

# 2023/2024 Annual Business Plan & Budget



Adopted by Council 4 July 2023

*A safe, sustainable, vibrant Community*





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



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

*Artwork above by Ivan-Tiwu Copley.*

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## Glossary

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

## Message from the Mayor

The past few years have been challenging. The disrupting influence of the Covid pandemic has coincided with the changing needs of our Community, including the desire for more varied facilities catering for our diverse community. There have been numerous changes in technology, the way services are delivered, compounded by inflation causing further challenges in the delivery of services.

Council Staff work hard to reduce costs however measures such as the mandated introduction of defibrillators into all Council facilities are unavoidable and put pressure on the Council budget. Electricity costs have risen 25% in the last year, despite the use of many energy savings measures introduced in earlier budgets, like solar panels and energy efficient transport.



Climate change is a force requiring rapid reduction in Greenhouse gas emission levels, at the same time as the local tree canopy reduces and temperatures rise. Council will continue its annual tree planting schedule of around 1,000 trees to address the loss of tree canopy.

There is pressure to manage our waste services better with a focus on recycling, separation of waste types and increasing collection costs. Additional stormwater management is required to prevent localised flooding. Our verges are also an increasingly important element for Community greening.

In the last census Campbelltown recorded over 4,000 more residents. We have a more diverse Community with increases in older residents and young families. Our recreational open space is even more important as backyards and gardens shrink in size. Our changing demographics, making us one of the most culturally diverse cities in the state, means that people of varying backgrounds, abilities and ages are utilising our public spaces in new ways. Our facilities are adapting to meet these diverse needs.

On top of these pressures, inflation is running high and impacting on the cost of the multiple services Council provides. Council, in setting the rates, has worked to address the cost of living pressures whilst continuing to provide the services our Community expects. Importantly, this Annual Business Plan and Budget has not cut services. After receiving feedback through the consultation process, the Council determined that it would lower the general rate increase from 8.90% to 7.90% and carry a higher deficit this financial year, which will put pressure on achieving operating surpluses within the timeframes set out in the adopted Long Term Financial Plan.

Council puts financial reserves aside for replacement of its assets to even out the financial impacts of replacing and upgrading roads, footpaths, parks and other infrastructure over

time. The total valuation of Council's assets is approaching \$1.1 billion, with an annual operating budget of over \$63 million this financial year.

Council recognises that the current Council administration building, built in 1968, can no longer support its staff to deliver the wide range of services our growing community requires. This presents the opportunity to explore a Community Hub concept and a budget has been allocated for the preparation of concept designs and costings for a hub at our current location. Council will consider a facility that will cater for the needs of performers, audiences, Council Staff, our Community, and potentially, our increasing number of small businesses. The design will then go out for community consultation. If supported by the community, Council will work towards providing a facility at the same high level as we see in the award winning Wayikuu and the other community facilities in the city. This means developing a centre for our future with environmental features, energy efficiency, access for all, and reflective of and adaptable to the changing needs of our Community.

Council has commenced the upgrade of the Paradise Recreation Plaza which will cater for diverse age groups and is complemented by the wonderful natural environment. The highly successful ARC Campbelltown, which has over 800,000 visitors every year will receive an upgrade of lighting to achieve greater energy efficiency to reduce sky rocketing electricity costs.

Thorndon Park Super Playground, which now caters for thousands of children every week will see smaller upgrades to continue improving this popular destination. Projects include developing a plan to upgrade the kiosk to enable increased patronage and to investigate upgrading the amphitheatre to better meet the needs of the wider community. Additional shade structures and signs are also planned to improve this regional park.

More drinking fountains and fencing in key safety areas plus increased stormwater management are proposed for the section along River Torrens Linear Park, along with improvements to the greens and irrigation system at Council's Lochiel Park Golf at Geoff Heath Par 3 golf course. There are proposals for minor upgrades to a variety of parks around the City, over \$3 million to be spent on roads; almost \$500,000 on footpaths and an increase of \$50,000 on verge maintenance. There will be improved traffic safety on Shakespeare Avenue to the value of \$200,000, along with a range of other traffic safety projects.

We understand that our Community are experiencing cost of living pressures and should the increase in rates cause individual households difficulty, Council Staff can assist in establishing payment plans to help manage this cost.

Council has worked hard to create an Annual Business Plan and Budget in keeping with our Vision for 'A safe, sustainable, vibrant Community'.

**Mayor Jill Whittaker OAM**

## Executive Summary

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

The LTFP was revised and adopted in April 2023 to reflect the latest financial information available to Council. With the adoption of the revised Plan, Council is able to provide the Community with the financial and rating implications for the next 10 years (the Plan can be found on Council's website under *Council > Financial Information > Long Term Financial*). The Plan projects Council to achieve consistent operating surpluses from 2026/2027.

The key financial information for 2023/2024 is summarised below:

General Rate Increase	7.90%
Rates Growth (from newly created and developed properties)	0.94%

Operating Income	\$61,273,914
Operating Expense	\$63,377,800
<b>Operating Surplus/(Deficit)</b>	<b>(\$2,103,886)</b>

Capital-Renewal and Replacement Expenditure	\$7,414,450
Capital-New Expenditure	\$1,693,900
Capital-New Master Plan Allocation	\$564,450
Strategic Land Purchases	\$284,400
<b>Total Capital Expenditure</b>	<b>\$9,957,200</b>

### Major Capital Expenditure

Transport Asset Renewals	\$4,000,000
Replacement of Plant & Machinery	\$1,756,000
ARC Campbelltown – Accessible Car Park – Lift	\$478,000
Footpath Renewal Program	\$414,400

### Key Financial Targets – Budget vs LTFP

Ratio	Budget	LTFP
Operating Surplus Ratio	(3.4%)	(0.2%)
Net Financial Liabilities Ratio	(52%)	(39%)
Asset Renewal Funding Ratio	103%	100%

## Anticipated Financial Position

The projected operating income is not sufficient to meet Council's projected operating expenses (including depreciation) for 2023/2024, which are explained further in the Post Consultation Updates section below. This projection is worse than Council's adopted LTFP, which forecasts an operating deficit of \$110,000.

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

Council's strong level of cash and investments and no borrowings has placed it in a strong position to maintain its financial sustainability and achieve operating surpluses in the medium to longer term, based on its adopted LTFP, noting that the LTFP will be revised after the budget has been adopted.



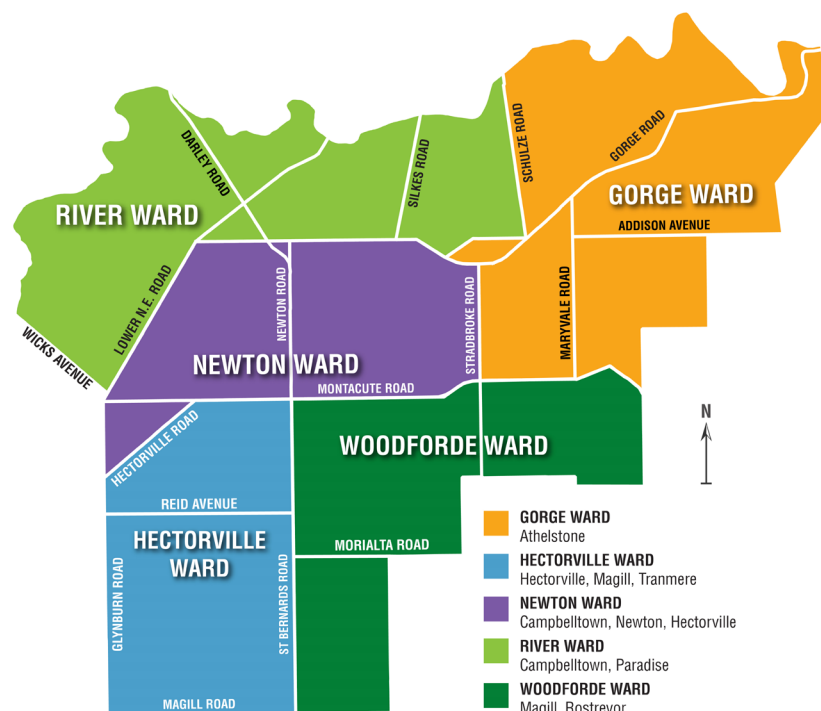
## Purpose

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

The City of Campbelltown is an area covering 24.35 km<sup>2</sup> and is located in Adelaide's eastern suburbs, with the closest boundary approximately 6 km from the Adelaide GPO. It is a medium sized metropolitan Council bounded by the River Torrens and the Adelaide foothills, and borders five other Councils.

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

European habitation within the Council area dates from the 1830s with settlement commencing on the banks of the River Torrens and establishment of small townships. The area is well known for its market gardens history and multi-cultural influences. Italian migration post World War II was significant, and many Italian migrants chose to settle in the area. Between 1960 and 1991 the City's population trebled (from 15,000 to 43,600); the population growth rate has slowed significantly since then, and the number of residents is currently 55,475 (Estimated Resident Population, 2021).



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

This document sets out Council's programs, projects and services planned for 2023/2024. It aims to maintain and improve the City's service delivery and to continue the delivery of programs outlined in its Strategic Plan.

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



## Status of 2022/2023 Projects

Information about Council's progress in relation to projects funded in 2022/2023 is available in Appendix 1 – Progress of 2023/2023 Projects.

## What are Council's Long Term Plans?

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

Council's Vision is:

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

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

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

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

### **Goal 2 – Greening our City**

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

### **Goal 3 – Enhancing our Assets**

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

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

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

## **Goal 5 – Leading our People**

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

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

Further information about the Strategic Plan and Management Plans is available from the Publications section of Council's website [www.campbelltown.sa.gov.au](http://www.campbelltown.sa.gov.au).

## What are the Significant Influences and Priorities?

A number of significant factors have influenced the preparation of the draft 2023/2024 Annual Business Plan and Budget. These include:

- Consideration of Council's key financial targets, as adopted by Council at its meeting held on 17 January 2023
- Application of Year 1 of Council's LTFP, as adopted by Council at its meeting on 4 April 2023, which assumed a General Rate increase of 8.90%, being LGPI plus 2%, plus growth from newly created and developed properties
- Adherence to Council's adopted AMPs
- Enterprise Bargaining Agreements which provide for wage and salary increases for Council Staff
- The CPI (Consumer Price Index - All Groups Index for Adelaide), which is a measure of the change in the price of a 'basket' of goods and services purchased by households.

This increased by 8.60% for the 12 months ending December 2022

- 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 2022, LGPI increased by 6.90%.

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 7.90%, plus growth from newly created and developed properties (0.94%)
- Include a rate cap for eligible residential properties at a rate of 8.90%
- Use of existing cash and investments to fund Capital-New expenditure before taking any new borrowings, in accordance with Council's Treasury Management Policy
- Council is projecting an operating deficit in 2023/2024 of \$2,103,886 which is worse than the LTFP target operating deficit of \$110,000. This is due to Council receiving its Grants Commission grants for 2023/2024 in 2022/2023 (\$1,999,450) and reducing its General Rate increase post consultation by 1% (\$357,680).



## Post Consultation Updates

Council endorsed the draft 2023/2024 ABP&B at its 2 May 2023 meeting for the purposes of Community consultation. Consultation was held from 4 May to 26 May 2023, with Public Meetings held on 24 May 2023 in the Council Chambers and Café Settebello. Council considered the feedback from the consultation at its 20 June 2023 meeting.

In accordance with the requirements of Section 123(6a) of the Local Government Act 1999, Council are required to report on the material amendments that have been made to the 2023/2024 ABP&B since consultation commenced. The changes made are documented below:

### **Recurrent - \$2,098,078 budget decline**

- Grants Commission Grants – Council has been advised that the 2023/2024 allocation for the Financial Assistance, Local Roads and Supplementary Road grants will be paid in 2022/2023 - \$1,999,450 budget decline
- Rates Income – reduction in the General Rate increase from 8.90% to 7.90% and an increase in Rates Growth from newly created and developed properties from 0.79% to 0.94%. These changes also impacted the amounts budgeted for rate rebates and rate capping - \$282,628 budget decline
- Electricity – Council has recently signed up to new electricity contracts following a tender process through LGA Procurement - \$79,800 budget decline
- General, Recycling and Green Waste Disposal – confirmation of Solid Waste Levy and disposal rates for 2023/2024 - \$64,950 budget decline
- Library Materials and Unsubsidised Purchases – change in accounting treatment of library materials that will need these items no longer recognised as assets and expensed as purchased - \$40,000 budget decline
- Employee Costs – updates to projected resourcing requirements and updates to pay entitlements - \$9,650 budget improvement
- Depreciation – finalisation of the desktop revaluations for open space and infrastructure assets has resulted in increases to forecast depreciation (\$130,650), while the change in accounting treatment to expense library materials will remove any depreciation costs (\$222,750) – \$92,100 budget improvement
- Investment Income – projected investment returns have been revised due to recent increases to the cash rate by the Reserve Bank of Australia and partially offset by the reduction in the General Rate increase - \$267,000 budget improvement

**New Initiatives - \$5,000 budget decline**

- Paradise Recreation Plaza – Opening Event – a resolution was passed by Council at its 6 June 2023 meeting following a recommendation from the Youth Advisory Committee to hold a grand opening of the Paradise Recreation Plaza - \$5,000 budget decline

**Renewal and Replacement - \$40,000 budget improvement**

- Campbelltown Tennis and Netball Club – Lighting Upgrade – State Government funding of \$40,000 originally earmarked for the project will not be received, therefore the cost of the project has reduced by the same amount – no net budget impact
- Library Materials and Unsubsidised Purchases – change in accounting treatment of library materials that will need these items no longer recognised as assets and expensed as purchased - \$40,000 budget improvement

## 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.

Council anticipates that existing service levels from the 2022/2023 financial year will be maintained during 2023/2024.

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



## Project Priorities for the Year

Council has undertaken a methodical and considered approach to determine its priorities for the forthcoming financial year. In accordance with Council's Budget Preparation Policy, the following steps were taken to determine the projects selected for 2023/2024:

- Elected Members, Management and Staff proposed projects that aim to assist in achieving Council's Strategic Plan goals, themes and focus areas, and perceived Community need
- Projects were divided into five categories: New Initiatives, Capital–New, Capital–New Master Plan Allocation, Strategic Land Purchases and Capital-Renewal & Replacement
- Capital-Renewal and Replacement projects were proposed in accordance with asset renewal and replacement needs that were identified using Council's adopted AMPs and associated asset replacement schedules
- A bus tour of the City and workshop was held with Elected Members, who were also provided a pack containing information that helped provide a better understanding of the projects proposed. These projects were presented in line with the Management Team's recommended order of priority
- Council adopted its LTFP at its 4 April 2023 meeting, which is used to determine the funding available for the five project categories
- Scores from Elected Members and the Management Team on the ranked projects were collated and sorted from highest to lowest priority for each project category
- The project list was refined and finalised at the 18 April 2023 Council meeting in preparation for the Public Consultation process
- Final selection of projects was made by Council following consideration of the feedback received from the Community consultation at its 20 June 2023 meeting. The final adoption of the budget occurred on 4 July 2023. The budget and summary of each project can be found in Appendix 2 of this document.

### 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.

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## Capital

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

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

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

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

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

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

## How Does Council Measure Performance?

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

Achievement of the Objectives in the Strategic Plan is monitored through reports to Council and Committee meetings, and updates provided through administrative processes such as CEO Briefings and Table of Actions reports.

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

### **Financial Performance**

At its meeting held on 17 January 2023, Council considered and continued to adopt the following 5 financial targets, noting that only 3 (identified by \*) of these are required under the Local Government (Financial Management) Regulations 2011:

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

A further explanation of the calculation of the three targets required to report on under the Regulations is provided from page 16.

## Funding the Business Plan

The Long Term Financial Plan for 2023/2024 has been updated to reflect the most current information available which includes:

- Council's adopted key financial targets
- Audited Financial Statements for the year ended 30 June 2022
- Updates to relevant CPI and LGPI forecasts
- Review of all assumptions used in the Plan
- Proposed major projects
- AMPs and asset replacement schedules.

Staff reviewed all assumptions contained within the LTFP, with AGAC providing recommendations to Council on the key financial targets and the revised Plan. The review was used to ensure the Plan was structurally sound and prepared in accordance with relevant legislation and Australian Accounting Standards. Council adopted the LTFP at its meeting on 4 April 2023.

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

Year 1 of the LTFP has been used to develop the budget for 2023/2024. Commentary on Council's financial targets and their performance is required under the Local Government (Financial Management) Regulations 2011 and is provided below, noting the amounts shown between 2025 and 2023 are based on the most recently adopted LTFP.





## 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%

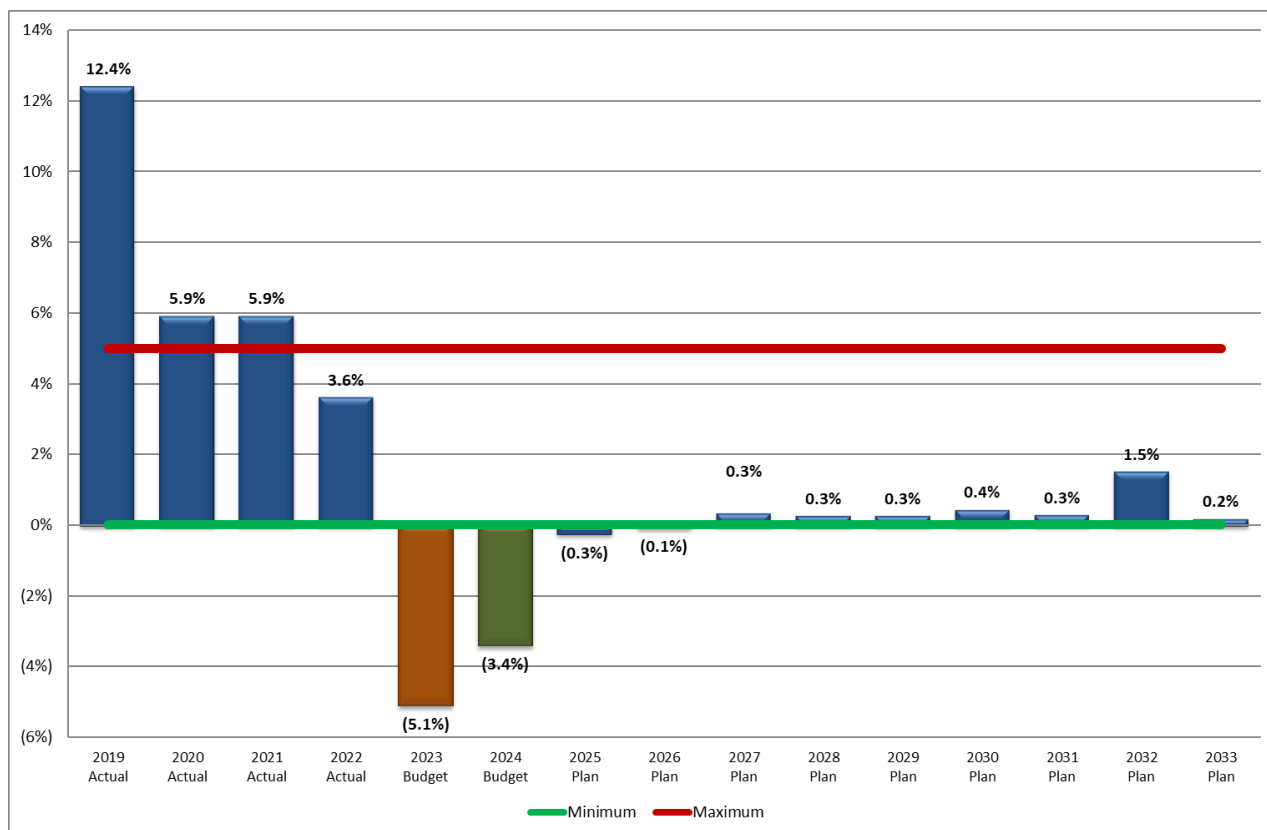
### LTFP vs Budget

LTFP

Plus 0.4%

2023/2024 Budget

Minus 3.4%



The graph above shows that Council is projecting an operating deficit in 2022/2023, which is outside the minimum target for this key financial target. 2023/2024 is projected to also record an operating deficit due to the 2023/2024 Grants Commission grant allocation being received in 2022/2023, along with the 1% reduction in the rate increase that was proposed for Community consultation.

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

Net Financial Liabilities Ratio

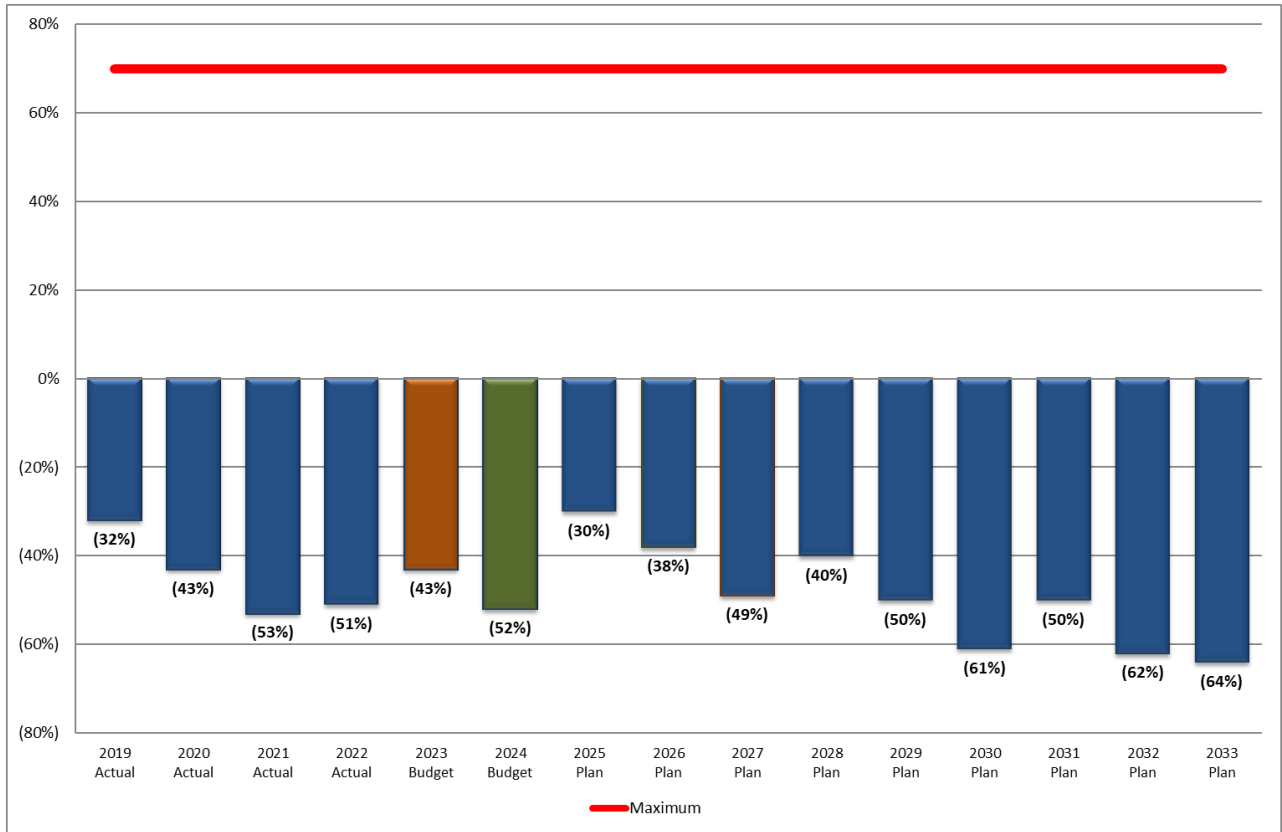
(how significant the net amount owed is compared with income).

LTFP Financial Target

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

LTFP vs Budget

LTFP	Minus 37%
2023/2024 Budget	Minus 52%



Over the life of the adopted plan, Council’s net financial liabilities ratio will be well below the maximum target of 70%. 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.

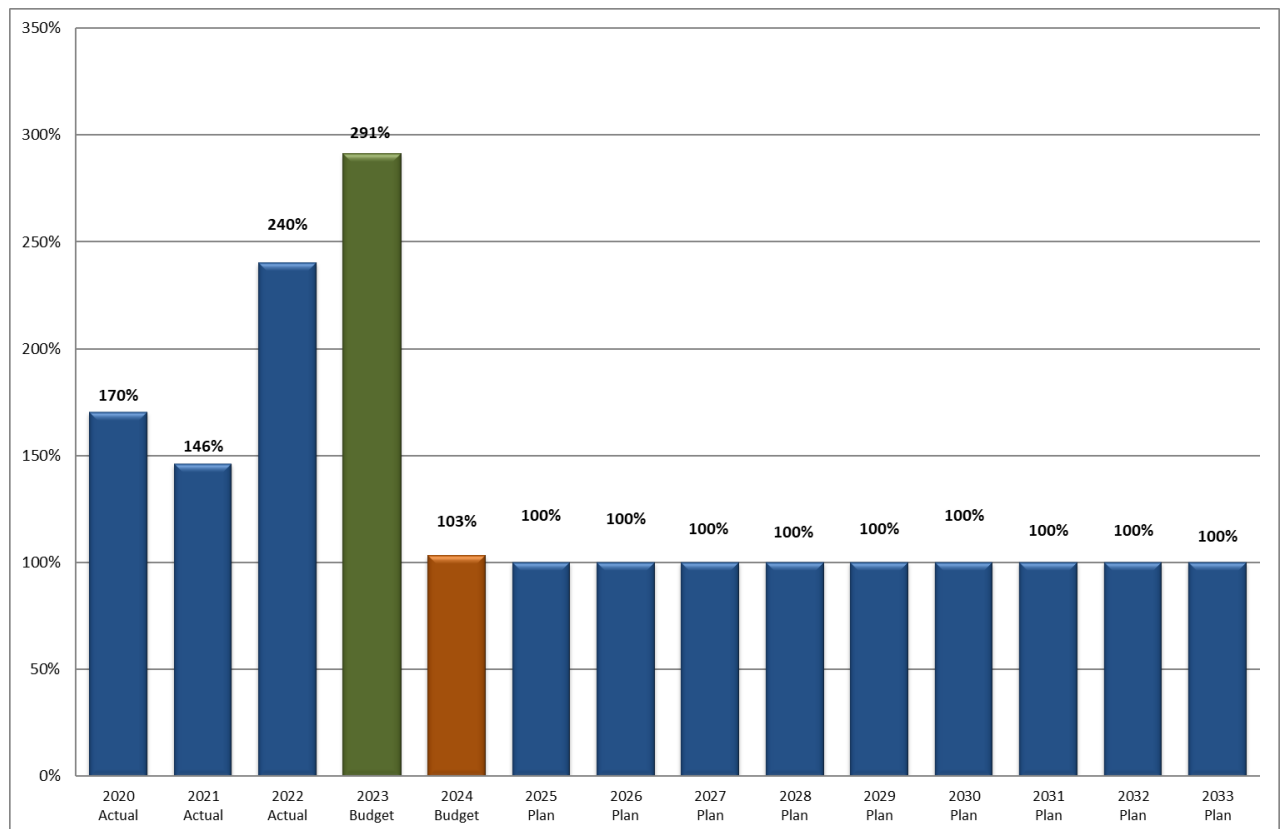
## Asset Renewal Funding Ratio

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

### LTFP Financial Target

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

LTFP	100%
2023/2024 Budget	103%



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

The values higher than the target relate to:

- 2019/2020 the redevelopment of the clubrooms at Hectorville Sports and Community Club, upgrade to the female change rooms at Steve Woodcock Sports Centre and completion of road transport renewals that were carried forward from the previous financial year
- 2020/2021 relates to the redevelopment of Max Amber Sportsfield and Hectorville Sports and Community Club and changerooms at Foxfield Oval
- 2021/2022 relates to the redevelopment of Max Amber Sportsfield and clubroom redevelopment at Athelstone Recreation Reserve
- 2022/2023 relates to the redevelopments at Campbelltown and Magill Village.

## Impact of the Plan on Rates

### Strategic Focus

Council proposes to continue to apply the following principles in relation to its rating strategy for 2023/2024:

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

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

In setting its rates for 2023/2024, 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) and interest rates
- the impact of rates on the Community, including residents and businesses.
- the broad principle that the rate in the dollar is the same for all rateable properties.

### Rating Structure

#### *Method Used to Value Land*

Council uses Capital Value as the basis for valuing land within the Council area for rating purposes, as required under Section 151 of the Local Government Act 1999.

#### *General Rates*

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

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



### ***Minimum Rate***

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

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

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

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

For 2023/2024, the Minimum Rate will increase by the General Rate increase (7.90%) to \$1,118, which is \$81 more than the previous year.

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

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

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

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

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

### ***Payment Methods***

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

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

## **Collection of Rates in Arrears**

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

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

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

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

### ***Debt Recovery***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Rate Relief and Payment Options**

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

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

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

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

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

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

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

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

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

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

Payment of the amount postponed becomes due and payable when:

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

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

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

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

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

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

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

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

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

- Section 160 - Health Services
- Section 161 - Community Services
- Section 162 - Religious Purposes
- Section 163 - Public Cemeteries

- Section 164 - Royal Zoological Society of SA
- Section 165 - Educational Purposes

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

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

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

Where a discretionary rebate is granted, a corresponding rebate will not be provided to the eligible ratepayer for the Regional Landscape Levy.

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

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

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

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

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

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

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



The general rate cap percentage for 2023/2024 is set at 8.90%, which is 1% higher than the General Rate increase.

***Summary of Key Rating Information***

General Rate Increase	7.90%
Rates Growth from newly created and developed properties	0.94%
Total Rate Revenue Increase (including growth from newly created and developed properties)	8.84%
Minimum Rate	\$1,118

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

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

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

### Statement on Rate Revenue

Rates Revenue				
	2022/2023 (as adopted)	2023/2024 (as adopted)	Change	Comments
<b>General Rates Revenue</b>				
General Rates (existing properties)		\$46,816,479 (a)		For 2023/2024, the increase in total General Rates revenue is 8.84%. This comprises the General Rate increase of 7.90%, growth of 0.80% (as defined in the Local Government (Financial Management) Regulations 2011) and additional rate revenue from other development activity of 0.14%.
General Rates (new properties)		\$363,285 (b)		
<b>General Rates (GROSS)</b>	<b>\$43,319,361</b>	<b>\$47,179,764 (c)</b>		
Less: Mandatory Rebates	(\$715,240)	(\$777,520) (d)		
<b>General Rates (NET)</b>	<b>\$42,604,121</b>	<b>\$46,402,244 (e)</b>	<b>8.9%</b>	
		(e)=(c)+(d)		
<b>Other Rates (inc. service charges)</b>				
Regional Landscape Levy	\$1,257,600	\$1,413,914 (f)		The Regional Landscape Levy is a State tax, it is <b>not retained</b> by Council.
	\$43,861,721	\$47,816,158		
Less: Discretionary Rebates	(\$90,865)	(\$22,657) (g)		
<b>Total Rates Revenue</b>	<b>\$42,513,256</b>	<b>\$46,379,587 (h)</b>	<b>9.1%</b>	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
		(h)=(e)+(g)		

Growth in number of rateable properties				
<b>Number of rateable properties:</b>	<b>25,134</b>	<b>25,329</b>	<b>(i)</b>	<b>0.8%</b>
	Actual	Estimate		
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to Council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents				
The net increase in rateable properties compared to the previous year is 195. 'Growth', as defined under Regulation 6(2), is 0.78% of General Rates to be collected (refer b).				

Average General Rates per rateable property				
<b>Average per rateable property</b>	<b>\$1,724</b>	<b>\$1,863</b>	<b>(j)</b>	<b>8.1%</b>
		(j)=(c)/(i)		
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the				
The 'average' is based on the <b>total of all rateable properties</b> and is therefore not necessarily indicative of either the rate or change in rates that individual ratepayers will experience.				

#### Notes

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

## Statement on Rate Revenue

Rates Revenue										
	Total Revenue			No. of Rateable Properties		Average per Rateable Property			Cents in the \$	
	2022/2023	2023/2024	Change	2022/2023	2023/2024	2022/2023	2023/2024	Change	2023/2024	
<b>Land Use (General Rates - GROSS)</b>										
Residential	\$40,352,306	\$43,730,116	8%	23,708	23,936	\$1,702	\$1,827	(k)	\$125	0.248763
Commercial - Shop	\$670,888	\$777,505	16%	328	331	\$2,045	\$2,349	(k)	\$304	0.248763
Commercial - Office	\$170,107	\$204,372	20%	74	76	\$2,299	\$2,689	(k)	\$390	0.248763
Commercial - Other	\$672,445	\$829,704	23%	259	268	\$2,596	\$3,096	(k)	\$500	0.248763
Industry - Light	\$66,836	\$80,463	20%	41	42	\$1,630	\$1,916	(k)	\$286	0.248763
Industry - Other	\$101,418	\$119,337	18%	35	34	\$2,898	\$3,510	(k)	\$612	0.248763
Primary Production	\$13,161	\$15,123	15%	9	9	\$1,462	\$1,680	(k)	\$218	0.248763
Vacant Land	\$821,685	\$905,300	10%	617	571	\$1,332	\$1,585	(k)	\$254	0.248763
Other	\$450,515	\$517,844	15%	63	62	\$7,151	\$8,352	(k)	\$1,201	0.248763
<b>GRAND TOTAL (GROSS)</b>	<b>\$43,319,361</b>	<b>\$47,179,764</b>	<b>8.9%</b>	<b>25,134</b>	<b>25,329</b>	<b>\$1,724</b>	<b>\$1,863</b>	<b>(k)</b>	<b>\$139</b>	

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

Minimum Rate						
	No. of properties to which rate will apply			Rate		
	2023/2024	% of total rateable properties		2022/2023	2023/2024	Change
<b>Minimum Rate</b>	<b>3,126</b>	<b>12.3%</b>		<b>\$1,037</b>	<b>\$1,118</b>	<b>(l)</b> <b>\$81</b>

The Minimum Rate provides a mechanism where lower valued properties do not pay less than a minimum amount as determined by Council. Typically, only a small number of all properties (with no more than 35%) are levied the Minimum Rate. Council proposes to set a minimum rate of \$1,129, which shall be applied to all rateable properties. This will affect 12.4% of all rateable properties.

## Adopted Valuation Method

### Capital Value

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

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

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

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

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

### Notes

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

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

## Budget by Service

An overview of amounts received and spent on each of Council's services is provided on the next page, while an overview of the projects proposed 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.

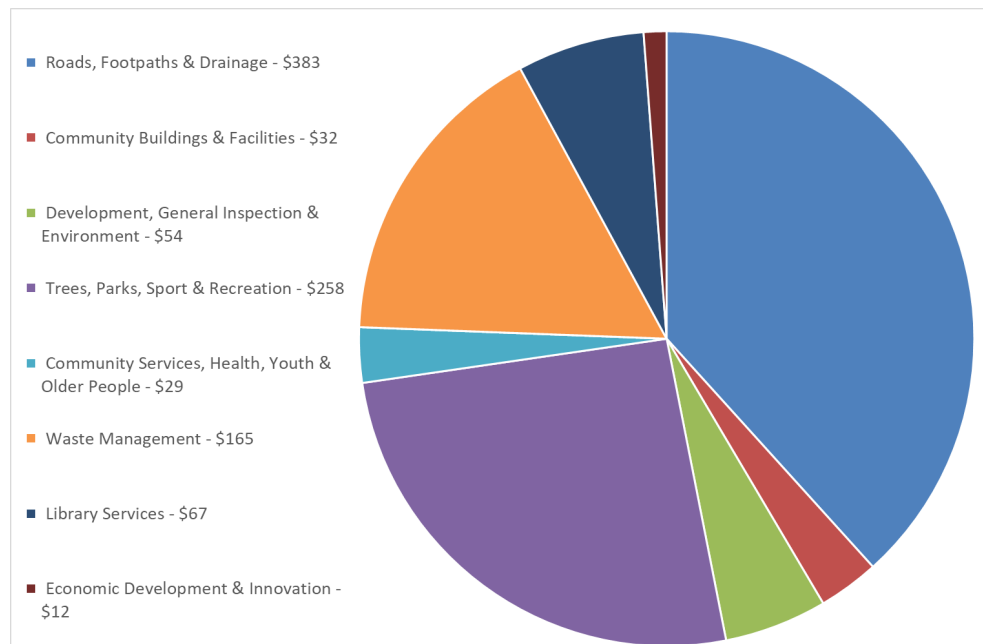
Rate income is not allocated to individual services but is included as part of the Finance service income.

**Campbelltown City Council**  
**2023/2024 Annual Business Plan & Budget**

**Budget by Service**

Service	Recurrent			New Initiatives			Capital-Renewal & Replacement			Capital-New		
	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Infrastructure, Planning &amp; Sustainability Services</b>												
Administration Building and Hall Maintenance	534,700	1,801,400	1,266,700	0	0	0	0	75,000	75,000	0	0	0
Asset Management-Footpaths	0	2,010,900	2,010,900	0	0	0	0	414,400	414,400	0	80,900	80,900
Asset Management-Road Transport	311,400	9,905,350	9,593,950	0	50,000	50,000	536,800	4,041,000	3,504,200	0	252,000	252,000
Asset Management-Stormwater	8,000	2,429,450	2,421,450	0	0	0	0	0	0	0	245,500	245,500
Cemeteries	17,400	27,450	10,050	0	0	0	0	0	0	0	0	0
Depot Operations	94,100	94,100	0	0	0	0	0	1,765,550	1,765,550	0	0	0
Environmental Control and Public Order	677,650	833,100	155,450	0	0	0	0	0	0	0	0	0
Environment & Sustainability Services	2,000	795,450	793,450	0	0	0	0	0	0	0	0	0
Infrastructure, Planning & Sustainability Services Management	533,350	3,315,100	2,781,750	0	0	0	0	0	0	0	0	0
Parks and Reserves	25,600	4,982,350	4,956,750	0	25,000	25,000	0	314,000	314,000	0	1,165,350	1,165,350
Policy Planning and Development Assessment	656,000	1,357,900	701,900	0	0	0	0	26,000	26,000	0	0	0
Sport and Recreation Facilities	317,850	3,169,000	2,851,150	0	81,000	81,000	320,000	555,000	235,000	0	20,500	20,500
Street Lighting	0	681,200	681,200	0	0	0	0	0	0	0	0	0
Tree Maintenance and Replacement	85,000	1,564,650	1,479,650	0	0	0	0	40,000	40,000	0	0	0
Waste Management	48,750	6,594,300	6,545,550	0	0	0	0	0	0	0	50,000	50,000
<b>TOTAL</b>	<b>3,311,800</b>	<b>39,561,700</b>	<b>36,249,900</b>	<b>0</b>	<b>156,000</b>	<b>156,000</b>	<b>856,800</b>	<b>7,230,950</b>	<b>6,374,150</b>	<b>0</b>	<b>1,814,250</b>	<b>1,814,250</b>
<b>Corporate Services</b>												
Corporate Services Management	0	300,200	300,200	0	0	0	0	0	0	0	0	0
Environmental Health	0	495,900	495,900	0	0	0	0	0	0	0	0	0
Finance	49,780,064	3,625,650	(46,154,414)	0	0	0	0	0	0	0	0	0
Governance	0	1,236,450	1,236,450	0	36,000	36,000	0	0	0	0	0	0
Business & Technology Services	50	1,871,150	1,871,100	0	0	0	0	71,800	71,800	0	41,000	41,000
People and Culture	0	635,950	635,950	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>49,780,114</b>	<b>8,165,300</b>	<b>(41,614,814)</b>	<b>0</b>	<b>36,000</b>	<b>36,000</b>	<b>0</b>	<b>71,800</b>	<b>71,800</b>	<b>0</b>	<b>41,000</b>	<b>41,000</b>
<b>Community Wellbeing &amp; Interaction</b>												
Community Engagement	0	351,400	351,400	0	5,000	5,000	0	0	0	0	0	0
Community Services and Social Development	6,100	907,200	901,100	0	9,200	9,200	0	0	0	0	0	0
Community Transport	5,000	70,550	65,550	0	0	0	0	0	0	0	0	0
Community Wellbeing & Interaction Management	100	663,200	663,100	0	0	0	0	0	0	0	0	0
Leisure Services	5,766,100	6,487,600	721,500	0	0	0	0	105,000	105,000	0	594,500	594,500
Library Services	468,050	2,972,950	2,504,900	0	0	0	0	6,700	6,700	0	0	0
Services for Older People	982,850	999,450	16,600	0	0	0	0	0	0	0	0	0
Youth Development	0	87,750	87,750	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>7,228,200</b>	<b>12,540,100</b>	<b>5,311,900</b>	<b>0</b>	<b>14,200</b>	<b>14,200</b>	<b>0</b>	<b>111,700</b>	<b>111,700</b>	<b>0</b>	<b>594,500</b>	<b>594,500</b>
<b>Executive Services</b>												
Civic Functions	4,000	35,500	31,500	0	0	0	0	0	0	0	0	0
Economic Development	93,000	612,800	519,800	0	0	0	0	0	0	0	0	0
Elected Members	0	467,750	467,750	0	0	0	0	0	0	0	0	0
Executive Services	0	1,488,450	1,488,450	0	300,000	300,000	0	0	0	0	93,000	93,000
<b>TOTAL</b>	<b>97,000</b>	<b>2,604,500</b>	<b>2,507,500</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>93,000</b>	<b>93,000</b>
<b>GRAND TOTAL</b>	<b>60,417,114</b>	<b>62,871,600</b>	<b>2,454,486</b>	<b>0</b>	<b>506,200</b>	<b>506,200</b>	<b>856,800</b>	<b>7,414,450</b>	<b>6,557,650</b>	<b>0</b>	<b>2,542,750</b>	<b>2,542,750</b>

## 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
- Environment & Sustainability Services
- 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 Services Management
- Depot Operations
- Elected Members
- Executive Services
- Finance

- Governance
- Business & Technology Services
- Infrastructure, Planning & Sustainability Services Management
- People & Culture
- Community Wellbeing & Interaction Management



## Budgeted Financial Statements

### Statement of Comprehensive Income

2021/2022 Actual \$'s		2022/2023 Third Review \$'s	2023/2024 DRAFT Budget \$'s
	<b>INCOME</b>		
41,811,492	Rates	43,857,273	47,851,414
1,297,906	Statutory Charges	1,190,900	1,295,150
5,815,675	User Charges	6,868,700	6,866,050
4,873,530	Grants, Subsidies & Contributions	5,885,950	2,364,450
260,563	Investment Income	1,399,150	1,749,150
470,267	Reimbursements	707,400	463,100
770,782	Other Revenues	911,500	666,100
-	Net Gain-Joint Ventures & Associates	40,650	18,500
<b>55,300,215</b>	<b>TOTAL INCOME</b>	<b>60,861,523</b>	<b>61,273,914</b>
	<b>EXPENSES</b>		
14,183,728	Employee Costs	15,986,400	17,439,450
24,607,860	Materials, Contracts & Other Expenses	30,321,900	28,058,850
14,430,896	Depreciation, Amortisation & Impairment	17,672,200	17,879,400
2,815	Finance Costs	1,100	100
78,138	Net Loss-Joint Ventures & Associates	12,150	-
<b>53,303,437</b>	<b>TOTAL EXPENSES</b>	<b>63,993,750</b>	<b>63,377,800</b>
<b>1,996,778</b>	<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(3,132,227)</b>	<b>(2,103,886)</b>
23,910	Physical Resources Received Free of Charge	-	-
(1,145,045)	Asset Disposal & Fair Value Adjustments	-	-
5,754,335	Amounts Specifically for New or Upgraded Assets	5,270,000	-
<b>6,629,978</b>	<b>NET SURPLUS/(DEFICIT)</b>	<b>2,137,773</b>	<b>(2,103,886)</b>
	<b>OTHER COMPREHENSIVE INCOME</b>		
	<b>Amounts which will not be reclassified subsequently to operating result</b>		
73,501,399	Changes in Revaluation Surplus-Infrastructure, Property, Plant & Equipment	-	-
1,388	Share of Other Comprehensive Income-Joint Ventures & Associates	-	-
<b>73,502,787</b>	<b>Total Amounts which will not be reclassified subsequently to operating result</b>	<b>0</b>	<b>0</b>
	<b>Amounts which will be reclassified subsequently to operating result</b>		
5,031	Other Equity Adjustments - Equity Accounted Council Businesses	-	-
<b>5,031</b>	<b>Total Amounts which will be reclassified subsequently to operating result</b>	<b>0</b>	<b>0</b>
<b>73,507,818</b>	<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>
<b>80,137,796</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>2,137,773</b>	<b>(2,103,886)</b>

**Balance Sheet**

2021/2022 Actual		2022/2023 Third Review	2023/2024 DRAFT Budget
\$'s		\$'s	\$'s
	<b>ASSETS</b>		
	<b>Current Assets</b>		
36,264,264	Cash & Cash Equivalents	33,940,937	39,941,001
3,601,591	Trade & Other Receivables	3,601,591	3,601,591
21,049	Inventories	21,049	21,049
<b>39,886,904</b>	<b>Total Current Assets</b>	<b>37,563,577</b>	<b>43,563,641</b>
	<b>Non-Current Assets</b>		
235,895	Financial Assets	234,195	232,495
312,846	Equity Accounted Investments in Council Business	341,346	359,847
753,983,747	Infrastructure, Property, Plant & Equipment	758,367,247	750,239,847
7,900,001	Other Non-Current Assets	7,900,001	7,900,001
<b>762,432,489</b>	<b>Total Non-Current Assets</b>	<b>766,842,789</b>	<b>758,732,190</b>
<b>802,319,393</b>	<b>Total Assets</b>	<b>804,406,366</b>	<b>802,295,831</b>
	<b>LIABILITIES</b>		
	<b>Current Liabilities</b>		
9,004,723	Trade & Other Payables	8,936,752	8,979,194
50,784	Borrowings	50,800	6,650
1,996,420	Provisions	1,996,420	1,996,420
<b>11,051,927</b>	<b>Total Current Liabilities</b>	<b>10,983,972</b>	<b>10,982,264</b>
	<b>Non-Current Liabilities</b>		
8,317	Borrowings	25,472	20,531
837,097	Provisions	837,097	837,097
<b>845,414</b>	<b>Total Non-Current Liabilities</b>	<b>862,569</b>	<b>857,628</b>
<b>11,897,341</b>	<b>Total Liabilities</b>	<b>11,846,541</b>	<b>11,839,892</b>
<b>790,422,052</b>	<b>NET ASSETS</b>	<b>792,559,825</b>	<b>790,455,939</b>
	<b>EQUITY</b>		
129,653,321	Accumulated Surplus	129,968,394	139,431,458
594,152,223	Asset Revaluation Reserve	594,152,223	594,152,223
66,616,508	Other Reserves	68,439,208	56,872,258
<b>790,422,052</b>	<b>TOTAL EQUITY</b>	<b>792,559,825</b>	<b>790,455,939</b>

**Statement of Changes in Equity**

	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY
	\$'s	\$'s	\$'s	\$'s
<b>2021/2022 Actual</b>				
Balance at End of Previous Reporting Period	125,417,801	521,482,824	63,383,631	<b>710,284,256</b>
<b>Net Surplus/(Deficit) for Year</b>	6,629,978			<b>6,629,978</b>
<b>Other Comprehensive Income</b>				
Share of Other Comprehensive Income - Equity Accounted Council Businesses	1,388	-		<b>1,388</b>
Gain on Revaluation of Infrastructure, Property, Plant & Equipment		73,501,399		<b>73,501,399</b>
Transfer to Accumulated Surplus on Sale of Infrastructure, Property, Plant & Equipment	832,000	(832,000)		-
Other Equity Adjustments - Equity Accounted Council Businesses	5,031	-		<b>5,031</b>
Transfers Between Reserves	(3,232,877)		3,232,877	-
<b>Balance at End of Period</b>	<b>129,653,321</b>	<b>594,152,223</b>	<b>66,616,508</b>	<b>790,422,052</b>
<b>2022/2023 Third Review</b>				
Balance at End of Previous Reporting Period	129,653,321	594,152,223	66,616,508	<b>790,422,052</b>
<b>Net Surplus/(Deficit) for Year</b>	2,137,773			<b>2,137,773</b>
<b>Other Comprehensive Income</b>				
Transfers Between Reserves	(1,822,700)		1,822,700	-
<b>Balance at End of Period</b>	<b>129,968,394</b>	<b>594,152,223</b>	<b>68,439,208</b>	<b>792,559,825</b>
<b>2023/2024 DRAFT Budget</b>				
Balance at End of Previous Reporting Period	129,968,394	594,152,223	68,439,208	<b>792,559,825</b>
<b>Net Surplus/(Deficit) for Year</b>	(2,103,886)			<b>(2,103,886)</b>
<b>Other Comprehensive Income</b>				
Transfers Between Reserves	11,566,950		(11,566,950)	-
<b>Balance at End of Period</b>	<b>139,431,458</b>	<b>594,152,223</b>	<b>56,872,258</b>	<b>790,455,939</b>

**Cash Flow Statement**

2021/2022 Actual		2022/2023 Third Review	2023/2024 DRAFT Budget
\$'s		\$'s	\$'s
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
	<u>Receipts</u>		
57,339,994	Operating Receipts	59,421,723	59,506,264
260,563	Interest Receipts	1,399,150	1,749,150
	<u>Payments</u>		
(39,952,122)	Operating Payments to Suppliers & Employees	(46,308,300)	(45,498,300)
(3,083)	Finance Payments	(1,100)	(100)
<b>17,645,352</b>	<b>Net Cash Provided by (or Used in) Operating Activities</b>	<b>14,511,473</b>	<b>15,757,014</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
	<u>Receipts</u>		
5,843,958	Amounts Specifically for New or Upgraded Assets	5,270,000	-
192,355	Sale of Replaced Asset	564,300	205,200
-	Sale of Surplus Assets	-	-
-	Repayments of Loans by Community Groups	1,700	1,700
	<u>Payments</u>		
(13,666,450)	Expenditure on Renewal/Replacement of Assets	(14,314,700)	(7,414,450)
(9,267,126)	Expenditure on New/Upgraded Assets	(8,305,300)	(2,542,750)
<b>(16,897,263)</b>	<b>Net Cash Provided by (or Used in) Investing Activities</b>	<b>(16,784,000)</b>	<b>(9,750,300)</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
	<u>Receipts</u>		
-	Proceeds from Borrowings	-	-
71,332	Proceeds from Bonds & Deposits	-	-
	<u>Payments</u>		
(68,130)	Repayment of Lease Liabilities	(50,800)	(6,650)
(121,693)	Repayment of Bonds & Deposits	-	-
<b>(118,491)</b>	<b>Net Cash Provided by (or Used in) Financing Activities</b>	<b>(50,800)</b>	<b>(6,650)</b>
<b>629,598</b>	<b>Net Increase/(Decrease) in Cash Held</b>	<b>(2,323,327)</b>	<b>6,000,064</b>
35,634,666	Cash & Cash Equivalents at Beginning of Period	36,264,264	33,940,937
<b>36,264,264</b>	<b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>	<b>33,940,937</b>	<b>39,941,001</b>

**Uniform Presentation of Finances**

2021/2022 Actual		2022/2023 Third Review	2023/2024 DRAFT Budget
\$'s		\$'s	\$'s
55,300,215	Income	60,861,523	61,273,914
(53,303,437)	less Expenses	(63,993,750)	(63,377,800)
<b>1,996,778</b>	<b>Operating Surplus/(Deficit)</b>	<b>(3,132,227)</b>	<b>(2,103,886)</b>
	<b>Net Outlays on Existing Assets</b>		
(13,666,450)	Capital Expenditure on Renewal and Replacement of Existing Assets	(14,314,700)	(7,414,450)
14,430,896	<i>add back</i> Depreciation, Amortisation and Impairment	17,672,200	17,879,400
192,355	<i>add back</i> Proceeds from Sale of Replaced Assets	564,300	205,200
<b>956,801</b>		<b>3,921,800</b>	<b>10,670,150</b>
	<b>Net Outlays on New and Upgraded Assets</b>		
(9,267,126)	Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	(8,305,300)	(2,542,750)
5,843,958	<i>add back</i> Amounts Received Specifically for New and Upgraded Assets	5,270,000	-
-	<i>add back</i> Proceeds from Sale of Surplus Assets (including investment property & real estate developments)	-	-
<b>(3,423,168)</b>		<b>(3,035,300)</b>	<b>(2,542,750)</b>
<b>(469,589)</b>	<b>Net Lending/(Borrowing) for Financial Year</b>	<b>(2,245,727)</b>	<b>6,023,514</b>

**Key Financial Targets**

2021/2022 Actual		2022/2023 Third Review	2023/2024 DRAFT Budget
	<b>Operating Surplus Ratio</b>		
1,996,778	Operating Surplus (a)	(3,132,227)	(2,103,886)
55,300,215	Total Operating Income (b)	60,861,523	61,273,914
<b>3.6%</b>	<b>Operating Surplus Ratio = (a) divide (b)</b>	<b>(5.1%)</b>	<b>(3.4%)</b>
	<b>Net Financial Liabilities Ratio</b>		
(28,204,409)	Net Financial Liabilities (Total Liabilities less Financial Assets) (c)	(25,930,182)	(31,935,195)
55,300,215	Total Operating Income (d)	60,861,523	61,273,914
<b>(51%)</b>	<b>Net Financial Liabilities Ratio = (c) divide (d)</b>	<b>(43%)</b>	<b>(52%)</b>
	<b>Asset Renewal Funding Ratio</b>		
13,666,450	Net Asset Renewals (e)	14,314,700	7,414,450
5,685,000	Infrastructure Asset Management Plan Required Expenditure (f)	4,915,100	7,168,700
<b>240%</b>	<b>Asset Renewal Funding Ratio = (e) divide (f)</b>	<b>291%</b>	<b>103%</b>

## Appendix 1 – Progress of 2022/2023 Projects

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Newton Community Garden Seed Funding</b> To assist in the establishment of a community garden in Newton. It is intended that the Community Garden will be an independent, incorporated community group.	15,000	0	0	15,000	The Newton Community Garden working group has been meeting all year and is now an independent incorporated group. They have been working on garden constitution, design and planning the space. Staff have supported the incorporation, lease and preparation of the site for the garden.
<b>Thorndon Park Super Playground Grand Opening</b> Hold a grand opening event for the new playground, including ice creams or sweets for children, some live entertainment, a ribbon cutting ceremony, games, bubbles, food for purchase, with relevant organisations in attendance.	10,000	0	0	10,000	The Super Playground was officially opened on 16 December 2022.
<b>Transport Plan Design - Stradbroke Road</b> To develop concepts and design for Stradbroke Road incorporating measures for pedestrian safety at Fourth Creek and Morialta Park Playground. Staff will undertake the majority of the Stradbroke design project and refer to a consultant to liaise and confirm arrangements with DIT (\$10,000). Additional cost of \$20,000 is for the 40km/hr trial. This project will be undertaken in conjunction with Adelaide Hills Council.	15,000	0	0	15,000	Preliminary designs and costings were complete in conjunction with the Department of Infrastructure and Transport and Adelaide Hills Council.
<b>River Torrens Linear Park Smart Lighting</b> To install a smart lighting solution through the installation of Smart Nodes and Light Nodes along the path that incorporate Smart City technologies that integrate an IoT (Internet of Things) central management system and analytics platform. This project is dependent on a funding application through the LGIPP being successful. There is \$600,000 allocated to the project in the 2021/2022 financial year.	0	0	0	0	Staff weren't successful in securing grant funding, therefore this project will be carried forward.



Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Book - 10 Women Project</b> To produce a booklet about all of the local women that have been honoured in the annual 10 Women of Campbelltown Project to date.	2,200	0	0	2,200	The book was launched on 25 June 2023.
<b>Liascos Avenue Reserve Improvements - Garden Bed</b> Replace the existing perma-pine fence between the reserve on Liascos Avenue with a green belt of garden beds, incorporating WSUD initiatives.	40,000	0	0	40,000	The work is currently being undertaken and was completed before the end of the financial year.
<b>Greening Gorge Road</b> To upgrade the central median islands along Gorge Road between Newton Road and Moseley Road with native trees and grass plantings, creating a canopy to reduce the heat island effect along this major tourist route.	30,000	0	0	30,000	This project has been completed.
<b>Replacement of Palm Trees – Curtis Road, Hectorville</b> To remove and replace 15 palm trees in Curtis Street with approximately 30 new street trees.	15,000	0	0	15,000	This project has been completed.
<b>Queen's Jubilee Grant – Glynburn Road Planting</b> To replace the trees in the median strips along Glynburn Road.	0	0	0	0	This project has been completed.
<b>Queen's Jubilee Grant – Fourth Creek Walking Trail</b> To plant an avenue of trees along Fourth Creek between Lower North East Road and Montacute Road.	0	0	0	0	This project has been completed.
<b>Rates Oversight Scheme</b> Council's contribution to cover the costs to be charged by ESCOSA (Essential Services Commission of South Australia) to provide advice to Councils on the appropriateness of both their long-term financial, infrastructure and asset management plans, and the proposed financial contributions by the Council's ratepayers under those plans.	15,000	0	0	15,000	Council is not scheduled to be reviewed by ESCOSA until the 2024/2025 financial year, so these funds will be carried forward to that time to cover the amount to be charged.
<b>Library Materials - Grant and Purchases</b> Purchase of library stock through State Government Library Materials Grant.	0	0	0	0	Council has spent \$133,733 and committed \$45,297 of \$179,030 grant, with these purchases used to provide materials across all collections.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Library Materials - Unsubsidised Stock Purchases</b> Purchase of library stock using Council funds.	0	0	40,000	<b>40,000</b>	Council has spent \$53,102 and committed \$536, with these purchases used to provide library materials that meet Community needs. This includes a reallocation of funds from the Library Materials budget.
<b>Golf Course Playing Surface Replacement</b> Replacement of all synthetic tees with natural turf.	0	0	20,200	<b>20,200</b>	This project will be carried to the following financial year. There was a hold up in the tree removal process, which is required to allow greater natural light onto the proposed turf areas. All preliminary tree work has been completed, with removal to occur. As sowing of turf is a late summer or spring event, the window has been missed for this financial year.
<b>Replacement of Gym Cardio - ARC Campbelltown</b> To replace two upright lifecycle bikes and two recumbent lifecycle bikes that have reached their end of life and require replacement.	0	0	26,600	<b>26,600</b>	This project has been completed.
<b>Replace Creche Tables and Chairs - ARC Campbelltown</b> Replacement of the current creche tables and chairs as they have reached the end of their useful life.	0	0	2,550	<b>2,550</b>	This project has been completed.
<b>Replace Function Room Audio Visual - ARC Campbelltown</b> Replace the old audio visual equipment with a new system.	0	0	28,050	<b>28,050</b>	This project has been completed.
<b>Replacement of Filter Media - Pool Plant Filters - ARC Campbelltown</b> To replace components of the nine pool plant filters at The ARC Campbelltown, replace nozzles and laterals, then fill with new media and water.	0	0	199,450	<b>199,450</b>	This project has been completed.
<b>Bicycle Plan Implementation - Stage 2</b> Implement Stage 2 of the Bicycle Plan roll out. Stage 1, which covered the northern section of the City was implemented during 2021/2022.	0	0	75,000	<b>75,000</b>	This project has been completed. Due to the savings realised through the procurement process, Council has agreed to use the remaining budget to continue the rollout of the Stage 3 sharrow installation. Therefore, the remaining funds will be carried forward.
<b>Replacement of Plant and Equipment - ARC Campbelltown</b> To replace the dishwasher and fridge/freezer that have reached the end of their useful life in the ARC Cafe.	0	0	17,200	<b>17,200</b>	This project has been completed.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Upgrade Traffic Signals - Paradise Primary School</b> To replace the existing obsolete Koala Crossing lanterns and controller at Paradise Primary School with repurposed equipment from the Stradbroke School Crossing that was upgraded through the Department for Infrastructure and Transport. The Paradise Primary School crossing is the oldest crossing in the City.	0	0	5,000	5,000	This project has been completed.
<b>Daly Oval Floodlighting Replacement</b> To upgrade the floodlights at Daly Oval. This project includes \$320,000 worth of grant funding from the State Government.	0	0	80,000	80,000	This project has been completed.
<b>Rostrevor Tennis Club Court Resurfacing</b> To repair cracks and level surface on courts 4, 5 and 6, and repaint courts 1, 2, 4, 5 and 6 with two coats of paint. The Tennis club applied for and received a State Government Grant of \$48,000 to reconstruct court 3, with the club contributing an additional \$72,000.	0	0	55,000	55,000	This project has been completed.
<b>Nightingale Reserve Improvements</b> To upgrade the tennis courts, surrounds and interpretive signage at the reserve, along with installing new picnic benches adjacent to the BBQ facility and coaches box at this reserve.	0	4,500	74,000	78,500	The new shelter and park benches have been installed. The remediation work at the tennis courts is currently being undertaken, however due to delay with the court resurfacing due to the inclement weather, the remaining budget will be carried forward.
<b>Pamela Avenue Reserve Improvements</b> To undertake the civil and landscaping components of the improvements to this reserve.	0	0	175,000	175,000	This project is currently on hold, pending a decision to proceed with the renewal works only, as Council has not allocated funding for the Capital-New components of the project.
<b>Liascos Avenue Reserve Improvements</b> To upgrade the reserve signage and relocate the soccer goals safely away from the road with a new back net.	0	0	16,500	16,500	This project has been completed.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b><i>Foxfield Reserve Multi Court</i></b> To upgrade the existing tennis courts at Foxfield Oval to incorporate a netball/basketball court. The project also includes the removal of coaches boxes, new shelter, replacing fencing and resurfacing of the courts.	0	0	90,000	<b>90,000</b>	This project is currently on hold due to the current masterplan of the precinct.
<b><i>Dennis Morrissey Park Improvements</i></b> To improve the reserve to include a picnic table setting, dog waste bin, BBQ, drinking fountain and shelter. This upgrade is a continuation of the successful grant funding linked to the Fourth Creek Trail Stage 3 improvements.	0	0	10,000	<b>10,000</b>	These funds will be carried forward to match the budget proposed to be undertaken in 2023/2024.
<b><i>Playford Road Reserves Redevelopment</i></b> To upgrade the Playford Road Reserve site to establish a site for the Community Landcare Nursery and Community Garden. This component will renew the courts, shelters, playground equipment, surfaces, kerbing, footpaths, disposal and civil works. \$487,750 has been set aside in the 2021/2022 budget as part of the LRCIF Phase 3 grant.	0	0	706,650	<b>706,650</b>	Due to Council's decision to allocate Phase 4 of LRCIF grant, Staff are amending the procurement specification to include Stage 2 as part of the tender. The work will now not be commence until June 2023 and therefore this project will need to be carried forward to the 2023/2024 financial year.
<b><i>Athelstone Community Hall - Stormwater &amp; Sewer System Replacement</i></b> Detailed design and cost estimate for the replacement of the stormwater and sewer system at the Athelstone Community Hall.	0	0	35,000	<b>35,000</b>	The design has been completed, with the scoping works to be completed in this financial year.
<b><i>Old Newton Uniting Church Hall Building Renewal</i></b> Replacement of roof sheeting and flashing of the Uniting Church Hall, including engagement of a Heritage Consultant to assist with planning lodgement.	0	0	40,000	<b>40,000</b>	This project has been completed.
<b><i>Replacement of Tables, Trolleys and Chairs - Campbelltown Function Centre</i></b> To replace 30 rectangle tables, 25 round tables, 20 chairs and new table trolleys.	0	0	51,500	<b>51,500</b>	This project has been completed.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Road Transport Asset Renewal Program</b> To maintain an acceptable level of service for the following roads: <i>Athelstone</i> <ul style="list-style-type: none"> <li>• Kimber Place</li> <li>• Erin Place</li> <li>• Greenbank Road</li> <li>• Tracy Court</li> <li>• Creekview Road</li> <li>• Montacute Road</li> </ul> <i>Campbelltown</i> <ul style="list-style-type: none"> <li>• Tyrone Avenue</li> <li>• Drysdale Crescent</li> <li>• Ambrose Avenue</li> </ul> <i>Newton</i> <ul style="list-style-type: none"> <li>• Crozier Avenue</li> <li>• Vida Street</li> <li>• Marlene Court</li> <li>• Liascos Avenue</li> </ul> <i>Rostrevor</i> <ul style="list-style-type: none"> <li>• Cash Street.</li> </ul> Roads to Recovery funding of \$536,800 is provided by the Federal Government to offset the costs of these road renewals.	0	0	3,823,200	<b>3,823,200</b>	The following streets have been completed: <ul style="list-style-type: none"> <li>• Marlene Court</li> <li>• Rosina Street</li> <li>• Kimber Place</li> <li>• Erin Place</li> <li>• Greenbank Road</li> <li>• Tracy Court</li> <li>• Drysdale Crescent</li> <li>• Creekview Road</li> </ul> The following streets are currently being undertaken: <ul style="list-style-type: none"> <li>• Liascos Avenue</li> <li>• Cash Street</li> </ul> The following streets will be carried forward to the next financial year: <ul style="list-style-type: none"> <li>• Tyrone Avenue</li> <li>• Ambrose Avenue.</li> </ul>
<b>Replacement of Plant &amp; Machinery</b> To replace the following plant and machinery: <ul style="list-style-type: none"> <li>• 8 x trucks</li> <li>• 1 x Ride-on Mower</li> <li>• 1 x Trailer</li> <li>• 8 x Brushcutters</li> <li>• 15 x Chainsaws</li> <li>• 3 x Chainsaw Poles</li> <li>• 2 x Hedge Trimmers.</li> </ul>	0	0	675,800	<b>675,800</b>	All items have been ordered, and the truck builds have commenced. Due to timing of delivery, the remaining budget will be carried forward.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Footpath Renewal Program</b> To replace the following narrow concrete footpaths in line with the adopted five year footpath program: <i>Campbelltown</i> <ul style="list-style-type: none"> <li>Hill Street (elm Road to Hart Street) - \$35,650</li> <li>Lower North East Road (Mines Road to Hill Street) - \$120,800</li> <li>Lower North East Road (Seymore Grove to Trafford Road) - \$34,600</li> </ul> <i>Paradise</i> <ul style="list-style-type: none"> <li>Lower North East Road (Darley Road to Mitchell Street) - \$47,650.</li> </ul>	0	0	238,700	<b>238,700</b>	The footpath renewal program has been completed, except Lower North East Road (Seymore Grove to Trafford Road) due to the current building activity on this road. Therefore, the remaining funds will be carried forward.
<b>Creek Remediation - Fifth Creek</b> To undertake creek remediation works within the Fifth Creek catchment and undertake other creek remediation as identified within the Asset Management Plan and recent Fifth Creek study. Additionally the works within Fifth Creek coincide with a report to Council following the significant flooding events of 2016. In 2021/2022, sections of Third Creek have been rehabilitated and similarly within Fourth Creek as part of the Fourth Creek Trail works.	0	0	30,000	<b>30,000</b>	The Fifth creek remediation work has been completed, however, other creek remediation work is currently still being undertaken.
<b>Replacement of Elected Member iPads</b> Replace existing Elected Member iPads with new Apple iPad Pro 12.9" (5th generation) 256GB RAM with WI-FI and cellular, keyboard, Apple pencil and case. This budget will replace the 5 devices already included in the Asset Register.	0	14,400	12,000	<b>26,400</b>	These were replaced when the new Council came onboard in late 2022.
<b>Replacement of Computer Equipment</b> To purchase computer equipment, when leases are due to expire. Over recent years there has been a move from lease to purchase of equipment due to the flexibility that provides around replacement at end of lease and less administrative overhead managing leases.	0	0	183,000	<b>183,000</b>	All equipment been been procured and installed.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Thorndon Park Super Playground</b> To supplement the funding required to undertake the proposed works in relation to the Thorndon Park Super Playground. This component of this project is funded through the Master Plan allocation.	0	375,000	0	375,000	This project has been completed.
<b>Master Plan Works</b> Funding to be used to support the capital works component of a Council adopted Master Plan.	0	153,000	0	153,000	These funds will be used to assist in funding the Paradise Recreation Plaza.
<b>Aboriginal War Memorial</b> To incorporate an inclusive, visual and educational history of Aboriginal and Torres Strait Islander peoples' involvement in Australian conflicts and the shared collaborative history with non-Aboriginal Australians based at The Gums Reserve.	0	30,000	0	30,000	The working group comprising First Nations People and other Reconciliation Advisory Committee members, Mayor, Elected Members and Magill RSL have finalised the design. Contractors are being sought for the individual pieces which form the memorial and there is a delay in installation until 2023/2024.
<b>Paradise Primary School Oval Fencing</b> To install 210 linear metres of 1,200mm high top and bottom black PVC coated chainwire fencing with powder coated frameworks.	0	30,000	0	30,000	This project was delayed due to the finalisation of the Memorandum of Understanding between Council and the Department of Education. This has now been approved, so Staff have commenced the procurement process. The installation of the fencing is aimed to be undertaken at July school holiday. Remaining funds will be carried forward.
<b>Strategic Land Purchases</b> To provide an annual allocation of funding for strategic land acquisitions for the purpose of open space development as opportunities arise.	0	266,000	0	266,000	No land purchases have been made to date, with the cumulative balance totalling \$1,027,000.
<b>Greening Gorge Road</b> To upgrade the central median islands along Gorge Road between Newton Road and Moseley Road with native trees and grass plantings, creating a canopy to reduce the heat island effect along this major tourist route.	0	90,000	0	90,000	Concept completed, with Staff seeking Department of Infrastructure and Transport technical approval prior to localised consultation in line with Council's decision. Due to further feedback from the DIT, Staff are drafting report for the July 2023 meeting for Council to consider whether to continue this project.



Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b>Purchase of Rubbish Bins</b> To provide rubbish bins for newly created properties.	0	55,000	0	55,000	This is an ongoing project to provide rubbish bins for newly created properties.
<b>Creek Remediation - Fifth Creek</b> To undertake creek remediation works within the Fifth Creek catchment and undertake other creek remediation as identified within the Asset Management Plan and recent Fifth Creek study. Additionally the works within Fifth Creek coincide with a report to Council following the significant flooding events of 2016.	0	170,000	0	170,000	The Fifth Creek remediation work has been completed, however, other creek remediation work is currently still being undertaken.
<b>Footpath Construction Program</b> To install second footpaths and new footpaths, meeting policy criteria, raised through residents and separate budget bids at the following locations: <i>Athelstone</i> <ul style="list-style-type: none"> <li>Addison Avenue - \$29,200</li> </ul> <i>Campbelltown</i> <ul style="list-style-type: none"> <li>Ann Street - \$11,100</li> </ul> <i>Hectorville</i> <ul style="list-style-type: none"> <li>Moorlands Road - \$69,400</li> </ul> <i>Magill</i> <ul style="list-style-type: none"> <li>Barons Street - \$94,400</li> <li>Church Street - \$30,600</li> <li>Greer Place - \$15,300</li> </ul> <i>Paradise</i> <ul style="list-style-type: none"> <li>Stoneybrook Drive - \$65,800</li> </ul> <i>Rostrevor</i> <ul style="list-style-type: none"> <li>Rita Avenue - \$47,400.</li> </ul>	0	363,200	0	363,200	The footpath construction program has been completed, except Stoneybrook Drive due to additional consultation undertaken. Following Council's resolution on 6 June 2023, Staff have organised the installation of paved footpath on the eastern side of Stoneybrook Drive in the new financial year from number 5a Stoneybrook Drive to the Max Amber Sportsfield Reserve. Therefore the remaining budget has been carried forward.

Project	Net Cost to Council				Progress
	New Initiatives	Capital-New	Capital-Renewal and Replacement	TOTAL	
<b><i>Foxfield Oval Backstop Fencing</i></b> To construct 10 metre high fencing behind the northern goals to stop footballs being kicked onto the roof of the new change rooms.	0	32,000	0	<b>32,000</b>	This project has been completed.
<b><i>Athelstone Recreation Reserve - Pitch Improvement</i></b> To replace the eastern pitch of the Athelstone Recreation Reserve with an artificial pitch. 50% of this project (\$750,000) is funded by the LRCIF Phase 3, which is included in the 2021/2022 budget.	0	991,000	0	<b>991,000</b>	This project has been completed.
<b>TOTALS</b>	<b>142,200</b>	<b>2,574,100</b>	<b>6,710,400</b>	<b>9,426,700</b>	

## Appendix 2 – Project Summary 2023/2024

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
Goal 1 - Supporting our Community													
<b>Peace Poles (Rotary 100 Poles for 100 Years)</b> To purchase three Peace Poles to recognise Rotary turning 100 years. The poles will be placed at Nightingale Reserve, Thorndon Park and at another location following discussion with Rotary of Campbelltown	1.1	0	1,200	1,200	0	0	0	0	0	0	0	1,200	1,200
<b>New Field Staff - Garden</b> To employ 1.0 FTE to be part of the Beautification team to assist with Council's verge development program	1.2	0	81,000	81,000	0	0	0	0	0	0	0	81,000	81,000
<b>Golf Course Playing Surfaces &amp; Irrigation Upgrade</b> To upgrade the above ground irrigation system with new e-system and sprinklers, improve paving and install 4 additional sprinklers	1.2	0	0	0	0	0	0	0	116,500	116,500	0	116,500	116,500
<b>Brower Bin Shelving - Campbelltown Library</b> To replace spine out shelving with face-out browsing shelving in children's non-fiction section. This will allows children to easily see books of interest to them, which encourages borrowing and improves children's literacy skills	1.2	0	0	0	0	6,700	6,700	0	0	0	0	6,700	6,700
<b>Replacement of Public Photocopiers - Campbelltown Library</b> To replace two of the existing photocopiers/printers in the library that are now out of contract	1.2	0	0	0	0	7,900	7,900	0	0	0	0	7,900	7,900
<b>Paradise Recreation Plaza - Grand Opening</b> To hold an opening event upon completion of the Paradise Recreation Plaza	1.2	0	5,000	5,000	0	0	0	0	0	0	0	5,000	5,000
<b>Thorndon Park Kiosk Concept Plan</b> To engage an architect to produce a concept plan and estimate to upgrade the Thorndon Park Kiosk	1.3	0	20,000	20,000	0	0	0	0	0	0	0	20,000	20,000
<b>Master Plan Allocation - Paradise Recreation Plaza</b> This component of the annual allocation will be used to fund Capital-New works at Paradise Recreation Plaza. In addition, there will be \$153,000 carried forward from 2022/2023 to supplement this funding	1.3	0	0	0	0	0	0	0	539,450	539,450	0	539,450	539,450
<b>Master Plan Allocation - Amphitheatre - Thorndon Park</b> To investigate and develop a concept plan and costings to upgrade the existing amphitheatre at Thorndon Park	1.3	0	0	0	0	0	0	0	25,000	25,000	0	25,000	25,000
<b>Strategic Land Purchases</b> To provide an annual allocation of funding for strategic land acquisitions for the purpose of open space development as opportunities arise. This amount is annually indexed by LGPI	1.3	0	0	0	0	0	0	0	284,400	284,400	0	284,400	284,400

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Diwali Lights &amp; Competition</b> To celebrate Diwali, which is a Festival of Lights similar to Christmas, wherein the Community decorates and lights up their home	1.3	0	1,000	1,000	0	0	0	0	0	0	0	1,000	1,000
<b>Community Hub (incl Office and PAC)</b> To prepare concept plans and cost estimates to develop a new Community Hub to include, but not limited to, a new Council Administration Centre and PAC (Performing Arts Centre) at the current location of the Council Offices at Rostrevor. This project will also consider options that include revenue generating opportunities and co-working spaces	1.3	0	300,000	300,000	0	0	0	0	0	0	0	300,000	300,000
<b>Stormwater Improvements - River Torrens Linear Park</b> To improve the existing stormwater outlets within Linear Park that directly discharge from current run off into the River Torrens. The works include CCTV camera investigations of existing underground networks, cleaning, upgrading and clearing of outlet discharge points and introducing scour protection. This scope will identify the high risk areas as the first of three stages	1.3	0	0	0	0	0	0	0	50,000	50,000	0	50,000	50,000
<b>Additional Shade Structures - Thorndon Park</b> To provide additional shade over the western section of the Super Playground and parkour area. This project provides funding for three additional shade structures within the play area.	1.3	0	0	0	0	0	0	0	165,000	165,000	0	165,000	165,000
<b>Kuula Tapa (Koala Lane) Laneway Upgrade</b> To complete the landscape improvements along the laneway to Hudson Avenue. The work will include planting new trees, mulching and signage at each intersecting street	1.3	0	0	0	0	0	0	0	12,000	12,000	0	12,000	12,000
<b>Donald Street Reserve Upgrade</b> Following a consultation process, this project will rehabilitate existing equipment, use surplus equipment from Thorndon Park, as well as provide new play equipment to ensure the playground experience is balanced with Community needs. This upgrade is in line with the Playground and Exercise Equipment Plan	1.3	0	0	0	0	25,000	25,000	0	0	0	0	25,000	25,000
<b>Tranquil Court Reserve Upgrade</b> Following a consultation process, this project will rehabilitate existing equipment, use surplus equipment from Thorndon Park, as well as provide new play equipment to ensure the playground experience is balanced with Community needs. This upgrade is in line with the Playground and Exercise Equipment Plan	1.3	0	0	0	0	150,000	150,000	0	0	0	0	150,000	150,000
<b>Entrance Sign - Athelstone Recreation Reserve</b> To install signage at the Athelstone Recreation Reserve to provide better way finding for the club and its users	1.3	0	0	0	0	0	0	0	15,000	15,000	0	15,000	15,000
<b>Traffic Safety Devices - Forest Avenue / Koonga Avenue, Rostrevor</b> To install new traffic islands, using recycled rubber, to improve safety at this intersection	1.4	0	0	0	0	0	0	0	8,000	8,000	0	8,000	8,000

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Traffic Safety Devices - Jury Avenue / Koonga Avenue, Rostrevor</b> To install new traffic islands, using recycled rubber, to improve safety at this intersection	1.4	0	0	0	0	0	0	0	8,000	8,000	0	8,000	8,000
<b>Traffic Safety Devices - Lincoln Road / Lincoln Road East, Paradise</b> To install new traffic islands, using recycled rubber, to improve safety at this intersection	1.4	0	0	0	0	0	0	0	8,000	8,000	0	8,000	8,000
<b>Traffic Safety Devices - Leonard Street, Magill</b> To install new traffic islands, using recycled rubber, to improve safety at this intersection	1.4	0	0	0	0	0	0	0	8,000	8,000	0	8,000	8,000
<b>Drinking Fountains along River Torrens Linear Park</b> To install additional drinking fountains on the path network along Linear Park, which are hygienic and provide a separate bowl for dogs to drink	1.4	0	0	0	0	0	0	0	23,000	23,000	0	23,000	23,000
<b>Transport Plan (Southern Section) - Shakespeare Avenue</b> To install traffic control treatments at selected intersections along Shakespeare Avenue and concept/design of road safety treatments including a wombat crossing at the Gums Reserve precinct	1.4	0	0	0	0	0	0	0	220,000	220,000	0	220,000	220,000
<b>River Torrens Linear Path - Safety Fencing</b> To undertake the second of three stages to replace safety fencing along key sections of the River Torrens Linear Park. The fencing will protect the public from risk areas and promote the growth of key environmental areas	1.4	0	0	0	0	35,000	35,000	0	0	0	0	35,000	35,000
<b>Fourth Creek - Leabrook Drive / Forest Avenue Connectivity</b> As part of the Fourth Creek Trail Improvements and the Chain of Trails Masterplan, this project will improve connectivity within this section of the Fourth Creek Trail	1.4	0	0	0	0	90,000	90,000	0	0	0	0	90,000	90,000
<b>Communication Access Symbol Accreditation - Library</b> After successfully gaining accreditation for Council's Customer Service, the focus is to gain Communication Access Symbol Accreditation for the Library, as supported by Council's DAIAAC (Disability Access & Inclusion Advisory Committee). This will provide the Library with a formal, national accreditation in Communication Access, with a symbol placed on the outside of the Library building to signify that it is a communication accessible venue. This project contributes to Council's DAIP regarding building an accessible community for all	1.5	0	7,000	7,000	0	0	0	0	0	0	0	7,000	7,000
<b>Tennis Court Lighting Upgrade - Campbelltown Tennis &amp; Netball Club</b> To replace existing court lighting at the Campbelltown Tennis and Netball Club. This project will be funded by Council and the club	1.6	0	0	0	40,000	80,000	40,000	0	0	0	40,000	80,000	40,000
<b>Tennis Court Lighting Upgrade - Rostrevor Tennis Club</b> To replace existing court lighting at the Rostrevor Tennis Club. This project will be funding using equal funding from the State Government, Council and the clubs	1.6	0	0	0	140,000	210,000	70,000	0	0	0	140,000	210,000	70,000

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Cricket Pitch Renewal - Campbelltown Memorial Oval</b> To reconstruct the three concrete pitches adjacent Elsinore Drive at Paradise. This project is subject to a SACA grant of \$30,000 and \$10,000 from the East Torrens District Cricket Club	1.6	0	0	0	40,000	60,000	20,000	0	0	0	40,000	60,000	20,000
<b>TOTAL Goal 1 - Supporting our Community</b>		0	415,200	415,200	220,000	664,600	444,600	0	1,482,350	1,482,350	220,000	2,562,150	2,342,150

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
Goal 2 - Greening our City													
<b>Verge Maintenance</b> To undertake additional cleaning of verges throughout the City. Currently weeds are sprayed, however the intent is to also include the removal of weeds and maintain the verges in a clean state	2.2	0	50,000	50,000	0	0	0	0	0	0	0	50,000	50,000
<b>Thorndon Park Signage</b> To install an entry sign as a welcome statement to Thorndon Park	2.2	0	0	0	0	0	0	0	53,500	53,500	0	53,500	53,500
<b>Park Upgrades - Corner of Linwood Street and Reynell Road, Rostrevor</b> To improve the overall quality of the park located at the corner of Linwood Avenue and Reynell Road at Rostrevor	2.2	0	0	0	0	0	0	0	4,000	4,000	0	4,000	4,000
<b>Dennis Morrissey Park Improvements</b> Following the outcomes of a consultation process, improvements to the reserve include the installation of a picnic table setting, dog waste bin, BBQ, drinking fountain and shelter, along with the replacement of a bin. This upgrade is connected to successful grant funding linked to the Fourth Creek Trail Stage 3 improvements	2.2	0	0	0	0	4,000	4,000	0	55,000	55,000	0	59,000	59,000
<b>Park Upgrades - Corner of Malpas Avenue and Sandra Avenue, Rostrevor</b> To improve the overall quality of the park at the corner of Malpas Avenue and Sandra Avenue at Rostrevor	2.2	0	0	0	0	0	0	0	4,000	4,000	0	4,000	4,000
<b>Galloway Reserve Improvements</b> To refresh the playground equipment at this reserve	2.2	0	0	0	0	10,000	10,000	0	0	0	0	10,000	10,000
<b>Purchase of Rubbish Bins</b> To purchase rubbish bins for newly created properties	2.3	0	0	0	0	0	0	0	50,000	50,000	0	50,000	50,000
TOTAL Goal 2 - Greening our City		0	50,000	50,000	0	14,000	14,000	0	166,500	166,500	0	230,500	230,500

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
Goal 3 - Enhancing our Assets													
<b>Road Transport Asset Renewal Program</b> To renew the roads at the following locations in accordance with Council's adopted Asset Management Plan: <i>Athelstone</i> - Auriel Avenue - \$51,950 - Schulze Court - \$88,450 - Wicklow Avenue - \$664,100 <i>Campbelltown</i> - Pamela Avenue - \$73,800 <i>Magill</i> - Harrison Court - \$168,750 <i>Newton</i> - Forest Avenue - \$628,000 - Frost Street - \$168,850 - Woodley Avenue - \$819,000 <i>Paradise</i> - Elsinore Drive - \$354,450 - Lochinvar Street - \$75,400 - Riverview Drive - \$103,450 <i>Rostrevor</i> - Stradbroke Road - \$803,800  The cost of these works are offset by the Commonwealth Government's Roads to Recovery grant (\$536,800)	3.1	0	0	0	536,800	4,000,000	3,463,200	0	0	0	536,800	4,000,000	3,463,200
<b>Replacement of Plant and Machinery</b> To replace the following plant and machinery to maximise fleet utilisation and reduce changeover costs: - 2 x Trucks - 1 x Loader - 1 x Roller - 1 x Ride on Mower - 4 x Vertical Rammer Plates - 1 x Mini Bus - 5 x Utes - 3 x Vans.  These purchases are offset by proceeds from the sale of replaced assets (\$205,200) and funding from the Asset Replacement Reserve (\$712,600)	3.1	0	0	0	917,800	1,756,000	838,200	0	0	0	917,800	1,756,000	838,200
<b>Back Stop Fencing - Steve Woodcock Sports Centre</b> To replace the back stop fencing at the northern end of the main pitch at Steve Woodcock Sports Centre	3.2	0	0	0	0	17,000	17,000	0	0	0	0	17,000	17,000



Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Stormwater Projects - Retention/Detention System - Reservoir Road, Paradise</b> To extend the underground drainage network with a retention/detention system	3.2	0	0	0	0	0	0	0	145,000	145,000	0	145,000	145,000
<b>Stormwater Projects - Double Side Entry Pit - Melville Road, Campbelltown</b> To install a new double side entry pit with a litter basket and modify the existing pits in the existing drainage network	3.2	0	0	0	0	0	0	0	14,500	14,500	0	14,500	14,500
<b>Stormwater Projects - Drainage Extension - Pulford Grove, Magill</b> To extend the underground drainage network on Pulford Grove to the creek, using an existing drainage easement running through a private property	3.2	0	0	0	0	0	0	0	36,000	36,000	0	36,000	36,000
<b>New Footpath Construction</b> To construct new footpaths at the following locations: <i>Athelstone</i> - Maryvale Road - Wadmore Park Car Park to Bus Stop 32 (East) - \$12,500 <i>Magill</i> - Norton Summit Road - Woodforde Road to Coach House Drive - \$20,000 - Harrison Court - \$10,500 <i>Tranmere</i> - Kings Grove - Magill Road to Hextall Avenue - \$37,900	3.3	0	0	0	0	0	0	0	80,900	80,900	0	80,900	80,900
<b>Footpath Renewal Program</b> To replace the following footpaths in line with the adopted five year footpath program adopted on 17 December 2019: <i>Hectorville</i> - Wembley Avenue - Sheppard Street to Laver Street - \$93,750 <i>Paradise</i> - Doran Street, Paradise - Melville Road to Gothic Drive - \$40,500 - Gothic Drive, Paradise - Pitt Street to The Parkway - \$36,750 - Lower North East Road - start of concrete footpath to Glen Court - \$36,750 <i>Rostrevor</i> - Savas Road - St Bernards Road to Courtabie Avenue - \$98,200 - Grantley Avenue South - Moules Road to Morialta Road West - \$65,700 - Koonga Avenue - Rostrevor Avenue to Tyinga Avenue - \$22,900 - Koonga Avenue - St Bernards Road to Kingswell Avenue - \$19,850	3.3	0	0	0	0	414,400	414,400	0	0	0	0	414,400	414,400
<b>Replacement of Traffic Counters</b> To replace four traffic counters, which have reached the end of their useful life	3.3	0	0	0	0	21,000	21,000	0	0	0	0	21,000	21,000

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Renewal of Bus Stop Tactiles</b> To renew various bus stop tactile pavers across the City, as detailed within Council's adopted Asset Management Plan	3.3	0	0	0	0	20,000	20,000	0	0	0	0	20,000	20,000
<b>Hectorville Community Centre Repainting</b> To repaint the Community Centre to maintain this well used facility	3.3	0	0	0	0	45,000	45,000	0	0	0	0	45,000	45,000
<b>Carpet Replacement - Athelstone Kindergym</b> To replace existing carpet at Athelstone Kindergym due to ongoing mould and moisture issues	3.3	0	0	0	0	30,000	30,000	0	0	0	0	30,000	30,000
<b>Projector Replacement - Campbelltown Function Centre</b> To replace the existing projector, which is 10 years old, as replacement globes for this model are no longer available	3.3	0	0	0	0	7,500	7,500	0	0	0	0	7,500	7,500
<b>Table and Chair Replacement - Foxfield Oval Hall</b> To replace 10 tables, 120 chairs and trolleys at the Foxfield Oval Hall	3.3	0	0	0	0	12,000	12,000	0	0	0	0	12,000	12,000
<b>Table Replacement - Hectorville Community Centre</b> To purchase 30 new tables and 3 trolleys to replace the light weight tables that are unsafe to use for the older demographic users of this facility	3.3	0	0	0	0	15,000	15,000	0	0	0	0	15,000	15,000
<b>Shade Structure Design - Campbelltown Memorial Oval</b> To engage an architect to develop a design and costings for additional outdoor shade around the Campbelltown Memorial Oval building, including consideration of the balcony viewing area	3.4	0	5,000	5,000	0	0	0	0	0	0	0	5,000	5,000
<b>Additional Chairs - Campbelltown Memorial Oval Hall</b> To purchase an additional 55 chairs for the hall at Campbelltown Memorial Oval	3.4	0	0	0	0	0	0	0	5,500	5,500	0	5,500	5,500
<b>ARC Campbelltown - Accessible Car Park - Lift</b> To construct a lift to provide safe and more inclusive access from the Level 1 car park to main entrance. This project will be delayed until Council considers a report detailing the demand and investigating any potential for grants and suggested options to meet the access needs of users	3.4	0	0	0	0	0	0	0	478,000	478,000	0	478,000	478,000
<b>ARC Campbelltown Aquatic Space - LED Light Upgrade</b> To convert existing low life, high energy usage lights to LEDs that have a longer life and reduce overall energy costs	3.4	0	0	0	0	105,000	105,000	0	0	0	0	105,000	105,000
<b>Court Resurfacing - Hectorville Sports and Community Club</b> To resurface 4 courts and reconstruct two courts at the Daly Oval complex. This project will be undertaken in partnership with the Hectorville Sports and Community Club and the State Government's Office for Recreation, Sport and Racing	3.4	0	0	0	100,000	150,000	50,000	0	0	0	100,000	150,000	50,000
<b>Tables and Chairs - Athelstone Community Hall</b> To purchase 20 new tables and 100 chairs, as most of the chairs are damaged and without chair feet to protect the floor	3.4	0	0	0	0	11,000	11,000	0	0	0	0	11,000	11,000

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
<b>Demolition - Old Campbelltown Kindergarten Hambledon Road</b> To demolish the building at 34a Hambledon Road, the former Campbelltown Kindergarten site. The building is leased until December 2023; after this time there is no further use for this building due to its age and design	3.4	0	0	0	0	26,000	26,000	0	0	0	0	26,000	26,000
<b>Tree Management - Tree Island - 22 Gilbert Street Newton</b> To rectify root zone issues with a significant tree at this location, effecting the road and footpath. This project will fix the issue by constructing a tree island around the tree with permeable paving as part of the footpath	3.4	0	0	0	0	40,000	40,000	0	0	0	0	40,000	40,000
<b>TOTAL Goal 3 - Enhancing our Assets</b>		0	5,000	5,000	1,554,600	6,669,900	5,115,300	0	281,900	281,900	1,554,600	6,956,800	5,402,200

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total			
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	
Goal 4 - Planning for Our Future														
Purchase of Automated External Defibrillators for Council's Public Buildings	4.1													
To purchase AED (Automated External Defibrillators) for all Council public buildings and facilities to compliance with the Automated External Defibrillators (Public Access) Act 2022 by 1 January 2025		0	0	0	0	0	0	0	93,000	93,000	0	93,000	93,000	
TOTAL Goal 4 - Planning for Our Future		0	0	0	0	0	0	0	93,000	93,000	0	93,000	93,000	

Project	Strategic Plan Theme	New Initiatives			Capital-Renewal & Replacement			Capital-New			Total		
		Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost	Income	Expense	Net Cost
Goal 5 - Leading our People													
<b>Social Media Monitoring and Management Tool</b> To acquire a software tool to streamline the management, monitoring and reporting across Council's 21 social media channels, in order to comply with Council's newly adopted Social Media policy	5.2	0	16,000	16,000	0	0	0	0	0	0	0	16,000	16,000
<b>Representation Review Project</b> To engage a consultant to manage components of the Representation Review, as required to be undertaken in accordance with Section 12(4) of the Local Government Act 1999	5.3	0	20,000	20,000	0	0	0	0	0	0	0	20,000	20,000
<b>Networking Switches - Council Office</b> To install networking switches to ensure that Council's network has modern, reliable equipment that meets the current needs of users. The existing Cisco network switches have reached the end of their useful life and are no longer being supported with software updates. The purchase of these switches are critical for the ongoing security of Council's network	5.3	0	0	0	0	0	0	0	41,000	41,000	0	41,000	41,000
<b>Replacement of Leased IT Equipment</b> To replace leased computer equipment, which is ending during the 2023/2024 financial year. Council will purchase the replaced equipment outright due to the flexibility it provides around future replacement, along with reducing administrative overheads managing leases and invoices	5.3	0	0	0	0	56,400	56,400	0	0	0	0	56,400	56,400
<b>GPS Fleet Monitoring Hardware Replacement</b> To replace the existing GPS fleet monitoring devices as the 3G spectrum network they use is being turned off in June 2024. The new devices will have 4G/5G capability	5.3	0	0	0	0	9,550	9,550	0	0	0	0	9,550	9,550
TOTAL Goal 5 - Leading our People		0	36,000	36,000	0	65,950	65,950	0	41,000	41,000	0	142,950	142,950
GRAND TOTALS		0	506,200	506,200	1,774,600	7,414,450	5,639,850	0	2,064,750	2,064,750	1,774,600	9,985,400	8,210,800