continual improvement of Council assets and maintenance of Council property.

Responsibility – Infrastructure Services

Performance Measures

- Maintenance and management programs prepared to protect and enhance Council's assets.
- Review of Council's assets and disposal of surplus.
- Percentage of community satisfaction with the maintenance of community halls, libraries and cultural buildings.
- Establish new public toilet facility in Moonta CBD



lifestyle location of choice

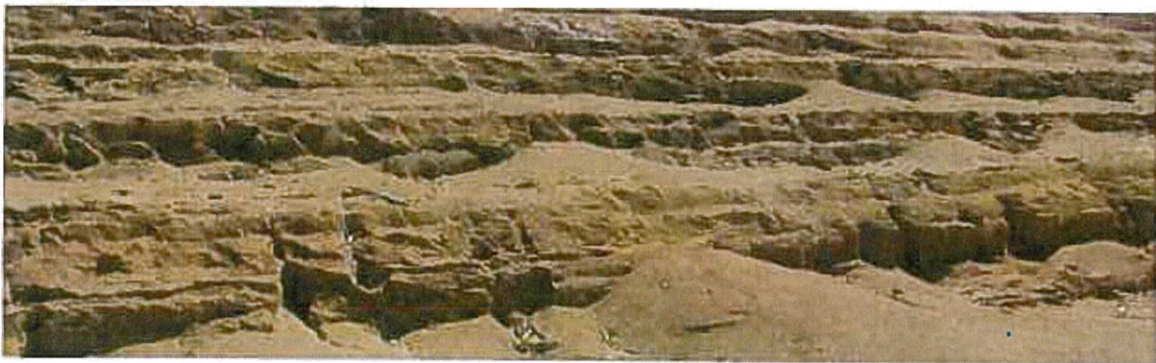
2.17 Climate Change:

To be an active participant and partner with all stakeholders to reduce and manage the impacts of climate change.

Responsibility – Development Services

Performance Measures

- Comply with, and enforce applicable State and Federal legislation to reduce and manage the impacts on climate change.
 - Implement modern town planning principles to reduce the impacts on climate change.
-



lifestyle location of choice

Economic Objective - Prosperity

GOAL 3: To facilitate economic prosperity, balanced growth and the enhancement of the Copper Coast.

Strategies

3.1 Investment and Employment:

To facilitate local economic growth fostering job opportunities for those seeking employment.

Responsibility - Executive Services and Corporate Services

Performance Measures

- Percentage reduction achieved in Australian Bureau of Statistics (ABS) unemployment rates - all categories.
- Provision of economic development services as expressed and measured by satisfaction of the community.
- Percentage of community satisfaction with economic development services provided through Council.

3.2 Tourism and Area Promotion:

Improve and increase the marketing and development of the area as a destination for visitors and potential residents.

Responsibility – Executive Services and Community Services

Performance Measures

- Increased provision of four star accommodation
- Increased provision of tourism product
- An increase in visitation and population numbers as measured through South Australian Tourism Commission and ABS.
- Successful visit from Cruise Ship as measured by community participation

3.3 Industry and Commerce:

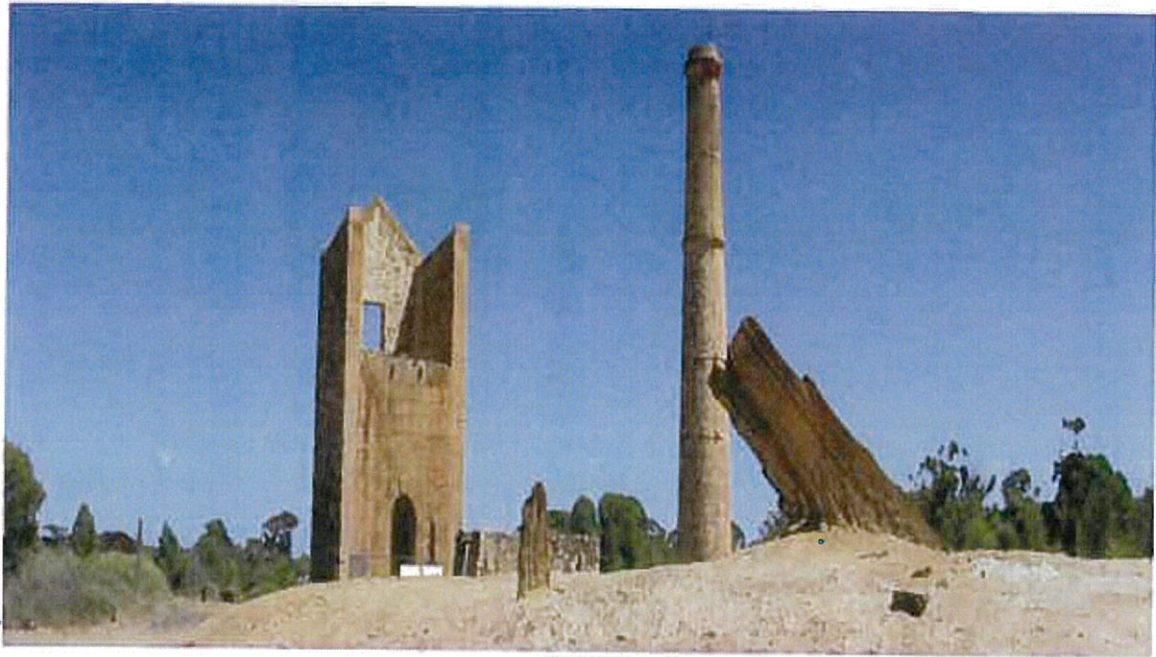
To establish a relationship with the business community and develop economic strategies to enhance existing businesses and attract new ones.

Responsibility – Executive Services and Community Services

Performance Measures

- Active elected member/staff representation on development associations.
- Annual Mayoral forums with an economic strategy focus.
- Number of new "start-up" industries established per annum.

lifestyle location of choice



lifestyle location of choice

Cultural Objective - Opportunity

GOAL 4: To promote community identity by supporting rich lifestyle experiences including arts, heritage, culture and leisure activities.

Strategies

4.1 Sport and Recreation:

To facilitate a diverse range of quality sporting venues with recreational opportunities for all ages and abilities.

Responsibility – Community Services

Performance Measures

- Percentage of budget allocated to maintaining sports facilities.
 - The number of multi-club sporting complexes
 - Percentage of community satisfaction with the parks, gardens, sport and recreation areas (and their use).
 - Work jointly with the Kadina Hockey Club to commence the regional grant funded facility.
-

4.2 Leisure:

Facilitate accessible, available and enjoyable open spaces for leisure.

Responsibility – Community and Infrastructure Services

Performance Measures

- Number of people participating in sport as a percentage of overall population.
 - Number of people who access and enjoy the existing open spaces as a percentage of overall population.
 - Percentage of community satisfaction with the level of maintenance provided to parks, gardens, playgrounds and open spaces.
 - Undertake the replacement of the Wallaroo Jetty and Swimming enclosure with a suitable facility.
-

lifestyle location of choice

4.3 Cultural and Events:

Provide opportunities for events and services and promote cultural and heritage aspects of the area.

Responsibility - Community and Executive Services

Performance Measures

- Record and compare number of events held annually.
 - Participation rates at events as a percentage of overall population.
 - Increased usage of arts and cultural facilities.
 - Percentage of community satisfaction with the provision of cultural services and events.
-



Lifestyle location of choice

Governance Objective - Leadership

GOAL 5: To provide leadership and ensure community resources are managed efficiently and effectively.

Strategies

5.1 Communications and Public Relations:

To promote a positive Council image and ensure effective communication and consultation with the community.

Responsibility - Executive Services

Performance Measures

- Number of public consultations conducted.
- Public Consultation Policy adopted and reviewed annually.
- Community opinion regarding achievement of goals.
- Percentage of community satisfaction with Council's engagement with residents.
- Percentage of the community with positive perceptions of the Council and Council area.



lifestyle location of choice

5.2 Finance:

To have open accurate and effective financial management.

Responsibility – Corporate & Community Services

Performance Measures

- Council operating its finances within the ranges set for the Local Government Association's prescribed Key Financial Indicators.
-

5.3 Legislation:

To adhere to the requirements of the Local Government Act 1999, regulations and other legislation that influences the operations of Council.

Responsibility – Executive Services

Performance Measures

- Review and monitor governance framework.
 - Council Policies reviewed and current and available on Council website.
 - Hours of training per Elected Member/staff member.
-

5.4 Leadership:

To provide effective leadership and direction through open and accountable local government.

Responsibility - Executive Services

Performance Measures

- Community opinion regarding Council's leadership.
 - Participation and membership on State and regional bodies.
 - Percentage of community satisfaction with access to information, key meetings and documents.
 - Percentage of community satisfaction with Elected Member performance.
 - Percentage of community satisfaction with Council's overall leadership.
 - Percentage of community aware of Council's long term or strategic objectives.
-

5.5 Administration:

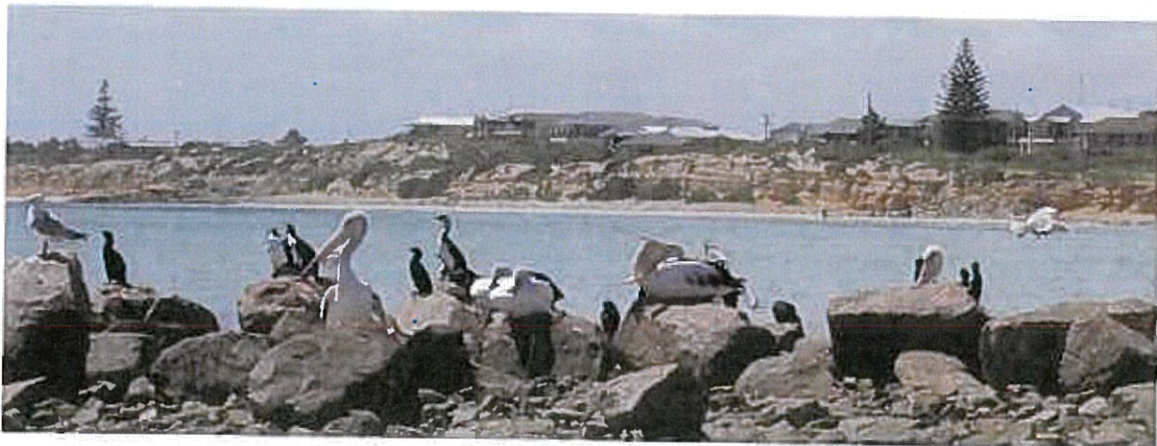
To provide a responsible and responsive administrative service to Council and the community.

Responsibility – Executive Services**Performance Measures**

- Percentage of community satisfaction with Council's overall customer service/staff performance.
 - Number of qualifications on Financial Audit Report.
 - Number of complaints upheld by the Office of State and Local Government Relations/Ombudsman.
-

5.6 Risk Management/Work Health and Safety Management:

To ensure the effective management of all types of risk across Council's operations to minimise risks to Council, the Health and Safety of its workforce and the community.

**Responsibility – Corporate & Community Services****Performance Measures**

- Maximise scheme rebate and bonuses.
 - Community Emergency Risk Management Plan adopted, implemented and reviewed annually.
 - Develop, monitor and review WHS plan with programs as per schedule.
-

lifestyle location of choice