

2017/2018 Annual Business Plan and Budget



Adopted by Campbelltown City Council
on 4 July 2017

Providing a quality lifestyle

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Glossary

AGAC	Audit and Governance Advisory Committee
ARC	Aquatic and Recreation Centre
ASR	Aquifer Storage and Recovery
CPI	Consumer Price Index
CHSP	Commonwealth Home Support Program
DDA	Disability Discrimination Act
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
GDS21	General Disposal Schedule 21
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

I welcome you to Campbelltown's 2017/2018 Annual Business Plan and Budget which represents a significant milestone in Campbelltown's history as we celebrate our 150th birthday in 2018. An exciting Community event is planned for later in the year.

Following the successful opening of the much anticipated ARC Campbelltown, Council plans to finalise the \$10 million redevelopment of the Campbelltown Memorial Oval in 2017/2018, thanks to funding from the Federal Government of \$5 million. This significant project will consolidate all the buildings on the site and realign the existing playing field.

Council has been able to contain the rate increase for next year at LGPI (1.6%) plus 1%, plus growth, without sacrificing any of our key services. The additional 1% above LGPI is required to cover almost half a million dollars in costs imposed on Council by the State Government since it adopted its budget for 2016/2017. This includes a \$150,000 increase in mandatory rate rebates that will be provided due to the transfer of 185 Housing SA properties to Community Housing Associations, an increase in the Solid Waste Levy in the order of \$299,100 since September 2016 and Council's mandated \$36,000 contribution towards the State Government's new online Planning Portal.

Even with these additional 'out of the ordinary' increases Council has been able to still deliver a rate increase of only 2.6% plus growth; the lowest increase for over 12 years.

Council has carefully considered and selected the following projects for the year and believe they will be highly valued by the community. Highlights of the draft budget include:

- installing a new Solar PV system at the ARC Campbelltown
- improving parks and playgrounds at Reservoir Road, Melville Grove and Grandview Grove and undertaking stage 1 of the landscaping improvements around the historic Lochend House
- upgrading the school crossing lights and signal controllers at East Marden and Thorndon Park Primary Schools
- commencing detailed design works to bring the Magill Village Master Plan to life
- continuing to improve the facilities at Thorndon Park with the replacement of the car park and sections of the existing footpath, creating a miniature train track (subject to external funding) and improving the lighting and electrical core route throughout the park and car park
- installing 17 new footpaths across the City and improving the condition of 14 streets through the scheduled reseal programs.

At the forefront of Council's mind is to continually deliver its vision, 'providing a quality lifestyle for its people'. We trust that this draft Annual Business Plan and Budget reinforces this, however we look forward to receiving your feedback.



Paul Di Iulio
Chief Executive Officer

Executive Summary

The LTFP was revised and adopted in April 2017 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 2017/2018 is summarised below:

General Rate Increase	2.60%
Rates Growth (rates from new rateable properties)	2.01%

Operating Income	48,511,925
Operating Expense	45,731,050
Operating Surplus/(Deficit)	2,780,875

Capital-Renewal and Replacement Expenditure	9,354,100
Capital-New Expenditure	8,841,500
Total Capital Expenditure	18,195,600

Major Capital Expenditure

Campbelltown Memorial Oval Redevelopment	9,500,000
Transport Asset Renewals	2,781,250
Thorndon Park – Car Park	750,000
Campbelltown ARC – Solar PV System	655,000
New Footpath Construction	571,000
River Torrens Linear Park Shared Path	512,000
Thorndon Park – Park Lighting	400,000
Plant & Machinery Replacement	325,000
Vehicle Replacement	271,000
School Traffic Improvements – East Marden Primary School	265,000
Thorndon Park – Miniature Train	235,000
Lochend House Landscaping – Stage 1	225,000
Library Materials Purchases	202,000
Bus Shelter Upgrade	200,000

Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	5.7%	6.2%
Net Financial Liabilities Ratio	3%	5%
Asset Sustainability Ratio	123%	127%

Anticipated Financial Position

Projected operating income is sufficient to meet Council's projected operating expenses (including depreciation) for 2017/2018. 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.

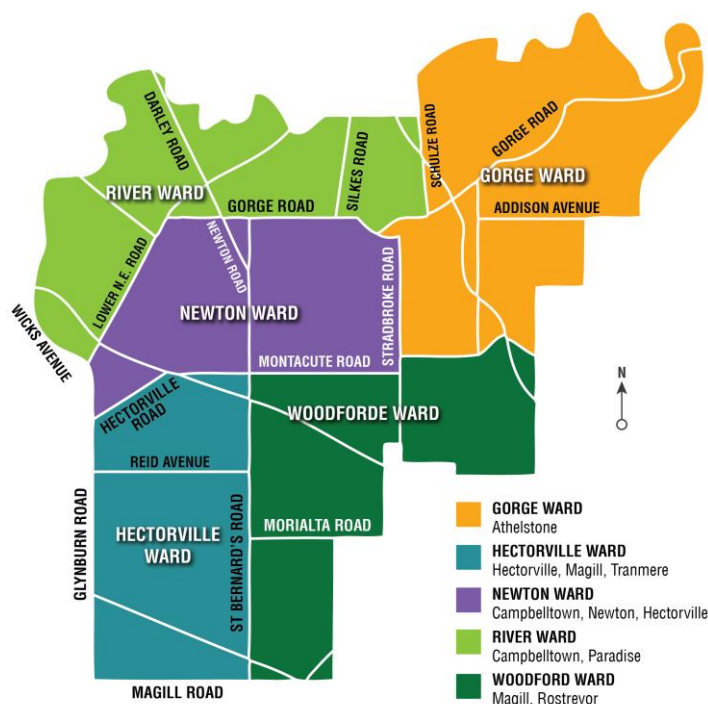
Introduction

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 51,344 (Estimated Resident Population, 30 June 2014).



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 2017/2018. 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 2016/2017 Projects

Information about Council's progress in relation to projects funded in 2016/2017 is available in Appendix 1.

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 2017/2018 Annual Business Plan. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meeting on 20 December 2016
- Application of Year 1 of Council's LTFP, as adopted by Council at its meeting on 18 April 2017
- Adherence to Council's IAMPs
- Enterprise Bargaining Agreements which provide for wage and salary increases for Council Staff
- The CPI (Consumer Price Index - All Groups Index for Adelaide), which is a measure of the change in the price of a 'basket' of goods and services purchased by households. This increased by 1.3% for the 12 months ending December 2016
- 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 2016, LGPI increased by 1.6% and has been applied to the budget for 2017/2018.

- Increases passed on to Council by the State Government since rates were adopted by Council for the 2016/2017 financial year:
 - 195 Housing SA properties transferred to Community Housing Associations. This automatically triggers the provision of a 75% mandatory rebate for each property. It is estimated that this will increase Council's costs by \$150,000
 - After Council adopted its budget and rates increase for 2016/2017, it was announced that the Solid Waste Levy would increase by \$14 per tonne (22%) from 1 September and a further \$11 per tonne (14%) from 1 July 2017. The increase in this levy will increase Council's costs by \$299,100 in 2017/2018. An additional 15% increase in this levy is also planned for 2018/2019, which will add an extra \$205,000 to Council's operating expenses.

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 2.60%, plus growth (2.01%).
- Council will use its existing cash and investments to fund capital expenditure on new assets where applicable, before drawing down new borrowings, which is in accordance with its Treasury Management Policy.

- Council is projecting an operating surplus in 2017/2018 of \$2,780,875 which is less than the LTFP target surplus of \$3,082,000. This has primarily been created by 50% of the Financial Assistance and Local Roads grants being paid in 2016/2017 rather than the year they relate to, being 2017/2018.

\$1.85 million of this operating surplus is attributable to the Renewal and Replacement component of the Federal Government's grant received to help redevelop the Campbelltown Memorial Oval. Modelling indicates Council needs to maintain this rate increase to ensure Council meets its key financial targets across the life of its LTFP, with future rate increases (excluding growth) being set at LGPI only.

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 2016/2017 financial year will be maintained during 2017/2018, with the exception of the following areas:

- removal of Movies in the Park - \$4,000 saving
- removal of Youth FM - \$4,000 saving
- removal of OPAL funding by the State Government
- continued expansion of services at the ARC Campbelltown after 12 months of operations since the redevelopment has been completed.

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

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 2017/2018:

- 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 and prioritised based on 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, Capital–New and, Capital–New Master Plan Allocation projects based on the priority of the projects presented. Scores were combined to identify Staff priorities for 2017/2018.
- 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, Capital-New and Capital-New Master Plan Allocation 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 18 April 2017 Council meeting in preparation for the Public Consultation process.
- Final selection of projects were confirmed by Council in June 2017 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.

For the purposes of Community consultation, Council confirmed the New Initiatives and their effect on the operating result at the Council meeting held on 18 April and 2 May 2017. The net costs of the New Initiatives in this budget are:

	Net Cost to Council
Goal 1 – Quality Living	
Sesquicentennial Community Event	\$150,000
Taste of the Arts Festival	\$20,000
A Fruitful History – Oral History Market Garden Project	\$14,500
Jan Street Activation	\$5,000
TOTAL	\$189,500
Goal 2 – Leadership	
Additional Employee Hours – Graphic Designer (0.4 FTE increase)	\$30,000
Additional Employee Hours – Online Communications Officer (0.3 FTE)	\$18,900
Additional Employee Hours – Technical Officer (0.3 FTE)	\$10,300
TOTAL	\$59,200
Goal 5 – Local Economy	
Economic Development Initiatives	\$50,000
Tasting Australia Event	\$20,000
Historic Panels	\$20,000
TOTAL	\$90,000
GRAND TOTAL	\$338,700

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 \$2,716,500 on Capital-New, \$6,125,000 on Capital-New Master Plan Allocation and \$9,354,100 on Capital-Renewal and Replacement expenditure.

Council resolved at its meetings on 18 April and 20 June 2017 to undertake the following capital projects in 2017/2018. The projects are shown at the net cost to Council:

<u>Capital-New</u>	Net Cost to Council
Goal 1 – Quality Living	
ARC Campbelltown – Solar PV System	\$655,000
Thorndon Park – Park Lighting	\$400,000
Grandview Grove Reserve Expansion & Improvement	\$120,000
Melville Grove Reserve Improvements – Stage 1	\$144,000
Black Spot Funding – Jury & Maple Avenue, Rostrevor	\$47,000
Drinking Fountains	\$10,000
Reservoir Road Reserve Playground (New)	\$2,500
TOTAL	\$1,378,500
Goal 3 – City Planning	
Footpath Construction – New	\$571,000
School Traffic Improvement – East Marden Primary School	\$265,000
Flood Damage Repairs – Stage 2	\$190,000
School Traffic Improvement – Thorndon Park Primary School	\$20,000
TOTAL	\$1,046,000
Goal 4 – Environmental Responsibility	
Biodiversity Park Upgrade	\$10,000
TOTAL	\$10,000
Goal 5 – Local Economy	
Thorndon Park – Miniature Train	\$135,000
TOTAL	\$135,000
GRAND TOTAL	\$2,569,500

Capital-New Master Plan Allocation

	Net Cost to Council
Goal 1 – Quality Living	
Campbelltown Memorial Oval Redevelopment (New)	\$2,910,000
Lochend House Landscaping – Stage 1	\$225,000
Magill Village – Detailed Design Works	\$50,000
TOTAL	\$3,185,000
GRAND TOTAL	\$3,185,000

Capital-Renewal & Replacement

	Net Cost to Council
Goal 1 – Quality Living	
Campbelltown Memorial Oval Redevelopment (R&R)	\$1,850,000
Bus Shelter Upgrade	\$200,000
Reservoir Road Reserve Playground (R&R)	\$45,500
Library Stock Purchases (unsubsidised)	\$39,500
Library Materials Grant & Purchases	\$0
TOTAL	\$2,135,000
Goal 2 – Leadership	
Electronic Document Records Management System Replacement	\$152,350
TOTAL	\$152,350
Goal 3 – City Planning	
Road Renewal Program	\$2,015,050
Thorndon Park – Car Park	\$750,000
RTLTP Shared Path Upgrade – Stage 4	\$324,500
Thorndon Park – Footpath Upgrade	\$150,000
Replacement of Executive Vehicles	\$113,600
Replacement of Plant & Machinery	\$70,400
Campbelltown Function Centre – Painting & Commercial TVs	\$35,000
Campbelltown Library – Internal & External Painting	\$30,000
Magill Senior Citizens Hall – Internal Lighting Upgrade	\$28,000
Hectorville Community Centre – Air Conditioning Replacement	\$25,000
Athelstone Community Hall – Floor Replacement	\$25,000
Council Administration Building – Internal & External Painting	\$25,000
Bridge Replacement	\$25,000
Hectorville Community Centre – Table & Chair Replacement	\$15,000
Marchant Centre – External Painting	\$15,000
Foxfield Oval Hall – Table & Chair Replacement	\$2,500
TOTAL	\$3,649,050
GRAND TOTAL	\$5,936,400

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 88).

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 20 December 2016, 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 reported on under the Regulations is provided from page 16.

Funding the Business Plan

The Long Term Financial Plan for 2017/2018 has been updated to reflect the most current information available which includes:

- Audited Financial Statements for the year ended 30 June 2016
- 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 18 April 2017.

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

Year 1 of the LTFP has been used to develop the budget for 2017/2018. 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).

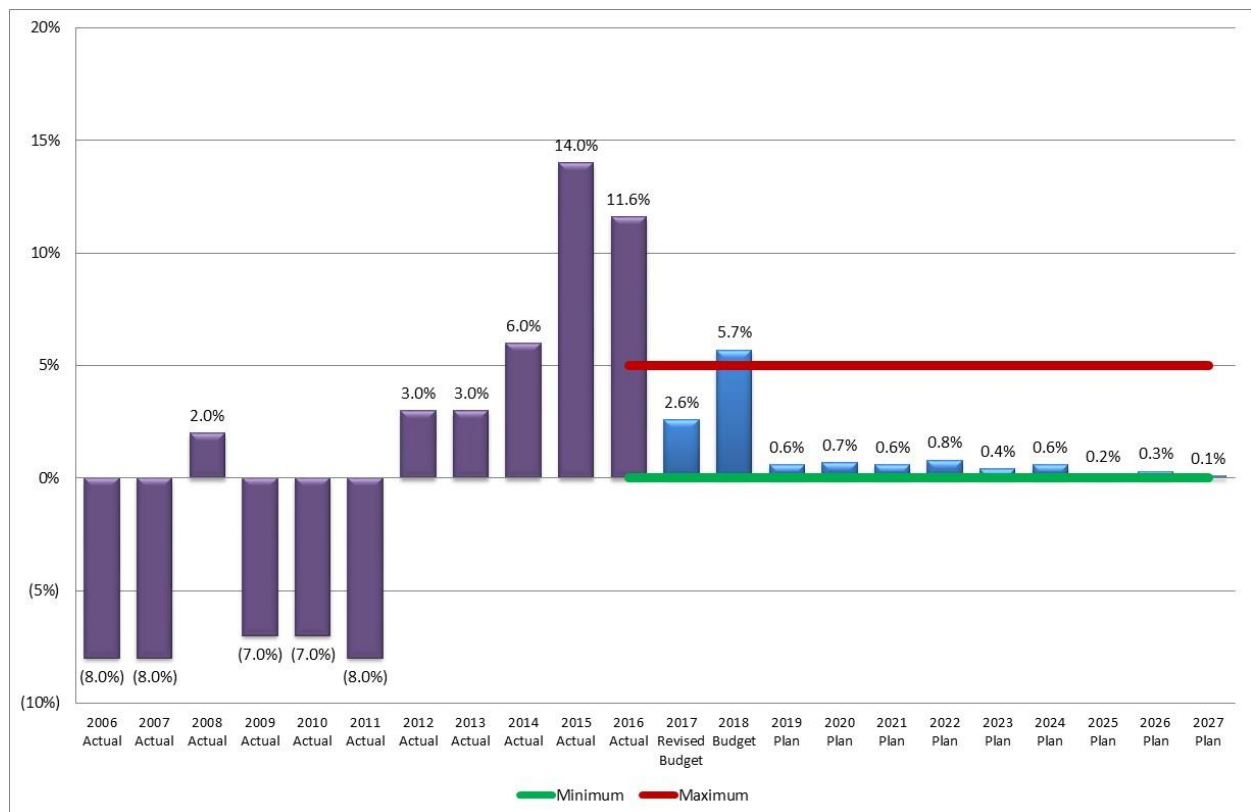
LTFP Financial Target

To achieve a ratio of between 0% and 5%

LTFP vs Budget

LTFP 6.2%
2017/2018 Budget 5.7%

Is the 2017/2018
budget on track to meet
the LTFP targets?



The graph above shows that Council will meet this target across the life of the plan, with the exception of the 2017/2018 financial year. Council is expected to exceed this target in this year due to the renewal and replacement component of the grant received as part of the Campbelltown Memorial Oval redevelopment of \$1.85 million. Adjusting the ratio for this grant would bring the Operating Surplus ratio down to 2.0%.

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).

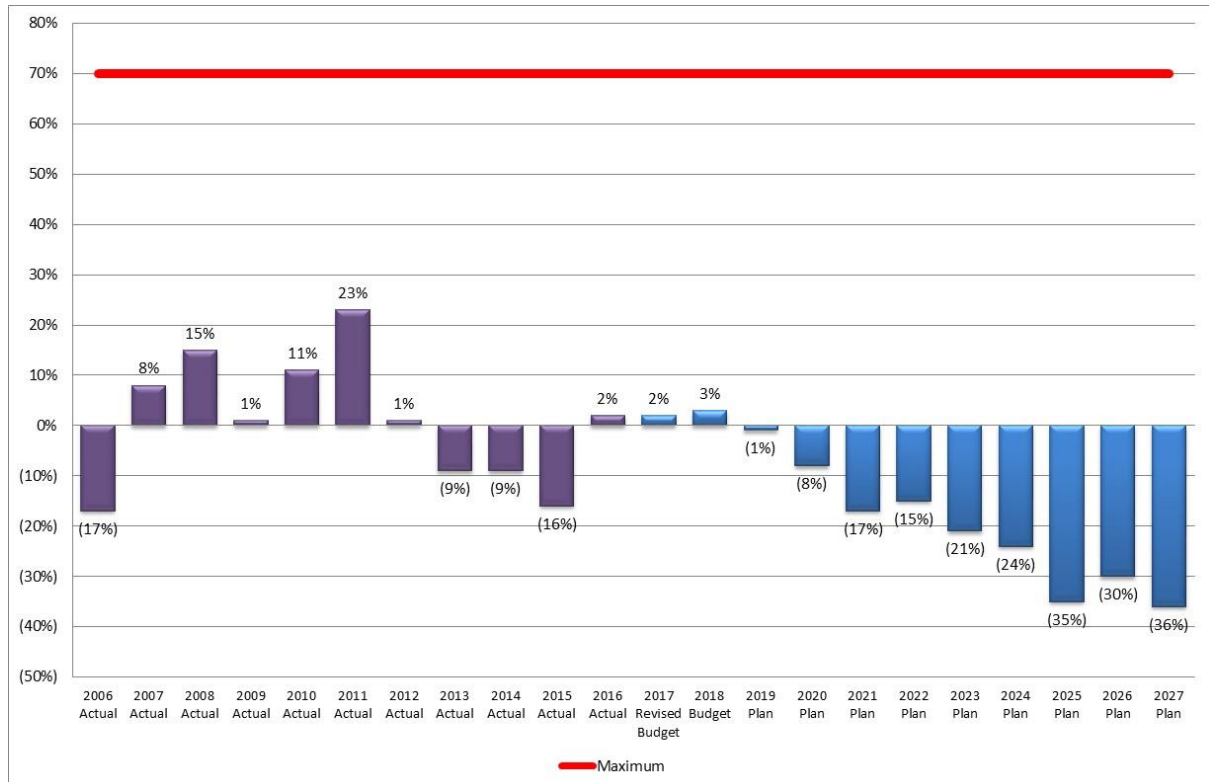
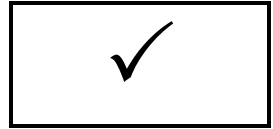
LTFP Financial Target

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

LTFP vs Budget

LTFP	5%
2017/2018 Budget	3%

Is the 2017/2018 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%. From 2018/2019 Council is expected to 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).

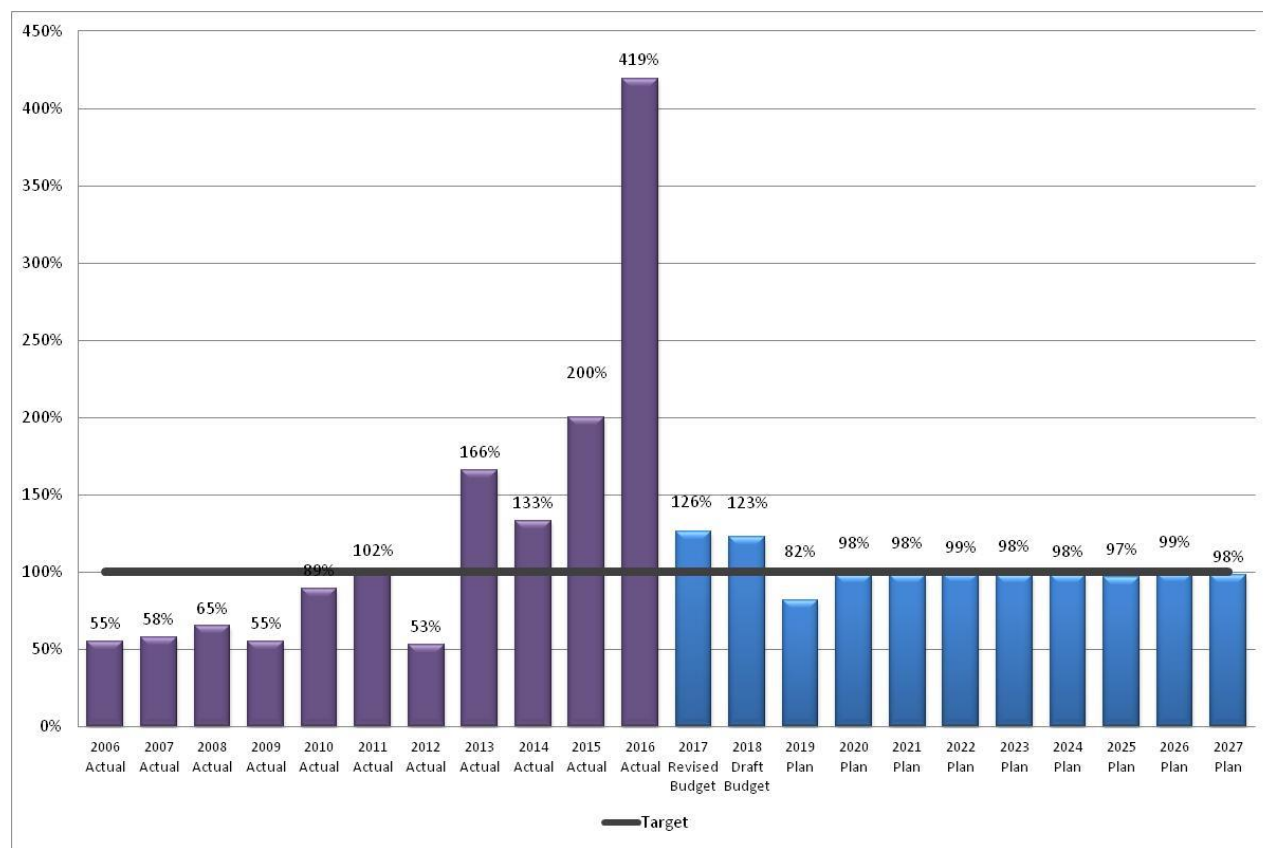
LTFP Financial Target

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

LTFP vs Budget

LTFP	127%
2017/2018 Budget	123%

Is the 2017/2018 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 2017/2018, 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 2017/2018, the Minimum Rate is \$932.

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 2017/2018 is 5.20%, which is twice the general rate increase.

Summary of Key Rating Information

General Rate Increase	2.60%
Rates Growth	2.01%
Total Rate Increase	4.61%
 General Rate Cap Percentage	 5.20%
 Minimum Rate	 \$932

Budget by Service

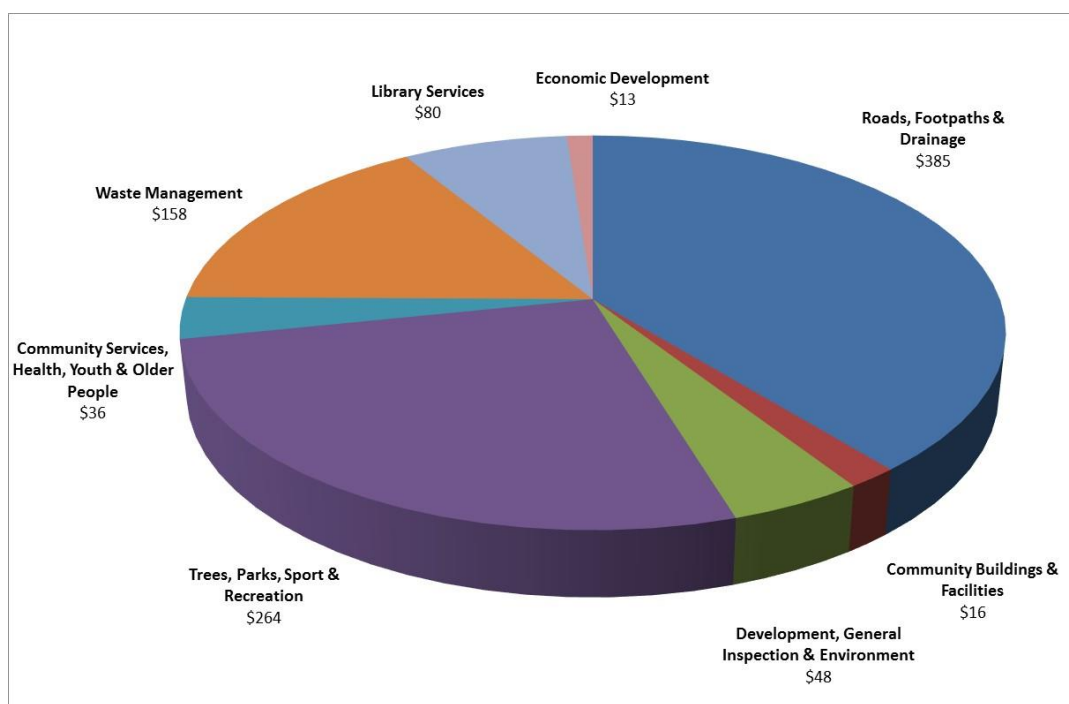
Detailed information about the amounts received and spent on each of Council's services is provided below, in Strategic Plan link order.

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

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

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

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



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

Waste Management

- Waste Management

Community Services, Health, Youth & Older People

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

Trees, Parks, Sport & Recreation

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

Economic Development

- Economic Development

Development, General Inspection & Environment

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

Library Services

- Library Services

Roads, Footpaths & Drainage

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

Community Buildings & Facilities

- Administration Building & Hall Maintenance

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

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

- Finance
- Governance & 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	89,600
Materials, Contracts & Other Expenses	45,950
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	135,550
Operating Surplus/(Deficit)	(135,550)

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	751,600
Investment Income	0
Reimbursements	0
Other Income	195,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	946,600
Expenses	
Employee Costs	356,950
Materials, Contracts & Other Expenses	596,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	953,450
Operating Surplus/(Deficit)	(6,850)

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	69,800
Grants, Subsidies & Contributions	366,600
Investment Income	0
Reimbursements	0
Other Income	30,350
Net Gain – Equity Accounted Council Businesses	0
Total Income	466,750
Expenses	
Employee Costs	1,558,200
Materials, Contracts & Other Expenses	329,800
Depreciation, Amortisation & Impairment	537,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,425,350
Operating Surplus/(Deficit)	(1,958,600)

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	209,950
Grants, Subsidies & Contributions	1,850,000
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	2,059,950
Expenses	
Employee Costs	336,850
Materials, Contracts & Other Expenses	760,650
Depreciation, Amortisation & Impairment	827,600
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,925,100
Operating Surplus/(Deficit)	(134,850)

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	4,850
Grants, Subsidies & Contributions	187,500
Investment Income	0
Reimbursements	1,800
Other Income	2,550
Net Gain – Equity Accounted Council Businesses	0
Total Income	196,700
Expenses	
Employee Costs	1,159,500
Materials, Contracts & Other Expenses	1,705,100
Depreciation, Amortisation & Impairment	440,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,304,700
Operating Surplus/(Deficit)	(3,108,000)

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	3,938,900
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	3,938,900
Expenses	
Employee Costs	473,350
Materials, Contracts & Other Expenses	3,667,600
Depreciation, Amortisation & Impairment	822,700
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	4,963,650
Operating Surplus/(Deficit)	(1,024,750)

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	3,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	3,000
Expenses	
Employee Costs	9,500
Materials, Contracts & Other Expenses	6,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	16,200
Operating Surplus/(Deficit)	(13,200)

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	12,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	12,000
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	36,700
Depreciation, Amortisation & Impairment	21,150
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	57,850
Operating Surplus/(Deficit)	(45,850)

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	390,650
User Charges	900
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	391,550
Expenses	
Employee Costs	269,750
Materials, Contracts & Other Expenses	244,450
Depreciation, Amortisation & Impairment	10,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	524,500
Operating Surplus/(Deficit)	(132,950)

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	411,350
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	411,350
Operating Surplus/(Deficit)	(411,350)

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	4,100
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,100
Expenses	
Employee Costs	650
Materials, Contracts & Other Expenses	186,000
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	186,650
Operating Surplus/(Deficit)	(182,550)

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	299,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	299,100
Operating Surplus/(Deficit)	(299,100)

Community Engagement

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

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

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

Community Engagement *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	1,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	1,000
Expenses	
Employee Costs	156,550
Materials, Contracts & Other Expenses	82,900
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	239,450
Operating Surplus/(Deficit)	(238,450)

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

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	204,450
Materials, Contracts & Other Expenses	92,300
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	296,750
Operating Surplus/(Deficit)	(296,750)

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	195,000
Materials, Contracts & Other Expenses	52,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	247,100
Operating Surplus/(Deficit)	(247,100)

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	543,350
Materials, Contracts & Other Expenses	103,350
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	646,700
Operating Surplus/(Deficit)	(646,700)

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
- Provision of records management functions
- Corporate phone system

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	300
Expenses	
Employee Costs	736,650
Materials, Contracts & Other Expenses	659,050
Depreciation, Amortisation & Impairment	120,150
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,515,850
Operating Surplus/(Deficit)	(1,515,550)

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	4,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	7,050
Net Gain – Equity Accounted Council Businesses	0
Total Income	11,050
Expenses	
Employee Costs	461,800
Materials, Contracts & Other Expenses	316,900
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	778,700
Operating Surplus/(Deficit)	(767,650)

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

Executive Services *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	24,600
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	24,600
Expenses	
Employee Costs	642,900
Materials, Contracts & Other Expenses	417,400
Depreciation, Amortisation & Impairment	119,050
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,179,350
Operating Surplus/(Deficit)	(1,154,750)

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	36,177,075
Statutory Charges	0
User Charges	22,400
Grants, Subsidies & Contributions	502,250
Investment Income	184,100
Reimbursements	8,150
Other Income	127,400
Net Gain – Equity Accounted Council Businesses	0
Total Income	37,021,375
Expenses	
Employee Costs	964,400
Materials, Contracts & Other Expenses	1,861,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,825,900
Operating Surplus/(Deficit)	34,195,475

Governance and Communications

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 Communications *(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	303,850
Materials, Contracts & Other Expenses	31,050
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	334,900
Operating Surplus/(Deficit)	(334,900)

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	600,100
User Charges	3,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	6,150
Other Income	3,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	612,250
Expenses	
Employee Costs	975,750
Materials, Contracts & Other Expenses	211,350
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,187,100
Operating Surplus/(Deficit)	(574,850)

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	676,700
Other Income	56,700
Net Gain – Equity Accounted Council Businesses	0
Total Income	733,400
Expenses	
Employee Costs	2,402,350
Materials, Contracts & Other Expenses	909,050
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,311,400
Operating Surplus/(Deficit)	(2,578,000)

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	76,300
Net Gain – Equity Accounted Council Businesses	0
Total Income	89,450
Expenses	
Employee Costs	(189,650)
Materials, Contracts & Other Expenses	(375,750)
Depreciation, Amortisation & Impairment	654,850
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	89,450
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	3,250
Grants, Subsidies & Contributions	1,017,700
Investment Income	0
Reimbursements	15,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	1,035,950
Expenses	
Employee Costs	554,300
Materials, Contracts & Other Expenses	731,750
Depreciation, Amortisation & Impairment	5,250,000
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	6,536,050
Operating Surplus/(Deficit)	(5,500,100)

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	235,350
Materials, Contracts & Other Expenses	271,350
Depreciation, Amortisation & Impairment	1,106,000
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,612,700
Operating Surplus/(Deficit)	(1,612,700)

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	20,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	20,000
Expenses	
Employee Costs	112,800
Materials, Contracts & Other Expenses	274,950
Depreciation, Amortisation & Impairment	1,193,900
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,581,650
Operating Surplus/(Deficit)	(1,561,650)

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	920,000
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	920,000
Operating Surplus/(Deficit)	(920,000)

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	481,350
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	1,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	482,850
Expenses	
Employee Costs	128,550
Materials, Contracts & Other Expenses	480,950
Depreciation, Amortisation & Impairment	307,350
Finance Costs	5,800
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	922,650
Operating Surplus/(Deficit)	(439,800)

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	25,000
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	25,000
Expenses	
Employee Costs	583,700
Materials, Contracts & Other Expenses	505,600
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,089,300
Operating Surplus/(Deficit)	(1,064,300)

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	186,450
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	5,100
Other Income	20,600
Net Gain – Equity Accounted Council Businesses	27,500
Total Income	239,650
Expenses	
Employee Costs	3,000
Materials, Contracts & Other Expenses	4,497,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	4,500,500
Operating Surplus/(Deficit)	(4,260,850)

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

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	122,050
Materials, Contracts & Other Expenses	47,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	169,150
Operating Surplus/(Deficit)	(169,150)

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	14,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	100,000
Other Income	81,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	195,500
Expenses	
Employee Costs	285,900
Materials, Contracts & Other Expenses	257,050
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	542,950
Operating Surplus/(Deficit)	(347,450)

Budgeted Financial Statements

Budgeted Statement of Comprehensive Income

2015/2016 Actual \$'s		2016/2017 3rd Review \$'s	2017/2018 Budget \$'s	2018/2019 LTFF \$'s	2019/2020 LTFF \$'s
	INCOME				
33,205,710	Rates	34,955,906	36,177,075	37,023,000	38,232,000
1,049,788	Statutory Charges	951,900	990,750	986,000	1,011,000
1,138,508	User Charges	4,565,350	4,967,300	4,560,000	4,677,000
5,633,218	Grants, Subsidies & Contributions	4,021,800	4,700,650	2,407,000	2,530,000
379,018	Investment Income	190,350	184,100	109,000	174,000
546,372	Reimbursements	1,278,900	859,000	1,598,000	1,639,000
615,463	Other Revenues	3,410,950	605,550	660,000	682,000
5,320	Net Gain-Joint Ventures & Associates	4,250	27,500	6,000	-
42,573,397	TOTAL INCOME	49,379,406	48,511,925	47,349,000	48,945,000
	EXPENSES				
12,279,595	Employee Costs	12,871,250	13,677,400	14,233,000	14,845,000
14,754,152	Materials, Contracts & Other Expenses	24,561,400	20,637,500	21,073,000	21,687,000
10,571,398	Depreciation, Amortisation & Impairment	10,692,350	11,410,350	11,732,000	12,051,000
6,592	Finance Costs	6,200	5,800	6,000	5,000
14,128	Net Loss-Joint Ventures & Associates	-	-	-	10,000
37,625,865	TOTAL EXPENSES	48,131,200	45,731,050	47,044,000	48,598,000
4,947,532	OPERATING SURPLUS/(DEFICIT)	1,248,206	2,780,875	305,000	347,000
(2,223,741)	Asset Disposal & Fair Value Adjustments	-	-	-	-
6,268,756	Amounts Specifically for New or Upgraded Assets	1,205,250	3,087,000	-	-
-	Physical Resources Received Free of Charge	-	-	-	-
8,992,547	NET SURPLUS/(DEFICIT)	2,453,456	5,867,875	305,000	347,000
	OTHER COMPREHENSIVE INCOME				
63,223,187	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-	12,381,000	15,633,000
6,315	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-	-	-
-	Transfer to Accumulated Surplus on Sale of Revalued Infrastructure, Property, Plant & Equipment	-	-	-	-
63,229,502	TOTAL OTHER COMPREHENSIVE INCOME	-	-	12,381,000	15,633,000
72,222,049	TOTAL COMPREHENSIVE INCOME	2,453,456	5,867,875	12,686,000	15,980,000

The LTFF 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 2017/2018 financial year.

Budgeted Balance Sheet

2015/2016 Actual \$'s		2016/2017 3rd Review \$'s	2017/2018 Budget \$'s	2018/2019 LTFP \$'s	2019/2020 LTFP \$'s
	ASSETS				
	Current Assets				
4,475,712	Cash & Cash Equivalents	4,389,618	3,593,643	5,994,000	10,141,000
3,458,973	Trade & Other Receivables	3,458,973	3,458,973	3,570,000	3,664,000
19	Inventories	19	19	-	-
7,934,704	Total Current Assets	7,848,610	7,052,635	9,564,000	13,805,000
	Non-Current Assets				
284,698	Financial Assets	279,898	273,098	311,000	313,000
106,780	Equity Accounted Investments in Council Business	111,030	138,530	124,000	114,000
575,728,135	Infrastructure, Property, Plant & Equipment	578,260,035	584,894,535	613,868,000	626,232,000
25,032,219	Other Non-Current Assets	25,032,219	25,032,219	25,032,000	25,032,000
601,151,832	Total Non-Current Assets	603,683,182	610,338,382	639,335,000	651,691,000
609,086,536	Total Assets	611,531,792	617,391,017	648,899,000	665,496,000
	LIABILITIES				
	Current Liabilities				
5,258,871	Trade & Other Payables	5,258,871	5,258,871	5,459,000	5,885,000
8,189	Borrowings	8,650	9,050	10,000	10,000
2,401,699	Provisions	2,401,699	2,401,699	2,677,000	2,809,000
7,668,759	Total Current Liabilities	7,669,220	7,669,620	8,146,000	8,704,000
	Non-Current Liabilities				
116,190	Borrowings	107,529	98,479	88,000	78,000
1,183,111	Provisions	1,183,111	1,183,111	1,297,000	1,366,000
1,299,301	Total Non-Current Liabilities	1,290,640	1,281,590	1,385,000	1,444,000
8,968,060	Total Liabilities	8,959,860	8,951,210	9,531,000	10,148,000
600,118,476	NET ASSETS	602,571,932	608,439,807	639,368,000	655,348,000
	EQUITY				
127,352,770	Accumulated Surplus	125,832,776	125,110,751	118,265,000	110,948,000
442,212,443	Asset Revaluation Reserve	442,212,443	442,212,443	473,009,000	488,642,000
30,553,263	Other Reserves	34,526,713	41,116,613	48,094,000	55,758,000
600,118,476	TOTAL EQUITY	602,571,932	608,439,807	639,368,000	655,348,000

Budgeted Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
2015/2016 Actual				
Balance at End of Previous Reporting Period	110,589,401	380,712,965	36,571,763	527,874,129
Net Surplus/(Deficit) for Year	8,992,547			8,992,547
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		63,223,187		63,223,187
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	1,723,709	(1,723,709)		-
Share of Other Comprehensive Income - Equity Accounted Council Businesses	6,315	-		6,315
Other Equity Adjustments - Equity Accounted Council Businesses	22,298	-		22,298
Transfers Between Reserves	6,018,500		(6,018,500)	-
Balance at End of Period	127,352,770	442,212,443	30,553,263	600,118,476
2016/2017 3rd Review				
Balance at End of Previous Reporting Period	127,352,770	442,212,443	30,553,263	600,118,476
Net Surplus/(Deficit) for Year	2,453,456			2,453,456
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	(3,973,450)		3,973,450	-
Balance at End of Period	125,832,776	442,212,443	34,526,713	602,571,932
2017/2018 Budget				
Balance at End of Previous Reporting Period	125,832,776	442,212,443	34,526,713	602,571,932
Net Surplus/(Deficit) for Year	5,867,875			5,867,875
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	(6,589,900)		6,589,900	-
Balance at End of Period	125,110,751	442,212,443	41,116,613	608,439,807
2018/2019 LTFP				
Balance at End of Previous Reporting Period	124,607,000	460,628,000	41,447,000	626,682,000
Net Surplus/(Deficit) for Year	305,000			305,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		12,381,000		12,381,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(6,647,000)		6,647,000	-
Balance at End of Period	118,265,000	473,009,000	48,094,000	639,368,000
2019/2020 LTFP				
Balance at End of Previous Reporting Period	118,265,000	473,009,000	48,094,000	639,368,000
Net Surplus/(Deficit) for Year	347,000			347,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		15,633,000		15,633,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(7,664,000)		7,664,000	-
Balance at End of Period	110,948,000	488,642,000	55,758,000	655,348,000

Budgeted Cash Flow Statement

2015/2016 Actual \$'s		2016/2017 3rd Review \$'s	2017/2018 Budget \$'s	2018/2019 LTFP \$'s	2019/2020 LTFP \$'s
	CASH FLOWS FROM OPERATING ACTIVITIES				
	<u>Receipts</u>				
43,253,826	Operating Receipts	49,184,806	48,300,325	46,987,000	48,892,000
379,018	Interest Receipts	190,350	184,100	100,000	162,000
	<u>Payments</u>				
(31,948,082)	Operating Payments to Suppliers & Employees	(37,432,650)	(34,314,900)	(35,555,000)	(36,110,000)
(6,643)	Finance Payments	(6,200)	(5,800)	(6,000)	(5,000)
11,678,119	Net Cash Provided by (or Used in) Operating Activities	11,936,306	14,163,725	11,526,000	12,939,000
	CASH FLOWS FROM INVESTING ACTIVITIES				
	<u>Receipts</u>				
6,268,756	Amounts Specifically for New or Upgraded Assets	1,205,250	3,087,000	-	-
453,398	Sale of Replaced Asset	230,500	151,100	157,000	157,000
112,522	Sale of Surplus Assets	350,000	-	-	-
9,769	Repayments of Loans by Community Groups	4,800	6,450	-	-
137,811	Distributions Received from Equity Accounted Council Businesses	-	-	-	-
	<u>Payments</u>				
(13,957,660)	Expenditure on Renewal/Replacement of Assets	(7,252,150)	(9,354,100)	(7,575,000)	(7,029,000)
(15,633,738)	Expenditure on New/Upgraded Assets	(6,552,600)	(8,841,500)	(1,877,000)	(1,910,000)
(22,609,142)	Net Cash Provided by (or Used in) Investing Activities	(12,014,200)	(14,951,050)	(9,295,000)	(8,782,000)
	CASH FLOWS FROM FINANCING ACTIVITIES				
	<u>Receipts</u>				
-	Proceeds from Borrowings	-	-	-	-
387,200	Proceeds from Bonds & Deposits	-	-	-	-
	<u>Payments</u>				
(7,787)	Repayment of Borrowings	(8,200)	(8,650)	(9,000)	(10,000)
(278,624)	Repayment of Bonds & Deposits	-	-	-	-
100,789	Net Cash Provided by (or Used in) Financing Activities	(8,200)	(8,650)	(9,000)	(10,000)
(10,830,234)	Net Increase/(Decrease) in Cash Held	(86,094)	(795,975)	2,222,000	4,147,000
15,305,946	Cash & Cash Equivalents at Beginning of Period	4,475,712	4,389,618	3,772,000	5,994,000
4,475,712	CASH & CASH EQUIVALENTS AT END OF PERIOD	4,389,618	3,593,643	5,994,000	10,141,000

Budgeted Uniform Presentation of Finances

2015/2016 Actual \$'s		2016/2017 3rd Review \$'s	2017/2018 Budget \$'s	2018/2019 LTFP \$'s	2019/2020 LTFP \$'s
42,573,397	Income	49,379,406	48,511,925	47,349,000	48,945,000
(37,625,865)	less Expenses	(48,131,200)	(45,731,050)	(47,044,000)	(48,598,000)
4,947,532		1,248,206	2,780,875	305,000	347,000
	less Net Outlays on Existing Assets				
13,957,660	Capital Expenditure on Renewal and Replacement of Existing Assets	7,252,150	9,354,100	7,575,000	7,029,000
10,571,398	less Depreciation, Amortisation and Impairment	10,692,350	11,410,350	11,732,000	12,051,000
453,398	less Proceeds from Sale of Replaced Assets	230,500	151,100	157,000	157,000
2,932,864		(3,670,700)	(2,207,350)	(4,314,000)	(5,179,000)
	less Net Outlays on New and Upgraded Assets				
15,633,738	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	6,552,600	8,841,500	1,877,000	1,910,000
6,268,756	less Amounts Received Specifically for New and Upgraded Assets	1,205,250	3,087,000	-	-
112,522	less Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	350,000	-	-	-
9,252,460		4,997,350	5,754,500	1,877,000	1,910,000
(7,237,792)	Net Lending/(Borrowing) for Financial Year	(78,444)	(766,275)	2,742,000	3,616,000

Budgeted Key Financial Targets

2015/2016 Actual		2016/2017 3rd Review	2017/2018 Budget	2018/2019 LTFP	2019/2020 LTFP
	Operating Surplus Ratio				
4,947,532	Operating Surplus (a)	1,248,206	2,780,875	305,000	347,000
42,573,397	Total Operating Income (b)	49,379,406	48,511,925	47,349,000	48,945,000
11.6%	Operating Surplus Ratio = (a) divide (b)	2.5%	5.7%	0.6%	0.7%
	Net Financial Liabilities Ratio				
748,677	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	831,371	1,625,496	(344,000)	(3,970,000)
42,573,397	Total Operating Income (d)	49,379,406	48,511,925	47,349,000	48,945,000
2%	Net Financial Liabilities Ratio = (c) divide (d)	2%	3%	(1%)	(8%)
	Asset Sustainability Ratio				
13,504,262	Capital Expenditure on Renewal & Replacement of Assets (e)	7,021,650	9,203,000	7,418,000	6,872,000
3,224,860	Infrastructure Asset Management Plan Required Expenditure (f)	5,980,000	7,482,000	9,075,000	7,029,000
419%	Asset Sustainability Ratio = (e) divide (f)	117%	123%	82%	98%

Appendix 1 – Progress of 2016/2017 Projects

New Initiatives

Project	Net Cost to Council	Progress
<p><i>Athelstone Community Hall – Accessible Toilet – Design & Consultation</i></p> <p>To engage a consultant to assess the current condition of the Hall based on 3 options developed by Staff. The options include upgrading the existing toilets or creating a new accessible toilet.</p> <p>It is expected that all proposals will comply with the National Construction Code and the Premises Standards of the Australian Government's Disability Discrimination Act 1992 (DDA).</p>	\$15,000	Staff are in the process of engaging a consultant to prepare the detail design.
<p><i>Master Plan – Max Amber Sportsfield</i></p> <p>To engage an architect and surveyor to assist with the development of a detailed design and costing for the redevelopment of the Max Amber Sportsfield complex.</p> <p>This will involve consultation with existing users, with the outcomes from these discussions being used to inform the design.</p>	\$50,000	Consultants have been engaged and are working through the Master Plan process following consultation with the relevant clubs.
<p><i>River Torrens Linear Park – Advisory Signs</i></p> <p>To install 20 advisory stickers/signage on the pavement along River Torrens Linear Park. It is expected that the signage will reduce complaints received relating to conflicts between cyclists and pedestrians along the paths in the park.</p>	\$6,000	The installation of these stickers is currently underway.

Project	Net Cost to Council	Progress
<p><i>Underground Power Lines (PLEC) – Campbelltown Village– 2nd Stage</i></p> <p>This represents the balance of Council's contribution towards the undergrounding of power lines along Lower North East Road from Brooker Avenue to Church Road, Campbelltown. This section will cover the majority of the commercial precinct with approximately 1,700 linear metres of power lines being undergrounded and more than 40 stobie poles removed.</p>	\$570,050	Following discussions with PLEC, it is expected that these works will commence in July 2017. Therefore this budget will need to be carried forward to the 2017/2018 financial year.
<p><i>Additional Staff – Records Coordinator (0.2 FTE)</i></p> <p>Further resources are required to enable compliance with the State Records Act with regards to Disposal of Records and GDS21. Current resources are not sufficient to carry out this work if the position remained at 0.8 FTE.</p>	\$18,200	Some good progress has been made with the backlog of disposal of Council records, but further work is required to finalise this project. Once this occurs Records Staff can begin working on the disposal of electronic records which are due for destruction.
<p><i>Biodiversity Mapping & Hierarchy of High Risk Areas</i></p> <p>Undertake mapping of all biodiversity areas (and relevant open space) within Campbelltown to identify those that pose a higher risk from a bushfire and vulnerability perspective with the view to developing a hierarchy and specific options for the management of these sites.</p>	\$4,000	<p>This project is currently in progress with an internal mapping system being developed with training to be provided to staff.</p> <p>Approximately \$2,000 may need to be carried forward to 2017/2018 to finalise the assessment of the results by an external consultant.</p>
<p><i>WWII Memorial – Additional Silhouette</i></p> <p>To install an additional silhouette depicting a World War II servicewomen on the Memorial at Campbelltown Memorial Oval.</p>	\$3,000	This project has been completed.

Capital – Renewal and Replacement

Project	Net Cost to Council	Progress
<p><i>Bus Stop – DDA Compliance Renewal</i></p> <p>To upgrade existing Council owned bus stops to be DSAPT (Disability Standards for Accessible Public Transport 2002) compliant. 20 non-compliant bus stops with shelters have been identified to be upgraded in the 2016/2017 financial year. There is a requirement to be 100% compliant by 2022.</p> <p>Following these renewals, Council will be 83% compliant.</p>	\$300,000	These works have been completed.
<p><i>Library Materials Purchases</i></p> <p>Funding received from Libraries SA to replace existing library stock. 100% funded by Libraries SA.</p>	\$0	Purchasing is on schedule with 80% of funding committed for the financial year.
<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>	\$35,600	Purchases made as required to maintain stock levels and to provide copies of heavily requested items. Currently 97% expended.
<p><i>Max Amber Sportsfield – Soccer Goal Replacement</i></p> <p>Replacement of the soccer goals at Max Amber Sportsfield, which are 30 years old.</p>	\$5,000	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>Thorndon Park – Replacement of Rubber Flooring</i></p> <p>Replacement of an existing section of rubber matting at the playground that is over 10 years old and continually requires patching up.</p> <p>It will be replaced with up to three different colours of rubber with a simple design.</p>	\$26,000	This project has been completed.
<p><i>Floor Replacement – Hectorville Community Centre</i></p> <p>Replacement of the existing carpet in the small hall with new commercial style carpet tiles.</p> <p>New vinyl timber slats will be laid over the top of the existing timber floor in the large hall.</p>	\$35,000	This project has been completed.
<p><i>Sound System Replacement – Magill Senior Citizens Hall</i></p> <p>Replacement of the existing sound system with a new amplifier, outputs, speakers and microphones, which will be housed in a secured cupboard.</p>	\$8,000	This project has been completed.
<p><i>Linear Park Shared Path Replacement</i></p> <p>Replacement of shared use path along River Torrens Linear Park at MacFarlane Place, Campbelltown and between Produce Court and Riverview Drive, Athelstone.</p>	\$488,000	This project has commenced however a portion of the budget will be carried forward to the 2017/2018 financial year.

Project	Net Cost to Council	Progress
<p><i>Car Park Renewal – Campbelltown Tennis & Netball Club</i></p> <p>To reconfigure and renew the existing off-street car parking to integrate with the new car park at 35 Emery Road, Campbelltown.</p>	\$25,000	This project has been completed.
<p><i>Car Park Renewal – De Conno Court, Campbelltown</i></p> <p>To renew the existing De Conno Court off-street car park to maximise the number of parking spaces available.</p>	\$35,000	This project has been completed.
<p><i>Lunchroom Upgrade – Council Office</i></p> <p>To upgrade the existing staff lunchroom to make it more appealing and functional.</p>	\$17,700	This project has been completed.
<p><i>Microsoft Exchange – Cloud Service</i></p> <p>To migrate the existing Microsoft Exchange Email Server from an on-premise service to a Cloud hosted service, as identified in Council's ICT Strategy.</p>	\$9,400	This project has been completed.
<p><i>Software Replacement – Microsoft Windows Server Data Center</i></p> <p>Purchase the latest version of the Microsoft Windows Server Data Center licences and client access licences to enable all Windows 2008 servers to be upgraded to the latest version.</p>	\$30,850	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>PLEC – Campbelltown Urban Village (R&R)</i></p> <p>Replacement of existing footpaths and kerb and gutters as part of the Campbelltown Urban Village Master Plan. The outcomes of the Master Plan will create a new vision for the precinct to provide a common theme and draw together some of the disconnected parts of the precinct through consistent landscaping, paving treatments and other street furniture.</p>	\$849,000	Following discussions with PLEC, It is expected that these works will commence in July 2017. Therefore this budget will need to be carried forward to the 2017/2018 financial year.
<p><i>Footpath Replacement Program – Montacute Road, Hectorville</i></p> <p>To replace the existing bitumen footpath in front of East Torrens Primary School, between Bus Stop 20 on Montacute Road and Hectorville Road.</p> <p>The footpath is in poor condition, with a number of restrictions abutting the footpath including 6 significant trees, making wheelchair access difficult.</p>	\$35,000	The Department of Education has agreed to provide an easement to Council. The school has requested the work to be undertaken during the July 2017 school holidays.
<p><i>Plant & Machinery Replacement</i></p> <p>Replacement of the following plant and machinery:</p> <ul style="list-style-type: none"> • 1 x Quad Bike • 3 x Trailers • 7 x Utes • 8 x Brush Cutters 	\$98,150	This project has been completed.

Project	Net Cost to Council	Progress
<p>Road Reseal Program</p> <p>To reseal the following roads throughout the City:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Emerald Court • Kerley Crescent • Teneal Street <p>Campbelltown</p> <ul style="list-style-type: none"> • Cedar Avenue <p>Magill</p> <ul style="list-style-type: none"> • Frederick Street • Venum Street <p>Newton</p> <ul style="list-style-type: none"> • Antonio Court • Chatswood Grove • Doncaster Avenue • Monaro Crescent <p>Paradise</p> <ul style="list-style-type: none"> • Brian Grove • Campbell Road • Caroline Street • Martha Street • Lillian Street • Torrens Avenue <p>Rostrevor</p> <ul style="list-style-type: none"> • Fir Street • Fraser Avenue <p>Tranmere</p> <ul style="list-style-type: none"> • Cowper Street • Sando Avenue • Woodlands Grove 	\$1,534,950	All streets have been completed except for Campbell Road. The budget for Campbell Road will be carried forward to 2017/2018 as these works are scheduled to be completed in the next Christmas school holidays.
<p>Executive & Pool Vehicle Replacement</p> <p>Replacement of 5 existing pool vehicles.</p>	\$48,900	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>Thorndon Park – Path Replacement – Stage 3</i></p> <p>Replacement of the existing undulating paved footpath between the Rangers Hut and the main entrance with an exposed aggregate concrete path 3 metres wide, allowing access for Council vehicles and pedestrian usage. The proposed upgrade is approximately 200m long.</p>	\$84,300	These works have been completed.
<p><i>Max Amber Sportsfield ASR – Stormwater Harvesting (R&R)</i></p> <p>Replacement of the existing UV treatment unit capable of removing the required levels of E-coli.</p> <p>The existing Max Amber ASR scheme contains E-coli counts above the tolerance allowable by the EPA.</p>	\$140,000	This project has commenced, but Staff are waiting for the unit to be delivered from overseas. The budget for this project has been earmarked to be carried forward to 2017/2018.

Capital - New

Project	Net Cost to Council	Progress
<p><i>Community Trailer</i></p> <p>To build a portable outdoor activities trailer to store community activity and event equipment and materials. Equipment is currently stored in a Council shed which requires additional staff time to load/reload equipment and also causes wear and tear on vehicles.</p>	\$9,000	A trailer has been purchased and is currently stored at the depot. The Graphic Designer is currently organising signage for the trailer. It will be operational from May 2017.
<p><i>Campbelltown Memorial Oval Redevelopment (New)</i></p> <p>To consolidate all users at the site into multipurpose facilities to enable shared use of certain spaces (eg meeting and function rooms, change rooms, toilets) and selective usage of other spaces (eg storage, offices).</p> <p>The funding allocated reflects the expected works to be undertaken during 2016/2017, subject to successful funding of 50% of the project by the Federal Government.</p>	\$125,000	The design for the proposed works is nearing completing, with demolition scheduled to commence in August/September 2017.
<p><i>Solar Ventilators-Table Tennis – Steve Woodcock Sports Centre</i></p> <p>To install two solar ventilators at Steve Woodcock Sports Centre, subject to matching funding from the Houghton Table Tennis Club. The ventilators will be installed in the ceiling to reduce heat during warmer months.</p>	\$5,000	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>Lanterns & Signal Controller Upgrade – East Marden Primary School</i></p> <p>Upgrade the lanterns and signal controllers in James Street and Shepherds Lane, Campbelltown.</p> <p>This has been identified as a high priority area following a detailed consultation on traffic control around the school.</p>	\$40,000	The budget for this project will be carried forward to 2017/2018, as there will be greater opportunities to improve the safety at the school by installing a roundabout.
<p><i>Traffic Control – Alexander Avenue, Campbelltown</i></p> <p>To install two single lane slow points in Alexander Avenue, Campbelltown, implementing the recommendations of the LATMP for the suburb of Campbelltown.</p>	\$15,000	This project was completed in June 2017.
<p><i>Replacement of Handheld Ticketing Devices</i></p> <p>To replace Council's existing electronic ticketing handheld devices with a new android app based system (software and devices).</p> <p>The software and devices currently used to issue tickets will not be supported in the near future as the company will be upgrading to an Android application based system.</p>	\$12,000	The project has been completed slightly under budget and the new devices are performing well.
<p><i>Software Purchase – Trapeze</i></p> <p>Purchase software to enable planning staff to be able to process records and integrate with Council's Electronic Document Records Management System. This will improve efficiencies and provide more accurate record keeping.</p>	\$20,000	The project has been completed and the new software has been integrated into the workflow. There have some minor teething issues which are being worked through with the vendor.

Project	Net Cost to Council	Progress
<p><i>Car Park Installation on Vacant Block – Campbelltown Tennis & Netball Club</i></p> <p>To increase the capacity of off-street car parking at 35 Emery Road that will be integrated into the existing car park at the club. This land was purchased specifically to increase the number of parking spaces available to users of the facility.</p>	\$75,000	This project has been completed.
<p><i>PLEC - Campbelltown Urban Village</i></p> <p>To install widened footpaths, street furniture and fencing as part of the Campbelltown Urban Village Master Plan. The outcomes of the Master Plan will create a new vision for the precinct to provide a common theme and draw together some of the disconnected parts of the precinct through consistent landscaping, paving treatments and other street furniture.</p>	\$603,500	The budget for this project will need to be carried forward to 2017/2018 as these works will not be carried out until the undergrounding stage has been completed.
<p><i>Drainage Construction – Freeman Avenue, Tranmere</i></p> <p>To install 2 x double Side Entry Pits and a 375mm pipe from the corner of Freeman Avenue and Renown Avenue to an existing Junction Box within Arthur Street.</p>	\$90,000	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>Footpath Construction – New</i></p> <p>To install new footpaths at the following locations:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Aurora Drive • Austin Avenue • Coulls Road (2nd side) • Wistaria Avenue <p>Campbelltown</p> <ul style="list-style-type: none"> • Cypress Street • Rowney Avenue <p>Magill</p> <ul style="list-style-type: none"> • Nightingale Avenue <p>Newton</p> <ul style="list-style-type: none"> • David Street <p>Paradise</p> <ul style="list-style-type: none"> • Alder Street • Caroline Street • Lewis Avenue • Martha Street • Sherwood Avenue • Silkes Road (2nd side) • Victor Road (2nd side) <p>Rostrevor</p> <ul style="list-style-type: none"> • College Drive • Gulfview Drive • Hamish Grove • Launer Avenue • Margaret Avenue • Orcades Avenue 	<p>\$575,900</p>	<p>All footpath works were completed during the year, with the exception of Launer Avenue, Rostrevor after local residents requested that the footpath not be constructed.</p>

Project	Net Cost to Council	Progress
<p><i>Stormwater Harvesting – Max Amber Sportsfield (New)</i></p> <p>To rectify extensive erosion at the harvest point through the installation of gabion rock and cement treatment at the bottom of the weir.</p> <p>This project is planned to be undertaken in conjunction with the replacement of the UV treatment unit, which is subject to a Capital-Renewal and Replacement budget allocation.</p>	<p>\$60,000</p>	<p>Work has commenced on this project following completion of the design stage.</p>

Capital – New Master Plan Allocation

Project	Net Cost to Council	Progress
<p><i>Thorndon Park – Pump House Restoration</i></p> <p>To restore the brick work, roof and guttering, security fencing and windows, as well as removal of graffiti at the Pump House, which sits in the north eastern corner of Thorndon Park.</p>	\$20,000	This project has been completed.
<p><i>Lochend House – Fencing & Landscaping</i></p> <p>Installation of fencing, paths and landscaping in line with the adopted Lochend House Master Plan to make the new building accessible.</p>	\$150,000	This project has not yet started as this work will be dependent on the completion of the new community building.
<p><i>Thorndon Park – Benches & Picnic Tables</i></p> <p>To install 6 park benches and 2 picnic tables on concrete pads as per the Thorndon Park Master Plan as well as to provide additional seating areas for the general public.</p>	\$20,000	This project has been completed.
<p><i>Fourth Creek Trail Improvements – Stage 1</i></p> <p>To improve the quality of the unstructured recreation spaces along the Fourth Creek trail between the Campbelltown Function Centre and Forest Avenue by improving the pathway and providing greater activation and amenity of this key section of the trail.</p> <p>This is subject to funding through the Open Space Development Grant scheme.</p>	\$20,500	This project has been put on hold pending the outcome of a grant application to help fund these works.

Project	Net Cost to Council	Progress
<p><i>World War II Memorial – Sculptural Flame & LED Lighting</i></p> <p>To enhance the significance of the memorial at night through the installation of a coloured flame provided by LED lighting within the globe structure, and flood lighting of the gum tree behind the memorial.</p>	<p>\$10,000</p>	<p>This project was completed in June 2017.</p>

Appendix 2 – Project Summary 2017/2018

New Initiatives

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<p>Sesquicentennial Community Event</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>	1.1	\$0	\$150,000	\$150,000
2	<p>A Fruitful History – Oral History Market Garden Project</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>	1.1	\$0	\$14,500	\$14,500
3	<p>Taste of the Arts Festival</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>	1.1	\$0	\$20,000	\$20,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
3	<p><i>Jan Street Activation</i></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>	1.1	\$0	\$5,000	\$5,000
4	<p><i>Additional Employee Hours – Asset Technical Officer (0.4 FTE increase)</i></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>	2.2	\$0	\$10,300	\$10,300
5	<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>	2.4	\$0	\$30,000	\$30,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
6	<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>	2.4	\$0	\$18,900	\$18,900
7	<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>	5.3	\$0	\$50,000	\$50,000
8	<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>	5.3	\$0	\$20,000	\$20,000
9	<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>	5.3	\$0	\$20,000	\$20,000
TOTAL INCOME					\$0
TOTAL EXPENSE					\$338,700
NET COST TO COUNCIL					\$338,700

Capital-Renewal and Replacement

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
1	<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>	1.1	\$0	\$200,000	\$200,000
2	<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>	1.2	\$0	\$39,500	\$39,500
3	<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>	1.2	\$202,000	\$202,000	\$0

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
	<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>				
4	<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>	1.3	\$0	\$45,500	\$45,500

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
5	<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>	1.3	\$1,850,000	\$3,700,000	\$1,850,000
6	<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>	2.3	\$0	\$152,350	\$152,350

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
	Road Renewal Program 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: Athelstone <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 • Torrensview Road Campbelltown <ul style="list-style-type: none"> • Marea Court Magill <ul style="list-style-type: none"> • Douglas Street • Murray Avenue Newton <ul style="list-style-type: none"> • Graves Street - Meredith to Stradbroke Road Paradise <ul style="list-style-type: none"> • Keith Court Rostrevor <ul style="list-style-type: none"> • Gulfview Drive • Radnor Avenue 				
7		3.2	\$766,200	\$2,781,250	\$2,015,050

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
8	<i>RTLTP Shared Path Upgrade – Stage 4</i> To continue the upgrade of existing bitumen paths along RTLTP 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.	3.2	\$187,500	\$512,000	\$324,500
9	<i>Thorndon Park – Car Park</i> 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.	3.2	\$0	\$750,000	\$750,000
10	<i>Thorndon Park – Footpath Upgrade</i> To continue the replacement of the existing footpaths with exposed aggregate and solar brick lighting, as per the Thorndon Park Master Plan.	3.2	\$0	\$150,000	\$150,000
11	<i>Replacement of Executive Pool Vehicles</i> To replace 7 of the existing pool vehicles.	3.2	\$157,400	\$271,000	\$113,600

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
12	<i>Replacement of Plant & Machinery</i> To replace the following plant and machinery: <ul style="list-style-type: none"> • 2 x Trucks • 1 x Garbage Compactor with three trucks.	3.2	\$254,600	\$325,000	\$70,400
13	<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.	3.2	\$0	\$35,000	\$35,000
14	<i>Campbelltown Library – Internal & External Painting</i> To paint the internal and external areas of the Campbelltown Library.	3.2	\$0	\$30,000	\$30,000
15	<i>Magill Senior Citizens Hall – Internal Lighting Upgrade</i> To replace the internal lighting with energy efficient lights.	3.2	\$0	\$28,000	\$28,000
16	<i>Hectorville Community Centre – Air Conditioning Replacement</i> To replace the existing air-conditioning at the Hectorville Community Centre, with a new split system.	3.2	\$0	\$25,000	\$25,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
17	<i>Athelstone Community Hall – Floor Replacement</i> To replace the existing timber floor at the hall.	3.2	\$0	\$25,000	\$25,000
18	<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.	3.2	\$0	\$25,000	\$25,000
19	<i>Bridge Replacement</i> To replace bridges that were damaged during the storms that occurred during 2016/2017.	3.2	\$0	\$25,000	\$25,000
20	<i>Hectorville Community Centre – Table & Chair Replacement</i> To replace the existing tables and chairs at the centre.	3.2	\$0	\$15,000	\$15,000
21	<i>Marchant Centre – External Painting</i> To paint all external surfaces at the centre.	3.2	\$0	\$15,000	\$15,000
22	<i>Foxfield Oval Hall – Table & Chair Replacement</i> To replace the existing tables and chairs at the hall.	3.2	\$0	\$2,500	\$2,500
TOTAL INCOME/RESERVE TRANSFERS					\$3,417,700
TOTAL EXPENSE					\$9,354,100
NET COST TO COUNCIL					\$5,936,400

Capital-New

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>ARC Campbelltown – Solar PV System</i> To install solar panels at the ARC Campbelltown to reduce energy costs and carbon emissions.	1.3	\$0	\$655,000	\$655,000
2	<i>Reservoir Road Reserve Playground (New)</i> To install a picnic table at the reserve to complement the renewal and replacement works being done at the location.	1.3	\$0	\$2,500	\$2,500
3	<i>Thorndon Park – Park Lighting</i> To improve the lighting and core electrical route with the park and the car park as per the Thorndon Park Master Plan.	1.3	\$0	\$400,000	\$400,000
4	<i>Grandview Grove Reserve Expansion & Improvement</i> 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. 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.	1.5	\$0	\$120,000	\$120,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<i>Melville Grove Reserve Improvements</i> 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.	1.5	\$0	\$144,000	\$144,000
6	<i>Black Spot Funding – Jury & Maple Avenue, Rostrevor</i> To improve safety at the intersection of Jury Avenue and Maple Avenue, Rostrevor with the installation of a roundabout.	1.5	\$47,000	\$94,000	\$47,000
7	<i>Drinking Fountains</i> To install drinking fountains at the following locations: <ul style="list-style-type: none"> • The Dress Circle Playground • Athelstone Football Club • River Drive Playground • Steve Woodcock Sports Centre 	1.5	\$0	\$10,000	\$10,000
8	<i>Flood Damage Repairs – Stage 2</i> To undertake the second stage of repairs works along Third, Fourth and Fifth Creeks following the damage incurred from September 2016 rain events.	3.2	\$0	\$190,000	\$190,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
9	<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 	3.2	\$0	\$571,000	\$571,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
10	<i>School Traffic Improvements – East Marden Primary School</i> To address traffic concerns surrounding the East Marden Primary School area by: <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. 	3.2	\$0	\$265,000	\$265,000
11	<i>School Traffic Improvements – Thorndon Park Primary School</i> The upgrade the existing Koala crossing lanterns as they are no longer supported by DPTI.	3.2	\$0	\$20,000	\$20,000
12	<i>Thorndon Park – Miniature Train</i> To install a new miniature railway track of approximately 482m with supporting infrastructure, including a shed and shelter. Commencement of this project will be dependent on external funding.	3.2	\$100,000	\$235,000	\$135,000
13	<i>Biodiversity Park Change</i> This concept provides additional plantings of indigenous species and new signage that promotes the uniqueness of the park.	4.1	\$0	\$10,000	\$10,000
TOTAL INCOME					\$147,000
TOTAL EXPENSE					\$2,716,500
NET COST TO COUNCIL					\$2,569,500

Capital-New – Master Plan Allocation

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<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>	1.3	\$50,000	\$100,000	\$50,000
2	<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. 	1.3	\$0	\$225,000	\$225,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
	<i>Campbelltown Memorial Oval Redevelopment - New</i>				
	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:				
3	<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>	1.5	\$2,890,000	\$5,800,000	\$2,910,000
TOTAL INCOME					\$2,940,000
TOTAL EXPENSE					\$6,125,000
NET COST TO COUNCIL					\$3,185,000