

2014



The Rural City of
**MURRAY
BRIDGE**

Bridge to Opportunity

ANNUAL BUSINESS PLAN



2015



The Rural City of
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BRIDGE**

Bridge to Opportunity

Ngarrindjeri Welcome

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today.

We recognise the living culture and combined energies of the Ngarrindjeri people our global pioneers and community members today for their unique contribution to the life of our region.



The Ngurunderi Mosaic Project located at the Local Government Centre is an imposing mosaic artwork with the design based on the Ngarrindjeri creation story of Ngurunderi, the great ancestral creator who chased pondi (Murray Cod) down stream and forged the path of the mighty Murray River. It is the oldest known story of the Murray River and teaches about Ngarrindjeri culture, the environment and spiritual beliefs



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Introduction

How this plan was prepared

Section 122 of the Local Government Act, 1999 requires that Council develop and adopt 'strategic management plans' which identify:

- » the Council's objectives for at least a four year period;
- » how the Council intends to achieve its objectives;
- » how they fit with the objectives of other levels of government;
- » performance measures and estimates of revenue and expenses.

Our Strategic Management Framework demonstrates that the Rural City of Murray Bridge has adopted the following documents which comprise its strategic management plans:

1. Long Term Financial Plan
2. The Rural City of Murray Bridge Strategic Plan 2011-15 (amended Oct 2013)
3. Asset Management Plan
4. Development Plans

The Annual Business Plan links our strategic management plans with our budget planning process to ensure that we

maximise the use of our available resources to achieve the best possible mix of services, infrastructure and facilities for our communities.

An environmental scan is also undertaken as part of the process to take an objective review of the current and anticipated environmental factors that may impact upon the council. Any significant factors will have influence on the preparation of the Annual Business Plan.

The budget funds Council's annual business plan and in the context of the longer term financial policies and planning needed for responsible and sustainable management of the Council.

This Annual Business Plan and Budget is developed as a draft to enable the provision of community feedback prior to the adoption of the final business plan and budget for 2014. The consultation for the Draft Annual Business Plan and Budget 2014-15 opens on 20 May and closes on 10 June 2014. Following this consultation period, all feedback will be provided to Elected Members to formulate the final budget.

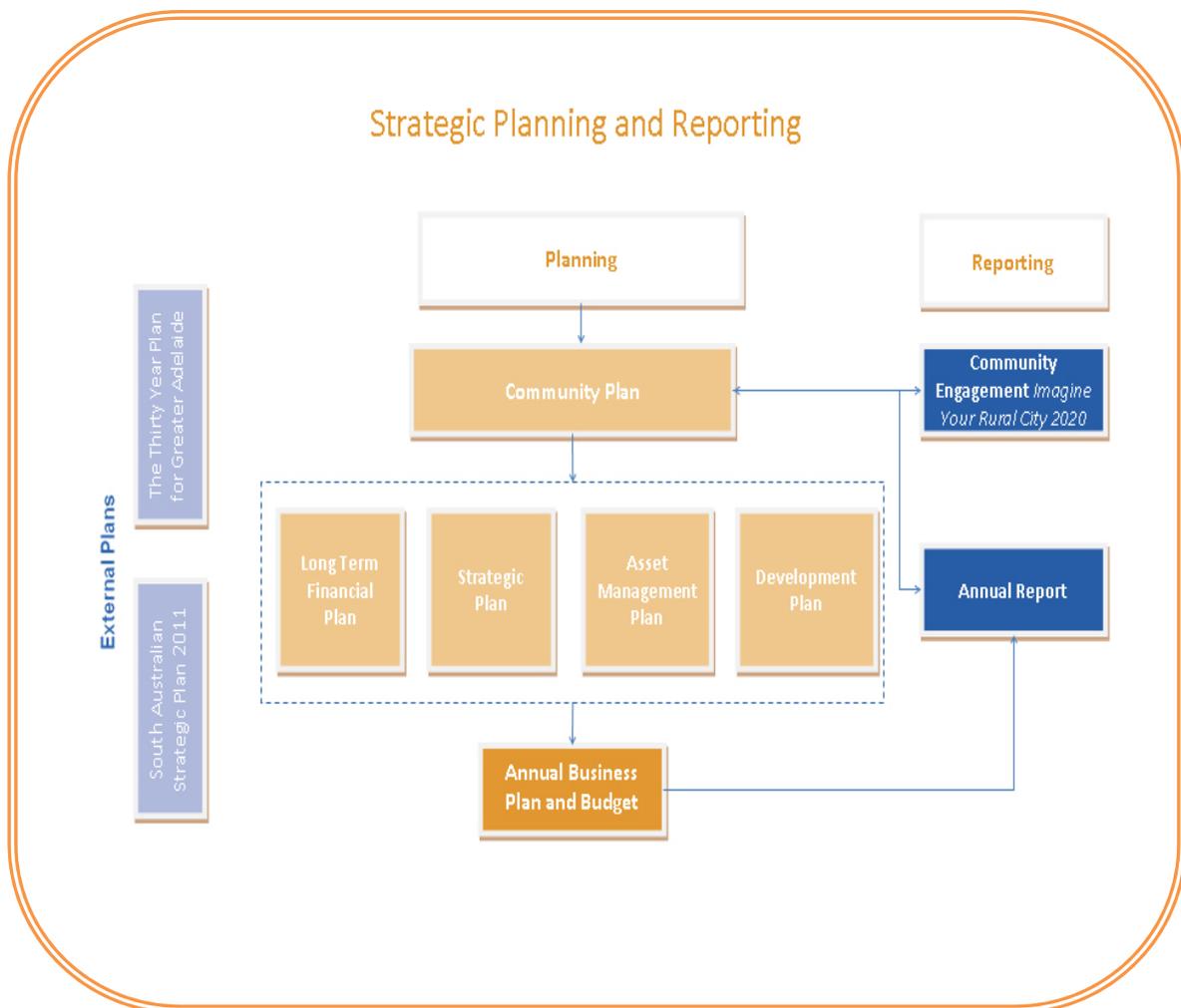
Adopted by Council on 7 July 2014



Strategic Context

The Strategic Framework describes how all of our activities are integrated from community consultation through to the Annual Business Plan and reporting mechanisms.

The Annual Business Plan actions and budget are developed within this framework and will work towards achieving the objectives and priorities of Council's strategic goals.





The Rural City of
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Introduction

Welcome

The Rural City of Murray Bridge Annual Business Plan and Budget for 2014-15 aims to effectively balance the competing needs for responsible economic management, provision of significant and necessary infrastructure and assets whilst delivering a high standard of services to our community.

Council is committed to providing residents with the best possible living and working environment, as well as planning for the future by assisting in the promotion of economic growth and prosperity. As a pro-growth Council we will continue to develop initiatives that facilitate strong employment opportunities balanced with the environmental responsibilities, expected of Council as civic leaders, for and on behalf of our communities.

This year the Council has given priority to the development of programs and initiatives that facilitate continued economic growth, focusing on our key economic advantages: our proximity to the Murray River and Adelaide, diverse agricultural and agribusiness sector, vibrant community and strategic location on the Adelaide to Melbourne road/railway corridor.

Key projects such as the Revitalisation of Bridge and Sixth Street, the Stormwater Reuse and Harvesting Scheme, Creating a Better Monarto as well as other compatible Employment Hubs and the Education Precinct Investigations are all aimed at positioning Murray Bridge as a vibrant regional centre with employment growth, and an attractive tourism destination.

These initiatives are supported by Council's extensive capital works program that

provides for major works on roads, stormwater, waste facilities and open space to support a growing and evolving regional centre. It aims to deliver, maintain and renew priority infrastructure assets for the community, whilst also promoting and supporting economic growth.

The structure of this year's Annual Business Plan - Plan, Deliver and Review, reflects the Council's aspirations to deliver and be accountable for quality services and projects to our community. As our community continues to grow, the Rural City of Murray Bridge will maintain its commitment to continuous improvement and value to deliver to the community a high standard of service and excellent facilities. Consistent with the Council of the Future model proposed by the LGA's Expert Panel, we will investigate opportunities to share services and promote regional collaboration with a view to improving financial sustainability and delivery of a full range of quality services to our community.

This commitment will be demonstrated through the identification of the key projects with formulated milestones, targets and performance measures that will form the basis of quarterly reports to the community.

We are confident that the initiatives and services planned and budgeted for this year will contribute to the achievement of the goals and strategies outlined in our Strategic Plan 2011-15 and despite tough economic times the Council will continue to work with the community to build and develop the Rural City of Murray Bridge as the regional centre of the Murraylands.

Peter Bond
Chief Executive Officer

Allan Arbon, OAM
Mayor



Introduction

The Rural City of Murray Bridgeat a glance

Community Vision: *The Rural City of Murray Bridge is an enterprising and innovative community. It looks to the future with confidence, secure in the knowledge that decisions made today will help to create a place of opportunities¹.*

The Rural City of Murray Bridge is a thriving region on the banks of the Murray River. Just an hours drive from Adelaide, the Rural City is well placed in terms of its geographic location. Being on the national road network with road and rail access to the eastern states and Adelaide, its proximity to metropolitan Adelaide, connection to the South Eastern Freeway, land affordability, investment opportunities, and river connection make the Rural City of Murray Bridge an appealing place to live, work and visit.

The Rural City of Murray Bridge is a buoyant region where industry, tourism and agriculture are growing.

As a major agricultural district, the region supports irrigated horticulture and dairying along the Murray River and cropping and intensive animal keeping throughout the rural areas.

Industries including a range of primary and secondary industries are clustered around Murray Bridge and Monarto; with competitively priced industrial land the area provides significant opportunity for expansion outside of metropolitan Adelaide.

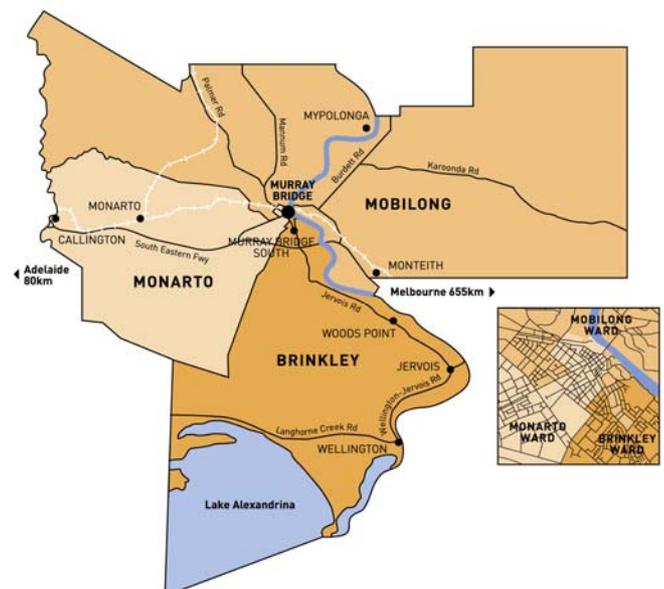
A bustling vibrant regional centre, Murray Bridge supports a wide range of services and an expanding range of commercial,

retail and hospitality facilities to the local community and parts of the Adelaide Hills and Fleurieu Peninsula.

The surrounding townships, our Rural Communities, with their strong heritage values and enticing landscapes attract visitors and tourists adding value and contributing to the vitality of the regional economy. The idyllic surroundings also provide a quality and way of life that attracts people to live in this region.

The Council area has a rich indigenous heritage being situated on the traditional lands of the Ngarrindjeri people as well as a significant part of the nation's history being the location of the first bridge to cross the Murray River (1879).

The Monarto Zoo is one of the region's major tourism attractions. The Zoo, sporting events, water based activities and house boating on the Murray are a few of the experiences that are enjoyed by locals and visitors alike.



¹ Rural City of Murray Bridge Community Plan 2013-2020

A Snapshot of our Achievements in 2013-14

The following provides an outline of some achievement highlights from the 2013-14 Annual Business Plan and Budget grouped under the Council's Strategic Goals.

ACHIEVEMENTS 2013-14			
GOAL 1 – Economic	GOAL 2 – Environment	GOAL 3 - Social	GOAL 4 – Organisation
To build on the strengths of the region to create competitive advantages and grow jobs.	To develop, protect and strengthen our natural and built environments	A healthy, safe and connected community that celebrates diversity, heritage and culture	A progressive, responsive and innovative organisation
Regional Cities Pilot Project	Development and commencement of the implementation of the RCMB Environmental Management Plan (2014-2018)	Development of the Regional Health Plan	Implement the Business Improvement Program that include five service reviews, leadership training and a minor review of the RCMB Strategic Plan 2012-15
Development and commencement of the implementation of a Tourism Strategy	Completion of Ferries McDonald Road	Development of the Youth Action Plan which establishes Council's continuing role and identified events and activities that Council will undertake in collaboration with local youth services providers.	Work Health and Safety Injury Management Plan
Partnered with Regional Development Australia to assist in the development of its Roadmap	Commencement of stage 1 of the Stormwater Management and Reuse Scheme	Sport, Open Space & Recreation Plan	Development of a Performance Management Framework
Implemented the instigation of the Small Wins Program that included partnering with the community in 18 projects	Development of the Roadside Vegetation Management Plan	Introduction of the One Card System and the RCMB Library	Development of a Governance Framework
	Commenced delivery of a Town Centre Traffic Plan		Volunteer Management Plan that included three Volunteer Recognition Functions and won the LGMA Leadership and Management Excellence award



Delivering to our Communities

We aim to serve our communities through the provision of internal and external services and programs that meet or exceed the community's requirements and needs. We have embarked on a process of continual improvement to ensure we do things right the first time, effectively and efficiently.

Our people are our major asset and we aim to attract high calibre individuals by providing a safe, rewarding yet challenging work experience. We aim to develop our staff to grow their skills and experience to satisfy the increasing responsibilities from external bodies and growing expectations of our community.

As an organisation we will:

be Accountable – effective, equitable, taking ownership of decisions and activities

be Respectful – respect, support and listen to the diversity of our people, their ideas and culture

be Innovative – strong commitment to continuous improvement in all business processes

be Collaborative – focus on teamwork within our organisation and encourage the development of external partnerships to achieve our vision

be Inclusive – value and incorporate local knowledge and viewpoints through effective community engagement.

have Integrity – be open and honest in all our dealings and maintain the highest ethical standards at all times.



Significant influences in developing our plan for 2014-15

The decisions that the Council makes and the activities it initiates are driven by a variety of factors. There are major influences in the Council's operating environment that affect decision-making and actions taken. These include:

- » The current economic environment – South Australia's average annual economic growth rate is the lowest of the mainland states.
- » Planning for future residential, industrial and commercial development – projected population growth and changing demographics
- » Requirements to maintain and improve infrastructure assets to agreed standards
- » Increased regulatory standards – audit committee, risk management and work, health and safety
- » Enterprise bargaining agreements which provide for wages and salary increases
- » Local Government cost Index increases on relevant goods and services
- » Climate Change
- » State / Regional Transport Plans
- » Shared services and promotion of regional collaboration consistent with the Council of the Future model
- » Regional Cities Pilot Program



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Planning

In 2014-15 our priorities going forward

The Council faces major challenges in the coming years and it has actively sought to address these through better planning practices and improved community involvement and consultation. As a result the Council's priorities in 2014-15 are as follows:

- » To support the delivery of economic growth and prosperity with key projects being
 - The development and implementation of an Economic Development Plan
 - Education Precinct
 - Creating a better Monarto
 - Stormwater Harvesting and Reuse Program
- » To recognise the importance of open spaces, sport and recreation provision and the contribution that they make to the quality of life - implementing key recommendation of the Murray Bridge Sport, Recreation and Open Space Strategy with key projects being:
 - Swimming pool – an upgrade of facilities
 - Implementation of master planning for 4 sporting hubs
- » To improve financial sustainability and deliver a full range of quality services to our community we will investigate opportunities to share services and promote regional collaboration consistent with the Council of the Future model.
- » To consider the Council's ability to sustain the provision of high standards of quality care for residents into the future undertake a strategic review of the Lerwin Aged Care Facility, implement recommendations and invest in the buildings and equipment.
- » To plan for future residential, industrial and commercial development we will update and improve the Development Plan, which controls how the city and its surroundings can develop and grow or be conserved.



Annual Business Plan Snapshot

The following provides an outline of the highlights of the 2014-15 Annual Business Plan and Budget grouped under the Council's Strategic Goals.

SUMMARY			
GOAL 1 Economic	GOAL 2 Environment	GOAL 3 Social	GOAL 4 Organisation
To build on the strengths of the region to create competitive advantages and grow jobs.	To develop, protect and strengthen our natural and built environments	A healthy, safe and connected community that celebrates diversity, heritage and culture	A progressive, responsive & innovative organisation
Economic Development Plan	Asset Management Plans for Civil Infrastructure and Stormwater	Swimming Pool Upgrade	Service Reviews
Investigations into the Education Precinct	Revitalisation of Bridge and Sixth Streets	Open Space, Sport and Recreation Plan – implementation of master planning for 4 sporting hubs	Community Needs Analysis
Creating a better Monarto	Stormwater Management and Reuse	Strategic Review of the Lerwin Aged Care Facility	IT and Systems Upgrades
Creating a better Tepko	Major Road Construction Projects	Town Hall Improvements	
Motor Home Rally		Multi-media electronic signboard	



Delivering our Capital Works

Our financial planning process guides the allocation of the project and capital works budget across a number of categories. The process ensures that adequate funds are available for the renewal and replacement of assets in accordance with our asset management plans. The process also allows for the provision of new assets.

Funds are allocated according to the priority of projects. This year we have

increased funding for capital works to accommodate the Stormwater Harvesting and Reuse Project and requirements of Council's Asset Management Plan.

Council will spend \$12.8m on capital works to update and maintain the community's assets in 2014-15. \$3.7m will be received in Federal and State Government Grants, resulting in a net capital expenditure of \$12.3m.

SUMMARY		
Asset Category	Expenditure '000	Income '000
Roads/Footpaths	\$5,955	\$1,919
Stormwater	\$6,564	\$1,600
Buildings	\$69	
Open Space	\$230	\$89
Lerwin Nursing Home	\$60	
Total Capital Works	\$12,878	\$3,608

Roads/Footpaths

\$4m

Projects that provide and maintain a network of roads throughout the council area.

In 2014-15 we will

- » Undertake a Road Reconstruction program
- » Undertake Road Resealing program
- » Undertake a Road Resheeting program
- » Undertake the design of Bridge and Sixth Streets

Commence construction Bridge and Sixth Streets subject to the availability of grant funds totalling almost \$3.3 million over two years.

In 2014-15 we will undertake a footpath construction program for the provision and maintenance of a network of footpaths.



Delivering our Capital Works

Stormwater

\$4.9m

Projects that improve flood protection, improved stormwater management including provision of drainage systems, flood mitigation systems and water course protection and improvement.

In 2014-15 we will:

Continue work on the Stormwater Harvesting and Reuse Scheme supported with funding from the

A detailed list of capital projects is provided at Appendix 2.

Buildings

\$69k

To provide and maintain those buildings under our care and control, including sports, recreational, municipal, heritage buildings, halls and public toilets.

In 2014-15 we will:

Open Space

\$230k

To provide non-structured open space development for residents and visitors.

In 2014-15 we will:

Undertake infrastructure upgrades to various parks and reserves.

Lerwin Nursing Home

\$60k

To provide for replacement and upgrade of equipment and buildings at Lerwin Nursing Home.

Delivering Capital Projects

For the purchase of assets, including library books and items to assist in the delivery of Council services.

SUMMARY		
Project Type	Expenditure ('000)	Income ('000)
Minor Plant and Equipment	\$40	
Light And Heavy Fleet	\$301	
IT Solutions	\$510	
Library Books	\$80	\$80
Total Key Projects	\$931	\$80



Delivering our Key Projects

Key projects assist the council in delivering services, assist businesses and facilitate local economic development and allow the Council to become more responsive to the community.

SUMMARY (\$'000)			
Project Type	Expenditure	Income	No. of Projects
Asset Management	\$62		3
Community Engagement	\$280		5
Economic Development	\$464		7
Environmental	\$25		1
Recreation and Open Space	\$86	\$64	2
Planning	\$210	\$20	8
Residential Care	\$30		1
Service Reviews	\$80		
Total Key Projects	\$1237	\$84	27

Asset Management Projects

\$62k

The funding of these three projects will provide asset management solutions that assist Council to strategically and effectively manage its assets and related records, to allow reporting, works tracking and life-cycle costings. These projects include the set up of asset management software, update of Council's aerial photography and implementation of a continuous improvement program.

Community Engagement Projects

\$280K

Funding has been committed to projects that will assist council to improve its governance and management processes through enhanced public participation, provision of information and community development.

Economic Development

\$464k

These projects involve the development of programs and initiatives that facilitate continued economic growth, focusing of our key economic advantages: our proximity to the Murray River and Adelaide, diverse agricultural and agribusiness sector, vibrant community and strategic location on the Adelaide to Melbourne road/railway corridor.



Delivering our Key Projects

Environmental Projects

\$25k

These projects will assist Council deliver some of the key initiatives of its Environmental Management Plan 2013-18.

Recreation and Open Space

\$22k

These projects will assist Council deliver some of the key initiatives of its Sport, Recreation and Open Space Strategy.

Planning Policy

\$210k

Projects that to assist Council plan sustainable urban development to provide and environment of the highest quality for future generations.

Residential Care – Strategic Review of Lerwin

\$30k

The purpose of the Strategic Review of Lerwin is to investigate whether the Council is able to sustain the provision of high standards of quality care for residents into the future, given the changing position with regards to Commonwealth funding and the increasingly challenging accreditation requirements, which are felt disproportionately by standalone care home facility operators.

A detailed list of key projects is provided at Appendix 3.



Delivering our Services

Council strives to deliver a budget each year to ensure that the mix of services, programs and works meets the needs of residents, businesses and visitors to the region. At the same time Council also aims to balance the provision of services and facilities with the ability of our communities to pay.

We currently aim to adopt a budget that allows us to reduce our operating budget deficit. In meeting this objective we constantly face new pressures such as managing growth, reducing levels of grant funding and increasing community expectations.

The objectives and key activities that we propose to achieve are guided by our Strategic Plan and are outlined throughout this Plan.

SUMMARY (Does not include Key Projects) ('000)

GOAL 1 – Economic		GOAL 2 – Environment		GOAL 3 - Social		GOAL 4 –Organisation	
To build on the strengths of the region to create competitive advantages and grow jobs.		To develop, protect and strengthen our natural and built environments		A healthy, safe and connected community that celebrates diversity, heritage and culture		A progressive, responsive and innovative organisation	
Economic Development	\$263	Land Use Services	\$649	Community Care	\$599	Corporate Services	\$7,000
Tourism and Visitor Servicing	\$392	Waste Management	\$2,195	Residential Care	\$5,756		
	0	Asset Management	\$10,473	Community Development	\$2,047		
	0	Environment Management	\$247	Library Services	\$503		
	0	Open Space	\$1,328	Compliance	\$949		
	\$655		\$14,892		\$9,854		\$7,000



Delivering our Services

Council's Strategic Plan 2011-15 (amended Oct, 2013) outlines a four year Vision for the Rural City and its Rural Communities and is used as Councils' primary planning document. It provides an important guide for all of Council's plans and shows how our plans align with those of other councils and other spheres of government.

Our vision - The Rural City of Murray Bridge is connected with and working towards the aims and aspirations of its community

The Rural City of Murray Bridge Strategic Plan 2011-15 focuses on four key areas:

1. Social
2. Environment
3. Economic
4. Organisation

In 2014-15 Council proposes the following program of expenditure to meet the vision and objectives within each of the key areas:

Economic

Economic Development (\$263k)

In partnership with Regional Development Australia (Murraylands and Riverland) we aim to deliver, initiate and/or facilitate strategic economic outcomes for the Rural City of Murray Bridge and the wider region, through initiatives such as:

Attracting new and increase support for existing enterprises through leadership and development of key partnerships

- » Improving regional and local infrastructure
- » Developing vibrant and sustainable education precincts.

Tourism (\$366k)

Promoting the Rural City of Murray Bridge as a fun, family friendly holiday destination. Services include:

- » Visitor Information Centre
- » Tourism promotion
- » Tourism event development.

Environment

Services which develop, protect and strengthen our natural and built environments.

Objectives

- » Improve conservation and enhancement of the natural environment
- » Improve the quality and diversity of the built environment and public realm
- » Facilitate sustainable opportunities for waste water use and reuse
- » Facilitate sustainable opportunities for energy use and reuse
- » Minimise the environmental impact of waste.

Land Use Services (\$649k)

Developing strategies and policies to ensure that the townships and rural areas grow in a sustainable manner and the community's aspirations are achieved. Services include:

- » Development assessment
- » Policy planning
- » Strategic planning



Delivering our Services

Waste Management (\$2.2m)

Providing a safe, efficient and sustainable service for the removal, recycling and disposal of waste in partnership with the Adelaide Hills Region Waste Management Authority (AHRWMA). Services provided include:

- » Domestic rubbish collection
- » Recyclables and Green Organics collection
- » Brinkley Waste and Recycling Facility

Council will continue to provide waste management services to meet the requirements of the community, with a focus of reducing waste to landfill and increasing recycling.

The key focus for Waste Management Services for 2014-2015 will include;

- » The establishment of a new waste collection contract, as the current contract is due to expire in March 2015;
- » Finalising Council's Waste Management Plan and associated policies;
- » Implementing community education services, to assist with encouraging diversion, reducing waste to landfill and reducing contamination of recyclables;
- » Continuing to provide the Brinkley Waste and Recycling Facility and encouraging its use by the community;
- » Continuing to manage EPA compliance matters;
- » Capping and closing the historic cells within the Brinkley Landfill;

Asset Management (\$10.5m)

Asset management is the functional, technical and performance management of Council's entire asset inventory to a level that is both satisfactory and affordable to the community.

- » Functional Management requires each assets to be benchmarked against an agreed level of service to determine if the asset is "Fit for Purpose";
- » Technical Management involves the assessment of assets to ensure that it meets required technical standards;
- » Performance Management is the assessment of each asset to determine if it is; fit for purpose, cost effective, efficient and the best possible solution available at a cost the community can afford;
- » The sound management of the Council's assets and infrastructure services provides robust data and is a tool to analyse actual whole of life costs.

More importantly, sound Asset Management practices enable the Council to plan and analyse the feasibility of capital expansion and growth in an environmentally and financially sustainable manner for the benefit of the community.

Council's asset inventory includes;

- » Playgrounds and street furniture
- » Roads, kerbs and footpaths
- » Stormwater drainage
- » Council buildings
- » Cemeteries
- » Parks, gardens and open space
- » Boat ramps, wharfs and jetties
- » Waste water and water treatment plants



Delivering our Services

Environmental Management (\$247k)

Services which develop, protect and strengthen our natural and built environments.

Objectives:

Improve conservation and enhancement of the natural environment

The Rural City of Murray Bridge recognises that all Council activities have an impact on the environment. The Environment Business Unit guides Council in the management of its natural resources in a sustainable manner, focusing on meeting present community needs without compromising the ability of future generations to meet their needs.

- » Development of the Environmental Management Plan (2013-18) to guide Council in the management of its natural resources in a sustainable manner
- » Development of the Roadside Vegetation Management Plan (2014-19) for the use of council work crews and contractors to help protect our roadside reserves.
- » Developing the Biodiversity Strategy, (due for completion August 2014) to further enhance and protect the biodiversity within our council region.
- » Developing and implementing Native Vegetation Management Plans for our key Council Reserves.
- » Completion of Native Vegetation Surveys on 25 unmade road reserves.

Continuing to work with volunteer groups to enhance biodiversity in our reserves and wetlands. Facilitate sustainable opportunities for energy use and reuse

Council recognises the need to better understand the climate-related risks and the future impact to Council and the community and to develop adaptation strategies to create a more resilient community in the future.

The Rural City of Murray Bridge will be engaging with the Local Government Association with a project involving ten South Australian councils in a pilot project 'Energy and Greenhouse gas standards pilot program' which will enable Council to determine its carbon footprint and carbon emissions and compare this data with other councils.

Facilitate sustainable opportunities for waste water use and reuse

The Rural City of Murray Bridge is a river dependant community; the sustainable use of water is one of our most critical resource challenges. Council needs to further consider alternative water supplies such as stormwater harvesting and reuse, and use of reclaimed water.

The Stormwater Harvesting and Water Reuse project will enable Council to be less reliant on the River Murray as a sole water supply, thus drought proofing Murray Bridge.

Recreation and Open Space (\$1.3m)

Developing open spaces and recreation facilities that support an active community and healthy environment.

Murray Bridge Sport Recreation and Open Space Strategy was completed and endorsed in October 2013. In 2014-15 will commence the implementation of some of the key recommendations from the strategy



Delivering our Services

During the winter 2014 Murray Bridge Swimming Centre will be receiving a facelift with the extension of the reception area incorporating a kiosk and first aid room as well as a new verandah.

RCMB Trail Strategy will be undertaken during 2014-15. The strategy will identify existing and potential walking, cycling and horse trails in the Murray Bridge council area.

Murraylands River Trail Feasibility Study is a collaborative project between three council and OPAL initiative developing a feasibility study for a trail from Morgan to Salt Creek. The long term plan will outline staged development of the trail.

Social

Services which promote a healthy, safe and connected community that celebrates diversity, heritage and culture.

Objectives:

- » Provide appropriate open space for the community and visitors.
- » Ensure leisure, recreation and sporting activities and facilities are available for the community and visitors.
- » Improve community health, safety and well-being.
- » Recognise and celebrate our culture and heritage.
- » Enhance regional identity through culture and the arts.

Community Care (\$599k)

Our Community Care Services aim to help people to remain in their homes by providing choices that enhance their quality of life and keep them connected to their communities. Services provided include:

- » Home and Community Care (HACC) Services including social support, gardening, cleaning, home maintenance and modification and gutter cleaning for the HACC target population.
- » National Respite for Carers (NRCP) In-home and community respite service that support carers of frail elderly and younger disabled.
- » Aged care planning and collaboration through the Murray Mallee Ageing Taskforce
- » Community Transport in collaboration with Mid-Murray

Residential Care (\$5.8m)

Lerwin Nursing Home is operated by Council and fully funded by the Federal Government and resident contributions.

Council provides quality residential services including nursing care for residents of Lerwin who need them. Lerwin is accredited under the Aged Care Standards and Accreditation system.

Services available at Lerwin include:

- » High level nursing care and accommodation
- » Respite care
- » Hospitality services

Community Development (\$2.0m)

Community Development is a process that enables communities to develop active, sustainable and supportive environments in which citizens can flourish in their private and working lives.

Community Development aims to take private concern (in the community) to public action (in collaboration with the community) in a sustainable and socially inclusive way.



Delivering our Services

Community Development related services include:

- » Sports and recreation services, including supporting local sporting clubs and recreational planning
- » Arts and cultural services includes the provision of visual and performing arts programs, workshops and exhibitions.
- » Community Safety including CCTV, Liquor Accord and other initiatives aimed at making our community a safer place.
- » Cultural Development provides linkages and supports to our new neighbour and Aboriginal liaison programs and projects including the annual All Cultures festival and Mayoral reception.
- » Youth events and programs and the provision of The Station youth centre facility. The Council's first Youth Action Plan was adopted in 2013 with key actions from the plan include:
 - Promoting the 'The Station' as the youth hub of Murray Bridge available for young people and youth service providers in the community. It is a great space that provides the venue for many youth events and activities all year round.
 - The Murraylands Youth Get Engaged Network (MYGEN) allows young people 12 to 25 years of age to get involved in their community. It is an opportunity for young people to share ideas and opinions about issues relevant to young people, raise awareness of issues that affect young people, work as a team to deliver events,

engage with other relevant organisations and increase a positive image of young people to the wider community.

Obesity Prevention and Lifestyle (OPAL)

OPAL is a Federal, State and Local Government initiative which aims to improve the eating and physical activity patterns of children through working with families and the whole community. The OPAL theme for 2014 is 'Life looks brighter on the outside'. It is about supporting families to spend more time together outside exploring their local parks and playgrounds.

Library Services (\$503k)

The Murray Bridge Library provides high quality and innovative library and information services that are responsive to community needs including up to date collections, literacy programs and community events. The library is now a member of the One Card Network allowing our community to access the collections for more than 130 public libraries across SA

Services include:

- » Community events and activities
- » Toy Library
- » Community meeting rooms
- » Café
- » Information Services
- » Children Youth programs
- » Author Talks
- » Online and electronic collections

Delivering our Services



Compliance (\$949k)

Keeping our community healthy and safe with an emphasis on compliance, equity and fairness. Services include:

- » Environmental Health Services, such as, food premises inspection and investigating public health risks.
- » Immunisation services for the prevention of infectious diseases
- » Ensuring compliance with our animal management laws and local By-laws
- » Monitoring and enforcement of parking controls.

Organisation

Organisational Support & Development (\$7.0m)

In Corporate Services, we provide services directly to the community and we support the provision of other activities of the Council ensuring that those services are delivered in a manner that is accountable, meets legislative requirements and provides the best value for money:

Customer Services

We aim to be a professional customer-focused local government organisation. Our staff are committed to providing quality, friendly and responsive services to you every time you do business with us. In 2014-15 some key customer service processes and activities will be subject to service reviews to improve how those services are provided to improve service levels and to ensure they are provided in a cost effective manner.

Delivering our Services

Information Technology

The IT business unit is a service provider to the rest of the Council and its customers. We supply technologies, services and guidance to enable staff to perform their jobs more effectively and efficiently and to improve the customers' experiences when interacting with Council and its services.

Objectives

- » increase the quality and value of services
- » increase e-services offerings and capabilities
- » deliver effective guidance and governance
- » align staff development with changing technology and business needs

Human Resources

The main goals of the HR Department are to attract, retain, support and develop a team of great individuals and improve their conditions in an environment that enables our great people to do great work.

Objectives

- » Support Managers in the management of their teams by providing relevant HR systems, processes, policies, advice and support
- » Be available and accessible to staff to address HR-related issues in a timely manner
- » Manage delivery of the Employee Assistance Program which supports their health, wellbeing and safety
- » Ensure effective, on time delivery of payroll services



Risk Management

The Rural City of Murray Bridge recognises that risk management is an integral part of our operations. We employ good corporate governance and sound management practices. Risk management is embedded into the organisation's philosophy and forms part of the continuous improvement process to maximize opportunities by mitigating against risks or managing the risk to a successful conclusion.

Work Health, Welfare and Safety

The Rural City of Murray Bridge is continually improving its Work, Health and Safety performance, through the development of action plans with specific programs, objectives and measures, which are assessed and reviewed annually to ensure that the Council continues to be a safe and supportive place to work.

Contracts

All goods and services are acquired in accordance with Council's Procurement Policy and Financial Delegations to ensure transparency, budget control and value for money are demonstrated and achieved.

Council has updated its procurement procedures to ensure they reflect best practice in local government. We have established a Procurement Road Map to guide internal resources to ensure our systems and work practices are efficient and continue to produce value for money.

Two key focuses under the Procurement Road Map in 2014-15 will be the introduction of on-line purchasing and to further enhance our engagement with local contractors.

Delivering our Services

Leases

The use of local government land is guided by the Local Government Act 1999 and all activities must be licensed to ensure they are compliant with the Act and are conducted in a manner that is safe for all users.

Leases providing for the exclusive use of local government land are reviewed on renewal to ensure consistency and to ensure they offer best value for money.

Financial services, including rating

We aim to provide quality financial and rating services for internal and external customers to contribute towards Council's long term financial sustainability. These financial services ensure compliance with legislative and regulatory requirements and deliver continuous improvement.

In 2014/15 the key objectives of the finance team will be:

- » improving the Rates Service to streamline the process and to ensure consistent rating practices are adopted.
- » ensuring the Council adopts financially sustainable plans and strategies
- » improving Financial Control

Elected Member Support

Elected Members are elected by our community and are the key decision makers of the Council. Elected Members will continue to work closely with their CEO and administration to promote a positive culture and a sustainable future for our communities through open and transparent dialogue and meeting processes. This year elections will be held in November and we will work in partnership with the Local Government Association and Electoral Commission of SA to actively encourage members of the community to nominate and/or participate in the election process.

Records Management

In Records Management we ensure easy and comprehensive access to past, present, and future records by applying records management principles to all corporate records regardless of their format or source.

We work with all staff to ensure efficient and effective management and control of the creation, maintenance, usage, and disposal of corporate records.

Volunteers

Volunteers are the lifeblood of many of the community activities delivered by the Rural City of Murray Bridge. We are proud of our volunteers who contribute valuable time and skills and interact with visitors and community members across our region.

Our volunteers support Council programs across a range of areas including environment, community care, tourism, youth, history, arts and culture.

The Rural City of Murray Bridge recognises the importance of volunteers within the community and values the commitment and contribution which volunteers make. We have a commitment to best practice volunteer management with a strategic and coordinated approach to the volunteer programs and services across the organisation.

Strategic Planning

Council's responsibilities include planning for the current and long term requirements of our community across a wide range of activities. This requires an understanding of the external environment, what the community aspires to, setting and articulating direction and business planning to ensure efficient and effective use of scarce resources to meet community and corporate objectives. We

will be undertaking a comprehensive review of Council's Strategic Plan in 2015 following the Council elections in November, 2014.

Good Public Administration, Governance and Policy

Under the Local Government Act Council must achieve and maintain standards of good public administration. In the current year we will continue to review our policies and decision making processes to ensure they provide for open, responsive and accountable government.

Our Audit Committee proactively works with Elected Members and Administration in providing strategic advice and identifying areas of concern to be addressed.



Getting it right

The Rural City of Murray Bridge aims to be a high performing organisation. During 2013-14 we commenced an Organisational Performance Development program which will continue to be implemented during 2014-15.

The program has several core elements which are considered fundamental to ensuring our ability to continue to deliver efficient and effective services for the community. The elements are:

- » Managing Performance
- » Developing Capacity
- » Improving Systems
- » Increasing Efficiency

During 2014-15, all staff members will participate in a Performance Development program aimed at increasing performance at a Team and Individual level. Business units will set clear, measurable performance goals and every staff member will have a performance development plan and associated training plan in place.

Key staff will participate in leadership development programs to strengthen leadership effectiveness across the middle and senior management levels. There will be a focus through the Leadership Team on delivering better, more efficient and more cost effective services.

Work undertaken in 2013-14 on reviewing and restructuring key service areas of Financial Management, Operations, Assets and Engineering, IT and Rates Management have resulted in the production of long term financial, asset management and personnel management plans. These will be implemented during 2014-15 and will provide the necessary guidance and direction for Council's operations.

With the Council elections due in November 2014, the Business Planning Unit will focus on reviewing the system and process for development of comprehensive and integrated Community and Strategic Plans so that this can be implemented with the incoming elected members.



Measuring our Performance

Monitoring and measuring performance is important to ensure our objectives are achieved and delivery of services to our community is maintained.

We monitor our progress against outcomes identified in our Strategic Plan 2014-15 and our understanding of how we are progressing will influence future planning.

We primarily measure our progress against the plan using our quarterly progress reporting document.

Council has developed indicators for its performance that are measured and reported through:

Financial reports – monitoring financial performance through a range of reports including monthly financial statements, three comprehensive budget reviews each year and the presentation of audited financial statements as required under the Local Government Act

Annual Report - measuring how we are progressing towards achieving our community objectives and reporting against the strategic plan and annual business plan

Audit Committee – Council has appointed an Audit Committee which includes three independent members to ensure financial and governance compliance.

A customer satisfaction survey is planned for 2014-15 and will be undertaken periodically with the aim of identifying community needs and priorities, expectations of service levels, awareness of and satisfaction with the services delivered.

Performance Indicators for the Annual Business Plan

Services by Goal

Economic <i>To build on the strengths of the region to create competitive advantages and grow jobs.</i>		Environment <i>To develop, protect and strengthen our natural and built environments</i>		Social <i>A healthy, safe and connected community that celebrates diversity, heritage and culture</i>		Organisation <i>A progressive, responsive and innovative organisation</i>	
Service	Performance Indicators	Service	Performance Indicators	Service	Performance Indicators	Service	Performance Indicators
Economic Development	Unemployment Rate/ No of Businesses involved in Business development activities Value of commercial development applications	Asset Management	Asset Sustainability Ratio Asset Consumption Ratio	Community Care	HACC - Number of HACC Clients and value of work	Corporate Services	Councillor attendance at council meetings, number of reports considered in confidence
				Lerwin		Achieve Accreditation Successful Audit	
Tourism	Number of Visitors to the Region. Attendance at key events	Waste Management	Annual Waste Collection - Waste, Recycling, Green Organics	Community Development	No of Youth who participate in youth development activities / the number of youth activities Number of community grant applications	Procurement	Number of Invoices Processed - cost of processing invoices Number of local contracts - % of total contracts
Visitor Servicing	Visitor Numbers to Visitor Information Centre	Land Use Services	% of Development Application decisions made within the required timeframe % decisions by the Planning Appeals Tribunal in favour of the Council.	Community Safety		Average number of days to remove graffiti Number of premises that received a Food Safety check	
		Environmental Management	Council's greenhouse emissions, Council's energy efficiency savings Monitoring of Water Quality	Library Services	Number of active borrowers Number of Visitors	HR	Number of working days lost due to sickness
				Recreation and Open Space	Number of safety checks on playground equipment No of community events held on Council land	Volunteer Management	Number of Volunteers and volunteer hours
						Work Health and Safety	Number of work cover claims

Finances at a glance

Key features of the 2014-15 Annual Business Plan
Council will spend \$1.2m on operational projects, the majority of which relates to Economic Development and associated planning.
\$3.2m will be spent on upgrading and maintaining the community's assets
\$10.5m will be spent on key projects (\$7m net of grant income)
A consolidated operating income of \$32m, 62% funded by rates
Council will raise \$19.89m in rate revenue, an increase of 2.9% CPI +2% + growth
A consolidated operating deficit of \$1.229m
An estimated rate increase of approximately \$20 a quarter for the average residential property.

The Annual Business Plan details the programs that Council will operate and the outcomes it seeks to achieve for the coming financial year. The Plan refers to the continuing service programs and strategic directions within the Council's Strategic Plan 2011-2015 (as amended October, 2013) and Long Term Financial Plan.

The Annual Business Plan balances the objective of returning an operating surplus in the short/medium term yet not starving the organisation of future development and improvements.

A deficit of \$1.229m is budgeted and Council has managed to absorb an increase in operating costs of \$240k costs in the short term to improve processes and services which will result in future savings.

Council will undertake more key projects in 2014-2015 at a cost of \$1.237m, an increase from \$0.7m in 2013-2014. These projects will improve development opportunities and increase community engagement. This

extra spend has also been absorbed without increasing the deficit.

In terms of capital expenditure and its impact on cash flow, Council is investing up to \$7m on new assets (\$10.6m less \$3.6m grant income). These will provide a long term benefit to the community and will in the main be funded through long term loans.

Of the \$7.0m net investment, \$4.8m relates to the RCMB Stormwater Reuse and Management Scheme which has been approved by Council and is a committed spend. Of the remainder, \$1.2m relates to revitalising Bridge and Sixth Street. This project will proceed only if we can secure grant funding for a substantial proportion of the spend.



The Finances

The Rural City of Murray Bridge will invest significantly in services, programs and assets for the community in the 2014-15 financial year. The funds come from a variety of sources, predominantly rates and also includes grants from other partners including State and Federal Governments, as well as income from statutory and user charges.

A summary of Council's projected financial statements for the 2014-15 financial year are included in Appendix 1 of this Plan.

Although Lerwin Nursing Home is operated separately as a self contained component of Council's service delivery, it is part of Council, so, in accordance with the requirements of the Local Government Act it is incorporated into the Annual Business Plan and consolidated financial statements.

Operating Result

Council's budget predicts an operating deficit of \$1.229m in 2014-15 (excluding capital revenues).

A deficit position is not sustainable in the long-term and the 2014-15 budget includes costs associated with reviewing services and identifying efficiencies in the Council

Our commitment to financial sustainability

The Rural City of Murray Bridge is committed to the principles of financial sustainability and we will ensure implementation of prudent financial governance policies and practices so we can deliver cost-effective services to our community. This comprises the following elements:

Balanced Budget - aims to fully fund the cost of its services, including depreciation of its infrastructure and assets (i.e. wear and

tear), to ensure an equitable sharing between current and future users. Insufficient funding shifts the cost burden of today's services to future users in the form of higher rates or reduced services.

Infrastructure and Asset Management - Council aims to maintain its infrastructure and assets to the required standard to ensure continued delivery of services to agreed standards. This involves developing and using long-term infrastructure and asset management plans to manage Council's asset portfolio efficiently and the continued investment of renewal and replacement.

Rate stability - ensuring a reasonable degree of stability and predictability in the overall rate burden.

Intergenerational equity - ensuring a fair sharing of the distribution of resources and the financial burden between current and future users of our services and infrastructure.

Asset Sustainability

The Asset Sustainability Ratio for the 2014-15 financial year is projected to be 50% which is an increase from 34% budgeted in 2013-14. The Asset Sustainability Ratio typically fluctuates from one year to the next as a result of the timing of major asset renewal and replacement programs.

The Asset Sustainability Ratio measures the level of Council's capital expenditure on renewal and replacement of existing infrastructure and assets, relative to their depreciation. It indicates whether existing infrastructure and assets are being renewed or replaced at the same rate that Council's overall asset stock is wearing out.

The Finances

An Asset Sustainability Ratio of less than 100 per cent indicates that Council's asset stock is wearing out faster than it is being renewed or replaced. This ratio will increase as Council undertakes more replacement capital works as a proportion of total capital works

Capital Projects

Council is proposing to spend a total of \$13.8m on capital projects with funding from increased grants of \$3.7m. The budget includes net investment in new assets of \$6,488k. Normally new investment would be funded by taking out new loans. An initiative to manage, more efficiently, our cash position and borrowings has commenced with a target of not increased **net** borrowings by the utilisation of current reserves and the positive cash flow generated from operations to finance the new investment.

The achievement of this target is not 100% certain and will depend on the timing of capital expenditure which is significant in the year and any use of funds reserved for specific initiatives.

Loan repayments of \$2,396k are forecast in the year. It will be necessary to take out new loans in order to retain the same level of borrowings.

Borrowings & Net Financial Liabilities

Council uses debt to invest in new long term assets or to replace and renew existing assets and thereby spread that cost over the longer term, consistent with the typical long lives of assets. Council's long-term borrowings are \$9.2m and will need to increase to \$12.2m if the entire capital works program is undertaken.

The scheduled debt repayments for current debt is \$1.1m including principal and interest repayments.

The Net Financial Liabilities ratio is Council's net financial liabilities expressed as a percentage of Total Operating Revenue.

Council's net financial liabilities ratio is projected to decrease from 35% in 2013-14 to 31% in 2014-15 which is well within the Council target of 0%-75% and the LGA's suggested target of 0% to 100%.

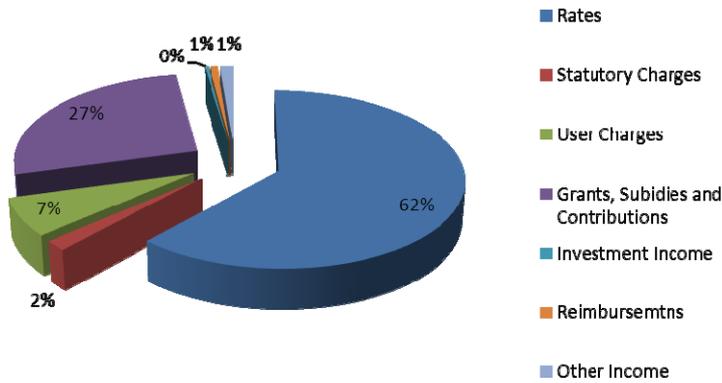
Operating Ratio

Council's Operating Result is the difference between recurrent income and recurrent operating expenditure. The Operating Result is expressed as a surplus (where income exceeds expenditure) or a deficit (where expenditure exceeds income). Council's operating result for the 2014-15 budget is proposed to be a \$1.229m deficit.

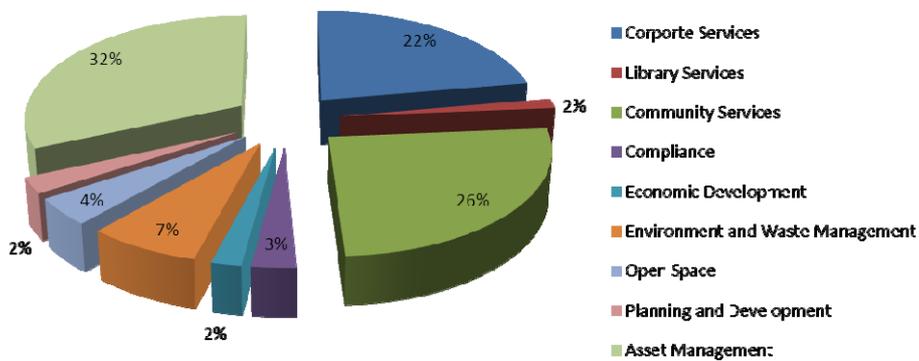
The Operating Ratio is the Operating Result expressed as a percentage of rate revenue less the NRM levy. The ratio is 6%, a significant improvement on 2013-2014.



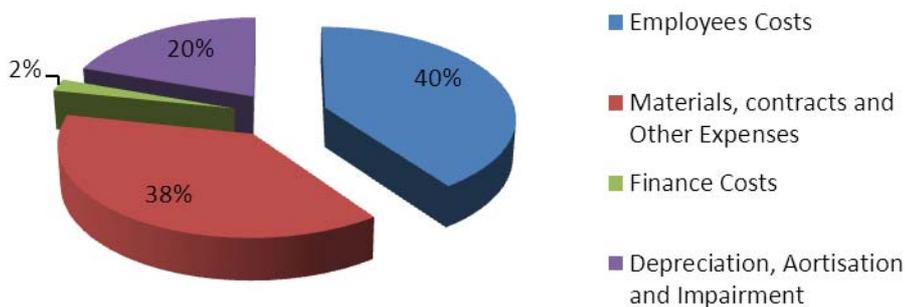
2014-15 Operating Income



2014- 15 Operating Expenditure by Service



2014-15 Operating Expenditure





All about rates

Council intends to raise a net sum of \$19.9m from rates in 2014-15 which is an average increase of 4.9%. The Rural City of Murray Bridge owns infrastructure and assets (such as roads, drains, footpaths and buildings etc) with a current written down value of approximately \$168m. These assets deteriorate over time through wear and tear, and must be replaced or renewed at appropriate intervals in order to prolong their useful lives and continue delivering services to our community.

The proposed increase in rate revenue will provide necessary funding to maintain the infrastructure and assets and ensure existing services are continued. Council is mindful of the impact on ratepayers and is committed to developing options to ease the rate burden through increased funding from other sources and introducing operational efficiencies.

Rate comparisons

The average (mean) residential rate for the Rural City of Murray Bridge in 2014-15 is proposed to be \$1,312 compared to \$1,232 in 2013-14 and is represented by a rate of 0.0062231 cents in the dollar.

How are rates calculated?

The amount of rates paid is determined by the valuation of your property, and the way the Council will apportion the rates across the community. Council endeavours to apportion the rate across the community in an equitable fashion. Based on initial property valuation information received for 2014-15 the rate increase for the average residential premises will be \$80 or \$20 per quarter.

Rating policy

Section 147 of the Local Government Act, 1999 provides Council with the delegation to rate all land within the Rural City of Murray Bridge, except for land specifically exempt, such as crown land and land occupied by Council.

Council takes its responsibility to continually review its rating policy very seriously to ensure that it is fair and equitable to all.

Land valuation method

Council uses the capital value determined by the State Valuation Office as the basis for valuing land and calculating rates.

Property valuations in the Rural City of Murray Bridge have increased over the last year with the average (mean) value of residential properties increasing by \$1,895 from \$209,018 in 2013-14 to \$210,913 in 2014-15.

Differential Rate

In the 2014-15 Annual Business Plan and financial statements, it is proposed to increase all differentials/land use categories by an average of 4.9% that includes an adjustment for CPI (2.9%). The differential factor/land use categories for 2014-15 will be:

Residential	0.0062231
Commercial	0.00995695
Industrial	0.00871235
Primary Production	0.00560079
Vacant Land	0.00809002
Other	0.0062231



All about rates

Separate Rates, Services Charges and Service Rates

Community Wastewater Management System (CWMS) Riverglen and Woodlane.

The CWMS Schemes at Riverglen and Woodlane are funded separately and the cost of running these schemes has been examined in consultation with the Riverglen Woodlane Sustainable Rate Working Party, with the view to arriving at an agreed sustainable charge that when applied, not only funds the day to day operations of the schemes but also provides the ability to fund the whole of life costs of the schemes.

To achieve full cost recovery Council introduced a sustainable rate over a five year period. Now in its last year the Woodlane CWMS charges and Riverglen CWMS and water charges need to recover full costs and be reviewed for future years.

All residents at Woodlane will be charged at the published SA Water price schedule for above 130 kL annually in arrears.

New Garbage Collection Service

The supply of a mobile garbage bin to land to which a new service is provided will incur an estimated service charge of \$71 per bin in 2014-15 (\$68 in 2013-14).

Replacement Bins

Replacement of lost, damaged or stolen bins will incur a service charge of \$71 per bin in 2014-15 (\$68 in 2013-14).

Additional Garbage Collection Service

The supply of additional garbage bin to a property in which a service is provided will incur an estimated service charge of \$117 per bin in 2014-15 (\$113 in 2013-14).

Kerbside Recycling and Green Waste Service

Murray Bridge and Rural Communities

For the provision of kerbside recycling services to land in Murray Bridge and the Rural Communities to which the service is provided, an annual service charge of \$124 annual service charge in 2014-15 (\$118 in 2013-14).

Kerbside Recycling Service only (Rural areas excluding rural townships)

For the provision of kerbside recycling service only to land within the rural areas to which the service is provided, a total service charge of \$75 be applied in 2014-15 (\$71 in 2013-14).

Natural Resource Management Levy

The Natural Resource Management (NRM) Levy, set by the NRM Boards, is a State Government tax imposed under the Natural Resources Management Act 2004. Council is obliged to collect the levy on behalf of the State Government with no net gain to Council. The levy is based on the capital value of land and is shown as a separate line on the rates notice.

Pensioner Concessions/State Seniors Concession/Other Concessions

Eligible pensioners may be entitled to a concession on their principal place of residence. All pensioner concession applications are administered by the State Government.

Minimum Rate

Council considers it equitable for all rateable properties to make a contribution to the cost of administering the Council's activities and maintaining the physical infrastructure that supports each property.

A minimum rate will continue to be applied and will increase from \$804 in 2013-14 to \$844 2014-15.



The Rural City of
**MURRAY
BRIDGE**

Bridge to Opportunity

Finance

All about rates

Rebates

Council is required to provide mandatory rebates under sections 160 to 165 of the Local Government Act 1999 in relation to land used for :

- » Health services
- » Community services
- » Religious purposes
- » Public cemeteries
- » Educational institutions

In addition, Council may provide discretionary rebates under section 166.

Rate Remissions, Rate Postponements (including seniors), Rate Rebates and Rate Capping

Sections 159 to 166 and Section 182 of the Local Government Act permits Council,

upon written application from the ratepayer and/or various community groups, to consider rebate remissions, rate postponements, rate rebates or rate capping on land use for specific purposes. Each of these are subject to specific terms and conditions.

Minimum Rate

Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and maintaining the physical infrastructure that supports each property.

Council proposes that for the 2014-15 financial year that a minimum rate will continue to be applied and will increase from \$804 in 2013-14 to \$844 2014-15.

APPENDIX 1 – FINANCIAL STATEMENTS 2014-2015

RURAL CITY OF MURRAY BRIDGE STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2015

	Budget 2015 \$000s	Budget Forecast 2014 \$000s	Budget 2014 \$000s
INCOME			
Rates	19,897	18,613	18,695
Statutory Charges	594	586	538
User Charges	2,294	2,234	2,151
Grants, subsidies and contributions	8,684	6,593	6,343
Investment Income	112	116	102
Reimbursements	248	317	204
Other income	409	572	445
Total Income	32,238	29,031	28,478
EXPENSES			
Employee costs	13,431	12,193	12,264
Materials, contracts and other expenses	12,774	11,099	11,895
Depreciation, amortisation and impairment	6,539	6,470	6,470
Finance costs	723	717	717
Total Expenses	33,467	30,479	31,346
OPERATING SURPLUS (DEFICIT)	(1,229)	(1,448)	(2,868)
Asset disposal & fair value adjustments			305
Amounts received specifically for new or upgraded assets	3,618	2,683	3,359
Physical resources received free of charge	70	71	71
NET SURPLUS/(DEFICIT)	2,459	1,306	867
Other comprehensive income			
TOTAL COMPREHENSIVE INCOME	2,459	1,306	867

APPENDIX 1 – FINANCIAL STATEMENTS 2014-2015

RURAL CITY OF MURRAY BRIDGE STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2015

	Accumulated Surplus \$000s	Asset Revaluation Reserve \$000s	TOTAL EQUITY \$000s
Budget 2015			
Balance at end of previous reporting period	81,867	147,559	229,426
Net Surplus/(Deficit)	2,459		2,459
Other Comprehensive Income			
Transfer to Reserves			
Balance at end of period	84,326	147,559	229,986
Forecast Budget 2014			
Balance at end of previous reporting period	80,561	147,559	228,120
Net Surplus/(Deficit)	1,306		1,306
Revaluation of buildings			
Other Comprehensive income			
Transfer to Reserves			
Balance at end of period	81,867	147,559	229,426

APPENDIX 1 – FINANCIAL STATEMENTS 2014-2015

RURAL CITY OF MURRAY BRIDGE BALANCE SHEET as at 30 June 2015

	Budget 2015 \$000s	Budget Forecast 2014 \$000s	Original Budget 2014 \$000s
ASSETS			
Current Assets			
Cash and cash equivalents	576	5,457	4,431
Trade and Other receivables	2,942	2,829	2,992
Inventories	76	76	4
Total Current Assets	3,594	8,362	7,427
Non-current Assets			
Equity Accounted Investments in Council Businesses	510	510	480
Infrastructure, Property, Plant and Equipment	240,078	233,113	237,574
Other non-current assets	1,350	1,350	1,100
Work in progress Capital Works			5,249
Total Non-current Assets	241,938	234,973	244,403
Total Assets	245,532	243,335	251,830
LIABILITIES			
Current Liabilities			
Trade and Other Payables	2,050	2,417	2,284
Borrowings	1,829	2,632	1,248
Provisions	1,638	1,561	2,135
Other Non-current liabilities	538	513	421
	6,055	7,123	6,088
Non-current Liabilities			
Trade and Other Payables			
Borrowings	7,339	6,545	10,816
Provisions	253	241	355
Other Non-current liabilities			
Total Non-current Liabilities	7,592	6,786	11,171
Total Liabilities	13,647	13,909	17,259
NET ASSETS	231,885	229,426	234,571
EQUITY			
Accumulated Surplus	81,867	80,561	80,938
Asset Revaluation Reserves	147,559	147,559	153,633
Available for sale Financial Assets			
Current year reserves	2,459	1,306	
Other Reserves			
TOTAL EQUITY	231,885	229,426	234,571

APPENDIX 1 – FINANCIAL STATEMENTS 2014-2015

RURAL CITY OF MURRAY BRIDGE CASH FLOW for the year ended 30 June 2015

	Budget 2015 \$000s	Budget Forecast 2014 \$000s
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Receipts</i>		
Operating receipts	32,013	31,515
Investment receipts	112	102
<i>Payments</i>		
Operating payments to suppliers & employees	(26,476)	(23,710)
Finance payments	(723)	(723)
Net cash provided by (or used in) Operating Activities	4,926	7,184
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Receipts</i>		
Amounts specifically for new or upgraded assets	3,618	2,674
Sale of replaced assets		304
Sale of surplus assets	385	
Distributions received from associated entities		
<i>Payments</i>		
Expenditure on renewal/replacement of assets	(3,249)	(1,700)
Expenditure on new/upgraded assets	(10,561)	(5,758)
Net cash provided by (or used in) Investing Activities	(9,807)	(4,480)
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Receipts</i>		
Proceeds from Borrowings	2,396	
<i>Payments</i>		
Repayments of Borrowings	(2,396)	(1,135)
Net cash provided by (or used in) Financing Activities	0	(1,135)
Net increases/(decrease) in cash held	(4,881)	1,569
Cash and cash equivalents at beginning of period	5,457	3,888
Cash and cash equivalents at end of period	576	5,457

APPENDIX 1 – FINANCIAL STATEMENTS 2014-2015

RURAL CITY OF MURRAY BRIDGE UNIFORM PRESENTATION OF FINANCES for the year ended 30 June 2015

	Budget 2015 \$000s	Budget Forecast 2014 \$000s
Income	32,238	29,031
<i>less expenses</i>	(33,467)	(30,479)
Operating Surplus/(Deficit)	<u>(1,229)</u>	<u>(1,448)</u>
<i>less</i> Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(3,249)	(1,700)
<i>less</i> Depreciation, Amortisation and Impairment	6,539	6,470
<i>Less</i> Proceeds from Sale of Replaced Assets		
	<u>3,290</u>	<u>4,770</u>
<i>less</i> Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(10,561)	(5,758)
<i>less</i> Amount received specifically for New and Upgraded Assets	3,688	2,754
<i>less</i> Proceeds from Sale of Surplus Assets	385	304
	<u>(6,488)</u>	<u>(2,700)</u>
Net Lending/(Borrowing) for Financial Year	<u>(4,427)</u>	<u>622</u>

APPENDIX 1 – FINANCIAL STATEMENTS 2014-2015

RURAL CITY OF MURRAY BRIDGE FINANCIAL INDICATORS for the year ended 30 June 2015

	LGA Guideline	Council Target	Budget 2015 \$000s	Budget Forecast 2014 \$000s	Budget 2014 \$000s
Operating Surplus					
Operating surplus before capital revenues/total rates (Total rates excludes revenue from NRM Levy)	> 0% medium term	>0% medium term	(6%)	(8%)	(15%)
Net Financial Liabilities Ratio					
Net financial liabilities/total operating revenue (excluding revenue from NRM Levy)	0 – 100%	0 – 75%	31%	19%	35%
Asset Sustainability Ratio					
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets	90 – 110%	85% medium term	50%	26%	34%
Net Interest Ratio					
		0% - 5%	1.9%	2.1%	2.2%



Appendix 2 Capital Projects 2014-15

Project Code	Project	Income	Expenditure	Net Expenditure
Roads and Footpaths				
PR-1709-14	Revitalisation of Bridge and Sixth Streets	\$1,650,000	\$2,868,003	\$1,218,003
PR-1902-15	Road Rehabilitation Resheeting Program		\$896,000	\$896,000
PR-1901-15	Road Reconstruction Program		\$663,000	\$663,000
PR-1820-15	Lookout Drive Retaining Wall		\$156,051	\$156,051
PR-1900-15	Resealing Program		\$788,000	\$788,000
PR-1914-15	Footpath Replacement		\$60,000	\$60,000
PR-1904-15	New Footpath Construction Program (paved / concrete)		\$20,000	\$20,000
PR-1909-15	Signs		\$30,000	\$30,000
PR-1915-15	Kerb Replacement		\$50,000	\$50,000
PR-1908-15	Bridges		\$10,000	\$10,000
PR-1826-15	Black Spot - Old Princes Hwy and Ferries McDonald Road	\$268,804	\$327,874	\$59,070
PR-1863-15	Implement the Town Centre Traffic Management Plan Recommendations		\$50,000	\$50,000
PR-1830-15	Upgrade Non-Compliant Pram Ramps		\$15,000	\$15,000
PR-1837-15	South Terrace Paving Replacement		\$21,000	\$21,000
	Sub-Total	\$1,918,804	\$5,954,928	\$4,036,124
Open Space				
PR-1827-15	Upgrade Playground Equipment		\$25,000	\$25,000
PR-1905-15	Swimming Pool Upgrade	\$89,469	\$180,000	\$90,531
PR-1829-15	Install Soft Fall at Playgrounds		\$25,000	\$25,000
	Sub-Total	\$89,469	\$230,000	\$140,531



Appendix 2 Capital Projects 2014-15

Project Code	Project	Income	Expenditure	Net Expenditure
Lerwin				
PR-1872-15	Lerwin Nursing Home Rehabilitate Buildings Program		\$30,000	\$30,000
PR-1874-15	Lerwin Nursing Home Replace Equipment Program		\$30,000	\$30,000
Sub-Total			\$60,000	\$60,000
Stormwater				
PR-1834-15	RCMB Stormwater Reuse and Management Scheme	\$1,600,000	\$6,479,426	\$4,879,426
	Mitchell Avenue Drainage		\$84,747	\$84,747
Sub-Total			\$6,564,173	\$4,964,173
Buildings				
PR-1761-14	Upgrade Visitor Information Centre		\$5,000	\$5,000
PR-1866-15	Replace Town Hall house lights		\$60,000	\$60,000
	Toilets		\$4,210	\$4,210
Sub-Total			\$69,210	\$69,210
IT Solutions				
PR-1884-15	Implement virtual desktops for all staff		\$92,500	\$92,500
	Experian		\$3,000	\$3,000
PR-1881-15	Replace 8 ESX servers used for VMware environment		\$125,000	\$125,000
PR-1885-15	Replace phone system		\$110,000	\$110,000
PR-1882-15	Upgrade and expand council wireless network across LGC, Depot, Station, Library and Town Hall		\$7,500	\$7,500
PR-1883-15	UPS battery replacements at Lerwin computer rooms		\$9,000	\$9,000
PR-1869-15	Electronic Signboard		\$35,000	\$35,000



Appendix 2 Capital Projects 2014-15

Project Code	Project	Income	Expenditure	Net Expenditure
PR-1815-15	Maintenance Module for Assetic		\$57,940	\$57,940
PR-1890-15	Implement additional modules within Authority		\$60,000	\$60,000
	Electronic Parking Machines		\$9,650	\$9,650
Sub-Total			\$509,590	\$509,590
Plant and Equipment				
	Minor/ Major Plant Replacement		\$20,000	\$20,000
	Light Vehicles		\$95,000	\$95,000
	Heavy Vehicles		\$206,641	\$206,641
	Library Book Stock	\$80,000	\$80,000	0
	Christmas Decorations		\$20,000	\$20,000
Sub-Total		\$80,000	\$421,641	\$341,641
TOTAL CAPITAL PROJECTS		\$3,688,273	\$13,809,542	\$10,121,269

Appendix 3 Key Projects 2014-15

Project Code	Project	Income	Expenditure	Net Expenditure
Asset Management				
PR-1814-15	Update the Aerial Photography		\$50,000	\$50,000
PR-1919-15	Engineering Continuous Improvement Implementation		\$5,000	\$5,000
	Bridge Inspections		\$6,600	\$6,600
	Sub-total		\$61,600	\$61,600
Open Space, Sport and Recreation				
PR-1917-15	Murraylands River Trail Feasibility Study - Stage 2	\$44,000	\$46,000	\$2,000
PR-1803-15	Murray Bridge Trail Strategy	\$20,000	\$40,000	\$20,000
	Sub-total	\$64,000.00	\$86,000	\$22,000
Community Engagement				
PR-1612-13	Murray Bridge Imagine Small Wins Projects		\$60,000	\$60,000
PR-1614-13	Rural Communities Imagine Small Wins Projects		\$60,000	\$60,000
PR-1701-15	Service Reviews		\$80,000	\$80,000
PR-1898-15	Council Elections		\$55,000	\$55,000
PR-1899-15	Community Survey		\$45,000	\$45,000
PR-1808-15	Sport and Recreation Policy and Grant Program		\$60,000	\$60,000
	Sub-total		\$360,000	\$360,000
Economic Development				
PR-1747-14	Strategic Projects Delivery		\$200,000	\$200,000
PR-1710-14	Implement Economic Development Plan		\$50,000	\$50,000
PR-1893-15	Donations and Sponsorship		\$50,000	\$50,000
	Motor Home Rally		\$50,000	\$50,000
PR-1916-15	Manage Gifford Hill		\$30,000	\$30,000

Appendix 3 Key Projects 2014-15

Project Code	Project	Income	Expenditure	Net Expenditure
PR-1897-15	Investigate Education Precinct		\$14,000	\$14,000
	Transport Steering Group Committee		\$70,000	\$70,000
	Sub-total		\$464,000	\$464,000
Environment				
PR-1891-15	Implement Environmental Management Plan Actions - Stage 2		\$25,000	\$25,000
	Sub-total		\$25,000	\$25,000
Planning Policy				
PR-1876-15	Planning for a Better Monarto - Stage 1		\$45,000	\$45,000
PR-1879-15	Residential Growth DPA - Stage 2		\$35,000	\$35,000
PR-1878-15	Murray Bridge Regional Town Centre Expansion DPA - Stage 2		\$20,000	\$20,000
PR-1894-15	Creating a Better Tepko - Stage 1		\$20,000	\$20,000
	Callington Community Sports Facility		\$45,000	\$45,000
PR-1895-15	Swanport DPA - stage 1	\$20,000	\$20,000	0
PR-1877-15	Lower Murray Flood Plain DPA		\$10,000	\$10,000
PR-1918-15	Establish Bulky Goods Zone on Adelaide Road, Murray Bridge - Stage 2		\$10,000	\$10,000
PR-1880-15	Integrated Stormwater Management DPA - Stage 2		\$5,000	\$5,000
	Sub-total	\$20,000	\$210,000	\$190,000
Lerwin				
PR-1871-15	Lerwin Strategic Review Implementation		\$30,000	\$30,000
	TOTAL	\$84,000	\$1,236,600	\$1,152,600

Visitor Information Centre

3 South Terrace
Murray Bridge
T 08 8539 1142

Works Depot

21 Hindmarsh Road
Murray Bridge
T 08 8539 1160

Public Library

Level 2
Murray Bridge Market Place
Murray Bridge
T 08 8539 1175

Regional Gallery

27 Sixth Street
Murray Bridge
T 08 8539 1420

Lerwin Nursing Home

67 Joyce Street
Murray Bridge
T 08 8539 1185

Youth Centre

3-5 Railway Terrace
MURRAY Bridge
T 08 8531 2122

Town Hall

13-17 Bridge Street
Murray Bridge
T 08 8539 1430



Rural City of Murray Bridge
2 Seventh Street, Murray Bridge. SA 5048
p 08 8539 1100 f 08 8532 2766
council@murraybridge.sa.gov.au