

2021/2022 Annual Business Plan & Budget



Endorsed by Council on 6 July 2021

A safe, sustainable, vibrant Community



Campbelltown City Council acknowledges that we meet on the traditional Country of the Kurna people and respect their physical and spiritual connection to Country. We as Council will act in a way that pays respect to Kurna Heritage. We also acknowledge elders past, present, and future and the continuing importance of their living culture.



Local resident, Shouwn Oosting (left) and Ivan-Tiwu Copley, local Kurna / Peramangk elder (right).

Artwork above by Ivan-Tiwu Copley.

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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
ERA	Eastern Region Alliance
IAMP	Infrastructure Asset Management Plans
LGAWCS	Local Government Association Workers Compensation Scheme
LGAMLS	Local Government Association Mutual Liability Scheme
LGPI	Local Government Price Index
LTFP	Long Term Financial Plan
WHS	Work Health and Safety

Message from the Chief Executive Officer

Welcome to the 2021/2022 Annual Business Plan and Budget. I invite you to read through the Plan to see the initiatives and projects that Council has planned for the coming year.

The budget for 2020/2021 was significantly impacted by COVID-19 with a range of services and events postponed or suspended, along with the significant support provided to households, sporting clubs, community groups and local businesses, including a 0% General Rate increase. This decision has and will impact Council's operating result for the next few financial years, however Council has committed to return to an operating surplus by 2023/2024.

For 2021/2022, Council has adopted a General Rate increase of 1.90%, plus growth. Outside of the current year's increase, this will be the lowest increase in at least the last 17 years. The rate cap is proposed to be 3.80%. The cap will assist those ratepayers impacted by the Valuer General's Revaluation Initiative, which has seen a review of the capital value applied to all rateable properties across the City. This process does not generate a windfall for Council, however it will cause a reallocation of the rates burden.

2020/2021 saw the completion of the upgrade to the Hectorville Sports and Community Club, while the redevelopment of the Max Amber Sportsfield commenced in January.

The following projects included in this Plan for Community consultation will aim to stimulate the local economy and support the Community:

- construction of the super playground at Thorndon Park, supported by \$1.25 million in grant funding from the State Government
- continuing to improve Council owned facilities at Marchant Community Centre, The ARC Campbelltown, Lochend House, Steve Woodcock Sports Centre, Campbelltown Function Centre, Magill Scout Hall, Geoff Heath Golf Course, Thorndon Park, Wadmore Park/Pulyonna Wirra, Fifth Creek and Gurners Reserve
- construction of 11 new fully accessible footpaths across the City and improving the condition of 17 streets through the scheduled reseal programs
- a final contribution to underground powerlines around Campbelltown Village and greening the median strips along Gorge Road.

Council's Strategic Plan 2024 was adopted in 2021, with a vision of 'a safe, sustainable, vibrant community'. This Plan aims to achieve this through the projects and services offered.



Paul Di Iulio
Chief Executive Officer

Executive Summary

The LTFP was revised and adopted in March 2021 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 / Long Term Financial*). The Plan projects Council to achieve operating surplus from 2025/2026.

The key financial information for 2021/2022 is summarised below:

General Rate Increase	1.90%
Rates Growth (rates from new rateable properties)	1.77%
Operating Income	\$53,572,334
Operating Expense	\$54,703,350
Operating Surplus/(Deficit)	(\$1,131,016)
Capital-Renewal and Replacement Expenditure	\$7,486,600
Capital-New Expenditure	\$5,399,350
Total Capital Expenditure	\$12,885,950
Major Capital Expenditure	
Transport Asset Renewals	\$3,842,850
Super Playground – Thorndon Park	\$2,500,000
Plant & Machinery Purchases	\$1,640,000
Stormwater Construction – Clairville Road, Campbelltown	\$655,000
Footpath Construction	\$524,200
Paradise Recreation Plaza (Master Plan Allocation)	\$511,000

Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	(2%)	(1%)
Net Financial Liabilities Ratio	(16%)	(1%)
Asset Renewal Funding Ratio	132%	95%

Anticipated Financial Position

Projected operating income is not sufficient to meet Council's projected operating expenses (including depreciation) for 2021/2022.

The range of measures provided to households, local businesses, sporting clubs and community groups to minimise the financial impact of the COVID-19 pandemic in 2020/2021 has contributed to the budgeted operating deficit in 2021/2022 and for the subsequent few years.

To minimise this impact, Council has chosen to limit the number of New Initiatives proposed for 2021/2022. 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.

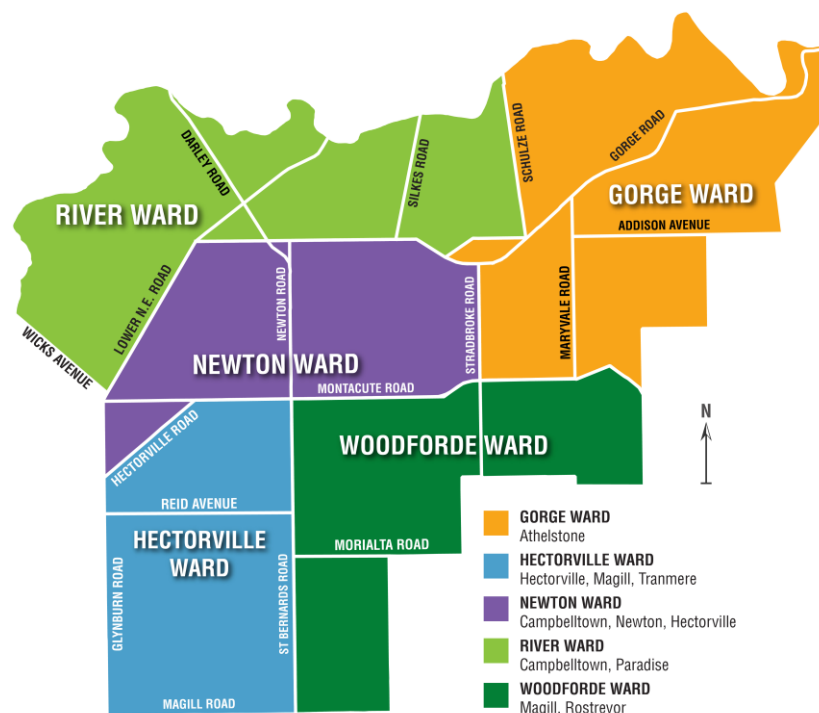
Introduction

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 habitation 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 53,082 (Estimated Resident Population, 2020).



A City that is safe, sustainable and vibrant is a particular focus for Council and the Community and is the central theme of Council's vision in the Strategic Plan 2024.

This document sets out Council's programs, projects and services planned for 2021/2022. It aims to maintain and improve the City's service delivery and to continue the delivery of programs outlined in its Strategic Plan.

Council's expenditure for the period is provided in the Budget by Service section of this document.

Status of 2020/2021 Projects

Information about Council's progress in relation to projects funded in 2020/2021 is available in Appendix 1 – Progress of 2020/2021 Projects.

What are Council's Long Term Plans?

Council's Strategic Plan 2024 was adopted by Council on 16 March 2021.

Council's Vision is:

'A safe, sustainable, vibrant community'

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

Goal 1 – Supporting our Community

Through this Goal we will build on our previous Vision for a quality lifestyle for our Community, and support Community members to participate actively in Community life. We will build on the connections already created through our highly productive library programs and events, activities at the ARC Campbelltown and other sports and leisure facilities, Community development and social inclusion programs, and business and organisational partnerships. We will support our Community to be inclusive, safe and a destination for business and tourism.

Goal 2 – Greening our City

Council has declared a Climate Emergency and is committed to establishing a Climate Solutions Strategy and taking urgent action regarding Climate Change. We are taking action to encourage the environmental sustainability of private development, and to protect and enhance our natural environment; our creeks and trails, parks and reserves, street trees and verges. We are investigating how we can contribute to the circular economy to minimise our waste and use of resources, and to expand our waste management program for residents.

Goal 3 – Enhancing our Assets

Following a recent review of Council's seven Infrastructure Asset Management Plans for Bridges, Buildings, Bus Stops, Footpaths and Walkways, Open Space, Stormwater, and Transport, we are committed to the delivery and enhancement of our assets during this planning period. This new Goal will enable us to proactively manage our assets to improve Community members' experience when interacting with our infrastructure. In this Plan there is a particular emphasis on stormwater management and providing facilities and green space that are safe, accessible and attractive for residents.

Goal 4 – Planning for our Future

This new Goal brings together our planning functions to enable us to collaborate, disrupt and plan more effectively. There is a consolidated approach to foster innovative, environmentally sustainable and emerging technologies in Council operations, whilst still embracing and concentrating our efforts to respond to demographic changes and development needs.

Goal 5 – Leading our People

We are committed to continuing to improve our organisational culture. This along with consideration of the feedback from the Community during the preparation of this Plan has guided the development of Themes and Focus Areas. The Plan focuses on maintaining and improving strong partnerships with a range of stakeholders, and provision of corporate functions to support a safe, sustainable and vibrant future for our Community.

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.

What are the Significant Influences and Priorities?

A number of significant factors have influenced the preparation of the 2021/2022 Annual Business Plan and Budget. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meeting held on 19 January 2021
- Application of Year 1 of Council's LTFP, as adopted by Council at its meeting on 2 March 2021, which assumed a General Rate increase of 1.34%, being CPI (1.00%) plus 0.34% (the average difference between LGPI and CPI across the previous 5 years), plus growth
- Adherence to Council's adopted 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 1.0% for the 12 months ending December 2020

- 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 2020, LGPI increased by 0%.

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 1.90%, plus growth (1.77%)
- 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 2021/2022 of \$1,131,016 which is higher than the LTFP target operating deficit of \$603,000. This is due to 50% of the Grants Commission grant funding, totalling \$895,800, expected to be received in 2021/2022 was given to Council in advance in 2020/2021.

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 Community Interaction |
| • 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 and services 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 27). 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 2020/2021 financial year will be maintained during 2021/2022, with the following adjustments:

- a range of services will return to the budget as Government imposed restrictions in relation to COVID-19 are lifted.

Campbelltown acknowledges the importance of Federal funding through the Financial Assistance Grants program for the continued delivery of Council services and infrastructure, as well as other Federal and State Government grant funding received from time to time for Council projects and services.

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 2021/2022:

- Elected Members, Management and Staff proposed projects that aim to assist in achieving Council's Strategic Plan goals, themes and focus areas, and perceived Community need
- Projects were divided into five categories: New Initiatives, Capital–New, Capital–New Master Plan Allocation, Strategic Land Purchases 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 adopted 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 bus tour of the City and workshop was held with Elected Members, who were also provided a pack containing information that helped provide a better understanding of the projects proposed. These projects were presented in line with the Management Team's recommended order of priority
- Elected Members individually rated 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 6 April and 4 May 2021 Council meetings in preparation for the Public Consultation process
- Final selection of projects will be made by Council following consideration of the feedback received from the Community consultation at the 15 June 2021 meeting. The final adoption of the budget occurred at the 6 July 2021 Council meeting.

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 6 April, 4 May and 6 July 2021. The net costs of the New Initiatives in this budget are:

	Net Cost to Council
Goal 1 – Supporting our Community	
Additional Staff – Community Development (Arts and Culture)	\$49,000
Additional Staff – Community Development (Social Inclusion)	\$47,000
Steve Woodcock Sports Centre Accessibility Improvement	\$10,000
TOTAL	\$106,000
Goal 2 – Greening our City	
Undergrounding of Power Lines – Campbelltown Village	\$580,000
Greening Gorge Road	\$25,000
Wadmore Park/Pulyonna Wirra Fire Management	\$20,000
Urban Tree Strategy	\$15,000
Detailed Design and Scoping – Max Amber Sportsfield Fifth Creek	\$15,000
TOTAL	\$655,000
Goal 4 – Planning for our Future	
Geoff Heath Golf Course House Master Plan	\$40,000
TOTAL	\$40,000
Goal 5 – Leading our People	
Additional Staff – ICT (Business Solutions Support Officer)	\$100,000
Additional Staff – ICT (Digitisation Officer)	\$80,000
Additional Staff – Communications Project Officer	\$42,700
TOTAL	\$222,700
GRAND TOTAL	\$1,023,700

Capital

Capital projects are made up of four components; Capital-New, Capital-New Master Plan Allocation, Strategic Land Purchases and Capital-Renewal and Replacement:

- **Capital-New, Capital-New Master Plan Allocation and Strategic Land Purchases** 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 \$4,463,350 on Capital-New, \$511,000 on Capital-New Master Plan Allocation, \$257,000 on Strategic Land Purchases and \$7,399,600 on Capital-Renewal and Replacement expenditure.

Council resolved at its meetings on 6 April and 15 June 2021 to undertake the following capital projects in 2021/2022. The projects are shown at the net cost to Council:

<u>Capital-New</u>	Net Cost to Council
Goal 1 – Supporting our Community	
Thorndon Park Super Playground	\$1,083,950
Footpath Construction Program	\$524,200
Fourth Creek Trail – Stage 3	\$175,000
TOTAL	\$1,783,150
Goal 2 – Greening our City	
Bicycle Plan Infrastructure – Stage 1	\$84,000
Third Creek Erosion Control Works – Stage 1	\$50,000
Purchase of Rubbish Bins	\$50,000
TOTAL	\$184,000

Goal 3 – Enhancing our Assets

Stormwater Construction – Clairville Road, Campbelltown	\$655,000
Toilet Installation – Gurners Reserve, Rostrevor	\$190,000
Stormwater Construction – Raymel Crescent, Campbelltown	\$176,000
Athelstone Community Workshop Shed Extension	\$54,500
Thorndon Park Accessible Toilet – Adult Change Table & Hoist	\$25,200
TOTAL	\$1,100,700
GRAND TOTAL	\$3,067,850

Capital-Renewal & Replacement

Net Cost to Council

Goal 1 – Supporting our Community

Marchant Community Centre Entry and Car Park	\$80,000
Gym Cardio Replacement at the ARC	\$73,300
Library Materials Purchase – Stock Purchases	\$40,000
Lochend House Restoration Works	\$15,000
Hectorville Community Centre Lights	\$13,000
Library Materials Purchases – Grant and Purchases	\$0
ARC Campbelltown – Aquatic Space Upgrade 2	\$0
TOTAL	\$221,300

Goal 2 – Greening our City

Fourth Creek Trail Improvements – Stage 1	\$125,000
Third Creek Remediation Works – Melory Crescent	\$72,000
Replacement of Safety Fencing – River Torrens Linear Park	\$35,000
TOTAL	\$312,000

Goal 3 – Enhancing our Assets

Transport Asset Renewals	\$3,136,050
Replacement of Plant and Machinery	\$817,950
Footpath Renewal Program	\$260,600
Replacement of Vehicles	\$182,650
Super Playground – Thorndon Park	\$163,050
Stormwater Construction – 378 Gorge Road, Athelstone	\$142,000
Replacement of Pedestrian Bridge – Ash Grove, Rostrevor	\$120,000
Lighting Replacement – Migrant Monument	\$39,300
Campbelltown Function Centre Lighting	\$30,000
Magill Scout Hall Kitchen Upgrade	\$18,000
Marchant Community Centre Kitchen Upgrade	\$15,000
Steve Woodcock Sports Centre – Accessibility Improvements	\$8,000
TOTAL	\$4,932,600
GRAND TOTAL	\$5,385,900

Further details of the New Initiatives, Capital-Renewal and Replacement, Capital-New and Capital-New Master Plan Allocation projects are detailed in Appendix 2 – Project Summary 2021/2022.

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 meeting held on 19 January 2021, Council considered and continued to adopt the following 5 financial targets, noting that 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 2021/2022 has been updated to reflect the most current information available which includes:

- Council's adopted key financial targets
- Audited Financial Statements for the year ended 30 June 2020
- 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 2 March 2021.

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

Year 1 of the LTFP has been used to develop the budget for 2021/2022. 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

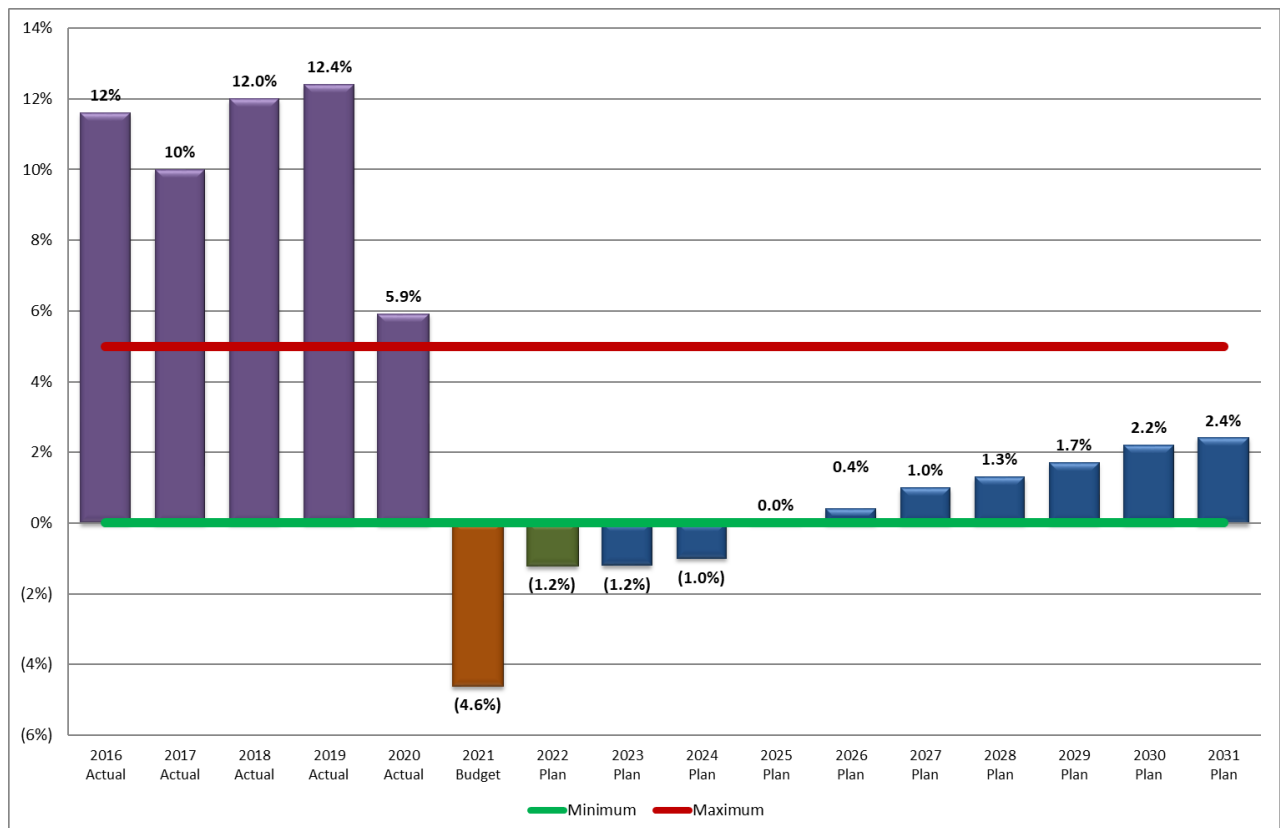
(the percentage that the major controllable income source varies from day to day expenses).

LTFP Financial Target

To achieve a ratio of between 0% and 5%

LTFP vs Budget

LTFP Minus 1.2%
2021/2022 Budget Minus 2%



The graph above shows that Council is projecting an operating deficit from 2020/2021 to 2024/2025, which is outside of the minimum target for this key financial target. This is due to the 0% General Rate increase and the other financial relief measures provided in 2020/2021 due to COVID-19.

Staff have committed to identifying ways to record operating surpluses sooner than what is in the LTFP.

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

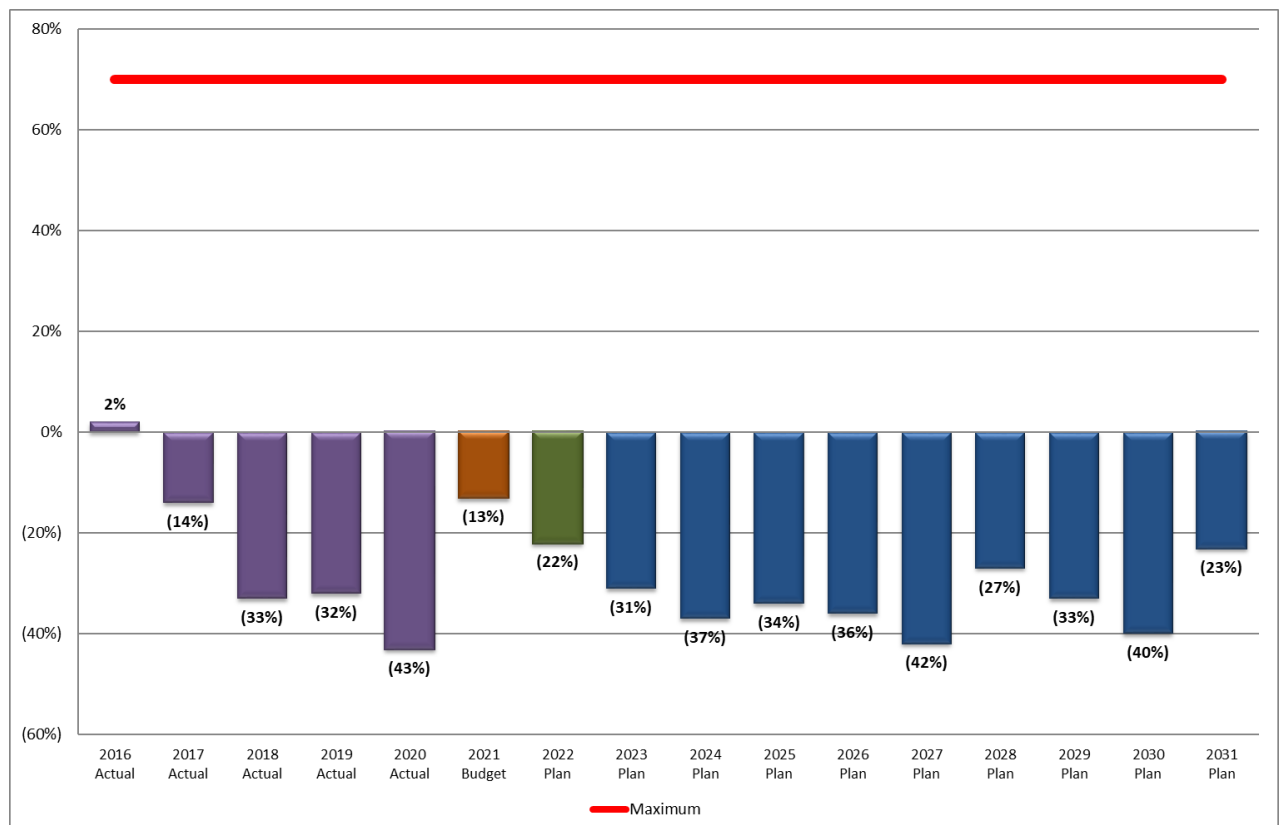
(how significant the net amount owed is compared with income).

LTFP Financial Target

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

LTFP vs Budget

LTFP	Minus 22%
2021/2022 Budget	Minus 16%



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.

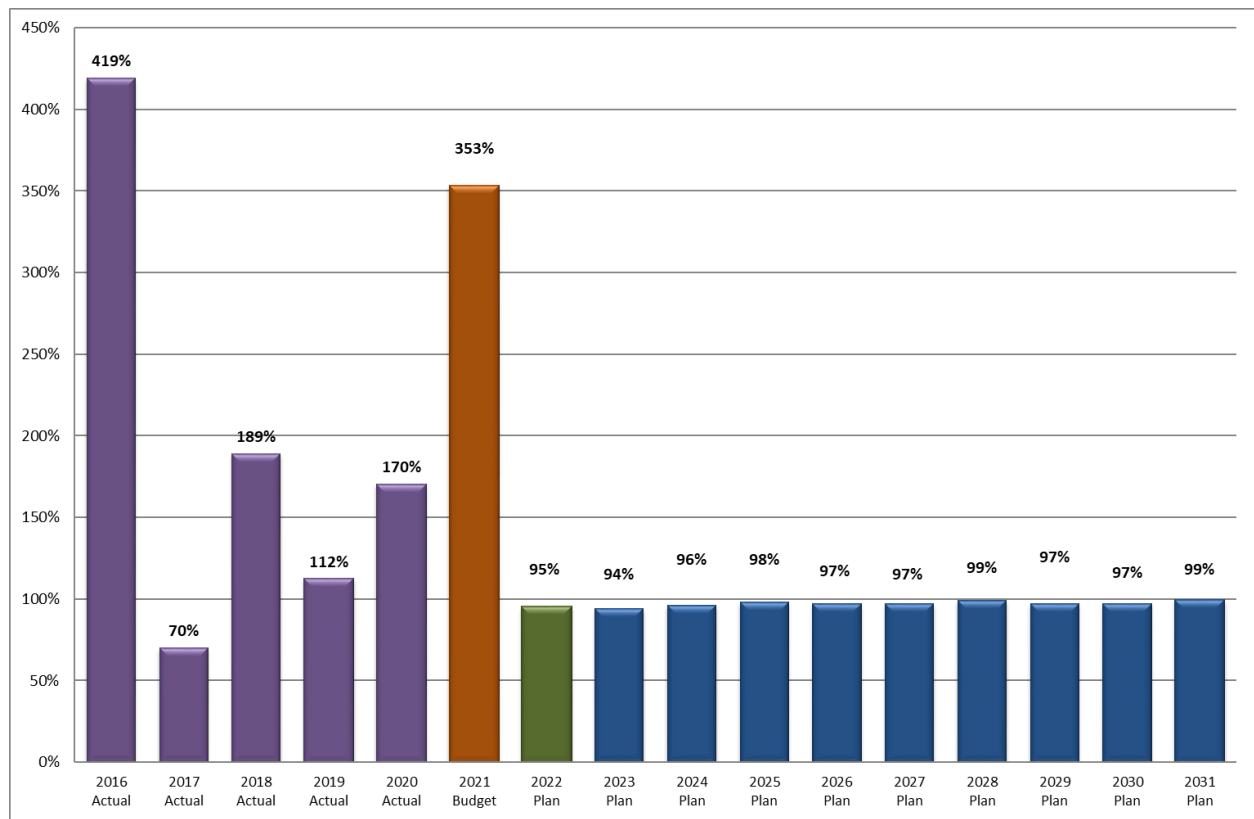
Asset Renewal Funding Ratio

(shows if 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 95%
2021/2022 Budget 132%



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 values higher than the target relate to:

- 2015/2016 the redevelopment of the ARC Campbelltown,
- 2017/2018 the redevelopment of the Campbelltown Memorial Oval,
- 2019/2020 the budgets allocated for the Magill and Campbelltown Villages and a number of road reseals that were carried over from the 2018/2019 financial year,
- 2020/2021 relates to the redevelopment of Max Amber Sportsfield and Hectorville Sports and Community Club, along with the budgets allocated for Magill and Campbelltown Villages.

Impact of the Plan on Rates

Strategic Focus

During 2016/2017, Council considered reviewing the rating methodology for the proposed introduction of differential rating for commercial, industrial and vacant land. At its 18 April 2017 meeting, Council chose not to introduce differential rating and determined that rates will continue to 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 2019/2020, Council proposed to remove the Separate Rate for the toilet facility located at Campbelltown Shopping Centre. After considering the feedback from the community consultation, Council resolved to remove the Separate Rate from 1 July 2020.

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 2021/2022, Council relies on its adopted LTFF, which also provides guidance on the planned rate increases over the next ten years. It also considers the following factors, being:

- Council's adopted LTFF
- Council's 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), interest rates and the COVID-19 pandemic
- 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 2021/2022, the Minimum Rate is proposed to increase by the General Rate increase (1.90%) to \$1,002.

Regional Landscape Levy

Council is required by legislation to collect the Regional Landscape Levy from 1 July 2020. The Levy funds projects determined by Green Adelaide 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 Green Adelaide 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, or a formally accepted payment arrangement is in place. 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 that 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:

- the period for which rates have been outstanding;
- 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 appointment of a real estate agent to commence the sale process by public auction. Once approved, the real estate agent will advertise the relevant property 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.

Throughout the whole process, the ratepayer will continue to receive quarterly rate notices and overdue notices where any rates balance remains unpaid.

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

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 2021/2022 is proposed to be 3.80%, which is twice the General Rate increase.

Summary of Key Rating Information

General Rate Increase	1.90%
Rates Growth	1.77%
Total Rate Revenue Increase (including growth from new properties)	3.67%
Minimum Rate	\$1,002

Budget by Service

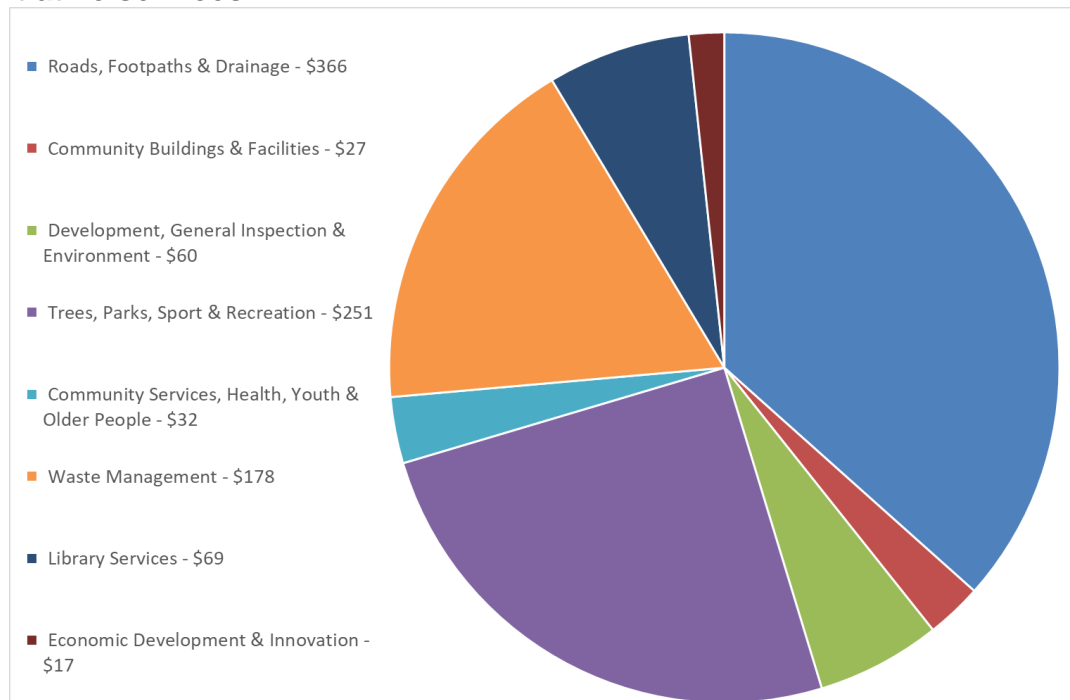
Detailed information about the amounts received and spent on each of Council's services is provided below, in Strategic Plan link order.

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.

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 & Community Interaction
- 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.

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	65,700
Materials, Contracts & Other Expenses	38,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	104,400
Operating Surplus/(Deficit)	(104,400)

Services for Older People

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

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	0
Grants, Subsidies & Contributions	779,400
Investment Income	0
Reimbursements	5,000
Other Income	164,950
Net Gain – Equity Accounted Council Businesses	0
Total Income	949,350
Expenses	
Employee Costs	375,100
Materials, Contracts & Other Expenses	581,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	956,200
Operating Surplus/(Deficit)	(6,850)

Library Services

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

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 state wide stock distribution

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	34,200
Grants, Subsidies & Contributions	388,950
Investment Income	0
Reimbursements	0
Other Income	28,950
Net Gain – Equity Accounted Council Businesses	0
Total Income	452,100
Expenses	
Employee Costs	1,752,050
Materials, Contracts & Other Expenses	405,600
Depreciation, Amortisation & Impairment	487,000
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,644,650
Operating Surplus/(Deficit)	(2,192,550)

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.

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	212,100
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	212,100
Expenses	
Employee Costs	318,350
Materials, Contracts & Other Expenses	1,008,350
Depreciation, Amortisation & Impairment	1,220,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,546,800
Operating Surplus/(Deficit)	(2,334,700)

Parks and Reserves

Development, maintenance and beautification of parks and reserves.

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	4,600
Grants, Subsidies & Contributions	87,000
Investment Income	0
Reimbursements	0
Other Income	7,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	99,100
Expenses	
Employee Costs	1,393,300
Materials, Contracts & Other Expenses	1,935,250
Depreciation, Amortisation & Impairment	1,006,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	4,334,750
Operating Surplus/(Deficit)	(4,235,650)

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.

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	5,398,900
Grants, Subsidies & Contributions	107,500
Investment Income	0
Reimbursements	1,500
Other Income	2,700
Net Gain – Equity Accounted Council Businesses	0
Total Income	5,510,600
Expenses	
Employee Costs	575,900
Materials, Contracts & Other Expenses	4,319,950
Depreciation, Amortisation & Impairment	719,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	5,614,950
Operating Surplus/(Deficit)	(104,350)

Cemeteries

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

Services Provided

- Provision of cemetery services

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	6,350
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,350
Expenses	
Employee Costs	14,800
Materials, Contracts & Other Expenses	9,850
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	24,650
Operating Surplus/(Deficit)	(18,300)

Community Transport

Management of Community Transport assets and programs.

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	6,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,000
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	38,300
Depreciation, Amortisation & Impairment	9,750
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	48,050
Operating Surplus/(Deficit)	(42,050)

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.

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	360,950
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	10,000
Other Income	1,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	371,950
Expenses	
Employee Costs	296,150
Materials, Contracts & Other Expenses	250,350
Depreciation, Amortisation & Impairment	13,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	559,600
Operating Surplus/(Deficit)	(187,650)

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.

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	481,300
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	481,300
Operating Surplus/(Deficit)	(481,300)

Civic Functions

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

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	4,200
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,200
Expenses	
Employee Costs	1,300
Materials, Contracts & Other Expenses	38,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	39,400
Operating Surplus/(Deficit)	(35,200)

Elected Members

Elected Member support, training and development.

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	20,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	20,000
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	391,150
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	391,150
Operating Surplus/(Deficit)	(371,150)

Community Engagement

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

Services Provided

- Legislative 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

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	157,450
Materials, Contracts & Other Expenses	212,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	370,400
Operating Surplus/(Deficit)	(370,400)

Corporate & Community Services Management

Management of services provided by the Corporate and Community Services department. Management of Council's official documents in accordance with the State Records Act.

Services Provided

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

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	585,050
Materials, Contracts & Other Expenses	62,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	647,150
Operating Surplus/(Deficit)	(646,950)

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.

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	216,700
Materials, Contracts & Other Expenses	10,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	227,150
Operating Surplus/(Deficit)	(227,150)

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.

Services Provided

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

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	347,000
Materials, Contracts & Other Expenses	206,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	553,250
Operating Surplus/(Deficit)	(553,250)

Information Services

Management of Corporate IT systems, provision of helpdesk services and records management functions.

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	50
Grants, Subsidies & Contributions	15,650
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	15,700
Expenses	
Employee Costs	655,350
Materials, Contracts & Other Expenses	554,450
Depreciation, Amortisation & Impairment	245,500
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,455,300
Operating Surplus/(Deficit)	(1,439,600)

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.

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	300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	6,100
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,400
Expenses	
Employee Costs	557,950
Materials, Contracts & Other Expenses	258,800
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	816,750
Operating Surplus/(Deficit)	(810,350)

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.

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

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	624,050
Materials, Contracts & Other Expenses	478,950
Depreciation, Amortisation & Impairment	209,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,312,200
Operating Surplus/(Deficit)	(1,312,200)

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.

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

Financial Analysis

	\$'s
Income	
Rates Income	41,816,184
Statutory Charges	0
User Charges	27,100
Grants, Subsidies & Contributions	493,600
Investment Income	188,600
Reimbursements	9,100
Other Income	123,250
Net Gain – Equity Accounted Council Businesses	0
Total Income	42,657,834
Expenses	
Employee Costs	1,172,850
Materials, Contracts & Other Expenses	2,142,750
Depreciation, Amortisation & Impairment	0
Finance Costs	6,600
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,322,200
Operating Surplus/(Deficit)	39,335,634

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, Graphic Design and Customer Service.

Services Provided

- Internal reviews, audits and monitoring to ensure compliance with legislation
- Effective and efficient governance for Council including:
 - Local Government elections
 - Annual report preparation and distribution
 - Authorisation reviews and management of ID cards
 - By law and Representation reviews
 - Policies and procedures management
 - Delegation and sub-delegation reviews
 - Elected Member and Staff governance training
 - Management of legislatively required registers
 - Participation in Eastern Region Alliance Governance Group
- Preparation, monitoring and review of Strategic Management Plans and Department Business Plans
- Contract management of ID profile demographic information
- Communications activities including but not limited to:
 - Maintenance of online signage, apps and the on hold telephone message
 - Events and Activities online news and School Holiday Program collateral
 - Media monitoring
 - Website management
 - Preparation and implementation of communication strategies
 - Quarterly update of Council's on hold telephone message
 - Social media development and monitoring
- Photography for Council projects and events, and contract management of specialised photography
- Graphic design activities including:
 - Corporate documents, posters, flyers and brochures
 - Consultation documentation
 - Advertising and signage
- Customer Service

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	738,250
Materials, Contracts & Other Expenses	79,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	817,650
Operating Surplus/(Deficit)	(817,650)

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.

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	498,000
User Charges	1,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	7,000
Other Income	1,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	507,000
Expenses	
Employee Costs	1,240,400
Materials, Contracts & Other Expenses	179,650
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,420,050
Operating Surplus/(Deficit)	(913,050)

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.

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	87,950
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	680,800
Other Income	58,100
Net Gain – Equity Accounted Council Businesses	0
Total Income	826,850
Expenses	
Employee Costs	2,533,800
Materials, Contracts & Other Expenses	1,008,800
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,542,600
Operating Surplus/(Deficit)	(2,715,750)

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.

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	62,250
Net Gain – Equity Accounted Council Businesses	0
Total Income	75,650
Expenses	
Employee Costs	(171,150)
Materials, Contracts & Other Expenses	(397,550)
Depreciation, Amortisation & Impairment	644,350
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	75,650
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.

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	3,450
Grants, Subsidies & Contributions	1,067,500
Investment Income	0
Reimbursements	10,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	1,080,950
Expenses	
Employee Costs	669,650
Materials, Contracts & Other Expenses	861,800
Depreciation, Amortisation & Impairment	5,916,400
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	7,447,850
Operating Surplus/(Deficit)	(6,366,900)

Asset Management - Footpaths

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

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	269,800
Materials, Contracts & Other Expenses	351,400
Depreciation, Amortisation & Impairment	1,024,700
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,645,900
Operating Surplus/(Deficit)	(1,645,900)

Asset Management - Stormwater

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

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	8,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	8,000
Expenses	
Employee Costs	72,200
Materials, Contracts & Other Expenses	455,800
Depreciation, Amortisation & Impairment	1,656,600
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,184,600
Operating Surplus/(Deficit)	(2,176,600)

Street Lighting

Provision and maintenance of street lighting.

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	1,116,150
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,116,150
Operating Surplus/(Deficit)	(1,116,150)

Administration Building & Hall Maintenance

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

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	486,850
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	486,850
Expenses	
Employee Costs	175,900
Materials, Contracts & Other Expenses	682,900
Depreciation, Amortisation & Impairment	523,800
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,382,600
Operating Surplus/(Deficit)	(895,750)

Tree Maintenance and Replacement

Tree maintenance and replacement including the annual tree planting program.

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	0
Investment Income	0
Reimbursements	20,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	20,000
Expenses	
Employee Costs	565,750
Materials, Contracts & Other Expenses	843,200
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,408,950
Operating Surplus/(Deficit)	(1,388,950)

Waste Management

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

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	34,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	500
Other Income	21,000
Net Gain – Equity Accounted Council Businesses	3,200
Total Income	58,700
Expenses	
Employee Costs	22,800
Materials, Contracts & Other Expenses	5,904,550
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	5,927,350
Operating Surplus/(Deficit)	(5,868,650)

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.

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

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	196,850
Materials, Contracts & Other Expenses	297,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	494,550
Operating Surplus/(Deficit)	(494,700)

Economic Development

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

Services Provided

- Campbelltown Made
- Food Trail
- Propel SA
- 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	7,100
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	115,000
Other Income	74,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	196,600
Expenses	
Employee Costs	361,450
Materials, Contracts & Other Expenses	427,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	789,150
Operating Surplus/(Deficit)	(592,550)

Budgeted Financial Statements

Budgeted Statement of Comprehensive Income

2019/2020 Actual \$'s		2020/2021 2nd Review \$'s	2021/2022 Budget \$'s	2022/2023 LTFP \$'s	2023/2024 LTFP \$'s
	INCOME				
39,531,132	Rates	40,238,356	41,816,184	42,009,000	43,109,000
1,031,727	Statutory Charges	909,950	858,950	807,000	822,000
4,736,813	User Charges	5,957,450	6,323,400	6,445,000	6,545,000
3,629,253	Grants, Subsidies & Contributions	3,296,950	2,939,600	2,703,000	2,735,000
406,064	Investment Income	266,000	188,600	263,000	320,000
2,168,415	Reimbursements	1,167,100	866,900	922,000	939,000
745,216	Other Revenues	582,450	575,500	417,000	428,000
26,374	Net Gain-Joint Ventures & Associates	-	3,200	-	-
52,274,994	TOTAL INCOME	52,418,256	53,572,334	53,566,000	54,898,000
	EXPENSES				
13,574,149	Employee Costs	14,672,800	15,784,750	15,191,000	15,678,000
22,462,038	Materials, Contracts & Other Expenses	26,644,250	25,236,200	24,843,000	25,221,000
13,117,965	Depreciation, Amortisation & Impairment	13,382,700	13,675,800	14,166,000	14,422,000
7,975	Finance Costs	5,250	6,600	4,000	7,000
3,256	Net Loss-Joint Ventures & Associates	14,850	-	14,000	12,000
49,165,383	TOTAL EXPENSES	54,719,850	54,703,350	54,218,000	55,340,000
3,109,611	OPERATING SURPLUS/(DEFICIT)	(2,301,594)	(1,131,016)	(652,000)	(442,000)
1,033,315	Asset Disposal & Fair Value Adjustments	-	-	-	-
(2,944,938)	Amounts Specifically for New or Upgraded Assets	8,890,100	1,563,500	-	-
2,053,041	Physical Resources Received Free of Charge	-	-	-	-
3,251,029	NET SURPLUS/(DEFICIT)	6,588,506	432,484	(652,000)	(442,000)
	OTHER COMPREHENSIVE INCOME				
3,666,981	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-	7,249,000	11,710,000
11,898	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-	-	-
17,088	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-
3,695,967	TOTAL OTHER COMPREHENSIVE INCOME	-	-	7,249,000	11,710,000
6,946,996	TOTAL COMPREHENSIVE INCOME	6,588,506	432,484	6,597,000	11,268,000

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 2020/2021 financial year.

Budgeted Balance Sheet

2019/2020 Actual \$'s		2020/2021 2nd Review \$'s	2021/2022 Budget \$'s	2022/2023 LTFP \$'s	2023/2024 LTFP \$'s
	ASSETS				
	Current Assets				
26,988,358	Cash & Cash Equivalents	11,152,564	12,567,748	22,706,000	26,463,000
3,589,121	Trade & Other Receivables	3,589,121	3,589,121	2,687,000	2,739,000
23,559	Inventories	23,559	23,559	24,000	25,000
30,601,038	Total Current Assets	14,765,244	16,180,428	25,417,000	29,227,000
	Non-Current Assets				
314,244	Financial Assets	312,544	310,794	239,000	229,000
306,557	Equity Accounted Investments in Council Business	291,707	294,907	269,000	257,000
610,913,314	Infrastructure, Property, Plant & Equipment	633,303,764	632,319,654	646,226,000	654,094,000
3,666,678	Other Non-Current Assets	3,666,678	3,666,678	3,667,000	3,667,000
615,200,793	Total Non-Current Assets	637,574,693	636,592,033	650,401,000	658,247,000
645,801,831	Total Assets	652,339,937	652,772,461	675,818,000	687,474,000
	LIABILITIES				
	Current Liabilities				
5,226,774	Trade & Other Payables	5,226,774	5,226,774	4,815,000	4,900,000
88,932	Borrowings	104,650	64,000	82,000	89,000
1,928,533	Provisions	1,928,533	1,928,533	2,566,000	2,798,000
7,244,239	Total Current Liabilities	7,259,957	7,219,307	7,463,000	7,787,000
	Non-Current Liabilities				
84,578	Borrowings	18,460	59,150	136,000	92,000
863,641	Provisions	863,641	863,641	1,198,000	1,306,000
948,219	Total Non-Current Liabilities	882,101	922,791	1,334,000	1,398,000
8,192,458	Total Liabilities	8,142,058	8,142,098	8,797,000	9,185,000
637,609,373	NET ASSETS	644,197,879	644,630,363	667,021,000	678,289,000
	EQUITY				
127,588,794	Accumulated Surplus	144,151,200	137,019,884	153,633,553	153,191,553
454,049,501	Asset Revaluation Reserve	454,049,501	454,049,501	459,826,469	471,536,469
55,971,078	Other Reserves	45,997,178	53,560,978	53,560,978	53,560,978
637,609,373	TOTAL EQUITY	644,197,879	644,630,363	667,021,000	678,289,000

Budgeted Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
2019/2020 Actual				
Balance at End of Previous Reporting Period	127,410,228	452,577,469	50,674,680	630,662,377
Net Surplus/(Deficit) for Year	3,251,029			3,251,029
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		3,666,981		3,666,981
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	2,194,949	(2,194,949)		-
Share of Other Comprehensive Income - Equity Accounted Council Businesses	11,898	-		11,898
Other Equity Adjustments - Equity Accounted Council Businesses	17,088	-		17,088
Transfers Between Reserves	(5,296,398)		5,296,398	-
Balance at End of Period	127,588,794	454,049,501	55,971,078	637,609,373
2020/2021 2nd Review				
Balance at End of Previous Reporting Period	127,588,794	454,049,501	55,971,078	637,609,373
Net Surplus/(Deficit) for Year	6,588,506			6,588,506
Other Comprehensive Income				
Transfers Between Reserves	9,973,900		(9,973,900)	-
Balance at End of Period	144,151,200	454,049,501	45,997,178	644,197,879
2021/2022 Budget				
Balance at End of Previous Reporting Period	144,151,200	454,049,501	45,997,178	644,197,879
Net Surplus/(Deficit) for Year	432,484			432,484
Other Comprehensive Income				
Transfers Between Reserves	(7,563,800)		7,563,800	-
Balance at End of Period	137,019,884	454,049,501	53,560,978	644,630,363
2022/2023 LTFP				
Balance at End of Previous Reporting Period	154,285,553	452,577,469	53,560,978	660,424,000
Net Surplus/(Deficit) for Year	(652,000)			(652,000)
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		7,249,000		7,249,000
Transfers Between Reserves	-		-	-
Balance at End of Period	153,633,553	459,826,469	53,560,978	667,021,000
2023/2024 LTFP				
Balance at End of Previous Reporting Period	153,633,553	459,826,469	53,560,978	667,021,000
Net Surplus/(Deficit) for Year	(442,000)			(442,000)
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		11,710,000		11,710,000
Transfers Between Reserves	-		-	-
Balance at End of Period	153,191,553	471,536,469	53,560,978	678,289,000

Budgeted Cash Flow Statement

2019/2020 Actual \$'s		2020/2021 2nd Review \$'s	2021/2022 Budget \$'s	2022/2023 LTFP \$'s	2023/2024 LTFP \$'s
	CASH FLOWS FROM OPERATING ACTIVITIES				
	<u>Receipts</u>				
55,113,518	Operating Receipts	52,152,256	53,380,534	53,296,000	54,562,000
406,064	Interest Receipts	266,000	188,600	262,000	318,000
	<u>Payments</u>				
(39,250,455)	Operating Payments to Suppliers & Employees	(41,317,050)	(41,020,950)	(39,666,000)	(40,511,000)
(7,331)	Finance Payments	(5,250)	(6,600)	(3,000)	(7,000)
16,261,796	Net Cash Provided by (or Used in) Operating Activities	11,095,956	12,541,584	13,889,000	14,362,000
	CASH FLOWS FROM INVESTING ACTIVITIES				
	<u>Receipts</u>				
2,053,041	Amounts Specifically for New or Upgraded Assets	8,890,100	1,563,500	-	-
681,364	Sale of Replaced Asset	570,500	258,300	274,000	279,000
-	Sale of Surplus Assets	-	-	-	-
-	Repayments of Loans by Community Groups	1,700	1,750	12,000	12,000
	<u>Payments</u>				
(10,063,573)	Expenditure on Renewal/Replacement of Assets	(21,407,900)	(7,486,600)	(4,683,000)	(6,956,000)
(3,658,945)	Expenditure on New/Upgraded Assets	(14,881,500)	(5,399,350)	(3,783,000)	(3,849,000)
(10,988,113)	Net Cash Provided by (or Used in) Investing Activities	(26,827,100)	(11,062,400)	(8,180,000)	(10,514,000)
	CASH FLOWS FROM FINANCING ACTIVITIES				
	<u>Receipts</u>				
-	Proceeds from Borrowings	-	-	-	-
222,162	Proceeds from Bonds & Deposits	-	-	-	-
	<u>Payments</u>				
(102,335)	Repayment of Lease Liabilities	(104,650)	(64,000)	(85,000)	(91,000)
(111,600)	Repayment of Bonds & Deposits	-	-	-	-
8,227	Net Cash Provided by (or Used in) Financing Activities	(104,650)	(64,000)	(85,000)	(91,000)
5,281,910	Net Increase/(Decrease) in Cash Held	(15,835,794)	1,415,184	5,624,000	3,757,000
21,706,448	Cash & Cash Equivalents at Beginning of Period	26,988,358	11,152,564	17,082,000	22,706,000
26,988,358	CASH & CASH EQUIVALENTS AT END OF PERIOD	11,152,564	12,567,748	22,706,000	26,463,000

Budgeted Uniform Presentation of Finances

2019/2020 Actual \$'s		2020/2021 2nd Review \$'s	2021/2022 Budget \$'s	2022/2023 LTFF \$'s	2023/2024 LTFF \$'s
52,274,994	Income	52,418,256	53,572,334	53,566,000	54,898,000
(49,165,383)	less Expenses	(54,719,850)	(54,703,350)	(54,218,000)	(55,340,000)
3,109,611	Operating Surplus/(Deficit)	(2,301,594)	(1,131,016)	(652,000)	(442,000)
	Net Outlays on Existing Assets				
(10,063,573)	Capital Expenditure on Renewal and Replacement of Existing Assets	(21,407,900)	(7,486,600)	(4,683,000)	(6,956,000)
13,117,965	add back Depreciation, Amortisation and Impairment	13,382,700	13,675,800	14,166,000	14,422,000
681,364	add back Proceeds from Sale of Replaced Assets	570,500	258,300	274,000	279,000
3,735,756		(7,454,700)	6,447,500	9,757,000	7,745,000
	Net Outlays on New and Upgraded Assets				
(3,658,945)	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(14,881,500)	(5,399,350)	(3,783,000)	(3,849,000)
2,053,041	add back Amounts Received Specifically for New and Upgraded Assets	8,890,100	1,563,500	-	-
-	add back Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	-	-	-	-
(1,605,904)		(5,991,400)	(3,835,850)	(3,783,000)	(3,849,000)
5,239,463	Net Lending/(Borrowing) for Financial Year	(15,747,694)	1,480,634	5,322,000	3,454,000

Budgeted Key Financial Targets

2019/2020 Actual		2020/2021 2nd Review	2021/2022 Budget	2022/2023 LTFF	2023/2024 LTFF
	Operating Surplus Ratio				
3,109,611	Operating Surplus (a)	(2,301,594)	(1,131,016)	(652,000)	(442,000)
52,274,994	Total Operating Income (b)	52,418,256	53,572,334	53,566,000	54,898,000
6%	Operating Surplus Ratio = (a) divide (b)	(4%)	(2%)	(1%)	(1%)
	Net Financial Liabilities Ratio				
(22,699,265)	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	(6,912,171)	(8,325,565)	(16,835,000)	(20,246,000)
52,274,994	Total Operating Income (d)	52,418,256	53,572,334	53,566,000	54,898,000
(43%)	Net Financial Liabilities Ratio = (c) divide (d)	(13%)	(16%)	(31%)	(37%)
	Asset Renewal Funding Ratio				
10,063,573	Net Asset Renewals (e)	21,407,900	7,486,600	4,683,000	6,956,000
11,684,000	Infrastructure Asset Management Plan Required Expenditure (f)	7,482,000	5,685,000	10,989,000	7,338,000
86%	Asset Sustainability Ratio = (e) divide (f)	286%	132%	43%	95%

Appendix 1 – Progress of 2020/2021 Projects

New Initiatives

Project	Net Cost to Council	Progress
<p><i>Master Plan for Sculpture Park</i></p> <p>Develop a Master Plan in conjunction with local art groups in the City of Campbelltown to provide an opportunity to display works such as installations or sculptures in a format to attract visitors to the area.</p>	\$5,000	<p>Council Staff have established a Sculpture Working Group made up of 5 local artists who developed a project brief and engaged a consultant to assist develop the Master Plan.</p> <p>The Master Plan will be presented to Council in July 2021.</p>
<p><i>Steve Woodcock Sports Centre Accessibility Improvements</i></p> <p>The existing accessibility of the site and buildings at the Steve Woodcock Sports Centre has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p> <p>These funds will be used to implement the improvements resulting from this assessment.</p>	\$17,400	<p>This project has been completed.</p>

Project	Net Cost to Council	Progress
<p><i>Climate Solutions Strategy</i></p> <p>To develop a Climate Solutions Strategy and deliver actions produced from the strategy, including the engagement of a 0.5 FTE position.</p> <p>This project will provide a number of actions for Council to reduce its greenhouse gas emissions to support Council's decision in declaring a climate emergency. The implementation works will have significant environmental benefits for current and future generations. \$70,000 of this budget has been identified through electricity cost savings.</p>	<p>\$250,000</p>	<p>A new Climate Solutions Officer has been engaged. Council has also formed a new advisory Section 41 Committee for Climate Solutions, with its first meeting held on 16 June 2021.</p> <p>The new committee will determine the best use of the Climate Solutions funding.</p>
<p><i>Small Business Grants Program</i></p> <p>The Small Business Grants Program aims to help new and established businesses in Campbelltown to grow and thrive. Grants will assist small businesses to develop through activities such as expansion, improved access, commercialisation, activation events, research and development, and innovation.</p> <p>The Program offers up to \$5,000 per application per year on a dollar-for-dollar matched basis for local businesses and will be subject to eligibility criteria and grant conditions.</p>	<p>\$40,000</p>	<p>This project has been well received by businesses and has been fully subscribed. The funding conditions may require some of these funds to be carried forward to the next financial year.</p>

Capital – Renewal and Replacement

Project	Net Cost to Council	Progress
<p><i>Super Playground - Thorndon Park - Detailed Design</i></p> <p>This project will assist with the implementation of the Thorndon Park Master Plan. The project will involve preparing detailed design drawings to replace the existing playground with a new playground as per the Community Consultation including development of a teenager recreation area.</p>	\$50,000	<p>A consultant has been engaged to prepare a detailed design for the playground, following the funding announcement from the State Government.</p> <p>It is anticipated that the detailed design will be completed by the end of July 2021.</p>
<p><i>Library Materials Grant and Purchases</i></p> <p>Purchase of library stock, using funds provided by Libraries SA.</p>	\$0	<p>Just over 72% of the allocated funding has been used to purchase library materials to date. Total funding to be received is \$208,200.</p>
<p><i>Library Stock Purchases</i></p> <p>Purchase of library stock, using Council's own funds.</p>	\$36,000	<p>Just over 92% of the allocated funding has been used to purchase library materials to date.</p>
<p><i>The ARC Campbelltown - Gym Cardio Replacement</i></p> <p>Replacement of six cardio treadmills at the end of their economic life of 4 years.</p>	\$66,950	<p>This project has been completed, with the treadmills installed in the ARC Gym in August 2020.</p>
<p><i>The ARC Campbelltown - Aquatic Space Upgrade 2</i></p> <p>Following on from the Family Change Room Upgrade, this project will provide additional dry change facilities, more efficient storage and administrative spaces.</p>	\$215,000	<p>State Government funding has been secured for this project, with Staff now preparing to go to tender.</p> <p>This funding will be carried forward to 2021/2022.</p>

Project	Net Cost to Council	Progress
<p><i>Lochend House Restoration Works</i></p> <p>To implement the renewal works identified in the heritage consultant's report.</p>	\$111,750	The defect liability stage has been completed with the project due for completion shortly thereafter.
<p><i>Industry and Innovation Precincts Landscape Master Plan Works (Magill Precinct) - Glen Stuart Road Footpath (Renewal & Replacement)</i></p> <p>To move the existing footpath in this section of Glen Stuart Road to provide adequate pedestrian access and room for the proposed car parking space.</p>	\$15,000	This work is scheduled to be completed in July 2021.
<p><i>Shared Path Replacement - River Torrens Linear Park</i></p> <p>This project will complete the River Torrens Linear Path in its entirety.</p>	\$126,000	This project has been completed.
<p><i>Steve Woodcock Sports Centre Accessibility Improvement</i></p> <p>The existing accessibility of the site and buildings has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p> <p>These funds will be used to implement the improvements resulting from this assessment.</p>	\$134,000	<p>The detailed design is currently being finalised. Construction works will be postponed until the soccer season has finished.</p> <p>The remaining budget for this project will be carried forward to the following financial year.</p>

Project	Net Cost to Council	Progress
<i>Max Amber Sportsfield Redevelopment (R&R)</i> To upgrade the existing building at Max Amber Sports Field including replacing the football, tennis and soccer amenities.	\$2,680,950	Work is currently being undertaken and scheduled to be completed by December 2021.
<i>Athelstone Scout Hall - DDA Improvements</i> To create an inclusive facility at the Athelstone Scout Hall which includes a renovation and building improvement.	\$230,000	There has been delay in finalising the detailed design to ensure stakeholder needs are accommodated. Staff plan to call for tender responses in during July 2021.
<i>Elsinore Drive Fencing Replacement</i> To replace fencing that is in poor condition along Elsinore Drive Paradise adjacent to Campbelltown Memorial Oval.	\$9,000	This project has been completed.
<i>Footpath Replacement Program</i> To replace the existing narrow footpaths at: Newton <ul style="list-style-type: none"> • Newton Road - \$8,500 • Montacute Road - \$43,000 Magill <ul style="list-style-type: none"> • Moules Road - \$75,000. 	\$126,500	This project has been completed.
<i>Foxfield Oval Change Room Upgrade</i> To replace the existing change room with a fully compliant female change room and public toilet.	\$400,000	Work is currently being undertaken and scheduled to be completed in July 2021.

Project	Net Cost to Council	Progress
<p><i>Additional Office Space - 174 Montacute Road, Rostrevor</i></p> <p>To refurbish the interior of 174 Montacute Road, Rostrevor and use this building as additional office space.</p>	\$25,000	This project is currently on hold, with the funds to be carried forward to 2021/2022.
<p><i>Road Transport Asset Renewal Program</i></p> <p>Maintaining road surfaces, footpaths, drainage and kerbing:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Carlow Avenue - \$137,350 • Grosvenor Court - \$65,100 • Kerry Street - \$156,400 • Meath Avenue - \$155,900 <p>Magill</p> <ul style="list-style-type: none"> • Newman Street - \$282,700 • Patola Avenue - \$112,900 <p>Newton</p> <ul style="list-style-type: none"> • Adair Street - \$75,900 • Graves Street - \$309,500 <p>Paradise</p> <ul style="list-style-type: none"> • Heather Court - \$210,500 • Silkes Road - \$580,850 <p>Rostrevor</p> <ul style="list-style-type: none"> • Aringa Court - \$16,950 • Bruce Avenue - \$269,400 • Hamish Grove - \$275,600 <p>Tranmere</p> <ul style="list-style-type: none"> • Birkinshaw Avenue - \$472,400 • Scott Street - \$378,550. <p>A Federal Government grant of \$536,800 through the Roads to Recovery Program is included to offset the cost of this project.</p>	\$2,963,200	All renewals have been completed, except for Silkes Road, Paradise. This renewal will occur once the intersection upgrade has been completed.

Project	Net Cost to Council	Progress
<p><i>Replacement of Vehicles</i></p> <p>Replace selected pool vehicles.</p>	<p>\$95,000</p>	<p>Staff have deferred the purchase of vehicles until 2021/2022 to access a greater range of electric vehicles expected to be released to the market in the next 12 to 15 months.</p> <p>These vehicles will be grouped with the vehicles due to be replaced in 2021/2022 to seek a better volume price.</p>
<p><i>Replacement of Plant and Machinery</i></p> <p>Replace selected plant and machinery.</p>	<p>\$679,350</p>	<p>The loader and three vibrating plates were replaced in March 2021, the ride on mowers were replaced in April 2021 and a utility vehicle is expected to be replaced in May. The five trucks are expected to be replaced in the new financial year.</p>

Capital – New

Project	Net Cost to Council	Progress
<p><i>Jervois Avenue Drainage Improvement</i></p> <p>Installation of new drainage system at Jervois Avenue. Magill.</p>	\$190,000	This project has been completed.
<p><i>Library Renovations and Equipment</i></p> <p>Provide facilities to enhance customer experience and provide a safer working space for Volunteers.</p>	\$44,000	<p>A refrigerator has been purchased for events and programs, while the instant hot water tap, sink and plumbing has been installed for Makerspace and events.</p> <p>The returns hatches for the Toy Library have been constructed to allow a safer working space for Volunteers.</p> <p>The installation of sheds will occur in the new financial year, with funding for this component to be carried forward.</p>
<p><i>Industry and Innovation Precincts Landscape Master Plan Works (Magill Precinct) - Glen Stuart Road (New)</i></p> <p>To implement vehicle control measures on Glen Stuart Road and a detailed costing for a future staged implementation of the remaining strategies within the Master Plan.</p>	\$75,000	This work is scheduled to be completed in July 2021.

Project	Net Cost to Council	Progress
<p><i>Magill Village Master Plan Works</i></p> <p>Both Campbelltown and Burnside Councils have entered into a partnership to deliver the Magill Village Master Plan over a number of years which will include undergrounding of electricity cables, design works for civil and landscape improvements and actual civil and landscape improvements. As part of the partnerships both Councils have committed to funding the undergrounding works and the civil and landscape design works.</p>	\$1,125,000	<p>With the State and Federal Government funding now secured along with commitments from both Councils, the project can now proceed and is scheduled to commence in the 2021/2022 budget year.</p> <p>Therefore, these funds will need to be carried over to the new financial year.</p>
<p><i>Strategic Land Purchases</i></p> <p>To allocate funding for strategic land acquisitions for the purpose of open space development as opportunities arise.</p>	\$254,000	<p>Council has developed a strategic approach towards the purchase of land (especially in areas where open space is limited) that will enhance its current land holdings. However there were no purchases of any parcels of land in the 2020/2021 financial year to date.</p>
<p><i>Max Amber Sportsfield Redevelopment (New)</i></p> <p>To upgrade the existing building at Max Amber Sportsfield including replacing the football, tennis and soccer amenities.</p>	\$2,444,450	<p>Work is currently being undertaken and scheduled to be completed by December 2021.</p>

Project	Net Cost to Council	Progress
<p>Steve Woodcock Sports Centre Accessibility Improvements</p> <p>The existing accessibility of the site and buildings at the Steve Woodcock Sports Centre has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p> <p>These funds will be used to implement the improvements resulting from this assessment.</p>	\$375,000	<p>The detailed design is currently being finalised. Construction works will be postponed until the soccer season has finished.</p> <p>The remaining budget for this project will be carried forward to the following financial year.</p>
<p>Cycling Infrastructure - Campbelltown Bike Plan</p> <p>To install cycling infrastructure in accordance with the City of Campbelltown Bicycle Plan. Council will apply for a State Government Open Space Fund grant of \$100,000 to assist in funding the project.</p>	\$185,000	<p>Path widening works have been completed, with funding relating to the creek bank improvements being carried forward to 2021/2022 due to inclement weather.</p>
<p>The ARC Campbelltown Accessible Parking Upgrade</p> <p>Add 3 additional disabled parks at The ARC entrance, additional bike and motorcycle parks and improve vehicle circulation. This will increase overall parking at The ARC by 2 car parks (one normal park lost to improve vehicle flow).</p>	\$35,000	<p>This project was completed in March 2021.</p>
<p>Pathway Link – Reservoir Road Reserve to Thorndon Park</p> <p>Construct a pathway link between the Reservoir Road Reserve and Thorndon Park.</p>	\$60,000	<p>This project is currently on hold, pending permission to proceed from the land owner (SA Water).</p>

Project	Net Cost to Council	Progress
<p><i>Drinking Fountains</i></p> <p>To install three drinking fountains at the following local playgrounds:</p> <ul style="list-style-type: none"> • Reservoir Road • Grandview Grove • Padulesi Park. 	\$18,000	This project has been completed.
<p><i>Foxfield Oval Change Room Upgrade</i></p> <p>To replace the existing change room with a fully compliant female change room and public toilet.</p>	\$0	Work is currently being undertaken and scheduled to be completed in July 2021.
<p><i>Purchase of DELL IDPA Server - Secure Backup and Disaster Recovery</i></p> <p>The purchase of a DELL IDPA backup server will provide Council with the best solution currently available to protect its data.</p>	\$55,000	<p>The IDPA has now been procured and set up offsite in a secure location to perform backups of Council's critical servers.</p> <p>In the event that there is a disaster at the Council Office and server infrastructure is lost, these backups can be reinstated in a cloud environment.</p>
<p><i>Lighting - Access Paths, Playgrounds, Toilets & Public Facilities - River Torrens Linear Park</i></p> <p>To light the access paths that link adjacent roads to the primary shared use path and at key points at playgrounds, exercise equipment, toilets and other public facilities.</p>	\$600,000	This project has been placed on hold, pending external funding opportunities.

Project	Net Cost to Council	Progress
<p><i>Footpath Construction Program – Additional and Secondary Footpaths</i></p> <p>The footpaths proposed to be constructed are:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Manresa Court - \$20,000 • Springfield Avenue - \$18,000 • Gorge Road - \$16,000 • Russell Road - \$5,000 • Brookside Road - \$13,500 • Lower Athelstone Road - \$69,000 • Montacute Road - \$5,500 <p>Campbelltown</p> <ul style="list-style-type: none"> • Clairville Road - \$11,500 <p>Hectorville</p> <ul style="list-style-type: none"> • North Street - \$12,000 <p>Newton</p> <ul style="list-style-type: none"> • Palumbo Avenue - \$24,000 <p>Paradise</p> <ul style="list-style-type: none"> • Hamilton Terrace - \$21,000 • Ind Street - \$5,000 • Foster Avenue - \$10,500 • Harris Street - \$22,500 • Crowle Road - \$8,500 • George Street - \$22,000 • Gameau Road - \$30,000 • Junction Road - \$11,000 <p>Rostrevor</p> <ul style="list-style-type: none"> • Karawirra Avenue - \$16,500 • Savas Road - \$16,500 • Grantley Avenue South - \$15,000 • Leabrook Drive - \$13,000 • Fairleys Road - \$5,500 • Stradbroke Road & Morialta Road - \$42,000 • Koonga Avenue - \$43,000. 	\$480,000	<p>This project has been completed, except for the following footpaths that have been cancelled or postponed by Council:</p> <ul style="list-style-type: none"> • Hamilton Terrace, Paradise • Junction Road, Paradise • Brookside Road, Athelstone.

Project	Net Cost to Council	Progress
<p><i>James Street Campbelltown Golf Course Car Park Path</i></p> <p>Install a path in the car park at the golf course to improve pedestrian safety particularly for children walking to East Marden Primary School.</p>	\$15,000	This project has been completed.
<p><i>Purchase of Rubbish Bins</i></p> <p>To purchase rubbish bins for newly created properties.</p>	\$50,000	Bins continued to be provided for newly created properties throughout the City.
<p><i>Local Road Community Infrastructure Program</i></p> <p>Project to be funded by program established by the Federal Government to help communities recover from the COVID-19 pandemic.</p>	\$0	These funds have been used to undertake the Max Amber Sportsfield stormwater harvesting pipeline extension. The project has commenced, with unspent funds carried forward to 2021/2022.

Appendix 2 – Project Summary 2021/2022

New Initiatives

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>Steve Woodcock Sports Centre Accessibility Improvement</i> To provide hearing augmentation in the Function/Members room. Accessibility at the site has been assessed taking into account the requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.	1.2	\$0	\$10,000	\$10,000
2	<i>Additional Staff – Community Development (Arts and Culture)</i> This position will work with art groups and artists on Council's public art (murals, sculpture), art events (SALA, Fringe) and implement Council's Art and Culture Action Plan.	1.4	\$0	\$49,000	\$49,000
3	<i>Additional Staff – Community Development (Social Inclusion)</i> This position will support Council's Disability Access & Inclusion Committee, implement the Disability Access & Inclusion Plan and also develop projects in other areas of social inclusion and diversity.	1.4	\$0	\$47,000	\$47,000
4	<i>Undergrounding of Power Lines - Campbelltown Village</i> To fund the additional cost increase to underground the powerlines as part of Campbelltown Village Project.	2.2	\$0	\$580,000	\$580,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<i>Greening Gorge Road</i> To upgrade the central median connecting Lower North East Road with the Adelaide Hills in two stages: <ul style="list-style-type: none"> • Stage 1 (2021/2022) - between Darley and Stradbroke Road, including the small section of existing raised median adjacent the Charles Campbell School and developing a detailed landscape plan • Stage 2 - between Stradbroke and Russell Roads. 	2.2	\$0	\$25,000	\$25,000
6	<i>Wadmore Park/Pulyonna Wirra Fire Management</i> To reduce fuel loads and improve the buffer zone adjacent to Foxfield Estate through the selective removal of Acacia Paradoxa along the Eastern Fire Track.	2.2	\$0	\$20,000	\$20,000
7	<i>Detailed Design and Scoping – Max Amber Sportsfield Fifth Creek</i> To investigate environmental improvements to the section of Fifth Creek that is located between the new main clubrooms and the cricket practice nets, south of George Street. This project was developed following the adoption of the Fifth Creek Survey and Management Plan - March 2017.	2.2	\$0	\$15,000	\$15,000
8	<i>Urban Tree Strategy</i> To develop an Urban Forest Strategy to manage, protect and monitor Campbelltown's existing and future canopy.	2.2	\$0	\$15,000	\$15,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
9	<i>Geoff Heath Golf Course House Master Plan</i> To consult broadly with stakeholders to prepare a master plan on the redevelopment of the Geoff Heath Golf Course building and immediate surrounds.	4.1	\$0	\$40,000	\$40,000
10	<i>Additional Staff – ICT (Business Solutions Support Officer)</i> Increase the number of resources within the ICT Team by 1.0 FTE. This position will assist with a range of ICT functions including assisting with delivering of projects within the ICT Strategy, providing support to end users with application usage and support other ICT Team members.	5.3	\$0	\$100,000	\$100,000
11	<i>Additional Staff – ICT (Digitisation Officer)</i> To increase the number of resources within the ICT Team by 0.8 FTE. This position will focus on the provision of electronic forms to reduce manual paper systems, improve usage of systems available including research and communication of new features to users, along with the delivery of projects and training as identified in the ICT Strategy.	5.3	\$0	\$80,000	\$80,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
12	<p><i>Additional Staff – Communications Project Officer</i></p> <p>The part time position will create and improve video and communication projects for the Community. This will make information about Council's events and projects more accessible to people with reading difficulty or prefer to receive information through video packages. The position will also ensure that linkages between videography, social media and website information is optimal, improving accessibility for Community members to this information.</p>	5.2	\$0	\$42,700	\$42,700
TOTAL INCOME					\$0
TOTAL EXPENSE					\$1,023,700
NET COST TO COUNCIL					\$1,023,700

Capital-Renewal and Replacement

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
1	<i>Library Materials – Grant and Purchases</i> Purchase of library stock, using funds provided by Libraries SA.	1.2	\$215,000	\$215,000	\$0
2	<i>Library Materials - Stock Purchases</i> Purchase of library stock, using Council's own funds.	1.2	\$0	\$40,000	\$40,000
3	<i>Replacement of Gym Cardio Equipment at the ARC</i> To replace four cross trainers and sixteen indoor cycle bikes that have reached the end of their useful life.	1.2	\$0	\$73,300	\$73,300
4	<i>Hectorville Community Centre Lights</i> To upgrade all internal lighting to modern LED lights at the Centre. This project is dependent on an application for funding through the Stronger Communities Program being successful.	1.2	\$0	\$13,000	\$13,000
5	<i>Lochend House Restoration</i> To paint Lochend House following completion of conservation works being undertaken in 2020/2021. This project is dependent on an application for funding under the Heritage Grants Program being successful.	1.3	\$0	\$15,000	\$15,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
6	<i>ARC Campbelltown – Aquatic Space Upgrade 2</i> To finalise the upgrade to the aquatic space to incorporate dry changing facilities and additional storage and administrative space. The State Government funding is being added to the Council budget allocated in 2020/2021.	1.3	\$107,500	\$107,500	\$0
7	<i>Marchant Community Centre Entry and Carpark</i> To install a new automatic door to create an accessible entrance to the building and make changes to disability parking to improve accessibility to the building.	1.5	\$0	\$80,000	\$80,000
8	<i>Fourth Creek Trail (Staged Implementation)</i> To renew and replace paths, fencing, street furniture and signage along the Fourth Creek Trail. The income for this project is provided by the State Government through the State Bicycle Fund.	2.2	\$87,000	\$212,000	\$125,000
9	<i>Replacement of Safety Fencing - River Torrens Linear Park</i> To replace the existing safety fencing along the River Torrens Linear Path over a 5 year period. Stage 1 will commence from the eastern extent in Athelstone working west.	2.2	\$0	\$35,000	\$35,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
10	<i>Third Creek Remediation Works - Melory Crescent</i> To undertake erosion control as part of the Third Creek Management Plan, following the 2016 flooding event.	2.2	\$0	\$72,000	\$72,000
11	<i>Replacement of Plant & Machinery</i> To replace the following plant and machinery, in accordance with Asset Replacement Schedules: <ul style="list-style-type: none"> • 4 x Lunch Vans • 1 x Tipper • 1 x Bus • 1 x Hi Lift Spreaderator • 2 x Hydralada • 7 x Utes. 	3.1	\$822,050	\$1,640,000	\$817,950
12	<i>Stormwater Construction - 378 Gorge Road, Athelstone</i> To install new drainage network and trash rack.	3.2	\$0	\$142,000	\$142,000
13	<i>Footpath Replacement Program</i> To replace the existing narrow footpaths based on the PAMP (Pedestrian Access and Mobility Plan) and Footpath Development and Maintenance policy for existing concrete narrow footpaths. Footpaths will be replaced at the following locations: <ul style="list-style-type: none"> • Lower North East Road • Montacute Road • St Bernards Road. 	3.3	\$0	\$260,600	\$260,600

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
14	<i>Replacement of Vehicles</i> To replace seven selected vehicles in accordance with Asset Replacement Schedules.	3.3	\$162,350	\$345,000	\$182,650
15	<i>Replacement of Pedestrian Bridge - Ash Grove, Rostrevor</i> To renew the existing asset as per the current Bridge Asset Management Plan's renewal program.	3.4	\$0	\$120,000	\$120,000
16	<i>Campbelltown Function Centre Lighting</i> To upgrade the lighting to the latest standard LED lights This project is dependent on an application for funding through the Stronger Communities Program being successful.	3.4	\$0	\$30,000	\$30,000
17	<i>Lighting Replacement - Migrant Monument</i> To replace the Migrant Monument internal LED lighting system, which is not able to be programmed for colour changes due the fact that the existing control system has stopped working and the technology is not supported any more.	3.4	\$0	\$39,300	\$39,300
18	<i>Thorndon Park Super Playground</i> To upgrade the existing playground at Thorndon Park with a fully inclusive super playground.	3.4	\$0	\$163,050	\$163,050

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
19	<p><i>Steve Woodcock Sports Centre Accessibility Improvement</i></p> <p>To replace doors in the KinderGym area and clubroom airlock and improve luminance contrast of most doors.</p> <p>The existing accessibility of the site and buildings has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p>	3.4	\$0	\$8,000	\$8,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
20	<p>Road Transport Asset Renewal Program</p> <p>To renew the following roads throughout the City in accordance with the Transport Asset Management Plan:</p> <p><i>Athelstone</i></p> <ul style="list-style-type: none"> • Ainsley Court • Amber Place • Clydesdale Court • Dinham Road • Greenbank Road - Greenbank to Woodlands • Milan Court • Old Mill Road <p><i>Newton</i></p> <ul style="list-style-type: none"> • D'Angelica Court - Cul-de-sac • Fry Terrace • Graves Street - Liascos to Flinders • Lomman Avenue • Louis Crescent • Sprankling Avenue <p><i>Rostrevor</i></p> <ul style="list-style-type: none"> • Fir Street • Laurence Street • Mulga Street <p><i>Tranmere</i></p> <ul style="list-style-type: none"> • Camroc Avenue. 	3.4	\$706,800	\$3,842,850	\$3,136,050
21	<p>Marchant Community Centre Kitchen Upgrade</p> <p>To upgrade the Marchant Community Centre kitchen by replacing the existing cupboards.</p>	3.4	\$0	\$15,000	\$15,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
22	<i>Magill Scout Hall Kitchen Upgrade</i> To replace the kitchen at the Hall in accordance with the Building Asset Management Plan.	3.4	\$0	\$18,000	\$18,000
TOTAL INCOME/RESERVE TRANSFERS					\$2,100,700
TOTAL EXPENSE					\$7,486,600
NET COST TO COUNCIL					\$5,385,900

Capital-New

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<p><i>Fourth Creek Trail – Stage 3</i></p> <p>To install a new Boardwalk and landscaping along the section of the Fourth Creek Trail from Montacute Road to St Bernards Road (Denis Morrissey Park).</p> <p>Staff will pursue grant funding through the Places For People grant, to add to the grants received for Stages 1 and 2.</p>	1.3	\$175,000	\$350,000	\$175,000
2	<p><i>Thorndon Park Super Playground</i></p> <p>To upgrade the existing playground at Thorndon Park with a fully inclusive super playground.</p>	1.3	\$1,250,000	\$2,333,950	\$1,086,950
3	<p><i>Paradise Recreation Plaza</i></p> <p>An allocation set aside this year to be put towards this project, which is earmarked to commence in 2022/2023.</p>	1.3	\$0	\$511,000	\$511,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
4	<p><i>Footpath Construction Program</i></p> <p>To install footpaths at the following locations:</p> <p><i>Athelstone</i></p> <ul style="list-style-type: none"> • Kurrajong Avenue • Russell Road <p><i>Campbelltown</i></p> <ul style="list-style-type: none"> • James Street • Piccadilly Crescent <p><i>Newton</i></p> <ul style="list-style-type: none"> • Hamilton Terrace • Liascos Avenue • Young Street <p><i>Magill</i></p> <ul style="list-style-type: none"> • Church Street <p><i>Paradise</i></p> <ul style="list-style-type: none"> • Avenue Road • Tracy Avenue <p>Tranmere</p> <ul style="list-style-type: none"> • Shakespeare Avenue. 	1.4	\$0	\$524,200	\$524,200
5	<p><i>Third Creek Erosion Control Works – Stage 1</i></p> <p>To improve erosion control and creek management along Third Creek, including vegetation and infrastructure works in conjunction with The Gums Landcare Group.</p> <p>This project has resulted from the Third Creek Survey and Management Plan 2017.</p>	2.2	\$0	\$50,000	\$50,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
6	<p><i>Bicycle Plan Infrastructure – Stage 1</i></p> <p>To upgrade bicycle paths and sharrows between River Torrens Linear Park and Lower North East Road and Gorge Road.</p> <p>The income for this project is provided by the State Government through the State Bicycle Fund.</p>	2.2	\$84,000	\$168,000	\$84,000
7	<p><i>Purchase of Rubbish Bins</i></p> <p>An ongoing allocation to purchase new rubbish bins for newly created properties.</p>	2.3	\$0	\$50,000	\$50,000
8	<p><i>Stormwater Construction - Clairville Road, Campbelltown</i></p> <p>To extend the drainage and detention system to mitigate flooding issues at this location by reducing gutter flows.</p>	3.2	\$0	\$655,000	\$655,000
9	<p><i>Stormwater Construction - Raymel Crescent, Campbelltown</i></p> <p>To extend the drainage and detention system to mitigate flooding issues at this location by reducing gutter flows.</p>	3.2	\$0	\$176,000	\$176,000
10	<p><i>Strategic Land Purchases</i></p> <p>To allocate funding for strategic land acquisitions for the purpose of open space development as opportunities arise.</p>	3.2	\$0	\$257,000	\$257,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
11	<i>Toilet Installation – Gurners Reserve, Rostrevor</i> To install an Exeloo public toilet at the reserve to support users of the playground, reserve and Fourth Creek Walking Trail.	3.4	\$0	\$190,000	\$190,000
12	<i>Athelstone Community Workshop Shed Extension</i> To extend the existing Community workshop shed by 15 metres at the rear of the Athelstone Community Hall. This project will only proceed if an application for grant funding is successful.	3.4	\$54,500	\$109,000	\$54,500
13	<i>Thorndon Park Accessible Toilet – Adult Change Table and Hoist</i> To install a hoist and adult change table in the accessible toilet at Thorndon Park.	3.4	\$0	\$25,200	\$25,200
TOTAL INCOME					\$1,563,500
TOTAL EXPENSE					\$5,399,350
NET COST TO COUNCIL					\$3,835,850