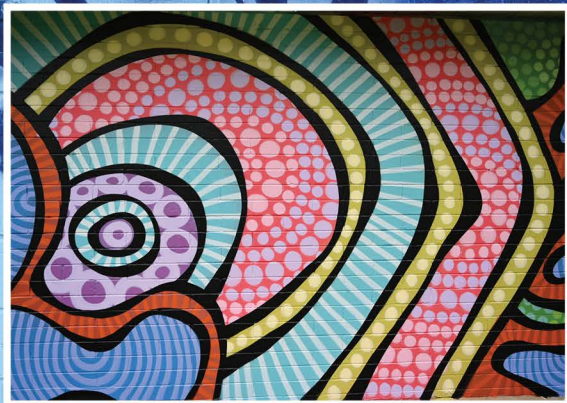


# 2022/2023 Annual Business Plan & Budget



Adopted by Council 5 July 2022

*A safe, sustainable, vibrant Community*





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



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

*Artwork above by Ivan-Tiwu Copley.*

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## Glossary

ABP&B	Annual Business Plan and Budget
AGAC	Audit and Governance Advisory Committee
AMP	Asset Management Plans
ARC	Aquatic and Recreation Centre
CEO	Chief Executive Officer
CPI	Consumer Price Index
CHSP	Commonwealth Home Support Program
ERA	Eastern Region Alliance
LGAWCS	Local Government Association Workers Compensation Scheme
LGAMLS	Local Government Association Mutual Liability Scheme
LGPI	Local Government Price Index
LTFP	Long Term Financial Plan
PAC	Performing Arts Centre
WHS	Work Health and Safety

## Message from the Mayor

Welcome to the 2022/2023 Annual Business Plan and Budget. I invite you to read through the Plan to see the initiatives and projects Council has proposed for the coming year.

The budget for 2021/2022 was impacted by COVID-19 with a range of services and events postponed or suspended. Despite this, Council continues to have no borrowings and intends to remain this way in 2022/2023. Council's recently adopted LTFP will enable Council to continue on its path of financial sustainability.

For 2022/2023, Council has set the General Rate increase at LGPI, which is 3.50%, plus growth from newly created and developed properties. Although this is the highest increase in the last 6 years, Council is experiencing significant financial pressures to provide services and projects to the Community. The latest data from the Valuer General will see total valuations across the City increasing by 27% in the new year. To minimise the impact to ratepayers, the rate in the dollar will reduce and Council will maintain its current practice of applying a rate cap.

Despite the projected operating deficit for 2022/2023, Council still plans to fund a range of New Initiatives and can do so within the allocation set aside in its LTFP, without affecting its long term financial sustainability.

2021/2022 saw the completion of the redevelopment of the Max Amber Sportsfield in June this year and the significant upgrade to Magill Village, which is anticipated to be completed by November 2022.

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

- maintaining heritage buildings for the future
- completion of the construction of a \$1.5m synthetic pitch at Athelstone Recreation Reserve
- continuing to improve open space across the Council at Nightingale Reserve, Paradise Primary School, Foxfield Oval, Fifth Creek, Daly Oval, Geoff Heath Golf Course, Pamela Avenue Reserve, Liascos Avenue Reserve, River Torrens Linear Park, Denis Morrissey Reserve and Playford Road Reserve
- establishing the Newton Community Garden on Playford Road
- staging a grand opening for the Thorndon Park Super Playground, following its completion later this year
- significant cost increases in waste collection and government fees, and the negative impact of COVID-19 on staffing and materials costs central to infrastructure works
- replacing or creating a number of fully accessible footpaths across the City and improving the condition of 14 streets through the scheduled reseal programs.

Council's Strategic Plan 2024 was adopted in 2021, with a vision of 'a safe, sustainable, vibrant community'. This Annual Business Plan and Budget aims to achieve this through the projects and services offered, whilst delivering on our Mission – The Community is at the centre of everything we do.

**Jill Whittaker, Mayor**





## Executive Summary

The Annual Business Plan and Budget has been developed to comply with the most recently updated changes to the Local Government 1999 and Local Government (Financial Management) Regulations 2011.

The LTFP was revised and adopted in April 2022 to reflect the latest financial information available to Council. With the adoption of the revised Plan, Council is able to provide the Community with the financial and rating implications for the next 10 years (the Plan can be found on Council's website under *Council / Long Term Financial*). The Plan projects Council to achieve consistent operating surpluses from 2025/2026.

The key financial information for 2022/2023 is summarised below:

General Rate Increase	3.50%
Rates Growth (from newly created and developed properties)	1.31%
Operating Income	\$58,296,219
Operating Expense	\$59,981,400
<b>Operating Surplus/(Deficit)</b>	<b>(\$1,685,181)</b>
Capital-Renewal and Replacement Expenditure	\$8,455,800
Capital-New Expenditure	\$1,780,100
Capital-New Master Plan Allocation	\$528,000
Strategic Land Purchases	\$266,000
<b>Total Capital Expenditure</b>	<b>\$11,029,900</b>
<b>Major Capital Expenditure</b>	
Transport Asset Renewals	\$4,360,000
Replacement of Plant & Machinery	\$1,315,400
Athelstone Recreation Reserve – Pitch Improvement	\$991,000
Playford Road Reserve Redevelopment	\$706,650

### Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	(2.9%)	(1%)
Net Financial Liabilities Ratio	(21%)	(30%)
Asset Renewal Funding Ratio	172%	100%

## Anticipated Financial Position

The projected operating income is not sufficient to meet Council's projected operating expenses (including depreciation) for 2022/2023. This projection was in line with Council's adopted LTFP, which projects an operating deficit of \$366,000.

Council has subsequently been advised that the Federal Government has bought forward 75% of the Grants Commission payments earmarked for 2022/2023 into the 2021/2022 financial year. The amounts received for these grants total \$1,510,100. Therefore, based on the remaining 25% that will be received (totalling \$503,400), the budgeted operating deficit will be \$1,685,181.

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.

Council's strong level of cash and investments and no borrowings has placed it in a strong position to maintain its financial sustainability and achieve operating surpluses in the medium to longer term.





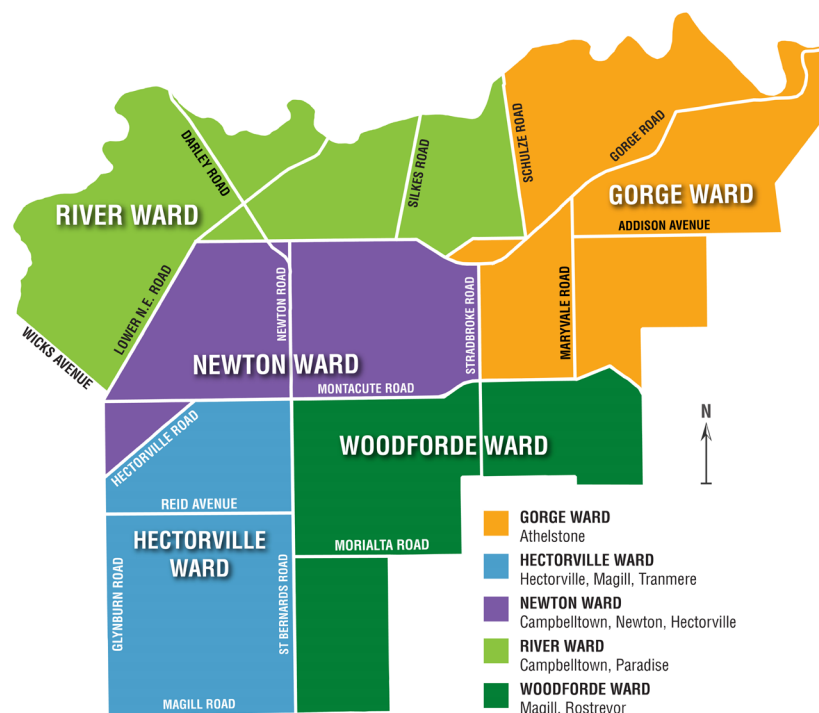
## Purpose

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 km<sup>2</sup> and is located in Adelaide's eastern suburbs, with the closest boundary approximately 6 km from the Adelaide GPO. It is a medium sized metropolitan Council bounded by the River Torrens and the Adelaide foothills, and borders five other Councils.

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

European habitation within the Council area dates from the 1830s with settlement commencing on the banks of the River Torrens and establishment of small townships. The area is well known for its market gardens history and multi-cultural influences. Italian migration post World War II was significant, and many Italian migrants chose to settle in the area. Between 1960 and 1991 the City's population trebled (from 15,000 to 43,600); the population growth rate has slowed significantly since then, and the number of residents is currently 53,084 (Estimated Resident Population, 2021).



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

This document sets out Council's programs, projects and services planned for 2022/2023. It aims to maintain and improve the City's service delivery and to continue the delivery of programs outlined in its Strategic Plan.

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

## Status of 2021/2022 Projects

Information about Council's progress in relation to projects funded in 2021/2022 is available in Appendix 1 – Progress of 2021/2022 Projects.





## What are Council's Long Term Plans?

Council's Strategic Plan 2024 was adopted by Council on 5 April 2022.

Council's Vision is:

### **'A safe, sustainable, vibrant community'**

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

#### **Goal 1 – Supporting our Community**

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

#### **Goal 2 – Greening our City**

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

#### **Goal 3 – Enhancing our Assets**

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

#### **Goal 4 – Planning for our Future**

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

## Goal 5 – Leading our People

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

Council's Strategic Plan is supported by Council's 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](http://www.campbelltown.sa.gov.au).





## What are the Significant Influences and Priorities?

A number of significant factors have influenced the preparation of the draft 2022/2023 Annual Business Plan and Budget. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meeting held on 21 December 2021
- Application of Year 1 of Council's LTFP, as adopted by Council at its meeting on 5 April 2022, which assumed a General Rate increase of 3.50%, being LGPI, plus growth from newly created and developed properties
- Adherence to Council's adopted AMPs
- 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 3.30% for the 12 months ending December 2021

- 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 2021, LGPI increased by 3.50%.

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 3.50%, plus growth from newly created and developed properties (1.31%)
- Include a rate cap for eligible residential properties at a rate of 10.5%, being three times the General Rate increase
- Use of existing cash and investments to fund Capital-New expenditure before taking any new borrowings, in accordance with its Treasury Management Policy
- Council is projecting an operating deficit in 2022/2023 of \$1,685,181 which is higher than the LTFP target operating deficit of \$366,000. This is due to 75% of the Grants Commission grants earmarked for 2022/2023 have now been received in 2021/2022.

## Post Consultation Updates

Council endorsed the draft 2022/2023 ABP&B at its 3 May 2022 meeting for the purposes of Community consultation. Consultation ran from 4 May to 27 May 2022, with a Public Meeting held on 25 May 2022 in the Council Chambers. Council considered the feedback from the consultation at its 21 June 2022 meeting.

In accordance with the requirements of Section 123(6a) of the Local Government Act 1999, the following material amendments have been made to the 2022/2023 ABP&B since consultation commenced with the Community from 4 May 2022 to its adoption on 5 July 2022:

### Recurrent

- Rates Growth from newly created and developed properties increased from 1.07% to 1.31% - \$102,627 budget improvement
- Increase in costs to undertake the 2022 Council Elections - \$66,600 budget decline
- Increase in Waste Disposal – Recycling costs - \$124,150 budget decline
- 3% increase in Solid Waste Levy - \$31,200 budget decline
- Increase in depreciation for kerb and road surface following update to unit rates - \$160,050 budget decline
- Other Identified Savings - \$157,100 budget decline.

### New Initiatives

- Council's contribution to newly created Rates Oversight Scheme operated by ESCOSA - \$15,000 budget decline
- Removal of Additional Field Staff (1.0 FTE) - \$78,800 budget improvement
- Removal of Youth Employment Programs – Cadetship/Traineeship - \$60,000 budget improvement.

### Capital-New

- Increase to reflect tendered price for Athelstone Recreation Reserve – Synthetic Pitch - \$241,000 budget increase

### Capital-Renewal and Replacement

- Inclusion of small plant and machinery due for replacement - \$10,650 budget decline.



## Service Provision

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

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

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

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

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

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

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

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

Further information on Council's service provision is detailed in the Budget (p 30). 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 2021/2022 financial year will be maintained during 2022/2023, with the following adjustments:

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

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

## Project Priorities for the Year

Council has undertaken a methodical and considered approach to determine its 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 2022/2023:

- Elected Members, Management and Staff proposed projects that aim to assist in achieving Council's Strategic Plan goals, themes and focus areas, and perceived Community need
- Projects were divided into five categories: New Initiatives, Capital–New, Capital–New Master Plan Allocation, Strategic Land Purchases and Capital-Renewal & Replacement
- Capital-Renewal and Replacement projects were proposed in accordance with asset renewal and replacement needs that were identified using Council's adopted AMPs and associated asset replacement schedules
- A bus tour of the City and workshop was held with Elected Members, who were also provided a pack containing information that helped provide a better understanding of the projects proposed. These projects were presented in line with the Management Team's recommended order of priority
- 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 19 April 2022 Council meeting in preparation for the Public Consultation process
- Final selection of projects was made by Council following consideration of the feedback received from the Community consultation at its 21 June 2022 meeting. The final adoption of the budget occurred on 5 July 2022.





## New Initiatives

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

Council confirmed the New Initiatives and their effect on the operating result at the Council meeting held on 19 April and 21 June 2022. The net costs of the New Initiatives in this budget are:

	Net Cost to Council
<b>Goal 1 – Supporting our Community</b>	
Transport Plan Design - Stradbroke Road	\$15,000
Newton Community Garden Seed Funding	\$15,000
Thorndon Park Super Playground Grand Opening	\$10,000
Book - 10 Women Project	\$2,200
River Torrens Linear Park Smart Lighting	\$0
<b>TOTAL</b>	<b>\$42,200</b>
<b>Goal 2 – Greening our City</b>	
Liasscos Avenue Reserve Improvements - Garden Bed	\$40,000
Greening Gorge Road	\$30,000
Replacement of Palm Trees – Curtis Road, Hectorville	\$15,000
<b>TOTAL</b>	<b>\$85,000</b>
<b>Goal 3 – Enhancing our Assets</b>	
Queens Jubilee Grant – Fourth Creek Walking Trail Planting	\$0
Queens Jubilee Grant – Glynburn Road Planting	\$0
<b>TOTAL</b>	<b>\$0</b>
<b>Goal 5 – Leading our People</b>	
Rates Oversight Scheme	\$15,000
<b>TOTAL</b>	<b>\$15,000</b>
<b>GRAND TOTAL</b>	<b>\$142,200</b>

## Capital

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

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

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

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

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

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

Council has used its Long Term Financial Plan to assist in preparing its plans for capital expenditure. Council proposes to spend the gross amounts of \$1,780,100 on Capital-New, \$528,000 on Capital-New Master Plan Allocation, \$266,000 on Strategic Land Purchases and \$8,455,800 on Capital-Renewal and Replacement expenditure.

Council resolved at its meeting on 19 April and 21 June 2022 to undertake the following capital projects in 2022/2023. The projects are shown at the net cost to Council:

<b><u>Capital-New</u></b>	<b>Net Cost to Council</b>
<b>Goal 1 – Supporting our Community</b>	
Aboriginal War Memorial	\$30,000
Paradise Primary School Oval Fencing	\$30,000
Nightingale Reserve Improvements	\$4,500
<b>TOTAL</b>	<b>\$64,500</b>
<b>Goal 2 – Greening our City</b>	
Greening Gorge Road	\$90,000
Purchase of Rubbish Bins	\$55,000
<b>TOTAL</b>	<b>\$145,000</b>
<b>Goal 3 – Enhancing our Assets</b>	
Footpath Construction Program	\$363,200
Creek Remediation - Fifth Creek	\$170,000
Foxfield Oval Backstop Fencing	\$32,000
<b>TOTAL</b>	<b>\$565,200</b>
<b>Goal 4 – Planning for our Future</b>	
Athelstone Recreation Reserve – Pitch Improvement	\$991,000
<b>TOTAL</b>	<b>\$991,000</b>
<b>Goal 5 – Leading our People</b>	
Replacement of Elected Member iPads	\$14,400
<b>TOTAL</b>	<b>\$14,400</b>
<b>GRAND TOTAL</b>	<b>\$1,780,100</b>

**Capital-Renewal & Replacement**

**Net Cost to  
Council**

**Goal 1 – Supporting our Community**

Replacement of Filter Media - Pool Plant Filters - ARC Campbelltown	\$199,450
Daly Oval Floodlighting Replacement	\$80,000
Bicycle Plan Implementation - Stage 2	\$75,000
Rostrevor Tennis Club Court Resurfacing	\$55,000
Library Materials - Unsubsidised Stock Purchases	\$40,000
Replace Function Room Audio Visual - ARC Campbelltown	\$28,050
Replacement of Gym Cardio - ARC Campbelltown	\$26,600
Golf Course Playing Surface Replacement	\$20,200
Replacement of Plant and Equipment - ARC Campbelltown	\$17,200
Upgrade Traffic Signals - Paradise Primary School	\$5,000
Replace Creche Tables and Chairs - ARC Campbelltown	\$2,550
Library Materials - Grant and Purchases	\$0

**TOTAL**

**\$549,050**

**Goal 2 – Greening our City**

Playford Road Reserve Redevelopment	\$706,650
Pamela Avenue Reserve Improvements	\$175,000
Foxfield Reserve Multi Court	\$90,000
Nightingale Reserve Improvements	\$74,000
Liascos Avenue Reserve Improvements	\$16,500
Dennis Morrissey Park Improvements	\$10,000

**TOTAL**

**\$1,072,150**

**Goal 3 – Enhancing our Assets**

Road Transport Asset Renewal Program	\$3,823,200
Replacement of Plant & Machinery	\$675,800
Footpath Renewal Program	\$238,700
Replacement of Tables, Trolleys and Chairs - Campbelltown Function Centre	\$51,500
Old Newton Uniting Church Hall Building Renewal	\$40,000
Athelstone Community Hall - Stormwater & Sewer System Replacement	\$35,000
Creek Remediation – Fifth Creek	\$30,000

**TOTAL**

**\$4,894,200**

**Goal 5 – Leading our People**

Replacement of Computer Equipment	\$183,000
Replacement of Elected Member iPads	\$12,000

**TOTAL**

**\$195,000**

**GRAND TOTAL**

**\$6,710,400**

Further details of the New Initiatives, Capital-Renewal and Replacement, Capital-New and Capital-New Master Plan Allocation projects are detailed in Appendix 2 – Project Summary 2022/2023.



## 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 reports to Council and Committee meetings, and updates provided through administrative processes such as CEO Briefings and Table of Actions reports.

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

### **Financial Performance**

At its meeting held on 21 December 2021, Council considered and continued to adopt the following 5 financial targets, noting that only 3 (identified by \*) of these are required under the Local Government (Financial Management) Regulations 2011:

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

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

## Funding the Business Plan

The Long Term Financial Plan for 2022/2023 has been updated to reflect the most current information available which includes:

- Council's adopted key financial targets
- Audited Financial Statements for the year ended 30 June 2021
- Updates to relevant CPI and LGPI forecasts
- Review of all assumptions used in the Plan
- Proposed major projects
- AMPs and asset replacement schedules.

Staff reviewed all assumptions contained within the LTFP, 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 5 April 2022.

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

Year 1 of the LTFP has been used to develop the budget for 2022/2023. Commentary on Council's financial targets and their performance is required under the Local Government (Financial Management) Regulations 2011 and is provided below.



## Operating Surplus Ratio

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

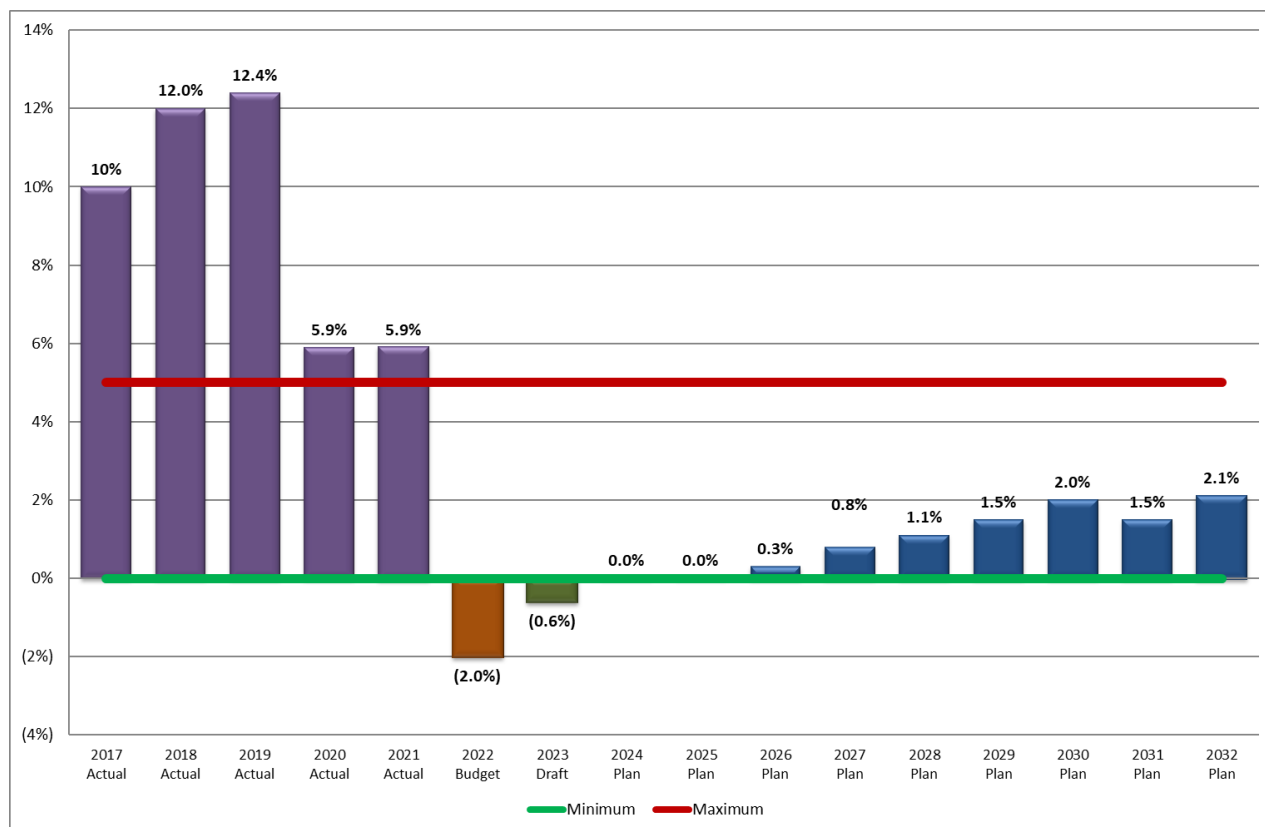
### LTFP Financial Target

To achieve a ratio of between 0% and 5%

### LTFP vs Budget

LTFP Minus 0.6%

2022/2023 Budget Minus 2.9%



The graph above shows that Council is projecting an operating deficit in 2021/2022, 2022/2023 and a small operating deficit in 2024/2025, which are all outside of the minimum target for this key financial target.

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

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



## Net Financial Liabilities Ratio

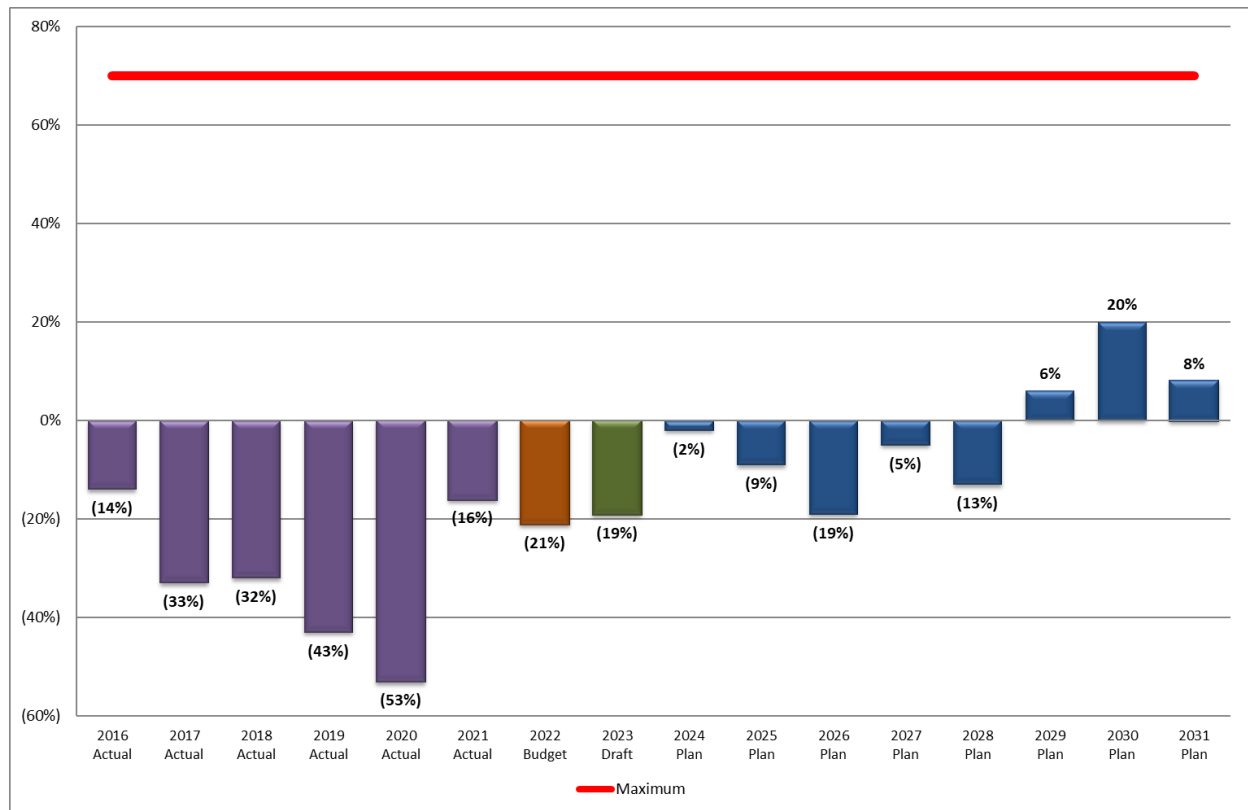
(how significant the net amount owed is compared with income).

### LTFP Financial Target

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

### LTFP vs Budget

LTFP	Minus 30%
2022/2023 Budget	Minus 21%



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

At certain stages of the LTFP, Council is projected to take out borrowings to help fund the PAC and redevelopment of Council's Administration Building, which will result in a positive Net Financial Liabilities ratio between 2028/2029 and 2030/2031.

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

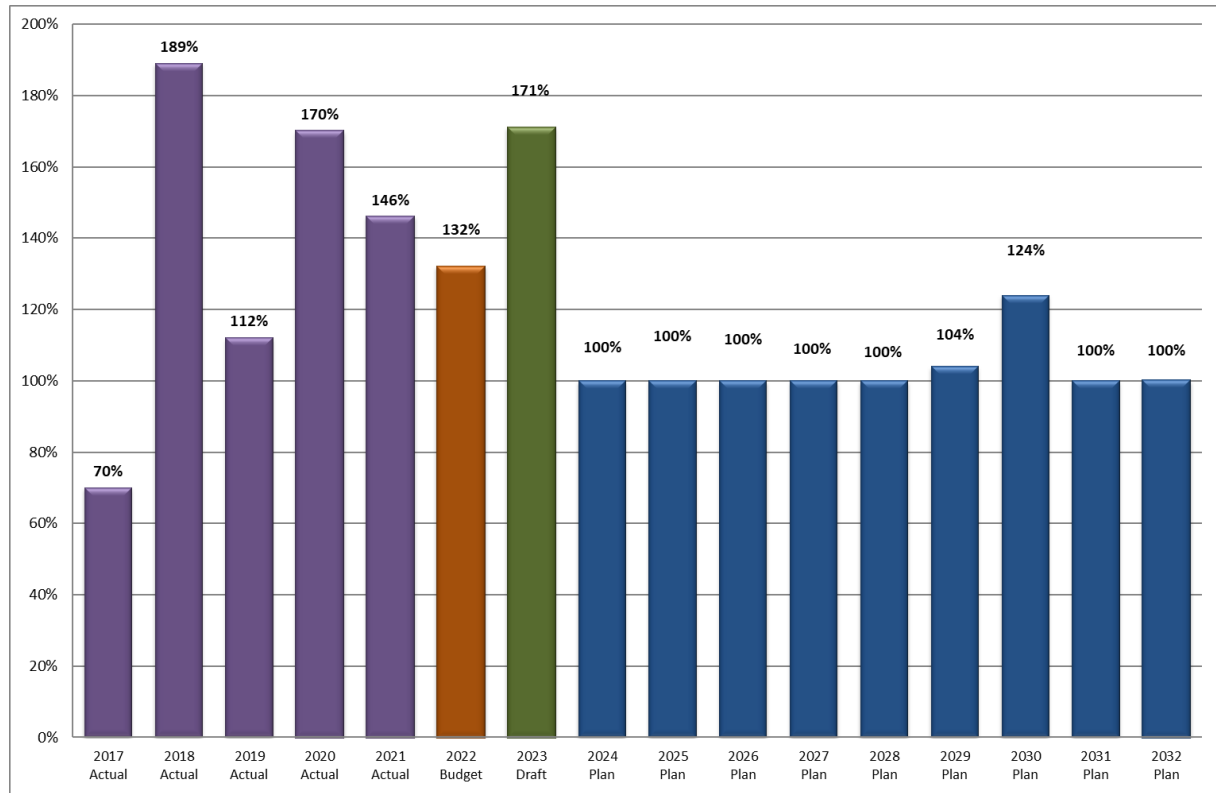
## Asset Renewal Funding Ratio

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

### LTFP Financial Target

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

LTFP 100%  
2022/2023 Budget 172%



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

The values higher than the target relate to:

- 2017/2018 the redevelopment of the Campbelltown Memorial Oval
- 2019/2020 the redevelopment of the clubrooms at Hectorville Sports and Community Club, upgrade to the female change rooms at Steve Woodcock Sports Centre and completion of road transport renewals that were carried forward from the previous financial year
- 2020/2021 relates to the redevelopment of Max Amber Sportsfield and Hectorville Sports and Community Club and changerooms at Foxfield Oval
- 2021/2022 relates to the redevelopment of Max Amber Sportsfield and clubroom redevelopment at Athelstone Recreation Reserve.

## Impact of the Plan on Rates

### Strategic Focus

Council proposes to continue to apply the following principles in relation to its rating strategy for 2022/2023:

- 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.

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 2022/2023, 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, being:

- Council's adopted LTFP
- Council's Annual Business Plan and associated budget for the relevant financial year
- the current economic climate and relevant factors such as CPI (Consumer Price Index), LGPI (Local Government Price Index), interest rates and the COVID-19 pandemic
- the impact of rates on the Community, including residents and businesses.
- the broad principle that the rate in the dollar is the same for all rateable properties.

### Rating Structure

#### *Method Used to Value Land*

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

#### *General Rates*

In accordance with Section 153 of the Local Government Act 1999, Council will impose a single general rate on all rateable properties within the area. Council believes the application of a general rate is the most 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 levying rates. Despite the predominant land use within the City being residential, Council does not



differentiate between residential and the non-residential community and therefore applies a single 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 from newly created and developed properties. 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 2022/2023, the Minimum Rate is proposed to increase by the General Rate increase (3.50%) to \$1,037, which is a \$35 increase on the previous year.

### ***Regional Landscape Levy***

Council is required by legislation to collect the Regional Landscape Levy from 1 July 2020. The Levy funds projects determined by Green Adelaide Board, and Council is simply an income collector for the Board in this regard. The Council does not set the levy, retain this income nor determine how the income is spent.

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

### ***Due Dates for Payments***

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

### ***Payment Methods***

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

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

## **Collection of Rates in Arrears**

### ***Late Payment of Rates***

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

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

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

### ***Debt Recovery***

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

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

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

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

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

### ***Sale of Land for Non-Payment of Rates***

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

Council recognises the severe impact that such action could have on a property owner and accordingly this action will only be instigated after a series of steps have been completed.

Staff will attempt to make contact with the ratepayer throughout the process to provide opportunities for the outstanding amounts to be recovered.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Rate Relief and Payment Options**

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

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

### ***Alternative Payment Arrangements***

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

### ***Postponement of Rates for Senior Ratepayers***

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

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

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

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

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



Payment of the amount postponed becomes due and payable when:

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

### ***Postponement of Rates in Cases of Hardship***

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

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

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

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

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

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

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

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

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

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

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

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

### ***General Rate Cap***

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

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

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

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

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

The general rate cap percentage for 2022/2023 is proposed to be 10.5%, which is three times the General Rate increase.

### ***Summary of Key Rating Information***

General Rate Increase	3.50%
Rates Growth from newly created and developed properties	1.31%
Total Rate Revenue Increase (including growth from newly created and developed properties)	4.81%
Minimum Rate	\$1,037

Recent updates to the Local Government (Financial Management) Regulations 2011 have increased the reporting requirements for Councils, notably in regards to the movement in rates compared to the previous financial year.

While the Regulations define growth as the net increase in the number of rateable properties, Council has and will continue to base growth on the increase in capital valuations from the net increase in rateable properties, plus the increase in capital valuations from the Valuer General's revisit program.

The following information has been provided to comply with these Regulations.

### Statement on Expected Rate Revenue

Expected Rates Revenue				
	2021/2022 (as adopted)	2022/2023 (estimated)	Change	Comments
General Rates Revenue				For 2022/2023, an expected increase in total General Rates revenue is 4.81%. This comprises the General Rate increase of 3.50%, growth of 1.10% (as defined in the Local Government (Financial Management) Regulations 2011) and additional rate revenue from other development activity of 0.21%.
General Rates (existing properties)		\$42,865,949 (a)		
General Rates (new properties)		\$453,412 (b)		
General Rates (GROSS)	\$41,313,402	\$43,319,361 (c)		
Less: Mandatory Rebates	(\$747,831)	(\$715,240) (d)		
General Rates (NET)	\$40,565,571	\$42,604,121 (e)	5.0%	
(e)=(c)+(d)				
Other Rates (inc. service charges)				
Regional Landscape Levy	\$1,262,174	\$1,257,600 (f)	The Regional Landscape Levy is a State tax, it is <b>not retained</b> by Council.	
	\$41,827,745	\$43,861,721		
Less: Discretionary Rebates	(\$102,732)	(\$90,865) (g)		
Expected Total Rates Revenue	\$40,462,839	\$42,513,256 (h)	5.1%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
(h)=(e)+(g)				

### Estimated growth in number of rateable properties

<b>Number of rateable properties</b>	<b>24,871</b>	<b>25,134</b>	<b>(i)</b>	<b>1.1%</b>	The net increase in rateable properties compared to the previous year is 263.  'Grow th', as defined under Regulation 6(2), is expected to account for around 1.1% of the estimated increase in General Rates to be collected (refer b) .
	<i>Actual</i>	<i>Estimate</i>			
'Grow th' is defined in the regulations as where new properties have been created which has added rateable properties to Council's ratepayer base. Grow th can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.					

### Estimated average General Rates per rateable property

<b>Average per rateable property</b>	<b>\$1,661</b>	<b>\$1,724</b>	<b>(j)</b>	<b>3.8%</b>	The estimated 'average' is based on the <b>total of all rateable properties</b> and is therefore not necessarily indicative of either the rate or change in rates that individual ratepayers will experience.
(j)=(c)/(i)					
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the					

### Notes

(d) Councils are <b>required</b> under the Local Government Act to provide a rebate to qualifying properties under a number of categories: Health Services - 100 per cent      Religious purposes - 100 per cent      Royal Zoological Society of SA - 100 per cent Community Services - 75 per cent      Public Cemeteries - 100 per cent      Educational purposes - 75 per cent The rates which are foregone via Mandatory Rebates (refer d) are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).					
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea) <b>Please Note:</b> The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from individual rateable properties (ie. individual rates will not necessarily change by this figure).					
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural					
(g) A council <b>may</b> grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).					
(h) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.					
(i) 'Growth' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(2)					



## Statement on Expected Rate Revenue

<b>Expected Rates Revenue</b>									
	Total Expected Revenue			No. of Rateable Properties		Average per Rateable Property			Cents in the \$
	2021/2022	2022/2023	Change	2021/2022	2022/2023	2021/2022	2022/2023	Change	2022/2023
<b>Land Use (General Rates - GROSS)</b>									
Residential	\$38,188,953	\$40,352,306	6%	23,439	23,708	\$1,629	\$1,702	(k) \$73	0.253979
Commercial - Shop	\$708,171	\$670,888	-5%	330	328	\$2,146	\$2,045	(k) -\$101	0.253979
Commercial - Office	\$183,457	\$170,107	-7%	76	74	\$2,414	\$2,299	(k) -\$115	0.253979
Commercial - Other	\$675,249	\$672,445	0%	245	259	\$2,756	\$2,596	(k) -\$160	0.253979
Industry - Light	\$67,656	\$66,836	-1%	38	41	\$1,780	\$1,630	(k) -\$150	0.253979
Industry - Other	\$127,082	\$101,418	-20%	37	35	\$3,435	\$2,898	(k) -\$537	0.253979
Primary Production	\$13,390	\$13,161	-2%	9	9	\$1,488	\$1,462	(k) -\$25	0.253979
Vacant Land	\$890,014	\$821,685	-8%	636	617	\$1,399	\$1,332	(k) -\$68	0.253979
Other	\$459,430	\$450,515	-2%	61	63	\$7,532	\$7,151	(k) -\$381	0.253979
<b>GRAND TOTAL (GROSS)</b>	<b>\$41,313,402</b>	<b>\$43,319,361</b>	<b>4.9%</b>	<b>24,871</b>	<b>25,134</b>	<b>\$1,661</b>	<b>\$1,724</b>	<b>(k) \$62</b>	

Council uses a single rate in the dollar in its rating system. In applying a single rate for its General Rates, Council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all Council areas, particularly as it relates to the various sectors of the business and wider community.

<b>Minimum Rate</b>					
	No. of properties to which rate will apply		Rate		
	2022/2023	% of total rateable properties	2021/2022	2022/2023	Change
<b>Minimum Rate</b>	<b>3,367</b>	<b>13.4%</b>	<b>\$1,002</b>	<b>\$1,037</b>	<b>(l) \$35</b>

The Minimum Rate provides a mechanism where lower valued properties do not pay less than a minimum amount as determined by Council. Typically, only a small number of all properties (with no more than 35%) are levied the Minimum Rate. Council proposes to set a minimum rate of \$1,037, which shall be applied to all rateable properties. This will affect 13.3% of all rateable properties.

## Adopted Valuation Method

### Capital Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

**Capital Value** – the value of the land and all improvements on the land;

**Site Value** – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or

**Annual Value** – a valuation of the rental potential of the property.

Council believes the application of a general rate is the most fair and equitable to the Community for both business and residential properties when compared to other alternatives. Council is of the view that the use or location of land is not a relevant factor in levying rates. Despite the predominant land use within the City being residential, Council does not differentiate between residential and the non-residential community and therefore applies a single general rate.

### Notes

(k) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

(l) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

## Budget by Service

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

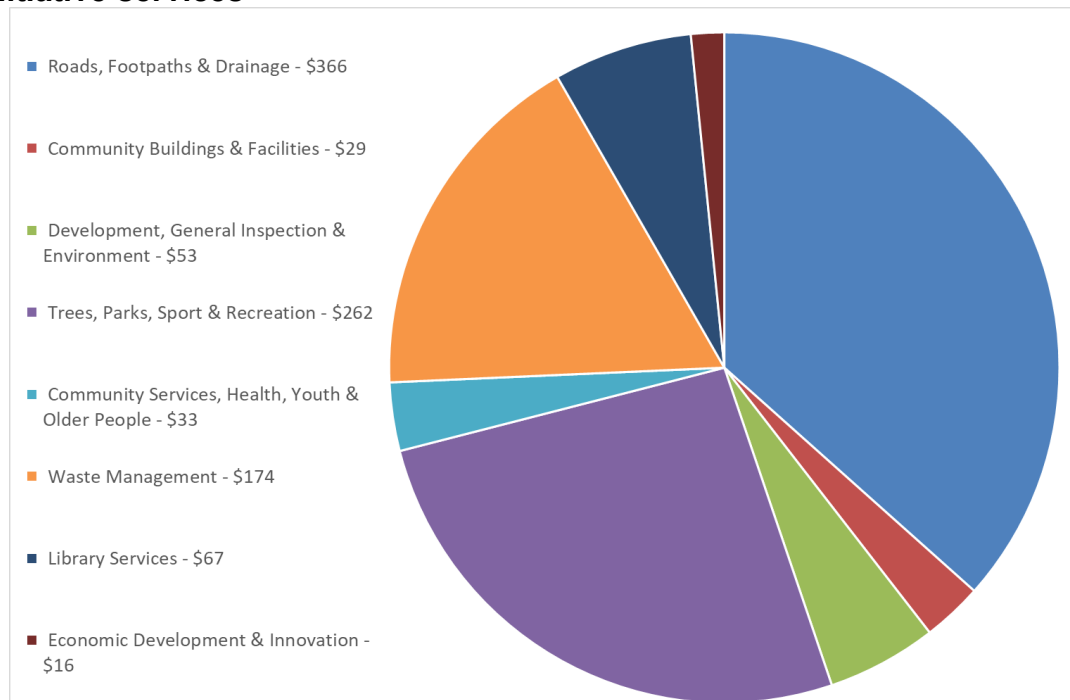
A detailed overview of projects to be undertaken is provided in Appendix 2.

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

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



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



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

### **Waste Management**

- Waste Management

### **Community Services, Health, Youth & Older People**

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

### **Trees, Parks, Sport & Recreation**

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

### **Economic Development**

- Economic Development

### **Development, General Inspection & Environment**

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

### **Library Services**

- Library Services

### **Roads, Footpaths & Drainage**

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

### **Community Buildings & Facilities**

- Administration Building & Hall Maintenance

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

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

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

## Youth Development

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	96,700
Materials, Contracts & Other Expenses	38,800
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>135,500</b>
<b>Operating Surplus/(Deficit)</b>	<b>(135,500)</b>



## Services for Older People

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	779,400
Investment Income	0
Reimbursements	5,000
Other Income	180,000
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>964,400</b>
<b>Expenses</b>	
Employee Costs	412,100
Materials, Contracts & Other Expenses	563,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>975,200</b>
<b>Operating Surplus/(Deficit)</b>	<b>(10,800)</b>

## Library Services

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

### *Services Provided*

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

### *Financial Analysis*

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	42,750
Grants, Subsidies & Contributions	361,550
Investment Income	0
Reimbursements	0
Other Income	36,050
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>440,350</b>
<b>Expenses</b>	
Employee Costs	1,835,400
Materials, Contracts & Other Expenses	405,250
Depreciation, Amortisation & Impairment	496,500
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>2,734,150</b>
<b>Operating Surplus/(Deficit)</b>	<b>(2,293,800)</b>

## Sport and Recreation Facilities

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

### Services Provided

- Well maintained recreation and sporting facilities (ovals, Skate Park, tennis/netball courts, outdoor basketball courts, playgrounds, fitness equipment), excluding Leisure Services (refer to page 37)
- Ongoing sport and recreational options
- Healthy lifestyle opportunities

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	279,750
Grants, Subsidies & Contributions	320,000
Investment Income	0
Reimbursements	0
Other Income	123,400
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>723,150</b>
<b>Expenses</b>	
Employee Costs	380,300
Materials, Contracts & Other Expenses	1,065,250
Depreciation, Amortisation & Impairment	1,366,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>2,811,650</b>
<b>Operating Surplus/(Deficit)</b>	<b>(2,088,500)</b>

## Parks and Reserves

Development, maintenance and beautification of parks and reserves.

### *Services Provided*

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

### *Financial Analysis*

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	5,600
Grants, Subsidies & Contributions	2,420,000
Investment Income	0
Reimbursements	0
Other Income	8,000
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>2,433,600</b>
<b>Expenses</b>	
Employee Costs	1,401,250
Materials, Contracts & Other Expenses	4,669,400
Depreciation, Amortisation & Impairment	1,145,250
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>7,215,900</b>
<b>Operating Surplus/(Deficit)</b>	<b>(4,782,300)</b>

## Leisure Services

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	5,594,600
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	1,600
Other Income	3,200
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>5,599,400</b>
<b>Expenses</b>	
Employee Costs	604,500
Materials, Contracts & Other Expenses	4,495,100
Depreciation, Amortisation & Impairment	819,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>5,918,900</b>
<b>Operating Surplus/(Deficit)</b>	<b>(319,500)</b>



## Cemeteries

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

### *Services Provided*

- Provision of cemetery services

### *Financial Analysis*

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	16,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>16,000</b>
<b>Expenses</b>	
Employee Costs	14,100
Materials, Contracts & Other Expenses	10,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>24,350</b>
<b>Operating Surplus/(Deficit)</b>	<b>(8,350)</b>

## Community Transport

Management of Community Transport assets and programs.

### *Services Provided*

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

### *Financial Analysis*

8	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	3,500
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>3,500</b>
<b>Expenses</b>	
Employee Costs	0
Materials, Contracts & Other Expenses	41,750
Depreciation, Amortisation & Impairment	45,050
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>86,800</b>
<b>Operating Surplus/(Deficit)</b>	<b>(83,300)</b>

## Environmental Control and Public Order

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	647,700
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	16,000
Other Income	500
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>664,200</b>
<b>Expenses</b>	
Employee Costs	308,600
Materials, Contracts & Other Expenses	478,050
Depreciation, Amortisation & Impairment	13,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>799,750</b>
<b>Operating Surplus/(Deficit)</b>	<b>(135,550)</b>

## Environmental Health

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	0
Materials, Contracts & Other Expenses	463,200
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	12,150
<b>Total Expenses</b>	<b>475,350</b>
<b>Operating Surplus/(Deficit)</b>	<b>(475,350)</b>

## Civic Functions

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

### *Services Provided*

- Civic ceremonies, citizenship ceremonies and functions

### *Financial Analysis*

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	3,600
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>3,600</b>
<b>Expenses</b>	
Employee Costs	3,200
Materials, Contracts & Other Expenses	33,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>36,600</b>
<b>Operating Surplus/(Deficit)</b>	<b>(33,000)</b>



## Elected Members

Elected Member support, training and development.

### *Services Provided*

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

### *Financial Analysis*

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	0
Materials, Contracts & Other Expenses	529,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>529,450</b>
<b>Operating Surplus/(Deficit)</b>	<b>(529,450)</b>

## Community Engagement

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

### Services Provided

- Legislative and innovative discretionary Community engagement including but not limited to:
  - Effective and timely provision of information to the Community about relevant projects or other matters
  - Establishment and maintenance of a high level of understanding of Community needs and desires
  - Preparation and implementation of community engagement strategies
  - Face to face engagement sessions for relevant projects
  - Maintenance and development of Council's Online Community Engagement Platform including contract management
  - Monitoring of contemporary research and community engagement practices to enhance Council's suite of service delivery
  - Survey development and analysis

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	226,250
Materials, Contracts & Other Expenses	107,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>333,700</b>
<b>Operating Surplus/(Deficit)</b>	<b>(333,700)</b>

## Corporate & Community Services Management

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	200
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>200</b>
<b>Expenses</b>	
Employee Costs	614,650
Materials, Contracts & Other Expenses	60,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>675,100</b>
<b>Operating Surplus/(Deficit)</b>	<b>(674,900)</b>

## Urban Planning & Leisure Services Management

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	229,800
Materials, Contracts & Other Expenses	8,600
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>238,400</b>
<b>Operating Surplus/(Deficit)</b>	<b>(238,400)</b>

## People and Culture

The provision of specialised human resource management and organisational development including recruitment and selection, employee relations, payroll services, and continuous improvement programs.

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	359,950
Materials, Contracts & Other Expenses	186,200
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>546,150</b>
<b>Operating Surplus/(Deficit)</b>	<b>(546,150)</b>



## Information Services

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	12,900
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>12,900</b>
<b>Expenses</b>	
Employee Costs	686,850
Materials, Contracts & Other Expenses	754,500
Depreciation, Amortisation & Impairment	291,250
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>1,732,600</b>
<b>Operating Surplus/(Deficit)</b>	<b>(1,719,700)</b>

## Community Services & Social Development

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	650
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	6,100
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>6,750</b>
<b>Expenses</b>	
Employee Costs	558,300
Materials, Contracts & Other Expenses	264,600
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>822,900</b>
<b>Operating Surplus/(Deficit)</b>	<b>(816,150)</b>

## Executive Services

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	519,950
Materials, Contracts & Other Expenses	468,400
Depreciation, Amortisation & Impairment	189,600
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>1,177,950</b>
<b>Operating Surplus/(Deficit)</b>	<b>(1,177,950)</b>

## Finance

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

### *Services Provided*

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

### *Financial Analysis*

	\$'s
<b>Income</b>	
Rates Income	43,841,869
Statutory Charges	0
User Charges	28,250
Grants, Subsidies & Contributions	308,200
Investment Income	279,350
Reimbursements	9,500
Other Income	160,650
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>44,627,819</b>
<b>Expenses</b>	
Employee Costs	1,270,150
Materials, Contracts & Other Expenses	2,195,650
Depreciation, Amortisation & Impairment	0
Finance Costs	1,000
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>3,466,800</b>
<b>Operating Surplus/(Deficit)</b>	<b>41,161,019</b>

## Governance and Community Interaction

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

### ***Services Provided***

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

## Governance and Community Interaction *(continued)*

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	820,800
Materials, Contracts & Other Expenses	84,900
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>905,700</b>
<b>Operating Surplus/(Deficit)</b>	<b>(905,700)</b>

## Policy Planning and Development Assessment

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	585,000
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	2,000
Other Income	8,000
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>595,000</b>
<b>Expenses</b>	
Employee Costs	1,249,050
Materials, Contracts & Other Expenses	153,650
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>1,402,700</b>
<b>Operating Surplus/(Deficit)</b>	<b>(807,700)</b>



## Infrastructure Services Management

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	90,800
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	367,200
Other Income	71,350
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>529,350</b>
<b>Expenses</b>	
Employee Costs	2,664,400
Materials, Contracts & Other Expenses	823,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>3,487,900</b>
<b>Operating Surplus/(Deficit)</b>	<b>(2,958,550)</b>

## Depot Operations

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	13,400
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	74,700
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>88,100</b>
<b>Expenses</b>	
Employee Costs	(158,200)
Materials, Contracts & Other Expenses	(665,350)
Depreciation, Amortisation & Impairment	911,650
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>88,100</b>
<b>Operating Surplus/(Deficit)</b>	<b>0</b>

## Asset Management - Road Transport

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	5,100
Grants, Subsidies & Contributions	752,000
Investment Income	0
Reimbursements	8,600
Other Income	15,000
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>780,700</b>
<b>Expenses</b>	
Employee Costs	571,350
Materials, Contracts & Other Expenses	1,166,600
Depreciation, Amortisation & Impairment	6,607,100
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>8,345,050</b>
<b>Operating Surplus/(Deficit)</b>	<b>(7,564,350)</b>

## Asset Management - Footpaths

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	197,900
Materials, Contracts & Other Expenses	422,150
Depreciation, Amortisation & Impairment	1,220,800
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>1,840,850</b>
<b>Operating Surplus/(Deficit)</b>	<b>(1,840,850)</b>

## Asset Management - Stormwater

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	8,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>8,000</b>
<b>Expenses</b>	
Employee Costs	85,950
Materials, Contracts & Other Expenses	490,900
Depreciation, Amortisation & Impairment	1,649,900
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>2,226,750</b>
<b>Operating Surplus/(Deficit)</b>	<b>(2,218,750)</b>

## Street Lighting

Provision and maintenance of street lighting.

### *Services Provided*

- Well lit and safe streets that meet recognised standards

### *Financial Analysis*

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	0
Materials, Contracts & Other Expenses	538,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>538,400</b>
<b>Operating Surplus/(Deficit)</b>	<b>(538,400)</b>

## Administration Building & Hall Maintenance

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	493,300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>493,300</b>
<b>Expenses</b>	
Employee Costs	171,650
Materials, Contracts & Other Expenses	754,050
Depreciation, Amortisation & Impairment	559,250
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>1,484,950</b>
<b>Operating Surplus/(Deficit)</b>	<b>(991,650)</b>



## Tree Maintenance and Replacement

Tree maintenance and replacement including the annual tree planting program.

### *Services Provided*

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

### *Financial Analysis*

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	31,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>31,500</b>
<b>Expenses</b>	
Employee Costs	543,100
Materials, Contracts & Other Expenses	958,150
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>1,501,250</b>
<b>Operating Surplus/(Deficit)</b>	<b>(1,469,750)</b>

## Waste Management

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	35,500
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	21,800
Net Gain – Equity Accounted Council Businesses	13,500
<b>Total Income</b>	<b>70,800</b>
<b>Expenses</b>	
Employee Costs	72,800
Materials, Contracts & Other Expenses	6,048,050
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>6,120,850</b>
<b>Operating Surplus/(Deficit)</b>	<b>(6,050,050)</b>

## Environmental Management

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
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
<b>Total Income</b>	<b>0</b>
<b>Expenses</b>	
Employee Costs	294,450
Materials, Contracts & Other Expenses	206,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>500,700</b>
<b>Operating Surplus/(Deficit)</b>	<b>(500,700)</b>

## Economic Development

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

### Services Provided

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

### Financial Analysis

	\$'s
<b>Income</b>	
Rates Income	0
Statutory Charges	0
User Charges	10,300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	119,500
Other Income	73,800
Net Gain – Equity Accounted Council Businesses	0
<b>Total Income</b>	<b>203,600</b>
<b>Expenses</b>	
Employee Costs	367,600
Materials, Contracts & Other Expenses	433,400
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
<b>Total Expenses</b>	<b>801,000</b>
<b>Operating Surplus/(Deficit)</b>	<b>(597,400)</b>

## Budgeted Financial Statements

### Budgeted Statement of Comprehensive Income

2020/2021 Actual \$'s		2021/2022 Third Review \$'s	2022/2023 Adopted Budget \$'s
	<b>INCOME</b>		
40,240,107	Rates	41,813,352	43,841,869
1,222,005	Statutory Charges	1,219,050	1,232,700
5,745,326	User Charges	5,750,800	6,619,700
4,368,762	Grants, Subsidies & Contributions	5,435,850	4,954,050
236,288	Investment Income	232,250	279,350
1,262,424	Reimbursements	922,100	568,900
669,174	Other Revenues	739,300	786,150
52,580	Net Gain-Joint Ventures & Associates	5,400	13,500
<b>53,796,666</b>	<b>TOTAL INCOME</b>	<b>56,118,102</b>	<b>58,296,219</b>
	<b>EXPENSES</b>		
13,678,289	Employee Costs	14,716,100	16,402,900
23,706,521	Materials, Contracts & Other Expenses	27,715,550	28,250,500
13,207,202	Depreciation, Amortisation & Impairment	14,011,450	15,314,850
4,605	Finance Costs	3,100	1,000
-	Net Loss-Joint Ventures & Associates	26,600	12,150
<b>50,596,617</b>	<b>TOTAL EXPENSES</b>	<b>56,472,800</b>	<b>59,981,400</b>
<b>3,200,049</b>	<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(354,698)</b>	<b>(1,685,181)</b>
21,341	Physical Resources Received Free of Charge	-	-
(1,323,133)	Asset Disposal & Fair Value Adjustments	-	-
2,351,859	Amounts Specifically for New or Upgraded Assets	10,274,400	-
<b>4,250,116</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>9,919,702</b>	<b>(1,685,181)</b>
	<b>OTHER COMPREHENSIVE INCOME</b>		
	<b>Amounts which will not be reclassified subsequently to operating result</b>		
68,399,339	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-
20,822	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-
<b>68,420,161</b>	<b>Total Amounts which will not be reclassified subsequently to operating result</b>	<b>0</b>	<b>0</b>
	<b>Amounts which will be reclassified subsequently to operating result</b>		
4,606	Other Equity Adjustments - Equity Accounted Council Businesses	-	-
<b>4,606</b>	<b>Total Amounts which will be reclassified subsequently to operating result</b>	<b>0</b>	<b>0</b>
<b>68,424,767</b>	<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>
<b>72,674,883</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>9,919,702</b>	<b>(1,685,181)</b>

**Budgeted Balance Sheet**

2020/2021 Actual		2021/2022 Third Review	2022/2023 Adopted Budget
\$'s		\$'s	\$'s
	<b>ASSETS</b>		
	<b>Current Assets</b>		
35,634,666	Cash & Cash Equivalents	16,669,768	19,360,087
2,660,108	Trade & Other Receivables	2,660,108	2,660,108
20,962	Inventories	20,962	20,962
<b>38,315,736</b>	<b>Total Current Assets</b>	<b>19,350,838</b>	<b>22,041,157</b>
	<b>Non-Current Assets</b>		
262,485	Financial Assets	260,735	259,035
384,565	Equity Accounted Investments in Council Business	363,365	364,716
677,053,495	Infrastructure, Property, Plant & Equipment	705,897,045	701,535,035
4,139,664	Other Non-Current Assets	4,139,664	4,139,664
<b>681,840,209</b>	<b>Total Non-Current Assets</b>	<b>710,660,809</b>	<b>706,298,450</b>
<b>720,155,945</b>	<b>Total Assets</b>	<b>730,011,647</b>	<b>728,339,607</b>
	<b>LIABILITIES</b>		
	<b>Current Liabilities</b>		
7,015,318	Trade & Other Payables	7,015,318	7,015,318
68,130	Borrowings	54,914	50,900
1,890,388	Provisions	1,890,388	1,890,388
<b>8,973,836</b>	<b>Total Current Liabilities</b>	<b>8,960,620</b>	<b>8,956,606</b>
	<b>Non-Current Liabilities</b>		
59,101	Borrowings	8,317	25,472
838,752	Provisions	838,752	838,752
<b>897,853</b>	<b>Total Non-Current Liabilities</b>	<b>847,069</b>	<b>864,224</b>
<b>9,871,689</b>	<b>Total Liabilities</b>	<b>9,807,689</b>	<b>9,820,830</b>
<b>710,284,256</b>	<b>NET ASSETS</b>	<b>720,203,958</b>	<b>718,518,777</b>
	<b>EQUITY</b>		
125,417,801	Accumulated Surplus	147,905,953	138,087,322
521,482,824	Asset Revaluation Reserve	521,482,824	521,482,824
63,383,631	Other Reserves	50,815,181	58,948,631
<b>710,284,256</b>	<b>TOTAL EQUITY</b>	<b>720,203,958</b>	<b>718,518,777</b>

**Budgeted Statement of Changes in Equity**

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
<b>2020/2021 Actual</b>				
Balance at End of Previous Reporting Period	127,588,794	454,049,501	55,971,078	<b>637,609,373</b>
<b>Net Surplus/(Deficit) for Year</b>	4,250,116			<b>4,250,116</b>
<b>Other Comprehensive Income</b>				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		68,399,339		<b>68,399,339</b>
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	966,016	(966,016)		-
Share of Other Comprehensive Income - Equity Accounted Council Businesses	20,822	-		<b>20,822</b>
Other Equity Adjustments - Equity Accounted Council Businesses	4,606	-		<b>4,606</b>
Transfers Between Reserves	(7,412,553)		7,412,553	-
<b>Balance at End of Period</b>	<b>125,417,801</b>	<b>521,482,824</b>	<b>63,383,631</b>	<b>710,284,256</b>
<b>2021/2022 Third Review</b>				
Balance at End of Previous Reporting Period	125,417,801	521,482,824	63,383,631	<b>710,284,256</b>
<b>Net Surplus/(Deficit) for Year</b>	9,919,702			<b>9,919,702</b>
<b>Other Comprehensive Income</b>				
Transfers Between Reserves	12,568,450		(12,568,450)	-
<b>Balance at End of Period</b>	<b>147,905,953</b>	<b>521,482,824</b>	<b>50,815,181</b>	<b>720,203,958</b>
<b>2022/2023 Adopted Budget</b>				
Balance at End of Previous Reporting Period	147,905,953	521,482,824	50,815,181	<b>720,203,958</b>
<b>Net Surplus/(Deficit) for Year</b>	(1,685,181)			<b>(1,685,181)</b>
<b>Other Comprehensive Income</b>				
Transfers Between Reserves	(8,193,450)		8,193,450	-
<b>Balance at End of Period</b>	<b>138,027,322</b>	<b>521,482,824</b>	<b>59,008,631</b>	<b>718,518,777</b>



**Budgeted Cash Flow Statement**

2020/2021 Actual		2021/2022 Third Review	2022/2023 Adopted Budget
\$'s		\$'s	\$'s
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
	<u>Receipts</u>		
56,931,188	Operating Receipts	55,880,452	58,003,369
236,288	Interest Receipts	232,250	279,350
	<u>Payments</u>		
(39,409,553)	Operating Payments to Suppliers & Employees	(42,431,650)	(44,653,400)
(4,914)	Finance Payments	(3,100)	(1,000)
<b>17,753,009</b>	<b>Net Cash Provided by (or Used in) Operating Activities</b>	<b>13,677,952</b>	<b>13,628,319</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
	<u>Receipts</u>		
3,759,674	Amounts Specifically for New or Upgraded Assets	10,274,400	-
309,847	Sale of Replaced Asset	543,650	141,100
-	Sale of Surplus Assets	-	-
-	Repayments of Loans by Community Groups	1,750	1,700
	<u>Payments</u>		
(8,228,973)	Expenditure on Renewal/Replacement of Assets	(23,616,450)	(8,455,800)
(4,749,489)	Expenditure on New/Upgraded Assets	(19,782,200)	(2,574,100)
<b>(8,908,941)</b>	<b>Net Cash Provided by (or Used in) Investing Activities</b>	<b>(32,578,850)</b>	<b>(10,887,100)</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
	<u>Receipts</u>		
-	Proceeds from Borrowings	-	-
149,156	Proceeds from Bonds & Deposits	-	-
	<u>Payments</u>		
(100,486)	Repayment of Lease Liabilities	(64,000)	(50,900)
(246,430)	Repayment of Bonds & Deposits	-	-
<b>(197,760)</b>	<b>Net Cash Provided by (or Used in) Financing Activities</b>	<b>(64,000)</b>	<b>(50,900)</b>
<b>8,646,308</b>	<b>Net Increase/(Decrease) in Cash Held</b>	<b>(18,964,898)</b>	<b>2,690,319</b>
26,988,358	Cash & Cash Equivalents at Beginning of Period	35,634,666	16,669,768
<b>35,634,666</b>	<b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>	<b>16,669,768</b>	<b>19,360,087</b>

**Budgeted Uniform Presentation of Finances**

2020/2021 Actual		2021/2022 Third Review	2022/2023 Adopted Budget
\$'s		\$'s	\$'s
53,796,666	Income	56,118,102	58,296,219
(50,596,617)	less Expenses	(56,472,800)	(59,981,400)
<b>3,200,049</b>	<b>Operating Surplus/(Deficit)</b>	<b>(354,698)</b>	<b>(1,685,181)</b>
	<b>Net Outlays on Existing Assets</b>		
(8,228,973)	Capital Expenditure on Renewal and Replacement of Existing Assets	(23,616,450)	(8,455,800)
13,207,202	add back Depreciation, Amortisation and Impairment	14,011,450	15,314,850
309,847	add back Proceeds from Sale of Replaced Assets	543,650	141,100
<b>5,288,076</b>		<b>(9,061,350)</b>	<b>7,000,150</b>
	<b>Net Outlays on New and Upgraded Assets</b>		
(4,749,489)	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(19,782,200)	(2,574,100)
3,759,674	add back Amounts Received Specifically for New and Upgraded Assets	10,274,400	-
-	add back Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	-	-
<b>(989,815)</b>		<b>(9,507,800)</b>	<b>(2,574,100)</b>
<b>7,498,310</b>	<b>Net Lending/(Borrowing) for Financial Year</b>	<b>(18,923,848)</b>	<b>2,740,869</b>

**Budgeted Key Financial Targets**

2020/2021 Actual		2021/2022 Third Review	2022/2023 Adopted Budget
	<b>Operating Surplus Ratio</b>		
3,200,049	Operating Surplus (a)	(354,698)	(1,685,181)
53,796,666	Total Operating Income (b)	56,118,102	58,296,219
<b>5.9%</b>	<b>Operating Surplus Ratio = (a) divide (b)</b>	<b>(0.6%)</b>	<b>(2.9%)</b>
	<b>Net Financial Liabilities Ratio</b>		
(28,685,570)	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	(9,782,922)	(12,458,400)
53,796,666	Total Operating Income (d)	56,118,102	58,296,219
<b>(53%)</b>	<b>Net Financial Liabilities Ratio = (c) divide (d)</b>	<b>(17%)</b>	<b>(21%)</b>
	<b>Asset Renewal Funding Ratio</b>		
8,228,973	Net Asset Renewals (e)	23,616,450	8,455,800
5,634,000	Infrastructure Asset Management Plan Required Expenditure (f)	5,685,000	4,915,100
<b>146%</b>	<b>Asset Sustainability Ratio = (e) divide (f)</b>	<b>415%</b>	<b>172%</b>

## Appendix 1 – Progress of 2021/2022 Projects

### New Initiatives

Project	Net Cost to Council	Progress
<p><b>Steve Woodcock Sports Centre Accessibility Improvement</b></p> <p>To provide hearing augmentation in the Function/Members room. Accessibility at the site has been assessed taking into account the requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p>	\$10,000	Procurement for this project has been completed. However, the engagement of suitable contractor is currently being put on hold due to quotes being higher than the budget.
<p><b>Additional Staff – Community Development (Arts and Culture)</b></p> <p>This position will work with art groups and artists on Council's public art (murals, sculpture), art events (SALA, Fringe) and implement Council's Art and Culture Action Plan.</p>	\$49,000	<p>This position has been filled, with the following work undertaken:</p> <ul style="list-style-type: none"> <li>• Worked with the Sculpture Group to refine the concept for the Hills to Sea Sculpture Trail</li> <li>• Facilitated the completion of Tower Mural and Amadio mural</li> <li>• Working with Campbelltown Village group re inclusion of public art</li> <li>• Relationship building with local art groups and organisations</li> <li>• Facilitated public art tours for CHSP clients</li> <li>• Commenced a harmony quilt to be launched in 2023</li> <li>• Identified Council venues to attract art events such as Fringe and Cabaret Fringe in 2023.</li> </ul>

Project	Net Cost to Council	Progress
<p><b><i>Additional Staff – Community Development (Social Inclusion)</i></b></p> <p>This position will support Council's Disability Access &amp; Inclusion Committee, implement the Disability Access &amp; Inclusion Plan and also develop projects in other areas of social inclusion and diversity.</p>	\$47,000	<p>This position has been filled, facilitating the implementation of the Disability Access &amp; Inclusion Plan, including initiatives such as:</p> <ul style="list-style-type: none"> <li>• Speedfriending</li> <li>• Training for Staff</li> <li>• Signage for Thorndon Park Super Playground</li> <li>• Accredited training for customer service</li> <li>• Relationship building in the local area including a networking event</li> <li>• Local social program for young people</li> <li>• Trial of a sensory tent at Youth Movies in the Park.</li> </ul> <p>This role is integral to ensuring Campbelltown is an inclusive Community for people of all abilities.</p>
<p><b><i>Undergrounding of Power Lines - Campbelltown Village</i></b></p> <p>To fund the additional cost increase to underground the powerlines as part of Campbelltown Village Project.</p>	\$580,000	<p>This project is anticipated to be completed by November 2022.</p>
<p><b><i>Greening Gorge Road</i></b></p> <p>To upgrade the central median connecting Lower North East Road with the Adelaide Hills in two stages:</p> <ul style="list-style-type: none"> <li>• Stage 1 (2021/2022) - between Darley and Stradbroke Road, including the small section of existing raised median adjacent the Charles Campbell School and developing a detailed landscape plan</li> <li>• Stage 2 - between Stradbroke and Russell Roads.</li> </ul>	\$25,000	<p>The upgrade of the small section of existing raised median adjacent the Charles Campbell School was scheduled to commence in April 2022.</p> <p>Due to inclement weather, this project is delayed. The completion of this project is schedule in July.</p>

Project	Net Cost to Council	Progress
<p><b><i>Wadmore Park/Pulyonna Wirra Fire Management</i></b></p> <p>To reduce fuel loads and improve the buffer zone adjacent to Foxfield Estate through the selective removal of Acacia Paradoxa along the Eastern Fire Track.</p>	\$20,000	This project has been completed.
<p><b><i>Detailed Design and Scoping – Max Amber Sportsfield Fifth Creek</i></b></p> <p>To investigate environmental improvements to the section of Fifth Creek that is located between the new main clubrooms and the cricket practice nets, south of George Street. This project was developed following the adoption of the Fifth Creek Survey and Management Plan - March 2017.</p>	\$15,000	This project has been completed.
<p><b><i>Urban Tree Strategy</i></b></p> <p>To develop an Urban Forest Strategy to manage, protect and monitor Campbelltown's existing and future canopy.</p>	\$15,000	This is currently underway, with the Strategy to be presented to Council in July for public consultation purposes. Therefore, this project will be carried forward to 2022/2023.
<p><b><i>Geoff Heath Golf Course House Master Plan</i></b></p> <p>To consult broadly with stakeholders to prepare a master plan on the redevelopment of the Geoff Heath Golf Course building and immediate surrounds.</p>	\$40,000	<p>Following scoping meetings, initial stakeholder consultation has been completed with the Department of Environment and Water, golf course operator, user groups and Council all being involved.</p> <p>The draft Master Plan has been completed and will be presented to Council at the meeting on 5 July 2022 for approval to proceed to Community Consultation.</p>

Project	Net Cost to Council	Progress
<p><b><i>Additional Staff – ICT (Business Solutions Support Officer)</i></b></p> <p>Increase the number of resources within the ICT Team by 1.0 FTE. This position will assist with a range of ICT functions including assisting with delivering of projects within the ICT Strategy, providing support to end users with application usage and support other ICT Team members.</p>	\$100,000	The additional Staff member was recruited in late 2021, with the successful candidate starting in mid December 2021.
<p><b><i>Additional Staff – ICT (Digitisation Officer)</i></b></p> <p>To increase the number of resources within the ICT Team by 0.8 FTE. This position will focus on the provision of electronic forms to reduce manual paper systems, improve usage of systems available including research and communication of new features to users, along with the delivery of projects and training as identified in the ICT Strategy.</p>	\$80,000	The additional Staff member was recruited in late 2021, with the successful candidate starting in mid October 2021.
<p><b><i>Additional Staff – Communications Project Officer</i></b></p> <p>The part time position will create and improve video and communication projects for the Community. This will make information about Council's events and projects more accessible to people with reading difficulty or prefer to receive information through video packages. The position will also ensure that linkages between videography, social media and website information is optimal, improving accessibility for Community members to this information.</p>	\$42,700	This position was filled early in the financial year and has been instrumental in establishing a sound videography suite of projects for publication and supporting improvements to Council's communications package.

**Capital – Renewal and Replacement**

<b>Project</b>	<b>Net Cost to Council</b>	<b>Progress</b>
<p><b><i>Library Materials – Grant and Purchases</i></b></p> <p>Purchase of library stock, using funds provided by Libraries SA.</p>	\$0	Council has spent \$143,022 and committed to purchases to the value of \$54,645, with the total grant for 2021/2022 being \$197,804.
<p><b><i>Library Materials - Stock Purchases</i></b></p> <p>Purchase of library stock, using Council's own funds.</p>	\$40,000	Council has spent \$45,721 and committed to purchases to the value of \$1,611.
<p><b><i>Replacement of Gym Cardio Equipment at the ARC</i></b></p> <p>To replace four cross trainers and sixteen indoor cycle bikes that have reached the end of their useful life.</p>	\$73,300	The cross trainers and indoor cycle bikes were all replaced with new Life Fitness models in September 2021.
<p><b><i>Hectorville Community Centre Lights</i></b></p> <p>To upgrade all internal lighting to modern LED lights at the Centre.</p> <p>This project is dependent on an application for funding through the Stronger Communities Program being successful.</p>	\$13,000	This project did not proceed as Council was not successful in securing the grant funding.
<p><b><i>Lochend House Restoration</i></b></p> <p>To paint Lochend House following completion of conservation works being undertaken in 2020/2021.</p> <p>This project is dependent on an application for funding under the Heritage Grants Program being successful.</p>	\$15,000	This project is currently being undertaken and is expected to be completed by the end of June 2022.

Project	Net Cost to Council	Progress
<p><b><i>ARC Campbelltown – Aquatic Space Upgrade 2</i></b></p> <p>To finalise the upgrade to the aquatic space to incorporate dry changing facilities and additional storage and administrative space. The State Government funding is being added to the Council budget allocated in 2020/2021.</p>	\$0	This project was completed in January 2022.
<p><b><i>Marchant Community Centre Entry and Carpark</i></b></p> <p>To install a new automatic door to create an accessible entrance to the building and make changes to disability parking to improve accessibility to the building.</p>	\$80,000	The installation of a new automatic door has been completed. Unfortunately, due to inclement weather the changes to disability parking to improve accessibility has been delayed. Staff are still aiming to complete this by the end of June, subject to weather, otherwise this project will be carried forward to the 2022/2023 financial year.
<p><b><i>Fourth Creek Trail (Staged Implementation)</i></b></p> <p>To renew and replace paths, fencing, street furniture and signage along the Fourth Creek Trail.</p> <p>The income for this project is provided by the State Government through the State Bicycle Fund.</p>	\$125,000	This project has commenced, however due to COVID-19, the completion of this project may be delayed and may require any remaining funds to be carried over to the following financial year.
<p><b><i>Replacement of Safety Fencing - River Torrens Linear Park</i></b></p> <p>To replace the existing safety fencing along the River Torrens Linear Path over a 5 year period. Stage 1 will commence from the eastern extent in Athelstone working west.</p>	\$35,000	This project has been completed.



Project	Net Cost to Council	Progress
<b><i>Third Creek Remediation Works - Melory Crescent</i></b>  To undertake erosion control as part of the Third Creek Management Plan, following the 2016 flooding event.	\$72,000	This project has been completed.
<b><i>Replacement of Plant &amp; Machinery</i></b>  To replace the following plant and machinery, in accordance with Asset Replacement Schedules: <ul style="list-style-type: none"> <li>• 4 x Lunch Vans</li> <li>• 1 x Tipper</li> <li>• 1 x Bus</li> <li>• 1 x Hi-Lift Spreaderator</li> <li>• 2 x Hydralada</li> <li>• 7 x Utes.</li> </ul>	\$817,950	To date, only the Hi-Lift Spreaderator has been received. The Hydraladas will not be ordered until 2022/2023, along with two trucks, which will replace two of the utes.  All other vehicles have been ordered with delivery expected in the last quarter of 2022. Another of the utes will be replaced by a sedan.
<b><i>Stormwater Construction - 378 Gorge Road, Athelstone</i></b>  To install new drainage network and trash rack.	\$142,000	This project has been completed.
<b><i>Footpath Replacement Program</i></b>  To replace the existing narrow footpaths based on the PAMP (Pedestrian Access and Mobility Plan) and Footpath Development and Maintenance policy for existing concrete narrow footpaths. Footpaths will be replaced at the following locations: <ul style="list-style-type: none"> <li>• Lower North East Road</li> <li>• Montacute Road</li> <li>• St Bernards Road.</li> </ul>	\$260,600	This work has been completed, except for a small section of approximately 40 lineal metres along Lower North East Road between Lennox Street and Brooker Avenue, due to the undergrounding project.
<b><i>Replacement of Vehicles</i></b>  To replace seven selected vehicles in accordance with Asset Replacement Schedules.	\$182,650	All vehicles have been ordered with delivery expected in the last quarter of 2022.

Project	Net Cost to Council	Progress
<p><b><i>Replacement of Pedestrian Bridge - Ash Grove, Rostrevor</i></b></p> <p>To renew the existing asset as per the current Bridge Asset Management Plan's renewal program.</p>	\$120,000	This project has been completed.
<p><b><i>Campbelltown Function Centre Lighting</i></b></p> <p>To upgrade the lighting to the latest standard LED lights</p> <p>This project is dependent on an application for funding through the Stronger Communities Program being successful.</p>	\$30,000	This project did not proceed as Council was not successful in securing the grant funding.
<p><b><i>Lighting Replacement - Migrant Monument</i></b></p> <p>To replace the Migrant Monument internal LED lighting system, which is not able to be programmed for colour changes due the fact that the existing control system has stopped working and the technology is not supported any more.</p>	\$39,300	This project has been completed.
<p><b><i>Thorndon Park Super Playground</i></b></p> <p>To upgrade the existing playground at Thorndon Park with a fully inclusive super playground.</p>	\$163,050	This project is currently underway and anticipated to be completed in November 2022.

Project	Net Cost to Council	Progress
<p><b><i>Steve Woodcock Sports Centre Accessibility Improvement</i></b></p> <p>To replace doors in the KinderGym area and clubroom airlock and improve luminance contrast of most doors.</p> <p>The existing accessibility of the site and buildings has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p>	\$8,000	<p>Orders have been placed, however the installation will not occur until July 2022, therefore this project need to be carried forward to the 2022/2023 financial year.</p>

Project	Net Cost to Council	Progress
<p><b><i>Road Transport Asset Renewal Program</i></b></p> <p>To renew the following roads throughout the City in accordance with the Transport Asset Management Plan:</p> <p><i>Athelstone</i></p> <ul style="list-style-type: none"> <li>• Ainsley Court</li> <li>• Amber Place</li> <li>• Clydesdale Court</li> <li>• Dinham Road</li> <li>• Greenbank Road - Greenbank to Woodlands</li> <li>• Milan Court</li> <li>• Old Mill Road</li> </ul> <p><i>Newton</i></p> <ul style="list-style-type: none"> <li>• D'Angelica Court - Cul-de-sac</li> <li>• Fry Terrace</li> <li>• Graves Street - Liascos to Flinders</li> <li>• Lomman Avenue</li> <li>• Louis Crescent</li> <li>• Sprankling Avenue</li> </ul> <p><i>Rostrevor</i></p> <ul style="list-style-type: none"> <li>• Fir Street</li> <li>• Laurence Street</li> <li>• Mulga Street</li> </ul> <p><i>Tranmere</i></p> <ul style="list-style-type: none"> <li>• Camroc Avenue.</li> </ul>	<p>\$3,136,050</p>	<p>All roads are scheduled to be completed by the end of the year.</p>
<p><b><i>Marchant Community Centre Kitchen Upgrade</i></b></p> <p>To upgrade the Marchant Community Centre kitchen by replacing the existing cupboards.</p>	<p>\$15,000</p>	<p>This project has been completed.</p>

Project	Net Cost to Council	Progress
<p><b><i>Magill Scout Hall Kitchen Upgrade</i></b></p> <p>To replace the kitchen at the Hall in accordance with the Building Asset Management Plan.</p>	\$18,000	This project has been completed.



**Capital – New**

Project	Net Cost to Council	Progress
<p><b><i>Fourth Creek Trail – Stage 3</i></b></p> <p>To install a new Boardwalk and landscaping along the section of the Fourth Creek Trail from Montacute Road to St Bernards Road (Denis Morrissey Park).</p> <p>Staff will pursue grant funding through the Places For People grant, to add to the grants received for Stages 1 and 2.</p>	\$175,000	Council was successful in securing the grant funding, with the conditions expecting completion by December 2022. This project has commenced, however due to COVID-19, the completion of this project may be delayed and require unspent funds to be carried over to following financial year.
<p><b><i>Thorndon Park Super Playground</i></b></p> <p>To upgrade the existing playground at Thorndon Park with a fully inclusive super playground.</p>	\$1,086,950	This project is currently underway and anticipated to be completed in November 2022.
<p><b><i>Paradise Recreation Plaza</i></b></p> <p>An allocation set aside this year to be put towards this project, which is earmarked to commence in 2022/2023.</p>	\$511,000	Detail design is currently being developed and unspent funds will be carried forward to the 2022/2023 financial year.

Project	Net Cost to Council	Progress
<p><b><i>Footpath Construction Program</i></b></p> <p>To install footpaths at the following locations:</p> <p><i>Athelstone</i></p> <ul style="list-style-type: none"> <li>• Kurrajong Avenue</li> <li>• Russell Road</li> </ul> <p><i>Campbelltown</i></p> <ul style="list-style-type: none"> <li>• James Street</li> <li>• Piccadilly Crescent</li> </ul> <p><i>Newton</i></p> <ul style="list-style-type: none"> <li>• Hamilton Terrace</li> <li>• Liascos Avenue</li> <li>• Young Street</li> </ul> <p><i>Magill</i></p> <ul style="list-style-type: none"> <li>• Church Street</li> </ul> <p><i>Paradise</i></p> <ul style="list-style-type: none"> <li>• Avenue Road</li> <li>• Tracy Avenue</li> </ul> <p><i>Tranmere</i></p> <ul style="list-style-type: none"> <li>• Shakespeare Avenue.</li> </ul>	\$524,200	<p>All footpaths have been completed except for those at the following locations:</p> <ul style="list-style-type: none"> <li>• Avenue Road, Paradise</li> <li>• Hamilton Terrace, Newton.</li> </ul>
<p><b><i>Third Creek Erosion Control Works – Stage 1</i></b></p> <p>To improve erosion control and creek management along Third Creek, including vegetation and infrastructure works in conjunction with The Gums Landcare Group.</p> <p>This project has resulted from the Third Creek Survey and Management Plan 2017.</p>	\$50,000	<p>Staff have recently received confirmation of the grant funding. A meeting with The Gums Landcare Group has been setup, however the implementation work will not be completed in this financial year.</p> <p>The remaining funds will be carried forward to the 2022/2023 financial year.</p>

Project	Net Cost to Council	Progress
<p><b><i>Bicycle Plan Infrastructure – Stage 1</i></b></p> <p>To upgrade bicycle paths and sharrows between River Torrens Linear Park and Lower North East Road and Gorge Road.</p> <p>The income for this project is provided by the State Government through the State Bicycle Fund.</p>	\$84,000	This work is currently being undertaken and is expected to be completed by June 2022.
<p><b><i>Purchase of Rubbish Bins</i></b></p> <p>An ongoing allocation to purchase new rubbish bins for newly created properties.</p>	\$50,000	This is an ongoing process.
<p><b><i>Stormwater Construction - Clairville Road, Campbelltown</i></b></p> <p>To extend the drainage and detention system to mitigate flooding issues at this location by reducing gutter flows.</p>	\$655,000	Design work is almost completed with work anticipated to commence in late May or early June. This project will be carried forward to the 2022/2023 financial year.
<p><b><i>Stormwater Construction - Raymel Crescent, Campbelltown</i></b></p> <p>To extend the drainage and detention system to mitigate flooding issues at this location by reducing gutter flows.</p>	\$176,000	This project has been completed.
<p><b><i>Strategic Land Purchases</i></b></p> <p>To allocate funding for strategic land acquisitions for the purpose of open space development as opportunities arise.</p>	\$257,000	Staff have been exploring opportunities with third parties to increase open space within the Council area, however to date have not been able to reach an agreement.
<p><b><i>Toilet Installation – Gurners Reserve, Rostrevor</i></b></p> <p>To install an Exeloo public toilet at the reserve to support users of the playground, reserve and Fourth Creek Walking Trail.</p>	\$190,000	This project has been completed.



Project	Net Cost to Council	Progress
<p><b><i>Athelstone Community Workshop Shed Extension</i></b></p> <p>To extend the existing Community workshop shed by 15 metres at the rear of the Athelstone Community Hall.</p> <p>This project will only proceed if an application for grant funding is successful.</p>	\$54,500	This project is currently underway, however the installation of the new shed will not be completed by the end of June 2022. Therefore the remaining funds will need to be carried forward to the 2022/2023 financial year.
<p><b><i>Thorndon Park Accessible Toilet – Adult Change Table and Hoist</i></b></p> <p>To install a hoist and adult change table in the accessible toilet at Thorndon Park.</p>	\$25,200	This project has been completed.



## Appendix 2 – Project Summary 2022/2023

### New Initiatives

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<p><b><i>Newton Community Garden Seed Funding</i></b></p> <p>To assist in the establishment of a community garden in Newton. It is intended that the Community Garden will be an independent, incorporated community group.</p>	1.1	\$0	\$15,000	\$15,000
2	<p><b><i>Thorndon Park Super Playground Grand Opening</i></b></p> <p>Hold a grand opening event for the new playground, including ice creams or sweets for children, some live entertainment, a ribbon cutting ceremony, games, bubbles, food for purchase, with relevant organisations in attendance.</p>	1.3	\$0	\$10,000	\$10,000
3	<p><b><i>Transport Plan Design - Stradbroke Road</i></b></p> <p>To develop concepts and design for Stradbroke Road incorporating measures for pedestrian safety at Fourth Creek and Morialta Park Playground.</p> <p>Staff will undertake the majority of the Stradbroke design project and refer to a consultant to liaise and confirm arrangements with DIT (\$10,000). Additional cost of \$20,000 is for the 40km/hr trial.</p> <p>This project will be undertaken in conjunction with Adelaide Hills Council.</p>	1.4	\$15,000	\$30,000	\$15,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
4	<p><b><i>River Torrens Linear Park Smart Lighting</i></b></p> <p>To install a smart lighting solution through the installation of Smart Nodes and Light Nodes along the path that incorporate Smart City technologies that integrate an IoT (Internet of Things) central management system and analytics platform.</p> <p>This project is dependent on a funding application through the LGIPP being successful. There is \$600,000 allocated to the project in the 2021/2022 financial year.</p>	1.5	\$2,400,000	\$2,400,000	\$0
5	<p><b><i>Book - 10 Women Project</i></b></p> <p>To produce a booklet about all of the local women that have been honoured in the annual 10 Women of Campbelltown Project to date.</p>	1.5	\$0	\$2,200	\$2,200
6	<p><b><i>Liascos Avenue Reserve Improvements - Garden Bed</i></b></p> <p>Replace the existing perma-pine fence between the reserve on Liascos Avenue with a green belt of garden beds, incorporating WSUD initiatives.</p>	2.2	\$0	\$40,000	\$40,000
7	<p><b><i>Greening Gorge Road</i></b></p> <p>To upgrade the central median islands along Gorge Road between Newton Road and Moseley Road with native trees and grass plantings, creating a canopy to reduce the heat island effect along this major tourist route.</p>	2.2	\$0	\$30,000	\$30,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
8	<b><i>Replacement of Palm Trees – Curtis Road, Hectorville</i></b>  To remove and replace 15 palm trees in Curtis Street with approximately 30 new street trees.	2.2	\$0	\$15,000	\$15,000
9	<b><i>Queens Jubilee Grant – Glynburn Road Planting</i></b>  To replace the trees in the median strips along Glynburn Road.	3.4	\$20,000	\$20,000	\$0
10	<b><i>Queens Jubilee Grant – Fourth Creek Walking Trail</i></b>  To plant an avenue of trees along Fourth Creek between Lower North East Road and Montacute Road.	3.4	\$20,000	\$20,000	\$0
11	<b><i>Rates Oversight Scheme</i></b>  Council's contribution to cover the costs to be charged by ESCOSA (Essential Services Commission of South Australia) to provide advice to Councils on the appropriateness of both their long-term financial, infrastructure and asset management plans, and the proposed financial contributions by the council's ratepayers under those plans.	5.3	\$0	\$15,000	\$15,000
<b>TOTAL INCOME</b>					<b>\$2,597,200</b>
<b>TOTAL EXPENSE</b>					<b>\$2,455,000</b>
<b>NET COST TO COUNCIL</b>					<b>\$142,200</b>

## Capital-Renewal and Replacement

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
1	<b><i>Library Materials - Grant and Purchases</i></b> Purchase of library stock through State Government Library Materials Grant.	1.2	\$185,000	\$185,000	\$0
2	<b><i>Library Materials - Unsubsidised Stock Purchases</i></b> Purchase of library stock using Council funds.	1.2	\$0	\$40,000	\$40,000
3	<b><i>Golf Course Playing Surface Replacement</i></b> Replacement of all synthetic tees with natural turf.	1.2	\$0	\$20,200	\$20,200
4	<b><i>Replacement of Gym Cardio - ARC Campbelltown</i></b> To replace two upright lifecycle bikes and two recumbent lifecycle bikes that have reached their end of life and require replacement.	1.2	\$4,000	\$30,600	\$26,600
5	<b><i>Replace Creche Tables and Chairs - ARC Campbelltown</i></b> Replacement of the current creche tables and chairs as they have reached the end of their useful life.	1.2	\$0	\$2,550	\$2,550
6	<b><i>Replace Function Room Audio Visual - ARC Campbelltown</i></b> Replace the old audio visual equipment with a new system.	1.2	\$0	\$28,050	\$28,050

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
7	<b><i>Replacement of Filter Media - Pool Plant Filters - ARC Campbelltown</i></b>  To replace components of the nine pool plant filters at The ARC Campbelltown, replace nozzles and laterals, then fill with new media and water.	1.2	\$0	\$199,450	\$199,450
8	<b><i>Bicycle Plan Implementation - Stage 2</i></b>  Implement Stage 2 of the Bicycle Plan roll out. Stage 1, which covered the northern section of the City was implemented during 2021/2022.	1.4	\$0	\$75,000	\$75,000
9	<b><i>Replacement of Plant and Equipment - ARC Campbelltown</i></b>  To replace the dishwasher and fridge/freezer that have reached the end of their useful life in the ARC Café.	1.4	\$0	\$17,200	\$17,200
10	<b><i>Upgrade Traffic Signals - Paradise Primary School</i></b>  To replace the existing obsolete Koala Crossing lanterns and controller at Paradise Primary School with repurposed equipment from the Stradbroke School Crossing that was upgraded through the Department for Infrastructure and Transport. The Paradise Primary School crossing is the oldest crossing in the City.	1.4	\$0	\$5,000	\$5,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
11	<b><i>Daly Oval Floodlighting Replacement</i></b>  To upgrade the floodlights at Daly Oval. This project is includes \$320,000 worth of grant funding from the State Government.	1.5	\$320,000	\$400,000	\$80,000
12	<b><i>Rostrevor Tennis Club Court Resurfacing</i></b>  To repair cracks and level surface on courts 4, 5 and 6, and repaint courts 1, 2, 4, 5 and 6 with two coats of paint.  The Tennis club applied for and received a State Government Grant of \$48,000 to reconstruct court 3, with the club contributing an additional \$72,000.	1.6	\$120,000	\$175,000	\$55,000
13	<b><i>Nightingale Reserve Improvements</i></b>  To upgrade the tennis courts, surrounds and interpretive signage at the reserve.	2.2	\$0	\$74,000	\$74,000
14	<b><i>Pamela Avenue Reserve Improvements</i></b>  To undertake the civil and landscaping components of the improvements to this reserve.	2.2	\$0	\$175,000	\$175,000
15	<b><i>Liascos Avenue Reserve Improvements</i></b>  To upgrade the reserve signage and relocate the soccer goals safely away from the road with a new back net.	2.2	\$0	\$16,500	\$16,500

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
16	<p><b><i>Foxfield Reserve Multi Court</i></b></p> <p>To upgrade the existing tennis courts at Foxfield Oval to incorporate a netball/basketball court.</p> <p>The project also includes the removal of coaches boxes, new shelter, replacing fencing and resurfacing of the courts.</p>	2.2	\$0	\$90,000	\$90,000
17	<p><b><i>Dennis Morrissey Park Improvements</i></b></p> <p>To improve the reserve to include a picnic table setting, dog waste bin, BBQ, drinking fountain and shelter. This upgrade is a continuation of the successful grant funding linked to the Fourth Creek Trail Stage 3 improvements.</p>	2.2	\$0	\$10,000	\$10,000
18	<p><b><i>Playford Road Reserves Redevelopment</i></b></p> <p>To upgrade the Playford Road Reserve site to establish a site for the Community Landcare Nursery and Community Garden.</p> <p>This component will renew the courts, shelters, playground equipment, surfaces, kerbing, footpaths, disposal and civil works.</p> <p>\$487,750 has been set aside in the 2021/2022 budget as part of the LRCIF Phase 3 grant.</p>	2.2	\$0	\$706,650	\$706,650



	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
19	<b><i>Athelstone Community Hall - Stormwater &amp; Sewer System Replacement</i></b>  Detailed design and cost estimate for the replacement of the stormwater and sewer system at the Athelstone Community Hall.	3.1	\$0	\$35,000	\$35,000
20	<b><i>Old Newton Uniting Church Hall Building Renewal</i></b>  Replacement of roof sheeting and flashing of the Uniting Church Hall, including engagement of a Heritage Consultant to assist with planning lodgement.	3.1	\$0	\$40,000	\$40,000
21	<b><i>Replacement of Tables, Trolleys and Chairs - Campbelltown Function Centre</i></b>  To replace 30 rectangle tables, 25 round tables, 20 chairs and new table trolleys.	3.1	\$0	\$51,500	\$51,500

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
22	<p><b>Road Transport Asset Renewal Program</b></p> <p>To maintain an acceptable level of service for the following roads:</p> <p><i>Athelstone</i></p> <ul style="list-style-type: none"> <li>• Kimber Place</li> <li>• Erin Place</li> <li>• Greenbank Road</li> <li>• Tracy Court</li> <li>• Creekview Road</li> <li>• Montacute Road</li> </ul> <p><i>Campbelltown</i></p> <ul style="list-style-type: none"> <li>• Tyrone Avenue</li> <li>• Drysdale Crescent</li> <li>• Ambrose Avenue</li> </ul> <p><i>Newton</i></p> <ul style="list-style-type: none"> <li>• Crozier Avenue</li> <li>• Vida Street</li> <li>• Marlene Court</li> <li>• Liascos Avenue</li> </ul> <p><i>Rostrevor</i></p> <ul style="list-style-type: none"> <li>• Cash Street.</li> </ul> <p>Roads to Recovery funding of \$536,800 is provided by the Federal Government to offset the costs of these road renewals.</p>	3.1	\$536,800	\$4,360,000	\$3,823,200

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
23	<p><b><i>Replacement of Plant &amp; Machinery</i></b></p> <p>To replace the following plant and machinery:</p> <ul style="list-style-type: none"> <li>• 8 x trucks</li> <li>• 1 x Ride-on Mower</li> <li>• 1 x Trailer</li> <li>• 8 x Brushcutters</li> <li>• 15 x Chainsaws</li> <li>• 3 x Chainsaw Poles</li> <li>• 2 x Hedge Trimmers.</li> </ul>	3.1	\$639,600	\$1,315,400	\$675,800
24	<p><b><i>Footpath Renewal Program</i></b></p> <p>To replace the following narrow concrete footpaths in line with the adopted five year footpath program:</p> <p><i>Campbelltown</i></p> <ul style="list-style-type: none"> <li>• Hill Street (elm Road to Hart Street) - \$35,650</li> <li>• Lower North East Road (Mines Road to Hill Street) - \$120,800</li> <li>• Lower North East Road (Seymore Grove to Trafford Road) - \$34,600</li> </ul> <p><i>Paradise</i></p> <ul style="list-style-type: none"> <li>• Lower North East Road (Darley Road to Mitchell Street) - \$47,650.</li> </ul>	3.3	\$0	\$238,700	\$238,700

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
25	<p><b><i>Creek Remediation - Fifth Creek</i></b></p> <p>To undertake creek remediation works within the Fifth Creek catchment and undertake other creek remediation as identified within the Asset Management Plan and recent Fifth Creek study. Additionally the works within Fifth Creek coincide with a report to Council following the significant flooding events of 2016.</p> <p>In 2021/2022, sections of Third Creek have been rehabilitated and similarly within Fourth Creek as part of the Fourth Creek Trail works.</p>	3.3	\$0	\$30,000	\$30,000
26	<p><b><i>Replacement of Elected Member iPads</i></b></p> <p>Replace existing Elected Member iPads with new Apple iPad Pro 12.9" (5th generation) 256GB RAM with WI-FI and cellular, keyboard, Apple pencil and case.</p> <p>This budget will replace the 5 devices already included in the Asset Register.</p>	5.3	\$0	\$12,000	\$12,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
	<b><i>Replacement of Computer Equipment</i></b>				
	To purchase computer equipment, when leases are due to expire.				
27	Over recent years there has been a move from lease to purchase of equipment due to the flexibility that provides around replacement at end of lease and less administrative overhead managing leases.	5.3	\$0	\$183,000	\$183,000
<b>TOTAL INCOME/RESERVE TRANSFERS</b>					<b>\$1,745,400</b>
<b>TOTAL EXPENSE</b>					<b>\$8,455,800</b>
<b>NET COST TO COUNCIL</b>					<b>\$6,710,400</b>



## Capital-New

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<p><b><i>Thorndon Park Super Playground</i></b></p> <p>To supplement the funding required to undertake the proposed works in relation to the Thorndon Park Super Playground.</p> <p>This component of this project is funded through the Master Plan allocation.</p>	1.3	\$0	\$375,000	\$375,000
2	<p><b><i>Master Plan Works</i></b></p> <p>Funding to be used to support the capital works component of a Council adopted Master Plan.</p>	1.3	\$0	\$153,000	\$153,000
3	<p><b><i>Aboriginal War Memorial</i></b></p> <p>To incorporate an inclusive, visual and educational history of Aboriginal and Torres Strait Islander peoples' involvement in Australian conflicts and the shared collaborative history with non-Aboriginal Australians based at The Gums Reserve.</p>	1.3	\$0	\$30,000	\$30,000
4	<p><b><i>Paradise Primary School Oval Fencing</i></b></p> <p>To install 210 linear metres of 1,200mm high top and bottom black PVC coated chainwire fencing with powder coated frameworks.</p>	1.4	\$0	\$30,000	\$30,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<b><i>Nightingale Reserve Improvements</i></b>  To install new picnic benches adjacent to the BBQ facility and coaches box at this reserve.	1.7	\$0	\$4,500	\$4,500
6	<b><i>Strategic Land Purchases</i></b>  To provide an annual allocation of funding for strategic land acquisitions for the purpose of open space development as opportunities arise.	2.2	\$0	\$266,000	\$266,000
7	<b><i>Greening Gorge Road</i></b>  To upgrade the central median islands along Gorge Road between Newton Road and Moseley Road with native trees and grass plantings, creating a canopy to reduce the heat island effect along this major tourist route.	2.2	\$0	\$90,000	\$90,000
8	<b><i>Purchase of Rubbish Bins</i></b>  To provide rubbish bins for newly created properties.	2.3	\$0	\$55,000	\$55,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
9	<p><b>Creek Remediation - Fifth Creek</b></p> <p>To undertake creek remediation works within the Fifth Creek catchment and undertake other creek remediation as identified within the Asset Management Plan and recent Fifth Creek study. Additionally the works within Fifth Creek coincide with a report to Council following the significant flooding events of 2016.</p>	3.3	\$0	\$170,000	\$170,000
10	<p><b>Footpath Construction Program</b></p> <p>To install second footpaths and new footpaths, meeting policy criteria, raised through residents and separate budget bids at the following locations:</p> <p><i>Athelstone</i></p> <ul style="list-style-type: none"> <li>Addison Avenue - \$29,200</li> </ul> <p><i>Campbelltown</i></p> <ul style="list-style-type: none"> <li>Ann Street - \$11,100</li> </ul> <p><i>Hectorville</i></p> <ul style="list-style-type: none"> <li>Moorlands Road - \$69,400</li> </ul> <p><i>Magill</i></p> <ul style="list-style-type: none"> <li>Barons Street - \$94,400</li> <li>Church Street - \$30,600</li> <li>Greer Place - \$15,300</li> </ul> <p><i>Paradise</i></p> <ul style="list-style-type: none"> <li>Stoneybrook Drive - \$65,800</li> </ul> <p><i>Rostrevor</i></p> <ul style="list-style-type: none"> <li>Rita Avenue - \$47,400.</li> </ul>	3.3	\$0	\$363,200	\$363,200



	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
11	<b><i>Foxfield Oval Backstop Fencing</i></b>  To construct 10 metre high fencing behind the northern goals to stop footballs being kicked onto the roof of the new change rooms.	3.4	\$0	\$32,000	\$32,000
12	<b><i>Athelstone Recreation Reserve - Pitch Improvement</i></b>  To replace the eastern pitch of the Athelstone Recreation Reserve with an artificial pitch.  50% of this project (\$750,000) is funded by the LRCIF Phase 3, which is included in the 2021/2022 budget.	4.4	\$0	\$991,000	\$991,000
13	<b><i>Replacement of Elected Member iPads</i></b>  To replace existing Elected Member iPads with new Apple iPad Pro 12.9" (5th generation) 256GB RAM with WI-FI and cellular, keyboard, Apple pencil and case. This budget will replace the 6 devices not recorded in the Asset Register.	5.3	\$0	\$14,400	\$14,400
<b>TOTAL INCOME</b>					<b>\$0</b>
<b>TOTAL EXPENSE</b>					<b>\$2,574,100</b>
<b>NET COST TO COUNCIL</b>					<b>\$2,574,100</b>