

2020/2021 Annual Business Plan and Budget



Campbelltown Memorial Oval Playground

Endorsed by Council on 7 July 2020

Providing a quality lifestyle

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Glossary

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

Message from the Chief Executive Officer

Welcome to the 2020/2021 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.

COVID-19 has and will continue to have a significant impact on the finances and wellbeing of households, sporting clubs, community groups and local businesses. In response, Council has established a substantial rate relief package, highlighted by a 0% rate increase for the upcoming financial year. In addition, a one-off COVID-19 Rate Cap will be put in place for 2020/2021, meaning that the General Rate levied for each property will not be higher than that levied in 2019/2020. Lease and hire fees for local sporting clubs and community groups will also be waived while the Government imposed restrictions remain in place.

Construction is underway on a \$3 million upgrade to the Hectorville Sports and Community Club, while the \$10.45 million redevelopment of the Max Amber Sportsfield is the centrepiece of the 2020/2021 budget. This redevelopment has been funded with the assistance of a \$5 million grant from the Federal Government and a \$245,000 grant from the State Government. These works will provide significantly improved and more accessible facilities, along with fully compliant female changerooms.

While the COVID-19 relief options will impact Council's operating result, the focus of projects for 2020/2021 will primarily have a capital works focus to assist in stimulating the local economy during these unprecedented times. Following consideration of the feedback from the Community, the highlights of the Plan include:

- development of detailed design work to support the creation of a super playground at Thorndon Park
- continuing to improve Council owned facilities at The ARC, 174 Montacute Road Rostrevor, Lochend House, Steve Woodcock Sports Centre, Athelstone Scout Hall, Foxfield Oval and the Campbelltown Library
- installation of bicycle infrastructure throughout the City and the improvement of lighting along key sections of the River Torrens Linear Park
- construction of 32 new fully accessible footpaths across the City and improving the condition of 15 streets through the scheduled reseal programs
- introduction of a Climate Solutions strategy and small business grants program.

Despite the current challenges being presented through COVID-19, Council continues to strive to deliver its vision of 'providing a quality lifestyle for its people' and looks forward to achieving this in this draft Annual Business Plan and Budget.



Paul Di Iulio
Chief Executive Officer

Executive Summary

The LTFP was revised and adopted in April 2020 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 continue to maintain an operating surplus.

The key financial information for 2020/2021 is summarised below:

General Rate Increase	0%
Rates Growth (rates from new rateable properties)	2.08%
Operating Income	51,386,969
Operating Expense	52,811,700
Operating Surplus/(Deficit)	(1,424,731)
Capital-Renewal and Replacement Expenditure	9,573,200
Capital-New Expenditure	12,353,950
Total Capital Expenditure	21,927,150
Major Capital Expenditure	
Max Amber Sportsfield Redevelopment	10,295,000
Road Renewal Program	3,500,000
Plant, Machinery and Vehicle Purchases	1,640,000
Magill Village Master Plan Works	1,125,000
Foxfield Oval Change Room Upgrade	800,000
Local Roads Community Infrastructure Program	618,900
Lighting - Access Paths, Playgrounds, Toilets & Public Facilities - River Torrens Linear Park	600,000
Steve Woodcock Sports Centre Accessibility Improvements	509,000
Footpath Construction Program	480,000
Cycling Infrastructure – Campbelltown Bike Plan	285,000
Strategic Land Purchases	254,000
Library Stock Purchases	238,000
Athelstone Scout Hall – DDA Improvements	230,000
The ARC Campbelltown – Aquatic Space Upgrade 2	215,000

Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	(3%)	(2%)
Net Financial Liabilities Ratio	(8%)	1%
Asset Renewal Funding Ratio	168%	147%

COVID-19 Measures Implemented

At its meeting on 7 April 2020, Council endorsed a range of measures to counteract the financial impact that COVID-19 pandemic will have on the entire Campbelltown Community. These measures are summarised below:

- 0% General Rate increase for 2020/2021
- 0% discretionary General Rate rebate, so that any property that has not changed its land use, will be levied more than the amount levied in 2019/2020
- Deferring of rates payments until December 2020
- No fines or interest on rates payments will be applied until after 31 December 2020
- Ratepayers can arrange to pay their rates weekly, fortnightly or monthly, based on an amount that suits their budget. No fines or interest will apply until after 31 December 2020, or for the length of the payment arrangement whilst payments are being met
- Ratepayers experiencing financial hardship due to loss of income due to COVID-19 may be eligible to defer their rates through a postponement until 30 June 2022
- Ratepayers aged 60 and over who have a Seniors' Card may be eligible to postpone their rates
- Delegations in place for the Chief Executive Officer to waive all rental and lease fees and associated costs and suspend any existing payment arrangements for the period commencing 11 March 2020 and ceasing 28 days after all relevant declarations relating to the COVID-19 emergency have ended, or earlier if otherwise revoke by Council through resolution.

The impact of the above measures have been factored into the budget for 2020/2021.

The budget is based on Council receiving all budgeted grants from other levels of Government. It also assumes that the financial assistance provided to sporting clubs, community groups and commercial proprietors, along with the expected decrease in other types of income will only continue until 30 September 2020. Should COVID-19 Government restrictions remain in place beyond this time, Council's relief options will be extended and there will be a further increase in Council's budgeted operating deficit. This will be reflected in budget reviews performed during the year.

Based on Council's adopted LTFP and in accordance with current assumptions and modelling, these measures will drive operating deficits for the next three financial years, in accordance with its assumption that General Rate increases will return to be LGPI plus growth from 2021/2022. Once more information is available about inflation and the subsequent effect COVID-19 has on the economy, the LTFP will be remodelled which may result in operating deficits beyond 3 years.

Anticipated Financial Position

Projected operating income is not sufficient to meet Council's projected operating expenses (including depreciation) for 2020/2021.

This has been caused by a range of measures provided to households, local businesses, sporting clubs and community groups to minimise the financial impact of the COVID-19 pandemic, as referred to above. For this reason, Council is budgeting for an operating deficit in 2020/2021. Due to its existing strong levels of cash and investments there is no requirement to borrow to help fund its operations.

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

Introduction

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

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

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

European settlement within the Council area dates from the 1830s with settlement commencing on the banks of the River Torrens, and establishment of small townships. The area is well known for its market gardens history and multi-cultural influences. Italian migration post World War II was significant, and many Italian migrants chose to settle in the area. Between 1960 and 1991 the City's population trebled (from 15,000 to 43,600); the population growth rate has slowed significantly since then, and the number of residents is currently 52,192 (Estimated Resident Population, 2019).



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

This document sets out Council's programs, projects and services planned for 2020/2021. It aims to maintain and improve the City's service delivery and to continue the delivery of programs outlined in Council's Strategic Plan.

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

Status of 2020/2021 Projects

Information about Council's progress in relation to projects funded in 2020/2021 is available in Appendix 1 – Progress of 2019/2020 Projects.

What are Council's Long Term Plans?

Towards 2020 Council's Strategic Plan 2010 – 2020 was revised by Council on 15 November 2016 and is currently being reviewed again with Stage 1 consultation completed. A new Plan is expected to be completed by November 2020.

Council's Vision is:

'Campbelltown provides a quality lifestyle for its people'

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

Goal 1 - Quality Living

A quality lifestyle that meets the changing needs of the Community

Goal 2 – Leadership

A Council with strong leadership and excellent service delivery

Goal 3 - City Planning

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

Goal 4 - Environmental Responsibility

An enhanced local environment delivered in partnership with the Community

Goal 5 - Local Economy

A Council which supports a strong and diverse local economy

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

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

What are the Significant Influences and Priorities?

A number of significant factors have influenced the preparation of the 2020/2021 Annual Business Plan and Budget. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meeting held on 3 March 2020
- Application of Year 1 of Council's LTFP, as adopted by Council at its meeting on 7 April 2020
- Adherence to Council's IAMPs
- Enterprise Bargaining Agreements which provide for wage and salary increases for Council Staff
- The CPI (Consumer Price Index - All Groups Index for Adelaide), which is a measure of the change in the price of a 'basket' of goods and services purchased by households.

This increased by 2.1% for the 12 months ending December 2019

- 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 2019, LGPI increased by 1.6% and has been applied to the budget for 2020/2021, where applicable.

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

- Increase rates by 0%, plus growth (2.08%)
- 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 2020/2021 of \$1,424,731 which is higher than the LTFP target operating deficit of \$1,092,000.

Service Provision

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

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

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

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

- | | |
|--|--|
| • Administration Building and Hall Maintenance | • Executive Services |
| • Asset Management-Footpaths | • Finance |
| • Asset Management-Road Transport | • Governance and 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 28). This section of the Annual Business Plan and Budget provides detailed information on each Service including:

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

Council anticipates that existing service levels from the 2019/2020 financial year will be maintained during 2020/2021, with the following adjustments:

- Expansion of tree planting program from 800 trees planted per year to 1,100 trees planted per year. The expected cost increase is \$50,000
- A range of services will be placed on hold or deferred until a time when the Government imposed restrictions in relation to COVID-19 are lifted.

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

Project Priorities for the Year

Council has undertaken a methodical and considered approach to determine the priorities for the forthcoming financial year. In accordance with Council's Budget Preparation Policy, the following steps were taken to determine the projects selected for 2020/2021:

- Elected Members, Management and Staff proposed projects that aim to assist in achieving Council's Strategic Plan goals, objectives and strategies and perceived Community need
- Projects were divided into four categories: New Initiatives, Capital-New, Capital-New Master Plan Allocation and Capital-Renewal & Replacement
- Capital-Renewal and Replacement projects were proposed in accordance with asset renewal and replacement needs that were identified using Council's IAMPs and associated asset replacement schedules
- The Management Team individually ranked the relevant New Initiatives and Capital-New projects based on the priority of the projects presented. Scores were combined to identify Staff priorities for the year
- Due to restrictions around COVID-19, a bus tour of the City was cancelled. Members were provided with a pack containing information that helped gain a better understanding of the projects proposed. These projects were presented in line with the Management Team's recommended order of priority
- Elected Members individually rated projects in the New Initiatives and Capital-New categories based on their view of the priority of the projects presented
- Scores from Elected Members and the Management Team on the ranked projects were collated and sorted from highest to lowest priority for each project category
- The project list was refined and finalised at the 7 and 21 April 2020 Council meetings in preparation for the Public Consultation process
- Final selection of projects was confirmed by Council following consideration of the feedback received from the Community consultation at its 16 June 2020 meeting and the 7 July 2020 meeting.

New Initiatives

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

Council confirmed the New Initiatives and their effect on the operating result at the Council meetings held on 7 and 21 April 2020. The net costs of the New Initiatives in this budget are:

	Net Cost to Council
Goal 1 – Quality Living	
Steve Woodcock Sports Centre Accessibility Improvements	\$17,400
Master Plan for Sculpture Park	\$5,000
TOTAL	\$22,400
Goal 4 – Environmental Responsibility	
Climate Solutions Strategy	\$250,000
TOTAL	\$250,000
Goal 5 – Local Economy	
Small Business Grants Program	\$40,000
TOTAL	\$40,000
GRAND TOTAL	\$312,400

Capital

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

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

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

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

- **Capital-Renewal and Replacement** projects result in an existing asset's service life being extended through major repair or replacement, however its service capability is not improved. The renewal and replacement of existing assets is dictated by Council's IAMPs and asset replacement schedules. These Plans tell Council when assets are at a stage in their lifecycle where they need to have money spent on them to prevent further deterioration (extend their useful life) or require replacement.

Undertaking this type of expenditure at the right time will ensure assets provide the level of service they are expected to and also minimises ongoing maintenance costs.

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

Council has used its Long Term Financial Plan to assist in preparing its plans for capital expenditure. Council proposes to spend the gross amounts of \$11,335,050 on Capital-New which includes \$1,125,000 on Capital-New Master Plan Allocation and \$254,000 on Strategic Land Purchases, and \$9,173,200 on Capital-Renewal and Replacement expenditure.

Council resolved at its meeting on 7 April and 7 July 2020 to undertake the following capital projects in 2020/2021. The projects are shown at the net cost to Council:

<u>Capital-New</u>	Net Cost to Council
Goal 1 – Quality Living	
Max Amber Sportsfield Redevelopment (New)	\$2,444,450
Magill Village Master Plan Works	\$1,125,000
Footpath Construction Program	\$480,000
Steve Woodcock Sports Centre Accessibility Improvements	\$375,000
Strategic Land Purchases	\$254,000
Jervois Avenue Drainage Improvement	\$190,000
Cycling Infrastructure - Campbelltown Bike Plan	\$185,000
Industry and Innovation Precincts Landscape Master Plan	\$75,000
Works (Magill Precinct) - Glen Stuart Road (New)	\$60,000
Pathway Link – Reservoir Road Reserve to Thorndon Park	\$44,000
Library Renovations and Equipment	\$35,000
The ARC Campbelltown Accessible Parking Upgrade	\$18,000
Drinking Fountains	\$0
Foxfield Oval Change Room Upgrade	\$0
TOTAL	\$5,285,450
Goal 2 – Leadership	
Purchase of DELL IDPA Server - Secure Backup and Disaster Recovery	\$55,000
TOTAL	\$55,000
Goal 3 – City Planning	
Lighting - Access Paths, Playgrounds, Toilets & Public Facilities - River Torrens Linear Park	\$600,000
Purchase of Rubbish Bins	\$50,000
James Street Campbelltown Golf Course Car Park Path	\$15,000
Local Roads Community Infrastructure Program	\$0
TOTAL	\$665,000
GRAND TOTAL	\$6,005,450

Capital-Renewal & Replacement

**Net Cost
to Council**

Goal 1 – Quality Living

Max Amber Sportsfield Redevelopment (R&R)	\$2,680,950
Foxfield Oval Change Room Upgrade	\$400,000
Athelstone Scout Hall - DDA Improvements	\$230,000
The ARC Campbelltown - Aquatic Space Upgrade 2	\$215,000
Steve Woodcock Sports Centre Accessibility Improvement	\$134,000
Footpath Replacement Program	\$126,500
Shared Path Replacement - River Torrens Linear Park	\$126,000
Lochend House Restoration Works	\$111,750
The ARC Campbelltown - Gym Cardio Replacement	\$66,950
Super Playground - Thorndon Park - Detailed Design	\$50,000
Library Stock Purchases	\$36,000
Industry and Innovation Precincts Landscape Master Plan	\$15,000
Works (Magill Precinct) - Glen Stuart Road Footpath (R&R)	\$9,000
Elsinore Drive Fencing Replacement	\$0
Library Materials Grant and Purchases	\$0

TOTAL **\$4,201,150**

Goal 3 – City Planning

Road Transport Asset Renewal Program	\$2,963,200
Replacement of Plant and Machinery	\$679,350
Replacement of Vehicles	\$95,000
Additional Office Space - 174 Montacute Road	\$25,000

TOTAL **\$3,762,550**

GRAND TOTAL **\$7,963,700**

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 2020/2021.

How Does Council Measure Performance?

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

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

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

Financial Performance

At its meeting held on 3 March 2020, Council considered and continued to adopt the following 5 financial targets, however only 3 of these are required under the Local Government (Financial Management) Regulations 2011:

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

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

Funding the Business Plan

The Long Term Financial Plan for 2020/2021 has been updated to reflect the most current information available which includes:

- Audited Financial Statements for the year ended 30 June 2019
- Updates to relevant CPI and LGPI forecasts
- Review of all assumptions used in the Plan
- Proposed major projects
- IAMPs and asset replacement schedules.

Staff reviewed all assumptions contained within the Plan, with AGAC providing recommendations to Council on the key financial targets and the revised Plan. The review was used to ensure the Plan was structurally sound and prepared in accordance with relevant legislation and Australian Accounting Standards. Council adopted the LTFP at its meeting on 7 April 2020.

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

Year 1 of the LTFP has been used to develop the budget for 2020/2021. A commentary on the financial indicators Council is required to report on under the Local Government (Financial Management) Regulations 2011 are provided below.



Operating Surplus Ratio

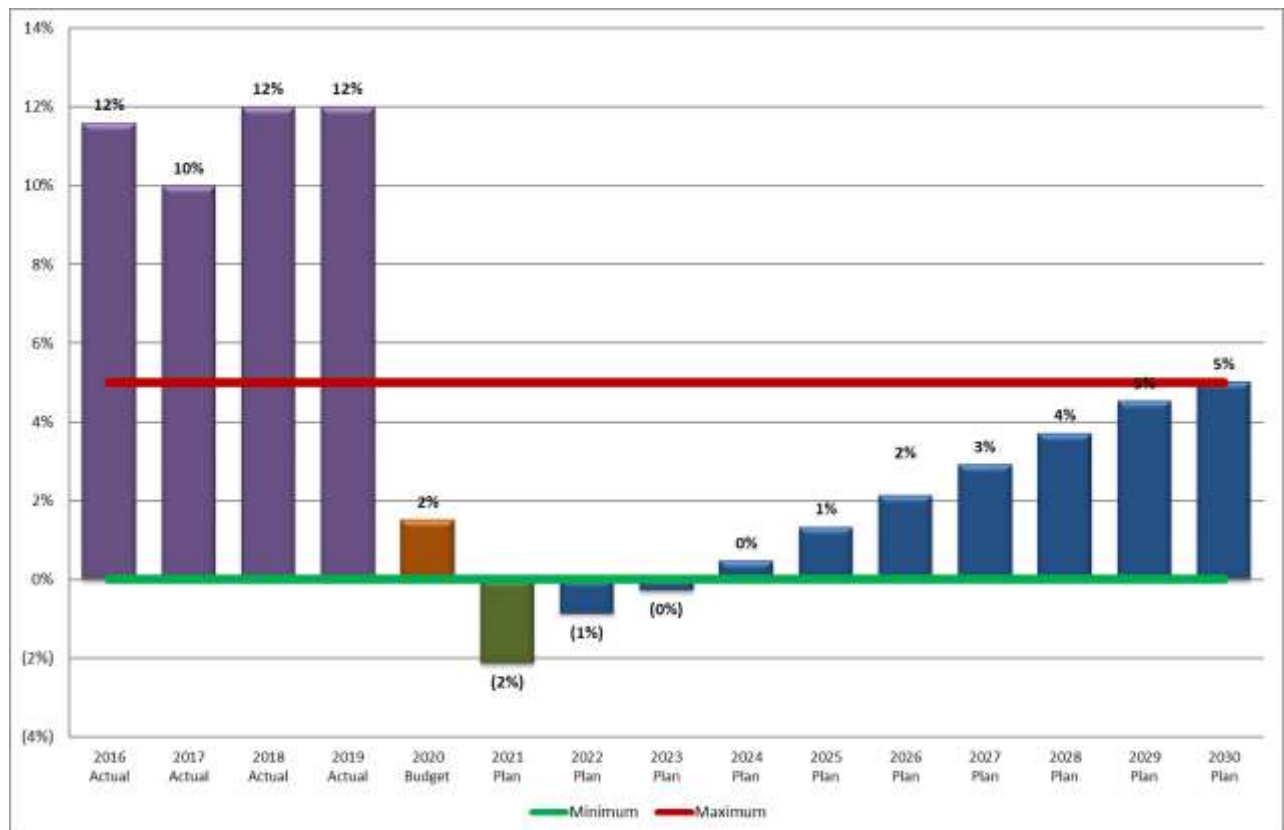
(the percentage that the major controllable income source varies from day to day expenses).

LTFP Financial Target

To achieve a ratio of between 0% and 5%

LTFP vs Budget

LTFP Minus 2%
2020/2021 Budget Minus 3%



The graph above shows that Council is projecting an operating deficit from 2020/2021 to 2022/2023, which is outside of the minimum target for this key financial target. This is due to the rate relief options and proposed rate increase for 2020/2021, which Council endorsed at its 7 April 2020 meeting.

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

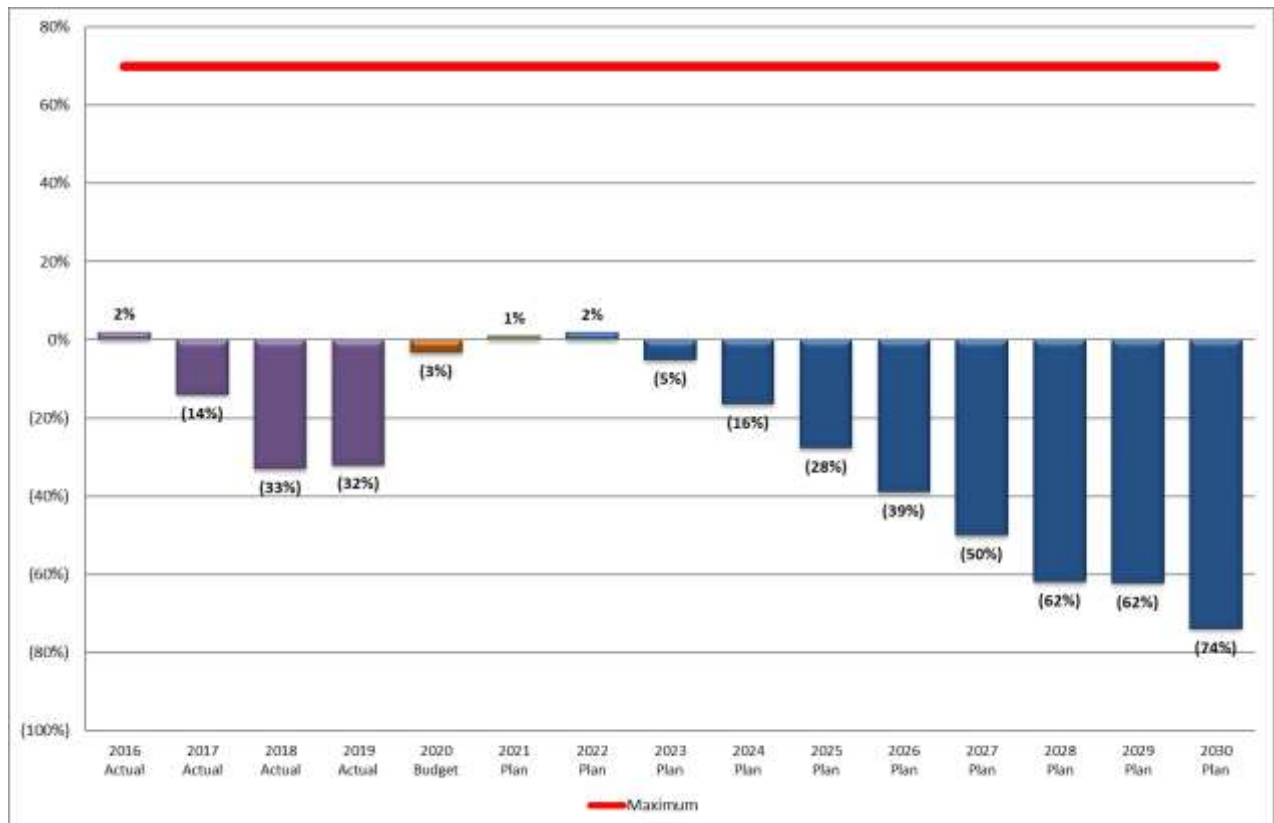
(how significant the net amount owed is compared with income).

LTFP Financial Target

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

LTFP vs Budget

LTFP 1%
2020/2021 Budget minus 8%



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

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

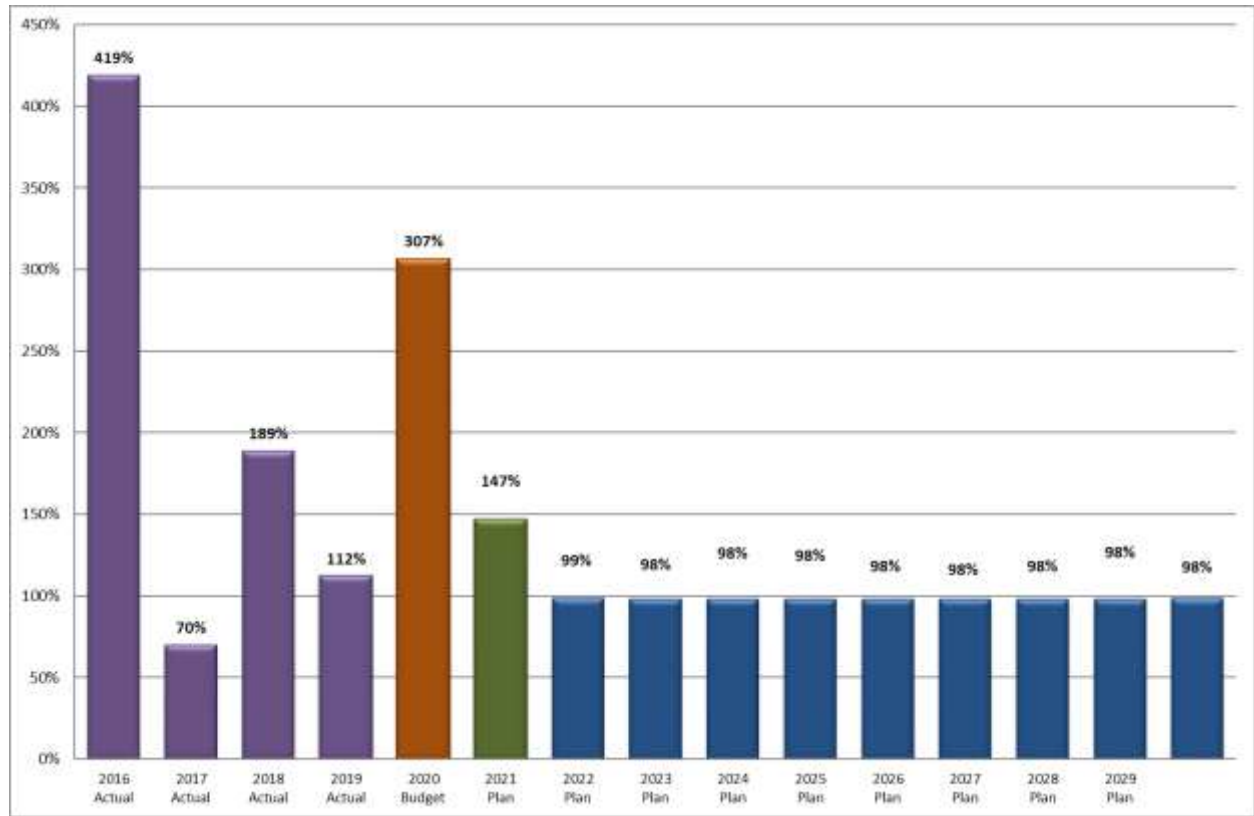
Asset Renewal Funding Ratio

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

LTFP Financial Target

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

LTFP	147%
2020/2021 Budget	168%



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

The high values recorded in 2016 relates to the redevelopment of The ARC Campbelltown, while the amounts projected for 2020 relate to the proposed works at Magill Village, Campbelltown Village and the Hectorville Sports and Community Club redevelopment.

Impact of the Plan on Rates

Strategic Focus

During 2016/2017, Council considered reviewing the rating methodology for the proposed introduction of differential rating for commercial, industrial and vacant land. At its 18 April 2017 meeting, Council chose not to introduce differential rating and determined that rates will continue to be levied by:

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

During 2019/2020, Council proposed to remove the Separate Rate for the toilet facility located at Campbelltown Shopping Centre. After considering the feedback from the community consultation, Council resolved to remove the Separate Rate from 1 July 2020 at its 7 April 2020 meeting.

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 2020/2021, 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 more fair and equitable to the Community for both business and residential properties, compared to other alternatives.

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

Minimum Rate

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

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

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

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

For 2020/2021, the Minimum Rate will remain at the same amount as 2019/2020, being \$984.

Regional Landscape Levy

Council is required by legislation to collect the Regional Landscape Levy, which will replace the NRM (Natural Resources Management) 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.

Discretionary Rebate of Rates – COVID-19

For 2020/2021, a discretionary rebate will be applied to the General Rate for those properties where there has been no change in land use code since the General Rate was adopted for the 2019/2020 rating.

This rebate will result in eligible ratepayers receiving a reduction in their General Rate such that that amount payable will be no greater than the General Rate levied in the 2019/2020 rating year.

Temporary COVID-19 Rate Relief Measures

At its meeting held on 7 April 2020, Council resolved to apply the following rate relief measures to all ratepayers until such time as the Government restrictions relating to COVID-19 are lifted:

- Defer rates payments until December 2020. No fines or interest will be applied from 11 March 2020 to 31 December 2020
- Ratepayers can arrange to pay their rates weekly, fortnightly or monthly, based on an amount that suits their budget. No fines or interest will apply from 11 March 2020 to 31 December 2020, or for the length of the payment arrangement whilst payments are being met
- Ratepayers experiencing financial hardship due to loss of income due to COVID-19 may be eligible to defer their rates through a postponement until 30 June 2022
- Ratepayers aged 60 and over who have a Seniors Card may be eligible to postpone their rates.

Further details relating to the rate relief options can be accessed at Council / Rates / COVID-19 Rate Relief.

Summary of Key Rating Information

General Rate Increase	0%
Rates Growth	2.08%
Total Rate Revenue Increase (including growth from new properties)	2.08%
Minimum Rate	\$984

Budget by Service

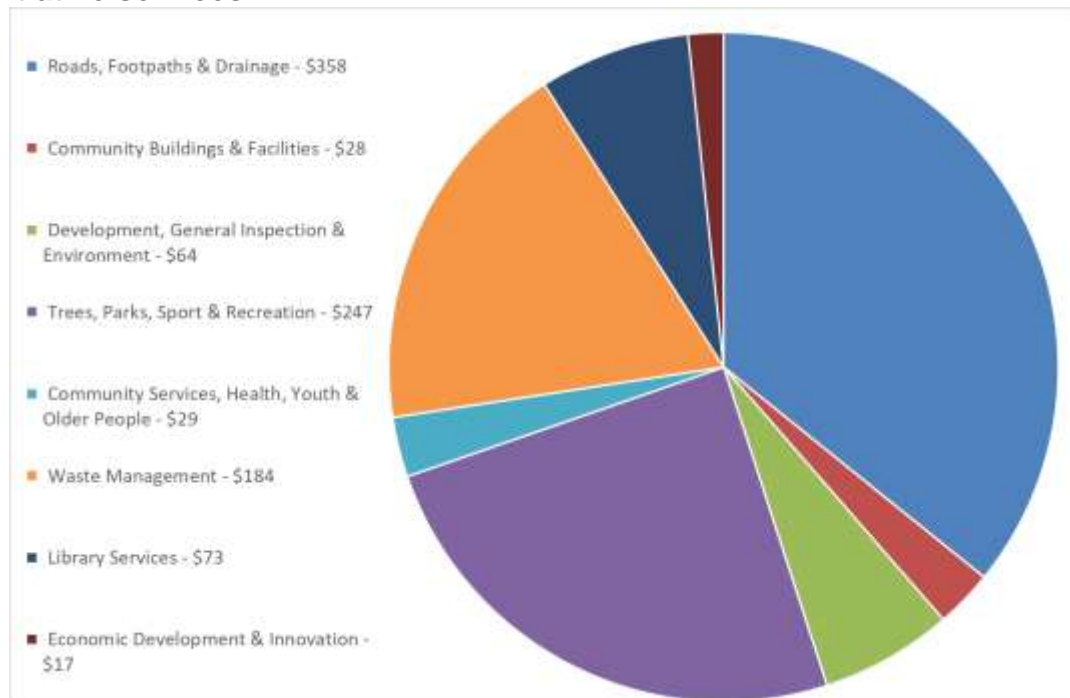
Detailed information about the amounts received and spent on each of Council's services is provided below, in Strategic Plan link order.

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.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	99,050
Materials, Contracts & Other Expenses	44,050
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	143,100
Operating Surplus/(Deficit)	(143,100)

Services for Older People

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	775,300
Investment Income	0
Reimbursements	0
Other Income	165,050
Net Gain – Equity Accounted Council Businesses	0
Total Income	940,350
Expenses	
Employee Costs	352,350
Materials, Contracts & Other Expenses	592,550
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	944,900
Operating Surplus/(Deficit)	(4,550)

Library Services

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	43,350
Grants, Subsidies & Contributions	372,800
Investment Income	0
Reimbursements	0
Other Income	28,200
Net Gain – Equity Accounted Council Businesses	0
Total Income	444,350
Expenses	
Employee Costs	1,686,300
Materials, Contracts & Other Expenses	417,150
Depreciation, Amortisation & Impairment	580,650
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,684,100
Operating Surplus/(Deficit)	(2,239,750)

Sport and Recreation Facilities

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	182,300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	182,300
Expenses	
Employee Costs	342,200
Materials, Contracts & Other Expenses	1,012,000
Depreciation, Amortisation & Impairment	1,082,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,436,400
Operating Surplus/(Deficit)	(2,254,100)

Parks and Reserves

Development, maintenance and beautification of parks and reserves.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	2,850
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	7,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	10,350
Expenses	
Employee Costs	1,190,200
Materials, Contracts & Other Expenses	2,107,000
Depreciation, Amortisation & Impairment	446,800
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,744,000
Operating Surplus/(Deficit)	(3,733,650)

Leisure Services

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	5,278,300
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	11,500
Other Income	2,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	5,291,800
Expenses	
Employee Costs	568,900
Materials, Contracts & Other Expenses	4,398,700
Depreciation, Amortisation & Impairment	945,950
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	5,913,650
Operating Surplus/(Deficit)	(621,850)

Cemeteries

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

Primary Strategic Plan Link

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

Services Provided

- Provision of cemetery services

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	6,350
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,350
Expenses	
Employee Costs	15,400
Materials, Contracts & Other Expenses	9,650
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	25,050
Operating Surplus/(Deficit)	(18,700)

Community Transport

Management of Community Transport assets and programs.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	6,000
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	6,000
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	39,300
Depreciation, Amortisation & Impairment	18,550
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	57,850
Operating Surplus/(Deficit)	(51,850)

Environmental Control and Public Order

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	365,600
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	20,000
Other Income	1,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	386,600
Expenses	
Employee Costs	287,900
Materials, Contracts & Other Expenses	264,200
Depreciation, Amortisation & Impairment	13,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	565,400
Operating Surplus/(Deficit)	(178,800)

Environmental Health

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	455,550
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	455,550
Operating Surplus/(Deficit)	(455,550)

Civic Functions

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

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

- Civic ceremonies, citizenship ceremonies and functions

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	4,950
Net Gain – Equity Accounted Council Businesses	0
Total Income	4,950
Expenses	
Employee Costs	1,300
Materials, Contracts & Other Expenses	38,850
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	40,150
Operating Surplus/(Deficit)	(35,200)

Elected Members

Elected Member support, training and development.

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	13,250
Net Gain – Equity Accounted Council Businesses	0
Total Income	13,250
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	385,300
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	385,300
Operating Surplus/(Deficit)	(372,050)

Community Engagement

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

Primary Strategic Plan Link

Objective 2.1: Open, transparent and accountable decision making

Services Provided

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

Community Engagement *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	212,700
Materials, Contracts & Other Expenses	131,100
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	343,800
Operating Surplus/(Deficit)	(343,800)

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.

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	400
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	400
Expenses	
Employee Costs	570,250
Materials, Contracts & Other Expenses	91,000
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	661,250
Operating Surplus/(Deficit)	(660,850)

Urban Planning & Leisure Services Management

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

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	211,600
Materials, Contracts & Other Expenses	12,350
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	223,950
Operating Surplus/(Deficit)	(223,950)

People and Culture

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

Primary Strategic Plan Link

Objective 2.2: Investment in strong leadership through training and development

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	339,600
Materials, Contracts & Other Expenses	194,300
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	533,900
Operating Surplus/(Deficit)	(533,900)

Information Services

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	150
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	150
Expenses	
Employee Costs	462,350
Materials, Contracts & Other Expenses	656,050
Depreciation, Amortisation & Impairment	173,250
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,291,650
Operating Surplus/(Deficit)	(1,291,500)

Community Services & Social Development

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	3,750
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	7,000
Net Gain – Equity Accounted Council Businesses	0
Total Income	10,750
Expenses	
Employee Costs	420,450
Materials, Contracts & Other Expenses	262,900
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	683,350
Operating Surplus/(Deficit)	(672,600)

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.

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	26,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	26,500
Expenses	
Employee Costs	629,650
Materials, Contracts & Other Expenses	442,000
Depreciation, Amortisation & Impairment	201,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,272,950
Operating Surplus/(Deficit)	(1,246,450)

Finance

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

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

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

Finance *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	40,259,469
Statutory Charges	0
User Charges	25,850
Grants, Subsidies & Contributions	567,350
Investment Income	252,150
Reimbursements	8,800
Other Income	120,650
Net Gain – Equity Accounted Council Businesses	0
Total Income	41,234,269
Expenses	
Employee Costs	1,144,900
Materials, Contracts & Other Expenses	2,107,500
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,252,400
Operating Surplus/(Deficit)	37,981,869

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.

Primary Strategic Plan Link

Objective 2.5: Quality corporate and financial governance for the City

Services Provided

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

Governance and Community Interaction *(continued)*

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	719,400
Materials, Contracts & Other Expenses	82,450
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	801,850
Operating Surplus/(Deficit)	(801,850)

Policy Planning and Development Assessment

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	420,000
User Charges	1,100
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	12,000
Other Income	3,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	436,600
Expenses	
Employee Costs	1,208,500
Materials, Contracts & Other Expenses	274,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,483,200
Operating Surplus/(Deficit)	(1,046,600)

Infrastructure Services Management

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	86,900
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	654,300
Other Income	51,850
Net Gain – Equity Accounted Council Businesses	0
Total Income	793,050
Expenses	
Employee Costs	2,357,200
Materials, Contracts & Other Expenses	1,078,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	3,435,900
Operating Surplus/(Deficit)	(2,642,850)

Depot Operations

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	13,400
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	63,300
Net Gain – Equity Accounted Council Businesses	0
Total Income	75,700
Expenses	
Employee Costs	(190,900)
Materials, Contracts & Other Expenses	(435,700)
Depreciation, Amortisation & Impairment	702,300
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	75,700
Operating Surplus/(Deficit)	0

Asset Management - Road Transport

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	2,550
Grants, Subsidies & Contributions	891,500
Investment Income	0
Reimbursements	5,500
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	899,550
Expenses	
Employee Costs	635,900
Materials, Contracts & Other Expenses	892,650
Depreciation, Amortisation & Impairment	5,829,600
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	7,358,150
Operating Surplus/(Deficit)	(6,458,600)

Asset Management - Footpaths

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	258,800
Materials, Contracts & Other Expenses	333,650
Depreciation, Amortisation & Impairment	990,400
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,582,850
Operating Surplus/(Deficit)	(1,582,850)

Asset Management - Stormwater

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	8,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	8,000
Expenses	
Employee Costs	93,700
Materials, Contracts & Other Expenses	420,800
Depreciation, Amortisation & Impairment	1,715,200
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	2,229,700
Operating Surplus/(Deficit)	(2,221,700)

Street Lighting

Provision and maintenance of street lighting.

Primary Strategic Plan Link

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

Services Provided

- Well lit and safe streets that meet recognised standards

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	0
Expenses	
Employee Costs	0
Materials, Contracts & Other Expenses	558,000
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	558,000
Operating Surplus/(Deficit)	(558,000)

Administration Building & Hall Maintenance

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	370,250
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	370,250
Expenses	
Employee Costs	166,450
Materials, Contracts & Other Expenses	671,000
Depreciation, Amortisation & Impairment	416,350
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,253,800
Operating Surplus/(Deficit)	(883,550)

Tree Maintenance and Replacement

Tree maintenance and replacement including the annual tree planting program.

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	0
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	10,000
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	10,000
Expenses	
Employee Costs	628,950
Materials, Contracts & Other Expenses	641,700
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	1,270,650
Operating Surplus/(Deficit)	(1,260,650)

Waste Management

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

Primary Strategic Plan Link

Objective 4.2: Opportunities to conserve energy and resources are maximised

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	18,750
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	22,200
Net Gain – Equity Accounted Council Businesses	0
Total Income	40,950
Expenses	
Employee Costs	7,150
Materials, Contracts & Other Expenses	5,866,800
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	5,750
Total Expenses	5,879,550
Operating Surplus/(Deficit)	(5,838,600)

Environmental Management

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	200
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	0
Other Income	0
Net Gain – Equity Accounted Council Businesses	0
Total Income	200
Expenses	
Employee Costs	141,600
Materials, Contracts & Other Expenses	305,250
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	446,850
Operating Surplus/(Deficit)	(447,050)

Economic Development

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

Primary Strategic Plan Link

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

Services Provided

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

Financial Analysis

	\$'s
Income	
Rates Income	0
Statutory Charges	0
User Charges	6,200
Grants, Subsidies & Contributions	0
Investment Income	0
Reimbursements	115,000
Other Income	73,500
Net Gain – Equity Accounted Council Businesses	0
Total Income	194,700
Expenses	
Employee Costs	347,950
Materials, Contracts & Other Expenses	428,850
Depreciation, Amortisation & Impairment	0
Finance Costs	0
Net Loss – Equity Accounted Council Businesses	0
Total Expenses	776,800
Operating Surplus/(Deficit)	(582,100)

Budgeted Financial Statements

Budgeted Statement of Comprehensive Income

2018/2019 Actual \$'s		2019/2020 2nd Review \$'s	2020/2021 DRAFT Budget \$'s	2021/2022 LTFP \$'s	2022/2023 LTFP \$'s
	INCOME				
38,114,532	Rates	38,092,505	40,259,469	40,822,000	42,071,000
1,096,714	Statutory Charges	1,067,950	785,600	1,121,000	1,148,000
5,830,172	User Charges	5,638,900	6,048,250	5,861,000	5,991,000
7,304,898	Grants, Subsidies & Contributions	6,087,950	2,606,950	3,488,000	2,807,000
536,886	Investment Income	404,600	252,150	365,000	508,000
1,104,056	Reimbursements	1,328,800	871,600	1,107,000	1,133,000
778,358	Other Revenues	3,219,050	562,950	633,000	489,000
32,620	Net Gain-Joint Ventures & Associates	8,950	-	9,000	9,000
54,798,236	TOTAL INCOME	55,848,705	51,386,969	53,406,000	54,156,000
	EXPENSES				
13,124,507	Employee Costs	13,570,900	14,909,650	15,003,000	15,118,000
22,816,817	Materials, Contracts & Other Expenses	27,743,150	24,780,450	24,441,000	24,383,000
12,060,849	Depreciation, Amortisation & Impairment	11,510,700	13,115,850	12,914,000	13,320,000
40	Finance Costs	-	-	-	-
-	Net Loss-Joint Ventures & Associates	-	5,750	-	-
48,002,213	TOTAL EXPENSES	52,824,750	52,811,700	52,358,000	52,821,000
6,796,023	OPERATING SURPLUS/(DEFICIT)	3,023,955	(1,424,731)	1,048,000	1,335,000
(1,344,478)	Asset Disposal & Fair Value Adjustments	-	-	-	-
1,101,175	Amounts Specifically for New or Upgraded Assets	2,810,800	6,348,500	-	-
26,902	Physical Resources Received Free of Charge	-	-	-	-
6,579,622	NET SURPLUS/(DEFICIT)	5,834,755	4,923,769	1,048,000	1,335,000
	OTHER COMPREHENSIVE INCOME				
45,283,511	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-	13,383,000	14,173,000
6,346	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-	-	-
-	Transfer to Accumulated Surplus on Sale of Revalued Infrastructure, Property, Plant & Equipment	-	-	-	-
45,289,857	TOTAL OTHER COMPREHENSIVE INCOME	-	-	13,383,000	14,173,000
51,869,479	TOTAL COMPREHENSIVE INCOME	5,834,755	4,923,769	14,431,000	15,508,000

The LTFP includes an allocation for asset revaluation movements under Other Comprehensive Income which helps in calculating depreciation in the future years of the Plan. Council's budgets do not include an allocation for this as it is unclear what this amount is likely to be until any asset revaluations are finalised for the 2020/2021 financial year.

Budgeted Balance Sheet

2018/2019 Actual		2019/2020 2nd Review	2020/2021 DRAFT Budget	2021/2022 LTFP	2022/2023 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
	ASSETS				
	Current Assets				
21,706,448	Cash & Cash Equivalents	11,672,253	8,059,222	16,196,000	23,840,000
5,065,319	Trade & Other Receivables	5,065,319	5,065,319	4,067,000	4,126,000
24,346	Inventories	24,346	24,346	11,000	11,000
26,796,113	Total Current Assets	16,761,918	13,148,887	20,274,000	27,977,000
	Non-Current Assets				
258,066	Financial Assets	253,066	251,366	245,000	234,000
254,453	Equity Accounted Investments in Council Business	263,403	257,653	218,000	227,000
608,209,873	Infrastructure, Property, Plant & Equipment	624,074,873	632,619,123	610,211,000	618,476,000
4,415,727	Other Non-Current Assets	4,415,727	4,415,727	12,618,000	12,588,000
613,138,119	Total Non-Current Assets	629,007,069	637,543,869	623,292,000	631,525,000
639,934,232	Total Assets	645,768,987	650,692,756	643,566,000	659,502,000
	LIABILITIES				
	Current Liabilities				
6,597,042	Trade & Other Payables	6,597,042	6,597,042	8,054,000	8,141,000
-	Borrowings	-	-	-	-
1,853,729	Provisions	1,853,729	1,853,729	2,526,000	2,752,000
8,450,771	Total Current Liabilities	8,450,771	8,450,771	10,580,000	10,893,000
	Non-Current Liabilities				
-	Borrowings	-	-	-	-
821,084	Provisions	821,084	821,084	1,285,000	1,400,000
821,084	Total Non-Current Liabilities	821,084	821,084	1,285,000	1,400,000
9,271,855	Total Liabilities	9,271,855	9,271,855	11,865,000	12,293,000
630,662,377	NET ASSETS	636,497,132	641,420,901	631,701,000	647,209,000
	EQUITY				
127,410,228	Accumulated Surplus	143,370,533	143,745,802	120,573,000	121,908,000
452,577,469	Asset Revaluation Reserve	452,577,469	452,577,469	453,349,000	467,522,000
50,674,680	Other Reserves	40,549,130	45,097,630	57,779,000	57,779,000
630,662,377	TOTAL EQUITY	636,497,132	641,420,901	631,701,000	647,209,000

Budgeted Statement of Changes in Equity

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
2018/2019 Actual				
Balance at End of Previous Reporting Period	117,834,994	408,165,346	52,768,110	578,768,450
Net Surplus/(Deficit) for Year	6,579,622			6,579,622
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		45,283,511		45,283,511
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	871,388	(871,388)		-
Share of Other Comprehensive Income - Equity Accounted Council Businesses	6,346	-		6,346
Other Equity Adjustments - Equity Accounted Council Businesses	24,448	-		24,448
Transfers Between Reserves	2,093,430		(2,093,430)	-
Balance at End of Period	127,410,228	452,577,469	50,674,680	630,662,377
2019/2020 2nd Review				
Balance at End of Previous Reporting Period	127,410,228	452,577,469	50,674,680	630,662,377
Net Surplus/(Deficit) for Year	5,834,755			5,834,755
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		-		-
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	10,125,550		(10,125,550)	-
Balance at End of Period	143,370,533	452,577,469	40,549,130	636,497,132
2020/2021 DRAFT Budget				
Balance at End of Previous Reporting Period	143,370,533	452,577,469	40,549,130	636,497,132
Net Surplus/(Deficit) for Year	4,923,769			4,923,769
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		-		-
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	(4,548,500)		4,548,500	-
Balance at End of Period	143,745,802	452,577,469	45,097,630	641,420,901
2021/2022 LTFF				
Balance at End of Previous Reporting Period	119,525,000	439,966,000	57,779,000	617,270,000
Net Surplus/(Deficit) for Year	1,048,000			1,048,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		13,383,000		13,383,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	-		-	-
Balance at End of Period	120,573,000	453,349,000	57,779,000	631,701,000
2022/2023 LTFF				
Balance at End of Previous Reporting Period	120,573,000	453,349,000	57,779,000	631,701,000
Net Surplus/(Deficit) for Year	1,335,000			1,335,000
Other Comprehensive Income				
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		14,173,000		14,173,000
Share of Other Comprehensive Income-Joint Ventures & Associates	-			-
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	-	-		-
Transfers Between Reserves	-		-	-
Balance at End of Period	121,908,000	467,522,000	57,779,000	647,209,000

Budgeted Cash Flow Statement

2018/2019 Actual		2019/2020 2nd Review	2020/2021 DRAFT Budget	2021/2022 LTFP	2022/2023 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
	CASH FLOWS FROM OPERATING ACTIVITIES				
	<u>Receipts</u>				
56,732,154	Operating Receipts	55,435,155	51,134,819	53,050,000	53,670,000
536,886	Interest Receipts	404,600	252,150	365,000	508,000
	<u>Payments</u>				
(39,334,002)	Operating Payments to Suppliers & Employees	(41,314,050)	(39,690,100)	(39,275,000)	(39,134,000)
(40)	Finance Payments	-	-	-	-
17,934,998	Net Cash Provided by (or Used in) Operating Activities	14,525,705	11,696,869	14,140,000	15,044,000
	CASH FLOWS FROM INVESTING ACTIVITIES				
	<u>Receipts</u>				
1,101,175	Amounts Specifically for New or Upgraded Assets	2,810,800	6,348,500	-	-
188,367	Sale of Replaced Asset	247,900	267,050	761,000	746,000
3,689	Sale of Surplus Assets	-	-	-	-
-	Repayments of Loans by Community Groups	5,000	1,700	12,000	12,000
-	Distributions Received from Equity Accounted Council Businesses	-	-	-	-
	<u>Payments</u>				
(13,110,457)	Expenditure on Renewal/Replacement of Assets	(17,345,350)	(9,573,200)	(6,462,000)	(5,767,000)
(5,719,394)	Expenditure on New/Upgraded Assets	(10,278,250)	(12,353,950)	(2,350,000)	(2,391,000)
(17,536,620)	Net Cash Provided by (or Used in) Investing Activities	(24,559,900)	(15,309,900)	(8,039,000)	(7,400,000)
	CASH FLOWS FROM FINANCING ACTIVITIES				
	<u>Receipts</u>				
-	Proceeds from Borrowings	-	-	-	-
84,056	Proceeds from Bonds & Deposits	-	-	-	-
	<u>Payments</u>				
-	Repayment of Borrowings	-	-	-	-
(140,969)	Repayment of Bonds & Deposits	-	-	-	-
(56,913)	Net Cash Provided by (or Used in) Financing Activities	-	-	-	-
341,465	Net Increase/(Decrease) in Cash Held	(10,034,195)	(3,613,031)	6,101,000	7,644,000
21,364,983	Cash & Cash Equivalents at Beginning of Period	21,706,448	11,672,253	10,095,000	16,196,000
21,706,448	CASH & CASH EQUIVALENTS AT END OF PERIOD	11,672,253	8,059,222	16,196,000	23,840,000

Budgeted Uniform Presentation of Finances

2018/2019 Actual		2019/2020 2nd Review	2020/2021 DRAFT Budget	2021/2022 LTFP	2022/2023 LTFP
\$'s		\$'s	\$'s	\$'s	\$'s
54,798,236	Income	55,848,705	51,386,969	53,406,000	54,156,000
(48,002,213)	less Expenses	(52,824,750)	(52,811,700)	(52,358,000)	(52,821,000)
6,796,023	Operating Surplus/(Deficit)	3,023,955	(1,424,731)	1,048,000	1,335,000
	Net Outlays on Existing Assets				
(13,110,457)	Capital Expenditure on Renewal and Replacement of Existing Assets	(17,345,350)	(9,573,200)	(6,462,000)	(5,767,000)
12,060,849	add back Depreciation, Amortisation and Impairment	11,510,700	13,115,850	12,914,000	13,320,000
188,367	add back Proceeds from Sale of Replaced Assets	247,900	267,050	761,000	746,000
(861,241)		(5,586,750)	3,809,700	7,213,000	8,299,000
	Net Outlays on New and Upgraded Assets				
(5,719,394)	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(10,278,250)	(12,353,950)	(2,350,000)	(2,391,000)
1,101,175	add back Amounts Received Specifically for New and Upgraded Assets	2,810,800	6,348,500	-	-
3,689	add back Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	-	-	-	-
(4,614,530)		(7,467,450)	(6,005,450)	(2,350,000)	(2,391,000)
1,320,252	Net Lending/(Borrowing) for Financial Year	(10,030,245)	(3,620,481)	5,911,000	7,243,000

Budgeted Key Financial Targets

2018/2019 Actual		2019/2020 2nd Review	2020/2021 DRAFT Budget	2021/2022 LTFP	2022/2023 LTFP
	Operating Surplus Ratio				
6,796,023	Operating Surplus (a)	3,023,955	(1,424,731)	1,048,000	1,335,000
54,798,236	Total Operating Income (b)	55,848,705	51,386,969	53,406,000	54,156,000
12%	Operating Surplus Ratio = (a) divide (b)	5%	(3%)	2%	2%
	Net Financial Liabilities Ratio				
(17,757,978)	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	(7,718,783)	(4,104,052)	(8,643,000)	(15,907,000)
54,798,236	Total Operating Income (d)	55,848,705	51,386,969	53,406,000	54,156,000
(32%)	Net Financial Liabilities Ratio = (c) divide (d)	(14%)	(8%)	(16%)	(29%)
	Asset Renewal Funding Ratio				
13,110,457	Net Asset Renewals (e)	17,345,350	9,573,200	6,462,000	5,767,000
11,684,000	Infrastructure Asset Management Plan Required Expenditure (f)	7,482,000	5,685,000	10,989,000	7,338,000
112%	Asset Sustainability Ratio = (e) divide (f)	232%	168%	59%	79%

Appendix 1 – Progress of 2019/2020 Projects

New Initiatives

Project	Net Cost to Council	Progress
<p><i>Campbelltown Orchard Beehive</i></p> <p>A healthy, functioning beehive in the Orchard will provide environmental benefits, support the orchard and provide an educational opportunity about the importance of bees.</p>	\$2,500	The Campbelltown Orchard Beehive has been installed and is hosting two hives.
<p><i>Lochiel Park House (Hobbs House) Heritage Listing</i></p> <p>Engaging a heritage architect and/or historian to make a submission with evidence to show that the building meets the required criteria for State Heritage listing. The benefit would be tighter controls on the retention and maintenance of the building, which is currently owned by the State Government.</p>	\$15,000	<p>Expressions of Interest have been sent out to three Heritage Consultants.</p> <p>All three heritage consultants declined the opportunity noting the extensive research already undertaken in the previous unsuccessful application and citing very doubtful chances of success.</p>
<p><i>Cultural & Performing Arts Feasibility Study</i></p> <p>A feasibility study to undertake a business case for the development of a Cultural and Performing Arts Centre in Campbelltown. There are few facilities of this kind in the area and if found to be feasible, a Centre will support and attract performances and people to visit the area for the Arts.</p>	\$50,000	The Working Party has undertaken several site visits and developed a desired outcome including some non-negotiables as well as items that require further consideration. A report will be presented to Council in July 2020 with the recommendation that a consultant is engaged to undertake a feasibility study.

Project	Net Cost to Council	Progress
<p><i>Funding Support to Attract External Events</i></p> <p>Funding to attract external events and performers to Campbelltown. Examples could include supporting local venues or artists to participate in the SALA, Fringe or Umbrella Festival, attracting food and wine or sporting events to use Council facilities.</p>	\$5,000	<p>The Police Concert Band held an event at Thorndon Park on February 21 which was very successful.</p> <p>Another event that was planned to be held in March was cancelled due to COVID-19.</p>
<p><i>Magill Village Master Plan</i></p> <p>Council has partnered with Burnside Council and SA Power Networks to underground electricity cables and undertake civil and landscape improvements as per the Magill Village Master Plan.</p> <p>In the 2019/2020 year Campbelltown will pay its 2nd instalment of \$424,000 as its contribution to finalise the works associated with undergrounding the powerlines.</p> <p>Once completed, the project will significantly improve the visual appearance and appeal of the Magill Village area. The rejuvenated area will encourage more patronage for shops and services, leading to improvements in the local economy.</p>	\$424,000	<p>The project has progressed with the undergrounding of power through the PLEC project having been completed. The design work for the landscape and other surface works is at the 90% mark and awaiting DPTI approval before progressing to a tender stage.</p>
<p><i>Foxfield Oval Changerooms - Consultation & Design</i></p> <p>Stakeholder consultation and draft design to upgrade the change room facility to include women's changerrooms, which will meet growing demand for women's sport and enhance the facility and services to all participants.</p>	\$15,000	<p>This work has been completed.</p>

Project	Net Cost to Council	Progress
<p><i>Marchant Community Centre - Automatic Front Doors – Plan & Design</i></p> <p>Replacement of the current front door with automatic doors to improve access to the building and support users with improved ease of access.</p>	\$15,000	This project is completed.
<p><i>Lochend Community Hall – Noise Abatement</i></p> <p>To investigate the noise level within the new community hall.</p>	\$3,000	This project is completed.
<p><i>Local Area Traffic Management Plan - Hectorville, Rostrevor and Magill</i></p> <p>An overall plan showing where traffic control devices are required and improvements in safety are recommended based on future traffic demands and development.</p>	\$165,000	Community consultation phase 1 has been completed, with the phase 2 of community consultation underway.
<p><i>Native Vegetation Preservation & Biodiversity Grants - Campbelltown Landcare Group</i></p> <p>An annual \$5,000 grant to the Campbelltown Landcare Group to continue the care of Wadmore Park/Pulyonna Wirra.</p>	\$5,000	This project is completed.
<p><i>Native Vegetation Preservation & Biodiversity Grants - The Gums Landcare Group</i></p> <p>An annual \$1,500 grant to the Gums Landcare Group to continue the care of The Gums Reserve (Shakespeare Avenue, Tranmere).</p>	\$1,500	This project is completed.

Project	Net Cost to Council	Progress
<p><i>Sustainable Building Incentive Scheme</i></p> <p>Provide mechanisms that would encourage more sustainable development options for buildings within Campbelltown to address issues including increased stormwater runoff, heat island effects and lack of passive design principles.</p>	\$4,000	This project is due to commence soon, however due to the current COVID-19 situation, the progress of this project is currently uncertain as a stakeholder workshop is part of this project.
<p><i>Waste Reduction Initiative</i></p> <p>Focus on reduction of single use plastic usage within the Council area and increased awareness of alternatives for both residents and businesses.</p>	\$10,000	This project has commenced via communication with stakeholders. However, as supermarkets are under intense pressure at the moment due to the current COVID-19 situation, this aspect of the project has been postponed.
<p><i>Lochend House Conservation Plan</i></p> <p>Engagement of an architect and heritage consultant that deals in heritage and conservation projects to provide a report assisting Council to plan necessary works for the building.</p>	\$20,000	This project has been completed. A report was included in the 21 January 2020 Council agenda.
<p><i>Super Playground Consultation and Concept Plan - Thorndon Park</i></p> <p>Thorndon Park is one of the premier parks in the state. Consultation is to consider a large state of the art playground, which would enhance the visitor experience and be in line with making Campbelltown a destination.</p>	\$15,000	This project is currently in progress. The first stage of community consultation has been completed and the feedback has been provided to the project design team for consideration and preparation of a revised concept plan for Council's consideration.
<p><i>Verge Development Program</i></p> <p>Allow residents to submit an application for native plants or seedlings to be supplied by Council to plant in an otherwise empty or barren footpath verge.</p>	\$25,000	This project is currently in progress and is most likely going to be carried forward into the new financial year due to delays as a result of COVID-19.

Project	Net Cost to Council	Progress
<p><i>Collaborative Workspace Feasibility Study</i></p> <p>A feasibility study to establish demand and support for a collaborative workspace or co-work space that supports home based businesses entrepreneurs, small business owners and those launching business ideas.</p>	\$10,000	This project is nearing completion and the findings will be reported back to the Economic Development Advisory Committee.
<p><i>Eastside Business Enterprise Centre (EBEC) Business Mentoring</i></p> <p>A feasibility study to determine a business case to support a mentoring program delivered by EBEC to support businesses across the Council area.</p>	\$5,000	Council, along with other Propel SA partnering Councils, have been supporting small businesses through Propel SA during COVID-19 and have been offering mentoring support to businesses.
<p><i>Economic Development Resource – Staff time – 2 days per week</i></p> <p>Council's Economic Development Plan and Master Plan rollouts require additional staff support to ensure the success of current and future programs and projects in this area.</p>	\$42,000	This project has been completed.
<p><i>Athelstone Recreation Reserve Clubrooms Redevelopment - Consultation & Design</i></p> <p>Community consultation and design works required as there are multiple issues with this old circa 1960's transportable structure including drainage, plumbing and non-compliance with women's codes for changerooms.</p>	\$30,000	This project has been completed.

Project	Net Cost to Council	Progress
<p><i>Brookside Cellars Events Investigation</i></p> <p>Little has changed since its development in the 1800's with multiple groups having used this facility. Investigating additional activities, events and programs that would likely occur at this location would assist the refinement of any future Capital works required to refurbish the building.</p>	<p>\$10,000</p>	<p>This project is completed and the findings will be reported back to the Economic Development Advisory Committee.</p>

Capital – Renewal and Replacement

Project	Net Cost to Council	Progress
<p><i>Library Stock Purchases</i></p> <p>Purchase of stock to ensure relevant materials available for the Community to meet educational and social needs.</p> <p><i>This also includes \$202,000 in grants which are funded by Libraries SA</i></p>	\$36,000	Stock purchased regularly across all collections to meet Community needs and requests.
<p><i>Replacement of Coin & Bill Acceptor - Library</i></p> <p>The outdated Coin and Bill Acceptor requires replacement. Replacement will include an option to pay by credit card, which will be more convenient for patrons.</p>	\$8,600	This project has been completed.
<p><i>Magill Village Improvements – R&R</i></p> <p>Campbelltown and Burnside Councils have partnered to deliver the Magill Village Master Plan over a number of years. These works will complete the civil and landscape improvements.</p>	\$1,662,000	The project has progressed with the undergrounding of power through the PLEC project having been completed. The design work for the landscape and other surface works is at the 90% mark and awaiting DPTI approval before progressing to a tender stage.
<p><i>Hectorville Community Centre – Kitchen & Roof Replacement</i></p> <p>Replacement of outdated and poorly functioning kitchen appliances and facilities. Refurbishment of the kitchen ceiling and roof to resolve ongoing maintenance issues related to the redundant air conditioning units and iron roof sheeting.</p>	\$100,000	This project is anticipated to be completed by the end of the financial year, with the exception of the replacement of the grease trap.

Project	Net Cost to Council	Progress
<p><i>Foxfield Oval Hall – Floor Replacement</i></p> <p>Due to arson and flood damage, the floor requires replacement to ensure safety for users of this popular venue.</p>	\$35,000	This project has been completed.
<p><i>King George Hall (Magill) – Building Improvements</i></p> <p>This iconic and historic local heritage building is structurally compromised requiring structural support to stabilise the foundations. Once complete, crack sealing and painting the building both internally and externally will be required ensuring its security and safety for current users and future generations.</p>	\$65,000	This project has been completed.
<p><i>Magill Scout Hall (Woodforde Road Magill) - Roof Replacement</i></p> <p>Roof sheets need replacing to fix rust and constant leakages in the Hall. Investigation of the roof frame for structural adequacy and repairs will also ensure a safe environment for users of this hall.</p>	\$60,000	This project has been completed.
<p><i>Magill Guide Hall – External Painting</i></p> <p>Painting of all external surfaces is required to eliminate ongoing maintenance issues and to protect the building into the future.</p>	\$6,000	This project has been completed.
<p><i>Murray Park Playground Upgrade</i></p> <p>Upgrade the existing playground equipment at Murray Park.</p>	\$85,000	This project is currently in progress. Stage two community consultation is currently being undertaken, however the consultation outcome won't be completed before May 2020. This project is likely to be carried forward into the new financial year.

Project	Net Cost to Council	Progress
<p><i>Fox Avenue Reserve Playground Upgrade</i></p> <p>Upgrade the existing playground equipment at Fox Avenue Reserve.</p>	\$130,000	This project is in progress. Stage two community consultation has been completed. This project is likely to be carried forward due to the impact of COVID-19 on receiving materials from overseas and interstate suppliers.
<p><i>Thorndon Park Deck Replacement</i></p> <p>Renew two round decks on eastern and western side of the lakes to ensure safety of community members.</p> <p><i>This also includes \$17,000 in grants to be provided by the State Government.</i></p>	\$0	Decking in the southern viewing area has been replaced due to wear and tear/decay. As the replacement was not structural related, there will be no contribution from the State Government.
<p><i>Campbelltown Village Improvements</i></p> <p>Council is upgrading the Campbelltown Village precinct to improve the amenity of the public realm and streetscape. After undergrounding the power lines Council will upgrade and widen the footpaths, undertake tree planting and other landscaping, and install public art, signage and street furniture.</p>	\$2,440,000	This project has been postponed and will be carried forward into the next financial year due to the need to redesign the scope of work by SA Power Networks to minimise the cost of the project.
<p><i>Campbelltown Memorial Oval Bore</i></p> <p>Reinstatement of the existing bore and its operation to reduce reliance on mains water to ensure environmental and financial benefits.</p>	\$50,000	This project is currently in progress and will be carried forward into the new financial year as Staff are currently seeking grant funding to minimise the implementation cost.
<p><i>Greenglade Drive Playground Improvements</i></p> <p>Provide new and improved playground equipment and path.</p>	\$133,000	This project is completed.

Project	Net Cost to Council	Progress
<p><i>Hectorville Sports & Community Club Redevelopment</i></p> <p>This project has evolved from the construction of female changerooms and now involves upgrading the existing facility whilst establishing female changerooms. The facility will be more inclusive and accessible for user groups and the community in general. The redevelopment design will include:</p> <ul style="list-style-type: none"> • Viewing balcony • Staircase • Female compliant changerooms • Umpire changerooms • Reconfigured kitchen and bar • Increased function space area • Relocation of lift improving accessibility and inclusivity • First Aid Room • Improved Canteen Facilities • Upgrade to outdoor accessible public amenities. <p><i>Council has allocated \$2.0 million towards this project in 2019/2020, supplementing the \$563,350 (including \$280,000 provided by the State Government) allocated in 2018/2019 to support the establishment of female changerooms.</i></p>	\$1,100,000	The contract has been awarded to Sarah Constructions and the project has commenced. This project is due to be completed in September 2020.
<p><i>Backup Data Storage System</i></p> <p>Replacement of backup data storage system is required to replace the out-dated and inefficient operating system currently in place.</p>	\$25,000	This project has been completed.

Project	Net Cost to Council	Progress
<p>Audio Visual Equipment – Council Chambers</p> <p>Current audio visual equipment is out dated and is lacking in reliability and not meeting the needs of staff, visitors and other presenters.</p>	\$23,700	<p>This project has been put on hold temporarily due to a review of the requirements to hold meetings while allowing external participants to join via video conferencing. A proposal has been received which is currently being reviewed. It was agreed to carry forward this budget to the 2020/2021 financial year to allow enough time to consider a viable solution.</p>
<p>Replacement of Photocopiers</p> <p>To replace the photocopiers that have reached the end of their useful life at the ARC Campbelltown and Depot.</p>	\$9,700	<p>This project has been completed.</p>
<p>River Torrens Linear Park – Shared Path Upgrade</p> <p>Continuation of replacement of Linear Park old bitumen path providing wider and safer paths accommodating both pedestrians and bike riders. <i>This also includes \$20,800 in grants, which are funded by the State Local Government Infrastructure Partnership.</i></p>	\$179,200	<p>This entire project is expected to be completed by 30 June 2020.</p>
<p>Vehicle, Plant & Machinery Replacement</p> <p>To replace various pieces of existing plant and equipment including; fleet cars, graders, trucks, utes, ride on mowers, vans, brush cutters, chainsaws and hedge trimmers.</p>	\$418,350	<p>This project is currently in progress.</p> <p>The following equipment purchases will be carried forward to the new financial year:</p> <ul style="list-style-type: none"> • 2 x mowers • 1 x grader.

Project	Net Cost to Council	Progress
<p>Road Renewal Program</p> <p>Maintenance of local road networks improving public safety and level of service to the community, including maintaining road surfaces, footpaths, drainage and kerbing.</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Anna Court, Berry Fry Avenue, Francie Court, King George Avenue, Matthew Court, River Drive, Studley Drive <p>Campbelltown</p> <ul style="list-style-type: none"> • Alan Avenue, Donald Street (Cul-de-sac only), Hancock Avenue (Montacute to Creek) <p>Magill</p> <ul style="list-style-type: none"> • Trestrail Street <p>Newton</p> <ul style="list-style-type: none"> • Allan Street, Crozier Avenue (Gilbert to Cul-de-sac), David Street <p>Paradise</p> <ul style="list-style-type: none"> • Day Street, Enid Court, Silvia Court <p>Tranmere</p> <ul style="list-style-type: none"> • Britton Avenue, Galway Grove <p>A Federal Government grant of \$431,000 through the Roads to Recovery Program is included to offset the cost of this project.</p>	<p>\$2,722,400</p>	<p>All work will be completed by the end of June 2020.</p>

Capital – New

Project	Net Cost to Council	Progress
<p><i>Campbelltown ArtHouse Verandah</i></p> <p>A verandah will provide an additional workable space for a number of community groups and programs currently using this high demand location.</p>	\$8,000	The Campbelltown ArtHouse Verandah has been installed.
<p><i>Toilet Facility - Padulesi Park</i></p> <p>Provision of a public toilet facility to support the local community using the reserve as well as members of the Community Garden.</p>	\$60,000	This project has been completed.
<p><i>Lighting - Padulesi Park</i></p> <p>Provision of solar lighting along the northern path increasing safety after dark while also supporting the Community Garden and adjoining residents with added security.</p>	\$24,000	This project has been completed.
<p><i>Library Building Upgrades - Children's Area</i></p> <p>Installation of sound damping panels for the children's area to absorb the sound from this popular and well-used space. This will support other quiet areas in the library.</p>	\$30,000	Due to the current COVID-19 situation, the project will need to be carried forward into the new financial year.

Project	Net Cost to Council	Progress
<p><i>Library Building Upgrades – Makerspace</i></p> <p>A Makerspace supporting Science, technology, engineering and mathematics (STEM) learning. Fit out of the room will include a media desktop, 3D printer and virtual reality headsets. This will provide greater learning opportunities for the community.</p>	\$16,000	Due to the current COVID-19 situation, the project will need to be carried forward into the new financial year.
<p><i>ARC Campbelltown - Aquatic Family Room</i></p> <p>Provision of toilets and showers in the family change room. This will provide a safe place for parents and children enabling families to move through changing facilities quicker.</p>	\$100,000	<p>The final design is complete. Radar survey was required to locate existing footings, which was completed in May 2020. Tender documents and cost estimates are currently being finalised.</p> <p>This project will be carried forward to the next financial year.</p>
<p><i>ARC Campbelltown - Air Conditioning - Courts 3 to 5</i></p> <p>Air conditioning is required to ensure a complete and flexible 5 court stadium with full air-conditioning. This will allow extended use of both sides and ensure the health and well-being of all users.</p>	\$150,000	The tender has now been awarded, with the works commencing in April 2020. The date of completion is yet to be confirmed.
<p><i>Variable Messaging Signs</i></p> <p>To purchase 2 variable messaging signs to enable Council to more efficiently and cost effectively communicate upcoming road closures, works, events and other important information to the community. Note that this option is cheaper than hiring the signs for short periods of time.</p>	\$60,000	This project has been completed.

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

Project	Net Cost to Council	Progress
<p><i>Magill Village Improvements - New</i></p> <p>Council has partnered with Burnside Council and SA Power Networks to underground electricity cables and undertake civil and landscape improvements as per the Magill Village Master Plan.</p> <p>Once completed, the project will significantly improve the visual appearance and appeal of the Magill Village area. The rejuvenated area will encourage more patronage for shops and services, leading to improvements in the local economy.</p> <p>\$1,038,000 is funded through the Master Plan funding allocation.</p>	\$1,038,000	<p>The project has progressed with the undergrounding of power through the PLEC project having been completed. The design work for the landscape and other surface works is at the 90% mark and awaiting DPTI approval before progressing to a tender stage.</p> <p>Any unspent funds will be carried forward to 2020/2021.</p>
<p><i>Traffic Control - Woodforde Road, Magill</i></p> <p>Installation of a permanent solid median island at the intersection of Woodforde Road and Norton Summit Road, Magill. This includes providing greater safety at this busy intersection, provision for bike lane connectivity and upgraded street lighting.</p>	\$35,000	<p>This project has been completed.</p>
<p><i>Traffic Improvements – Church Road, Campbelltown</i></p> <p>To improve traffic safety with the installation of traffic control devices aimed at reducing speed limits along the full length of the road.</p>	\$135,000	<p>This project has been completed.</p>

Project	Net Cost to Council	Progress
<p><i>Shared Bike & Pedestrian Path - Sycamore Terrace, Campbelltown</i></p> <p>Installation of a shared Footpath/Bike Way on the North West side of Sycamore Terrace, Campbelltown. This footpath will provide an important link for bicycle users and children attending East Marden Primary School.</p>	\$50,000	This project has been completed.
<p><i>Fourth Creek Trail Improvements</i></p> <p>Improvements to trail connectivity, amenity and biodiversity corridor within Campbelltown. Achieved through landscape works, fencing, boardwalks, signage, landscape furniture, drink fountains and better design. This includes \$100,000 from Council's Master Plan allocation and \$170,000, and State Government grant funding from the Open Space and Places for People Grant Fund.</p> <p>\$100,000 is funded through the Master Plan funding allocation.</p>	\$188,000	This project is currently underway and is likely to be carried forward into the new year.
<p><i>Path Extension - Daly Oval</i></p> <p>Extension of this path to allow for a connection along the northern section of the reserve through to the tennis courts and to Fisher Street, which will promote a healthy lifestyle for our community in particular the elderly residents who reside next to the oval.</p>	\$8,000	This project is completed, however the contractor is required to do some rework.
<p><i>Purchase of Rubbish Bins</i></p> <p>In accordance with Council's Waste Management Policy, Council has resolved to allocate \$45,000 in 2019/2020 to fund the purchase of bins for new properties from its ongoing capital program.</p>	\$45,000	This project is ongoing.

Project	Net Cost to Council	Progress
<p><i>Brookside Cellars Improvements</i></p> <p>Improvements to Brookside Cellars is required to better accommodate future events and users.</p>	\$135,000	This project is on hold whilst there is a review of the possible future uses of the facility. This review will inform the scope of works.
<p><i>Footpath Construction including Second Footpaths</i></p> <p>To install a footpath in the following street:</p> <p>Magill</p> <ul style="list-style-type: none"> • Geoffrey Street <p>To install a second footpath in the following streets:</p> <p>Campbelltown</p> <ul style="list-style-type: none"> • Church Road (between Coronation Avenue and Hollister Avenue), Denmead Avenue <p>Magill</p> <ul style="list-style-type: none"> • Gladstone Avenue <p>Paradise</p> <ul style="list-style-type: none"> • George Street (between Angelina Drive and River Drive) <p>Tranmere</p> <ul style="list-style-type: none"> • Birkinshaw Avenue 	\$302,500	This project has been completed.

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

Project	Net Cost to Council	Progress
<i>Thorndon Park Bird Refuge</i> The reintroduction of a Bird Refuge Island, (most likely a floating type of refuge anchored in the lake or ponds), at Thorndon Park to provide a safe area for bird populations from predators.	\$5,000	Construction has commenced. This project is expected to be completed by 30 June 2020.

Appendix 2 – Project Summary 2020/2021

New Initiatives

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<p><i>Master Plan for Sculpture Park</i></p> <p>Develop a Master Plan in conjunction with local art groups in the City of Campbelltown to provide an opportunity to display works such as installations or sculptures in a format to attract visitors to the area.</p>	1.1	\$0	\$5,000	\$5,000
2	<p><i>Steve Woodcock Sports Centre Accessibility Improvements</i></p> <p>The existing accessibility of the site and buildings at the Steve Woodcock Sports Centre has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act.</p> <p>These funds will be used to implement the improvements resulting from this assessment.</p>	1.5	\$0	\$17,400	\$17,400

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
3	<p><i>Climate Solutions Strategy</i></p> <p>To develop a Climate Solutions Strategy and deliver actions produced from the strategy, including the engagement of a 0.5 FTE position.</p> <p>This project will provide a number of actions for Council to reduce its greenhouse gas emissions to support Council's decision in declaring a climate emergency. The implementation works will have significant environmental benefits for current and future generations. \$70,000 of this budget has been identified through electricity cost savings.</p>	4.2	\$0	\$250,000	\$250,000
4	<p><i>Small Business Grants Program</i></p> <p>The Small Business Grants Program aims to help new and established businesses in Campbelltown to grow and thrive. Grants will assist small businesses to develop through activities such as expansion, improved access, commercialisation, activation events, research and development, and innovation.</p> <p>The Program offers up to \$5,000 per application per year on a dollar-for-dollar matched basis for local businesses and will be subject to eligibility criteria and grant conditions.</p>	5.2	\$0	\$40,000	\$40,000
TOTAL INCOME					\$0
TOTAL EXPENSE					\$312,400
NET COST TO COUNCIL					\$312,400

Capital-Renewal and Replacement

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
1	<i>Super Playground - Thorndon Park - Detailed Design</i> This project will assist with the implementation of the Thorndon Park Master Plan. The project will involve preparing detailed design drawings to replace the existing playground with a new playground as per the Community Consultation including development of a teenager recreation area.	1.1	\$0	\$50,000	\$50,000
2	<i>Library Materials Grant and Purchases</i> Purchase of library stock, using funds provided by Libraries SA.	1.2	\$202,000	\$202,000	\$0
3	<i>Library Stock Purchases</i> Purchase of library stock, using Council's own funds.	1.2	\$0	\$36,000	\$36,000
4	<i>The ARC Campbelltown - Gym Cardio Replacement</i> Replacement of six cardio treadmills at the end of their economic life of 4 years.	1.3	\$5,050	\$72,000	\$66,950
5	<i>The ARC Campbelltown - Aquatic Space Upgrade 2</i> Following on from the Family Change Room Upgrade, this project will provide additional dry change facilities, more efficient storage and administrative spaces.	1.3	\$0	\$215,000	\$215,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
6	<i>Lochend House Restoration Works</i> To implement the renewal works identified in the heritage consultant's report.	1.3	\$0	\$111,750	\$111,750
7	<i>Industry and Innovation Precincts Landscape Master Plan Works (Magill Precinct) - Glen Stuart Road Footpath (Renewal & Replacement)</i> To move the existing footpath in this section of Glen Stuart Road to provide adequate pedestrian access and room for the proposed car parking space.	1.3	\$0	\$15,000	\$15,000
8	<i>Shared Path Replacement - River Torrens Linear Park</i> This project will complete the River Torrens Linear Path in its entirety.	1.5	\$0	\$126,000	\$126,000
9	<i>Steve Woodcock Sports Centre Accessibility Improvement</i> 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. These funds will be used to implement the improvements resulting from this assessment.	1.5	\$0	\$134,000	\$134,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
10	<i>Max Amber Sportsfield Redevelopment (R&R)</i> To upgrade the existing building at Max Amber Sports Field including replacing the football, tennis and soccer amenities.	1.5	\$0	\$2,680,950	\$2,680,950
11	<i>Athelstone Scout Hall - DDA Improvements</i> To create an inclusive facility at the Athelstone Scout Hall which includes a renovation and building improvement.	1.5	\$0	\$230,000	\$230,000
12	<i>Elsinore Drive Fencing Replacement</i> To replace fencing that is in poor condition along Elsinore Drive Paradise adjacent to Campbelltown Memorial Oval.	1.5	\$0	\$9,000	\$9,000
13	<i>Footpath Replacement Program</i> To replace the existing narrow footpaths at: Newton <ul style="list-style-type: none"> Newton Road - \$8,500 Montacute Road - \$43,000 Magill <ul style="list-style-type: none"> Moules Road - \$75,000. 	1.5	\$0	\$126,500	\$126,500
14	<i>Foxfield Oval Change Room Upgrade</i> To replace the existing change room with a fully compliant female change room and public toilet.	1.5	\$0	\$400,000	\$400,000

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
15	<p><i>Additional Office Space - 174 Montacute Road, Rostrevor</i></p> <p>To refurbish the interior of 174 Montacute Road, Rostrevor and use this building as additional office space.</p>	3.2	\$0	\$25,000	\$25,000
16	<p><i>Road Transport Asset Renewal Program</i></p> <p>Maintaining road surfaces, footpaths, drainage and kerbing:</p> <p>Athelstone</p> <ul style="list-style-type: none"> • Carlow Avenue - \$137,350 • Grosvenor Court - \$65,100 • Kerry Street - \$156,400 • Meath Avenue - \$155,900 <p>Magill</p> <ul style="list-style-type: none"> • Newman Street - \$282,700 • Patola Avenue - \$112,900 <p>Newton</p> <ul style="list-style-type: none"> • Adair Street - \$75,900 • Graves Street - \$309,500 <p>Paradise</p> <ul style="list-style-type: none"> • Heather Court - \$210,500 • Silkes Road - \$580,850 <p>Rostrevor</p> <ul style="list-style-type: none"> • Aringa Court - \$16,950 • Bruce Avenue - \$269,400 • Hamish Grove - \$275,600 <p>Tranmere</p> <ul style="list-style-type: none"> • Birkinshaw Avenue - \$472,400 • Scott Street - \$378,550. <p>A Federal Government grant of \$536,800 through the Roads to Recovery Program is included to offset the cost of this project.</p>	3.2	\$536,800	\$3,500,000	\$2,963,200

	Project	Strategic Plan Link	Income/ Reserve Transfer	Expense	Net Cost to Council
17	<i>Replacement of Vehicles</i> Replace selected pool vehicles.	3.2	\$80,000	\$175,000	\$95,000
18	<i>Replacement of Plant and Machinery</i> Replace selected plant and machinery.	3.2	\$785,650	\$1,465,000	\$679,350
TOTAL INCOME/RESERVE TRANSFERS					\$1,609,500
TOTAL EXPENSE					\$9,573,200
NET COST TO COUNCIL					\$7,963,700

Capital-New

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
1	<i>Jervois Avenue Drainage Improvement</i> Installation of new drainage system at Jervois Avenue. Magill.	1.1	\$0	\$190,000	\$190,000
2	<i>Library Renovations and Equipment</i> Provide facilities to enhance customer experience and provide a safer working space for Volunteers.	1.2	\$0	\$44,000	\$44,000
3	<i>Industry and Innovation Precincts Landscape Master Plan Works (Magill Precinct) - Glen Stuart Road (New)</i> To implement vehicle control measures on Glen Stuart Road and a detailed costing for a future staged implementation of the remaining strategies within the Master Plan.	1.3	\$0	\$75,000	\$75,000
4	<i>Magill Village Master Plan Works</i> Both Campbelltown and Burnside Councils have entered into a partnership to deliver the Magill Village Master Plan over a number of years which will include undergrounding of electricity cables, design works for civil and landscape improvements and actual civil and landscape improvements. As part of the partnerships both Councils have committed to funding the undergrounding works and the civil and landscape design works.	1.3	\$0	\$1,125,000	\$1,125,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
5	<i>Strategic Land Purchases</i> To allocate funding for strategic land acquisitions for the purpose of open space development as opportunities arise.	1.3	\$0	\$254,000	\$254,000
6	<i>Max Amber Sportsfield Redevelopment (New)</i> To upgrade the existing building at Max Amber Sportsfield including replacing the football, tennis and soccer amenities.	1.5	\$5,169,600	\$7,614,050	\$2,444,450
7	<i>Steve Woodcock Sports Centre Accessibility Improvements</i> The existing accessibility of the site and buildings at the Steve Woodcock Sports Centre has been assessed, relative to the current requirements of the Disability Access to Premises Standards, the NCC/BCA (National Construction Code/Building Code of Australia) and relevant referenced Australian Standards, and the general intent of the Disability Discrimination Act. These funds will be used to implement the improvements resulting from this assessment.	1.5	\$0	\$375,000	\$375,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
8	<i>Cycling Infrastructure - Campbelltown Bike Plan</i> To install cycling infrastructure in accordance with the City of Campbelltown Bicycle Plan. Council will apply for a State Government Open Space Fund grant of \$100,000 to assist in funding the project.	1.5	\$100,000	\$285,000	\$185,000
9	<i>The ARC Campbelltown Accessible Parking Upgrade</i> Add 3 additional disabled parks at The ARC entrance, additional bike and motorcycle parks and improve vehicle circulation. This will increase overall parking at The ARC by 2 car parks (one normal park lost to improve vehicle flow).	1.5	\$0	\$35,000	\$35,000
10	<i>Pathway Link – Reservoir Road Reserve to Thorndon Park</i> Construct a pathway link between the Reservoir Road Reserve and Thorndon Park.	1.5	\$60,000	\$120,000	\$60,000
11	<i>Drinking Fountains</i> To install three drinking fountains at the following local playgrounds: <ul style="list-style-type: none"> • Reservoir Road • Grandview Grove • Padulesi Park. 	1.5	\$0	\$18,000	\$18,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
12	<p>Footpath Construction Program – Additional and Secondary Footpaths</p> <p>The footpaths proposed to be constructed are:</p> <p>Athelstone</p> <ul style="list-style-type: none"> Manresa Court - \$20,000 Springfield Avenue - \$18,000 Gorge Road - \$16,000 Russell Road - \$5,000 Brookside Road - \$13,500 Lower Athelstone Road - \$69,000 Montacute Road - \$5,500 <p>Campbelltown</p> <ul style="list-style-type: none"> Clairville Road - \$11,500 <p>Hectorville</p> <ul style="list-style-type: none"> North Street - \$12,000 <p>Newton</p> <ul style="list-style-type: none"> Palumbo Avenue - \$24,000 <p>Paradise</p> <ul style="list-style-type: none"> Hamilton Terrace - \$21,000 Ind Street - \$5,000 Foster Avenue - \$10,500 Harris Street - \$22,500 Crowle Road - \$8,500 George Street - \$22,000 Gameau Road - \$30,000 Junction Road - \$11,000 <p>Rostrevor</p> <ul style="list-style-type: none"> Karawirra Avenue - \$16,500 Savas Road - \$16,500 Grantley Avenue South - \$15,000 Leabrook Drive - \$13,000 Fairleys Road - \$5,500 Stradbroke Road & Morialta Road - \$42,000 Koonga Avenue - \$43,000. 	1.5	\$0	\$480,000	\$480,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
13	<i>Foxfield Oval Change Room Upgrade</i> To replace the existing change room with a fully compliant female change room and public toilet.	1.5	\$400,000	\$400,000	\$0
14	<i>Purchase of DELL IDPA Server - Secure Backup and Disaster Recovery</i> The purchase of a DELL IDPA backup server will provide Council with the best solution currently available to protect its data.	2.3	\$0	\$55,000	\$55,000
15	<i>Lighting - Access Paths, Playgrounds, Toilets & Public Facilities - River Torrens Linear Park</i> To light the access paths that link adjacent roads to the primary shared use path and at key points at playgrounds, exercise equipment, toilets and other public facilities.	3.2	\$0	\$600,000	\$600,000
16	<i>James Street Campbelltown Golf Course Car Park Path</i> Install a path in the car park at the golf course to improve pedestrian safety particularly for children walking to East Marden Primary School.	3.2	\$0	\$15,000	\$15,000
17	<i>Purchase of Rubbish Bins</i> To purchase rubbish bins for newly created properties.	3.2	\$0	\$50,000	\$50,000

	Project	Strategic Plan Link	Income	Expense	Net Cost to Council
18	<i>Local Road Community Infrastructure Program</i> Project to be funded by program established by the Federal Government to help communities recover from the COVID-19 pandemic.	3.2	\$618,900	\$618,900	\$0
TOTAL INCOME					\$6,348,500
TOTAL EXPENSE					\$12,353,950
NET COST TO COUNCIL					\$6,005,450