

2019/2020 Annual Business Plan & Budget



**Adopted by Council
on 2 July 2019**



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Glossary

AGAC	Audit and Governance Advisory Committee
ARC	Aquatic and Recreation Centre
CPI	Consumer Price Index
CHSP	Commonwealth Home Support Program
DSAPT	Disability Standards for Accessible Public Transport 2002
DPTI	Department of Planning, Transport and Infrastructure
EBEC	Eastside Business Enterprise Centre
EDAC	Economic Development Advisory Committee
ERA	Eastern Region Alliance
EDRMS	Electronic Document Records Management System
IAMP	Infrastructure Asset Management Plans
LATMP	Local Area Traffic Management Plan
LGAWCS	Local Government Association Workers Compensation Scheme
LGAMLS	Local Government Association Mutual Liability Scheme
LGPI	Local Government Price Index
LTFP	Long Term Financial Plan
NRM	Natural Resources Management
PLEC	Power Line Environment Committee
WHS	Work Health and Safety

Message from the Chief Executive Officer

Welcome to the 2019/2020 Annual Business Plan and Budget. I invite you to read through the Plan to see the initiatives and projects Council has proposed for this year.

The construction of the \$10 million redevelopment of the Campbelltown Memorial Oval, the biggest project for 2018 is nearing completion. Council is now focusing on a \$3 million upgrade to the Hectorville Sports and Community Club. This proposed upgrade has been funded with the assistance of a \$500,000 grant from the Federal Government and a \$280,000 grant from the State Government. These works will provide improved, more accessible facilities and fully compliant female changerooms.

For this year, Council has maintained its commitment since 2017/2018 to only increase its rates by LGPI (2.70%) plus growth, with the budget presented achieving this target. This is despite a recent announcement by the State Government to increase the Solid Waste Levy during the year to \$140/tonne, which equates to an increase in Council's operating cost of \$280,000. Council has elected to absorb this addition expense rather than pass on what would equate to a 0.75% additional rate increase.

After undertaking a rigorous process, Council plans to undertake a broad range of projects in 2019/2020. Highlights include:

- upgrading parks and playgrounds at Fox Avenue, Greenglade Drive and Murray Park, installing a new toilet facility at Padulesi Park, while undertaking a consultation for a super playground to be built at Thorndon Park
- finalising the undergrounding of powerlines and reinvigorating the infrastructure around the Magill Village and the Campbelltown Village
- continuing to improve Council owned facilities at Hectorville Community Centre, Foxfield Oval Hall, King George Hall, Magill Scout Hall, Magill Guide Hall, Campbelltown Library, The ARC Campbelltown, Campbelltown ArtHouse, Brookside Cellars and Daly Oval
- reviewing traffic control in the suburbs of Hectorville, Magill and Rostrevor, while improving traffic control in Barons Street and Woodforde Road at Magill and Church Road at Campbelltown
- installing 9 new footpaths across the City and improving the condition of 16 streets through the scheduled reseal programs.

Council continues to strive to deliver its vision of 'providing a quality lifestyle for its people' and looks forward to achieving this with the help of its Annual Business Plan and Budget.



Paul Di Iulio
Chief Executive Officer

Executive Summary

The LTFP was revised and adopted in April 2019 to reflect the latest financial information available to Council. With the adoption of the revised Plan, Council is able to provide the Community with the financial and rating implications for the next 10 years (the Plan can be found on Council's website under *Council > Financial Information*). The Plan projects Council to continue to maintain an operating surplus.

The key financial information for 2019/2020 is summarised below:

General Rate Increase	2.70%
Rates Growth (rates from new rateable properties)	1.12%
Operating Income	50,886,940
Operating Expense	51,260,050
Operating Surplus/(Deficit)	(373,110)
Capital-Renewal and Replacement Expenditure	11,339,000
Capital-New Expenditure	3,666,550
Total Capital Expenditure	15,005,550
Major Capital Expenditure	
Road Renewal Program	3,261,700
Magill Village Improvements	2,700,000
Campbelltown Village Improvements	2,440,000
Hectorville Sports & Community Club - Redevelopment	2,000,000
Plant, Machinery and Vehicle Purchases	1,689,300
Fourth Creek Trail Improvements	358,000
Library Stock Purchases	238,000
River Torrens Linear Park Shared Path	200,000

Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	(0.7%)	1.7%
Net Financial Liabilities Ratio	(8%)	(6%)
Asset Renewal Funding Ratio	93%	84%

Anticipated Financial Position

Projected operating income is not sufficient to meet Council's projected operating expenses (including depreciation) for 2019/2020. This has resulted from the Federal Government paying in advance 50% of Council's 2019/2020 allocation for the Financial Assistance and Local Roads grant in June 2019, which will result in Council budgeting for an operating deficit.

Achieving an operating surplus ensures that the principles of intergenerational equity are maintained; that is, today's ratepayers make a fair contribution to the services and assets they consume to ensure they can continue to be used by future generations.



Campbelltown Community Orchard

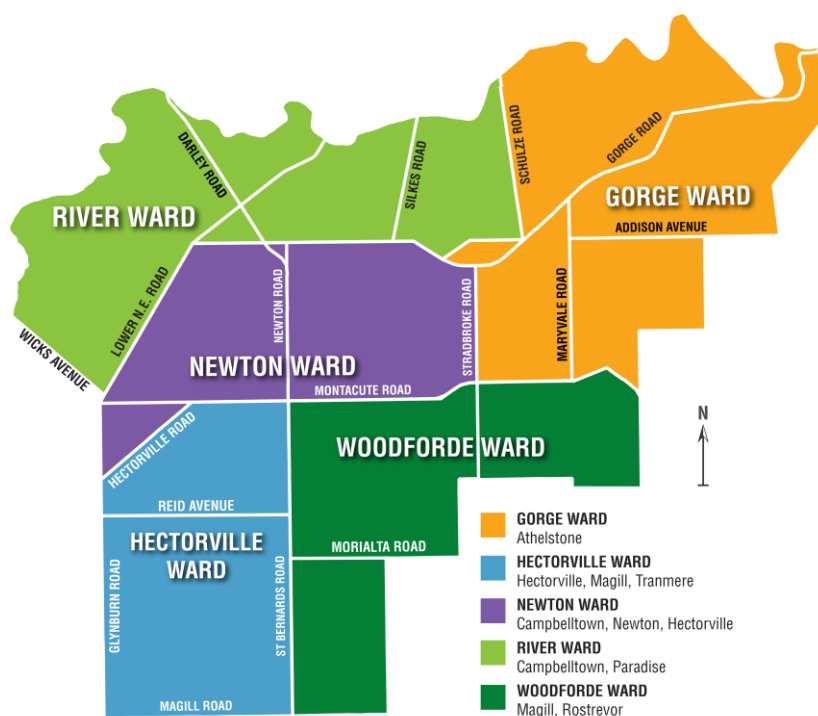
Introduction

The purpose of this document is to assist the Community to understand the strategy behind Council's Annual Business Plan and Budget so that informed Community responses can add value to Council's planning and budgetary processes.

The City of Campbelltown is an area covering 24.35 km² and is located in Adelaide's eastern suburbs, with the closest boundary approximately 6 km from the Adelaide GPO. It is a medium sized metropolitan Council bounded by the River Torrens and the Adelaide foothills, and borders five other Councils.

The City is primarily comprised of residential zones, with some pockets of business, and light industrial zones in Magill and Newton. It has good quality open space, well maintained parks and reserves, and some natural bushland.

European settlement within the Council area dates from the 1830s with settlement commencing on the banks of the River Torrens, and establishment of small townships. The area is well known for its market gardens history and multi-cultural influences. Italian migration post World War II was significant, and many Italian migrants chose to settle in the area. Between 1960 and 1991 the City's population trebled (from 15,000 to 43,600); the population growth rate has slowed significantly since then, and the number of residents is currently 51,469 (Estimated Resident Population, 2018).



Quality of life is a particular focus for Council and the Community, being the central theme of Council's vision and the first goal in the Strategic Plan.

This document sets out Council's programs, projects and services planned for 2019/2020. It aims to maintain and improve the City's service delivery and to continue the delivery of programs outlined in Council's Strategic Plan.

Council's expenditure for the period is provided in the Budget component of this document (p 28).

Status of 2018/2019 Projects

Information about Council's progress in relation to projects funded in 2018/2019 is available in Appendix 1 (p 73).



Brookside Cellars

What are Council's Long Term Plans?

Towards 2020 Council's Strategic Plan 2010 – 2020 was revised by Council on 15 November 2016.

Council's Vision is:

'Campbelltown provides a quality lifestyle for its people'

In support of this, Council's strategic focus is on the following 5 key areas:

Goal 1 - Quality Living

A quality lifestyle that meets the changing needs of the Community

Goal 2 – Leadership

A Council with strong leadership and excellent service delivery

Goal 3 - City Planning

Planning that achieves a balance between infrastructure, development, and Community needs

Goal 4 - Environmental Responsibility

An enhanced local environment delivered in partnership with the Community

Goal 5 - Local Economy

A Council which supports a strong and diverse local economy

Council's Strategic Plan is supported by Departmental Business Plans and Management Plans.

Further information about the Strategic Plan and Management Plans is available from the Publications section of Council's website www.campbelltown.sa.gov.au

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What are the Significant Influences and Priorities?

A number of significant factors have influenced the preparation of the 2019/2020 Annual Business Plan and Budget. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meetings on 22 January and 16 April 2019
- Application of Year 1 of Council's LTFF, as adopted by Council at its meeting on 16 April 2019
- Adherence to Council's IAMPs
- Enterprise Bargaining Agreements which provide for wage and salary increases for Council Staff
- The CPI (Consumer Price Index - All Groups Index for Adelaide), which is a measure of the change in the price of a 'basket' of goods and services purchased by households. This increased by 1.6% for the 12 months ending December 2018
- The LGPI (Local Government Price Index), which provides Councils with a useful reference regarding the inflationary effect of price changes of goods and services consumed by Local Government.

For the 12 months ending December 2018, LGPI increased by 2.7% and has been applied to the budget for 2019/2020, where applicable.

In response to these factors and to minimise the burden on ratepayers, this Annual Business Plan has been prepared within the following guidelines:

- Increase rates by 2.70% (LGPI), plus growth (1.12%).
- Use of existing cash and investments to fund Capital-New expenditure before taking any new borrowings, in accordance with its Treasury Management Policy.
- Council is projecting an operating deficit in 2019/2020 of \$373,110 which is lower than the LTFF target operating surplus of \$866,000. The budgeted operating deficit has resulted from the Federal Government electing to pay in advance half of the Financial Assistance and Local Roads grants relating to 2019/2020 in June 2019.

Service Provision

The Local Government Act 1999 prescribes a system of Local Government to enable Councils to govern and manage areas at a local level. Included in Council's principal role is the requirement 'to provide and co-ordinate various public services and facilities and to develop its Community and resources in a socially just and ecologically sustainable manner'.

All Councils have basic responsibilities under the Local Government Act and other relevant legislation. These include:

- Regulatory activities, including voters' roll maintenance and Elected Members' support
- Setting rates, preparing an Annual Business Plan and Budget, and determining longer-term strategic management and management plans, financial plans, Infrastructure Asset Management Plans, by-laws, policies and procedures for the area
- Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development control, including building safety assessment, and
- Provision of various environmental health services.

In response to Community needs, Council provides the following services and programs:

- | | |
|--|--|
| • Administration Building and Hall Maintenance | • Executive Services |
| • Asset Management-Footpaths | • Finance |
| • Asset Management-Road Transport | • Governance and Communications |
| • Asset Management-Stormwater | • Information Services |
| • Cemeteries | • Infrastructure Services Management |
| • Civic Functions | • Leisure Services |
| • Community Engagement | • Library Services |
| • Community Transport | • People and Culture |
| • Corporate and Community Services Management | • Parks and Reserves |
| • Community Services and Social Development | • Policy Planning and Development Assessment |
| • Depot Operations | • Services for Older People |
| • Economic Development | • Sport and Recreation Facilities |
| • Elected Members | • Street Lighting |
| • Environmental Control and Public Order | • Tree Maintenance and Replacement |
| • Environmental Health | • Urban Planning and Leisure Services Management |
| • Environmental Management | • Waste Management |
| | • Youth Development |

Council seeks to be responsive to changing Community needs when developing, providing and discontinuing its programs, services, and projects. Council undertakes regular Community surveys to assess levels of satisfaction and to identify areas for improvement.

The Council also maintains a number of facilities on a subsidised fee for service basis. The following facilities provide important Community benefits whilst also generating contributory income for services and projects of benefit to the City:

- ARC Campbelltown
- Community transport service
- CHSP (Commonwealth Home Support Program)
- Community halls, ovals, courts, meeting rooms, parks and reserves for hire.

Further information on Council's service provision is detailed in the Budget (p 28). This section of the Annual Business Plan and Budget provides detailed information on each Service including:

- Information about the Service and its benefit to the Community
- An analysis of income and expenditure for the Service (the 'Financial Analysis')

Council anticipates that existing service levels from the 2018/2019 financial year will be maintained during 2019/2020.

Campbelltown acknowledges the importance of Federal funding through the Financial Assistance Grants program for the continued delivery of Council services and infrastructure.



Campbelltown Memorial Oval

Project Priorities for the Year

Council has undertaken a methodical and considered approach to determine the priorities for the forthcoming financial year. In accordance with Council's Budget Preparation Policy, the following steps were taken to determine the projects selected for 2019/2020:

- Elected Members, Management and Staff proposed projects that aim to assist in achieving Council's Strategic Plan goals, objectives and strategies and perceived Community need
- Projects were divided into four categories: New Initiatives, Capital–New, Capital–New Master Plan Allocation and Capital-Renewal & Replacement
- Capital-Renewal and Replacement projects were proposed in accordance with asset renewal and replacement needs that were identified using Council's IAMPs and associated asset replacement schedules
- The Management Team individually ranked the relevant New Initiatives and Capital–New projects based on the priority of the projects presented. Scores were combined to identify Staff priorities for the year
- A workshop and bus tour of the City was held to assist Elected Members to gain a better understanding of the projects proposed and obtain answers to any questions they may have on these items. At the workshop, these projects were presented in line with the Management Team's recommended order of priority
- Elected Members individually ranked projects in the New Initiatives and Capital-New categories based on their view of the priority of the projects presented
- Scores from Elected Members and the Management Team on the ranked projects were collated and sorted from highest to lowest priority for each project category
- The project list was refined and finalised at the 16 April 2019 Council meeting in preparation for the Public Consultation process
- Final selection of projects was confirmed by Council on 18 June 2019 and 2 July 2019 following consideration of the feedback received from the Community consultation.

New Initiatives

New Initiatives are projects, programs or services provided for the first time. They may be once-off, short term in nature, or they may have ongoing consequences on future Council budgets (ie recurrent). New Initiatives affect Council rates in the year that they are introduced.

Council confirmed the New Initiatives and their effect on the operating result at the Council meeting held on 16 April 2019. The net costs of the New Initiatives in this budget are:

	Net Cost to Council
Goal 1 – Quality Living	
Magill Village Master Plan	\$424,000
Cultural & Performing Arts Feasibility Study	\$50,000
Foxfield Oval Changerooms – Consultation & Design	\$15,000
Marchant Community Centre – Automatic Front Doors – Plan and Design	\$15,000
Lochiel Park House (Hobbs House) Heritage Listing	\$15,000
Seed Funding to Attract External Events	\$5,000
Lochend Community Hall – Noise Abatement	\$3,000
Campbelltown Orchard Beehive	\$2,500
TOTAL	\$529,500
Goal 2 – Leadership	
Local Area Traffic Management Plan – Hectorville, Rostrevor and Magill	\$165,000
Native Vegetation Preservation & Biodiversity Grants – Campbelltown Landcare Group	\$5,000
Native Vegetation Preservation & Biodiversity Grants – The Gums Landcare Group	\$1,500
TOTAL	\$171,500
Goal 3 – City Planning	
Lochend House Conservation Plan	\$20,000
Waste Reduction Incentive	\$10,000
Sustainable Building Incentive Scheme	\$4,000
TOTAL	\$34,000
Goal 4 – Environmental Responsibility	
Verge Development Program	\$25,000
Super Playground Consultation and Concept Plan – Thorndon Park	\$15,000
TOTAL	\$40,000

Goal 5 – Local Economy

Economic Development Resource – Staff time – 2 days per week	\$42,000
Athelstone Recreation Reserve Clubrooms Redevelopment – Consultation & Design	\$30,000
Brookside Cellars Events Investigation	\$10,000
Collaborative Workspace Feasibility Study	\$10,000
Eastside Business Enterprise Centre (EBEC) Business Mentoring	\$5,000
TOTAL	\$97,000
GRAND TOTAL	\$872,000

Capital

Capital projects are made up of three components; Capital-New, Capital-New Master Plan Allocation and Capital-Renewal and Replacement:

- **Capital-New and Capital-New Master Plan Allocation** projects result in new assets being added to Council's existing asset complement or arise where an existing asset is replaced with an asset that provides additional capabilities or services.

These projects do not affect Council rates in the year that the expenditure is incurred, but will affect rates in future years by way of increased depreciation, maintenance and interest expenses.

An example of these types of projects is the construction of new footpaths.

- **Capital-Renewal and Replacement** projects result in an existing asset's service life being extended through major repair or replacement, however its service capability is not improved. The renewal and replacement of existing assets is dictated by Council's IAMPs and asset replacement schedules. These Plans tell Council when assets are at a stage in their lifecycle where they need to have money spent on them to prevent further deterioration (extend their useful life) or require replacement. Undertaking this type of expenditure at the right time will ensure assets provide the level of service they are expected to and also minimises ongoing maintenance costs.

An example of Capital-Renewal and Replacement is a road reseal or the replacement of an existing footpath.

Council has used its Long Term Financial Plan to assist in preparing its plans for capital expenditure. Council proposes to spend the gross amounts of \$3,666,550 on Capital-New which includes \$1,138,000 on Capital-New Master Plan Allocation and \$11,339,000 on Capital-Renewal and Replacement expenditure.

Council resolved at its meeting on 16 April 2019 to undertake the following capital projects in 2019/2020. The projects are shown at the net cost to Council:

Capital-New

**Net Cost
to Council**

Goal 1 – Quality Living

Magill Village Improvements - New	\$1,038,000
Hectorville Sports & Community Club Redevelopment	\$900,000
Fourth Creek Trail Improvements	\$188,000
ARC Campbelltown – Air Conditioning – Courts 3 to 5	\$150,000
Traffic Improvements – Church Road, Campbelltown	\$135,000
ARC Campbelltown – Aquatic Family Room	\$100,000
Toilet Facility – Padulesi Park	\$60,000
Variable Messaging Signs	\$60,000
Shared Bike & Pedestrian Path – Sycamore Terrace, Campbelltown	\$50,000
Traffic Control – Woodforde Road, Magill	\$35,000
Library Building Upgrades – Children’s Area	\$30,000
Lighting – Padulesi Park	\$24,000
Library Building Upgrades - Makerspace	\$16,000
Campbelltown Arthouse Verandah	\$8,000
Path Extension – Daly Oval	\$8,000
TOTAL	\$2,802,000

Goal 2 – Leadership

Footpath Construction including Second Footpaths	\$302,500
Footpath Construction in Rostrevor	\$175,000
Brookside Cellars Improvements	\$135,000
Purchase of Rubbish Bins	\$45,000
Purchase Additional Finance One Licences	\$24,750
AV Equipment for Meeting Rooms	\$7,300
TOTAL	\$689,550

Goal 4 – Environmental Responsibility

Thorndon Park Bird Refuge	\$5,000
TOTAL	\$5,000

GRAND TOTAL

\$3,496,550

Capital-Renewal & Replacement

**Net Cost
to Council**

Goal 1 – Quality Living

Campbelltown Village Improvements – R&R	\$2,440,000
Magill Village Improvements – R&R	\$1,662,000
Hectorville Sports & Community Club Redevelopment	\$1,100,000
Greenglade Drive Playground Improvements	\$133,000
Fox Avenue Reserve Playground Upgrade	\$130,000
Hectorville Community Centre – Kitchen & Roof Replacement	\$100,000
Murray Park Playground Upgrade	\$85,000
King George Hall (Magill) – Building Improvements	\$65,000
Magill Scout Hall (Woodforde Road Magill) – Roof Replacement	\$60,000
Campbelltown Memorial Oval Bore	\$50,000
Library Stock Purchases	\$36,000
Foxfield Oval Hall – Floor Replacement	\$35,000
Replacement of Coin & Bill Acceptor – Library	\$8,600
Magill Guide Hall – External Painting	\$6,000
Thorndon Park Deck Replacement	\$0
TOTAL	\$5,910,600

Goal 2 – Leadership

Audio Visual Equipment – Council Chambers	\$23,700
Backup Data Storage System	\$25,000
Replacement of Photocopiers	\$9,700
TOTAL	\$58,400

Goal 3 – City Planning

Road Renewal Program	\$2,722,400
Vehicle, Plant & Machinery Replacement	\$418,350
River Torrens Linear Park – Shared Path Upgrade	\$179,200
TOTAL	\$3,319,950

GRAND TOTAL

\$9,288,950

Further details of the New Initiatives, Capital-Renewal and Replacement, Capital-New and Capital-New Master Plan Allocation projects are detailed in Appendix 2 (p 86).

How Does Council Measure Performance?

Achievement of Council's Annual Business Plan priorities is monitored through the budget review process (undertaken 3 times per year), regular Corporate Plan reporting and the following year's Annual Business Plan.

Achievement of the Objectives in the Strategic Plan is monitored through regular Staff reporting to Council.

Following adoption of the Strategic Plan by Council, strategies from the Strategic Plan are allocated to Departments. Each Department then develops a Business Plan to demonstrate how it will achieve the requirements of each allocated strategy. Management reports are prepared monthly to assist General Managers to monitor the progress of each Business Plan and highlighted actions are reported to Council.

Financial Performance

At its meetings held 22 January and 16 April 2019, Council considered and continued to adopt the following 5 financial targets, however only 3 of these are required under the Local Government (Financial Management) Regulations 2011:

Target	Description	LTFP Target
1	Operating Surplus/(Deficit) Ratio - %	To achieve a ratio between 0% and 5%
2	Net Financial Liabilities Ratio - %	Less than 70%
3	Interest Cover Ratio - %	Less than 5% of Operating Income
4	Asset Renewal Funding Ratio - %	100% spend as per IAMP and asset schedules on a rolling 5 year basis
5	Asset Consumption Ratio - %	Greater than 40% and less than 60%

A further explanation of the calculation of the three targets required to report on under the Regulations is provided below.

Funding the Business Plan

The Long Term Financial Plan for 2019/2020 has been updated to reflect the most current information available which includes:

- Audited Financial Statements for the year ended 30 June 2018
- Updates to relevant CPI and LGPI forecasts
- Review of all assumptions used in the Plan
- Proposed major projects
- IAMPs and asset replacement schedules.

Staff reviewed all assumptions contained within the Plan, with AGAC providing recommendations to Council on the key financial targets and the revised Plan. The review was used to ensure the Plan was structurally sound and prepared in accordance with relevant legislation and Australian Accounting Standards. Council adopted the LTFP at its meeting on 16 April 2019.

The detailed document, including assumptions and commentary on the key financial targets can be found on Council's website under 'Council > Financial Information > Long Term Financial Plan'.

Year 1 of the LTFP has been used to develop the budget for 2019/2020. A commentary on the financial indicators Council is required to report on under the Local Government (Financial Management) Regulations 2011 are provided below.



Operating Surplus Ratio

(by what percentage does the major controllable income source vary from day to day expenses).

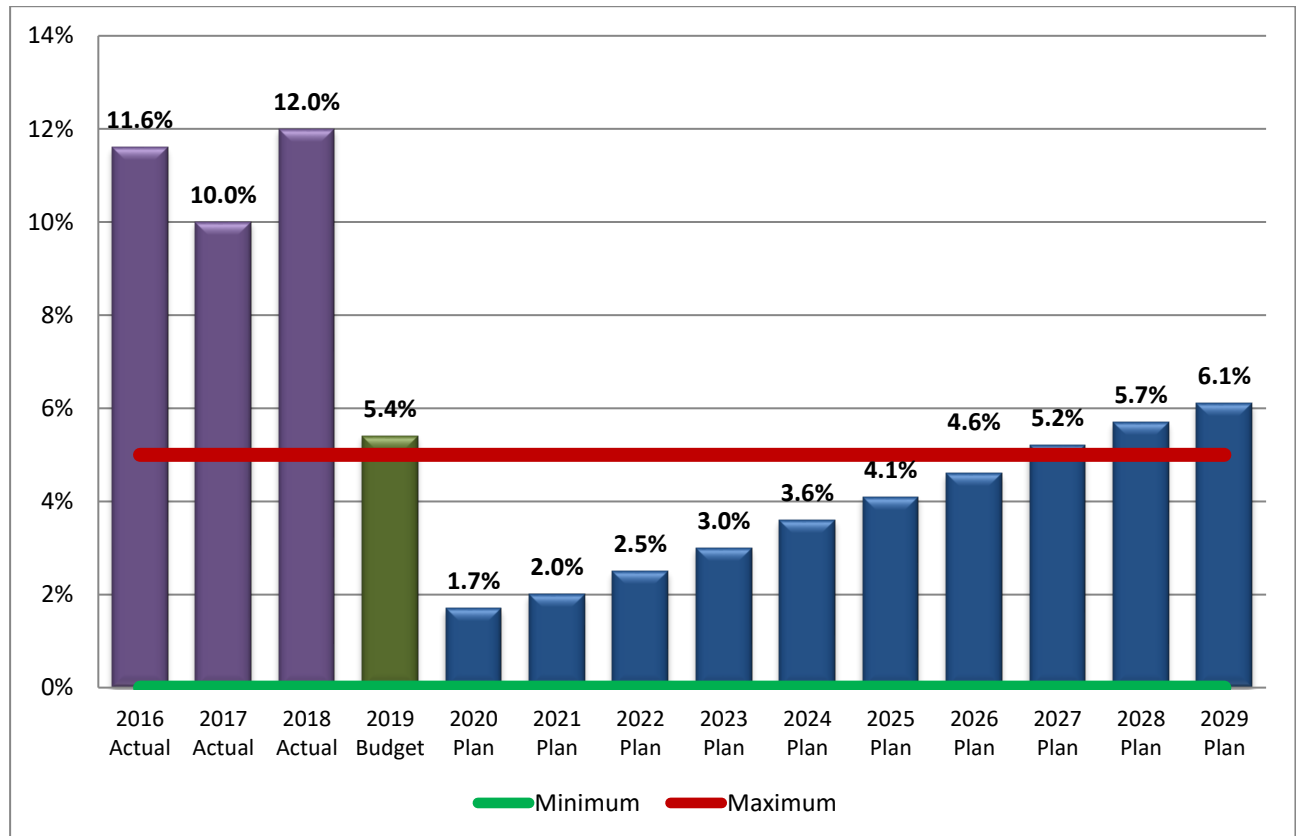
LTFP Financial Target

To achieve a ratio of between 0% and 5%

LTFP vs Budget

LTFP Plus 1.7%
2019/2020 Budget Minus 0.7%

Is the 2019/2020 budget on track to meet the LTFP targets?



The graph above shows that Council will meet this target until 2027. Wherever the target is exceeded, Council will apply the additional income generated to help reduce the funding gap that currently exists in relation to future asset renewals.

When this target is 0% or higher, it means that ratepayers are meeting the costs of the services they have consumed in that year (including depreciation).

Net Financial Liabilities Ratio

(how significant is the net amount owed compared with income).

LTFP Financial Target

Less than 70% (of Council's operating income)

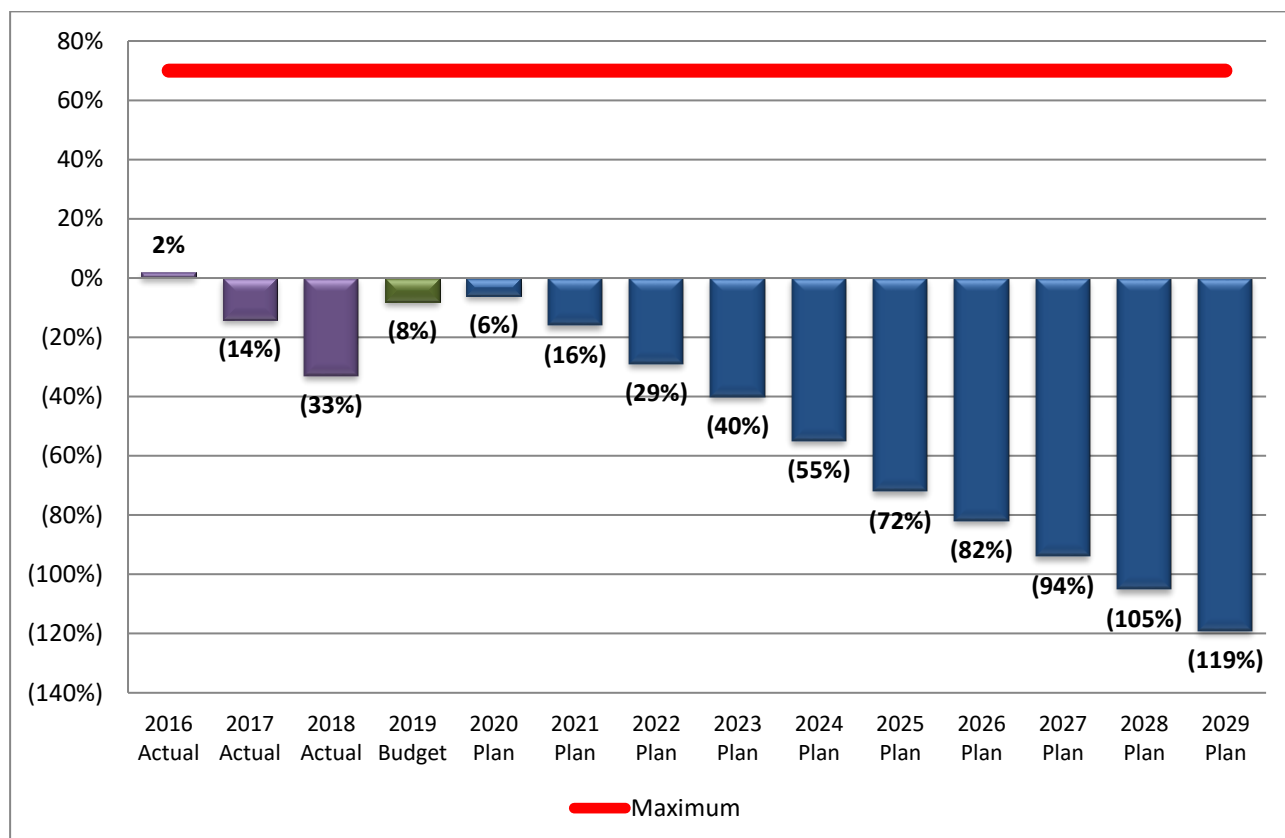
LTFP vs Budget

LTFP
2019/2020 Budget

minus 6%

minus 8%

Is the 2019/2020 budget
on track to meet the
LTFP targets?



Over the life of the adopted plan, Council's net financial liabilities ratio will be well below the maximum target of 70%. In 2017/2018, Council paid off its remaining loans, making it debt free. This means that Council will have more liquid financial assets (ie cash and investments) than total liabilities (ie borrowings), which will result in a negative ratio.

While not planned at this stage, the result and projections of this target gives Council significant scope to be able to increase borrowings in the future should the need arise, without significantly threatening the maximum target.

Asset Renewal Funding Ratio

(are assets being replaced at the rate they are wearing out).

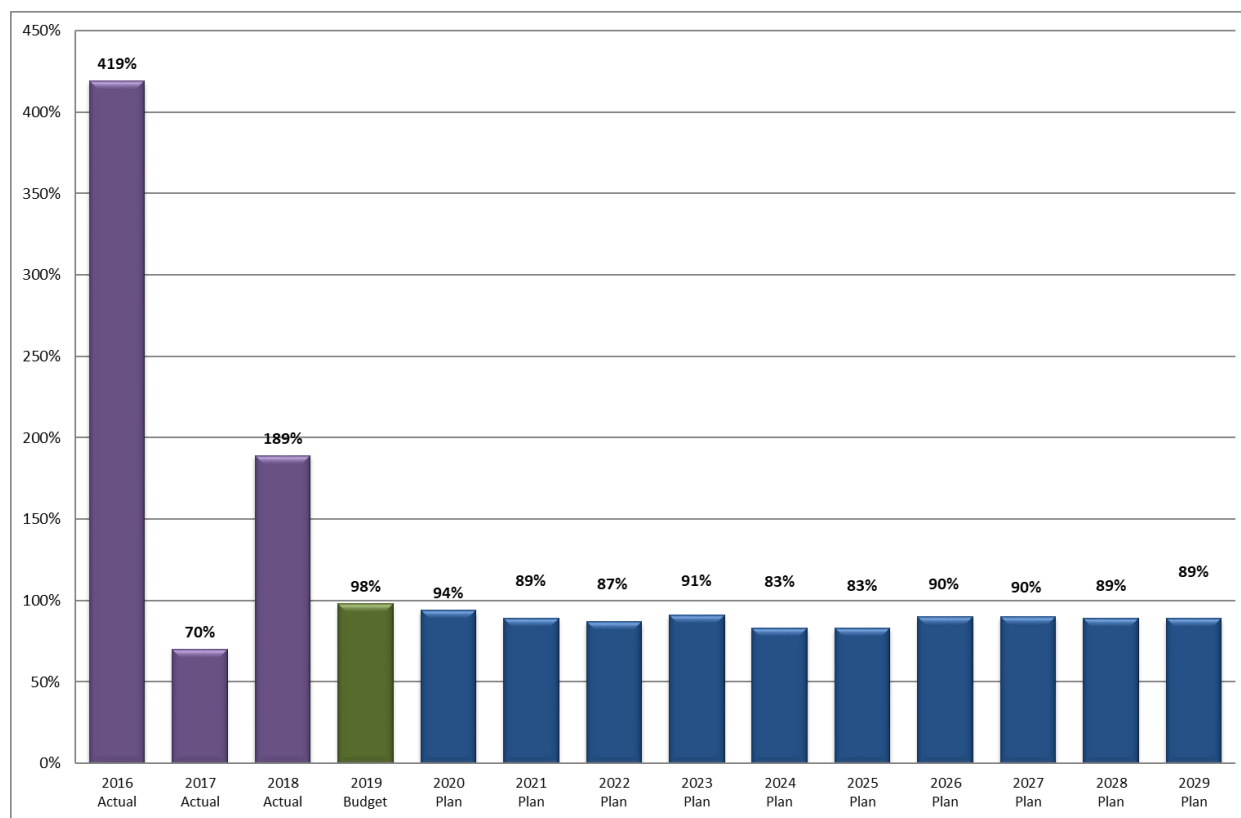
LTFP Financial Target

Spend as per IAMPs and Asset Schedules on a rolling 5 year basis

LTFP vs Budget

LTFP	94%
2019/2020 Budget	93%

Is the 2019/2020 budget
on track to meet the
LTFP targets?



Council is on track to allocate expenditure in accordance with its LTFP, IAMPs and asset replacement schedules, which is offset by sale proceeds expected from the disposal of various plant and equipment.

The high values recorded in 2016 relates to the redevelopment of The ARC Campbelltown.

Impact of the Plan on Rates

Strategic Focus

Council last undertook a full review of its rating structure when preparing for the 2013/2014 financial year. At that time and in subsequent years Council determined that rates will be levied by:

- applying a single rate in the dollar, regardless of the land use of the property with a minimum rate; and
- using Capital Value as the basis for determining valuations.

During 2016/2017, Council considered reviewing the rating methodology for the:

- separate rate applied to the toilet at the Campbelltown Shopping Centre; and
- proposed introduction of differential rating for commercial, industrial and vacant land.

Council resolved at its meeting on 21 February 2017 to retain the current rating methodology for the separate rate, while at its 18 April 2017 meeting, Council chose not to introduce differential rating.

The Rating Policy outlines the methodology and principles to be applied when setting and collecting rates from its Community. The information provided below summarises the key areas of the Policy.

In setting its rates for 2019/2020, Council relies on its adopted LTFP, which also provides guidance on the planned rate increases over the next ten years. It also considers the following factors:

- the Annual Business Plan and associated budget for the relevant financial year
- the current economic climate and relevant factors such as CPI (Consumer Price Index), LGPI (Local Government Price Index) and interest rates
- the impact of rates on the Community, including residents and businesses.
- the broad principle that the rate in the dollar is the same for all rateable properties.

Rating Structure

Method Used to Value Land

Council uses Capital Value as the basis for valuing land within the Council area for rating purposes. The Council considers that this method of valuing land provides the most equitable method of determining the allocation of rate income across all ratepayers, as Capital Value closely approximates market value and provides the best indicator of overall property value.

General Rates

In accordance with Section 153 of the Local Government Act 1999, Council will impose a single general rate on all rateable properties within the area. Council believes the application of a general rate is more fair and equitable to the Community for both business and residential properties, compared to other alternatives.

Council is of the view that the use or location of land is not a relevant factor in applying rates. Despite the predominant land use within the City being residential, Council does not differentiate between residential and the non-residential community by applying a differential general rate.

Minimum Rate

In accordance with Section 158 of the Act, Council imposes a minimum rate, as it considers it appropriate that all rateable properties make a base level contribution to the cost of:

- administering the Council's activities, and
- creating and maintaining the physical infrastructure that supports each property.

Council will increase the minimum rate annually at the same level as the percentage increase in general rates, excluding growth. Therefore, as the cost of services changes, the 'contribution' paid by ratepayers on the minimum rate will also change. Adjusting the minimum rate helps ensure equity is maintained by avoiding a shift in the rate burden to other ratepayers.

Section 158(2) of the Act provides direction on which properties will be exempt from the minimum rate. In accordance with Section 158(2)(d), Council will ensure that the minimum rate will not apply to more than 35% of total properties subject to the general rate within the City.

For 2019/2020, the Minimum Rate is \$984.

Separate Rate

Under Section 154 of the Act, Council imposes a separate rate to fund the construction and ongoing maintenance of a toilet facility on Denmead Avenue, which is payable by owners/tenants of property at the Campbelltown Shopping Centre complex.

The separate rate is based on the Capital Value of the land subject to the rate, and came into effect on 1 July 2012. The rate recoups the following expenses relating to the facility:

- the ongoing maintenance, insurance, utilities and depreciation; and
- the transfer of land and construction costs (including principal and interest to fund it) over a period of 15 years.

This toilet facility was constructed during 2012/2013.

Natural Resources Management Levy

Council is required by legislation to collect a regional NRM Levy on all rateable properties on behalf of the Adelaide and Mount Lofty Ranges NRM Board. The Levy funds projects determined by the Board, and Council is simply an income collector for the Board in this regard. The Council does not set the levy, retain this income nor determine how the income is spent.

Contact details for the NRM Board will be included on the rates notice received from Council.

Due Dates for Payments

Rates are due and payable in four equal instalments in the months of September, December, March and June of each financial year. Details of the exact due dates will be resolved by Council on an annual basis and provided on the rates notice.

Payment Methods

Council will provide various methods for rates payments to be made. These will be listed on the back of the rate notice.

Ratepayers can apply to Council to establish alternative payment arrangements to spread the cost of paying rates throughout the year rather than paying in full or by quarterly instalment. Acceptance of these arrangements will be considered upon the completion of an application form, which is available from Council.

Collection of Rates in Arrears

Late Payment of Rates

Section 181(8) of the Act requires Council to impose a penalty of a 2% fine on any payment for rates that is not paid by the due date for each quarter. An amount that continues to be overdue is then charged an interest rate, which is set in accordance with Section 181(17) of the Act.

Where rates are overdue, Council provides ratepayers with a grace period of three (3) working days after the due date for payment. Thereafter fines for late payment are imposed.

Council is prepared to remit penalties for late payment of rates where ratepayers can demonstrate hardship. All applications for remission of penalties should be in writing to the Chief Executive Officer.

Debt Recovery

The Council will issue one (1) overdue notice per quarter for payment of rates when rates are unpaid by the due date and the debt is not being recovered through a debt collection agency. Should rates remain unpaid more than seven (7) days after the date of issue of

the overdue notice, Council will refer the debt to a debt collection agency for collection when the amount in arrears:

- is greater than \$500, and
- has been outstanding for two or more quarterly instalments.

The debt collection agency will charge collection fees to Council. All fees and associated costs incurred are recoverable from the ratepayer.

When Council receives a payment in respect of overdue rates the Council applies the money received as set out in Section 183 of the Act. These funds will be applied as follows:

1. costs awarded to or recoverable by Council in any court proceedings undertaken to recover rates
2. interest costs
3. fines
4. rates, in the order the liability arose.

Sale of Land for Non-Payment of Rates

Under Section 184, the Act gives Council the power to sell any property where the rates have been in arrears for three (3) years or more.

Council recognises the severe impact that such action could have on a property owner and accordingly this action will only be instigated after a series of steps have been completed. Staff will attempt to make contact with the ratepayer throughout the process to provide opportunities for the outstanding amounts to be recovered.

Council's approach to non-payment of rates aims to ensure that all residents and ratepayers are treated fairly and equally in regard to the recovery of long-term rate debts, and acknowledges that the Community should not be required to bear the financial burden of any long-term rate debts.

The following steps will be undertaken to recover the rates in arrears:

1. Where the rates outstanding have been in arrears for two years, Council Staff will issue a letter to the ratepayer advising that if the rates remain in arrears for more than three (3) years it may commence the Section 184 process and sell the affected property. The ratepayer will be encouraged to make suitable payments to eliminate the rates payable.

During this time, the ratepayer will continue to receive quarterly rate notices and those not transferred to debt collection will receive overdue notices where any rates balance remains unpaid.

2. Once the rates have been in arrears for three (3) years, Staff will send a Letter of Demand by Registered Post with a return receipt to the principal ratepayer(s), and if applicable, a copy to any Registered Mortgagees on the Title.

Council is required to notify the owner of the land of:

- its intention to sell the property;
- details of the outstanding amounts; and
- its intention to sell the land if payment of the outstanding amount is not received within one (1) calendar month of notification.

If this document is not acknowledged by the ratepayer within 14 days of the Notice being issued, the Notice will be served by attaching a Letter of Demand to a conspicuous place on the property (ie front door).

The ratepayer has one (1) calendar month to comply with the demand.

3. If the recovery of rates following Step 2 is not successful, Staff will seek a resolution from Council to appoint a lawyer to take over the process.

Once engaged, the lawyers will review all documents associated with the Section 184 process, and if required, re-issue any documentation to ensure the correct steps have been followed. A Notice will then be issued to the ratepayer advising that if payment in full is not made within one (1) calendar month, Council will commence proceedings to sell the property. Council's lawyers will follow all steps required under the Act.

To prevent the sale from occurring, the ratepayer will be required to pay all amounts in arrears and any legal costs associated with the Section 184 process.

4. Should the actions in Step 3 still fail to result in payment being received, Staff will seek a resolution from Council authorising the commencement of the sale process by public auction. Once approved, a real estate agent will be appointed, with the affected property being advertised on at least two separate occasions.

If all amounts in arrears and costs incurred by Council relating to the Section 184 action are paid prior to the auction date, Council must call off the auction.

Should Council proceed to auction, but it not result in a sale, Council is able to sell the property by private contract for the best price it can reasonably obtain. Following the sale it may be necessary, in exceptional circumstances, for Council to apply to the court for vacant possession.

Rate Relief and Payment Options

From 1 July 2015, the State Government abolished concessions on Council rates to pensioners, self-funded retirees and other benefit recipients and replaced them with a 'cost of living' allowance, which is paid directly to the recipient.

Details of eligibility criteria and how to apply are set out on the rates notice.

Alternative Payment Arrangements

Any ratepayer who may, or is likely to experience difficulty with meeting the standard rate payment arrangements may contact the Council to discuss options for alternative payment arrangements. Such enquiries are treated confidentially and are assessed on a case-by-case scenario.

Postponement of Rates for Senior Ratepayers

Section 182A(1) of the Act sets out the criteria that applies for a senior ratepayer to be eligible for a postponement of rates.

Under Section 182A(12), a prescribed ratepayer is a person who holds a State Seniors card issued by the State Government, or who has the qualifications to hold such a card and has applied for the card but has yet to be issued with the card.

Postponement of rates is only available on the principal place of residence and it must be proven that no other person, other than a spouse, has an interest as an owner of the property.

Council may, on receipt of an application, consider granting a postponement of payment of rates in respect of an Assessment on the condition that the ratepayer agrees to pay interest on the amount affected by the postponement at the prescribed rate under Section 182A (12) of the Act, for each month it continues to be unpaid.

Upon approval, the ratepayer may postpone the amount in excess of the prescribed portion of rates, which is set out in Regulation 13A of the Local Government (General) Regulations 1999.

Payment of the amount postponed becomes due and payable when:

- title to the relevant land is transferred to another person; or
- the ratepayer fails to comply with conditions relating to the postponement of rates.

Postponement of Rates in Cases of Hardship

In accordance with Section 182 of the Act, a postponement of rates may be granted if Council is satisfied that the payment of these rates would cause hardship.

Council may, on receipt of an application and subject to the ratepayer substantiating the hardship (such as providing a statement of income and expenses), consider granting a postponement of payment of rates in respect of an Assessment on the condition that the ratepayer agrees to pay interest on the amount affected by the postponement at the prevailing Cash Advance Debenture rate for each month it continues to be unpaid.

A postponement will only be granted in this situation where the property is the principal residence of the ratepayer and is the only property owned by the ratepayer.

All applications for postponement of rates will be assessed on a case-by-case basis. All enquiries and submissions will be treated confidentially.

Mandatory Rebate of Rates - Sections 159-165 of the Local Government Act 1999

A rebate of rates in respect of any rateable land in the Council area will be available only when the applicant satisfies the requirements under the relevant sections of the Act.

The categories in which property can be eligible for a mandatory rebate are as follows:

- Section 160 - Health Services
- Section 161 - Community Services
- Section 162 - Religious Purposes
- Section 163 - Public Cemeteries
- Section 164 - Royal Zoological Society of SA
- Section 165 - Educational Purposes

Letters will be sent to existing rebate recipients on an annual basis to confirm eligibility in accordance with the criteria set out in the Act.

Discretionary Rebate of Rates - Section 166 of the Local Government Act 1999

Council has discretion to grant a rebate of rates or service charges and to determine the amount of any such rebate. In deciding whether to grant a rebate of rates or service charges, Council will take into account the matters prescribed in Section 166(1a) of the Act and may take into account other matters it considers relevant in accordance with Section 166 of the Act.

Applications for discretionary rebates must be received by 31 May of the previous financial year to be considered for the current financial year.

General Rate Cap (Maximum Rate Increase)

Council will make a determination on an annual basis on whether it will provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to rapid changes or anomalies in valuation. If approved, the general rate cap percentage for the relevant financial year will be provided under Section 153(3) of the Act.

The general rate cap will apply where the Assessment is the principal place of residence of the principal ratepayer, and any such increase is not as a result, in part or full, of:

- Improvements made to the Assessment, or
- Changes to the zoning of the Assessment, or
- The use of the land being different for rating purposes on the date the Council declared its general rates for the current financial year than on the date the Council declared its general rates for the previous financial year, or
- A change in ownership of the rateable property since the start of the previous financial year.

The rebate will be automatically granted in respect of that Assessment where the percentage change in the general rates levied between the current and previous financial year is greater than the adopted general rate cap percentage for the current financial year.

When determining eligibility, any rebates or concessions applied to the Assessment will be excluded from the calculation.

The general rate cap percentage for 2019/2020 is proposed to be 5.40%, which is twice the general rate increase.

Summary of Key Rating Information

General Rate Increase	2.70%
Rates Growth	1.12%
Total Rate Revenue Increase (inc growth from new properties)	3.82%
General Rate Cap Percentage	5.40%
Minimum Rate	\$984



Tour Down Under 2019

Budget by Service

Detailed information about the amounts received and spent on each of Council's services is provided below, in Strategic Plan link order.

A detailed overview of projects to be undertaken is provided in Appendix 2.

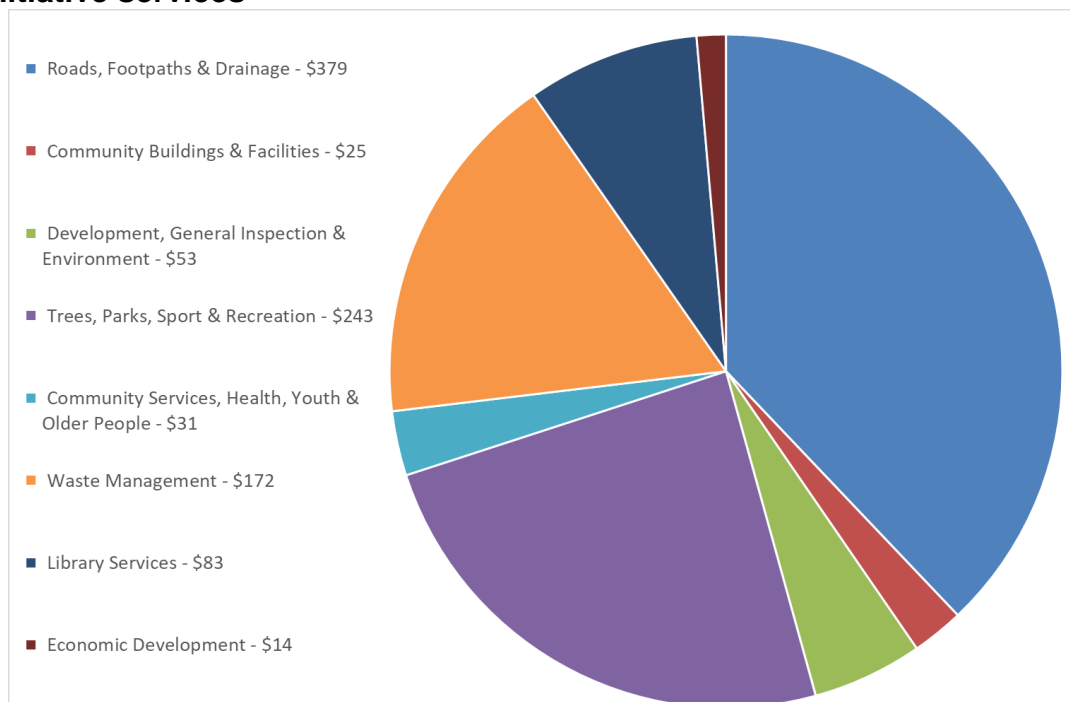
Where income is received for a particular service from external parties, it is allocated to the relevant service. This income is in the form of user charges, statutory charges, grants, subsidies and reimbursements.

Rate income is not allocated to individual services but is included as part of the Finance service income.



Thorndon Park

How Council plans to allocate every \$1,000 in Rates to provide the Recurrent and New Initiative services



Listed below are the services linked to each component of the pie chart shown above.

Waste Management

- Waste Management

Community Services, Health, Youth & Older People

- Community Services & Social Development
- Community Transport
- Services for Older People
- Youth Development

Trees, Parks, Sport & Recreation

- Cemeteries
- Leisure Services
- Parks & Reserves
- Sport & Recreation Facilities
- Tree Maintenance & Replacement

Economic Development

- Economic Development

Development, General Inspection & Environment

- Environmental Control & Public Order
- Environmental Health
- Environmental Management
- Policy Planning & Development Assessment

Library Services

- Library Services

Roads, Footpaths & Drainage

- Asset Management – Footpaths
- Asset Management – Road Transport
- Asset Management – Stormwater
- Street Lighting

Community Buildings & Facilities

- Administration Building & Hall Maintenance

Included within these components is an allocation for the costs of administration.

- Civic Functions
- Community Engagement
- Corporate & Community Services Management
- Depot Operations
- Elected Members
- Executive Services

- Finance
- Governance & Communications
- Information Services
- Infrastructure Services Management
- People & Culture
- Urban Planning & Leisure Services Management

Youth Development

Provision of opportunities for young people for recreation, skills development and participation in Community development.

Primary Strategic Plan Link

Objective 1.1: A cohesive Community which values diversity, encourages equity, and inclusiveness, and celebrates quality of life

Services Provided

- Opportunities for active participation in the Youth Advisory Committee and its sub Committees
- Youth Week activities
- Access to youth services
- Special programs, competitions and events

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	101,000
Materials, Contracts & Other Expenses	37,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	138,700
Operating Surplus/(Deficit)	(138,700)

Services for Older People

Provision of services and recreational facilities for older people, including home help and respite services.

Primary Strategic Plan Link

Objective 1.1: A cohesive Community which values diversity, encourages equity and inclusiveness, and celebrates quality of life

Services Provided

- Age Friendly Strategy
- CHSP for older people, young people with a disability, and their carers (centre based care, home modification, transport, domestic assistance and home maintenance).

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	1,500
Grants, Subsidies & Contributions	725,700
Investment Income	0
Reimbursements	0
Other Income	148,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	875,200
Expenses	
Employee Costs	345,950
Materials, Contracts & Other Expenses	533,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	879,400
Operating Surplus/(Deficit)	(4,200)

Library Services

Operation and promotion of the Public Library services and associated activities.

Primary Strategic Plan Link

Objective 1.2: Effective communication, learning and service delivery that supports the Community

Services Provided

- Provision of reference and lending materials
- Provision of materials and internet services and Council and Community information
- Provision of children's activities and holiday programs
- Provision of mobile and housebound library services for elderly residents and people with a disability
- Provision of a range of ancillary services, such as local history, digital awareness, meeting room, gallery space and IT training suite hire
- Manage Council's involvement in the One Library Management System network including control and statewide stock distribution

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	62,550
Grants, Subsidies & Contributions	365,250
Investment Income	0
Reimbursements	0
Other Income	32,950
Net Gain – Equity Accounted Council Businesses	0
Total Income	460,750
Expenses	
Employee Costs	1,663,750
Materials, Contracts & Other Expenses	383,000
Depreciation, Amortisation & Impairment	580,900
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,627,650
Operating Surplus/(Deficit)	(2,166,900)

Sport and Recreation Facilities

Development and maintenance of Council's sporting and recreation facilities including ovals and sportsgrounds to meet the needs of the Community.

Primary Strategic Plan Link

Objective 1.3: City infrastructure that provides a range of welcoming, attractive and safe facilities that encourage social interaction and an active Community

Services Provided

- Well maintained recreation and sporting facilities (ovals, Skate Park, tennis/netball courts, outdoor basketball courts, playgrounds, fitness equipment), excluding Leisure Services (refer to page 35)
- Ongoing sport and recreational options
- Healthy lifestyle opportunities

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	235,250
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	235,250
Expenses	
Employee Costs	337,300
Materials, Contracts & Other Expenses	971,650
Depreciation, Amortisation & Impairment	912,650
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,221,600
Operating Surplus/(Deficit)	(1,986,350)

Parks and Reserves

Development, maintenance and beautification of parks and reserves.

Primary Strategic Plan Link

Objective 1.3: City infrastructure that provides a range of welcoming, attractive and safe facilities that encourage social interaction and an active Community

Services Provided

- Provision of well maintained parks and reserves
- Environmental protection through maintenance of green areas
- Increased leisure options for the Community
- Increased shade structures

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	4,800
Grants, Subsidies & Contributions	37,800
Investment Income	0
Reimbursements	0
Other Income	2,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	45,100
Expenses	
Employee Costs	1,308,750
Materials, Contracts & Other Expenses	1,820,000
Depreciation, Amortisation & Impairment	500,050
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,628,800
Operating Surplus/(Deficit)	(3,583,700)

Leisure Services

Provide a range of leisure services and facilities that create opportunities for participation in sport and recreation that support the health and wellbeing of the Community.

Primary Strategic Plan Link

Objective 1.3: City infrastructure that provides a range of welcoming, attractive and safe facilities that encourage social interaction and an active Community

Services Provided

- Well maintained recreation and sporting facilities (The ARC Campbelltown and Lochiel Park Golf at Geoff Heath Par 3 Golf Course)
- Ongoing sport and recreational support through communication and information to clubs
- Healthy lifestyle opportunities through programs and projects

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	4,913,100
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	4,200
Other Income	3,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,920,800
Expenses	
Employee Costs	536,100
Materials, Contracts & Other Expenses	4,161,550
Depreciation, Amortisation & Impairment	881,800
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	5,579,450
Operating Surplus/(Deficit)	(658,650)

Cemeteries

Management and maintenance of Council's Athelstone and Pioneer cemeteries.

Primary Strategic Plan Link

Objective 1.3: City infrastructure that provides a range of welcoming, attractive and safe facilities that encourage social interaction and an active Community

Services Provided

- Provision of cemetery services

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	8,500
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	8,500
Expenses	
Employee Costs	15,400
Materials, Contracts & Other Expenses	10,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	25,800
Operating Surplus/(Deficit)	(17,300)

Community Transport

Management of Community Transport assets and programs.

Primary Strategic Plan Link

Objective 1.4: Strong partnerships and effective management of resources to achieve mutual benefits for the Community

Services Provided

- Door to door service to shopping centres and Campbelltown Public Library
- Community buses available for charter by Community groups and residents

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	8,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	8,000
Expenses	
Employee Costs	38,450
Materials, Contracts & Other Expenses	21,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	59,950
Operating Surplus/(Deficit)	(51,950)

Environmental Control and Public Order

Manage compliance and regulatory matters within the delegations accorded under the relevant Acts, eg Animal Management Act, Fire Protection and Environmental Protection Act, as well as managing the cemeteries under Council control.

Primary Strategic Plan Link

Objective 1.5: A healthy and safe Community through planning, advocacy and compliance

Services Provided

- Effective animal management strategies
- Accessible and safe footpaths, driveways, cycle ways and school zones through parking controls
- Compliance with legislation that ensures enhancement of urban life
- Positive impact on environmental protection
- Management of fire protection through inspections and notices
- Implementation and coordination of the Animal Management Plan

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	398,700
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	1,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	399,700
Expenses	
Employee Costs	273,500
Materials, Contracts & Other Expenses	222,250
Depreciation, Amortisation & Impairment	10,500
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	506,250
Operating Surplus/(Deficit)	(106,550)

Environmental Health

Liaise with the Eastern Health Authority to ensure the provision of services are compliant with relevant legislation, including the Public Health Act, the Food Act and other health legislation.

Primary Strategic Plan Link

Objective 1.5: A healthy and safe Community through planning, advocacy and compliance

Services Provided

- Mitigation of health risk in the Community
- Health awareness
- Safe food delivery and inspections
- Public health policies and plans input and delivery

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	429,000
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	429,000
Operating Surplus/(Deficit)	(429,000)

Civic Functions

Provision of civic ceremonies, floral tributes and Service Clubs dinner.

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

- Civic ceremonies, citizenship ceremonies and functions

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	4,800
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,800
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	39,200
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	39,200
Operating Surplus/(Deficit)	(34,400)

Elected Members

Elected Member support, training and development.

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

- Elected Members correspondence and liaison
- Implementation and management of Elected Members training, development and support needs
- Records Management for Mayor

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	357,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	357,100
Operating Surplus/(Deficit)	(357,100)

Community Engagement

Engaging the Community in Council's decision making process, surveying of Community attitudes, and creating positive relationships with Community stakeholders.

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

- Effective and innovative discretionary Community engagement including but not limited to:
 - Effective and timely provision of information to the Community about relevant projects or other matters
 - Establishment and maintenance of a high level of understanding of Community needs and desires
 - Preparation and implementation of community engagement strategies
 - Face to face engagement sessions for relevant projects
 - Maintenance and development of Council's Online Community Panel including contract management
 - Monitoring of contemporary research and community engagement practices to enhance Council's suite of service delivery
 - Survey development and analysis
- Undertaking photography for projects and events at Council, and contract management of specialised photography
- Graphic design activities including:
 - Annual Report (presentation document for the Community)
 - Posters, flyers and brochures
 - Corporate collateral including Strategic Plan collateral and corporate gifts
 - Consultation documentation
 - Advertising for print media
 - Temporary and permanent signage including banners, corflutes, interpretative signage and history boards

Community Engagement *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	529,600
Materials, Contracts & Other Expenses	161,750
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	691,350
Operating Surplus/(Deficit)	(691,350)



Lochend House

Corporate & Community Services Management

Management of services provided by the Corporate and Community Services department.

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

- Management of the Corporate and Community Services department overseeing the functions of:
 - Community Services and Social Development
 - Community Transport
 - Finance
 - Information Services
 - People and Culture
 - Services for Older People
 - Youth Development
- Audit and Governance Advisory Committee
- Corporate Postage and Stationery
- Provision of records management functions

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	564,850
Materials, Contracts & Other Expenses	95,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	660,300
Operating Surplus/(Deficit)	(660,300)

Urban Planning & Leisure Services Management

Support and guide the direction of the Urban Planning and Leisure Services portfolio to continually provide a quality lifestyle for our people.

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

- Management of the Urban Planning and Leisure Services department, overseeing the functions of:
 - Cemeteries
 - Economic Development
 - Environmental Control and Public Order
 - Environmental Health
 - Environmental Management
 - Leisure Services
 - Library Services
 - Policy Planning and Development Assessment

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	213,250
Materials, Contracts & Other Expenses	20,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	234,200
Operating Surplus/(Deficit)	(234,200)

People and Culture

The provision of specialised human resource management and organisational development including recruitment and selection, employee relations, payroll services, and continuous improvement programs. Customer Service is a first point of call for all Council services and responds to customer needs.

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

- Training and development
- Effective employee relations
- Payroll
- Staff climate survey
- Revenue collection and cashiering
- Customer Service Centre

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	332,200
Materials, Contracts & Other Expenses	179,300
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	511,500
Operating Surplus/(Deficit)	(511,500)

Information Services

Management of Corporate IT systems, provision of helpdesk services and records management functions. Management of Council's official documents in accordance with the State Records Act.

Primary Strategic Plan Link

Objective 2.3: A collaborative and flexible approach that enhances, supports and continuously improves service delivery

Services Provided

- Provision of technical advice and helpdesk support
- Maintenance and replacement of all corporate hardware
- Management of business relationships with IT service providers
- System administration
- Training on corporate applications
- Corporate phone system

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	150
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	150
Expenses	
Employee Costs	461,600
Materials, Contracts & Other Expenses	665,400
Depreciation, Amortisation & Impairment	163,900
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,290,900
Operating Surplus/(Deficit)	(1,290,750)

Community Services & Social Development

The Community Services team works in partnership with the community to facilitate and deliver a range of services, programs and projects.

Primary Strategic Plan Link

Objective 2.3: A collaborative and flexible approach that enhances, supports and continuously improves service delivery

Services Provided

- Support for working parties and advisory Committees
- Conduct of cultural and arts activities and events
- Support for Community programs and events
- Volunteer co-ordination
- Co-ordination of Community Transport
- Community grants administration
- Social planning
- Partnerships with community groups and organisations
- Neighbourhood development, Child friendly cities

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	6,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,500
Expenses	
Employee Costs	411,600
Materials, Contracts & Other Expenses	308,200
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	719,800
Operating Surplus/(Deficit)	(713,300)

Executive Services

Provision of executive, administrative and clerical support services to the CEO, Mayor, Elected Members, Executive Management Team, Management Team and across the organisation for the delivery of Council services. Provision of an effective risk management framework and principles, and a WHS and Injury Management system. Insurance services. Production and coordination of the Outlook.

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

- Timely and accurate production of Council and Committee meeting agendas and minutes and resultant action plans and correspondence
- Well presented outgoing correspondence and documentation
- Civic ceremonies, citizenship ceremonies and functions
- Safe working environment
- LGAWCS and LGAMLS WHS Risk Management audit
- Compliant WHS & Injury Management System
- Media relations
- Records Management for Mayor, Executive Management and People and Culture
- Maintaining Council's corporate stationery requirements



Neighbour Day BBQ 2019

Executive Services *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	26,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	26,500
Expenses	
Employee Costs	625,850
Materials, Contracts & Other Expenses	451,800
Depreciation, Amortisation & Impairment	176,450
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,254,100
Operating Surplus/(Deficit)	(1,227,600)



2019 Mayoral Bowls Tournament

Finance

Provision of accounting, financial and management reporting, debt management and other financial services that are core to Council's operations. Provision of a range of rates and property services including generation and collection of rates and maintenance of the Assessment Book and Electoral Roll.

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

- Financial advice and management
- Budget management
- Long term financial planning
- Management reporting
- Compliance with statutory and legal requirements
- Accounts payable and receivable
- Rates generation and collection
- Debt collection
- Notice generation and distribution
- Processing and assessing rebates and concessions
- Maintaining the Electoral Roll and Assessment Book
- Funding interest expense
- Insurance
- Taxation compliance and reporting



Finance (continued)

Financial Analysis

	\$'s
Income	
Rates Income	39,590,490
Statutory Charges	0
User Charges	24,850
Grants, Subsidies & Contributions	533,250
Investment Income	404,500
Reimbursements	8,650
Other Income	140,100
Net Gain – Equity Accounted Council Businesses	0
Total Income	40,701,840
Expenses	
Employee Costs	1,134,300
Materials, Contracts & Other Expenses	2,063,850
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,198,150
Operating Surplus/(Deficit)	37,503,690



Filming of South Aussie with Cosi

Governance and Community Interaction

Provision of strategic planning and corporate governance services compliant with the Local Government Act 1999 and other relevant legislation, provision of information to Council and Elected Members, facilitation of Council's requirements for Elections, and provision of Communications and Graphic Design.

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

- Internal reviews, audits and monitoring to ensure compliance with legislation
- Effective and efficient governance for Council including:
 - Administration of Local Government elections
 - Administration of signage for Federal, State and Local Government elections
 - Annual report preparation and distribution
 - Authorisation reviews and management of ID cards
 - By law reviews
 - Council policy development and reviews
 - Council procedure development and reviews
 - Delegation and subdelegation reviews
 - ICAC training
 - Management of legislatively required registers
 - Participation in Eastern Region Alliance Governance Group
 - Participation in subsidiary charter reviews
 - Preparation and implementation of Elected Member training and development plans including mandatory training components
 - Representation reviews
- Committee participation in Regional Health Plan development and implementation
- Preparation and review of Strategic Management Plans
- Preparation, monitoring and review of Departmental Business Plans
- Contract management of ID profile demographic information
- Communications activities including but not limited to:
 - Digital TV signage maintenance
 - Events and Activities online news
 - Monitoring of media reporting about Council
 - Monitoring, maintenance and development of a relevant and appealing website
 - My Local Services App maintenance
 - Preparation and implementation of communication strategies
 - Preparation of a monthly Messenger column
 - Quarterly update of Council's on hold telephone message
 - Social media development and monitoring

Governance and Community Interaction *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	378,950
Materials, Contracts & Other Expenses	35,550
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	414,500
Operating Surplus/(Deficit)	(414,500)



Book Launch of Colonial Settlers on the River Torrens

Policy Planning and Development Assessment

Provide planning, building control, compliance and property related services in accordance with the Development Act and other legislative requirements, as well as research and review elements to support Council's Development Plan and the Metropolitan Planning Strategy.

Primary Strategic Plan Link

Objective 3.1: An effective Development Plan that is sustainable and builds strong Communities

Services Provided

- A relevant Development Plan that is up to date and meets Community and State Government expectations
- Efficient assessment of Development and Building Applications in accordance with legislative requirements
- Provision of advice and enforcement of matters relating to the Development Act 1993
- Responding to Government policy issues
- Develop precinct plans to guide investment in Centres and public areas

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	628,000
User Charges	3,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	17,000
Other Income	1,200
Net Gain – Equity Accounted Council Businesses	0
Total Income	649,200
Expenses	
Employee Costs	1,186,400
Materials, Contracts & Other Expenses	264,300
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,450,700
Operating Surplus/(Deficit)	(801,500)

Infrastructure Services Management

Through excellent customer service provide assessment, design and project management services for the management, creation and removal of assets such as buildings, street lighting, stormwater management, drainage networks, traffic control facilities, signage, roads, footpaths, parks, reserves, sporting facilities and creek lines.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Plans, designs and management programs for Council's assets
- Application of sound engineering practices
- Physical assets that meet legislative requirements and Community needs
- Maximisation of the useful life of Community assets
- Shared infrastructure services and private works

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	696,600
Other Income	63,800
Net Gain – Equity Accounted Council Businesses	0
Total Income	760,400
Expenses	
Employee Costs	2,369,550
Materials, Contracts & Other Expenses	1,122,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,492,500
Operating Surplus/(Deficit)	(2,732,100)

Depot Operations

Manage Council's field staff and resources in the construction and maintenance of assets such as footpaths, roads, parks, reserves, sporting facilities, creek lines, drainage systems and waste services through excellent customer service.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Support the continued maintenance and construction of Council's assets to a high standard
- Well maintained fleet of plant and equipment
- Storage and security of Council's plant and equipment
- Timely supply of goods and services to Council's field staff
- Effective supervision and management of Council's field staff

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	13,400
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	79,250
Net Gain – Equity Accounted Council Businesses	0
Total Income	92,650
Expenses	
Employee Costs	(210,200)
Materials, Contracts & Other Expenses	(369,150)
Depreciation, Amortisation & Impairment	672,000
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	92,650
Operating Surplus/(Deficit)	0

Asset Management - Road Transport

Construction and maintenance of roads within the City, including city beautification programs, road sign maintenance, line marking and traffic signal maintenance.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Roads that are safe if used correctly
- Roads that provide access for all appropriate vehicles
- Bus shelter maintenance
- Graffiti removal
- Patching potholes and crack filling
- Traffic control devices that meet recognised standards and encourage safe road use
- Orderly movement throughout the City

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	3,350
Grants, Subsidies & Contributions	814,100
Investment Income	0
Reimbursements	5,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	822,950
Expenses	
Employee Costs	615,750
Materials, Contracts & Other Expenses	992,800
Depreciation, Amortisation & Impairment	5,804,600
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	7,413,150
Operating Surplus/(Deficit)	(6,590,200)

Asset Management - Footpaths

Design, construction and maintenance of footpaths and verges within the City.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Footpaths that are safe and convenient for all users
- Footpaths that are aesthetically pleasing
- Footpaths that provide access for all

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	259,050
Materials, Contracts & Other Expenses	313,800
Depreciation, Amortisation & Impairment	1,059,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,632,150
Operating Surplus/(Deficit)	(1,632,150)

Asset Management - Stormwater

Planning, design, installation and maintenance of stormwater networks and assets.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Protection of the environment
- Reduction of flooding risks
- Minimisation of discharge from new developments (detention system maintenance)
- Better utilisation of water resources
- Response for emergencies
- Private works

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	9,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	9,000
Expenses	
Employee Costs	87,650
Materials, Contracts & Other Expenses	433,900
Depreciation, Amortisation & Impairment	1,328,750
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,850,300
Operating Surplus/(Deficit)	(1,841,300)

Street Lighting

Provision and maintenance of street lighting.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Well lit and safe streets that meet recognised standards

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	1,107,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,107,700
Operating Surplus/(Deficit)	(1,107,700)

Administration Building & Hall Maintenance

The provision, maintenance and upgrading of Council's buildings.

Primary Strategic Plan Link

Objective 3.2: Effective Infrastructure and Asset Management that allows for growth

Services Provided

- Civic buildings that provide a range of facilities for the Community
- Retention of building values
- Maximisation of the life of Community assets
- Well maintained public conveniences

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	511,650
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	61,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	573,150
Expenses	
Employee Costs	155,150
Materials, Contracts & Other Expenses	795,700
Depreciation, Amortisation & Impairment	387,250
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,338,100
Operating Surplus/(Deficit)	(764,950)

Tree Maintenance and Replacement

Tree maintenance and replacement including the annual tree planting program.

Primary Strategic Plan Link

Objective 4.1: Valuable recreation and open spaces enhanced through effective planning and management

Services Provided

- An attractive and leafy City
- Retention of significant public trees for the heritage of the City
- Significant increase in the number of trees

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	20,000
Investment Income	0
Reimbursements	25,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	45,000
Expenses	
Employee Costs	614,700
Materials, Contracts & Other Expenses	621,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,235,800
Operating Surplus/(Deficit)	(1,190,800)

Waste Management

Collection and disposal of general waste, kerbside recycling, green waste, general litter collection and street sweeping.

Primary Strategic Plan Link

Objective 4.2: Opportunities to conserve energy and resources are maximised

Services Provided

- Provision of basic amenity and public health through waste collection and disposal
- Protection of the environment through recycling and green waste disposal
- Street sweeping

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	10,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	22,350
Net Gain – Equity Accounted Council Businesses	22,850
Total Income	55,200
Expenses	
Employee Costs	6,500
Materials, Contracts & Other Expenses	5,373,350
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	5,379,850
Operating Surplus/(Deficit)	(5,324,650)

Environmental Management

Promote an understanding of environmental sustainability in the organisation and Community and continue to foster Council's strategic directions in climate change, open space, environmental and natural resource management, energy efficiency, water resource management and Community behaviour.

Primary Strategic Plan Link

Objective 4.3: Initiatives that advocate for the sharing of environmental information, knowledge and activities.

Services Provided

- Development and implementation of plans and programs that raise awareness of staff and the Community that contribute to improving environmental outcomes within the Community
- Development and implementation of environmental education resources including waste management
- Undertake actions from the Environmental Management Plan and other plans, including the Wadmore Park/Pulyonna Wirra Management Plan
- Coordinate projects such as National Tree Day, Earth Hour and other environmental programs



Fourth Creek Nature Play Launch

Environmental Management *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	200
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	200
Expenses	
Employee Costs	139,100
Materials, Contracts & Other Expenses	66,350
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	205,450
Operating Surplus/(Deficit)	(205,250)

Economic Development

Support businesses to grow the local economy through partnerships and involvement in projects such as Campbelltown Made and the Food Trail.

Primary Strategic Plan Link

Objective 5.2: Business and industry partnerships which support growth in the local economy

Services Provided

- Campbelltown Made
- Food Trail
- EBEC
- Support the wider business community through activities and events, such as Moonlight Markets
- Support regional industry and tourism strategies through ERA
- Promotion of activities and events to grow the local economy
- Support local traders through connections to business resources
- Promote and develop Master Plans to grow investment in precincts to grow the local economy

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	8,800
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	102,000
Other Income	75,300
Net Gain – Equity Accounted Council Businesses	0
Total Income	186,100
Expenses	
Employee Costs	251,750
Materials, Contracts & Other Expenses	342,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	594,000
Operating Surplus/(Deficit)	(407,900)

Budgeted Financial Statements

Budgeted Statement of Comprehensive Income

2017/2018 Actual \$'s		2018/2019 2nd Review \$'s	2019/2020 Adopted Budget \$'s	2020/2021 LTFP \$'s	2021/2022 LTFP \$'s
	INCOME				
36,263,926	Rates	38,092,505	39,590,490	40,822,000	42,071,000
1,171,918	Statutory Charges	1,067,950	1,026,700	1,121,000	1,148,000
5,618,374	User Charges	5,638,900	5,809,100	5,861,000	5,991,000
4,900,927	Grants, Subsidies & Contributions	6,087,950	2,496,100	3,488,000	2,807,000
377,725	Investment Income	404,600	404,500	365,000	508,000
1,407,265	Reimbursements	1,328,800	955,950	1,107,000	1,133,000
823,119	Other Revenues	3,219,050	581,250	633,000	489,000
33,488	Net Gain-Joint Ventures & Associates	8,950	22,850	9,000	9,000
50,596,742	TOTAL INCOME	55,848,705	50,886,940	53,406,000	54,156,000
	EXPENSES				
12,560,235	Employee Costs	13,570,900	14,709,350	15,003,000	15,118,000
20,618,968	Materials, Contracts & Other Expenses	27,743,150	24,051,050	24,441,000	24,383,000
11,051,745	Depreciation, Amortisation & Impairment	11,510,700	12,499,650	12,914,000	13,320,000
17,790	Finance Costs	-	-	-	-
55,510	Net Loss-Joint Ventures & Associates	-	-	-	-
44,304,248	TOTAL EXPENSES	52,824,750	51,260,050	52,358,000	52,821,000
6,292,494	OPERATING SURPLUS/(DEFICIT)	3,023,955	(373,110)	1,048,000	1,335,000
(616,887)	Asset Disposal & Fair Value Adjustments	-	-	-	-
242,734	Amounts Specifically for New or Upgraded Assets	2,810,800	170,000	-	-
-	Physical Resources Received Free of Charge	-	-	-	-
5,918,341	NET SURPLUS/(DEFICIT)	5,834,755	(203,110)	1,048,000	1,335,000
	OTHER COMPREHENSIVE INCOME				
(32,155,684)	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-	13,383,000	14,173,000
1,667	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-	-	-
-	Transfer to Accumulated Surplus on Sale of Revalued Infrastructure, Property, Plant & Equipment	-	-	-	-
(32,154,017)	TOTAL OTHER COMPREHENSIVE INCOME	-	-	13,383,000	14,173,000
(26,235,676)	TOTAL COMPREHENSIVE INCOME	5,834,755	(203,110)	14,431,000	15,508,000

The LTFP includes an allocation for asset revaluation movements under Other Comprehensive Income which helps in calculating depreciation in the future years of the Plan. Council's budgets do not include an allocation for this as it is unclear what this amount is likely to be until any asset revaluations are finalised for the 2019/2020 financial year.

Budgeted Balance Sheet

2017/2018 Actual		2018/2019 2nd Review	2019/2020 Adopted Budget	2020/2021 LTFP	2021/2022 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
	ASSETS				
	Current Assets				
21,444,309	Cash & Cash Equivalents	11,330,788	9,077,528	16,196,000	23,840,000
3,262,744	Trade & Other Receivables	3,262,744	3,262,744	4,067,000	4,126,000
23,138	Inventories	23,138	23,138	11,000	11,000
24,730,191	Total Current Assets	14,616,670	12,363,410	20,274,000	27,977,000
	Non-Current Assets				
266,996	Financial Assets	261,996	259,196	245,000	234,000
191,039	Equity Accounted Investments in Council Business	199,989	222,839	218,000	227,000
558,455,558	Infrastructure, Property, Plant & Equipment	574,320,558	576,350,658	610,211,000	618,476,000
3,627,161	Other Non-Current Assets	3,627,161	3,627,161	12,618,000	12,588,000
562,540,754	Total Non-Current Assets	578,409,704	580,459,854	623,292,000	631,525,000
587,270,945	Total Assets	593,026,374	592,823,264	643,566,000	659,502,000
	LIABILITIES				
	Current Liabilities				
5,565,091	Trade & Other Payables	5,565,091	5,565,091	8,054,000	8,141,000
79,326	Borrowings	-	-	-	-
1,885,916	Provisions	1,885,916	1,885,916	2,526,000	2,752,000
7,530,333	Total Current Liabilities	7,451,007	7,451,007	10,580,000	10,893,000
	Non-Current Liabilities				
-	Borrowings	-	-	-	-
972,162	Provisions	972,162	972,162	1,285,000	1,400,000
972,162	Total Non-Current Liabilities	972,162	972,162	1,285,000	1,400,000
8,502,495	Total Liabilities	8,423,169	8,423,169	11,865,000	12,293,000
578,768,450	NET ASSETS	584,603,205	584,400,095	631,701,000	647,209,000
	EQUITY				
117,834,994	Accumulated Surplus	133,795,299	131,176,639	120,573,000	121,908,000
408,165,346	Asset Revaluation Reserve	408,165,346	408,165,346	453,349,000	467,522,000
52,768,110	Other Reserves	42,642,560	45,058,110	57,779,000	57,779,000
578,768,450	TOTAL EQUITY	584,603,205	584,400,095	631,701,000	647,209,000

Budgeted Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
2017/2018 Actual				
Balance at End of Previous Reporting Period	125,559,850	440,735,556	38,674,398	604,969,804
Net Surplus/(Deficit) for Year	5,918,341			5,918,341
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		(32,155,684)		(32,155,684)
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	414,526	(414,526)		-
Share of Other Comprehensive Income - Equity Accounted Council Businesses	1,667	-		1,667
Other Equity Adjustments - Equity Accounted Council Businesses	34,322	-		34,322
Transfers Between Reserves	(14,093,712)		14,093,712	-
Balance at End of Period	117,834,994	408,165,346	52,768,110	578,768,450
2018/2019 2nd Review				
Balance at End of Previous Reporting Period	117,834,994	408,165,346	52,768,110	578,768,450
Net Surplus/(Deficit) for Year	5,834,755			5,834,755
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		-		-
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	10,125,550		(10,125,550)	-
Balance at End of Period	133,795,299	408,165,346	42,642,560	584,603,205
2019/2020 Adopted Budget				
Balance at End of Previous Reporting Period	133,795,299	408,165,346	42,642,560	584,603,205
Net Surplus/(Deficit) for Year	(203,110)			(203,110)
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		-		-
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(2,415,550)		2,415,550	-
Balance at End of Period	131,176,639	408,165,346	45,058,110	584,400,095
2020/2021 LTFF				
Balance at End of Previous Reporting Period	119,525,000	439,966,000	57,779,000	617,270,000
Net Surplus/(Deficit) for Year	1,048,000			1,048,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		13,383,000		13,383,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	-		-	-
Balance at End of Period	120,573,000	453,349,000	57,779,000	631,701,000
2021/2022 LTFF				
Balance at End of Previous Reporting Period	120,573,000	453,349,000	57,779,000	631,701,000
Net Surplus/(Deficit) for Year	1,335,000			1,335,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		14,173,000		14,173,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	-		-	-
Balance at End of Period	121,908,000	467,522,000	57,779,000	647,209,000

Budgeted Cash Flow Statement

2017/2018 Actual		2018/2019 2nd Review	2019/2020 Adopted Budget	2020/2021 LTFP	2021/2022 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
	CASH FLOWS FROM OPERATING ACTIVITIES				
	<u>Receipts</u>				
53,782,140	Operating Receipts	55,435,155	50,459,590	53,050,000	53,670,000
377,725	Interest Receipts	404,600	404,500	365,000	508,000
	<u>Payments</u>				
(35,580,593)	Operating Payments to Suppliers & Employees	(41,314,050)	(38,760,400)	(39,275,000)	(39,134,000)
(18,547)	Finance Payments	-	-	-	-
18,560,725	Net Cash Provided by (or Used in) Operating Activities	14,525,705	12,103,690	14,140,000	15,044,000
	CASH FLOWS FROM INVESTING ACTIVITIES				
	<u>Receipts</u>				
242,734	Amounts Specifically for New or Upgraded Assets	2,810,800	170,000	-	-
138,988	Sale of Replaced Asset	247,900	475,800	761,000	746,000
-	Sale of Surplus Assets	-	-	-	-
2,710	Repayments of Loans by Community Groups	5,000	2,800	12,000	12,000
0	Distributions Received from Equity Accounted Council Businesses	-	-	-	-
	<u>Payments</u>				
(5,901,160)	Expenditure on Renewal/Replacement of Assets	(17,345,350)	(11,339,000)	(6,462,000)	(5,767,000)
(2,230,497)	Expenditure on New/Upgraded Assets	(10,278,250)	(3,666,550)	(2,350,000)	(2,391,000)
(7,747,225)	Net Cash Provided by (or Used in) Investing Activities	(24,559,900)	(14,356,950)	(8,039,000)	(7,400,000)
	CASH FLOWS FROM FINANCING ACTIVITIES				
	<u>Receipts</u>				
-	Proceeds from Borrowings	-	-	-	-
92,278	Proceeds from Bonds & Deposits	-	-	-	-
	<u>Payments</u>				
(116,191)	Repayment of Borrowings	-	-	-	-
(569,252)	Repayment of Bonds & Deposits	-	-	-	-
(593,165)	Net Cash Provided by (or Used in) Financing Activities	-	-	-	-
10,220,335	Net Increase/(Decrease) in Cash Held	(10,034,195)	(2,253,260)	6,101,000	7,644,000
11,144,648	Cash & Cash Equivalents at Beginning of Period	21,364,983	11,330,788	10,095,000	16,196,000
21,364,983	CASH & CASH EQUIVALENTS AT END OF PERIOD	11,330,788	9,077,528	16,196,000	23,840,000

Budgeted Uniform Presentation of Finances

2017/2018 Actual		2018/2019 2nd Review	2019/2020 Adopted Budget	2020/2021 LTFP	2021/2022 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
50,596,742	Income	55,848,705	50,886,940	53,406,000	54,156,000
(44,304,248)	less Expenses	(52,824,750)	(51,260,050)	(52,358,000)	(52,821,000)
6,292,494	Operating Surplus/(Deficit)	3,023,955	(373,110)	1,048,000	1,335,000
	Net Outlays on Existing Assets				
(5,901,160)	Capital Expenditure on Renewal and Replacement of Existing Assets	(17,345,350)	(11,339,000)	(6,462,000)	(5,767,000)
11,051,745	add back Depreciation, Amortisation and Impairment	11,510,700	12,499,650	12,914,000	13,320,000
138,988	add back Proceeds from Sale of Replaced Assets	247,900	475,800	761,000	746,000
5,289,573		(5,586,750)	1,636,450	7,213,000	8,299,000
	Net Outlays on New and Upgraded Assets				
(2,230,497)	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(10,278,250)	(3,666,550)	(2,350,000)	(2,391,000)
242,734	add back Amounts Received Specifically for New and Upgraded Assets	2,810,800	170,000	-	-
-	add back Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	-	-	-	-
(1,987,763)		(7,467,450)	(3,496,550)	(2,350,000)	(2,391,000)
9,594,304	Net Lending/(Borrowing) for Financial Year	(10,030,245)	(2,233,210)	5,911,000	7,243,000

Budgeted Key Financial Targets

2017/2018 Actual		2018/2019 2nd Review	2019/2020 Adopted Budget	2020/2021 LTFP	2021/2022 LTFP
	Operating Surplus Ratio				
6,292,494	Operating Surplus (a)	3,023,955	(373,110)	1,048,000	1,335,000
50,596,742	Total Operating Income (b)	55,848,705	50,886,940	53,406,000	54,156,000
12.4%	Operating Surplus Ratio = (a) divide (b)	5.4%	(0.7%)	2.0%	2.5%
	Net Financial Liabilities Ratio				
(16,471,554)	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	(6,432,359)	(4,176,299)	(8,643,000)	(15,907,000)
50,596,742	Total Operating Income (d)	55,848,705	50,886,940	53,406,000	54,156,000
(33%)	Net Financial Liabilities Ratio = (c) divide (d)	(12%)	(8%)	(16%)	(29%)
	Asset Renewal Funding Ratio				
5,762,172	Net Asset Renewals (e)	17,097,450	10,863,200	5,701,000	5,021,000
3,046,234	Infrastructure Asset Management Plan Required Expenditure (f)	7,482,000	11,684,000	4,277,000	5,087,000
189%	Asset Sustainability Ratio = (e) divide (f)	229%	93%	133%	99%

Appendix 1 – Progress of 2018/2019 Projects

New Initiatives

Project	Net Cost to Council	Progress
<p><i>Employment Diversity Program - Traineeship</i></p> <p>To establish an 18 month traineeship program for a local young person with a disability to work in Council up to 20 hours per week while completing their studies.</p>	\$20,000	Council filled this Traineeship role in March 2019.
<p><i>Sesquicentennial Year Project - Historical Publication</i></p> <p>To develop a historical publication on the early history of Campbelltown to celebrate the Sesquicentennial Year.</p>	\$15,000	This project has been completed. Council supported Dr Roger Irvine to research and write a book titled 'Colonial Settlers on the River Torrens'. The book is available for purchase from Council's Office, the Wakefield Press website or good local bookshops. Copies can also be borrowed from Campbelltown Library or viewed at the Library Local History Room.
<p><i>Active Ageing in Campbelltown</i></p> <p>To provide a series of retirement and pre-retirement seminars and produce a number of information cards to increase people's knowledge of what is available for people to age well in the area.</p>	\$2,000	Council have implemented the Mindset for Life Program. Information cards have been produced to increase people's knowledge of what is available for people to age well in the area.
<p><i>International Women's Day 2019 Project</i></p> <p>To collect and publish at least 10 stories of local women to help record the history of the area. These stories will be placed on Council's website once done.</p>	\$2,000	<p>An event was held in May 2019 to announce the 10 women who will have their stories published for this project.</p> <p>It is expected that the website containing these stories will be live later this year.</p>

Project	Net Cost to Council	Progress
<p><i>Remembrance Day Commemoration 2018</i></p> <p>To hold a Community event at the Gums Reserve to commemorate the 100th Anniversary of the end of World War 1.</p>	\$10,000	This community event was held in November 2018.
<p><i>Sesquicentennial Year Project - Avenue of 150 Trees</i></p> <p>To plant an avenue of 150 trees to contribute to local history (marking Council's 150th Anniversary) and development of the Lochend House/Lochend Community Hall, Campbelltown as a community hub.</p>	\$30,000	This project has been postponed until the tree planting season.
<p><i>Avenue of Trees – Lower North East Road</i></p> <p>To plant an avenue of suitable trees along the median strip of Lower North East Road between Glynde Corner and Paradise Bridge to improve the amenity of this key arterial road that runs through the City.</p> <p>This is Stage 1 of a two year project.</p>	\$40,000	This project is currently being undertaken.
<p><i>Magill Village PLEC Works - Stage 1</i></p> <p>Council's first of two contributions towards the undergrounding of power supply along Magill Road that will be undertaken by PLEC. This project is being undertaken in conjunction with the City of Burnside.</p>	\$424,000	This project is currently underway.

Project	Net Cost to Council	Progress
<p><i>Victor Road, Paradise – Flush Median Installations</i></p> <p>To install painted flush medians that will create a narrower travel environment as identified in Local Area Traffic Management Plan for Paradise to provide a safer roadway for both drivers and pedestrians.</p>	\$16,000	Per Council's decision, this project is no longer scheduled. Staff have installed the 'Remember 50' sign and an electronic speed detection device at Victor Road instead.
<p><i>Max Amber Sportsfield Irrigation - Detail Design of Expanded Pipework</i></p> <p>To prepare a detailed design and cost analysis to expand the existing pipework at the Aquifer Recharge and Recovery scheme at Max Amber Sportsfield to irrigate the Steve Woodcock Sports Centre.</p>	\$65,000	Staff were planning to use the previous ERA design works for this project, however it was found to be more beneficial to redesign the system. This work is currently being undertaken.
<p><i>Main Street Economic Activation Program</i></p> <p>To assist the traders in the emerging precincts of Campbelltown Village and Magill Village to promote the area and retain trading while they undergo improvements such as undergrounding of electricity cables and landscape works, which may be disruptive to their businesses.</p>	\$25,000	Due to the delays in commencing the works at Campbelltown Village, no activation has commenced. However, plans are in place once the works commence.

Capital – Renewal and Replacement

Project	Net Cost to Council	Progress
<i>Library Stock Purchases</i> To replace existing library stock (\$202,000 funded by Libraries SA) and purchase of loan materials using Council's own funds (\$39,500).	\$39,500	Stock purchased regularly across all collections to meet Community needs and request.
<i>Athelstone Community Hall – Internal Painting</i> To paint all internal surfaces at the Athelstone Community Hall, including the hall, kitchen and toilets.	\$25,000	This project has been completed.
<i>Magill Girls Guides – Kitchen Renovation</i> To replace the kitchen facilities at the Magill Girl Guides.	\$10,000	This project has been completed.
<i>Henry Martin Reserve, Rostrevor – Improvements</i> To upgrade picnic facilities, the perimeter path and undertake some minor landscaping works as identified through a community consultation process.	\$25,000	This project has been completed.
<i>Rosemary Avenue Reserve, Athelstone</i> To replace playground equipment including soft fall, signage, picnic tables and seats as identified through a community consultation process.	\$78,000	This project is currently being undertaken. New play equipment has been installed, however some minor works are still to be finalised.

Project	Net Cost to Council	Progress
<i>Hectorville Community Centre – New Sound System</i> To replace the existing sound system at the Hectorville Community Centre.	\$10,000	This project has been completed.
<i>Foxfield Oval - Lighting Upgrade</i> To replace the existing oval lighting.	\$95,000	This project has been completed.
<i>Athelstone Recreation Reserve - Building Perimeter Paving</i> To replace existing concrete paths around the club rooms including ramps where required.	\$50,000	This project has been completed.
<i>Bus Shelter Upgrade</i> To upgrade 14 existing Council owned bus stops to be compliant with Disability Standards for Accessible Public Transport 2002.	\$180,000	This project has been completed.
<i>Information Technology Program Upgrades</i> To upgrade several older Microsoft programs to newer versions to improve application, functionality, and to allow integration with other systems and access for a mobile workforce.	\$7,600	Licences for both Microsoft Sharepoint and Skype for Business have been purchased. The Skype for Business project has been completed, while the upgrade to SharePoint is nearing completion, pending some final adjustments to be made by contractors.

Project	Net Cost to Council	Progress
<p>Road Renewal Program</p> <p>To maintain transport assets that will improve public safety and level of service to the community in the following areas:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Ainsley Court, Antares Way, Gorge Road, Hawkins Court, Naomi Way, Saxon Street, Sheoak Drive, Springfield Avenue, Tabitha Drive, Vincent Avenue <p>Campbelltown</p> <ul style="list-style-type: none"> Hancock Avenue, Kareda Drive, St James Court, Tyrone Avenue, Wemyss Street <p>Hectorville</p> <ul style="list-style-type: none"> Donoughmore Grove <p>Magill</p> <ul style="list-style-type: none"> McLennon Avenue, Prefix Avenue <p>Newton</p> <ul style="list-style-type: none"> Lauretta Street, Polvere Avenue <p>Paradise</p> <ul style="list-style-type: none"> George Street, Harris Street, Marion Court, Martin Crescent, Primrose Avenue <p>Rostrevor</p> <ul style="list-style-type: none"> Callana Avenue, Doreen Street, Durant Avenue, Porter Terrace, Treefern Avenue, Tyinga Place <p>Tranmere</p> <ul style="list-style-type: none"> Milton Avenue <p>This project includes grant funding from through the Federal Government's Roads to Recovery program of \$379,900.</p>	<p>\$4,602,800</p>	<p>The following roads are yet to be completed and need to be carried forward:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Springfield Avenue, Vincent Avenue <p>Campbelltown</p> <ul style="list-style-type: none"> Hancock Avenue <p>Newton</p> <ul style="list-style-type: none"> Lauretta Street, Polvere Avenue <p>Paradise</p> <ul style="list-style-type: none"> George Street <p>Rostrevor</p> <ul style="list-style-type: none"> Porter Terrace <p>Tranmere</p> <ul style="list-style-type: none"> Milton Avenue

Project	Net Cost to Council	Progress
<p><i>Footpaths – Replace Narrow with Wider</i></p> <p>To replace narrow concrete footpaths with wider paths in various locations to provide a higher quality pedestrian environment for improved walkability and mobility.</p>	\$243,150	This project has been completed.
<p><i>Brookside Cellars, Tranmere – Improvements</i></p> <p>To replace the roof, add support timbers and air conditioning.</p>	\$70,000	This project will be carried forward to the new financial year.
<p><i>Vehicle Replacement</i></p> <p>To replace 5 existing pool vehicles, 4 trucks and 4 utes.</p>	\$269,550	The pool vehicles and utes have been received, while Council is waiting for delivery for the trucks ordered.
<p><i>Footpath Replacement Program</i></p> <p>To replace the following footpaths, that have reached the end of their useful lives:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Sheoak Drive <p>Campbelltown</p> <ul style="list-style-type: none"> • Lower North East Road (from 693 Lower North East Road to Brian Grove). 	\$80,000	This project has been completed.

Capital – New

Project	Net Cost to Council	Progress
<p><i>Athelstone Community Hall, Athelstone - Accessible Toilet & Parking</i></p> <p>To install an accessibility toilet and parking to improve the hall's facilities to meet the needs of people of all ages and abilities.</p>	\$160,000	This project has been completed.
<p><i>Jan Street, Newton - Fairy Lights</i></p> <p>To install permanent commercial fairy lights in the remaining 7 trees in Jan Street, Newton to improve the ambience of the street to further support night time activities.</p>	\$14,000	This project is underway and due to be completed by the end of June 2019.
<p><i>Magill Girl Guides – Lighting and IT Provisions</i></p> <p>To improve internal and external lighting and provide IT access to the building.</p>	\$0	This project has been completed.
<p><i>Reservoir Road, Paradise - Parking Bays</i></p> <p>To install 90 degree off-street parking on a section of the road to resolve restricted on-street parking due to a bend and the width of the road.</p>	\$60,000	This project has been completed.

Project	Net Cost to Council	Progress
<p>Melba Court Reserve, Hectorville - Improvements</p> <p>To undertake improvements at the Reserve, as identified through a community consultation process, including extending the existing playground with a Nature Play area, picnic table and shelter, seating, bins, upgraded signage, perimeter pathways and landscaping works.</p>	\$50,000	This project was postponed due to a grant funding opportunity. Staff have been advised that Council has been successful in its application and will receive \$50,000 for this project. Works will be completed in the new financial year.
<p>Industrial Precinct Signage</p> <p>To install signs listing businesses in Industrial Precincts in Newton and Magill as per Council's Signage and Wayfinding Strategy to support the promotion of local businesses.</p>	\$45,000	This project has been delayed due to the development of an Industrial Precinct Master Plan.
<p>Appollo Reserve, Paradise - Playground Shade Structure</p> <p>To install a shade structure over the playground, as there are no large shade trees, to improve the use of the playground and extend the life of the equipment.</p>	\$35,000	This project has been completed.
<p>Flinders Reserve, Newton - Stage 2 Improvements - Playground</p> <p>To undertake part of Stage 2 improvements at the Reserve, as identified through a community consultation process, including upgraded signage and landscaping, an asphalt bike riding track, picnic setting and drinking fountain.</p>	\$27,000	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>Hectorville Sports & Community Club – Female Facilities Program</i></p> <p>After the sporting club was successful in obtaining an Office of Recreation and Sport facilities grant of \$280,000, Council was approached by the club requesting the remaining 50% of the project cost to construct female change rooms at the Daly Oval complex. In 2017/2018, Council allocated \$150,000 from another budget towards the project, and is planning to fund the remaining \$130,000 in 2018/2019.</p>	\$130,000	This project is currently at the detailed design stage.
<p><i>Thorndon Park – Outdoor Exercise Equipment for Older People</i></p> <p>To install a range of exercise equipment at Thorndon Park for older community members.</p>	\$90,000	This project will be carried forward to the new financial year due to additional consultation being undertaken.
<p><i>Playground Improvements – Lochiel Park</i></p> <p>To undertake improvements to the playground, as identified through a community consultation process, adding a birds nest swing, climbing tower and large slide, climbing and balancing logs, digging sand pit and a cubby making frame. The project will also improve landscaping and supporting amenities.</p>	\$80,000	This project has been completed.
<p><i>Playground Upgrade – Poplar Crescent, Campbelltown</i></p> <p>To install a new piece of play equipment to add to the existing playground.</p>	\$5,000	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>George Street and Avenue Road, Paradise - Black Spot Project</i></p> <p>To install a slip lane at the intersection to provide safer turning into La Scala Court and Avenue Road from George Street.</p> <p>This project will only proceed subject to a successful application to the State Government Black Spot Funding program of \$31,500.</p>	\$31,500	This project has been completed.
<p><i>Crowle and Darley Roads, Paradise - Intersection Improvements</i></p> <p>To extend the existing slip lanes on Darley Road to allow more queuing capacity, improve traffic flow and improve safety for motorists.</p>	\$90,000	This project has been completed.
<p><i>Purchase of Rubbish Bins</i></p> <p>In accordance with Council's Waste Management Policy, Council has resolved to allocate \$30,000 in 2018/2019 to fund the purchase of bins for new properties from its capital program. This cost had previously been funded through its recurrent budget.</p>	\$30,000	This project is ongoing.
<p><i>Hextall Avenue, Tranmere - Stormwater Drainage</i></p> <p>To construct an underground drainage detention system to address flooding at the intersection of Hextall Avenue and Emerson Grove, Tranmere.</p>	\$316,500	This project will be carried forward to the new financial year to avoid environmental impacts from construction during wet weather.

Project	Net Cost to Council	Progress
<p>Footpath Construction</p> <p>To install a footpath for the first time at the following locations:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Everest Avenue, Haggis Street, Carolyn Grove, Telethon Avenue* <p>Campbelltown</p> <ul style="list-style-type: none"> Kalimna Avenue, Laura Drive, Leslie Avenue, Patricia Street, Vincent Court <p>Magill</p> <ul style="list-style-type: none"> Vernum Street, Woodforde Road <p>Paradise</p> <ul style="list-style-type: none"> Riverview Drive, Vera Street <p>Rostrevor</p> <ul style="list-style-type: none"> Ash Grove, Launer Avenue, Roland Road <p>Tranmere</p> <ul style="list-style-type: none"> Orange Grove <p>* Subject to agreement by local residents.</p> <p>To install a second footpath at the following locations:</p> <p>Magill</p> <ul style="list-style-type: none"> Edward Street <p>Paradise</p> <ul style="list-style-type: none"> George Street (stage 1), Silkes Road <p>To widen various footpaths throughout the city from 1.2m wide to 1.5m wide.</p>	<p>\$686,600</p>	<p>The following footpaths are yet to be completed:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Carolyn Grove (Will not be constructed, as per Council decision 22 January 2019), Telethon Avenue (underway) <p>Paradise</p> <ul style="list-style-type: none"> Riverview Drive (Will not be constructed, as per Council decision 18 June 2019) <p>Rostrevor</p> <ul style="list-style-type: none"> Launer Avenue (this work is underway and due to be completed by the end of June 2019).
<p>Thorndon Park – Shelter, Table and Chairs</p> <p>To install a new shelter, two tables and four chair/benches at Thorndon Park to hire out for small events.</p>	<p>\$27,000</p>	<p>This project is underway and scheduled to be completed by the end of June 2019.</p>

Capital – New Master Plan Allocation

Project	Net Cost to Council	Progress
<p><i>Magill Village – Detailed Design Works – Stage 2</i></p> <p>Council has partnered with Burnside Council to under-ground electricity cables and undertake civil and landscape improvements as per the Magill Village Master Plan. Both councils have committed to funding Stage 1 of the works and will each commit \$150,000 in the 2018/2019 year for the preparation of a detailed design for Stage 2.</p> <p>Once completed, the project will significantly improve the visual appearance and appeal of the Magill Village area. The rejuvenated area will encourage more patronage for shops and services, leading to improvements in the local economy.</p>	\$150,000	Detailed design works are progressing.



Campbelltown Pizza Festival

Appendix 2 – Project Summary 2019/2020

New Initiatives

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>Campbelltown Orchard Beehive</i> A healthy, functioning beehive in the Orchard will provide environmental benefits, support the orchard and provide an educational opportunity about the importance of bees.	1.1	\$0	\$2,500	\$2,500
2	<i>Lochiel Park House (Hobbs House) Heritage Listing</i> Engaging a heritage architect and/or historian to make a submission with evidence to show that the building meets the required criteria for State Heritage listing. The benefit would be tighter controls on the retention and maintenance of the building, which is currently owned by the State Government.	1.1	\$0	\$15,000	\$15,000
3	<i>Cultural & Performing Arts Feasibility Study</i> A feasibility study to undertake a business case for the development of a Cultural and Performing Arts Centre in Campbelltown. There are few facilities of this kind in the area and if found to be feasible, a Centre will support and attract performances and people to visit the area for the Arts.	1.1	\$0	\$50,000	\$50,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
4	<p><i>Funding Support to Attract External Events</i></p> <p>Funding to attract external events and performers to Campbelltown. Examples could include supporting local venues or artists to participate in the SALA, Fringe or Umbrella Festival, attracting food and wine or sporting events to use Council facilities.</p>	1.1	\$0	\$5,000	\$5,000
5	<p><i>Magill Village Master Plan</i></p> <p>Council has partnered with Burnside Council and SA Power Networks to underground electricity cables and undertake civil and landscape improvements as per the Magill Village Master Plan.</p> <p>In the 2019/2020 year Campbelltown will pay its 2nd instalment of \$424,000 as its contribution to finalise the works associated with undergrounding the powerlines.</p> <p>Once completed, the project will significantly improve the visual appearance and appeal of the Magill Village area. The rejuvenated area will encourage more patronage for shops and services, leading to improvements in the local economy.</p>	1.3	\$0	\$424,000	\$424,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
6	<i>Foxfield Oval Changerooms - Consultation & Design</i> Stakeholder consultation and draft design to upgrade the change room facility to include women's changerrooms, that will meet growing demand for women's sport and enhance the facility and services to all participants.	1.3	\$0	\$15,000	\$15,000
7	<i>Marchant Community Centre - Automatic Front Doors – Plan & Design</i> Replacement of the current front door with automatic doors to improve access to the building and support users with improved ease of access.	1.5	\$0	\$15,000	\$15,000
8	<i>Lochend Community Hall – Noise Abatement</i> To investigate the noise level within the new community hall.	1.5	\$0	\$3,000	\$3,000
9	<i>Local Area Traffic Management Plan - Hectorville, Rostrevor and Magill</i> An overall plan showing where traffic control devices are required and improvements in safety are recommended based on future traffic demands and development.	2.1	\$0	\$165,000	\$165,000
10	<i>Native Vegetation Preservation & Biodiversity Grants - Campbelltown Landcare Group</i> An annual \$5,000 grant to the Campbelltown Landcare Group to continue the care of Wadmore Park/Pulyonna Wirra.	2.2	\$0	\$5,000	\$5,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
11	<i>Native Vegetation Preservation & Biodiversity Grants - The Gums Landcare Group</i> An annual \$1,500 grant to the Gums Landcare Group to continue the care of The Gums Reserve (Shakespeare Avenue, Tranmere).	2.2	\$0	\$1,500	\$1,500
12	<i>Sustainable Building Incentive Scheme</i> Provide mechanisms that would encourage more sustainable development options for buildings within Campbelltown to address issues including increased stormwater runoff, heat island effects and lack of passive design principles.	3.1	\$0	\$4,000	\$4,000
13	<i>Waste Reduction Initiative</i> Focus on reduction of single use plastic usage within the Council area and increased awareness of alternatives for both residents and businesses.	3.2	\$0	\$10,000	\$10,000
14	<i>Lochend House Conservation Plan</i> Engagement of an architect and heritage consultant that deals in heritage and conservation projects to provide a report assisting Council to plan necessary works for the building.	3.3	\$0	\$20,000	\$20,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
15	<i>Super Playground Consultation and Concept Plan - Thorndon Park</i> Thorndon Park is one of the premier parks in the state. Consultation is to consider a large state of the art playground, which would enhance the visitor experience and be in line with making Campbelltown a destination.	4.1	\$0	\$15,000	\$15,000
16	<i>Verge Development Program</i> Allow residents to submit an application for native plants or seedlings to be supplied by Council to plant in an otherwise empty or barren footpath verge.	4.1	\$0	\$25,000	\$25,000
17	<i>Collaborative Workspace Feasibility Study</i> A feasibility study to establish demand and support for a collaborative workspace or co-work space that supports home based businesses entrepreneurs, small business owners and those launching business ideas.	5.1	\$0	\$10,000	\$10,000
18	<i>Eastside Business Enterprise Centre (EBEC) Business Mentoring</i> A feasibility study to determine a business case to support a mentoring program delivered by EBEC to support businesses across the Council area.	5.1	\$0	\$5,000	\$5,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
19	<i>Economic Development Resource – Staff time – 2 days per week</i> Council's Economic Development Plan and Master Plan rollouts require additional staff support to ensure the success of current and future programs and projects in this area.	5.3	\$0	\$42,000	\$42,000
20	<i>Athelstone Recreation Reserve Clubrooms Redevelopment - Consultation & Design</i> Community consultation and design works required as there are multiple issues with this old circa 1960's transportable structure including drainage, plumbing and non-compliance with women's codes for changerooms.	5.3	\$0	\$30,000	\$30,000
21	<i>Brookside Cellars Events Investigation</i> Little has changed since its development in the 1800's with multiple groups having used this facility. Investigating additional activities, events and programs that would likely occur at this location would assist the refinement of any future Capital works required to refurbish the building.	5.3	\$0	\$10,000	\$10,000
TOTAL INCOME					\$0
TOTAL EXPENSE					\$872,000
NET COST TO COUNCIL					\$872,000

Capital-Renewal and Replacement

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
1	<p><i>Library Stock Purchases</i></p> <p>Purchase of stock to ensure relevant materials available for the Community to meet educational and social needs.</p> <p><i>This also includes \$202,000 in grants which are funded by Libraries SA</i></p>	1.1	\$202,000	\$238,000	\$36,000
2	<p><i>Replacement of Coin & Bill Acceptor - Library</i></p> <p>The outdated Coin and Bill Acceptor requires replacement. Replacement will include an option to pay by credit card, which will be more convenient for patrons.</p>	1.2	\$0	\$8,600	\$8,600
3	<p><i>Magill Village Improvements – R&R</i></p> <p>Campbelltown and Burnside Councils have partnered to deliver the Magill Village Master Plan over a number of years. These works will complete the civil and landscape improvements.</p>	1.3	\$0	\$1,662,000	\$1,662,000
4	<p><i>Hectorville Community Centre – Kitchen & Roof Replacement</i></p> <p>Replacement of outdated and poorly functioning kitchen appliances and facilities. Refurbishment of the kitchen ceiling and roof to resolve ongoing maintenance issues related to the redundant air conditioning units and iron roof sheeting.</p>	1.3	\$0	\$100,000	\$100,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
5	<i>Foxfield Oval Hall – Floor Replacement</i> Due to arson and flood damage, the floor requires replacement to ensure safety for users of this popular venue.	1.3	\$0	\$35,000	\$35,000
6	<i>King George Hall (Magill) – Building Improvements</i> This iconic and historic local heritage building is structurally compromised requiring structural support to stabilise the foundations. Once complete, crack sealing and painting the building both internally and externally will be required ensuring its security and safety for current users and future generations.	1.3	\$0	\$65,000	\$65,000
7	<i>Magill Scout Hall (Woodforde Road Magill) - Roof Replacement</i> Roof sheets need replacing to fix rust and constant leakages in the Hall. Investigation of the roof frame for structural adequacy and repairs will also ensure a safe environment for users of this hall.	1.3	\$0	\$60,000	\$60,000
8	<i>Magill Guide Hall – External Painting</i> Painting of all external surfaces is required to eliminate ongoing maintenance issues and to protect the building into the future.	1.3	\$0	\$6,000	\$6,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
9	<i>Murray Park Playground Upgrade</i> Upgrade the existing playground equipment at Murray Park.	1.3	\$0	\$85,000	\$85,000
10	<i>Fox Avenue Reserve Playground Upgrade</i> Upgrade the existing playground equipment at Fox Avenue Reserve.	1.3	\$0	\$130,000	\$130,000
11	<i>Thorndon Park Deck Replacement</i> Renew two round decks on eastern and western side of the lakes to ensure safety of community members. <i>This also includes \$17,000 in grants to be provided by the State Government.</i>	1.3	\$17,000	\$17,000	\$0
12	<i>Campbelltown Village Improvements</i> Council is upgrading the Campbelltown Village precinct to improve the amenity of the public realm and streetscape. After undergrounding the power lines Council will upgrade and widen the footpaths, undertake tree planting and other landscaping, and install public art, signage and street furniture.	1.3	\$0	\$2,440,000	\$2,440,000
13	<i>Campbelltown Memorial Oval Bore</i> Reinstatement of the existing bore and its operation to reduce reliance on mains water to ensure environmental and financial benefits.	1.3	\$0	\$50,000	\$50,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
14	<p><i>Greenglade Drive Playground Improvements</i></p> <p>Provide new and improved playground equipment and path.</p>	1.3	\$0	\$133,000	\$133,000
15	<p><i>Hectorville Sports & Community Club Redevelopment</i></p> <p>This project has evolved from the construction of female changerooms and now involves upgrading the existing facility whilst establishing female changerooms. The facility will be more inclusive and accessible for user groups and the community in general. The redevelopment design will include:</p> <ul style="list-style-type: none"> • Viewing balcony • Staircase • Female compliant changerooms • Umpire changerooms • Reconfigured kitchen and bar • Increased function space area • Relocation of lift improving accessibility and inclusivity • First Aid Room • Improved Canteen Facilities • Upgrade to outdoor accessible public amenities. <p><i>Council has allocated \$2.0 million towards this project in 2019/2020, supplementing the \$563,350 (including \$280,000 provided by the State Government) allocated in 2018/2019 to support the establishment of female changerooms.</i></p>	1.3	\$0	\$1,100,000	\$1,100,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
16	<i>Backup Data Storage System</i> Replacement of backup data storage system is required to replace the out-dated and inefficient operating system currently in place.	2.3	\$0	\$25,000	\$25,000
17	<i>Audio Visual Equipment – Council Chambers</i> Current audio visual equipment is out dated and is lacking in reliability and not meeting the needs of staff, visitors and other presenters.	2.3	\$0	\$23,700	\$23,700
18	<i>Replacement of Photocopiers</i> To replace the photocopiers that have reached the end of their useful life at the ARC Campbelltown and Depot.	2.3	\$0	\$9,700	\$9,700
19	<i>River Torrens Linear Park – Shared Path Upgrade</i> Continuation of replacement of Linear Park old bitumen path providing wider and safer paths accommodating both pedestrians and bike riders. <i>This also includes \$20,800 in grants, which are funded by the State Local Government Infrastructure Partnership.</i>	3.2	\$20,800	\$200,000	\$179,200
20	<i>Vehicle, Plant & Machinery Replacement</i> To replace various pieces of existing plant and equipment including; fleet cars, graders, trucks, utes, ride on mowers, vans, brush cutters, chainsaws and hedge trimmers.	3.2	\$1,270,950	\$1,689,300	\$418,350

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
21	<p>Road Renewal Program</p> <p>Maintenance of local road networks improving public safety and level of service to the community, including maintaining road surfaces, footpaths, drainage and kerbing.</p> <p>Athelstone</p> <ul style="list-style-type: none"> Anna Court, Berry Fry Avenue, Francie Court, King George Avenue, Matthew Court, River Drive, Studley Drive <p>Campbelltown</p> <ul style="list-style-type: none"> Alan Avenue, Donald Street (Cul-de-sac only), Hancock Avenue (Montacute to Creek) <p>Magill</p> <ul style="list-style-type: none"> Trestrail Street <p>Newton</p> <ul style="list-style-type: none"> Allan Street, Crozier Avenue (Gilbert to Cul-de-sac), David Street <p>Paradise</p> <ul style="list-style-type: none"> Day Street, Enid Court, Silvia Court <p>Tranmere</p> <ul style="list-style-type: none"> Britton Avenue, Galway Grove <p>A Federal Government grant of \$431,000 through the Roads to Recovery Program is included to offset the cost of this project.</p>	3.2	\$539,300	\$3,261,700	\$2,722,400
TOTAL INCOME/RESERVE TRANSFERS					\$2,050,050
TOTAL EXPENSE					\$11,339,000
NET COST TO COUNCIL					\$9,288,950

Capital-New

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>Campbelltown ArtHouse Verandah</i> A verandah will provide an additional workable space for a number of community groups and programs currently using this high demand location.	1.1	\$0	\$8,000	\$8,000
2	<i>Toilet Facility - Padulesi Park</i> Provision of a public toilet facility to support the local community using the reserve as well as members of the Community Garden.	1.1	\$0	\$60,000	\$60,000
3	<i>Lighting - Padulesi Park</i> Provision of solar lighting along the northern path increasing safety after dark while also supporting the Community Garden and adjoining residents with added security.	1.1	\$0	\$24,000	\$24,000
4	<i>Library Building Upgrades - Children's Area</i> Installation of sound damping panels for the children's area to absorb the sound from this popular and well-used space. This will support other quiet areas in the library.	1.2	\$0	\$30,000	\$30,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<i>Library Building Upgrades – Makerspace</i> A Makerspace supporting Science, technology, engineering and mathematics (STEM) learning. Fit out of the room will include a media desktop, 3D printer and virtual reality headsets. This will provide greater learning opportunities for the community.	1.2	\$0	\$16,000	\$16,000
6	<i>ARC Campbelltown - Aquatic Family Room</i> Provision of toilets and showers in the family change room. This will provide a safe place for parents and children enabling families to move through changing facilities quicker.	1.3	\$0	\$100,000	\$100,000
7	<i>ARC Campbelltown - Air Conditioning - Courts 3 to 5</i> Air conditioning is required to ensure a complete and flexible 5 court stadium with full air-conditioning. This will allow extended use of both sides and ensure the health and well-being of all users.	1.3	\$0	\$150,000	\$150,000
8	<i>Variable Messaging Signs</i> To purchase 2 variable messaging signs to enable Council to more efficiently and cost effectively communicate upcoming road closures, works, events and other important information to the community. Note that this option is cheaper than hiring the signs for short periods of time.	1.3	\$0	\$60,000	\$60,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
9	<p>Hectorville Sports & Community Club Redevelopment</p> <p>This project has evolved from the construction of female changerooms and now involves upgrading the existing facility whilst establishing female changerooms. The facility will be more inclusive and accessible for user groups and the community in general. The redevelopment design will include:</p> <ul style="list-style-type: none"> • Viewing balcony • Staircase • Female compliant changerooms • Umpire changerooms • Reconfigured kitchen and bar • Increased function space area • Relocation of lift improving accessibility and inclusivity • First Aid Room • Improved Canteen Facilities • Upgrade to outdoor accessible public amenities. <p><i>Council has allocated \$2.0 million towards this project in 2019/2020, supplementing the \$563,350 (including \$280,000 provided by the State Government) allocated in 2018/2019 to support the establishment of female changerooms.</i></p>	1.3	\$0	\$900,000	\$900,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
10	<p><i>Magill Village Improvements - New</i></p> <p>Council has partnered with Burnside Council and SA Power Networks to underground electricity cables and undertake civil and landscape improvements as per the Magill Village Master Plan.</p> <p>Once completed, the project will significantly improve the visual appearance and appeal of the Magill Village area. The rejuvenated area will encourage more patronage for shops and services, leading to improvements in the local economy.</p> <p>\$1,038,000 is funded through the Master Plan funding allocation.</p>	1.3	\$0	\$1,038,000	\$1,038,000
11	<p><i>Traffic Control - Woodforde Road, Magill</i></p> <p>Installation of a permanent solid median island at the intersection of Woodforde Road and Norton Summit Road, Magill. This includes providing greater safety at this busy intersection, provision for bike lane connectivity and upgraded street lighting.</p>	1.5	\$0	\$35,000	\$35,000
12	<p><i>Traffic Improvements – Church Road, Campbelltown</i></p> <p>To improve traffic safety with the installation of traffic control devices aimed at reducing speed limits along the full length of the road.</p>	1.5	\$0	\$135,000	\$135,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
13	<p><i>Shared Bike & Pedestrian Path - Sycamore Terrace, Campbelltown</i></p> <p>Installation of a shared Footpath/Bike Way on the North West side of Sycamore Terrace, Campbelltown. This footpath will provide an important link for bicycle users and children attending East Marden Primary School.</p>	1.5	\$0	\$50,000	\$50,000
14	<p><i>Fourth Creek Trail Improvements</i></p> <p>Improvements to trail connectivity, amenity and biodiversity corridor within Campbelltown. Achieved through landscape works, fencing, boardwalks, signage, landscape furniture, drink fountains and better design. This includes \$100,000 from Councils Master Plan allocation and \$170,000 State Government grant from the Open Space and Places for People Grant Fund.</p> <p>\$100,000 is funded through the Master Plan funding allocation.</p>	1.5	\$170,000	\$358,000	\$188,000
15	<p><i>Path Extension - Daly Oval</i></p> <p>Extension of this path to allow for a connection along the northern section of the reserve through to the tennis courts and to Fisher Street, which will promote a healthy lifestyle for our community in particular the elderly residents who reside next to the oval.</p>	1.5	\$0	\$8,000	\$8,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
16	<i>Purchase of Rubbish Bins</i> In accordance with Council's Waste Management Policy, Council has resolved to allocate \$45,000 in 2019/2020 to fund the purchase of bins for new properties from its ongoing capital program.	2.2	\$0	\$45,000	\$45,000
17	<i>Brookside Cellars Improvements</i> Improvements to Brookside Cellars is required to better accommodate future events and users.	2.2	\$0	\$135,000	\$135,000
18	<i>Footpath Construction including Second Footpaths</i> To install a footpath in the following street: Magill <ul style="list-style-type: none"> Geoffrey Street To install a second footpath in the following streets: Campbelltown <ul style="list-style-type: none"> Church Road (between Coronation Avenue and Hollister Avenue), Denmead Avenue Magill <ul style="list-style-type: none"> Gladstone Avenue Paradise <ul style="list-style-type: none"> George Street (between Angelina Drive and River Drive) Tranmere <ul style="list-style-type: none"> Birkinshaw Avenue 	2.2	\$0	\$302,500	\$302,500

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
19	<p><i>Footpath Construction in Rostrevor</i></p> <p>To install second footpaths in the following streets in Rostrevor to improve access to public transport and public facilities:</p> <ul style="list-style-type: none"> Koonga Avenue (between St Bernards Road and Courtabie Avenue), Leabrook Drive (south side from Fairleys Road leading into Sheila Street), Sheila Street (both sides). 	2.2	\$0	\$175,000	\$175,000
20	<p><i>Purchase Additional Finance One Licences</i></p> <p>Additional licenses for Council's Finance software are required to resolve the issue of staff being unable to access the system at various times, due to the fact that all of the current licences are being used. It is essential that there are enough licenses for Council staff to be able to undertake their primary roles in a timely and efficient manner.</p>	2.3	\$0	\$24,750	\$24,750
21	<p><i>AV Equipment for Meeting Rooms</i></p> <p>Only two of Council's meeting rooms have audiovisual facilities for presentation capacity and as a result are heavily booked and often unavailable. Provision of Smart TV's in additional meeting rooms are cost effective and will provide the ability for staff to quickly and effectively present in any of Council's meeting rooms.</p>	2.3	\$0	\$7,300	\$7,300

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
22	<i>Thorndon Park Bird Refuge</i> The reintroduction of a Bird Refuge Island, (most likely a floating type of refuge anchored in the lake or ponds), at Thorndon Park to provide a safe area for bird populations from predators.	4.1	\$0	\$5,000	\$5,000
TOTAL INCOME					\$170,000
TOTAL EXPENSE					\$3,666,550
NET COST TO COUNCIL					\$3,496,550



Humphrey B Bear at 150 Year Celebration