

2018/2019 Annual Business Plan & Budget



Adopted by Council
3 July 2018



150 YEARS
1868-2018

Contents.....	i
Message from the Chief Executive Officer.....	1
Executive Summary	2
Anticipated Financial Position.....	3
Introduction	4
Status of 2017/2018 Projects	5
What are Council's Long Term Plans?	6
What are the Significant Influences and Priorities?	7
Service Provision	8
Project Priorities for the Year.....	10
How Does Council Measure Performance?	15
Funding the Business Plan.....	16
Impact of the Plan on Rates	20
Budget by Service	28
Budgeted Financial Statements.....	68
Appendix 1 – Progress of 2017/2018 Projects.....	73
Appendix 2 – Project Summary 2018/2019	91

Glossary

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

Message from the Chief Executive Officer

In 2018/2019, Campbelltown continues its 150th birthday celebrations.

The biggest project undertaken during 2018 has commenced with the construction of the \$10 million redevelopment of the Campbelltown Memorial Oval underway. This project has been funded with the assistance of a \$5 million grant from the Federal Government.

For the upcoming year, Council is proposing to keep its commitment from 2017/2018 to only increase rates by LGPI (2.90%) plus growth, despite some significant increases in the costs of waste disposal; namely recycling and the solid waste levy.

After undertaking a rigorous process, Council has proposed to undertake the broad range of projects in 2018/2019. Highlights include:

- improving parks and playgrounds at Thorndon Park, Lochiel Park, Poplar Crescent, Flinders Reserve, Appollo Reserve, Melba Court Reserve, Henry Martin Reserve and Rosemary Avenue Playground
- upgrading stormwater drainage along Hextall Avenue at Tranmere and bus shelters around the city
- commencing Stage 2 of the detailed design works in addition to the undergrounding of powerlines at Magill Village
- continuing to improve Council owned facilities at Hectorville Community Centre, Athelstone Community Hall, Athelstone Recreation Reserve, Brookside Cellars, Magill Girl Guides and Daly Oval
- improving traffic control in Avenue Road, Crowle Road, Reservoir Road and Victor Road at Paradise
- installing 20 new footpaths across the City and improving the condition of 29 streets through the scheduled reseal programs.

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



Paul Di Iulio
Chief Executive Officer

Executive Summary

The LTFP was revised and adopted in April 2018 to reflect the latest financial information available to Council. With the adoption of the revised Plan, Council is able to provide the Community with the financial and rating implications for the next 10 years (the Plan can be found on Council's website under *Council > Financial Information*). The Plan projects Council to continue to maintain an operating surplus.

The key financial information for 2018/2019 is summarised below:

General Rate Increase	2.90%
Rates Growth (rates from new rateable properties)	1.58%

Operating Income	48,573,711
Operating Expense	48,000,250
Operating Surplus/(Deficit)	573,461

Capital-Renewal and Replacement Expenditure	6,808,950
Capital-New Expenditure	2,069,100
Total Capital Expenditure	8,878,050

Major Capital Expenditure

Road Renewal Program	4,982,700
Plant, Machinery and Vehicle Purchases	711,000
New Footpath Construction	686,600
Footpath Renewal Program	323,150
Stormwater Drainage – Hextall Avenue, Tranmere	316,500
Library Stock Purchases	241,500
Bus Shelter Upgrades	180,000
Athelstone Community Hall – Accessible Toilet & Parking	160,000
Magill Village – Detailed Design Work – Stage 2	150,000
Hectorville Sports & Community Club – Female Facilities Program	130,000

Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	1.2%	3.2%
Net Financial Liabilities Ratio	(8%)	(1%)
Asset Sustainability Ratio	57%	100%

Anticipated Financial Position

Projected operating income is sufficient to meet Council's projected operating expenses (including depreciation) for 2018/2019. This will result in Council budgeting for an operating surplus.

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.



Opening The ARC Campbelltown July 2017

Introduction

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

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

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

European settlement within the Council area dates from the 1830s with settlement commencing on the banks of the River Torrens, and establishment of small townships. The area is well known for its market gardens history and multi-cultural influences. Italian migration post World War II was significant, and many Italian migrants chose to settle in the area. Between 1960 and 1991 the City's population trebled (from 15,000 to 43,600); the population growth rate has slowed significantly since then, and the number of residents is currently 51,265 (Estimated Resident Population, 2016).



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

This document sets out Council's programs, projects and services planned for 2018/2019. It aims to maintain and improve the City's service delivery and to continue the delivery of programs outlined in Council's Strategic Plan.

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

Status of 2017/2018 Projects

Information about Council's progress in relation to projects funded in 2017/2018 is available in Appendix 1 (p 73).



Melville Grove Reserve (Hectorville) Playground Upgrade May 2018

What are Council's Long Term Plans?

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

Council's Vision is:

‘Campbelltown provides a quality lifestyle for its people’

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

Goal 1 - Quality Living

A quality lifestyle that meets the changing needs of the Community

Goal 2 – Leadership

A Council with strong leadership and excellent service delivery

Goal 3 - City Planning

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

Goal 4 - Environmental Responsibility

An enhanced local environment delivered in partnership with the Community

Goal 5 - Local Economy

A Council which supports a strong and diverse local economy

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

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

What are the Significant Influences and Priorities?

A number of significant factors have influenced the preparation of the draft 2018/2019 Annual Business Plan and Budget. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meeting on 23 January 2018
- Application of Year 1 of Council's LTFP, as adopted by Council at its meeting on 17 April 2018
- Adherence to Council's IAMPs
- Enterprise Bargaining Agreements which provide for wage and salary increases for Council Staff
- The CPI (Consumer Price Index - All Groups Index for Adelaide), which is a measure of the change in the price of a 'basket' of goods and services purchased by households. This increased by 2.3% for the 12 months ending December 2017
- 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 2017, LGPI increased by 2.9% and has been applied to the budget for 2018/2019, where applicable.

- Increases in the following waste costs for the 2018/2019 financial year:
 - Council has been advised that the rebate it previously received from the disposal of recyclable materials will no longer as China has chosen to no longer accept imported recyclable materials. Instead, it is expected that Council will be charged \$80 per tonne for disposing materials of this nature from its contractor. As such, this will have an increase to the budget of \$476,000 when compared to 2017/2018
 - Following significant increases in previous years, the Solid Waste Levy will increase by another \$13 per tonne (15%) from 1 July 2018. Based on current tonnages, this will be a cost to Council's budget of \$140,000.

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

- Increase rates by 2.90%, plus growth (1.58%).
- 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 surplus in 2018/2019 of \$573,461 which is less than the LTFP target operating surplus of \$1,609,000.

Service Provision

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

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

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

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

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

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

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

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

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

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

Council anticipates that existing service levels from the 2017/2018 financial year will be maintained during 2018/2019.

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



Jan Street, Newton Redevelopment completed July 2017

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 2018/2019:

- Elected Members, Management and Staff proposed projects that aim to assist in achieving Council's Strategic Plan goals, objectives and strategies and perceived Community need
- Projects were divided into four categories: New Initiatives, Capital–New, Capital–New Master Plan Allocation and Capital-Renewal & Replacement
- Capital-Renewal and Replacement projects were proposed in accordance with asset renewal and replacement needs that were identified using Council's IAMPs and associated asset replacement schedules
- The Management Team individually ranked the relevant New Initiatives and Capital–New projects based on the priority of the projects presented. Scores were combined to identify Staff priorities for the year
- A workshop and bus tour of the City was held to assist Elected Members to gain a better understanding of the projects proposed and obtain answers to any questions they may have on these items. At the workshop, these projects were presented in line with the Management Team's recommended order of priority
- Elected Members individually ranked projects in the New Initiatives and Capital-New categories based on their view of the priority of the projects presented
- Scores from Elected Members and the Management Team on the ranked projects were collated and sorted from highest to lowest priority for each project category
- The project list was refined and finalised at the 3 and 17 April 2018 Council meetings in preparation for the Public Consultation process
- Final selection of projects were confirmed by Council in June and July 2018 following consideration of the feedback received from the Community consultation.

New Initiatives

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

Council confirmed the New Initiatives and their effect on the operating result at the Council meetings held on 3 April, 17 April and 5 June 2018. The net costs of the New Initiatives in this budget are:

	Net Cost to Council
Goal 1 – Quality Living	
Magill Village PLEC Works - Stage 1	\$424,000
Avenue of Trees – Lower North East Road	\$40,000
Avenue of 150 Trees – Lochend House	\$30,000
Employment Diversity Program	\$20,000
Campbelltown LATMP Implementation – Victor Rd, Paradise	\$16,000
Historical Publication – Sesquicentennial Year	\$15,000
Remembrance Day Commemoration 2018	\$10,000
Active Ageing in Campbelltown	\$2,000
International Women’s Day 2019 Project	\$2,000
TOTAL	\$559,000
Goal 4 - Environmental Responsibility	
Managed Aquifer Recharge Scheme Expansion	\$65,000
– Max Amber Sportsfield	
TOTAL	\$65,000
Goal 5 – Local Economy	
Main Street Activation Program	\$25,000
TOTAL	\$25,000
GRAND TOTAL	\$649,000

Capital

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

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

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

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

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

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

Council has used its Long Term Financial Plan to assist in preparing its plans for capital expenditure. Council proposes to spend the gross amounts of \$1,919,100 on Capital-New, \$150,000 on Capital-New Master Plan Allocation and \$6,808,950 on Capital-Renewal and Replacement expenditure.

Council resolved at its meetings on 3 April, 17 April, 15 May and 5 and 19 June 2018 to undertake the following capital projects in 2018/2019. The projects are shown at the net cost to Council:

<u>Capital-New</u>	Net Cost to Council
Goal 1 – Quality Living	
Athelstone Community Hall – Accessible Toilet & Parking	\$160,000
Hectorville Sports & Community Club - Female Facilities Program	\$130,000
Intersection Improvements - Crowle Road, Paradise	\$90,000
Thorndon Park – Outdoor Exercise Equipment for Older People	\$90,000
Playground Improvements – Lochiel Park	\$80,000
Parking Bays - Reservoir Road, Paradise	\$60,000
Melba Court Reserve Improvements	\$50,000
Industrial Precinct Signage	\$45,000
Shade Structure - Appollo Avenue Playground	\$35,000
Black Spot Project - George Street and Avenue Road, Paradise	\$31,500
Flinders Reserve Improvements - Stage 2 - Playground	\$27,000
Fairy Lights - Jan Street, Newton	\$14,000
Playground Upgrade – Poplar Crescent, Campbelltown	\$5,000
Magill Girl Guides – Lighting and IT Provisions	\$0
TOTAL	\$817,500
Goal 2 – Leadership	
Purchase of Rubbish Bins	\$30,000
TOTAL	\$30,000

Goal 3 – City Planning

Footpath Construction Program	\$686,600
Stormwater Drainage - Hextall Avenue, Tranmere	\$316,500

TOTAL **\$1,003,100**

Goal 5 – Local Economy

Thorndon Park – Shelter, Tables and Chairs	\$27,000
--	----------

TOTAL **\$27,000**

GRAND TOTAL **\$1,877,600**

Capital-New Master Plan Allocation

**Net Cost
to Council**

Goal 1 – Quality Living

Magill Village - Detailed Design Works - Stage 2	\$150,000
--	-----------

TOTAL **\$150,000**

GRAND TOTAL **\$150,000**

Capital-Renewal & Replacement

**Net Cost
to Council**

Goal 1 – Quality Living

Foxfield Oval - Lighting Upgrade	\$95,000
Playground Improvements - Rosemary Avenue Reserve	\$78,000
Athelstone Recreation Reserve - Building Perimeter Paving	\$50,000
Library Stock Purchases (unsubsidised)	\$39,500
Reserve Improvements - Henry Martin Reserve	\$25,000
Athelstone Community Hall - Internal Painting	\$25,000
Hectorville Community Centre - New Sound System	\$10,000
Magill Girl Guides – Kitchen Renovation	\$10,000
Library Materials Grant & Purchases	\$0

TOTAL **\$332,500**

Goal 2 – Leadership

Upgrade Existing Bus Stops	\$180,000
Information Technology Program Upgrades	\$7,600

TOTAL **\$187,600**

Goal 3 – City Planning

Transport Asset Renewals (Reseal Program)	\$4,602,800
Replacement of Narrow Concrete Footpaths	\$243,150
Replacement of Plant & Machinery	\$232,000
Building Improvements - Brookside Cellars	\$70,000
Footpath Replacement - Sheoak Drive, Athelstone	\$55,000
Replacement of Executive & Pool Vehicles	\$37,550
Footpath Replacement - Lower North East Road, Campbelltown	\$25,000
TOTAL	\$5,265,500
GRAND TOTAL	\$5,785,600

Further details of the New Initiatives, Capital-Renewal and Replacement, Capital-New and Capital-New Master Plan Allocation projects are detailed in Appendix 2 (p 91).



*Campbelltown Memorial Oval
(Paradise) Redevelopment*

*Construction commenced February
2018*

Artist impressions



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 23 January 2018, Council considered and continued to adopt the following 5 financial targets, however only 3 of these are required under the Local Government (Financial Management) Regulations 2011:

Target	Description	LTFP Target
1	Operating Surplus/(Deficit) Ratio - %	To achieve a ratio between 0% and 5%
2	Net Financial Liabilities Ratio - %	Less than 70%
3	Interest Cover Ratio - %	Less than 5% of Operating Income
4	Asset Sustainability Ratio - %	100% spend as per IAMP and asset schedules on a rolling 5 year basis
5	Asset Consumption Ratio - %	Greater than 60% but less than 80%

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 2018/2019 has been updated to reflect the most current information available which includes:

- Audited Financial Statements for the year ended 30 June 2017
- 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 17 April 2018.

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

Year 1 of the LTFP has been used to develop the budget for 2018/2019. A commentary on the financial indicators Council is required to report on under the Local Government (Financial Management) Regulations 2011 are provided below.



Operating Surplus Ratio

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

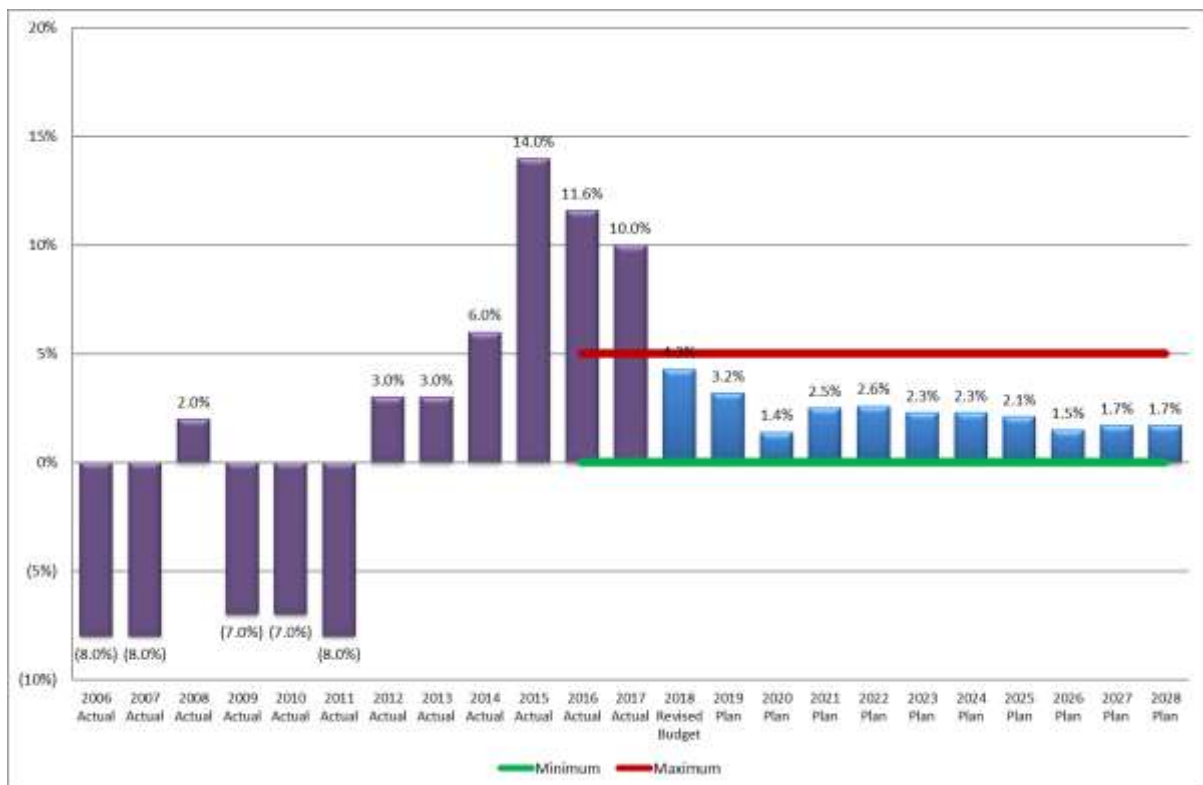
LTFP Financial Target

To achieve a ratio of between 0% and 5%

LTFP vs Budget

LTFP	3.2%
2018/2019 Budget	1.2%

Is the 2018/2019 budget on track to meet the LTFP targets?



The graph above shows that Council will meet this target across the life of the plan.

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

Net Financial Liabilities Ratio

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

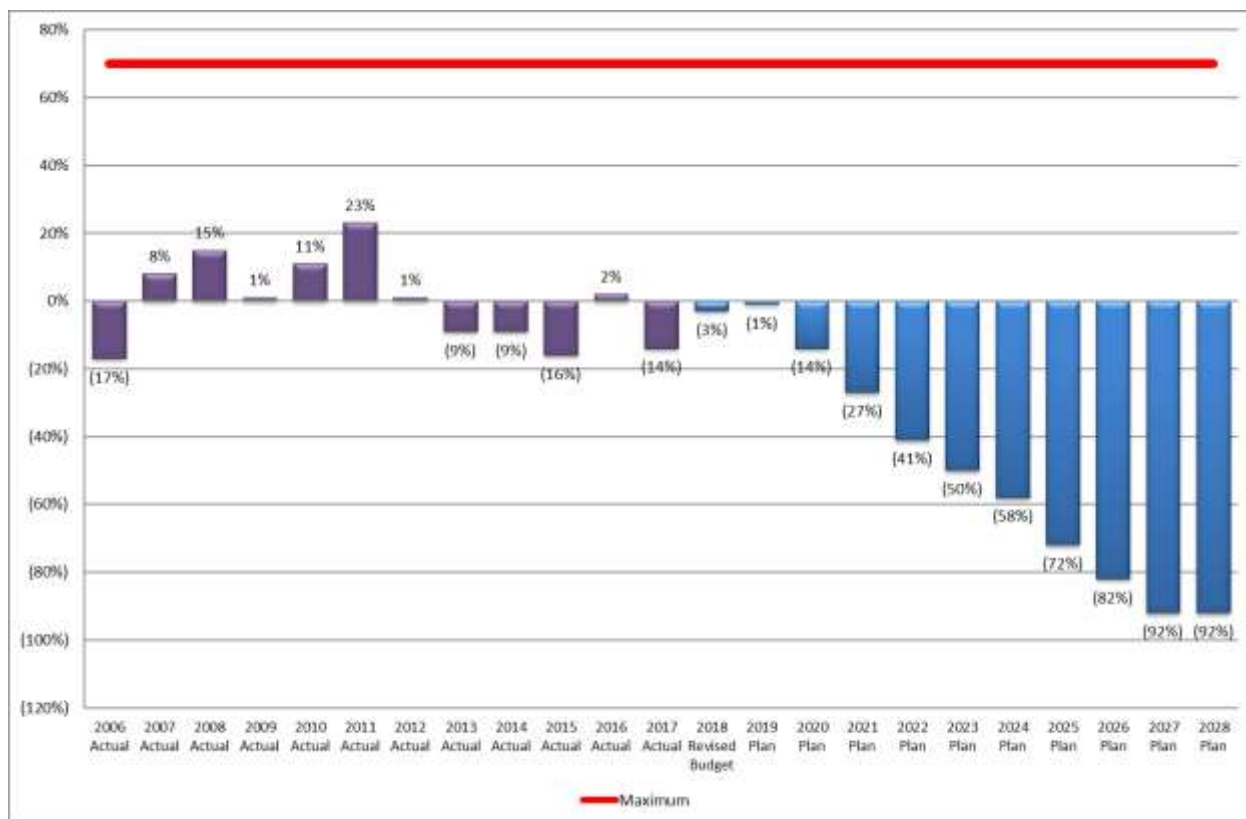
LTFP Financial Target

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

LTFP vs Budget

LTFP minus 1%
2018/2019 Budget minus 8%

Is the 2018/2019 budget
on track to meet the
LTFP targets?



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

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

Asset Sustainability Ratio

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

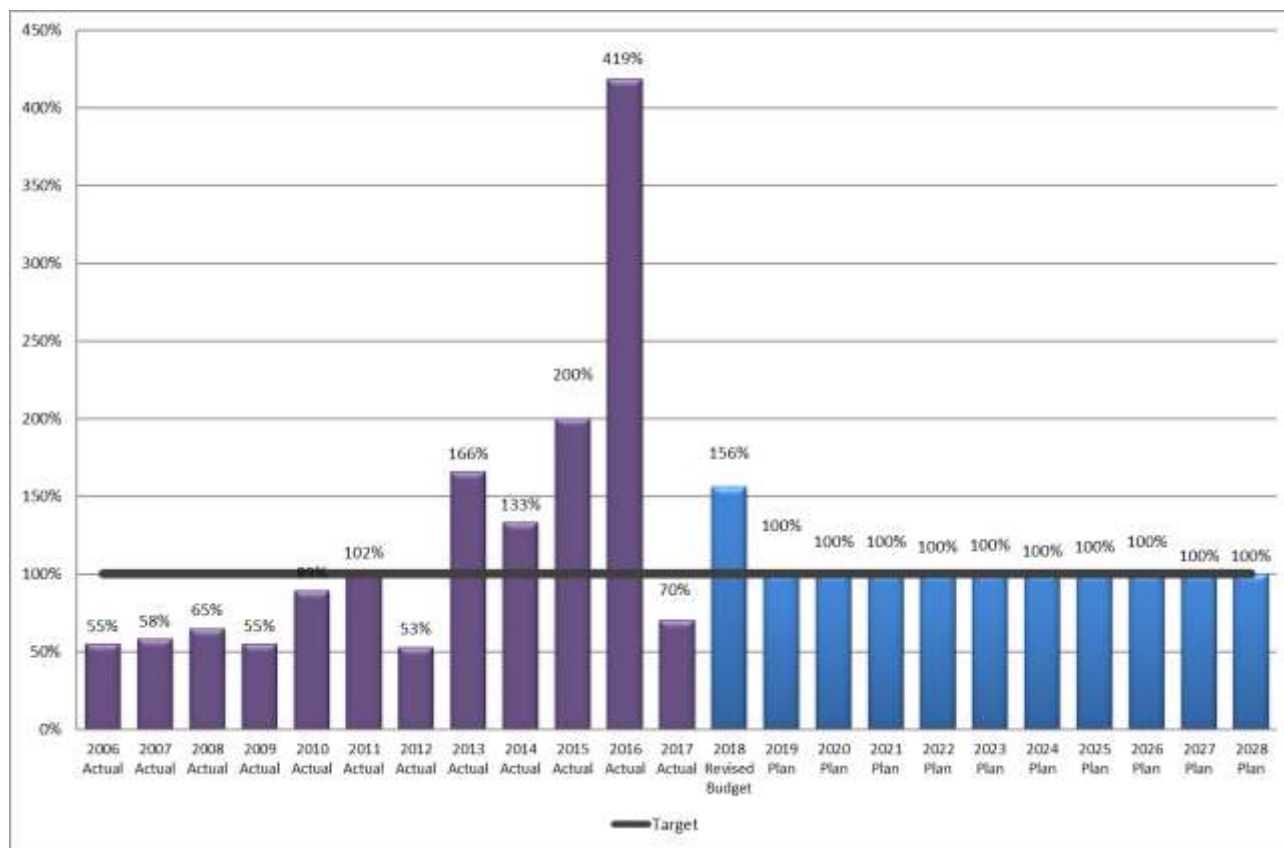
LTFP Financial Target

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

LTFP vs Budget

LTFP	100%
2018/2019 Budget	57%

Is the 2018/2019 budget
on track to meet the
LTFP targets?



Council is on track to allocate expenditure in accordance with its LTFP, IAMPs and asset replacement schedules.

The high values recorded in 2015 and 2016 relates to the redevelopment of The ARC Campbelltown.

Impact of the Plan on Rates

Strategic Focus

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

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

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

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

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

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

In setting its rates for 2018/2019, Council relies on its adopted LTFP, which also provides guidance on the planned rate increases over the next ten years. It also considers the following factors:

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

Rating Structure

Method Used to Value Land

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

General Rates

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

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

Minimum Rate

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

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

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

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

For 2018/2019, the Minimum Rate is \$959.

Separate Rate

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

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

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

This toilet facility was constructed during 2012/2013.

Natural Resources Management Levy

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

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

Due Dates for Payments

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

Payment Methods

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

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

Collection of Rates in Arrears

Late Payment of Rates

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

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

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

Debt Recovery

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

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

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

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

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

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

Sale of Land for Non-Payment of Rates

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Rate Relief and Payment Options

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

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

Alternative Payment Arrangements

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

Postponement of Rates for Senior Ratepayers

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

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

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

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

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

Payment of the amount postponed becomes due and payable when:

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

Postponement of Rates in Cases of Hardship

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

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

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

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

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

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

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

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

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

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

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

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

General Rate Cap (Maximum Rate Increase)

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

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

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

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

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

The general rate cap percentage for 2018/2019 is 5.80%, which is twice the general rate increase.

Summary of Key Rating Information

General Rate Increase	2.90%
Rates Growth	1.58%
Total Rate Increase	4.48%
General Rate Cap Percentage	5.80%
Minimum Rate	\$959

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.

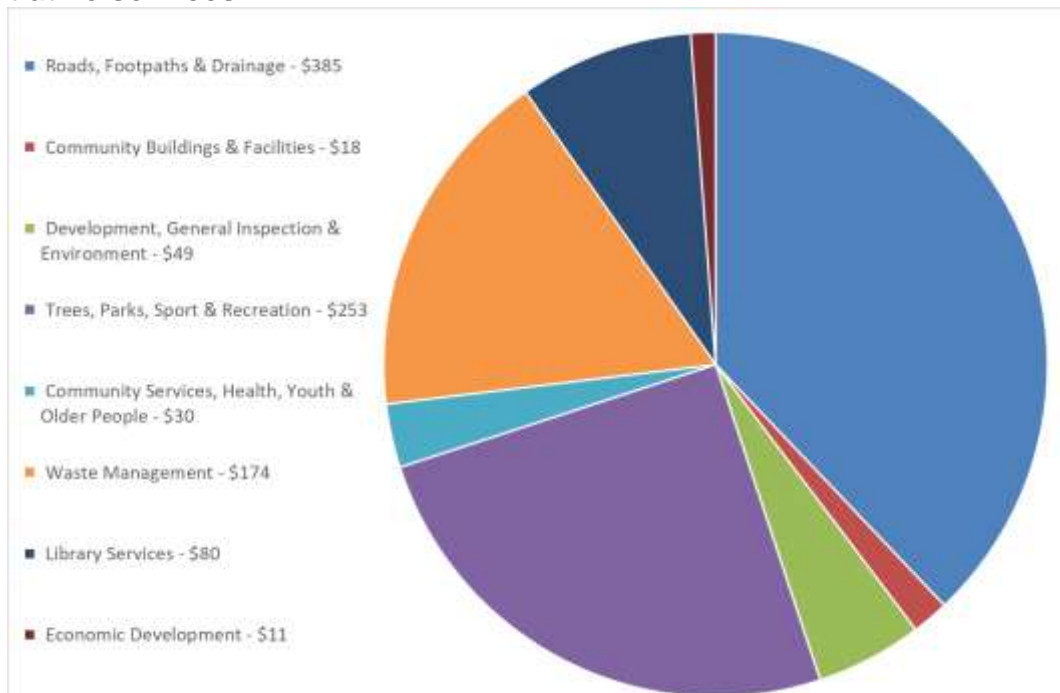
Where income is received for a particular service from external parties, it is allocated to the relevant service. This income is in the form of user charges, statutory charges, grants, subsidies and reimbursements.

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



Athelstone Community Garden December 2016

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



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

Waste Management

- Waste Management

Community Services, Health, Youth & Older People

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

Trees, Parks, Sport & Recreation

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

Economic Development

- Economic Development

Development, General Inspection & Environment

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

Library Services

- Library Services

Roads, Footpaths & Drainage

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

Community Buildings & Facilities

- Administration Building & Hall Maintenance

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

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

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

Youth Development

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	93,700
Materials, Contracts & Other Expenses	49,900
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	141,600
Operating Surplus/(Deficit)	141,600

Services for Older People

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	753,800
Investment Income	0
Reimbursements	0
Other Income	150,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	903,800
Expenses	
Employee Costs	369,350
Materials, Contracts & Other Expenses	536,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	905,450
Operating Surplus/(Deficit)	1,650

Library Services

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	67,750
Grants, Subsidies & Contributions	367,950
Investment Income	0
Reimbursements	0
Other Income	31,800
Net Gain – Equity Accounted Council Businesses	0
Total Income	467,500
Expenses	
Employee Costs	1,600,500
Materials, Contracts & Other Expenses	332,650
Depreciation, Amortisation & Impairment	560,850
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,494,000
Operating Surplus/(Deficit)	2,026,500

Sport and Recreation Facilities

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	209,500
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	5,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	215,000
Expenses	
Employee Costs	371,350
Materials, Contracts & Other Expenses	826,250
Depreciation, Amortisation & Impairment	916,650
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,114,250
Operating Surplus/(Deficit)	1,899,250

Parks and Reserves

Development, maintenance and beautification of parks and reserves.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	4,800
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	2,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	7,300
Expenses	
Employee Costs	1,213,600
Materials, Contracts & Other Expenses	1,684,450
Depreciation, Amortisation & Impairment	446,900
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,344,950
Operating Surplus/(Deficit)	3,337,650

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.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	4,568,100
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	60,000
Other Income	3,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,631,600
Expenses	
Employee Costs	455,250
Materials, Contracts & Other Expenses	4,125,100
Depreciation, Amortisation & Impairment	827,500
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	5,407,850
Operating Surplus/(Deficit)	776,250

Cemeteries

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

Primary Strategic Plan Link

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

Services Provided

- Provision of cemetery services

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	8,500
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	8,500
Expenses	
Employee Costs	12,650
Materials, Contracts & Other Expenses	11,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	24,600
Operating Surplus/(Deficit)	16,100

Community Transport

Management of Community Transport assets and programs.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	9,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	9,000
Expenses	
Employee Costs	31,950
Materials, Contracts & Other Expenses	21,150
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	53,100
Operating Surplus/(Deficit)	44,100

Environmental Control and Public Order

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	398,400
User Charges	300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	950
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	399,650
Expenses	
Employee Costs	276,500
Materials, Contracts & Other Expenses	211,700
Depreciation, Amortisation & Impairment	10,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	498,500
Operating Surplus/(Deficit)	98,850

Environmental Health

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	408,900
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	408,900
Operating Surplus/(Deficit)	408,900

Civic Functions

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

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

- Civic ceremonies, citizenship ceremonies and functions

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	4,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,500
Expenses	
Employee Costs	650
Materials, Contracts & Other Expenses	37,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	38,150
Operating Surplus/(Deficit)	33,650

Elected Members

Elected Member support, training and development.

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	379,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	379,250
Operating Surplus/(Deficit)	379,250

Community Engagement

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

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

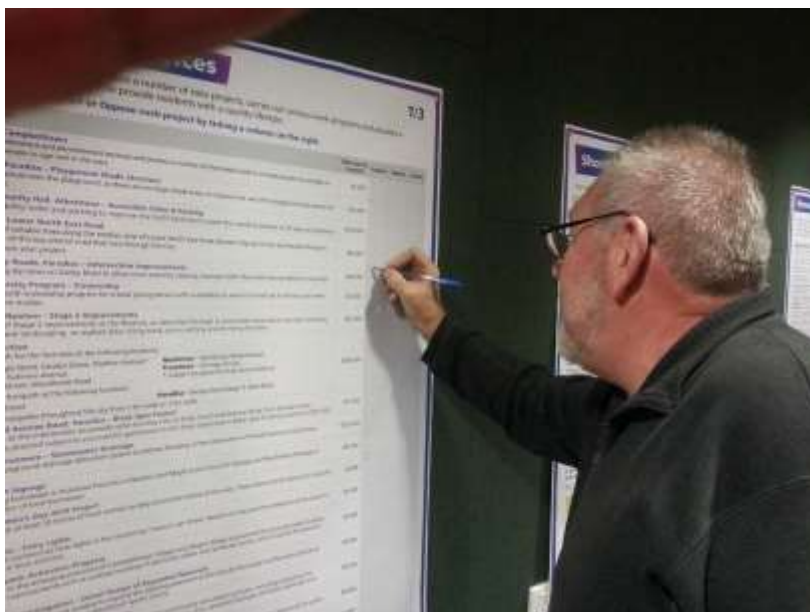
Services Provided

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

Community Engagement *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	527,700
Materials, Contracts & Other Expenses	146,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	674,200
Operating Surplus/(Deficit)	674,200



Consultation on Council's Draft 2018/2019 Annual Business Plan and Budget – Public Meeting May 2018

Corporate & Community Services Management

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

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	541,450
Materials, Contracts & Other Expenses	100,050
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	641,500
Operating Surplus/(Deficit)	641,500

Urban Planning & Leisure Services Management

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

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	199,950
Materials, Contracts & Other Expenses	20,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	220,900
Operating Surplus/(Deficit)	220,900

People and Culture

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

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	276,150
Materials, Contracts & Other Expenses	140,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	417,100
Operating Surplus/(Deficit)	417,100

Information Services

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	150
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	150
Expenses	
Employee Costs	425,200
Materials, Contracts & Other Expenses	672,250
Depreciation, Amortisation & Impairment	165,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,262,650
Operating Surplus/(Deficit)	1,262,500

Community Services & Social Development

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	6,950
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,950
Expenses	
Employee Costs	383,500
Materials, Contracts & Other Expenses	271,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	655,450
Operating Surplus/(Deficit)	648,500

Executive Services

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

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

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



2018 Australia Day Citizenship Ceremony

Executive Services *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	26,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	26,500
Expenses	
Employee Costs	630,800
Materials, Contracts & Other Expenses	433,300
Depreciation, Amortisation & Impairment	135,250
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,199,350
Operating Surplus/(Deficit)	1,172,850

Finance

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

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

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



Finance *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	37,876,411
Statutory Charges	0
User Charges	23,550
Grants, Subsidies & Contributions	527,100
Investment Income	280,350
Reimbursements	8,200
Other Income	135,300
Net Gain – Equity Accounted Council Businesses	0
Total Income	38,850,911
Expenses	
Employee Costs	1,097,000
Materials, Contracts & Other Expenses	2,002,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,099,450
Operating Surplus/(Deficit)	(35,751,461)

Governance and Community Interaction

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

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

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

Governance and Community Interaction *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	366,500
Materials, Contracts & Other Expenses	35,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	401,750
Operating Surplus/(Deficit)	401,750



Customer Service Work Experience Student

Policy Planning and Development Assessment

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	628,000
User Charges	3,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	12,000
Other Income	1,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	644,000
Expenses	
Employee Costs	1,126,950
Materials, Contracts & Other Expenses	213,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,340,350
Operating Surplus/(Deficit)	696,350

Infrastructure Services Management

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	640,600
Other Income	59,700
Net Gain – Equity Accounted Council Businesses	0
Total Income	700,300
Expenses	
Employee Costs	2,356,900
Materials, Contracts & Other Expenses	940,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,297,600
Operating Surplus/(Deficit)	2,597,300

Depot Operations

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	13,150
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	79,100
Net Gain – Equity Accounted Council Businesses	0
Total Income	92,250
Expenses	
Employee Costs	(188,100)
Materials, Contracts & Other Expenses	(306,750)
Depreciation, Amortisation & Impairment	587,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	92,250
Operating Surplus/(Deficit)	0

Asset Management - Road Transport

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	3,300
Grants, Subsidies & Contributions	801,000
Investment Income	0
Reimbursements	17,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	821,800
Expenses	
Employee Costs	585,250
Materials, Contracts & Other Expenses	780,100
Depreciation, Amortisation & Impairment	5,254,450
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	6,619,800
Operating Surplus/(Deficit)	5,798,000

Asset Management - Footpaths

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	202,300
Materials, Contracts & Other Expenses	305,150
Depreciation, Amortisation & Impairment	1,116,500
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,623,950
Operating Surplus/(Deficit)	1,623,950

Asset Management - Stormwater

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	9,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	9,000
Expenses	
Employee Costs	92,650
Materials, Contracts & Other Expenses	406,900
Depreciation, Amortisation & Impairment	1,199,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,698,750
Operating Surplus/(Deficit)	1,689,750

Street Lighting

Provision and maintenance of street lighting.

Primary Strategic Plan Link

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

Services Provided

- Well lit and safe streets that meet recognised standards

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	1,257,000
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,257,000
Operating Surplus/(Deficit)	1,257,000

Administration Building & Hall Maintenance

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	489,500
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	1,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	491,000
Expenses	
Employee Costs	136,350
Materials, Contracts & Other Expenses	540,250
Depreciation, Amortisation & Impairment	325,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,001,700
Operating Surplus/(Deficit)	510,700

Tree Maintenance and Replacement

Tree maintenance and replacement including the annual tree planting program.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	15,000
Investment Income	0
Reimbursements	25,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	40,000
Expenses	
Employee Costs	570,150
Materials, Contracts & Other Expenses	510,600
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,080,750
Operating Surplus/(Deficit)	1,040,750

Waste Management

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

Primary Strategic Plan Link

Objective 4.2: Opportunities to conserve energy and resources are maximised

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	29,300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	2,900
Other Income	21,550
Net Gain – Equity Accounted Council Businesses	8,950
Total Income	62,700
Expenses	
Employee Costs	2,750
Materials, Contracts & Other Expenses	4,926,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	4,929,150
Operating Surplus/(Deficit)	4,866,450

Environmental Management

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

Primary Strategic Plan Link

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

Services Provided

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



Food Waste at the Moonlight Markets March 2018



Environmental Management *(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	123,850
Materials, Contracts & Other Expenses	49,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	173,300
Operating Surplus/(Deficit)	173,300



National Tree Day July 2017 Dress Circle Athelstone



Economic Development

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	14,300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	100,000
Other Income	67,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	181,300
Expenses	
Employee Costs	179,950
Materials, Contracts & Other Expenses	322,750
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	502,700
Operating Surplus/(Deficit)	321,400

Budgeted Financial Statements

Budgeted Statement of Comprehensive Income

2016/2017 Actual \$'s		2017/2018 2nd Review \$'s	2018/2019 Adopted Budget \$'s	2019/2020 LTFP \$'s	2020/2021 LTFP \$'s
	INCOME				
34,943,803	Rates	36,248,730	37,876,411	38,770,000	39,991,000
1,099,239	Statutory Charges	1,001,450	1,026,400	1,049,000	1,075,000
4,649,937	User Charges	5,426,800	5,444,200	5,521,000	5,653,000
4,606,561	Grants, Subsidies & Contributions	5,097,950	2,464,850	3,445,000	2,732,000
207,804	Investment Income	279,950	280,350	151,000	332,000
1,206,051	Reimbursements	1,195,300	904,150	1,252,000	1,260,000
941,541	Other Revenues	3,187,700	568,400	820,000	616,000
53,178	Net Gain-Joint Ventures & Associates	27,500	8,950	-	-
47,708,114	TOTAL INCOME	52,465,380	48,573,711	51,008,000	51,659,000
	EXPENSES				
12,358,015	Employee Costs	13,298,800	14,030,800	14,879,000	15,042,000
19,716,046	Materials, Contracts & Other Expenses	25,681,650	22,403,300	22,845,000	22,397,000
10,763,545	Depreciation, Amortisation & Impairment	11,233,650	11,566,150	12,562,000	12,898,000
6,187	Finance Costs	17,500	-	-	-
2,775	Net Loss-Joint Ventures & Associates	-	-	21,000	49,000
42,846,568	TOTAL EXPENSES	50,231,600	48,000,250	50,307,000	50,386,000
4,861,546	OPERATING SURPLUS/(DEFICIT)	2,233,780	573,461	701,000	1,273,000
(1,243,757)	Asset Disposal & Fair Value Adjustments	-	-	-	-
978,908	Amounts Specifically for New or Upgraded Assets	3,405,450	41,500	-	-
-	Physical Resources Received Free of Charge	-	-	-	-
4,596,697	NET SURPLUS/(DEFICIT)	5,639,230	614,961	701,000	1,273,000
	OTHER COMPREHENSIVE INCOME				
234,742	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-	11,471,000	15,465,000
3,334	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-	-	-
-	Transfer to Accumulated Surplus on Sale of Revalued Infrastructure, Property, Plant & Equipment	-	-	-	-
238,076	TOTAL OTHER COMPREHENSIVE INCOME	-	-	11,471,000	15,465,000
4,834,773	TOTAL COMPREHENSIVE INCOME	5,639,230	614,961	12,172,000	16,738,000

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 2018/2019 financial year.

Budgeted Balance Sheet

2016/2017 Actual		2017/2018 2nd Review	2018/2019 Adopted Budget	2019/2020 LTFP	2020/2021 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
	ASSETS				
	Current Assets				
11,144,648	Cash & Cash Equivalents	4,503,378	7,982,489	11,451,000	18,551,000
2,663,109	Trade & Other Receivables	2,663,109	2,663,109	2,761,000	2,831,000
12,627	Inventories	12,627	12,627	13,000	13,000
13,820,384	Total Current Assets	7,179,114	10,658,225	14,225,000	21,395,000
	Non-Current Assets				
259,820	Financial Assets	253,370	248,020	346,000	348,000
177,072	Equity Accounted Investments in Council Business	204,572	213,522	173,000	124,000
597,608,268	Infrastructure, Property, Plant & Equipment	609,751,518	606,883,768	652,044,000	661,802,000
306,098	Other Non-Current Assets	306,098	306,098	306,000	306,000
598,351,258	Total Non-Current Assets	610,515,558	607,651,408	652,869,000	662,580,000
612,171,642	Total Assets	617,694,672	618,309,633	667,094,000	683,975,000
	LIABILITIES				
	Current Liabilities				
3,797,975	Trade & Other Payables	3,797,966	3,797,966	3,587,000	3,631,000
8,612	Borrowings	-	-	-	-
2,246,782	Provisions	2,246,782	2,246,782	2,692,000	2,724,000
6,053,369	Total Current Liabilities	6,044,748	6,044,748	6,279,000	6,355,000
	Non-Current Liabilities				
107,579	Borrowings	-	-	-	-
1,040,890	Provisions	1,040,890	1,040,890	1,301,000	1,368,000
1,148,469	Total Non-Current Liabilities	1,040,890	1,040,890	1,301,000	1,368,000
7,201,838	Total Liabilities	7,085,638	7,085,638	7,580,000	7,723,000
604,969,804	NET ASSETS	610,609,034	611,223,995	659,514,000	676,252,000
	EQUITY				
125,559,850	Accumulated Surplus	130,220,830	125,316,691	119,237,000	110,746,000
440,735,556	Asset Revaluation Reserve	440,735,556	440,735,556	487,332,000	502,797,000
38,674,398	Other Reserves	39,652,648	45,171,748	52,945,000	62,709,000
604,969,804	TOTAL EQUITY	610,609,034	611,223,995	659,514,000	676,252,000

Budgeted Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
2016/2017 Actual				
Balance at End of Previous Reporting Period	128,780,314	441,761,091	29,577,071	600,118,476
Net Surplus/(Deficit) for Year	4,596,697			4,596,697
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		234,742		234,742
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	1,260,277	(1,260,277)		-
Share of Other Comprehensive Income - Equity Accounted Council Businesses	3,334	-		3,334
Other Equity Adjustments - Equity Accounted Council Businesses	16,555	-		16,555
Transfers Between Reserves	(9,097,327)		9,097,327	-
Balance at End of Period	125,559,850	440,735,556	38,674,398	604,969,804
2017/2018 2nd Review				
Balance at End of Previous Reporting Period	125,559,850	440,735,556	38,674,398	604,969,804
Net Surplus/(Deficit) for Year	5,639,230			5,639,230
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		-		-
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(978,250)		978,250	-
Balance at End of Period	130,220,830	440,735,556	39,652,648	610,609,034
2018/2019 Adopted Budget				
Balance at End of Previous Reporting Period	130,220,830	440,735,556	39,652,648	610,609,034
Net Surplus/(Deficit) for Year	614,961			614,961
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		-		-
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(5,519,100)		5,519,100	-
Balance at End of Period	125,316,691	440,735,556	45,171,748	611,223,995
2019/2020 LTFP				
Balance at End of Previous Reporting Period	128,741,000	475,861,000	42,740,000	647,342,000
Net Surplus/(Deficit) for Year	701,000			701,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		11,471,000		11,471,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(10,205,000)		10,205,000	-
Balance at End of Period	119,237,000	487,332,000	52,945,000	659,514,000
2020/2021 LTFP				
Balance at End of Previous Reporting Period	119,237,000	487,332,000	52,945,000	659,514,000
Net Surplus/(Deficit) for Year	1,273,000			1,273,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		15,465,000		15,465,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(9,764,000)		9,764,000	-
Balance at End of Period	110,746,000	502,797,000	62,709,000	676,252,000

Budgeted Cash Flow Statement

2016/2017 Actual		2017/2018 2nd Review	2018/2019 Adopted Budget	2019/2020 LTFP	2020/2021 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
	CASH FLOWS FROM OPERATING ACTIVITIES				
	<u>Receipts</u>				
49,391,910	Operating Receipts	52,157,930	48,284,411	50,767,000	51,292,000
207,804	Interest Receipts	279,950	280,350	147,000	327,000
	<u>Payments</u>				
(35,002,457)	Operating Payments to Suppliers & Employees	(38,980,450)	(36,434,100)	(37,653,000)	(37,328,000)
(6,240)	Finance Payments	(17,500)	-	-	-
14,591,017	Net Cash Provided by (or Used in) Operating Activities	13,439,930	12,130,661	13,261,000	14,291,000
	CASH FLOWS FROM INVESTING ACTIVITIES				
	<u>Receipts</u>				
978,908	Amounts Specifically for New or Upgraded Assets	3,405,450	41,500	-	-
248,518	Sale of Replaced Asset	151,100	180,000	183,000	212,000
350,000	Sale of Surplus Assets	-	-	-	-
4,734	Repayments of Loans by Community Groups	6,450	5,000	-	-
0	Distributions Received from Equity Accounted Council Businesses	-	-	-	-
	<u>Payments</u>				
(4,860,310)	Expenditure on Renewal/Replacement of Assets	(11,906,700)	(6,808,950)	(4,277,000)	(5,087,000)
(4,664,780)	Expenditure on New/Upgraded Assets	(11,621,300)	(2,069,100)	(2,914,000)	(2,316,000)
(7,942,930)	Net Cash Provided by (or Used in) Investing Activities	(19,965,000)	(8,651,550)	(7,008,000)	(7,191,000)
	CASH FLOWS FROM FINANCING ACTIVITIES				
	<u>Receipts</u>				
-	Proceeds from Borrowings	-	-	-	-
361,035	Proceeds from Bonds & Deposits	-	-	-	-
	<u>Payments</u>				
(8,188)	Repayment of Borrowings	(116,200)	-	-	-
(331,998)	Repayment of Bonds & Deposits	-	-	-	-
20,849	Net Cash Provided by (or Used in) Financing Activities	(116,200)	-	-	-
6,668,936	Net Increase/(Decrease) in Cash Held	(6,641,270)	3,479,111	6,253,000	7,100,000
4,475,712	Cash & Cash Equivalents at Beginning of Period	11,144,648	4,503,378	5,198,000	11,451,000
11,144,648	CASH & CASH EQUIVALENTS AT END OF PERIOD	4,503,378	7,982,489	11,451,000	18,551,000

Budgeted Uniform Presentation of Finances

2016/2017 Actual		2017/2018 2nd Review	2018/2019 Adopted Budget	2019/2020 LTFP	2020/2021 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
47,708,114	Income	52,465,380	48,573,711	51,008,000	51,659,000
(42,846,568)	less Expenses	(50,231,600)	(48,000,250)	(50,307,000)	(50,386,000)
4,861,546		2,233,780	573,461	701,000	1,273,000
	less Net Outlays on Existing Assets				
4,860,310	Capital Expenditure on Renewal and Replacement of Existing Assets	11,906,700	6,808,950	4,277,000	5,087,000
10,763,545	less Depreciation, Amortisation and Impairment	11,233,650	11,566,150	12,562,000	12,898,000
248,518	less Proceeds from Sale of Replaced Assets	151,100	180,000	183,000	212,000
(6,151,753)		521,950	(4,937,200)	(8,468,000)	(8,023,000)
	less Net Outlays on New and Upgraded Assets				
4,664,780	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	11,621,300	2,069,100	2,914,000	2,316,000
978,908	less Amounts Received Specifically for New and Upgraded Assets	3,405,450	41,500	-	-
350,000	less Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	-	-	-	-
3,335,872		8,215,850	2,027,600	2,914,000	2,316,000
7,677,427	Net Lending/(Borrowing) for Financial Year	(6,504,020)	3,483,061	6,255,000	6,980,000

Budgeted Key Financial Targets

2016/2017 Actual		2017/2018 2nd Review	2018/2019 Adopted Budget	2019/2020 LTFP	2020/2021 LTFP
	Operating Surplus Ratio				
4,861,546	Operating Surplus (a)	2,233,780	573,461	701,000	1,273,000
47,708,114	Total Operating Income (b)	52,465,380	48,573,711	51,008,000	51,659,000
10.2%	Operating Surplus Ratio = (a) divide (b)	4.3%	1.2%	1.4%	2.5%
	Net Financial Liabilities Ratio				
(6,865,739)	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	(334,219)	(3,807,980)	(6,978,000)	(14,007,000)
47,708,114	Total Operating Income (d)	52,465,380	48,573,711	51,008,000	51,659,000
(14%)	Net Financial Liabilities Ratio = (c) divide (d)	(1%)	(8%)	(14%)	(27%)
	Asset Sustainability Ratio				
4,611,792	Capital Expenditure on Renewal & Replacement of Assets (e)	11,755,600	6,628,950	4,094,000	4,875,000
6,622,000	Infrastructure Asset Management Plan Required Expenditure (f)	7,482,000	11,684,000	4,277,000	5,087,000
70%	Asset Sustainability Ratio = (e) divide (f)	157%	57%	96%	96%

Appendix 1 – Progress of 2017/2018 Projects

New Initiatives

Project	Net Cost to Council	Progress
<p><i>Sesquicentennial Community Event</i></p> <p>To hold a Community event in 2018 to celebrate the City's 150th anniversary with funding for a 'head line' Act included as a major draw card.</p>	\$150,000	<p>This event was due to be held on 14 April 2018 at Daly Oval, however due to extreme weather conditions, the event was cancelled.</p> <p>Council were able to successfully make a claim on the event cancellation insurance it had taken out to offset most of the outlays prior to the event occurring.</p> <p>Subject to the receipt of this reimbursement, Council plans to hold another event in November 2018.</p>
<p><i>A Fruitful History – Oral History Market Garden Project</i></p> <p>Market gardens which have been a feature of Campbelltown since the 1850s and peaking for much of the post-war period, have now all but been replaced by suburban homes and subdivisions. These gardens provided food, employment, a sense of Community and identity for generations of migrants yet their stories remain largely unrecorded.</p> <p>This project proposes to table this history and draw on previous local oral histories. The project will culminate in a public exhibition as part of SA History Week and will feature during the Sesquicentennial Year of Council, with an ongoing presence on Council's website.</p>	\$14,500	<p>An oral historian has been selected and volunteers have been trained in interviewing. A selection of 10 people were chosen to share their stories and all interviews have occurred. Transcription of the interviews, photographs and other portraits of the interviewees and memorabilia has been collected. Staff are developing the online material.</p> <p>The launch is scheduled for 6 July 2018, followed by a month long exhibition at the Campbelltown ArtHouse.</p>

Project	Net Cost to Council	Progress
<p><i>Taste of the Arts Festival</i></p> <p>The 'Taste the Arts' Festival will be held during all of May 2018 and will bring together a calendar of arts activities and experiences for the whole Community and will incorporate existing events such as the Art Show and Sale, Literary Awards, Reel Event (short movies), special events and exhibitions by the Campbelltown Arthouse, U3A and Ripples.</p>	<p>\$20,000</p>	<p>Staff met with a diverse range of art groups in the Campbelltown area following an expression of interest. Printed brochures were distributed to all households in the Campbelltown area in April 2018.</p> <p>The Celebrate the Arts festival was held in May 2018. The full program included 52 different activities delivered by 19 groups, including events, exhibitions, workshops, come and try and 13 public artworks to visit.</p> <p>The public art project be will be created by artist Tania Kunze, along with students from SYC and older community members. The artwork is being installed in July 2018 and a launch is being organised.</p>



Celebrate the ARTS 2018 - Opening Night May 2018

Project	Net Cost to Council	Progress
<p>Jan Street Activation</p> <p>The vision for Jan Street is to create a safe, more accessible pedestrian space to support the current conveniences for shopping with the ability to transform into an outdoor piazza, a desirable destination and to bring the Community together where people can sit, relax, enjoy food and drinks and soak up the atmosphere.</p> <p>Staff plan to activate the space to demonstrate how it can be used and respond to how people are interacting with it.</p>	<p>\$5,000</p>	<p>Jan Street was activated during the month of December. On Thursday December 7 and 14 from 5-7pm there was Santa, children's activities and music. On Saturday December 2 and 9 from 11.30-1.30 December there was Santa, Lions Club of Athelstone with Christmas Cakes and Puddings, live music.</p> <p>On December 16 the street was closed for 'Jazz on Jan Street' with live Jazz, food vendor and VW Bar. People could bring their own food and drinks and relax to the music on a Summer night in Campbelltown. Approximately 80 people attended throughout the night from 6-10pm</p> <p>Fairy lights were permanently installed in one of the trees in Jan Street to accompany the coloured up lighting.</p>
<p>Additional Employee Hours – Asset Technical Officer (0.4 FTE increase)</p> <p>To increase the hours of the Asset Technical Officer from 0.6 FTE to 1.0 FTE to assist in improving Council's asset data quality and protection of assets. The budget associated with this New Initiative is funded through other savings identified in the Recurrent budget.</p>	<p>\$10,300</p>	<p>This position has been filled.</p>

Project	Net Cost to Council	Progress
<p><i>Additional Employee Hours – Graphic Designer (0.4 FTE increase)</i></p> <p>To increase the hours of this position to meet Council's graphic design requirements on an ongoing basis. This includes project work for the ARC Campbelltown, Library and Community Service areas where capacity to deliver Staff and community needs is limited within existing hours. The budget associated with this New Initiative is funded through other savings identified in the Recurrent budget.</p>	\$30,000	This project has been fully implemented. Staff have utilised the hours to provide more timely response to project needs within the Council as they continue to grow.
<p><i>Additional Employee Hours – Online Communications Officer (0.3 FTE increase)</i></p> <p>To increase the hours of this position to meet the increased resourcing required for Council's websites, social media, marketing of the ARC Campbelltown, communications projects and other communications tools. The budget associated with this New Initiative is funded through other savings identified in the Recurrent budget.</p>	\$18,900	This project has been fully implemented. Staff have utilised the hours to provide more timely response to project needs within the Council as they continue to grow.
<p><i>Economic Development Initiatives</i></p> <p>To prepare an Economic Development Strategy that can guide the implementation of initiatives to broaden the support for wider industry sectors in Campbelltown as well as research and action initiatives from Staff and the EDAC that relate to the plan.</p>	\$50,000	<p>The Economic Development Plan 2020 has been developed with five focus areas namely Improving Living, Advancing Work, Increasing Education, Harnessing Technology and Progressing Leadership.</p> <p>At its meeting held on 17 April 2018, Council adopted the Economic Development Plan 2020 following consideration of the consultation feedback received from the community and key stakeholders.</p>

Project	Net Cost to Council	Progress
<p><i>Tasting Australia Event</i></p> <p>To support an extra event in the 2018 Tasting Australia Program. It is proposed that a Winter Wonderland Event to be held at Thorndon Park.</p>	\$20,000	<p>Part of the budget for this project was allocated for the Tasting Australia Flavours of Campbelltown Bus Tours.</p> <p>The balance of the funds will be carried forward to 2018/2019 and will be used to implement some of the activities presented to EDAC for consideration.</p>
<p><i>Historic Panels</i></p> <p>To install a panel at all heritage buildings in the City providing background information relating to the site, including this history behind its naming and any other relevant information Council has about the site.</p>	\$20,000	<p>Council has selected the types of plaques to be used for the project. The plaques are currently on order.</p> <p>Stage 1 will involve the installation of plaques at Council owned sites and stage 2 will be undertaken at private sites.</p>



South Aussie With Cosi Episode – exploring the City of Campbelltown including local Food Trail businesses, in celebration of the Council's 150th year, June 2018

Capital – Renewal and Replacement

Project	Net Cost to Council	Progress
<p><i>Bus Shelter Upgrade</i></p> <p>To upgrade existing Council owned bus stops to be DSAPT (Disability Standards for Accessible Public Transport 2002) compliant. 18 non-compliant bus stops with shelters have been identified to be upgraded in the 2017/2018 financial year. There is a requirement to be 100% compliant by 2022.</p> <p>Following these renewals, Council will be 90% compliant.</p>	\$200,000	All bus shelters on the program have been upgraded.
<p><i>Library Stock Purchases (unsubsidised)</i></p> <p>Purchase of materials for loan by members of the library using Council's own funds.</p>	\$39,500	Stock purchased regularly across all collections to meet Community needs and request.
<p><i>Library Materials Grant & Purchases</i></p> <p>Funding received from Libraries SA to replace existing library stock, which is 100% funded by Libraries SA.</p>	\$0	Materials selected monthly from Public Library Services to keep collections relevant and up-to-date

Project	Net Cost to Council	Progress
<p><i>Reservoir Road Reserve Playground (R&R)</i></p> <p>Reservoir Road Reserve is a small local reserve that provides access for local residents to the Campbelltown Community Orchard and in the future will become a secondary entrance to Thorndon Park. The playground is due for replacement and through Community Consultation, it was found to be highly valued by the local community.</p> <p>This proposal looks at promoting this access path while providing a fun and safe reserve for locals. A small playground combines traditional play equipment, natural play features and elements recycled from the existing playground. These play elements spread into the quieter corners of the reserve, creating interesting pockets for the young explorer. Seating, pathways and additional tree planting invite all residents to use the reserve.</p>	<p>\$45,500</p>	<p>This project has been completed.</p>



Reservoir Road Reserve Playground Improvements March 2018

Project	Net Cost to Council	Progress
<p><i>Campbelltown Memorial Oval Redevelopment (R&R)</i></p> <p>To complete the project commenced in 2016/2017 to replace the existing facilities with a new complex which caters for the needs of the various sporting and community groups. The works include:</p> <ul style="list-style-type: none"> • consolidation of all buildings in one location • new car park facilities • new toilet facilities • landscaped areas • lighting • transformer relocation • cricket pitches. <p>This project is part funded by the Federal Government.</p>	\$1,850,000	The construction of the new building is currently underway. It is expected that the new building will be completed in December 2018.
<p><i>Electronic Document Records Management System Replacement</i></p> <p>Replacement of the current EDRMS System with Technology One's ECM will provide for full system integration with the current and new suite of Technology One applications and the CI Anywhere environment.</p> <p>Council currently runs two modules in the CI Anywhere environment which runs in an on premise Cloud environment and provides access to these modules from any device which has a browser (smart phone, tablet, PC) at any location.</p>	\$152,350	The new electronic records management system, ECM, successfully went live on 4 June 2018.

Project	Net Cost to Council	Progress
<p>Road Renewal Program</p> <p>Maintain transport assets that will improve public safety and level of service to the community in particularly road users in particularly in the following areas:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Athelstone Recreation Reserve carpark (with some drainage improvement) • Bridget Street • Ellen Street • Joyleen Court • Mepsted Crescent • Paula Street • Shaw Street • Torrensvew Road <p>Campbelltown</p> <ul style="list-style-type: none"> • Marea Court <p>Magill</p> <ul style="list-style-type: none"> • Douglas Street • Murray Avenue <p>Newton</p> <ul style="list-style-type: none"> • Graves Street - Meredith to Stradbroke Road <p>Paradise</p> <ul style="list-style-type: none"> • Keith Court <p>Rostrevor</p> <ul style="list-style-type: none"> • Gulfview Drive • Radnor Avenue 	<p>\$2,015,050</p>	<p>All roads except for those in Athelstone suburbs have been renewed.</p> <p>The roads in the suburb of Athelstone have been postponed due to the ongoing gas main upgrade.</p>

Project	Net Cost to Council	Progress
<p><i>RTLP Shared Path Upgrade – Stage 4</i></p> <p>To continue the upgrade of existing bitumen paths along RTLP with concrete paths. This allocation will be staged over a number of years, but has been structured in this manner to secure State Government grant funding.</p>	\$324,500	This project is currently in progress, but is not expected to completed until 2018/2019.
<p><i>Thorndon Park – Car Park</i></p> <p>To replace the existing car park at Thorndon Park which is in very poor condition and has a number of drainage issues. The new car park will improve drainage and accessibility and improve the existing lighting.</p>	\$750,000	The tender for the project has recently closed, with a contractor still to be selected.
<p><i>Thorndon Park – Footpath Upgrade</i></p> <p>To continue the replacement of the existing footpaths with exposed aggregate and solar brick lighting, as per the Thorndon Park Master Plan.</p>	\$150,000	This project has been postponed pending the outcome of the miniature train project.
<p><i>Replacement of Executive Pool Vehicles</i></p> <p>To replace 7 of the existing pool vehicles.</p>	\$113,600	These vehicles have been replaced.
<p><i>Replacement of Plant & Machinery</i></p> <p>To replace the following plant and machinery:</p> <ul style="list-style-type: none"> • 2 x Trucks • 1 x Garbage Compactor <p>with three trucks.</p>	\$70,400	Orders have been made to purchase these trucks, but they are not expected to arrive until late 2018.

Project	Net Cost to Council	Progress
<i>Campbelltown Function Centre – Painting & Commercial TVs</i> To paint the internal and external surfaces of the Function Centre, including the timber decking and to replace the domestic television monitors with commercial grade monitors.	\$35,000	This project has been completed.
<i>Campbelltown Library – Internal & External Painting</i> To paint the internal and external areas of the Campbelltown Library.	\$30,000	This project has been completed.
<i>Magill Senior Citizens Hall – Internal Lighting Upgrade</i> To replace the internal lighting with energy efficient lights.	\$28,000	This project has been completed including fixing of the ceiling.
<i>Hectorville Community Centre – Air Conditioning Replacement</i> To replace the existing air-conditioning at the Hectorville Community Centre, with a new split system.	\$25,000	New air conditioning has been installed.
<i>Athelstone Community Hall – Floor Replacement</i> To replace the existing timber floor at the hall.	\$25,000	This project has been completed.
<i>Council Administration Building – Internal & External Painting</i> To paint the external walls and a number of the internal walls of the Council Administration Office Building.	\$25,000	This project has been completed.

Project	Net Cost to Council	Progress
<i>Bridge Replacement</i> To replace bridges that were damaged during the storms that occurred during 2016/2017.	\$25,000	This project has been completed.
<i>Hectorville Community Centre – Table & Chair Replacement</i> To replace the existing tables and chairs at the centre.	\$15,000	This project has been completed.
<i>Marchant Centre – External Painting</i> To paint all external surfaces at the centre.	\$15,000	This project has been completed.
<i>Foxfield Oval Hall – Table & Chair Replacement</i> To replace the existing tables and chairs at the hall.	\$2,500	This project has been completed.



Hectorville Community Centre, Hectorville

Capital – New

Project	Net Cost to Council	Progress
<p><i>ARC Campbelltown – Solar PV System</i></p> <p>To install solar panels at the ARC Campbelltown to reduce energy costs and carbon emissions.</p>	\$655,000	Council has selected the supplier for this project. It is expected that the installation will be completed in 2018/2019.
<p><i>Reservoir Road Reserve Playground (New)</i></p> <p>To install a picnic table at the reserve to complement the renewal and replacement works being done at the location.</p>	\$2,500	This project has been completed.
<p><i>Thorndon Park – Park Lighting</i></p> <p>To improve the lighting and core electrical route with the park and the car park as per the Thorndon Park Master Plan.</p>	\$400,000	This project will commence on the car park has been constructed.
<p><i>Grandview Grove Reserve Expansion & Improvement</i></p> <p>Grandview Grove Reserve was recognised in the Strategic Open Space Land Purchasing Project as open space that could be increased in size by closing a section of Alexandra Road to link the two spaces.</p> <p>Council has approved the closure of the road and this project would see the road section turned into green open space and the amenities of the space improved, including a local playground.</p>	\$120,000	This project is still in progress and is expected to be completed in July 2018.

Project	Net Cost to Council	Progress
<p>Melville Grove Reserve Improvements</p> <p>Council's Open Space Directions and Strategies Report identified the need to increase the amount and quality of usable open space in Hectorville. The works to be undertaken have been developed and costed based on addressing the feedback received from the Community and includes new paths, artwork, seating, lighting and landscaping.</p>	\$144,000	<p>The procurement process for the playground replacement is currently being undertaken.</p> <p>Staff were unsuccessful in securing grant funding through the Safer Communities program.</p> <p>The project is being carried forward to 2018/2019.</p>
<p>Black Spot Funding – Jury & Maple Avenue, Rostrevor</p> <p>To improve safety at the intersection of Jury Avenue and Maple Avenue, Rostrevor with the installation of a roundabout.</p>	\$47,000	<p>This project has been postponed due to an SA Water main upgrade.</p>
<p>Drinking Fountains</p> <p>To install drinking fountains at the following locations:</p> <ul style="list-style-type: none"> • The Dress Circle Playground • Athelstone Football Club • River Drive Playground • Steve Woodcock Sports Centre 	\$10,000	<p>This project has been completed.</p>
<p>Flood Damage Repairs – Stage 2</p> <p>To undertake the second stage of repairs works along Third, Fourth and Fifth Creeks following the damage incurred from September 2016 rain events.</p>	\$190,000	<p>These works are currently being undertaken and are expected to be completed in 2018/2019.</p>

Project	Net Cost to Council	Progress
<p>Footpath Construction – New</p> <p>To install a footpath for the first time on the following roads:</p> <p>Magill</p> <ul style="list-style-type: none"> • Park Terrace <p>Newton</p> <ul style="list-style-type: none"> • David Street • Robran Court <p>Paradise</p> <ul style="list-style-type: none"> • Darley Road • Emes Court • Greenwillow Avenue • Lorraine Avenue • Ridgefield Avenue • Tracy Court • Whitelodge Road • Wood Road <p>Rostrevor</p> <ul style="list-style-type: none"> • Alguna Crescent • Forest Avenue • Gortynia Crescent • Laurence Street • Redwood Street • Roclin Avenue <p>To install a second footpath on the following roads:</p> <p>Campbelltown</p> <ul style="list-style-type: none"> • Osborne Street <p>Magill</p> <ul style="list-style-type: none"> • Bunday Street • Gladstone Avenue <p>Tranmere</p> <ul style="list-style-type: none"> • Birkinshaw Avenue 	<p>\$571,000</p>	<p>All footpaths have been completed, with exception of Robran Court, which is still pending subject to resident objections.</p>

Project	Net Cost to Council	Progress
<p><i>School Traffic Improvements – East Marden Primary School</i></p> <p>To address traffic concerns surrounding the East Marden Primary School area by:</p> <ul style="list-style-type: none"> installing a new roundabout at the intersection of Shepherd Lane and Mines Road relocating the existing koala crossing installing an indented bus stops on the western side of Shepherd Lane; and creating an additional kiss and drop area on James Street. 	\$265,000	All works have been completed, except for the koala crossing, which is awaiting a response from SAPN.
<p><i>School Traffic Improvements – Thorndon Park Primary School</i></p> <p>The upgrade the existing Koala crossing lanterns as they are no longer supported by DPTI.</p>	\$20,000	This project has been completed.
<p><i>Thorndon Park – Miniature Train</i></p> <p>To install a new miniature railway track of approximately 482m with supporting infrastructure, including a shed and shelter.</p> <p>Commencement of this project will be dependent on external funding.</p>	\$135,000	This project is waiting external funding before proceeding.
<p><i>Biodiversity Park Change</i></p> <p>This concept provides additional plantings of indigenous species and new signage that promotes the uniqueness of the park.</p>	\$10,000	This project will be carried forward to 2018/2019, with the planting due to occur in July and signage completed in August.

Capital – New Master Plan Allocation

Project	Net Cost to Council	Progress
<p><i>Magill Village – Detailed Design Works</i></p> <p>To undertake detailed design work to progress the Magill Village Master Plan civil and landscape works and take advantage of the PLEC funding priorities for 2018/2019 and 2019/2020 to underground the cables in this precinct.</p> <p>This project is being undertaken in conjunction with Burnside Council and their associated funding.</p>	\$50,000	Council has made its first instalment for the design works, with consultation occurring with DPTI on the actual design concepts.
<p><i>Lochend House Landscaping – Stage 1</i></p> <p>To undertake Stage 1 works to help complete the Master Plan for Lochend House, which includes:</p> <ul style="list-style-type: none"> • creating a car park to align with the adopted Master Plan vision • lighting and irrigation around the car park. 	\$225,000	This project is currently being undertaken.

Project	Net Cost to Council	Progress
<p><i>Campbelltown Memorial Oval Redevelopment - New</i></p> <p>To complete the project commenced in 2016/2017 to replace the existing facilities with a new complex which caters for the needs of the various sporting and community groups. The works include:</p> <ul style="list-style-type: none"> • consolidation of all buildings in one location • new car park facilities • new toilet facilities • landscaped areas • lighting • transformer relocation • cricket pitches. <p>This project is part funded by the Federal Government.</p>	<p>\$2,910,000</p>	<p>The construction of the new building is currently underway. It is expected that the new building will be completed in December 2018.</p>



Campbelltown Memorial Oval Redevelopment – demolition of the old buildings November 2017

Appendix 2 – Project Summary 2018/2019

New Initiatives

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>Employment Diversity Program - Traineeship</i> To establish an 18 month traineeship program for a local young person with a disability to work in Council up to 20 hours per week while completing their studies.	1.1	\$0	\$20,000	\$20,000
2	<i>Sesquicentennial Year Project - Historical Publication</i> To develop a historical publication on the early history of Campbelltown to celebrate the Sesquicentennial Year.	1.1	\$0	\$15,000	\$15,000
3	<i>Active Ageing in Campbelltown</i> To provide a series of retirement and pre-retirement seminars and produce a number of information cards to increase people's knowledge of what is available for people to age well in the area.	1.1	\$0	\$2,000	\$2,000
4	<i>International Women's Day 2019 Project</i> To collect and publish at least 10 stories of local women to help record the history of the area. These stories will be placed on Council's website once done.	1.1	\$0	\$2,000	\$2,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<i>Remembrance Day Commemoration 2018</i> To hold a Community event at the Gums Reserve to commemorate the 100 th Anniversary of the end of World War 1.	1.1	\$0	\$10,000	\$10,000
6	<i>Sesquicentennial Year Project - Avenue of 150 Trees</i> To plant an avenue of 150 trees to contribute to local history (marking Council's 150th Anniversary) and development of the Lochend House/Lochend Community Hall, Campbelltown as a community hub.	1.3	\$0	\$30,000	\$30,000
7	<i>Avenue of Trees – Lower North East Road</i> To plant an avenue of suitable trees along the median strip of Lower North East Road between Glynde Corner and Paradise Bridge to improve the amenity of this key arterial road that runs through the City. This is Stage 1 of a two year project.	1.3	\$0	\$40,000	\$40,000
8	<i>Magill Village PLEC Works - Stage 1</i> Council's first of two contributions towards the undergrounding of power supply along Magill Road that will be undertaken by PLEC. This project is being undertaken in conjunction with the City of Burnside.	1.3	\$0	\$424,000	\$424,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
9	<i>Victor Road, Paradise – Flush Median Installations</i> To install painted flush medians that will create a narrower travel environment as identified in Local Area Traffic Management Plan for Paradise to provide a safer roadway for both drivers and pedestrians.	1.5	\$0	\$16,000	\$16,000
10	<i>Max Amber Sportsfield Irrigation - Detail Design of Expanded Pipework</i> To prepare a detailed design and cost analysis to expand the existing pipework at the Aquifer Recharge and Recovery scheme at Max Amber Sportsfield to irrigate the Steve Woodcock Sports Centre.	4.2	\$0	\$65,000	\$65,000
11	<i>Main Street Economic Activation Program</i> To assist the traders in the emerging precincts of Campbelltown Village and Magill Village to promote the area and retain trading while they undergo improvements such as undergrounding of electricity cables and landscape works, which may be disruptive to their businesses.	5.2	\$0	\$25,000	\$25,000
TOTAL INCOME					\$0
TOTAL EXPENSE					\$649,000
NET COST TO COUNCIL					\$649,000

Capital-Renewal and Replacement

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
1	<i>Library Stock Purchases</i> To replace existing library stock (\$202,000 funded by Libraries SA) and purchase of loan materials using Council's own funds (\$39,500).	1.1	\$202,000	\$241,500	\$39,500
2	<i>Athelstone Community Hall – Internal Painting</i> To paint all internal surfaces at the Athelstone Community Hall, including the hall, kitchen and toilets.	1.1	\$0	\$25,000	\$25,000
3	<i>Magill Girls Guides – Kitchen Renovation</i> To replace the kitchen facilities at the Magill Girl Guides.	1.1	\$0	\$10,000	\$10,000
4	<i>Henry Martin Reserve, Rostrevor – Improvements</i> To upgrade picnic facilities, the perimeter path and undertake some minor landscaping works as identified through a community consultation process.	1.3	\$0	\$25,000	\$25,000
5	<i>Rosemary Avenue Reserve, Athelstone</i> To replace playground equipment including soft fall, signage, picnic tables and seats as identified through a community consultation process.	1.3	\$0	\$78,000	\$78,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
6	<i>Hectorville Community Centre – New Sound System</i> To replace the existing sound system at the Hectorville Community Centre.	1.5	\$0	\$10,000	\$10,000
7	<i>Foxfield Oval - Lighting Upgrade</i> To replace the existing oval lighting.	1.5	\$0	\$95,000	\$95,000
8	<i>Athelstone Recreation Reserve - Building Perimeter Paving</i> To replace existing concrete paths around the club rooms including ramps where required.	1.5	\$0	\$50,000	\$50,000
9	<i>Bus Shelter Upgrade</i> To upgrade 14 existing Council owned bus stops to be compliant with Disability Standards for Accessible Public Transport 2002.	2.2	\$0	\$180,000	\$180,000
10	<i>Information Technology Program Upgrades</i> To upgrade several older Microsoft programs to newer versions to improve application, functionality, and to allow integration with other systems and access for a mobile workforce.	2.3	\$0	\$7,600	\$7,600

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
11	<p>Road Renewal Program</p> <p>To maintain transport assets that will improve public safety and level of service to the community in the following areas:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Ainsley Court, Antares Way, Gorge Road, Hawkins Court, Naomi Way, Saxon Street, Sheoak Drive, Springfield Avenue, Tabitha Drive, Vincent Avenue <p>Campbelltown</p> <ul style="list-style-type: none"> Hancock Avenue, Kareda Drive, St James Court, Tyrone Avenue, Wemyss Street <p>Hectorville</p> <ul style="list-style-type: none"> Donoughmore Grove <p>Magill</p> <ul style="list-style-type: none"> McLennon Avenue, Prefix Avenue <p>Newton</p> <ul style="list-style-type: none"> Lauretta Street, Polvere Avenue <p>Paradise</p> <ul style="list-style-type: none"> George Street, Harris Street, Marion Court, Martin Crescent, Primrose Avenue <p>Rostrevor</p> <ul style="list-style-type: none"> Callana Avenue, Doreen Street, Durant Avenue, Porter Terrace, Treefern Avenue, Tyinga Place <p>Tranmere</p> <ul style="list-style-type: none"> Milton Avenue <p>This project includes grant funding from through the Federal Government's Roads to Recovery program of \$379,900.</p>	3.2	\$379,900	\$4,982,700	\$4,602,800

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
12	<i>Footpaths – Replace Narrow with Wider</i> To replace narrow concrete footpaths with wider paths in various locations to provide a higher quality pedestrian environment for improved walkability and mobility.	3.2	\$0	\$243,150	\$243,150
13	<i>Brookside Cellars, Tranmere – Improvements</i> To replace the roof, add support timbers and air conditioning.	3.2	\$0	\$70,000	\$70,000
14	<i>Vehicle Replacement</i> To replace 5 existing pool vehicles, 4 trucks and 4 utes.	3.2	\$441,450	\$711,000	\$269,550
15	<i>Footpath Replacement Program</i> To replace the following footpaths, that have reached the end of their useful lives: Athelstone • Sheoak Drive Campbelltown • Lower North East Road (from 693 Lower North East Road to Brian Grove).	3.2	\$0	\$80,000	\$80,000
TOTAL INCOME/RESERVE TRANSFERS					\$1,023,350
TOTAL EXPENSE					\$6,808,950
NET COST TO COUNCIL					\$5,785,600

Capital-New

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>Athelstone Community Hall, Athelstone - Accessible Toilet & Parking</i> To install an accessibility toilet and parking to improve the hall's facilities to meet the needs of people of all ages and abilities.	1.1	\$0	\$160,000	\$160,000
2	<i>Jan Street, Newton - Fairy Lights</i> To install permanent commercial fairy lights in the remaining 7 trees in Jan Street, Newton to improve the ambience of the street to further support night time activities.	1.1	\$0	\$14,000	\$14,000
3	<i>Magill Girl Guides – Lighting and IT Provisions</i> To improve internal and external lighting and provide IT access to the building.	1.1	\$10,000	\$10,000	\$0
4	<i>Reservoir Road, Paradise - Parking Bays</i> To install 90 degree off-street parking on a section of the road to resolve restricted on-street parking due to a bend and the width of the road.	1.3	\$0	\$60,000	\$60,000

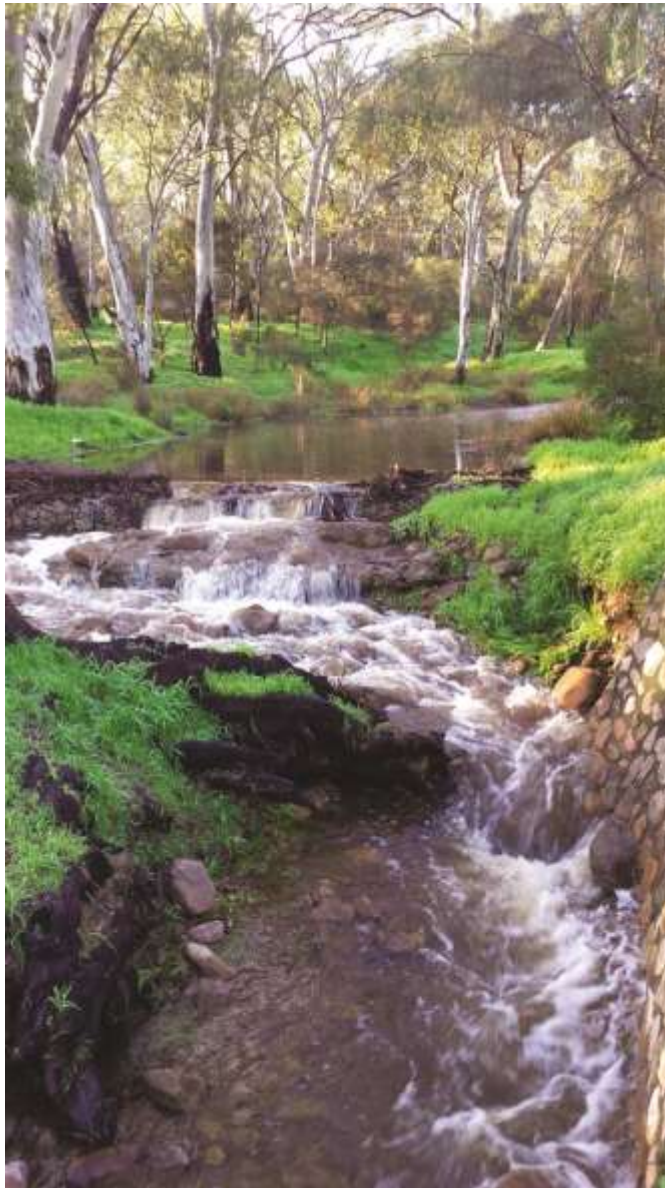
	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<i>Melba Court Reserve, Hectorville - Improvements</i> To undertake improvements at the Reserve, as identified through a community consultation process, including extending the existing playground with a Nature Play area, picnic table and shelter, seating, bins, upgraded signage, perimeter pathways and landscaping works.	1.3	\$0	\$50,000	\$50,000
6	<i>Industrial Precinct Signage</i> To install signs listing businesses in Industrial Precincts in Newton and Magill as per Council's Signage and Wayfinding Strategy to support the promotion of local businesses.	1.3	\$0	\$45,000	\$45,000
7	<i>Appollo Reserve, Paradise - Playground Shade Structure</i> To install a shade structure over the playground, as there are no large shade trees, to improve the use of the playground and extend the life of the equipment.	1.3	\$0	\$35,000	\$35,000
8	<i>Flinders Reserve, Newton - Stage 2 Improvements - Playground</i> To undertake part of Stage 2 improvements at the Reserve, as identified through a community consultation process, including upgraded signage and landscaping, an asphalt bike riding track, picnic setting and drinking fountain.	1.3	\$0	\$27,000	\$27,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
9	<p><i>Hectorville Sports & Community Club – Female Facilities Program</i></p> <p>After the sporting club was successful in obtaining an Office of Recreation and Sport facilities grant of \$280,000, Council was approached by the club requesting the remaining 50% of the project cost to construct female change rooms at the Daly Oval complex. In 2017/2018, Council allocated \$150,000 from another budget towards the project, and is planning to fund the remaining \$130,000 in 2018/2019.</p>	1.3	\$0	\$130,000	\$130,000
10	<p><i>Thorndon Park – Outdoor Exercise Equipment for Older People</i></p> <p>To install a range of exercise equipment at Thorndon Park for older community members.</p>	1.3	\$0	\$90,000	\$90,000
11	<p><i>Playground Improvements – Lochiel Park</i></p> <p>To undertake improvements to the playground, as identified through a community consultation process, adding a birds nest swing, climbing tower and large slide, climbing and balancing logs, digging sand pit and a cubby making frame. The project will also improve landscaping and supporting amenities.</p>	1.3	\$0	\$80,000	\$80,000
12	<p><i>Playground Upgrade – Poplar Crescent, Campbelltown</i></p> <p>To install a new piece of play equipment to add to the existing playground.</p>	1.3	\$0	\$5,000	\$5,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
13	<p><i>George Street and Avenue Road, Paradise - Black Spot Project</i></p> <p>To install a slip lane at the intersection to provide safer turning into La Scala Court and Avenue Road from George Street.</p> <p>This project will only proceed subject to a successful application to the State Government Black Spot Funding program of \$31,500.</p>	1.5	\$31,500	\$63,000	\$31,500
14	<p><i>Crowle and Darley Roads, Paradise - Intersection Improvements</i></p> <p>To extend the existing slip lanes on Darley Road to allow more queuing capacity, improve traffic flow and improve safety for motorists.</p>	1.5	\$0	\$90,000	\$90,000
15	<p><i>Purchase of Rubbish Bins</i></p> <p>In accordance with Council's Waste Management Policy, Council has resolved to allocate \$30,000 in 2018/2019 to fund the purchase of bins for new properties from its capital program. This cost had previously been funded through its recurrent budget.</p>	2.2	\$0	\$30,000	\$30,000
16	<p><i>Hextall Avenue, Tranmere - Stormwater Drainage</i></p> <p>To construct an underground drainage detention system to address flooding at the intersection of Hextall Avenue and Emerson Grove, Tranmere.</p>	3.2	\$0	\$316,500	\$316,500

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
17	<p>Footpath Construction</p> <p>To install a footpath for the first time at the following locations:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Everest Avenue, Haggis Street, Carolyn Grove, Telethon Avenue* <p>Campbelltown</p> <ul style="list-style-type: none"> Kalimna Avenue, Laura Drive, Leslie Avenue, Patricia Street, Vincent Court <p>Magill</p> <ul style="list-style-type: none"> Vernum Street, Woodforde Road <p>Paradise</p> <ul style="list-style-type: none"> Riverview Drive, Vera Street <p>Rostrevor</p> <ul style="list-style-type: none"> Ash Grove, Launer Avenue, Roland Road <p>Tranmere</p> <ul style="list-style-type: none"> Orange Grove <p>* Subject to agreement by local residents.</p> <p>To install a second footpath at the following locations:</p> <p>Magill</p> <ul style="list-style-type: none"> Edward Street <p>Paradise</p> <ul style="list-style-type: none"> George Street (stage 1), Silkes Road <p>To widen various footpaths throughout the city from 1.2m wide to 1.5m wide.</p>	3.2	\$0	\$686,600	\$686,600

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
18	<i>Thorndon Park – Shelter, Table and Chairs</i> To install a new shelter, two tables and four chair/benches at Thorndon Park to hire out for small events.	5.3	\$0	\$27,000	\$27,000
TOTAL INCOME					\$41,500
TOTAL EXPENSE					\$1,919,100
NET COST TO COUNCIL					\$1,877,600



Fifth Creek
Photo courtesy of Sue Severino

Capital-New – Master Plan Allocation

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<p>Magill Village – Detailed Design Works – Stage 2</p> <p>Council has partnered with Burnside Council to underground electricity cables and undertake civil and landscape improvements as per the Magill Village Master Plan. Both councils have committed to funding Stage 1 of the works and will each commit \$150,000 in the 2018/2019 year for the preparation of a detailed design for Stage 2.</p> <p>Once completed, the project will significantly improve the visual appearance and appeal of the Magill Village area. The rejuvenated area will encourage more patronage for shops and services, leading to improvements in the local economy.</p>	1.3	\$0	\$150,000	\$150,000
TOTAL INCOME					\$0
TOTAL EXPENSE					\$150,000
NET COST TO COUNCIL					\$150,000



Magill Village Master Plan – artist impressions