ANNUAL BUSINESS PLAN AND BUDGET

2019 - 2020

CITY OF
Port Adelaide Enfield

Adopted at Special Council Meeting – July 2, 2019

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The City and the Organisation

A city rich in history, culture and opportunity, the City of Port Adelaide Enfield is located in the north-western region of Adelaide, South Australia, extending from the River Torrens in the east of the region to Outer Harbor in the west.

Our City deserves to be a place where people love to live, work, visit and enjoy. We have identified themes representing what is important to our community.

OUR ECONOMY – A city of opportunity
Indicators: Prosperous, Connected, Growing

The City of Port Adelaide Enfield contributes a great deal to the overall health of the South Australian economy. Our City is evolving from its history in trade and industry to our focus today on becoming an economically modern and culturally vibrant community.

Source: Profile ID (March 2019)

We work to promote the array of goods and services that are on offer across the area. The diversity of our landscape and population means we have many specialist businesses that have strong appeal to particular markets. This was evident during 2017-2018 when we began working closely with the defence construction sector, leveraging off government investment to capitalise on the economic benefits for our businesses and our community for generations to come.

Promoting local businesses to support the creation of local jobs is fundamental to the success of the work we do as a Council. Our economy provides jobs for our people, goods and services for our community and helps create a connected and prosperous City.

OUR COMMUNITY – A city that supports community wellbeing
Indicators: Healthy, Inclusive, Cohesive

With our growing population (124,818 people, estimated 2018), the City of Port Adelaide Enfield is the third largest local government in South Australia. Our focus is on developing strategies and services to keep our large and diverse population safe, healthy, and connected. Our significant level of cultural and linguistic diversity brings both challenges and opportunities for residents and Council.

To keep the community healthy, we invest in infrastructure and services to promote healthy lifestyles, such as our open spaces, sporting facilities, and community centres. Our environmental health team works to keep the community healthy by preventing the spread of disease and ensuring conditions are sanitary, our planning team ensure that the built environment in which we live is free from unsafe practices. We work with other organisations, such as the Environmental Protection Authority, to limit negative impacts of industry on our environment and community health, and with sporting clubs to promote inclusion and cohesiveness.

We promote and assist in opportunities to learn about our community's many cultures. We support a range of multicultural festivals, voluntary participation and other opportunities to facilitate the development of our unique, cohesive and prosperous community.

OUR ENVIRONMENT – A city that cares for its natural environment and heritage
Indicators: Distinctive, Adaptable, Sustainable

The City of Port Adelaide Enfield is home to a number of historically and environmentally significant areas, such as the Adelaide Dolphin Sanctuary, Biodiversity Park, Barker Inlet, the Port Adelaide River, the Gillman Wetlands, Dry Creek and River Torrens Linear Park.

As a Council, we are very aware of our responsibility to protect our natural environment, however we are also looking for ways to improve our region in terms of tourism experiences, economic performance and quality of life. Managing our responsibilities towards both our environment and our people is an ongoing focus and one that, with careful management, will allow us to make the most of the natural resources in our area for the benefit of our community and visitors.

We are also committed to the care and activation of our heritage buildings and precincts and the role they play in the creation of our distinctive region.

OUR PLACEMAKING – A city where people love to be
Indicators: Belonging, Accessible, Creative

As with our community, the history and character of our Council areas are both diverse and exciting. We are committed to working with our communities as we bring these different areas together, while retaining the individual personalities which make them so vibrant.

We will also continue to ask you what you love about Port Adelaide Enfield, so that we may plan and develop interesting new places together.

The City of Port Adelaide Enfield hosts many creative and cultural activities. A range of festivals and events provide both the local community, and our many visitors, with opportunities to get together and celebrate the area's unique heritage and identity.

OUR LEADERSHIP – A city confident in its leaders
Indicators: Strategic, Accountable, Engaged

There are many great leaders in our community – people who consciously work towards building connections, providing support and creating opportunities for our people. We recognise the important work of these leaders, and we seek to involve them, and all members of our community, in decision-making about the work of Council.

We are committed to supporting community leadership as we continue to find ways to encourage communities to decide what matters to them.

The City of Port Adelaide Enfield Council comprises Elected Members and administrative staff responsible for decision-making, service provision and undertaking work on behalf of the community. The City Plan 2030 guides Council's activities as we strive to achieve the goals agreed in consultation with the community.

The Mayor and 17 Ward Councillors elected by our community form the decision-making body for all policy matters. The Mayor and Councillors represent the interests of the community and are ultimately responsible for the workings of the Council. Elected Members vote on actions to be taken regarding matters brought before the Council.

Our aim is to ensure our community is satisfied with the work that we do, that you feel you have the chance to have a say in the decision-making process, and that we are delivering real value for your rate dollar.

Status of 2018-2019 Key Activities as at mid-June 2019

In June 2018 Council adopted a number of significant deliverables or key activities it felt would represent how performance could be measured against the outcomes of City Plan 2030. The following presents an indicative status as at mid-June 2019.

Note this will be updated in final version and note that some items are ongoing.

Encourage regional jobs growth and increased GDP by working in regional partnerships with State Government, western and northern councils and businesses.	**Ongoing program of work**
Provide safe and accessible neighbourhoods with well-planned and constructed roadways.	**Ongoing program of work**
Continue to build relationships with our business community by engaging, informing and supporting networks.	**Ongoing program of work**
Implement the Smart Cities Project for Smart Wayfinding in Port Adelaide and Connected Places project, in conjunction with Project partners.	**In Progress 95%**

Deliver the community recreation facilities at Taperoo Reserve including a new full size soccer pitch and landscaping to provide the community with high quality community and recreational facilities facilitating improvements to their health and wellbeing.	**Completed**
Deliver great open spaces for the community through the completion of a range of asset replacement and upgrades to facilities including but not limited to, installation of floodlighting at Eastern Parade Reserve, tennis court upgrades at Greenacres.	**Completed**
Deliver The Lights Community and Sports Centre project to support community health and wellbeing.	**In Progress 80%**
Program, deliver & effectively promote a wide range of events across the City including the Twilight Parade, New Year's Eve, Australia Day, Fringe events and the Klemzig Reserve Summer event	**Completed**

series to bring people together in a variety of Council spaces.	
Support our community to minimise their environmental and local nuisance impacts through delivery of education, compliance and enforcement activities and a timely response to customer requests.	**Ongoing program of work**
Environmental Health Service Review is completed and implemented to ensure our resources are well used to keep our community safe.	**Completed**
The new Community Safety Team service is reviewed to determine the most effective way to continue to provide these services in the future.	**Completed**
Support and facilitate opportunities to increase participation in physical activity through Council's sports and recreation programs.	**Ongoing program of work**
Improve community wellbeing through the establishment of Enfield Community Centre as a wellbeing hub offering a range of activities and programs based on research, evidence and community partnership.	**Ongoing program of work**
Improve access to information, places and services for our community through the development of a new Inclusive Communities Plan.	**In Progress 75%**
Provide street safety through provision of effective and efficient street lighting	**Ongoing program of work**
Build stronger connections between local people through our 'Good Neighbours' initiative.	**Ongoing program of work**
Work to understand and improve perceptions of safety in parts of our community where this is of concern.	**Ongoing program of work**
Undertake the development of a new volunteering policy aimed at increasing the range of opportunities for people of all ages and life stages to give back to their community.	**In Progress 60%**
Increase awareness and celebration of our Aboriginal heritage and the diverse cultures that now form part of our community.	**Ongoing program of work**
Continue to progress the Library and Community Facilities review to deliver effectively managed and well used community assets.	**In Progress 50%**
Deliver the Parks Library project to support community health and wellbeing through provision of state-of-the-art learning, community and social interaction spaces and experiences.	**Completed**
Create exciting neighbourhoods through partnerships on major urban developments such as Port Renewal and Kilburn Blair Athol redevelopment.	**Ongoing program of work**

ENVIRONMENT *A City which cares for its natural environment and heritage*

What it looks like	Indicator
• Distinctive	proportion who say the city's heritage is effectively managed
• Adaptable	city adaptability score
• Sustainable	proportion who say the city's natural environment is effectively protected

Help the community prepare for and adapt to climate changes by working in partnership with state government and Adapt West partner councils.	**Ongoing program of work**
Minimise the environmental impact and provide an efficient waste management service by implementing the Waste Management Plan.	**Ongoing program of work**
Strengthen involvement in caring for the environment by working with the community in the environmental education program.	**Ongoing program of work**
Develop a framework for Council's community lease arrangements which contribute to sport and recreation outcomes.	**In Progress 90%**

PLACE MAKING *A City where people love to be*

What it looks like	Indicator
• Belonging	city net promoter score
• Accessible	proportion who say they can easily access places and services across the city
• Creative	proportion who feel they had an opportunity to participate/experience local arts and cultural activities

Create distinctive and accessible places throughout our City by reviewing and implementing the Open Space Strategy allowing equitable distribution of facilities.	**In Progress 40%**
Implement the Placemaking Framework	**In Progress 50%**
Open and operate the new Parks Library, a place to access information, connect and belong; a place where people love to be.	**Completed**
Encourage responsible pet ownership and create great places through implementation of People, Pets & Places Animal Management Plan.	**Ongoing program of work**
Improve road safety and accessibility through engagement with schools, businesses and the community	**Ongoing program of work**
Respond to changes in planning legislation (Planning Development and Infrastructure Act 2016).	**Ongoing program of work**

Effective protection of properties from flooding by implementing of a number of flood mitigation schemes throughout the Council area including culverts, pipe networks and detention basins.	Ongoing program of work
Improved road safety in the community through the implementation of Local Area Traffic Management Plans for Enfield South and Rosewater, and progressing the Northfield and Greenacres LATM studies.	In Progress 80%
Promote the protection, celebration and respect for the City's built and cultural heritage through the delivery of a Living Landscapes Initiative in collaboration with arts, heritage and environment groups.	Ongoing program of work
Trial initiatives to take the library outside the library walls to connect in different ways with new, and existing users.	Completed
Advocate and promote opportunities for the preservation and conservation of building and waterfront precincts with a balance of development versus heritage protection.	Ongoing program of work
Develop a strategic approach for the equitable distribution and provision of play and youth facilities across the council area which is responsive to community demand and demographic profile.	In Progress 60%
Program and deliver a diverse range of events that are accessible and enjoyable for the community.	Ongoing program of work
Resource additional support for the delivery of high profile of events across the City.	Completed

LEADERSHIP *A City confident in its leaders*

What it looks like	Indicator
• Strategic	proportion who say council delivers value for the rate dollar
• Accountable	proportion who are satisfied with council services
• Engaged	proportion who say council is engaging with the people and relevant organisations and businesses

Formalise a process of service reviews so that we meet community priorities and delivery value for money for our community.	Ongoing program of work
Commit to finding ways in improving the use of community resources across the organisation.	Ongoing program of work
Implement new project management processes, systems and monitoring which demonstrates greater accountability and transparency to the community.	Completed
We will build resilience within our community to enable people to prepare, react appropriately and quickly recover in emergency events through the implementation of the Community Emergency Management Plan.	Ongoing program of work

Create confidence in Council by developing a workplace culture that enable staff to achieve great outcomes for our community.	Ongoing program of work
Ensure a well run local government election and induction process for our new Council.	Completed
Explore opportunities the expansion of the reclaimed water network within the City of Charles Sturt to enable future use of the water in the City of Port Adelaide Enfield.	Deferred
Review and improve our procurement process in order to improve our transparency, accountability and demonstrate good value for money to the community.	Ongoing program of work
We will work to improve our planning practices. Planning practice refers to the way in which we identify, develop, implement, report on and monitor our plans.	Ongoing program of work
Undertake a program of building improvements across Council's community buildings network.	Ongoing program of work
We will be strategic and accountable in supporting our Elected Member and Nominees through the Elections process and induction of the new Council.	Completed
Develop maintenance and capital programs for footpaths from asset condition data to help people feel safer, healthier and are satisfied with council services.	In Progress 80%
A community where people are satisfied with council services by actioning Customer Requests for maintenance of footpaths, kerbs, roads, stormwater, bus shelters, traffic and parking signage within service standards 85% of the time.	In Progress 75%
Complete the annual vehicle and plant replacement program to ensure that Council is able to undertake its maintenance and renewal projects safely and efficiently.	Ongoing program of work
Provide safe and protected places where people can wait for public transport through the maintenance of bus shelters in good condition, verified by undertaking an annual condition audit and assessing locations for new shelters.	Ongoing program of work
Deliver a safe and accessible footpath network for the community through replacing and upgrading footpaths across the City in line with the detailed audit and results and risk analysis.	Ongoing program of work
Undertake prompt repairs of roads to address hazards to motorists and cyclists assists the community's safety and sanctification that Council is addressing their concerns effectively.	Ongoing program of work
Improve the experience of people registering their dogs whilst minimising related costs as we implement and promote statewide dog registration system Dogs and Cats Online (DACO).	Ongoing program of work

Undertake improvements and maintenance to Council's Property & Rating System to capitalize on the systems full functionality to ensure our customers (internal and external) are provided with up to date quality data in a timely manner.	**Ongoing program of work**
Improve customer experience by implementing an organisation-wide improvement plan focused on our customer experience commitments.	**In Progress 75%**
Be more accountable with what we do as an organisation by ensuring we measure what matters and communicate to our leaders and community.	**Ongoing program of work**
Improve our understanding of community needs and perception of services by expanding our consultation and engagement including translation into other languages.	**Completed**
Implement the service improvement plan to improve community safety, response time and customer experience.	**Ongoing program of work**
Improve staff safety through the installation of boom gate at Kilburn Depot.	**In Progress 75%**

DELIVERING CITY PLAN 2030 IN 2019-2020

City Plan 2030 Vision

'A City that values its diverse community and embraces change through innovation, resilience and community leadership'.

Overview of this Plan

The Annual Business Plan (the Plan) is our statement of the programs, activities and outcomes we plan to deliver with and for our community in the coming financial year. The Plan defines the continuing services, programs and strategic directions embodied in our City Plan, Corporate Plan, Long Term Financial Plan and Long Term Infrastructure and Asset Management Plans.

In accordance with legislation, the Plan includes:

- an outline of the our objectives for next financial year, the priorities to be undertaken to achieve those objectives, with financial and non-financial performance measures against these objectives;
- an assessment of the financial requirements for the year and summarises the proposed operating expenditure, capital expenditure and sources of revenue;
- sets out the rates structure and policies;
- an account of the long term financial plan and relevant issues relating to management and development of major assets.

The Annual Business Plan and Budget has firstly been informed by the conduct of our community survey. With over 2,300 participants, it presents a snapshot of your priorities and views.

To promote wider community engagement, we set aside the period from 8 April 2019 to 10 May 2019 to receive public submissions.

There was also an opportunity for the public to present their feedback to Council during a special council meeting on 21 May 2019 at a special Council meeting.

Full copies of the Annual Business Plan, Budget and Long Term Financial Plan will be available to the public from the Council offices, or through Council's website.

City Plan 2030

The City Plan 2030 captures and presents the vision and aspirations for the future of the people of Port Adelaide Enfield, its Elected Members and its staff.

The City Plan 2030 was developed in 2016 and is based on significant consultation. It encapsulates five main themes: the economy, the community, the environment, place making and leadership. These themes provide a focus for decisions and development.

The City Plan 2030 provides Council with guidance towards agreed goals for each area of our work. These goals were developed in consultation with the community, and the City Plan is supported with a suite of strategies, plans and programs such as the capital works program, and services designed to deliver on our long-term vision of "A City that values its diverse community and embraces change through innovation, resilience and community leadership".

Corporate planning processes define how Council will respond to, and implement, the goals and objectives of the City Plan through a series of Section Plans providing each team in Council with details of their operational duties and key priorities. The Annual Business Plan and Budget articulates the activities and financials for each year and prepared in accordance with the requirements of the Local Government Act 1999.

Legislative Plans include all other plans required by the Local Government Act 1999 and other legislation, such as:

- Long Term Financial Plan
- Infrastructure and Asset Management Plans
- Development Plan (Section 30)
- Disability Discrimination Action Plan
- Emergency Response Plan
- Public Health & Wellbeing Plan

A full list of our Plans can be found on Council's website
www.cityofpae.sa.gov.au/plans

The Voice of the Community

We believe our service delivery, facilities and programs for the community, should always be led by the voice of our community. It's important that what we provide is what you want and need. We rely on our day-to-day contact, experience, data and statistics to help inform our plan each year, but the most important and valuable information to shape the direction of our services, facilities and programs is the information provided by our community – the people who live, work and enjoy our city.

In 2016 we introduced the community indicators survey to better understand our community's perception about the City. Results are then fed into our City Scorecard* which informs us how changes in the city are on track with our aspirations, as embodied in the City Plan 2030.

We continue to acknowledge the importance of the voice of our community as we integrate the survey outcomes with our business planning and budgeting process for 2019-2020. We were purposeful in the design and data collection approach for 2018 to ensure we understand our community's perspective.

We encouraged and allowed for greater participation in our 2018 survey, which included online, electronic, hardcopy, and phone access. This year we also had the surveys translated into seven (7) languages mostly spoken outside of English namely Vietnamese, Mandarin, Cantonese, Greek, Italian, Hindu and Punjabi to encourage the participation of our multicultural community. By engaging with people who were linked to our email networks, our website updates and social media posts along with our printed materials, we were able to receive more than 2,300 responses.

The greater number of responses provides us greater assurance the information we take out of the survey strongly represent the views of our community.

*Here is the 2018 City Scorecard with key takeaways from the survey. This information contributes towards the identification of priority areas of focus, which in turn builds our key activities. We are able to build a business plan and budget which reflects what our people say is important.

Priorities for 2019-2020

Based on the information derived from the community voice, our Elected Members determined priorities for 2019-2020. We believe these priorities respond to the needs of our city and community and support the delivery of the City Plan 2030 outcomes.

We have considered these priorities and have identified key activities from various areas of the organisation to address them.

For our ECONOMY:

We will continue to improve our engagement with local businesses and investors.

For our COMMUNITY:

We will focus on better understanding and addressing health and wellbeing needs of the community, particularly for elderly, people with disabilities and non-English speaking.

We will promote safety in the community through effective programs, asset and facilities maintenance and renewal.

For our ENVIRONMENT AND HERITAGE:

We will continue to advocate for the preservation and conservation of buildings and waterfront precincts with a balance of development versus heritage protection.

We will work with the community and with our partners in better understanding and addressing industry, community and environmental interface issues.

We will deliver on our commitments towards active waste management.

For our PLACES:

We will promote better connection of people to local places and their neighbourhoods.

We will continue to improve community access to information, places and arts and cultural activities across the city.

To demonstrate and promote LEADERSHIP:

We will use our knowledge and understanding of our community in building better relationships and improve our social licence.

We are committed to developing our workplace culture to focus on achieving great outcomes for the community.

We will continue to improve our customer's experience in every aspect of our operations.

We will continue to help and better understand how we are using community funds in improving quality of life in the City through stories and delivering on our promises the best that we can.

In addition, Council has determined that 2019-2020 will be a year to review our services and prioritise and consolidate our approach to asset renewal and sustainability.

Community Engagement: Strategies and Submissions

The draft documents were made available for viewing at the Council Office at the Civic Centre, Port Adelaide and the Council Offices located at the Enfield, Parks and Greenacres Public Libraries, and on Council's website www.cityofpae.sa.gov.au

We also updated our Rates at Work web page to present the draft budget and how every rate dollar will make it possible for us to undertake a huge number of activities that will help keep our community vibrant, safe and healthy.

This was also promoted via Council's Facebook page; website and prominently placed public notices appeared in the Messenger and Advertiser Newspapers. Flyers with a summary of the plan and budget were also made available in all Council offices, libraries and community centres.

Council staff and some Elected Members went around the City attending various events and community centres, programs and libraries to make themselves available, in most cases initiating conversations with community members.

Members of the community were able to provide feedback using a variety of means. Emails, written submission and an online comment box allowed people to provide their thoughts in writing. There was also an option to provide video submissions.

Overall, we connected with more than 20,000 members of our community throughout this year's community engagement process for our draft documents.

Our online engagement continues to reach more community members with the annual business plan and budget web page receiving 326 unique views while the Rates at Work page had 118 unique views.

Throughout the consultation period we encouraged participation via Facebook with a total of 13 posts, including a video message from the Mayor. This attracted 20,019 impressions, 115 engagements and 24 clicks.

A total of 389 feedback/submissions received were received during the period, slightly higher than previous year's exercise:

22 email/ written

288 face-to-face

29 video

Community conversations and submissions have been very robust with people sharing their stories, appreciation for council as well some of the practical issues they want council to focus on:

Safety

- While community members understand that this is not fully within council's control there are still a number of areas (streets and open spaces) across the City which require more lighting.
- There are a number of footpaths across the City where community members including older people, young parents with prams, or joggers do not feel safe because due to the state of the paving.
- Isolation continues to be a social issue in the city resulting in people not feeling safe in their community. In most cases people mentioned that just knowing their neighbours made them feel safer where they lived.

Community Pride

- There remains perceived need for community pride in the eastern side of the city. While the community appreciates Council efforts there needs to be more done to activate the areas around Enfield, Northfield and Klemzig.
- A number of community members have also raised their concern of the Port possibly losing its character and community feel as new developments come in.

Programs and Events

- Those attending our events, programs and using our facilities have expressed their appreciation of Council. There still remains a perception though that there needs to be more equity between the eastern and western side of Council.
- There is also the question of extending our programs after office hours with a number of community members feeling the need to be active or have a place to go to for assistance after work, particularly in the area of mental health.

Transport and Parking

- Need for more parking at Port Adelaide was raised a number of times by residents and business owners.
- Increased regulation of street parking and better street signs in narrow streets was raised particularly by eastern suburbs residents particularly in the Klemzig and Northfield wards.
- There is a need across the city for an increase in community bus services.

Communication/Engagement

- There remains a great demand for Council to inform the community of the services, facilities and programs we provide.

Facilities

- The need for additional public toilets near playgrounds in a number of parts of the city is a contentious issue for many respondents.

To demonstrate council's commitment to the exercise an appropriate response will be provided for all submissions.

Monitoring and Reporting on this Plan

Consistent with our commitment on delivering this plan and budget we will consciously keep track of our progress and report back to you, our community. And as we do this we will work towards delivering the key activities and continuously identify new opportunities and manage risks as they come our way.

At the end of the financial year, we will produce an annual report – a summary of what has been achieved in the year. This is a legislated requirement and provides information to the community on what services, facilities and programs we are delivering for rate payers, residents and visitors.

COMMITMENTS FOR 2019-2020

Council's Objectives and Activities for the 2019-2020 Financial Year

Our Annual Business Plan and Budget is developed in response to the overall direction of Council as expressed in Council's City Plan 2030.

The Program Performance Budget comprises 16 Sections or major business units that strive to achieve the activities that meet the above themes. The document outlines the section activities, financial information and expected section outcomes for the financial year.

The budget is presented in such a way that highlights what we are achieving for the revenue raised: i.e. outputs and outcomes. In addition, the budget is presented in statutory required financial statements, namely a Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, and Statement of Cash Flows.

In order to ensure our Council is achieving best value for the community and remain suitable to the City Plan they have been regularly reviewed by Council.

Council's Financial Requirements for the 2019-2020 Financial Year

Our 2019-2020 Budget has been prepared mindful of the underlying principles:

- Delivering against our City Plan and the priorities of our community, and the commitments we have already made to our community;
- Sustainable, accurate and timely asset management;
- Delivering major new assets and projects for the community for the longer term;
- Keeping it affordable.

A series of activities have been incorporated into the Budget that will improve the health, wealth and wellbeing of our community.

We are expecting to deliver a capital expenditure program of $45.9 million in 2019-2020. With some capital works projects carried over from 2018-2019, in order to partially fund these activities for the year it is anticipated that we will not take out new loans but utilise the previously approved Cash Advance Debenture Facility funding of $27.9 million (Council Resolution 12 March 2019). These borrowings will be renewed as a result of major projects. Rates revenue will increase by 2.5%, plus an allowance for growth to incorporate the unexpected Waste Management Levy costs imposed on Council in the State Budget released 18 June 2019, (note - the rates revenue increase of 2.5% growth is not applied to the NRM levy and New Haven Village Water Scheme). Council will prioritise waste education to the community to help with the reduction of waste sent to landill.

The Budget has been structured to ensure that we responsibly remain within key financial indicator benchmarks, ensuring Council's financially sustainability going forward.

Some of the financial statistics of the budget include:

- Operating Expenditure of $123,455,600
- Operating Surplus of $980,100
- Operating Surplus Ratio of 0.79%
- Capital Expenditure of $45,925,200
- Total Assets at 30 June 2020 of $1,549,868,800
- Total Liabilities as at 30 June 2020 of $47,400,900
- Net Financial Liabilities Ratio as at 30 June 2020 of 32.9%
- Asset Renewal Funding Ratio of 107.73%.

Capital Works Included in the Budget for 2019-2020

We will be delivering $45.9 million in infrastructure, and building projects.

Details of proposed capital works projects are provided in their respective Sections in the Budget (refer to the budget section of this document) and are summarised in gross terms below:

Description of Works		Budget Amount
Waste / Recycling Bins	$	116,000
Furniture & Equipment	$	705,800
Software	$	418,000
Building and Infrastructure Improvements	$	2,083,800
Traffic Management Construction	$	2,750,000
Drainage Construction	$	10,223,000
Roadway Construction	$	13,100,000
Footway Construction	$	3,379,400
Replacement of Plant, Machinery, Fleet Vehicles & Minor Plant	$	2,900,500
Construction of Lightsview "The Lights" Stadium	$	3,852,600
Active Sport & Recreation Facilities & Reserves	$	1,928,600
Passive Sport & Recreation Facilities & Reserves	$	3,677,500
Foreshore Infrastructure	$	790,000
TOTAL	**$**	**45,925,200**

Continuing Services:

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

- Dog and cat management;
- Construction and maintenance of infrastructure including roads, footpaths, parks, public open space, street lighting and drainage;
- Street care including tree planting and maintenance, grass control, street cleaning;
- Development planning and control, and building safety assessment;
- Health services: promoting proper standards of public and environmental health, and promoting and monitoring food hygiene in commercial premises;
- Garbage collection, green waste and recycling processing;
- Governance activities such as supporting the elected members, conducting committee meetings and supporting the members of the Audit Committee and Development Assessment Panel.

In response to community feedback, we will continue to provide services and programs including:

- Libraries located at Port Adelaide, Semaphore, Greenacres, Enfield with now the Parks;
- Community events, Australia Day celebrations and citizenship ceremonies;
- Youth services including Youth Week & Early Intervention projects;
- Community grants and sponsorship program;
- Visitor Information Centre;
- Provision of community events and festivals across the municipality.

We also operate a number of facilities on a fee for service basis. These facilities provide community benefits while generating revenue which helps contribute to the maintenance of the assets associated with the service. These include:

- Golf courses located at Valley View, Glanville and Regency Park;
- Community halls for hire across the municipality;
- Community bus service;
- Home and Community Care (HACC) program;
- Ovals, courts, parks and reserves for hire across the municipality.

The simple matrix below provides a snap shot of how our proposed budget (both capital and operating) will fund many activities and facilities helping keep our community be vibrant, safe and healthy with a moderate surplus and low rates increase.

$31.0 million **Maintaining spaces to play and relax** Keeping our community active, healthy and connected we manage our many playgrounds, parks, gardens, picnic spaces, golf courses and specific sporting grounds and facilities.	**$40.8 million** **Making our streets safer** Enabling everyone to access places, facilities and services across the city we oversee a vast network of roadways, bike trails and footpaths.	**$20.2 million** **Harnessing our stormwater** Water is a precious resource, so we strive to harvest, cleanse and reuse as much as possible for irrigating our parks and sportsgrounds, and also ensure we improve flood mitigation along our coast and waterways.	**$16.3 million** **Managing our resources** Ensuring a positive experience and operate in the most efficient and cost effective manner possible, we continue to assess and improve our customer services, administration and depot operations.	**$14.4 million** **Managing waste effectively** Helping our planet is at the heart of our responsible and sustainable waste collection, recycling and composting programs and hard refuse disposal.	**$10.6 million** **Helping people be healthy and included** The health and welfare of our community is paramount, so we have many services, community grants and programs for people from children and youths to the aged and disabled and our different cultures to connect.
$8.9 million **Creating opportunities to learn and grow** Our five libraries provide a hub of activities and lifelong learning for all ages, with physical and digital access to collections of information, resources, history and entertainment.	**$9.2 million** **Protecting our environment** From the air we breathe to the water we drink to where our kids play, we are committed to looking after the sustainability of our natural resources and streetscapes of our community.	**$8.2 million** **Creating a safer community** We work with all sectors of our community on assessing building safety, inspecting food premises, preventing fires and managing animals to reduce harm and risk and increase our overall safety.	**$3.5 million** **Maintaining public facilities** To enhance our lifestyles and increase our overall sense of wellbeing in our community, we develop and maintain a number of community amenities, services and communication networks.	**$3.5 million** **Creating jobs and increasing prosperity** We work to attract, support and grow businesses and our community and we continue to pursue new initiatives, programs and community events that also attract visitors to the area.	**$2.7 million** **Lighting our city streets** We are committed to continue to increase community safety by creating a lighter, safer region at night, with improved and sustainable street lighting

Our Budget sets out the financial requirements of the Council for the 2019-2020 financial year and includes the operating expenditure, capital expenditure and sources of revenue for each business Section. In addition each Section budget includes the following components:

Purpose - Outlining the main functions and objectives of each Section.

Key Activities – Council's focus for the year aimed at delivering City Plan Objectives.

Other Activities – Council's important day to day activities in delivering the City Plan Objectives.

Financial Information – Quantifying the income and expenditure for the financial year, and the net Section surplus or deficit for the year.

Programs – Displaying the programs which form the Section.

This breakdown allows our community to see where money is to be invested to provide value. The 2019-2020 Budget has been drafted by estimating all income and expenditure associated with providing the continuing services at similar service levels to that provided in the previous financial year.

A number of factors have influenced the preparation of this year's Annual Business Plan and Budget. These include:

- Continuing to implement budget efficiency savings across the departments in areas such as operational service reviews, process efficiencies, and capitalising on procurement purchasing opportunities to ensure savings can be realised at every opportunity.
- Rate rebates of approximately $3.69 million in 2019-2020. This includes support required to be given to the community housing providers who have assumed responsibility for a large number of properties from Housing SA;
- Total waste management costs approximately $14.23 million, including the unexpected Waste Management Levy cost imposed on Council in the State Budget - released 18 June 2019;
- Increase in financing costs of $488,900 compared with 2018-2019 projected final, reflective of the additional loan borrowings required;
- Managing State Transformation Initiatives such as Dog & Cat Management changes, Development and Planning Portal implementation and dealing with the Nuisance and Litter Control Act 2016;
- Increase in wages and salaries as determined by workplace and enterprise bargaining agreements;
- Requirements to maintain and improve infrastructure assets to acceptable standards including roads, footpaths, lighting, storm water drainage, parks and gardens, and Council's buildings;
- Requirements to maintain and improve buildings to acceptable standards under the Disability Discrimination Act;

After considering all financial requirements for 2019-2020 we are expecting to achieve an operating surplus of $980,100.

In summary, Council has set aside the surplus to:

- Withstand unexpected shocks throughout the year
- Prioritise bringing forward asset renewal
- Look at priorities for additional projects/programs only if they are warranted following a more comprehensive assessment of current outcomes achieved by the existing operating budget

These objectives for the surplus are expanded further below.

For a Council to be financially sustainable, it needs to turn its mind to longer term financial performance. This involves Council being able to manage likely developments and to withstand unexpected financial shocks, so that the community now or in the future is not impacted with unexpected increases in rates.

The surplus of $980,100 is designed to be retained to allow Council a buffer against any unexpected budget matters, while Council concurrently undertakes a wider ranging review of the operating budget and asset maintenance and renewal.

For instance, during 2018-2019, Council has needed to respond to the impacts of an extraordinarily high temperature summer, with a corresponding increase of around $200,000 additional to budget for water costs. Increasing costs due to government charges or changes in policy have also required Council to respond during the course of a financial year, such as the transfer of public housing to community housing providers, attracting rate rebates with an ongoing budget impact.

During 2019-2020 Council will also undertake a more formal review of the services provided by the existing operating and capital budget. Asset maintenance and renewal is a key obligation of Council, as we look after buildings, parks, playgrounds, roads, stormwater assets and more for our community. We are constantly improving our asset condition understanding. While the footpath Audit was completed in 2018, the 2019 calendar year will see us undertake the road condition audit, do more work on our building asset management planning, and improve our information about parks and gardens. Council will throughout the life of 2019-2020 also consider how to advance our asset renewal program, following additional analysis.

Council will therefore determine any expenditure of the surplus throughout 2019-2020 in order to respond to unexpected shocks, to advance council's asset renewal or to implement new projects only against a set of key criteria, including improving overall asset renewal and maintenance, community benefit, meeting the objectives of a key management plan or strategy, assessment of how a new project fits with other activities delivering against similar outcomes, ongoing affordability, and risk mitigation.

Loan Funds

We recognise that borrowings provide an alternative source of funding to enable us to achieve objectives and a means by which cash flows can be averaged out over a longer time frame. Borrowings are restricted to meet capital expenditures.

Our Long Term Financial Plan is developed with due consideration of Council's Treasury Management Policy. This policy has determined that we will largely manage finances holistically in accordance with our overall financial sustainability strategies and targets. This means that we will:

- Generally not retain and quarantine money for particular future purposes;
- Borrow funds in accordance with the requirements set out in its Long Term Financial Plan; and
- Generally apply any funds that are not immediately required to meet approved expenditure to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

We have budgeted for a capital works program for 2019-2020 totalling $45.9 million.

In order to achieve this continued investment in public facilities, and in accordance with the Treasury Management Policy and Council's Long Term Financial Plan, Council will utilise the previously approved Cash Advance Debenture Facility funding of $27.9 million (Council Resolution 12 March 2019) and not take out any new loans. It is anticipated that funds will be drawn down on a needs basis to meet our capital expenditure requirements.

Our budget continues to provide for repayments of principal of $2.04 million in accordance with repayment schedules for existing borrowings.

The following schedule is a summary of debenture loan movements as provided for in the proposed budget:

Summary of Proposed Loan Fund Movements 2019 - 2020

Nature of Movement	*Amount*
Projected Opening Balance - 1 July	$20,996,600
Proposed Drawdown of Existing CAD	$7,100,000
Proposed Principal Repayments	$(2,042,000)
Projected Closing Balance - 30 June	**$26,054,600**

Debt Servicing as a Percentage of Rate Revenue

The following graph reflects the cost of servicing loans as a percentage of rate revenue for the last twenty years.

The debt servicing details for 2018-2019 are in accordance with our 2018-2019 actuals whilst details for 2019-2020 are based on the budget estimates. The graph shows that the estimated debt servicing cost as a percentage of estimated rate revenue has decreased from 10.4 per cent in 2000-2001 to an estimated 2.0 per cent in 2019-2020.

It is anticipated that the proposed new borrowings will be required during the financial year and therefore have a minor impact on debt servicing in 2019-2020.

Further details surrounding our projected loan borrowings, Net Financial Liabilities and Interest Cover statistics can be found in our Long Term Financial Plan.

Rating Structure and Policy for the Financial Year

Rates Structure

The Local Government Act 1999 provides that councils should, when making and adopting policies and determinations concerning rates under that Act, take into account the principle that rates constitute a system of taxation for local government purposes; policies should make reasonable provision with respect to strategies to provide relief from rates (where appropriate) and should also consider the financial effects of decisions on future generations.

The Act provides that a challenge to the rate cannot be based on the extent to which a Council has (or has not) applied these principles.

Our Council adopts differential general rates primarily based upon land use and the assessed capital value of the land, including any improvements thereon. The differentiating factors are the permitted land use categories.

A minimum amount payable is also fixed and applied according to the provisions of the Act.

Our budget represents the practical implementation of initiatives to meet our statutory obligations and achieve our goals and strategies as set out in our strategic management plans.

We have adopted a differential rating structure as the basis to raise rate revenue to fund the functions and activities as set out in the budget that has been prepared to meet the goals and objectives of the City Plan.

The rating policies for 2019-2020 follow.

Rating Policy

Valuation Method

Council adopts a capital valuation method to achieve equity in rating between ratepayers across the Council area. Council policy is to have a separate valuation made on land within the council area that is capable of being separately rated. Rates are assessed against any piece of land subject to separate occupation.

City of Port Adelaide Enfield uses capital value as the basis for valuing land within the Council area. Council considers that this method of valuing provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- the equity principle of taxation requires that ratepayers of similar wealth pay similar levels of taxes. It also requires ratepayers of greater wealth to pay more tax than ratepayers of lesser wealth;
- property value is universally accepted as an indicator of wealth for rating purposes. Capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

All valuations are undertaken in accordance with the Valuation of Land Act 1971 and are provided as follows:

Residential

The Council policy is to adopt valuations for residential assessments that are made by the Valuer-General and provided to the Council on an annual basis.

All Other Valuations

The Council policy is to adopt its own valuations in respect to all other properties i.e. that are not residential properties.

This valuation method is transparent and accountable, with any ratepayer that is dissatisfied with a valuation having the right to object to the valuation within 60 days after the date of service of the notice of valuation to which the objection relates. Ratepayers may also appeal against a valuation to *South Australian Civil and Administrative Tribunal (SACAT)*.

Differential Rates

The City of Port Adelaide Enfield declares differential general rates on rateable land within its area according to the use of the land. In fixing the rates, the Council considers issues of consistency and comparability across Council's area in the imposition of rates of various sectors of the business and wider community.

Differentiation assists in ensuring that the after tax cost of rates for business is fair and equitable in comparison with residential ratepayers. Additionally, in Port Adelaide Enfield, where there are significant commercial and business areas, businesses contribute significantly to the early use of Council infrastructure and the environment, which involves significant resource allocation by Council to address.

The use of the land is determined according to the permissible differentiating factors defined in the Local Government (General) Regulations 1999 under the Local Government Act 1999. The categories in those Regulations are:

1. Residential
2. Commercial – Office
3. Commercial – Shop
4. Commercial – Other
5. Industry – Light
6. Industry – Other
7. Primary Production
8. Vacant Land
9. Other
10. Marina Berths

The anticipated level of rate revenue to be raised by each differential rate for 2019-2020 is set out in the table below: The estimated rate revenue increase is expected to be 2.5% plus growth (with the 2.5% plus growth not applied to the NRM Levy and New Haven Village Water Scheme).

Differential Factor	2018-2019 Estimated Rate Revenue	2019-2020 Projected Rate Revenue	2018-2019 Estimated Rate Rebates	2019-2020 Estimated Rate Rebates	2019-2020 Projected Rate Revenue by Differencial Factor
	$	$	$	$	%
Residential	(57,761,800)	(59,783,200)	1,867,200	1,930,100	54.5%
Commercial - Shop	(6,733,200)	(6,968,900)	12,500	13,000	6.4%
Commercial - Office	(976,000)	(1,010,200)	17,100	17,700	0.9%
Commercial - Other	(15,037,100)	(15,563,400)	301,000	311,500	14.2%
Industry - Light	(1,485,400)	(1,537,400)	100	100	1.4%
Industry - Other	(13,862,700)	(14,347,900)	22,200	23,000	13.1%
Primary Production	(41,000)	(42,400)			0.0%
Vacant Land	(3,795,400)	(3,928,300)	62,300	64,500	3.6%
other	(3,566,700)	(3,691,500)	1,189,000	1,230,600	3.4%
Marina Berths	(81,900)	(84,800)			0.1%
NRM Levy		(2,786,600)		100,600	
	(103,341,200)	**(109,744,600)**	**3,471,400**	**3,691,100**	**100.0%**

A change in the use of land after differential rates are declared does not affect the incidence of the rates.

If a ratepayer is of the opinion that a particular use of land has been wrongly attributed to the ratepayer's land the ratepayer may object to the land use applied to the land. The objection:

- must be in writing;
- must set out-
  - the grounds of the objection; and
  - the land use (being a land use being used by the council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
  - must be made within 60 days after the objector receives notice of the attribution of the particular land use to which the objection relates.

Objections and enquiries may be made as follows:

A person who is dissatisfied with a Council valuation may lodge an objection to the Council. There is no fee payable to lodge an objection. An objection must be:

In writing to the Council setting out full details of the grounds of objection.

Address: Chief Executive Officer, PO Box 110, Port Adelaide 5015; and made within 60 days after the date of service of the first notice, unless the Council, in its discretion, allows an extension of time for making the objection.

Alternatively, a person may, upon payment of the applicable fee, apply to the South Australian Civil and Administrative Tribunal (SACAT) for a review of the valuation. An application for review must be made within 60 days after the date of service of the notice of the valuation to which the application relates (unless SACAT, in its discretion, allows an extension of time for making the application). For further information see www.sacat.sa.gov.au or call 1800 723 767.

Liability to pay rates is not suspended by an objection, review or appeal in respect of a valuation.

Separate Rates

New Haven Village Water Management

Council has declared the following separate rate for the purpose of supporting the New Haven housing development that trialled new technology in energy efficiency, environmentally friendly materials and on site treatment and reuse of domestic waste water that is considered to be of benefit to the land and occupiers of the land:

A separate rate is declared in respect to each allotment contained within Deposit Plan No. 42580 comprising the New Haven Village at North Haven. The revenue is for the purpose of providing a waste water and storm water treatment service.

There are 62 assessments within the Village area.

The expected level of rate revenue to be raised by the separate rate for 2019-2020 is set out in the table below:

SEPARATE RATE	2018/2019 NET RATE REVENUE $	2019/2020 PROJECTED NET RATE REVENUE $
New Haven Village Water Management	35,091	35,272

Natural Resources Management (NRM)

Council has also declared the following separate rate for the purpose of collecting the natural resources management levy to be used to fund programs and activities of benefit to the land and occupiers of the land within the area of the NRM Board:

The City of Port Adelaide Enfield is within the area covered by the Adelaide and Mt Lofty Natural Resources Management Board. The Council must contribute to the operations of the Board and recover the contribution by way of a separate rate. The Council does not retain any of the revenue raised by way of the separate rate or determine how the Board spends the funds.

There are approximately 63,000 assessments within the catchment area.

SEPARATE RATE	2018/2019 NET RATE REVENUE $	2019/2020 PROJECTED NET RATE REVENUE $
Adelaide and Mt Lofty Natural Resources Management Board Levy	2,645,110	2,683,261

The levy raised is determined by the NRM Board. The net levies raised are remitted to the NRM Board, and as a consequence, do not provide net revenue to the Council.

Remissions & Rebates of Rates

Non-Discretionary Rebates

The Local Government Act 1999 provides that the Council must grant a rebate of council rates in specified circumstances. The rebates that the Council must provide are in respect to:

- Land used by a not-for-profit community service organisation for specified services. {Pursuant to section 161}
- Land containing a church or other building used for public worship and land used solely for religious purposes. {Pursuant to section 162}
- Land used for the purpose of a public cemetery. {Pursuant to section 163}
- Land used for specified educational purposes. {Pursuant to section 165}

Discretionary Rebates

The Council has adopted a Policy in respect to the granting of discretionary rebates. The Policy provides examples of the ways in which the Council is likely to exercise its discretion to grant rebates in accordance with the Local Government Act 1999. These examples are not intended to be a complete list of all circumstances in which a discretionary rebate may be given.

The rebates granted by the Council, which are primarily to not-for-profit organisations, are designed to meet the purpose of the rebate by providing the recipients with additional finances that may be used to develop and maintain the services provided by those recipients and which are supported by the Council.

Rebates are approved on an annual basis.

A summary of the discretionary rebates approved, primarily to not-for-profit organisations follows:

- Where the land is predominantly used for education purposes by not-for-profit organisations, a rebate of 75% applies. {Pursuant to section 166(1)(d)}
- For the purpose of providing a hospital or health centre by a not-for-profit organisation, a rebate of 100% applies. {Pursuant to section 166(1)(f)}
- Where the land is occupied by a non-profit organisation and used solely to provide facilities or services for children or young persons, a rebate of 100% applies. {Pursuant to section 166(1)(g)}
- Where the land is occupied by a non-profit organisation and used to provide accommodation for the aged or disabled, a rebate of 50% applies. {Pursuant to section 166(1)(h)}
- Where the land is used for the purpose of assisting in the provision of residential aged care facilities that are approved for Commonwealth funding under the Aged Care Act 1997 (Cwlth) and day therapy centres, a rebate of 50% applies. {Pursuant to section 166(1)(i)}
- Where the land is occupied by a non-profit organisation and used to provide community or sporting facilities and/or services, a rebate of 50% applies. Where the organisation can show that special or unique circumstances exist, the Council may increase the rebate. {Pursuant to section 166(1)(j)}
- Where the land is occupied by a non-profit organisation and used solely to provide facilities or services for the aged or people with a disability, a rebate of 100% applies. {Pursuant to section 166(1)(j)}
- Where the land is occupied by a non-profit organisation and used to provide a museum, a rebate of 100% applies. {Pursuant to section 166(1)(j)}

A number of further discretionary rebates are approved for the purposes described as follows:

- For the purpose of securing the proper development, and to ensure equity regarding the rates raised for the provision of a waste water and storm water treatment service at New Haven Village, North Haven, a rebate to be declared annually applies. {Pursuant to section 166(1)(a)};
- For the purpose of securing the proper development of any assessment of rateable land of rating category 8 (vacant land), if a building to be used for residential purposes is being constructed on the land, such rebate being a positive figure calculated in accordance with the following formula:

R = ACV x Y

where:

- R is the amount of the rebate in dollars;
- ACV is the assessed capital value of the land as adopted by the Council for purposes of the relevant rating year;
- Y is the difference between the general rate in the dollar applicable to land of category 8 use in the area in which the rateable land is located, and the general rate in the dollar applicable to land of category 1 use in the area;
- But if the rebate as calculated reduces the rates payable in respect of the assessment to less than the amount fixed as the minimum amount payable by way of rates, then the rebate shall be reduced so that the rates payable are equal to the amount of the minimum; {Pursuant to section 166(1)(a)}
- A rebate on these grounds should not be granted in respect to a previous fiscal year if the footings were poured before April 1 in the previous year and the application is received after September 30 in the following fiscal year.

- For the purpose of providing relief in order to avoid what would otherwise constitute a liability that is unfair or unreasonable, a rateable property of rating category 4 (Commercial Other), if a building (Show/Display home) is to be used for residential purposes by the owner of the property (being a natural person or persons) such a rebate being a positive figure calculated in accordance with the following formula:

R = ACV x Y x (365-D)/365

where:

- R is the amount of the rebate in dollars;
- ACV is the assessed capital value of the land as adopted by the Council for purposes of the relevant rating year;
- Y is the difference between the general rate in the dollar applicable to commercial other of category 4 use in the area in which the rateable land is located, and the general rate in the dollar applicable to land of category 1 use in the area;
- D is the number of days elapsed between the first day of July in the relevant rating year and the date the building was occupied as a residence (being a date not later than June 30, in the relevant rating year);
- But if the rebate as calculated reduces the rates payable in respect of the assessment to less than the amount fixed as the minimum amount payable by way of rates, then the rebate shall be reduced so that the rates payable are equal to the amount of the minimum.

Rate/Fine and/or Penalty Remissions

If the Council is satisfied, on the application of a ratepayer, that payment of rates in accordance with the Local Government Act 1999 would cause hardship it may remit the rates in whole or in part.

Council will consider applications for remission of fines in certain circumstances. A request for waiver of fines should be made in writing setting out the reasons why a fine remission should be considered.

Payment of Rates

General Rates are payable in four quarterly instalments, as per Section 181 of the *Local Government Act 1999* rates declared or payable in respect of or during a fiscal year will be payable in four instalments falling due in the months of September, December, March and June of the fiscal year for which the rates are declared. The day upon which each instalment falls due is determined by the Council.

Methods of Payment of Rates

It is Council's policy to provide as many options for payment of rates as are reasonable and practical. Methods by which payments can be paid include the following:

Internet	Access is via Council's home page **www.cityofpae.sa.gov.au**
BPay	Telephone or Internet payments may be made through participating financial institutions.
Mail	To City of Port Adelaide Enfield, GPO Box 1044, Adelaide 5001 (Rates only).
In person	At any Post Office using the PostBillpay service or City of Port Adelaide Enfield Council offices.
Telephone	To either Council offices 8405 6600, Australia Post 131 816, InfoPay 1300 012 401 or BPAY service.
Direct Deductions	Centrelink provides a free voluntary facility to pay by a deduction from each fortnightly social security payment. Enquiries should be made to Centrelink.
Direct Debit	Payments may be made by application to the Council for direct debiting of accounts.

Rate Postponements/Financial Stress

Ratepayers who are experiencing financial difficulties and who are unable to make payments by the date on which they fall due should contact the Council's Rates staff at the earliest opportunity to apply for a revised instalment payment scheme that fits their particular circumstances.

Applications made after the amounts have fallen into arrears may, in some circumstances, be approved; however such late applications will normally result in fines and interest being incurred in accordance with the requirements of the Local Government Act 1999.

Payment of all rates, fines, interest and costs will not, in the absence of exceptional circumstances, be postponed beyond 30 June in the fiscal year in which they were incurred.

Seniors Postponement

A person may apply to a council for a postponement of the payment of the prescribed proportion of rates for the current or future financial year if-

- the person is a prescribed ratepayer, or is the spouse of a prescribed ratepayer; and
- the rates are payable on land that is the principal place of residence of the prescribed ratepayer; and
- the land is owned by-
  - i. the prescribed ratepayer; or
  - ii. the prescribed ratepayer and his or her spouse, (and no other person has an interest [as owner] in the land).

It is the policy of the Council to apply any rebates or remissions to the amount of rates that has not been postponed.

Minimum Rates

It is Council policy to fix a minimum amount payable by way of rates in respect to rateable land within its area. The minimum applies to the whole of the area of the Council with the exception of land used as a marina or marina berth as defined in the Local Government (Rates) Amendment Act 2013.

The number of properties in the area subject to a separate assessment of rates affected by the application of the minimum amount payable by way of rates does not exceed 35% as required by Section 158 of the Act.

The Council's reasons for fixing a minimum rate are:

- the Council considers it appropriate that all rateable properties make a contribution to the cost of administering the council's activities; and
- the Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

Penalties for Late Payments

It is Council policy to apply the provisions of the Local Government Act 1999 in regard to late payments of rates and if an instalment of rates is not paid on or before the date on which it falls due-

- the instalment will be regarded as being in arrears; and
- a fine of 2 per cent of the amount of the instalment is payable; and
- on the expiration of each full month from that date, interest at the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) will accrue.

Fines and interest payable in respect of outstanding rates will be recovered as part of the collection of those rates.

The Council will pursue all legal avenues available for recovering amounts in arrears, including:

- Proceedings in any court of competent jurisdiction;
- An order requiring an occupier of a property to pay to the council amounts of rent otherwise payable to the owner of the property;
- Compulsory sale of the property.

Application of Payments

Rate payments will be applied in accordance with the provisions of Section 183 of the Act. A payment of rates will be applied to the assessment as follows:

- first – to satisfy any costs awarded in connection with court proceedings;
- second – to satisfy any interest imposed;
- third – in payment of any fines imposed;
- fourth – in payment of rates, in chronological order, starting with the oldest account first.

Recovery of Outstanding Rates

The Council will apply prudent debt collection practices in the recovery of outstanding rates as prescribed in the Act, and Council's Debt Treatment Plan.

Rates which remain in arrears for a period exceeding 30 days will be subject to recovery action. The Council will pursue all legal avenues available in recovering amounts in arrears, including:

- Proceedings in any court of competent jurisdiction;
- An order requiring an occupier of a property to pay to the Council amounts of rent otherwise payable to the property owner;
- Compulsory sale of the property.

Section 184 of the Act provides that Council may sell any property where rates have been in arrears for three years or more. Council will notify the owner and any party with an interest in the property of its intentions prior to taking such action.

Impact of The Rates Structure and Policies on The Community

Equity and Impact

In setting our annual budget we have taken into consideration the current economic climate generally, such as movements in interest rates and inflation, together with the local demographics of Port Adelaide Enfield, which, to some extent, is characterised by relatively high unemployment and lower home ownership than in many other more affluent areas in metropolitan Adelaide.

We have considered the impact of rates on all sectors of the community when setting its annual budget for 2019-2020.

We have adopted the broad principal that rates in the dollar for similar properties should be the same across the Council area. This will ensure consistency in rating.

Our objective in respect to businesses is to achieve equity in rating between businesses no matter where they are located and Council has considered the impact of the rate structure on business. To achieve equity in rating, we undertake our own valuation program for properties that are not residential land to ensure that valuations are market based and consistent across the Council area. This also assists in ensuring equity in rating between high and low value properties.

Our objective is to contain increases in rates, and where increases are necessary, to achieve our objectives to ensure that they are levied equitably on business and residential ratepayers.

We seek to maintain a relatively low level of rates. In the interest of equity between ratepayers, we do not fix a maximum increase in the general rate to be charged on any rateable property that constitutes the principal place of residence of a principal ratepayer.

2019-2020 ANNUAL BUDGET

Budget Introduction

The Program Performance Budget contains five principal accounting statements namely: Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and Uniform Presentation of Finances. These statements comply with the requirements of the Act, Regulations and Accounting Standards.

In accordance with legislation the budget must be adopted after 31 May for the ensuing financial year and before 31 August for the year.

The objectives are derived from the City Plan. City Plan Priorities are included for each relevant section adopted by Council each year. While not all sections have direct responsibility in the delivery of the priorities each Section in the organisation provides important pieces of work for support.

The basic principle in presenting the budget in this format is to highlight what the Council is achieving for the revenue raised, i.e. outputs and outcomes. It is this presentation method which is considered the most suitable to assist organisations such as Local Government to manage its funds and to set priorities.

Budget Glossary

Accrual Basis – The basis whereby items are brought to account as they are earned or incurred (and not as money received or paid) and included in the financial statements for the accounting periods to which they relate. *(This is the basis for commercial accounting. Local Government was required to adopt this method, by Regulation, in 1969.* ***Australian Accounting Standards*** *reinforced this requirement in 1993. Federal and State governments are now also required to report under this basis)*.

Australian Accounting Standard – The prescribed acceptable method(s) of measuring and recording specific types of accounting transactions and the required level of disclosure for those transactions in an **entity's** financial statements.

Financial Statements – General purpose financial statements in whatever form and under whatever name(s) prepared and issued voluntarily or pursuant to statutory requirements or to any regulations, rules, ordinances, directives or agreements binding upon the "reporting **entity**".

General Purpose Financial Report – A financial report intended to meet the information needs common to users who are unable to command the preparation of reports tailored so as to satisfy, specifically, all of their information needs.

Entity – Any legal, administrative, or fiduciary arrangement, organisational structure or other party (including a person) having the capacity to deploy scarce resources in order to achieve objectives.

Budget – An estimate of future transactions, either in terms of quantities, or money values or both, designed to provide a plan for and control over future operations and activities.

Adopted Budget – The original **budget** adopted for the particular fiscal year.

Amended Budget – The **budget** for the particular year after including any variations approved by the Council to the *Adopted Budget*.

Projected Final – The most recent estimated results projected by the administration.

Requested Budget – The amount submitted to the Council for approval in the particular fiscal year.

Operating Expenditure – Ongoing expenditures such as payments to employees, legal fees, consultations and materials and provisions. Does not include such expenditures as the purchase or construction of asset or repayments of principal on loans.

Operating Income – All revenues derived from the normal course of business. In Local Government this would normally exclude such incomes as the book value of asset sales, provisions, loan roll-overs and recovery of principal on loans made.

Non-Operating Expenditure – Purchase or construction of assets (land, buildings, machinery, furniture, roadways, drainage, etc). Repayment of principal on loans.

Non-Operating Income – Includes book value of assets sold and recovery of principal on loans made.

Operating Lease – A lease under which the lessor effectively retains substantially all the risks and benefits incident to ownership of the leased property.

Provision – A contra account in the Balance Sheet (Statement of Financial Position), either (a) to an asset account (e.g. accumulated depreciation) for the amount written off or retained in order to provide for depreciation or diminution in value of assets or (b) to a liability account (e.g. provision for long service leave) for the amount retained in order to provide for a liability where there is inherent uncertainty regarding the amount and timing of the future sacrifice of economic benefits.

Reserve – Part of the operating surplus set aside from municipal funds for a particular purpose, e.g. asset replacement.

Working Capital – The excess of current assets over current liabilities which measures the short term solvency of business, the ability to finance current operations and to meet obligations as they fall due. Equates to net current assets.

Quick Assets – The unencumbered liquid assets of a business, e.g. cash on hand and in Bank, marketable securities, accounts receivable which are expected to be received within the normal term of credit, and short term trade bills receivable. Equates to net current assets excluding inventories.

Statement of Comprehensive Income

	2018-2019 Projected Final	2019-2020 Requested Budget
INCOME		
Rates	102,600,400	106,053,500
Statutory Charges	3,861,500	3,678,700
User Charges	2,068,300	2,303,300
Grants, Subsidies and Contributions	8,495,900	9,106,200
Investment Income	310,000	260,000
Reimbursements	2,959,300	3,034,000
Other Revenue	0	0
Total Income	**120,295,400**	**124,435,700**
EXPENSES		
Employee Costs	43,794,100	45,239,000
Materials, Contracts & Other Expenses	44,191,700	45,894,200
Finance Expenses	344,900	833,800
Depreciation	30,585,500	31,488,600
Total Expenses	**118,916,200**	**123,455,600**
Operating Surplus / (Deficit)	**1,379,200**	**980,100**
Asset Disposal & Fair Value Adjustments	150,800	(800)
Grants Specifically for New or Upgraded Assets	2,020,100	801,200
Physical Resources Received Free of Charge	0	0
Net Surplus / (Deficit)	**3,550,100**	**1,780,500**
Total Other Comprehensive Income	0	0
TOTAL COMPREHENSIVE INCOME	**3,550,100**	**1,780,500**

Statement of Financial Position

	2018-2019 Projected Final	2019-2020 Requested Budget
ASSETS		
Current Assets		
Cash and Cash Equivalents	461,200	300,300
Trade & Other Receivables	5,790,200	6,168,900
Inventories	215,700	239,900
Total Current Assets	**6,467,100**	**6,709,100**
Non-Current Assets		
Financial Assets	7,000	7,100
Infrastructure, Property, Plant & Equipment	1,530,914,700	1,539,838,100
Other Non-Current Assets	3,194,800	3,314,500
Total Non-Current Assets	**1,534,116,500**	**1,543,159,700**
Total Assets	**1,540,583,600**	**1,549,868,800**
LIABILITIES		
Current Liabilities		
Trade & Other Payables	6,807,500	8,954,100
Borrowings	2,042,000	758,800
Short-Term Provisions	11,385,300	11,685,300
Total Current Liabilities	**20,234,800**	**21,398,200**
Non-Current Liabilities		
Long-Term Borrowings	18,954,600	25,295,800
Long-Term Provisions	706,800	706,900
Total Non-Current Liabilities	**19,661,400**	**26,002,700**
Total Liabilities	**39,896,200**	**47,400,900**
NET ASSETS	**1,500,687,400**	**1,502,467,900**
EQUITY		
Accumulated Surplus	770,762,400	775,050,400
Asset Revaluation Reserve	722,574,100	722,574,100
Other Reserves	7,350,900	4,843,400
TOTAL EQUITY	**1,500,687,400**	**1,502,467,900**

Statement of Changes in Equity

Item Description	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY 2019-2020
Projected Balance End of Previous Period	770,762,400	722,574,100	7,350,900	**1,500,687,400**
Net Surplus / (Deficit) for Year	**1,780,500**	**0**	**0**	**1,780,500**
Other Comprehensive Income	0	0	0	**0**
Transfers between Reserves	2,507,500	0	(2,507,500)	**0**
Balance At End of Period	**775,050,400**	**722,574,100**	**4,843,400**	**1,502,467,900**

Statement of Cash Flows

	2018-2019 Projected Final	2019-2020 Requested Budget
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Operating Receipts	121,208,200	123,797,000
Investment Receipts	310,000	260,000
Payments		
Operating Payments to Suppliers & Employees	(87,651,800)	(88,710,700)
Finance Payments	(344,900)	(833,800)
Net Cash Provided by Operating Activities	**33,521,500**	**34,512,500**
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts		
Grants Specifically for New or Upgraded Assets	2,020,100	801,200
Sale of Replaced Assets	688,200	5,392,700
Sale of Surplus Assets	0	0
Repayment of Loans by Community Groups	0	0
Deferred Rates	(600)	(100)
Net Disposal of Investment Securities	0	0
Payments		
Expenditure on Renewal / Replacement of Assets	(26,190,600)	(29,242,800)
Expenditure on New / Upgraded Assets	(36,516,700)	(16,682,400)
Net Cash Used in Investing Activities	**(59,999,600)**	**(39,731,400)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds From Borrowings	11,400,000	7,100,000
Payments		
Repayments of Borrowings	(1,677,000)	(2,042,000)
Net Cash Used in Financing Activities	**9,723,000**	**5,058,000**
Net Increase/(Decrease) Cash Held	(16,755,100)	(160,900)
Cash & Cash Equivalents at Beginning of Period	17,216,300	461,200
Cash & Cash Equivalents at End of Period	**461,200**	**300,300**

Uniform Presentation of Finances

Item Description	2018-2019 Projected Final	2019-2020 Requested Budget
Operating Revenues	120,295,400	124,435,700
less Operating Expenses	(118,916,200)	(123,455,600)
Operating Surplus / (Deficit) before Capital Amounts	1,379,200	980,100
Less Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	26,190,600	29,242,800
Less Depreciation, Amortisation and Impairment	(30,585,500)	(31,488,600)
Less Proceeds from Sale of Replaced Assets	(688,200)	(5,392,700)
	(5,083,100)	(7,638,500)
Less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	36,516,700	16,682,400
Less Amounts received specifically for New and Upgraded Assets	(2,020,100)	(801,200)
Less Proceeds from Sale of Surplus Assets	0	0
	34,496,600	15,881,200
Net Lending / (Borrowing) for Financial Year	**(28,034,300)**	**(7,262,600)**

Financial Indicators

Financial Indicators	Long Term Financial Plan Target	2017-2018 Actual	2018-2019 Projected Final	2019-2020 Requested Budget
Operating Surplus				
Operating Surplus/ (Deficit)	**0 - $19,000,000**	**$2,658,500**	**$1,379,200**	**$980,100**
Represents the difference between day to day income and expenses for the period.				
Operating Surplus Ratio				
Operating Surplus / Operating Revenue	**0% - 15%**	**2.25%**	**1.15%**	**0.79%**
This ratio expresses the operating surplus (deficit) as a percentage of net general & other rates.				
Net Financial Liabilities Ratio				
Net Financial Liabilities / Total Operating Revenue	**0% - 75%**	**-1.3%**	**28.0%**	**32.9%**
Net Financial Liabilities are defined as total liabilities less non-equity financial assets. *Total operating revenue excludes profit on disposal of non-current assets.* *This ratio is a measure of Council's total indebtedness.*				
Asset Renewal Funding Ratio (previously known as Asset Sustainability Ratio)				
Net Asset Renewals / ABP Asset Renewal Budget	**80% - 110%**	**59%**	**96%**	**107.73%**
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets and excludes new capital expenditure on the acquisition of additional assets. *This ratio is a measure of how Council is renewing or replacing existing non-financial assets as a percentage of the Annual Business Plan (ABP) required expenditure.*				

Proposed Operating Expenditure

Note: Additional 0.1% is due to rounding

The classifications are as per the South Australian Local Government Grants Commission, which are standard across all South Australian Councils. The larger expenditure mainly consists of:

Business Undertakings:	*Transport:*	*Recreation:*	*Other Environment:*	*Waste Management:*
Depot Operations	*Footpaths and Kerbing*	*Parks and Gardens*	*Coastal Protection*	*Waste Collection and Disposal of:*
Governance	*Roads*	*Sporting Facilities*	*Water Catchment Board Contribution*	*Domestic Waste*
Council Administration	*Traffic Management*		*Street Cleaning*	*Green Waste*
			Street Lighting	*Recycling*
			Streetscaping	

For more information on how rates will be invested in the community go to http://online.portenf.sa.gov.au/cityplan/rates-at-work

DEPARTMENT:

CHIEF EXECUTIVE OFFICE

Chief Executive Office

City Plan Themes Supported:

Our Purpose:

- We ensure there is a focus on customer service and community engagement across the organisation.
- We provide leadership, strategic planning and delivery of services and facilities for the community.
- We ensure that the community can be confident in Council's financial management and overall accountability.

2019-2020 Key Activities:

- Formalise a process of service reviews so that we meet community priorities and delivery value for money for our community.
- Implement new project management processes, systems and monitoring which demonstrates greater accountability and transparency to the community.

Budget Programs Funding this Section:

BAA – Corporate Management

Financial Information Chief Executive Office

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	1,105,200	1,083,600	1,084,300	1,159,600
Income	(11,600)	(12,400)	(12,400)	(10,700)
Deduct Allocated Costs	(1,012,800)	(1,012,800)	(1,012,800)	(1,150,100)
Net Operating	**80,800**	**58,400**	**59,100**	**(1,200)**
Non-operating				
Expenditure	654,500	727,500	727,500	166,700
Income	0	0	0	0
Net Non-operating	**654,500**	**727,500**	**727,500**	**166,700**
Net Program (Surplus)/Deficit	**735,300**	**785,900**	**786,600**	**165,500**

SCHEDULE OF PROPOSED ORGANISATION DEVELOPMENT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Building Corporate Management			
Civic Centre - Minor Refurbishment Projects & Exhaust Automation		166,700	166,700
Total Cost of Proposed Capital	0	166,700	166,700

DEPARTMENT:

COMMUNITY DEVELOPMENT

Community Development

City Plan Themes Supported:

Our Purpose:

- We improve wellbeing and quality of life, strengthen inclusion and cohesion, foster community life and connections to culture, people and places through a combination of advocacy, education, partnering, grants, projects, services, events, and activities.

2019-2020 Key Activities:

- Successfully open The Lights Community and Sports Centre and achieve the goals set for its first year of operation.
- Review our community bus service to ensure it is effectively and efficiently delivered.
- Expand opportunities for children and young people to participate in community life and enhance their development.
- Undertake a review of the Heritage Grants and Junior Sports Grants programs and evaluation of our Community Projects and Community Partnerships Grants.
- In partnership with our Aboriginal Advisory Panel further our efforts to increase Council's involvement of, and outcomes for, Aboriginal and Torres Strait Islander people.
- Grow our efforts to be a Welcoming City.
- Review our crime prevention activities and develop and deliver initiatives which help people feel safer in their neighbourhood.
- Plan, deliver and support a series of vibrant and inclusive community events, and arts and cultural activities at a range of locations across the City which enable people to experience and participate in creative expression and foster social cohesion.
- Further develop placemaking through a combination of an overarching strategy, developing and delivering specific initiatives, partnering with others and providing grants.
- Develop an arts and culture strategy for 2020-2025.
- Review our approach to events (including grants and sponsorship) and develop an event strategy for 2020-2025.

Other Activities:

- Provide grants, community centres and halls, community transport, access to sporting grounds and a range of services, programs and activities.
- Provide opportunities for people to participate in community life which foster a sense of purpose and connection.
- Help people feel safe about the area they live in by working with partners and community members to audit areas of concern, remove graffiti and address anti-social behaviour and other issues as they arise.
- Complete the Community Facilities review and implement decisions which arise from this.
- Refine our approach to community development to ensure it is clear in intent; informed by local knowledge, research and data; and subject to effective project planning, management and evaluation.

Budget Programs Funding this Section:

AAA - Community Bus
ABA - Youth Development
ACA - Community Grants
ADA - Community Volunteers
AEA - Community Development Admin
AGA - Aboriginal & Cultural Development
CEA - Special Events & Activities
CFA - Arts & Cultural Services
HAG - Sport & Rec - Recreation Development
HBB - Community Centres
HDA - Community Halls
IFA - Crime Prevention

Financial Information Community Development

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	8,219,900	8,423,300	8,383,800	9,726,600
Income	(825,400)	(979,600)	(993,400)	(1,146,100)
Net Operating	**7,394,500**	**7,443,700**	**7,390,400**	**8,580,500**
Non-operating				
Expenditure	18,895,600	16,972,600	19,583,000	4,324,800
Income	(66,800)	(103,600)	(84,800)	(31,200)
Net Non-operating	**18,828,800**	**16,869,000**	**19,498,200**	**4,293,600**
Net Program (Surplus)/Deficit	**26,223,300**	**24,312,700**	**26,888,600**	**12,874,100**

SCHEDULE OF PROPOSED COMMUNITY DEVELOPMENT ADMINISTRATION CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Plant and Machinery Community Development Administration			
Replacement of Vehicle (before deduction of trade in)		37,400	37,400
Total Cost of Proposed Capital	0	37,400	37,400

SCHEDULE OF COMMUNITY BUS CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Plant and Machinery Community Bus			
Replacement of Bus (before deduction of trade in)		81,000	81,000
Total Cost of Proposed Capital	0	81,000	81,000

SCHEDULE OF SPORT & REC. - RECREATION DEVELOPMENT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Sport & Rec. Recreation Development - Building			
Lightsview "The Lights" Stadium	3,852,600		3,852,600
Total Cost of Proposed Capital	3,852,600	0	3,852,600

SCHEDULE OF COMMUNITY CENTRES CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Enfield Community Centre Building			
Enfield Community Centre - Painting & Timber Replacement		22,000	22,000
Enfield Community Centre - Men's Shed (Fund My Neighbourhood)	148,300		148,300
Lefevre Stadium - Buildings			
LeFevre Recreation Centre - Repairs & Lighting Upgrades		38,500	38,500
Total Cost of Proposed Capital	148,300	60,500	208,800

SCHEDULE OF PROPOSED COMMUNITY HALLS CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Dynamic Gymnastics Club Building			
Dynamic Gym Club Ottoway - Repairs & Lighting Upgrades		28,100	28,100
Dynamic Gym Club - New Access Ramp (Compliance Improvement)	8,000		8,000
Glanville Hall - Buildings			
Glanville Hall - Repairs & Paint Tower		59,000	59,000
Kilburn Hall Building			
Kilburn Community Hall - Repairs & Paint		11,000	11,000
Phillips Reserve - Buildings			
Edgar Oldfield Band Hall - Engineering & Soil Reports		20,700	20,700
St John Ambulance - External Paving levels adjustment to Prevent Water Ponding		18,200	18,200
Total Cost of Proposed Capital	8,000	137,000	145,000

Development Services

City Plan Themes Supported:

Our Purpose:

- We ensure new development contributes to a safe and healthy living and business environment via good urban design, heritage protection and by supporting investment and job growth within the City.
- We uphold community safety by providing building assessment services including checking designs, specifications and undertaking site inspections for new buildings and extensions to ensure they meet contemporary standards.

2019-2020 Key Activities:

- Contribute to good urban development and an effective planning system by adapting and responding to State Government Planning Reform

Other Activities:

- Complete the development assessment process quickly and effectively while delivering on our customer experience commitments.
- Undertake ongoing building inspection audits in accordance with Council's Building Inspection Policy.
- Develop and maintain a register and annual schedule so that safety of commercial buildings is effectively monitored.
- Efficiently investigate and resolve alleged breaches of the Development Act 1993 with a focus on education and collaborative relationships to get positive outcomes for all stakeholders.
- Efficiently investigate and resolve alleged breaches of the Development Act 1993 with a focus on education and collaborative relationships to get positive outcomes for all stakeholders.

Budget Programs Funding this Section:

JAB - Development - Planning Assessment & Mon

JAC - Development - Building Assessment & Mon

Financial Information Development Services

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	4,774,700	4,747,600	4,782,400	4,744,400
Income	(1,703,600)	(2,102,100)	(2,083,600)	(1,795,500)
Net Operating	**3,071,100**	**2,645,500**	**2,698,800**	**2,948,900**
Non-operating				
Expenditure	0	0	0	33,000
Income	(22,200)	(26,300)	(26,300)	(19,600)
Net Non-operating	**(22,200)**	**(26,300)**	**(26,300)**	**13,400**
Net Program (Surplus)/Deficit	**3,048,900**	**2,619,200**	**2,672,500**	**2,962,300**

SCHEDULE OF PROPOSED DEVELOPMENT - PLANNING ASSESSMENT AND MONITORING CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Planning Assessment & Monitoring - Plant and Machinery			
Replacement of Vehicle (before deduction of trade in)		33,000	33,000
Total Cost of Proposed Capital	0	33,000	33,000

Community & Environmental Health

City Plan Themes Supported:

Our Purpose:

- We help improve community wellbeing and safety by supporting responsible dog and cat ownership through education and enforcement.
- We help protect the environment and minimise our community's environmental impact by providing high quality waste and recycling services.
- We promote community health and safety through education, compliance and enforcement.
- We assist older people, carers and persons with disabilities to maintain independence, and live freely within their home and Community through various community services.
- We help ensure food for sale in the City is safe through education and food premises inspections.
- We help ensure the standards of care and accommodation are met for disadvantaged residents by undertaking audits and working collaboratively with businesses.

2019-2020 Key Activities:

- Encourage responsible pet ownership and create great places through implementation of initiatives of the People, Pets and Places Animal Management Plan 2018-2023
- Work collaboratively with businesses to ensure that standards of care and accommodation are met for residents with a disability or mental health illness and the rights and responsibilities of residents are protected.
- Improve access to information, places and services for our community through the adoption and implementation of the new Inclusive Communities Plan.
- Look for affordable and innovative waste management opportunities that protects the environment, contributes to the local economy and is valued by the community.
- Finalise major contracts arising from Council Solutions Joint Waste Procurement and facilitate transitions in contractors and changes in services.
- Enhance community engagement, information and education to support increased diversion and recycling.

Other Activities:

- Facilitate community health and well-being for older people and persons with disabilities through provision of information, services and programs.
- Improve community awareness of the risks of exposure to notifiable conditions through the effective delivery of education, compliance and enforcement and ensure a timely response to customer requests.
- Support businesses achieve food safety and hygiene to help ensure that our community stays healthy.
- Improve the community's natural environment and enjoyment of their local amenity through education, compliance and enforcement and ensure a timely response to customer requests
- Enhance community engagement, information and education to support increased diversion and recycling
- Enhance community engagement, information and education to support increased diversion and recycling
- Improve road safety and accessibility through regular patrols, response to complaints and engagement with schools, businesses and the community.

Budget Programs Funding this Section:

DAA - Waste Management Services
DBB - Environmental Management & Sustainabilit
FAD - Health Services - Communicable & Infecti
FAE - Health Services - Food Safety & Nutritio
FAF - Health Services - Health Care & Welfare
FBB - Community Services
IAA - Dog and Cat Management
IBB - Parking - Inspectorial
IGA - By-Laws & Local Government Act – Inspect

Financial Information Community and Environmental Health

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	23,436,100	23,234,700	23,224,000	24,358,800
Income	(4,183,200)	(4,045,600)	(4,050,400)	(4,142,400)
Net Operating	**19,252,900**	**19,189,100**	**19,173,600**	**20,216,400**
Non-operating				
Expenditure	244,200	162,900	164,900	379,000
Income	(51,700)	(7,900)	(8,100)	(94,300)
Net Non-operating	**192,500**	**155,000**	**156,800**	**284,700**
Net Program (Surplus)/Deficit	**19,445,400**	**19,344,100**	**19,330,400**	**20,501,100**

SCHEDULE OF PROPOSED DOG AND CAT MANAGEMENT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Dog and Cat Management Plant and Machinery			
Replacement of Vehicle (before deduction of trade in)		32,000	32,000
Total Cost of Proposed Capital	0	32,000	32,000

SCHEDULE OF PROPOSED WASTE MANAGEMENT SERVICES CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Sanitary and Garbage Waste / Recycling Bins			
New Waste Bins	28,500		28,500
New Green Waste Bins	50,000		50,000
New Recycling Bins	37,500		37,500
Total Cost of Proposed Capital	116,000	0	116,000

SCHEDULE OF PROPOSED COMMUNITY SERVICES CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Plant and Machinery HACC			
Replacement of Vehicles (before deduction of trade in)		198,000	198,000
Total Cost of Proposed Capital	0	198,000	198,000

SCHEDULE OF PROPOSED HEALTH SERVICES - COMMUNICABLE & INFECT

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Plant and Machinery Health			
Replacement of Vehicle (before deduction of trade in)		33,000	33,000
Total Cost of Proposed Capital	0	33,000	33,000

Library Service

City Plan Themes Supported:

Our Purpose:

- We provide a place where people can learn, create, participate in activities, connect with their local community and access services and information that support community wellbeing.
- We offer books, magazines, CDs and DVDs, across a range of topics, in different languages and print sizes for use in the Library, to borrow or have delivered by our home library service.
- We provide digital resources and technology, to enable everyone to access information, job seeking and educational opportunities both in the Library or online.
- We support our community to develop the literacy, technology and critical thinking skills which enable active participation in education, work and recreation opportunities.

2019-2020 Key Activities:

- Continue to develop the Library Service's role in supporting our community's development of Science, Technology, Engineering and Maths (STEM) skills.
- Continue to progress the Library and Community Facilities review to deliver effectively managed and well used community resources.
- Review the opening hours across the Service to ensure the Libraries are open and available when needed.

Other Activities:

- Continue to digitise the significant items held in the Local History Collection to ensure the City's heritage is preserved, protected and available to all.
- Review the Local History Service to ensure the collection, programs and spaces meet the current and future needs of the community and contributes to the community's understanding of the City's heritage.
- Continue to review and refine the library collections to improve access to and display of library collections in line with modern retailing and merchandising standards.

- Implement the 'hub model' of program delivery to improve the effectiveness and efficiency in the delivery of library programs and events across the five City of PAE Libraries.
- Review the Programming Framework, refine, and roll out across all branches ensuring a best practice approach to measuring the outcomes and effectiveness of library programs
- Review, and refine, the Library Services Marketing plan to increase and strengthen community engagement and use of the Libraries.
- Continue to develop and trial initiatives to take the library outside the Library walls to connect in different ways with new and existing users.

Budget Programs Funding this Section:

HBC - Libraries

Financial Information Library Service

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	8,276,400	8,343,800	8,377,800	8,543,600
Income	(924,700)	(949,300)	(951,100)	(929,000)
Net Operating	**7,351,700**	**7,394,500**	**7,426,700**	**7,614,600**
Non-operating				
Expenditure	2,999,500	2,014,800	1,962,300	323,900
Income	(12,200)	0	0	(21,800)
Net Non-operating	**2,987,300**	**2,014,800**	**1,962,300**	**302,100**
Net Program (Surplus)/Deficit	**10,339,000**	**9,409,300**	**9,389,000**	**7,916,700**

SCHEDULE OF PROPOSED LIBRARIES CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Enfield Library Furniture & Equipment			
Install Curtain into Community Room to store furniture	3,000		3,000
Picture Book Boxes		8,000	8,000
Whiteboards		2,000	2,000
Enfield Library Plant and Machinery			
Replacement of Vehicle (before deduction of trade in).		115,000	115,000
Greenacres Library Furniture & Equipment			
Blinds		4,000	4,000
Garden Shade	5,000		5,000
Parks Library Building			
New Parks Library - Signage Works	52,500		52,500
Parks Library Furniture & Equipment			
Furniture Renewal & Replacement		2,500	2,500
Port Adelaide Library Furniture & Equipment			
Local History Shelving		11,000	11,000
CD Shelving		7,000	7,000
Branded Marquee or similar for outreach	3,000		3,000
Semaphore Library Furniture & Equipment			
Air Curtain	4,300		4,300
Minor Furniture (Chairs & Tables)		3,000	3,000
Shelving Renewal		50,000	50,000
Semaphore Library Building			
Skara Semaphore Library - Sewage Pipes urgent Repairs		53,600	53,600
Total Cost of Proposed Capital	67,800	256,100	323,900

Community Health & Wellbeing

City Plan Themes Supported:

Our Purpose:

- We create, deliver and support evidence-based activities which build positive health and wellbeing among individuals and groups.

2019-2020 Key Activities:

- Expand our efforts to support neighbours connecting with each other through Neighbour Day, 'Stories From My Neighbourhood' and other initiatives.

Other Activities:

- Provide support, guidance and expert knowledge to create a shared understanding and evidence-based approach to healthy living, wellbeing science and building individual and community resilience.
- Strengthen and build community engagement in health and wellbeing activities through the Flourish Team. This team comprises of local residents interested in their own health and wellbeing and that of others in their community.
- Develop, deliver and evaluate initiatives to improve healthy living.

Budget Programs Funding this Section:

HBD - Health & Wellbeing

Financial Information Community Health & Wellbeing

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	294,500	264,400	264,400	280,200
Income	0	0	0	(400)
Net Operating	**294,500**	**264,400**	**264,400**	**279,800**
Non-operating				
Expenditure	0	0	0	0
Income	0	0	0	0
Net Non-operating	**0**	**0**	**0**	**0**
Net Program (Surplus)/Deficit	**294,500**	**264,400**	**264,400**	**279,800**

Customer Relations

City Plan Themes Supported:

Our Purpose:

- We deliver consistent, effective and high quality service to our community, providing quick resolution and management of enquiries.
- We create a captivating and memorable experience for visitors by providing information and access to local attractions, businesses and activities.

2019-2020 Key Activities:

- Improve customer experience by implementing an organisation-wide improvement plan focused on our customer experience commitments and 2018 - 2020 customer experience roadmap.
- Development and implementation of an Information Technology Strategy.

Other Activities:

- Listen to community complaints and objectively respond to the complaints.
- Identify continuous improvement opportunities with the objective to streamline processes for our community.
- Plan, coordinate and implement services programs and activities relevant to the City of PAE Tourism Strategy and action plan.
- Plan and implement destination marketing opportunities to enhance the visitor experience of the local area.

Budget Programs Funding this Section:

BED - Customer Service

HGB - Visitor Information Centre

Financial Information Customer Relations

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	1,975,900	1,964,900	1,951,100	1,970,400
Income	(47,100)	(67,100)	(67,100)	(47,500)
Deduct Allocated Costs	(1,275,400)	(1,275,400)	(1,275,400)	(1,290,100)
Net Operating	**653,400**	**622,400**	**608,600**	**632,800**
Non-operating				
Expenditure	15,000	15,000	15,000	0
Income	0	0	0	0
Net Non-operating	**15,000**	**15,000**	**15,000**	**0**
Net Program (Surplus)/Deficit	**668,400**	**637,400**	**623,600**	**632,800**

DEPARTMENT:

CORPORATE SERVICES

People & Culture

City Plan Themes Supported:

Our Purpose:

- We influence and improve organisational performance by building the capabilities of our people to better deliver services to our community.
- We develop a positive workplace that enables staff to achieve great outcomes for our community.
- We support learning and organisational development with a focus on systems and actions that have our people at their heart.
- We develop and promote systems and practices that support a culture where the safety of our staff and those we interact with are paramount.

2019-2020 Key Activities:

- Create confidence in Council by developing a workplace culture that enable staff to achieve great outcomes for our community.

Other Activities

- Implement policies and advice that guide the conduct of Council leaders in respect to its people management practices which are aligned to a constructive culture and that support community satisfaction with Council services.
- Provide leadership and guidance that will contribute to workplace where ER and IR practices are aligned to a constructive culture and that give the community confidence that is getting value for its rate dollars.
- Implementation of learning opportunities and development programs that builds the current and future capabilities of Council to deliver services to our community
- Implement a recruitment and selection practices that will support the appoint of the most meritorious candidates and position Council as an Employer of Choice in the labour market.
- Coach and advise our leaders to assist them to lead teams to develop a constructive culture that supports performance improvement.
- Continuously improve WHS systems and culture that will maximize safety in the workplace and support team members to return to work.

- Develop opportunities for collaboration across Council's to utilise shared resources and improve services to our community.
- Contribute to initiatives that support and improve the physical and psychological health of Council staff.
- Provide remuneration and data integrity functions to give transparency to the community and build their confidence in Council's financial administration.

Budget Programs Funding this Section:

BCA - Risk - WHS & Injury Management

BDA - Human Resource Management

Financial Information People & Culture

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	1,664,200	1,666,100	1,666,100	1,592,700
Income	(815,100)	(978,500)	(978,500)	(944,000)
Deduct Allocated Costs	(849,900)	(849,900)	(849,900)	(647,100)
Net Operating	**(800)**	**(162,300)**	**(162,300)**	**1,600**
Non-operating				
Expenditure	24,500	0	0	0
Income	(16,400)	(17,300)	(17,300)	0
Net Non-operating	**8,100**	**(17,300)**	**(17,300)**	**0**
Net Program (Surplus)/Deficit	**7,300**	**(179,600)**	**(179,600)**	**1,600**

Governance

City Plan Themes Supported:

Our Purpose:

- We aim to provide assurance to the community that rate dollars are managed effectively and efficiently to deliver community good, through procurement, risk management and audit activities.
- We support good decision making by Council and its staff by balancing the legislative requirements with community interest and need.
- We listen and respond to community feedback through effective community engagement, management of Public integrity profile and Corporate Planning.

2019-2020 Key Activities:

- Conduct a review of Council's direction and context to its work for the community as contained in the City Plan.
- Continue to improve transparency and engagement with our community and enable Council to develop a Social Licence Approach by building trusting relationships with our stakeholders.

Other Activities:

- Continue to facilitate a procurement process which enables Council to manage risk associated with the delivery of services or programs and find opportunities for efficiencies.
- Deliver an effective corporate planning function which supports well-considered decision-making structures, and enables the Council and organisation to achieve great outcomes for the community, balancing all requirements.
- Deliver a risk and insurance function which identifies and manages risks (and their impact) which may potentially impact on achieving our desired outcomes for the community.
- Deliver governance services to Council and Administration which helps ensure our plans, decisions and actions are ethically sound, legislatively compliant, efficient and in the best interest of the community.
- Implement the organisation's internal audit plan providing assurance to management and Council that services, facilities and programs are assessed,

monitored and reported on for their compliance, effectiveness and appropriateness.

- Help ensure our community engagement practices enable the community to have valuable input into decision making of Council , builds trust and enables Council to deliver its services, facilities and programs in the most effective way.

Budget Programs Funding this Section:

EAB - Governance - Elected Members

HBE - Governance - Administration

Financial Information Governance

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	4,183,900	4,282,400	4,274,000	3,889,900
Income	(16,000)	(16,000)	(16,900)	(12,800)
Net Operating	**4,167,900**	**4,266,400**	**4,257,100**	**3,877,100**
Non-operating				
Expenditure	103,800	136,000	131,900	115,900
Income	(12,800)	(58,700)	(58,900)	(21,500)
Net Non-operating	**91,000**	**77,300**	**73,000**	**94,400**
Net Program (Surplus)/Deficit	**4,258,900**	**4,343,700**	**4,330,100**	**3,971,500**

SCHEDULE OF PROPOSED GOVERNANCE ELECTED MEMBERS CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Governance General Building			
PAE Town Hall - Energy Efficient Lighting Upgrades		72,900	72,900
Total Cost of Proposed Capital	0	72,900	72,900

SCHEDULE OF PROPOSED GOVERNANCE ADMINISTRATION CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Plant and Machinery Governance Administration			
Replacement of Vehicle (before deduction of trade in)		37,000	37,000
Gen Admin Furniture & Equipment Governance Administration			
Office Fitout - Purchase & Installation of New Office Furniture	6,000		6,000
Total Cost of Proposed Capital	6,000	37,000	43,000

City Development

City Plan Themes Supported:

Our Purpose:

- We help create economic, social and environmental value for the organization and our City, now and into the future by providing strategic advice, prepare plans and deliver programs.
- We create partnerships with our community, businesses and others to address shared strategic priorities.
- We help create great developments, public spaces, facilities and healthy communities through relevant urban design, planning and major project advice.
- We promote the City of PAE's strengths that form its character, such as its services, events, projects and functions to inspire the community and beyond to make PAE their destination of choice.
- We communicate information about Council's activities and opportunities for the Community.

2019-2020 Key Activities:

- Encourage regional jobs growth and increased GDP by working in regional partnerships with State Government, western and northern Councils and businesses.
- Continue to drive Council's Business Friendly agenda by ensuring business are treated fairly, respectfully and in a timely manner.
- Support the growth of the defence manufacturing sector in the City of Port Adelaide Enfield, by working closely with defence businesses and contactors and encouraging local business opportunities.
- Deliver the Lefevre Air Quality Monitoring Project in partnership with the EPA.
- Advocate and promote opportunities for the preservation and conservation of building and waterfront precincts with a balance of development versus heritage protection.

- Complete tree canopy mapping, target setting and action planning as part of the Greening Our City initiative.
- Strengthen involvement in caring for the environment by working with the community in the Environmental Community Program.
- Continue to respond to changes in natural resource management legislation (Landscapes SA statutes).
- Complete the review of the Open Space Strategy allowing equitable distribution of facilities.
- Complete the Active Recreation Facilities Needs Analysis
- Progress priority council, developer funded and Ministerial DPAs
- Promote Council's objectives in all urban projects
- Deliver a program with staff that outlines how we communicate the PAE brand and messaging to ensure that Council continually presents as a fresh, vibrant Council that leads the way for its community.
- Continue to respond to changes in planning legislation (Planning, Development and Infrastructure Act 2016)

Other Activities:

- Continue to support local small business through the support of the Adelaide Business Hub Business Incubator and business support services
- Continue to build relationships with our business community by engaging, informing and supporting networks including the North West Business Alliance and Western Business Leaders networks.
- Support the local economy by implementing Council's Tourism Plan and hosting relevant Port Adelaide Enfield tourism industry networking opportunities.
- Actively target new businesses and attract investment into the region to continue to grow the local economy by using the competitive advantages that the City of Port Adelaide Enfield has.
- Support the growth of nature based tourism and green industries in the City.
- Ensure Council's decisions are based on sound research, analysis and social planning, including the use of demographic information.
- Promote the protection, celebration and respect for the City's built and cultural heritage through the delivery of the Living Landscapes Initiative in collaboration with arts, heritage and environmental groups.
- Implement the AdaptWest in Action three year action plan in partnership with Cities of Charles Sturt and West Torrens
- Implement priority actions from the Water and Energy Efficiency Plan
- Develop strategic framework to guide council's roles and responsibilities and priorities in coastal protection and management
- Create exciting neighborhoods through partnerships on major urban developments such as the Port Adelaide Renewal Projects and Kilburn Blair Athol redevelopment
- Provide urban planning and urban design advice on relevant projects and programs.
- Monitor the outcomes of the Smart Cities Pilot Projects and explore opportunities to expand further Smart Cities projects.
- Continue to implement Council's Communications and Marketing Action Plan

- Continue to focus on the development of Council's overall media and communications, promoting events, programs and services via both traditional, digital and social media platforms.
- Continue to grow the City of PAE brand and its associated sub-brands.

Budget Programs Funding this Section:

BEC - Media, Marketing & Communication
BHA - Strategic Planning
CCA - Urban Development
CDA - Economic Development

Financial Information City Development

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	3,180,400	3,309,700	3,277,200	3,004,300
Income	(115,100)	(84,000)	(96,000)	(48,600)
Deduct Allocated Costs	(850,100)	(850,100)	(850,100)	(717,100)
Net Operating	**2,215,200**	**2,375,600**	**2,331,100**	**2,238,600**
Non-operating				
Expenditure	0	0	0	37,000
Income	0	0	0	(21,400)
Net Non-operating	**0**	**0**	**0**	**15,600**
Net Program (Surplus)/Deficit	**2,215,200**	**2,375,600**	**2,331,100**	**2,254,200**

SCHEDULE OF PROPOSED STRATEGIC PLANNING CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Plant and Machinery Strategic Planning			
Replacement of Vehicle (before deduction of trade in).		37,000	37,000
Total Cost of Proposed Capital	0	37,000	37,000

Finance

City Plan Themes Supported:

Our Purpose:

- We help ensure Council is financially sustainable to meet community needs through the administration of Councils financial affairs in accordance with the Local Government Act and Financial Regulations.
- We manage activities relating to the rates income of Council in order to fund community projects and asset infrastructure needs of the community.
- We provide land and property valuation information to Council and the community.

2019-2020 Key Activities:

- This section will continue to deliver ongoing service with a focus on improvement and best practice.

Other Activities:

- We will continue to reform and improve our budget process to deliver community needs.
- Draw down and repayment of loan funds in accordance with Council's Treasury Management Policy.
- Manage Council's Accounts Payable and Accounts Receivable system.
- Apply street naming and numbering in accordance with section 219 & 220 of the Local Government Act 1999.
- Maintain Council's voters roll.
- Manage Councils Asset portfolio in accordance with Australian Accounting Standards and Financial Regulations.
- Prepare and adopt the Annual Business Plan, Long Term Financial Plan and Annual Financial Statements for Council.
- Collect Councils rate revenue in accordance with Chapter 10 of the Local Government Act 1999 and Council Policy.
- Compile and comply with external financial regulators for the lodgement of Councils GST and FBT obligations.

Budget Programs Funding this Section:

BEE - Rates Administration
BFA - Financial Management
BGA - Treasury Management - Reserves, Sinking Fund
BGB - Treasury Management - Provisions
BGC - Asset Management - Work In Progress (WIP)
BGD - Budget Efficiency Dividend
BGE - Treasury Management - Loans & Finance Leases
BGF - Rates
CAB - Valuations

Financial Information Finance

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	7,443,100	7,458,600	7,428,600	8,129,600
Income	(107,862,300)	(108,896,400)	(109,286,400)	(112,763,100)
Deduct Allocated Costs	(3,303,400)	(3,303,400)	(3,303,400)	(3,354,500)
Net Operating	**(103,722,600)**	**(104,741,200)**	**(105,161,200)**	**(107,988,000)**
Non-operating				
Expenditure	2,107,000	2,137,900	2,137,900	758,800
Income	(50,970,500)	(41,967,800)	(42,001,800)	(38,588,600)
Net Non-operating	**(48,863,500)**	**(39,829,900)**	**(39,863,900)**	**(37,829,800)**
Net Program (Surplus)/Deficit	**(152,586,100)**	**(144,571,100)**	**(145,025,100)**	**(145,817,800)**

SCHEDULE OF PROPOSED TREASURY MANAGEMENT - LOANS AND FINANCE LEASES CAPITAL

DETAILS		TOTAL
Debenture Loan Principal Working Capital Accrual		
Represents Accrued Principal as at June 30, 2020		758,800
Total Cost of Proposed Capital		758,800

SCHEDULE OF PROPOSED TREASURY MANAGEMENT - RESERVES, SINKING FUNDS AND TRUSTS

FUND	APPROPRIATIONS TO	EXPROPRIATIONS FROM	NETT APPROPRIATION
Reserve Funds			
John Hart Reserve Fund	17,200	0	17,200
Committed Projects Reserve Fund	0	(2,524,700)	(2,524,700)
TOTALS	17,200	(2,524,700)	(2,507,500)

Corporate Information

City Plan Themes Supported:

Our Purpose:

- We deliver effective outcomes for the organisation and community by providing secure, reliable, available and well performing and maintained computing infrastructure and networks.
- We help the organisation deliver value on the rate dollar through the continuous review of our processes and automation solutions.
- We help ensure the organisation better understand our community through reliable location-based information.
- We support the management of Council's records and records management processes for efficient and accountable government.

2019-2020 Key Activities:

- Create a robust blueprint of how technology supports and shapes the organisation's operations and services through the development of an IT Strategy.

Other Activities:

- Ensure corporate systems are available 98% of business hours.
- Provide responsive service for high priority IT Help Desk calls.
- Provide a responsive out of hours IT support Service. Out of normal hours priority support calls, as defined in the local work agreements, to be responded to within one hour.
- Upgrade/replace leased equipment in accordance with procurement plan.
- Create, Capture, Control and Maintain, incoming, internal and outgoing, electronic and had copy corporate records in an effectively and timely manner.
- Ensure all ECM System Maintenance activities are up to date, System Governance arrangements are being adhered to and currency, relevance and accessibility of content.
- Provide Advice and Training on ECM usage and appropriate Information and Records Management practices.

- Provide assistance through the Freedom of Information process and other legislative investigations that may arise.
- Printing and delivery of Agenda's and minutes for Council, DAP and section 41 committee meetings.
- Ensure all Records Management System maintenance activities are up to date. This includes provision of appropriate system access and security, relevant indices and folders, effective workflow and QAP operations.
- Effective information knowledge management, ECM training programs and contingencies for responsibilities.

Budget Programs Funding this Section:

BEA - Information Technology

BEB - Information Management

Financial Information Corporate Information

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	4,360,700	4,365,700	4,365,700	4,543,900
Income	(30,100)	(48,900)	(48,900)	(32,900)
Deduct Allocated Costs	(4,703,400)	(4,703,400)	(4,703,400)	(4,490,800)
Net Operating	**(372,800)**	**(386,600)**	**(386,600)**	**20,200**
Non-operating				
Expenditure	1,109,800	1,109,800	224,800	1,015,000
Income	0	0	0	0
Net Non-operating	**1,109,800**	**1,109,800**	**224,800**	**1,015,000**
Net Program (Surplus)/Deficit	**737,000**	**723,200**	**(161,800)**	**1,035,200**

SCHEDULE OF PROPOSED INFORMATION TECHNOLOGY CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Gen Admin Furniture & Equipment Data Processing			
Replacement Batteries for UPS (Civic Centre)		50,000	50,000
Disaster Recovery Replacement		80,000	80,000
PABX - Replacement		100,000	100,000
Qmaster / Call Queuing - Replacement		50,000	50,000
UPS at Kilburn Depot - Replacement		15,000	15,000
Network Routers - Replacement		40,000	40,000
VM Client Hardware - Replacement		80,000	80,000
Tape Library - B Unit - Replacement		20,000	20,000
Audio Visual - Town Hall - Replacement		8,000	8,000
Audio Visual - Depot - Replacement		4,000	4,000
Replacement of Monitoring and Alarms for Computing Facilities		60,000	60,000
Mobile Solution		90,000	90,000
Gen Admin Software Purchases Data Processing			
RM Module (Minute Manager) - Replacement		40,000	40,000
Upgrade Technology One - CIA Migration		350,000	350,000
Server Licenses (Online Services)		28,000	28,000
Total Cost of Proposed Capital	0	1,015,000	1,015,000

DEPARTMENT:

CITY ASSETS

Design, Construction & Transport

City Plan Themes Supported:

Our Purpose:

- We help improve accessibility and safety for our community through the delivery of well- designed and constructed infrastructure.

2019-2020 Activities:

- Improved road safety in the community through the implementation of Local Area Traffic Management Plans for Rosewater and designs for Greenacres and Northfield.
- Prepare an Integrated Movement Strategy for the City.

Other Activities:

- Provide safe and accessible neighbourhoods with well-planned and constructed roadways.
- Improve street safety through provision of effective and efficient street lighting.
- Protecting the community from the flooding effects of rainfall events by providing an improved stormwater drainage network.
- Provide safe and accessible roads with improved economic outcomes through the delivery of prioritised traffic management plans and the Bicycle Plan projects.
- Deliver a safe and accessible footpath network for the community through replacing and upgrading footpaths across the City in line with the detailed audit and results and risk analysis.
- Focus on delivering projects and commitments to the community.

Budget Programs Funding this Section:

GAB - Roadways - Construction
GCB - Footways - Construction
GDB - Storm Water Drainage - Construction
ICB - Traffic Management - Capital
IDA - Infrastructure - Power & Lighting

Financial Information Capital Works and Transport

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	2,897,200	2,897,200	2,897,200	3,276,400
Income	(5,063,900)	(5,367,800)	(4,235,900)	(4,456,100)
Net Operating	**(2,166,700)**	**(2,470,600)**	**(1,338,700)**	**(1,179,700)**
Non-operating				
Expenditure	29,194,500	29,056,900	27,013,400	29,452,400
Income	0	0	0	0
Net Non-operating	**29,194,500**	**29,056,900**	**27,013,400**	**29,452,400**
Net Program (Surplus)/Deficit	**27,027,800**	**26,586,300**	**25,674,700**	**28,272,700**

SCHEDULE OF PROPOSED FOOTWAY CONSTRUCTION

DETAILS	NEW	REPLACED	TOTAL
Aberdeen Ave, Holden Hill		7,000	7,000
Adhoc Customer Requests, Various		100,000	100,000
Andrea Way (from Torrens Reserve to First Ave), Klemzig		150,000	150,000
Blackburn St, Kilburn		28,000	28,000
Churchill Rd (sections) - eastern side, Blair Athol		52,300	52,300
Cookes Rd, Windsor Gardens		30,000	30,000
Craig St, Greenacres		45,000	45,000
Creswell Rd, Largs Bay	73,900		73,900
Crozier St, Port Adelaide		50,000	50,000
DDA Compliance and Bus Stop	245,000	105,000	350,000
Delhi Ave Reserve		150,000	150,000
Dragon St, Hillcrest (front of SAPN Subsation)	30,000		30,000
Essex Cres, Croydon Park		30,000	30,000
Estella St, Osborne	45,000		45,000
Farnborough Ave, Oakden		124,800	124,800
Flinders Road Reserve		115,000	115,000
Floriedale St, Greenacres		20,000	20,000
Fosters Rd, Northgate (Swandbourne to GJ Road)	83,300		83,300
Grand Junction Rd, Wingfield (Dunstan road to bus stop 25G)	70,000		70,000
Grand Junction Rd, Blair Athol (Prospect Road to Dover Street)		132,000	132,000
Grand Junction Rd, Rosewater (Railway line to Rosewater Tce)		272,500	272,500
Hargrave St, Peterhead		32,500	32,500
Henry St, Rosewater		20,000	20,000
Hope St, Hampstead Gardens		8,000	8,000
Jetty Rd, Largs Bay		50,000	50,000
Karrata St, Gilles Plains		10,500	10,500
Lassie Ave, Windsor Gardens		35,000	35,000
Liddon Pl, Port Adelaide		18,000	18,000
Military Rd, Osborne (Strathfield Tce to Roy Marten Reserve)	167,500		167,500
Montpelier Sq, Port Adelaide		25,000	25,000
Munster Rd, Windsor Gardens		8,000	8,000
Naweena Rd, Regency Park Stage 1	250,000		250,000
Percy St, Semaphore		30,000	30,000
Ramsay Ave, Hillcrest (front of SAPN Substation)	25,000	5,000	30,000
Regency Rd, Regency Park (from Days Road to South Road)	75,000		75,000
Roy Amer Reserve, Oakden		125,000	125,000
Snell St, Hillcrest		20,300	20,300
St Vincent St, Port Adelaide (Lipson to Todd Street)		120,000	120,000

Tapleys Hill Rd, Queenstown		38,000	38,000
Tarton Rd, Holden Hill	25,000	5,000	30,000
The Parkway , Klemzig		44,200	44,200
Townsend St, Ottoway		35,000	35,000
Trent Ave, Klemzig		82,600	82,600
Wakehurst Ave, Oakden		8,000	8,000
Wills St, Peterhead		12,000	12,000
Windsor Grove (NE Rd to McLaughlin), Klemzig		117,900	117,900
Wingate St, Greenacres		28,100	28,100
Total Cost of Proposed Construction	1,089,700	2,289,700	3,379,400

SCHEDULE OF PROPOSED ROADWAY CONSTRUCTION

DETAILS	NEW	REPLACED	TOTAL
Reconstruction			**3,390,000**
Rellum Rd, Greenacres – Floriedale Rd To Foster Rd		560,000	
Flinders Rd, Hillcrest – Gascoyne Avenue To Nestor St		870,000	
Norseman Ave, Hillcrest – Culgoa St To Hood St		620,000	
Hender Ave, Klemzig – Mclauchlan Rd To End		585,000	
Conservatory Cct, Oakden – Victoria Dr To Conservatory Cct		755,000	
Deep Lift		**3,295,000**	**3,295,000**
Glenroy Avenue, Gilles Plains – Lyndon Ave To Lurline Ave			
Floriedale Rd , Greenacres – Muller Rd To Rellum Rd			
County St, Hillcrest – Flinders Road To Voss St			
Dauntless St, Hillcrest – North East Rd To Ramsay Ave			
Queensborough Ave, Hillcrest – Fosters To Melville			
Osborne Rd, North Havern – Victoria Rs to Sir Ross Smith Ave			
Lipson St, Port Adelaide – Russell To Southern End			
Webb St, Queenstown – Port To Old Port			
Reseal		**6,215,000**	**6,215,000**
Clifton St, Blair Athol – Warren Ave To Main North Road			
Chaucer St, Clearview – Kent Ave To Hampstead Rd			
Corconda St, Clearview – Bowey Ave To Hampstead Rd			
Gordon Avenue, Clearview – Kent Ave To Hampstead Rd			
Port Wakefield Rd, Gepps Cross – Kerbing			
Lurline Ave, Gilles Plains – NER To Glenroy			
Milbank Ave, Gilles Plains – Lurline Ave To Cameron Ave			
Craig St, Greenacres – Birdwood Rd To Floriedale Rd			
Rellum Rd, Greenacres – Birdwood Rd To Floriedale Rd			
Wootten St, Greenacres – Karoomba Ave To Manoora St			
Culgoa St, Hillcrest – Norseman Ave To Burdekin Ave			

Douglas Ave, Hillcrest – Foster Rd To Hawkins Ave
Gray St, Hillcrest – Fosters To County
Nepal St, Hillcrest – Gascoyne to Burdekin -
Chicago St, Kilburn - Gladstone to End
Galway St, Kilburn - Churchill Rd to Miranda St
Sunnybrae Ave, Kilburn - Churchill Rd to Brunswick St
Joyce Ave, Klemzig - Fife St To Rex Ave
Rex Ave, Klemzig - Fife St To Swan Ave
Swan Ave, Klemzig - Rex Ave To Culdesac
Antony St, Oakden - Conservatory Cct To Hilltop Dr
Benthall Ave, Oakden - Hedge Row To End
Bristol Tce, Oakden - Knightsbridge Tce To End (West)
Craigside Ct, Oakden - Conservatory Cct To End
Hedge Row, Oakden - Park Terrace To Hinton Mews
Hidcote Cct, Oakden – Dovecote St To Acorn Pde
Hinton Mews, Oakden – Hedge Row To End
Holts Ct, Oakden – Conservatory Cct To End
Little Moreton Ct, Oakden – Parkview Dr To End
Standen Ct, Oakden – Little Moreton Ct To End
Victoria Dr, Oakden – Hanbury to End
Swan St, Semaphore - Military Rd To Esplanade
Dimboola St, Taperoo - Victoria Road To Kanimbla St
Kanimbla St, Taperoo - Seabourne Rd To Kenmare St
Nyora Cres, Taperoo - Dimboola St To Kanimbla St
Seaborne Rd, Taperoo - Mersey Rd To Victoria Rd

Road Design		**200,000**	**200,000**
Total Cost of Proposed Construction	0	13,100,000	13,100,000

Council has proposed a budget for $13,100,000 for the 2019 – 2020 capital works road program.
If Council delivers the above capital works program under budget, some of the listed roads below will be added to the 2019 – 2020 program taking into account Councils road audit scheduled for completion late 2019 which may identify additional roads as a priority for renewal.

SCHEDULE OF PROPOSED ADDITIONAL ROADS

DETAILS
Watson Ave, Broadview – Hampstead To Day
Alexander Ave, Devon Park – Bolingbroke To Exeter
Exeter Tce, Devon Park – Bedford To Simpson
Coker St, Ferryden Park – Macrostie To Invermay
Leith St, Ferryden Park – Sutherland To Orkney
Sutherland Rd, Ferryden Park – Willoughby To Ridley
York Tce, Ferryden Park – Coker To Third
Eighth Ave, Woodville Gardens – Hanson To Humphries
Seventh Ave, Woodville Gardens – Danvers To Humphries
The Parkway, Woodville Gardens – Seventh To Fifth

SCHEDULE OF PROPOSED DRAINAGE CONSTRUCTION

DETAILS	NEW	REPLACED	TOTAL
Anthony St Stage 2 Continuation - Lateral Drain Military Rd to Foreshore		123,200	123,200
Carlisle PS Overhaul Carlisle P2 P3		40,000	40,000
Cheapside St, Largs North - Lateral Drain Detailed Design		65,000	65,000
Dover St, Blair Athol - Construction of detention basin - Stage 1	1,000,000		1,000,000
Fencing Drainage Reserves		20,000	20,000
Finsbury Detention Basin - continuation of construction	426,500		426,500
Fletcher Rd, Largs Bay - Replace pipe from Centre St to Junction St due to collapse		450,000	450,000
Forward planning detailed designs - capital projects		100,000	100,000
Goldsworthy Rd, Ethelton - Continuation of lateral drainage project - Stage 2 & 3	750,000	750,000	1,500,000
Hack St, Port Adelaide - detailed design of additional pump installation		100,000	100,000
Hargrave St, Largs Bay Side Entry Pits and cross connections (13 off)	400,000		400,000
Henry St - Stage 1 A continuation of extension to new development	500,000		500,000
Jetty Rd, Largs Bay - Stage 2 detailed design		80,000	80,000
Kalgoorlie Rd, Largs Bay - Replacement of crushed pipe from SEP on Esplanade to outlet		40,000	40,000
Klingberg Outlet, North Haven - GPT and Flap Gate Design (Tideflex Valve)	150,000	100,000	250,000
Kolapore Ave, Largs North detention basin detailed design		75,000	75,000
Lefevre SMP - Hamilton Ave - Detailed Design		100,000	100,000
Localised Flood Mitigation Fund for adhoc projects		200,000	200,000
Lulu St PS Switchboard and generator		250,000	250,000

Mersey Rd PS Manifold re-coatings & replacement of rear steel platforms		130,000	130,000
Mersey Rd Pump Station Works	305,400	140,000	445,400
Military Rd, Largs Bay - Continuation of Anthony St project	390,000	910,000	1,300,000
NAE - Continuation of Channel detailed design (Grand Junction Road to railway bridge)		130,000	130,000
NAE - Rushworth Basin - Required for Kilburn / Blair Athol Urban Renewal	422,700		422,700
NAE - State Sports Park Detention Basin Construction & Diversion	59,500		59,500
Newhaven WWPS - Upgrade Sewer Treatment Plant for Disposal		275,700	275,700
Nile and Nelson St, Port Adelaide - Replacement of pipe and junction box at intersection		100,000	100,000
Osborne Rd Tidal valve - detailed design		40,000	40,000
Pittwater Dr, Windsor Gardens - Re-establishment of outlet to Torrens		50,000	50,000
Princes St, Port Adelaide - stormwater lateral drain extension	800,000		800,000
PS Various Pump upgrades and overhauls		100,000	100,000
Range Rd Wetland - TRDA - Clearing Excess Vegetation & Debris		20,000	20,000
Soakage Pits - Upgrades - Taperoo (2 off)	600,000		600,000
Stanfield Ave, Windsor Gardens - Replacement of pipe (due to pipe collapse) between SEP's		30,000	30,000
Total Cost of Proposed Construction	5,804,100	4,418,900	10,223,000

SCHEDULE OF PROPOSED TRAFFIC MANAGEMENT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
All Traffic Control Const Hazardous Locations	200,000		200,000
Black Spot Projects	100,000		100,000
Enfield Central Area LATM Const Traffic Works	50,000		50,000
Enfield North Area LATM Const Traffic Works	50,000		50,000
Enfield South LATM Traffic Works	150,000		150,000
Greenacres Area LATM Const Traffic Works	600,000		600,000
Local Area Bike Plan Construction	350,000		350,000
Northfield Area LATM Traffic Works - Stage 1 & 2 (East & West of Rowe Ave)	700,000		700,000
Rosewater Area LATM Const Traffic Works	550,000		550,000
Total Cost of Proposed Construction	2,750,000	0	2,750,000

Infrastructure Assets Maintenance

City Plan Themes Supported:

Our Purpose:

- We promote accessibility and safety across the city by maintaining infrastructure, such as roads, footpaths and drainage.
- We help the organisation deliver vital services and projects through the effective and efficient procurement and maintenance of Council's plant and equipment.

2019-2020 Key Activities:

- Ensure the city is safe from flooding in storm events by effectively maintaining our open channels, pump stations and drainage pits.
- Effective management and renewal of our infrastructure networks by undertaking a condition audit of our road network as well as the condition and valuation of bridges, bus shelters and rail crossings.
- Ensure that our assets are meeting the demand of our City users through effective assessment and updating of our Asset Management Plans.
- Explore opportunities to improve efficiency in road maintenance though service reviews.

Other Activities:

- Promote safe and equitable access to places across the city by upgrading pedestrian ramps to meet Disability Discrimination Act compliance.
- We will continue to deliver excellent customer service by.
- Responding to customer requests, which includes roads, footpaths, signage, stormwater, within agreed service levels (target = 85%).
- Ensure the effective and efficient maintenance of our plant and equipment through the deliver our annual fleet management program.
- Focus on delivering projects and commitments to the community.

Budget Programs Funding this Section:

GAC - Roadways - Maintenance (Pavement)
GBB - Roadways - Maintenance (Kerb & Water Tab
GCC - Footways - Maintenance
GDC - Storm Water Drainage - Maintenance
GEC - Plant & Machinery
GFA - Operational Support
GFB - Infrastructure Support
IBC - Parking - Facilities
ICC - Traffic Management - Maintenance

Financial Information Infrastructure Assets and Maintenance

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	32,758,500	33,103,500	32,776,000	33,058,500
Income	(910,900)	(1,073,900)	(1,173,200)	(1,187,600)
Net Operating	**31,847,600**	**32,029,600**	**31,602,800**	**31,870,900**
Non-operating				
Expenditure	1,721,400	2,646,700	2,706,500	2,493,100
Income	(295,900)	(295,900)	(325,700)	(574,100)
Net Non-operating	**1,425,500**	**2,350,800**	**2,380,800**	**1,919,000**
Net Program (Surplus)/Deficit	**33,273,100**	**34,380,400**	**33,983,600**	**33,789,900**

SCHEDULE OF PROPOSED OPERATIONAL SUPPORT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Indirect Depot Kilburn - Building			
Kilburn Depot Office & Workshop - Repairs & Paint, Store - General Repairs		82,700	82,700
Indirect Depot Rellum - Building			
Rellum Rd Depot Office - Stage 2 (Design) - New Office & Amenities / Warehouse Facility and Repairs & Lighting Upgrades		85,800	85,800
Indirect Depot Willochra - Building			
Willochra Depot Buildings - General Repairs & Paint		27,500	27,500
Total Cost of Proposed Capital	0	196,000	196,000

SCHEDULE OF PROPOSED INFRASTRUCTURE SUPPORT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Works Capital Minor Plant			
Replacement of Minor Plant	6,000	42,600	48,600
Works Capital Plant and Machinery			
Replacement of Vehicles (before deduction of trade in).		70,000	70,000
Total Cost of Proposed Capital	6,000	112,600	118,600

SCHEDULE OF PROPOSED PLANT AND MACHINERY CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Plant and Machinery Capital			
Replacement of Vehicles & Heavy Plant (before deduction of trade in).		2,178,500	2,178,500
Total Cost of Proposed Capital	0	2,178,500	2,178,500

Parks & Gardens

City Plan Themes Supported:

Our Purpose:

- We help our community to socialise, play sports and connect with the City by providing and maintain clean streets and open spaces.
- We enhance our City's environment for our present and future community through the effective maintenance of our open spaces, wetlands, beaches and streetscapes.

2019-2020 Key Activities:

- Deliver great open spaces for the community through the delivery of our Open Space Plan commitments which includes, but not limited to, upgrade of irrigation and playgrounds.
- Look for opportunities to improve operational efficiencies in the area of parks and reserve maintenance.

Other Activities:

- Continue to deliver an effective urban forest management program making the city more liveable.
- Maintain the presentation of our streetscapes through the effective and efficient delivery of our street sweeping, verge cutting, and hard rubbish collection programs.
- Ensure our open spaces encourage our community to become more active and connected.
- Focus on delivering projects and commitments to the community.

Budget Programs Funding this Section:

CBA - Private Works
DCB - Street Care - Tree Planting
DCC - Street Care - Tree Maintenance
DCD - Street Care - Grass Control
DCE - Street Care - Street Cleaning
HAC - Sport & Rec (Active) - Capital
HAD - Sport & Rec (Active) - Maintenance
HAE - Sport & Rec (Passive) - Capital
HAF - Sport & Rec (Passive) - Maintenance
HFB - Foreshore - Capital
HFC - Foreshore - Maintenance

Financial Information Parks and Gardens

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	24,601,100	24,744,300	24,988,300	25,930,600
Income	(211,100)	(554,000)	(679,000)	(218,800)
Net Operating	**24,390,000**	**24,190,300**	**24,309,300**	**25,711,800**
Non-operating				
Expenditure	8,876,000	10,161,500	9,913,600	7,307,700
Income	0	0	0	(4,609,600)
Net Non-operating	**8,876,000**	**10,161,500**	**9,913,600**	**2,698,100**
Net Program (Surplus)/Deficit	**33,266,000**	**34,351,800**	**34,222,900**	**28,409,900**

SCHEDULE OF PROPOSED FORESHORE – CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Foreshore - Construction Infrastructure			
Largs Bay Foreshore - Playspace Fence Replacement & Refurbish Shelter		90,000	90,000
Semaphore Foreshore - Irrigation Replacement / Replace Furniture / Repair Uprights & Reventment Wall	35,000	635,000	670,000
North Haven Reserve - Replace Carpark Wheel Stops		30,000	30,000
Foreshore - Buildings			
Train Shelter Semaphore - Replace Shelter Structure		139,400	139,400
Total Cost of Proposed Capital	35,000	894,400	929,400

SCHEDULE OF PROPOSED SPORT & REC. (ACTIVE) CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Parks & Gardens Improvements			
Branson Ave Reserve - Reseal Tennis Courts		150,000	150,000
Duffield Reserve - Refurbish Shelter & Seats and Replace Rubber Softfall		35,000	35,000
Duncan Fraser Reserve - Sports Lighting Replacement		391,600	391,600
Eastern Parade Reserve - Replace Fencing		110,000	110,000
Eric Sutton - Sports Lighting Replacement		250,000	250,000
Kapoola Reserve - Design and Consult on Reserve Upgrade	65,000		65,000
Klemzig Recreational Reserve - Reseal Tennis Courts		150,000	150,000
LeFevre Reserve - Undertake Skate Park Lighting Design	21,000		21,000
Laurie Knight Reserve - Design and Consultation on Court Sports Lighting and Carpark Surfacing	50,000		50,000
Nazer EP Reserve - Replace Pump Shed, Concrete Floor & Pump		25,000	25,000
Regency Park Reserve - Replace Playspace Rubber Softfall		211,000	211,000
Smith Edward Reserve - Irrigation Replacement		100,000	100,000
St Albans Reserve - Reseal Tennis Courts and Replacement of Long Jump Rubber and Drainage		205,000	205,000
Playspace Upgrade - To be determined		165,000	165,000
Building Improvements			
Alberton Oval Kiosk Scoreboard Clock - Structural Repairs Per Engineer Report		53,600	53,600
Clearview Bowling Club - Air Conditioning Upgrade	10,400	43,200	53,600

Clearview Tennis / Enfield Athletics - Structural Report on External Stairs & Tile Repairs		10,900	10,900
Eastern Parade Clubrooms - Kitchen Works & Rusted Water Mains Feed		42,900	42,900
Greenacres Football Clubrooms (Grand North Tavern) - Stage 2 (Design) - Refurbishment 2 X Changerooms under existing Roof		98,100	98,100
John Hart Reserve Port Adelaide Hockey Club Change Room	114,200		114,200
Largs North Reserve - Air Conditioning and Verandah Replacement, Safe Roof Access Improvements and Urgent Structural Masonry & Steel Repairs	42,900	63,600	106,500
Millbank Tennis - DDA Accessibility Upgrades	42,900		42,900
Polonia Reserve - Improve Exit Paths, Emergency Lighting & Access through Main Entry		17,300	17,300
Port Adelaide Little Athletics Clubrooms - (Alan Iversen Reserve) Fist Stage Redevelopment, Design & Internal Painting		60,600	60,600
Portland Sports & Social - Shower & Toilet Partition System	16,100		16,100
SA Cycling Federation Clubroom - Kitchen Upgrades & Accessible Toilet		37,500	37,500
Target Rifle Range - Flooring Covering Replacement		48,300	48,300
Thomas Turner Reserve (West) Toilets - Stage 3 (Construction) - Refurbishment Of Building		69,700	69,700
Total Cost of Proposed Construction	362,500	2,338,300	2,700,800

SCHEDULE OF PROPOSED SPORT & REC. (PASSIVE) CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Charles ER Reserve - Investigate and Design Bridge	95,000		95,000
Delhi Avenue Reserve - Upgrade 3 on 3 Basketball		35,000	35,000
Haddington Reserve - Investigate and Design Bridge	95,000		95,000
Harry Wierda Reserve - Replace Park Seating and Refurbish Shelter		55,000	55,000
Jack Watkins Reserve - Replace Irrigation Pump and Plantings		170,000	170,000
Kilburn Blair Athol Town Square	2,000,000		2,000,000
National Estate Timeball Tower - Paving and Landscaping	55,000		55,000
One & All Drive Reserve - Replace Fencing & Irrigation		12,500	12,500
Peter McKay Reserve - Irrigation Replacement	55,000	135,000	190,000
River Torrens Linear Park - Investigation and Design for Pedestrian Lighting	60,000		60,000
Roy Amer Reserve - Upgrade Pedestrian Path and Bridges		440,000	440,000
The Parkway Reserve - Irrigation Replacement	55,000	85,000	140,000
Playspace Upgrade - To be determined		165,000	165,000
Playspace Upgrade - To be determined		165,000	165,000
Total Cost of Proposed Construction	2,415,000	1,262,500	3,677,500

Property & Building Assets

City Plan Themes Supported:

Our Purpose:

- We build better community places that help create a better community life.
- Buildings are designed and planned to meet future community needs.
- Buildings are safe, fit-for-purpose and well maintained.
- Clear and effective policies, procedures and governance.

2019-2020 Key Activities:

- Implement a policy framework for Council's leases to provide equity and transparency and to support community health and wellbeing outcomes.

Other Activities:

- Commercial land use arrangements are optimised to deliver community and economic development benefits.
- Review and monitor operation of golf courses to maximise participation and community wellbeing.
- Undertake a program of building renewal projects.
- Improve the energy and water efficiency of Council's buildings.
- Maintain building condition, minimise operating costs and ensure community safety and wellbeing.
- Identify ways to improve service quality of public toilets.
- Ongoing analysis, planning and review of Council's Asset Management Plan for Buildings.

- Finalise review of Council's Community Land Management Plans.
- Improve contractor safety practices to reduce likelihood of harm to people.
- Focus on delivering projects and commitments to the community.
- Optimise relationships and active engagement with lessees.

Budget Programs Funding this Section:

BBA - Property Management
CAA - Commercial Activities
FCA - Public Conveniences

Financial Information Property & Building Assets

	2018-2019 Adopted Budget	2018-2019 Amended Budget	2018-2019 Projected Final	2019-2020 Requested Budget
Operating				
Expenditure	4,400,100	4,776,100	4,756,100	4,670,000
Income	(1,354,600)	(1,379,300)	(1,379,300)	(1,274,800)
Net Operating	**3,045,500**	**3,396,800**	**3,376,800**	**3,395,200**
Non-operating				
Expenditure	101,800	168,500	168,500	276,700
Income	0	0	0	0
Net Non-operating	**101,800**	**168,500**	**168,500**	**276,700**
Net Program (Surplus)/Deficit	**3,147,300**	**3,565,300**	**3,545,300**	**3,671,900**

SCHEDULE OF PROPOSED PROPERTY MANAGEMENT CAPITAL

DETAILS	NEW	REPLACED	TOTAL
TBA - Stage 3 - PV Solar System for Building	21,400		21,400
Total Cost of Proposed Capital	21,400	0	21,400

SCHEDULE OF PROPOSED COMMERCIAL ACTIVITIES CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Glanville Par 3 Golf Const Infrastructure			
Replacement of Netting and Bollards		100,000	100,000
Glanville Par 3 Golf Buildings			
Glanville Golf Kiosk - Update Configuration, New Carpet & Painting		25,700	25,700
Thomas Turner Par 3 Golf Const Infrastructure			
Replacement of Tees and Cyclone Fencing		40,000	40,000
Thomas Turner Par 3 Golf Buildings			
Valley View Golf - Flooring & General		20,300	20,300
Regency Park Golf Course Buildings			
Regency Park Recreation Reserve & Golf Course Machinery Shed & Store - Paint & General Repairs		11,500	11,500
Total Cost of Proposed Capital	0	197,500	197,500

SCHEDULE OF PROPOSED PUBLIC CONVENIENCES CAPITAL

DETAILS	NEW	REPLACED	TOTAL
Public Conveniences General - Building			
Toilet Block Coppin St - Roof Refurbishment		31,600	31,600
Toilet Block (Opposite Moldavie Walk) Osborne - Roof Refurbishment		17,100	17,100
Toilet Block Arthur St - Roof Refurbishment		9,100	9,100
Total Cost of Proposed Capital	0	57,800	57,800

END OF REPORT