



TOWN OF GAWLER

BUDGET / BUSINESS PLAN 2012/2013

**(incorporating annual review of the
Long Term Financial Plan)**

Date of Adoption: 16 August 2012



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1. INTRODUCTION

The Town of Gawler plays a pivotal role in the community, providing and maintaining essential infrastructure and a myriad of community services.

The Annual Business Plan / Budget illustrates the Council's proposed services, programs and projects for 2012/2013 and has been developed within a prudent, longer term financial framework which seeks to achieve and maintain the long term financial sustainability of Council's operations.

In this context, Council is cognisant of the fact that the operating deficit budgets of recent years (\$2.915M in 2009/2010 and \$2.956M in 2010/2011) are not financially sustainable in the longer term. Council is also mindful of the fact that with an operating deficit, the full cost of Council's recurrent activities (including depreciation expense reflecting the annual consumption of fixed assets) is not being met by existing ratepayers, therefore a component of the annual budget is effectively being deferred to and funded from future ratepayers.

Whilst Council's Long Term Financial Plan has previously foreshadowed a break-even position being achievable by the 2016/2017 financial year (based on the delivery of future operational efficiencies via service level reviews combined with general rate revenue increases of 8% until such time), Council Management has been challenged to explore opportunities to 'fast-track' a break-even operating budget by the 2014/2015 financial year.

In this regard, Council has recently commenced consideration of a number of opportunities to improve its recurrent financial position as follows:

- i. Consideration of new revenue streams;
- ii. Service level reductions (including cessation, temporary suspension or reductions in service levels);
- iii. Sale of surplus assets;
- iv. Future general rate revenue requirements.

It is important to note that Council has already made considerable progress during the 2011/2012 financial year towards reducing its operating deficit, with recurrent expenditure savings of \$453,000 having already been achieved.

These savings, combined with other 'one-off' savings and additional revenue received (e.g. additional grants revenue and increased investment income consistent with Council's improving financial position), has culminated in a projected reduction of \$780,000 in the forecast operating deficit for the 2011/2012 financial year (from \$3.325M to \$2.545M) - the forecast result of \$2.545M excludes the advance 2012/2013 Financial Assistance / Local Roads Grants payment received from the Federal Government in late June 2012.

The outcome of Council's discussions to date is that additional net expenditure savings of \$633,000 have been incorporated within the draft 2012/2013 budget, primarily based on operational efficiencies and reductions in various services provided. It is anticipated that further expenditure savings will be identified following the operational review of a number of identified services during the 2012/2013 financial year.

Whilst future general rate revenue increases for existing ratepayers has been previously forecast at 8% until a break-even financial position is achieved, Council has recently resolved that the increase in general rate revenue for the 2012/2013 be based on a 5% increase (the reduction from 8% to 5% results in foregone revenue of approximately \$380,000 for the Council).

Brian Sambell
MAYOR

2. OVERVIEW

The key principle driving the preparation of the draft 2012/2013 has been Council's target of achieving a financially sustainable break-even operating result.

As noted in Section 1 (Introduction) above, substantial progress has already been achieved (\$453,000 recurrent expenditure savings) during the 2011/2012 financial year towards reducing Council's recurrent operating deficit and achieving its aspirational target of a break-even operating position.

Of the expenditure savings to date, the key element that will have a major favourable impact on future budgets of the Council is the revised approach to loan funds utilised towards the part-funding of Council's annual capital works program (noting that, until a break-even operating position is achieved Council will be significantly reliant on Government grants and loan borrowings to fund its capital works program).

Whilst the adopted 2011/2012 budget provided for a continuation of Council borrowing \$3M on a fixed long-term (15 years) loan basis, Council has since resolved to access loan funds (when required) via its existing Cash Advance Debenture facility (limit of \$3.6M) with the Local Government Finance Authority.

The Cash Advance Debenture facility effectively acts as a bank overdraft which can be drawn upon (and, importantly, repaid) at any time. Consequently, the key advantage of this revised loan funding approach is that Council is not locking itself into fixed long-term interest/principal repayments, and that Council can make repayments against the cash advance at any time as cashflow permits (thereby minimising interest expenses).

Given a number of financial factors (e.g. improving financial position, reducing operating deficit, deferred capital works), Council has not utilised any loan funds during the 2011/2012 financial year – combined with increased investment income as a result of prudent treasury management, this has culminated in a reduction of net interest costs of \$186,000 in the 2012/2013 financial year alone (when compared to the 2011/2012 adopted budget).

In the context of the 2012/2013 budget, the revised loan funding approach stands to achieve expenditure savings (interest and principal repayments) of approximately \$300,000 for the year.

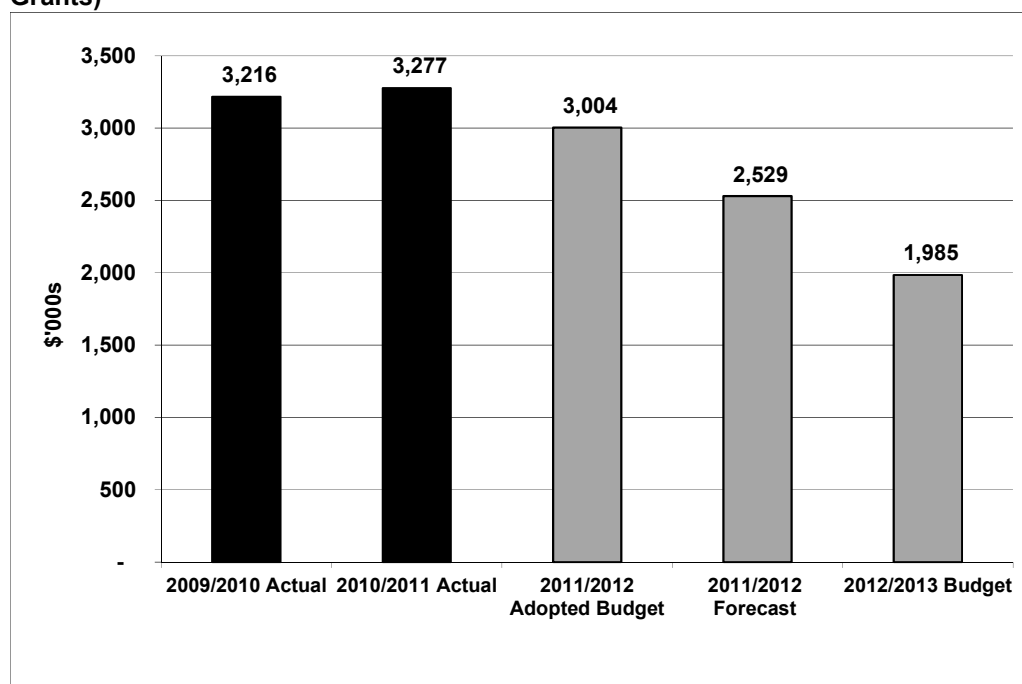
From a cashflow perspective, there is a projected reduction of \$2.7M in the level of cash (as reflected in the cashflow statement on page 31). It is important to note, however, the key elements driving the reduction as follows:

1. Capital Grants of \$678,037 received in advance, being:
 - a. \$134,000 for construction of a new Skate Park;
 - b. \$500,000 for the Path Linkage Project;
 - c. \$44,037 for the installation of community Bus Shelters

2. Federal Government Financial Assistance / Local Roads advance payment of \$691,450;
3. Deferred capital works from 2011/12 of approximately \$1.192M (refer Appendix 1 for details);
4. Utilisation of Council's Cash Advance facility with the Local Government Finance Authority to part fund the capital works program – this being the reason why the Cashflow Statement does not incorporate any proceeds from borrowings (on the basis that the Cash Advance facility effectively acts as a bank overdraft). It is important to realise the major long-term financial savings such an approach achieves;
5. Projected increase in operating receipts based on a further reduction in outstanding debtors.

With Council's key financial performance measure being its annual operating result, Graph 1 below discloses recent actual results and the projected result for the 2011/2012 and 2012/2013 financial years. To facilitate a more meaningful comparisons, advance Financial Assistance / Local Roads payments received from the Federal Government have been excluded.

Graph 1 – Operating Deficit result 2009/2010 – 2012/2013 (excl advance payments of Federal Grants)



The current operating deficit position means that only limited recurrent operational funding can be allocated towards the replacement/renewal of Council's stock of fixed assets (e.g. buildings, plant & machinery, stormwater drainage, roads, footpaths & kerbs). Ideally, Council should be 'funding' its annual depreciation expense included in the Statement of Comprehensive Income (estimated at \$4.108M for 2012/2013) with a matching investment in the replacement / renewal of existing assets. From an ideological accounting viewpoint, a break-even operating result means that a Council

should have sufficient recurrent revenue to fund an appropriate investment in asset replacement/renewal – thereby effectively restricting loan borrowings towards the purchase and/or construction of new assets.

With a projected operating deficit of \$2.559M and depreciation expense of \$4.108M for the 2012/2013 financial year, Council will only have approximately \$1.549M in recurrent funds available towards asset replacement / renewal – with the remainder of capital funding required being sourced from Government grants, short-term loan funds (via Cash Advance facility with the Local Government Finance Authority), the sale of replaced assets (i.e. heavy/light fleet vehicles) or internal equity reserve funds.

Details of the proposed capital works program for the 2012/2013 financial year is disclosed in Section 4.1 below and Appendix 1.

From a recurrent operating budget perspective, a number of significant factors have adversely influenced the preparation of Council's 2012/2013 budget. These include:

- i. Increase in mandatory Rate rebates (in accordance with the transitional provisions within the Local Government Act 1999, Community Housing properties are to receive an increase in the mandatory rate rebate from 50% to 75%) – which will have a \$25,000 impact;
- ii. An increase of 18% in the regulated cost of streetlighting;
- iii. Increase in software licence costs of \$23,300 as a result of the recent acquisition of Asset Management software to facilitate enhanced management and programmed replacement of Council's \$189M worth of fixed assets;
- iv. Increase in staff recruitment costs of \$20,000 following the recent decision of Council to advertise the position of Chief Executive Officer;
- v. Provision of funding for new operating initiatives (\$300,000) (\$279,000 provided in 2011/2012) and the introduction of a Sundry Projects Fund (\$200,000) to provide contingency funding for unforeseen expenditure or special projects.

3. STRATEGIC PLAN

Council's Strategic Plan 2010-2018 acts as the over-arching plan driving the delivery of key outcomes and services to the community.

The key strategic directions and outcomes included in the Strategic Plan are outlined below.

Strategic Direction 1: A Distinctive Identity

Gawler is different from the metropolitan suburbs. The community does not support joining-up with the outer suburbs. It wants open, attractive and economic rural spaces around it and a level of independence for many services and facilities. Preservation and active use of Gawler's historic built and natural features is important to the community, in particular the built heritage and town rivers and parklands.

Key outcomes:

- *Outcome 1.1 - A separate town (not a suburb)*
- *Outcome 1.2 - Well Presented Gawler Assets*
- *Outcome 1.3 - Valued Local History and Culture*
- *Outcome 1.4 - A Rural Green Belt for Production and Conservation*

Strategic Direction 2: Sustainable Growth Management

The Gawler community and Council do not support rapid growth which results in community disruption. The potential for housing Gawler's population in the next 10-15 years would mean: unprecedented growth in demand for municipal services, the Council being the custodian of many new roads, stormwater systems, open space (recreation and sport) and civic buildings, and existing assets used more often and by more people. A careful response to these responsibilities and the associated financial implications will be the leading management imperative over the Plan's life. The right foundation for the projected growth is essential to ensure the community is not penalised with the impacts of rapid development or suffers in future years, either financially, or through inadequate Council or town services.

Key outcomes:

- *Outcome 2.1 - Invest in Planning related to Growth*
- *Outcome 2.2 - Services and Facilities That Meet Community Needs*
- *Outcome 2.3 - A Local Government that is Financially Viable*
- *Outcome 2.4 - An Effective Transport System*

Strategic Direction 3: A Strong Community

Council responsibility is primarily to support and assist the many and diverse activities and groupings in the community that deliver services, address local issues, and provide activities and social interaction. Community groups typically have a common set of needs such as access to land or buildings or information which can be assisted

through Council services or use of its assets. The Council will be a direct provider for some community services such as library services, or will complement services provided by others, either community groups or government agencies. We need to understand the requirements for a strong, active, well-informed and organised community, and respond to these within a sustainable financial framework. Council will have a role in essential schemes or systems of a municipal nature that protect the community from hazards, such as flood risk, and other risks.

Key outcomes:

- *Outcome 3.1 - Well Informed Community*
- *Outcome 3.2 - A Safe Community*
- *Outcome 3.3 - A Resilient Community*
- *Outcome 3.4 - An Active Community*
- *Outcome 3.5 - A Community That is Engaging and Participating (Welcoming)*

Strategic Direction 4: Manage Natural and Built Environment

Gawler's identity is directly linked to the town's impressive collection of historic private and public buildings and the river system and adjoining parklands. The community also has an expectation that council will improve both environmental and recreation outcomes from open space and community facilities. These clearly explain the towns origins and will continue to have a defining role in Gawler's future. But these are likely to see increased pressure on these elements as the town grows and develops.

Key outcomes:

- *Outcome 4.1 - Innovative Urban Planning*
- *Outcome 4.2 - Good Quality Open Space that Responds to Community Needs and Attracts Use*
- *Outcome 4.3 - Sustainable Asset Management*
- *Outcome 4.4 - A Better Environment*

Strategic Direction 5: Organisation Excellence

The potential for rapid growth and reform around service delivery will require efficient and well managed Council programs that are adequately resourced and underpinned by strong Council governance.

Key outcomes:

- *Outcome 5.1 - Sustainable Financial Management*
- *Outcome 5.2 - Creating A Future*
- *Outcome 5.3 - Responsible Government*
- *Outcome 5.4 - Good Administration*

4. PROJECTS & SERVICES FOR THE YEAR

4.1 Capital Works

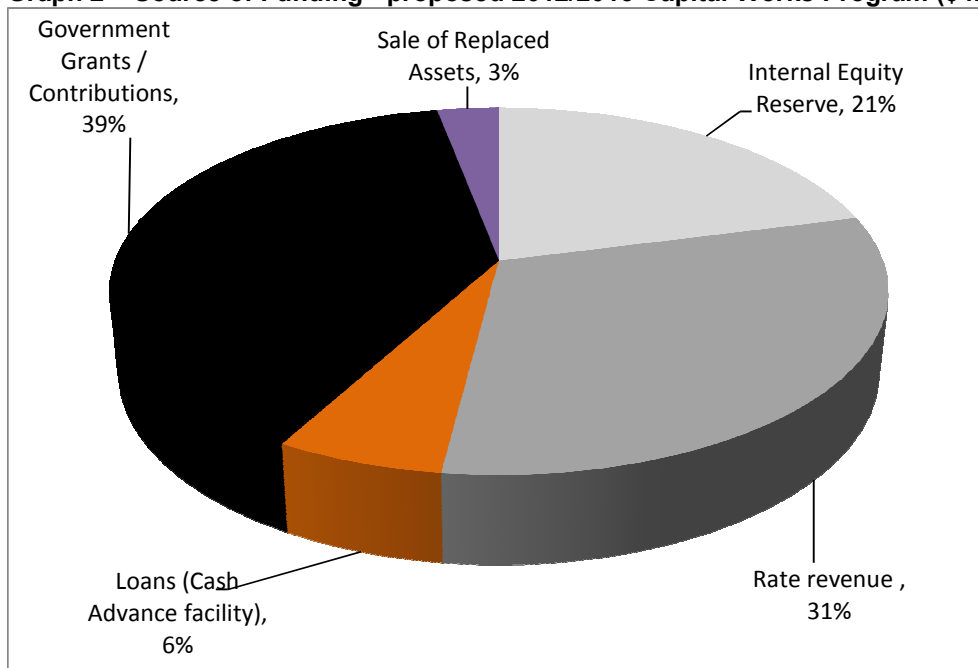
The proposed capital works for the 2012/2013 financial year comprises the following:

Asset Type	Completion of Projects from 2011/12 \$	Replacement / Renewal \$	New / Upgrade \$	TOTAL \$
Land & Buildings	245,430	45,000	1,061,000	1,351,430
Infrastructure	654,037	1,448,000	780,000	2,882,037
Equipment	292,727	324,664	24,500	641,891
Other Assets	-	14,000	40,000	54,000
TOTAL	1,192,194	1,831,664	1,905,500	4,929,358

Further details regarding the proposed capital works program for 2012/2013 is outlined in Appendix 1.

The proposed capital works program of \$4.929M is to be funded as per Graph 2 below.

Graph 2 – Source of Funding - proposed 2012/2013 Capital Works Program (\$4.775M)



4.2 New Initiatives

The 2012/2013 budget provides for new operating initiatives of \$300,000.

A list of the proposed projects is disclosed in Appendix 2.

4.3 Council Services

Council provides a myriad of services to the community, many of which are subsidised by General rates levied.

A comprehensive analysis of services provided to the community is disclosed in Appendix 5.

Where relevant, the analysis for each service includes various workload and/or performance indicators as a measurement of the service level provided.

4.4 Grant Applications

Council will have the opportunity to apply for a range of grants during 2012/13. In particular in 2012/13 there is expected to be 2 rounds of Regional Australia Development grants. Council will be developing applications in the next few months in consultation with the Gawler community and Regional Development Australia Barossa. There is potential for substantial grants to be obtained but this usually entails Council providing some support funding and staff time. Community input can also be important.

Consistent with the Council desire for work to improve the value of existing Council assets, Council will consider a proposal for parts of the Institute and Town Hall complex to be renovated and set up as a Gawler cultural heritage centre and Gawler promotion centre and other community oriented uses. Partnerships with community and commercial organisations will need to be considered. There have been significant benefits identified for the whole Gawler community from such initiatives. Council will also consider other grant application options including support for recreation facilities such as shared cycle/walking paths.

Council will also be looking at a number of possible Open Space and related grant applications. These usually require matching funding from Council and create new community assets.

Proposals such as above will likely to result in additional Council spending during 2012/13 and possibly future years. Council will need to carefully consider the funding of such proposals and the effect on its long term financial position alongside the potential community benefits of the proposals.

5. MEASURING OUR PERFORMANCE

Monitoring and measuring the performance of the Council (both financial and non-financial performance) is important to ensure our objectives are achieved.

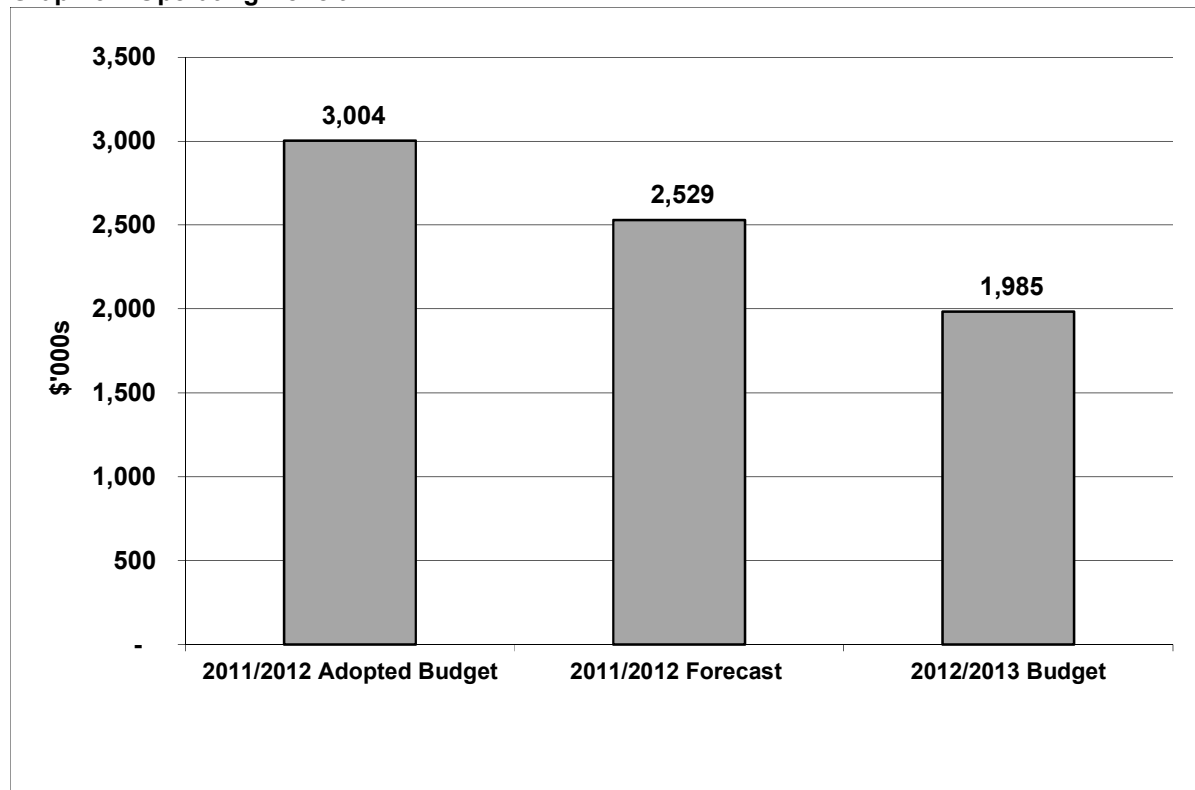
Council currently monitors financial performance through the presentation of Quarterly Budget Reviews, Monthly Financial Reports and Annual Financial Statements.

5.1 Financial Measures

Council has a number of financial indicators to measure the impact of the annual budget on Council's financial position.

Each of the indicators, with associated comments, are outlined below.

Graph 3 – Operating Deficit *



** To facilitate meaningful comparison between the results, advance Federal Government grant payments have been excluded.*

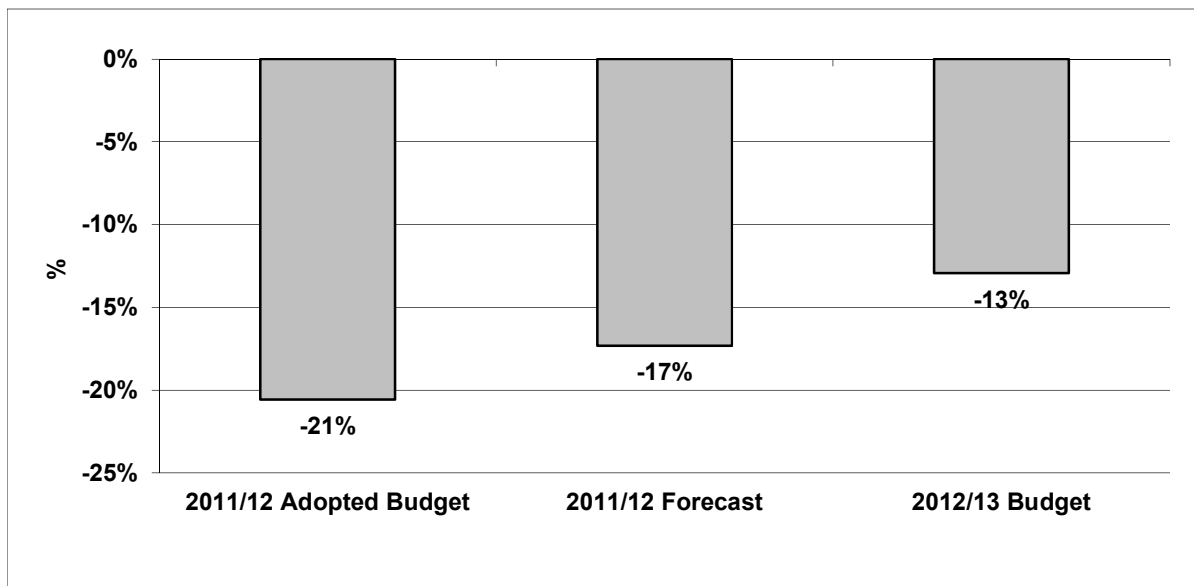
The above graph clearly demonstrates Council's substantive progress towards reducing its operating deficit.

The budgeted result for the 2012/2013 financial year is substantially driven by reduced operating expenditure as a result of Council's commitment to review its

service levels to the community. This review process has recently commenced and will incorporate a number of comprehensive service level reviews being undertaken during the 2012/2013 financial year.

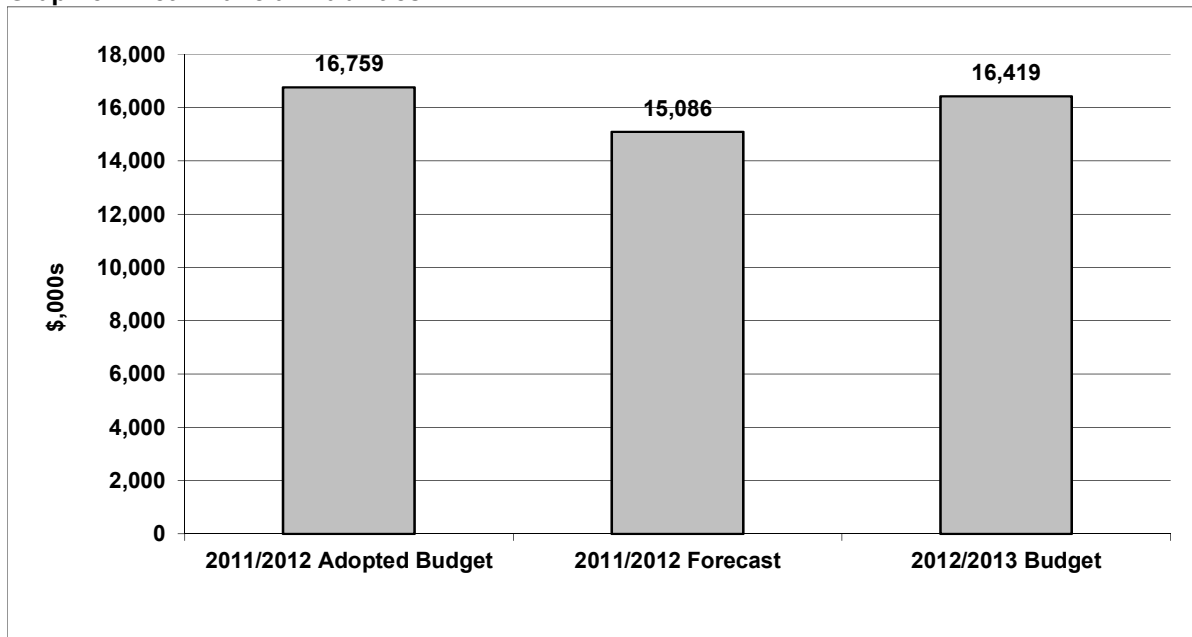
It is also worthy to note that in recent financial years Council has applied a General rate increase of 8% for existing ratepayers – however, for the 2012/2013 this has been reduced to 5% in accordance with a recent resolution of the Council (the rate revenue foregone as a result of the reduced increase from 8% to 5% amounts to \$381,000, which would have further reduced the projected operating deficit for the 2012/2013 financial year).

Graph 4 – Operating Surplus / (Deficit) Ratio *

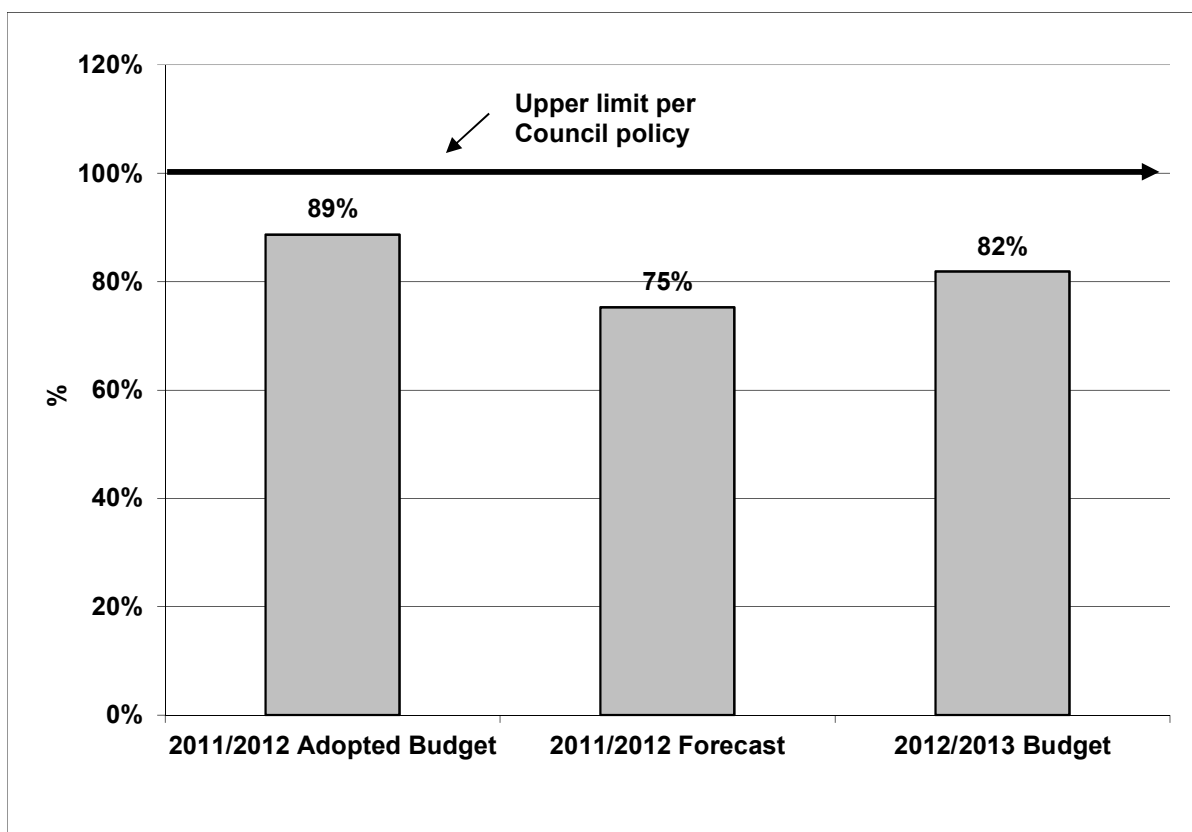


** To facilitate meaningful comparison between the results, advance Federal Government grant payments have been excluded. The graph illustrates the projected operating result as a percentage of general rate revenue (excluding State Govt NRM levy).*

Graph 5 – Net Financial Liabilities



Graph 6 – Net Financial Liabilities Ratio

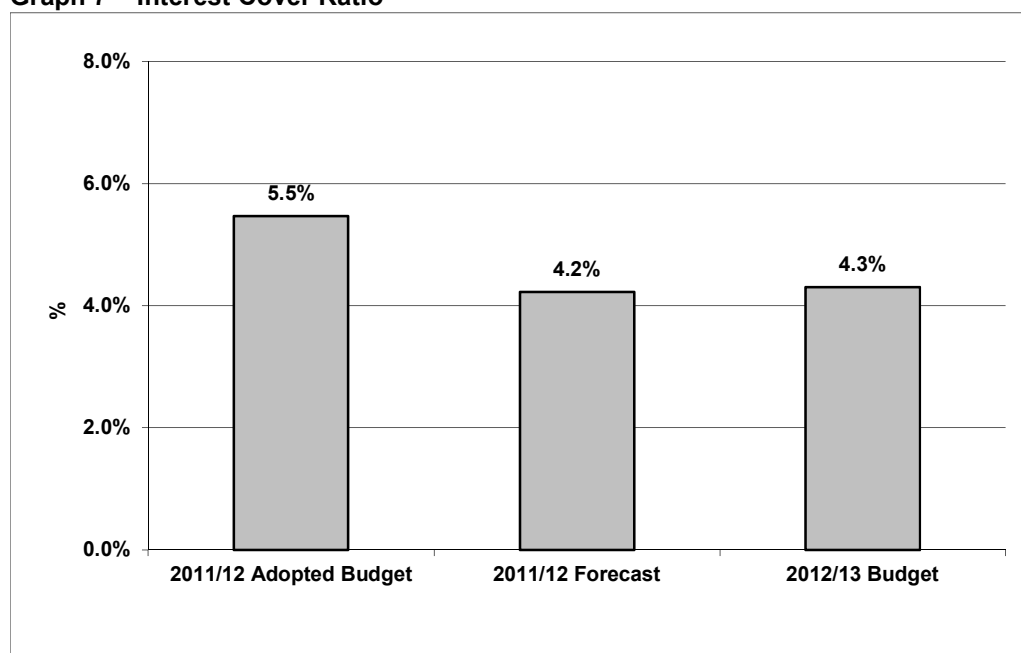


It is Council policy, and a general recommendation within the Local Government industry, that the net financial liabilities ratio not exceed 100% (effectively meaning that net financial liabilities not exceed the value of annual operating revenue).

Graph 6 above indicates that Council is currently operating within the policy threshold.

However, it is nonetheless important for Council to reduce the ratio result in future years so that there is sufficient loan borrowing capacity for the Council should the urgent need arise to purchase and/or construct major new assets.

Graph 7 – Interest Cover Ratio

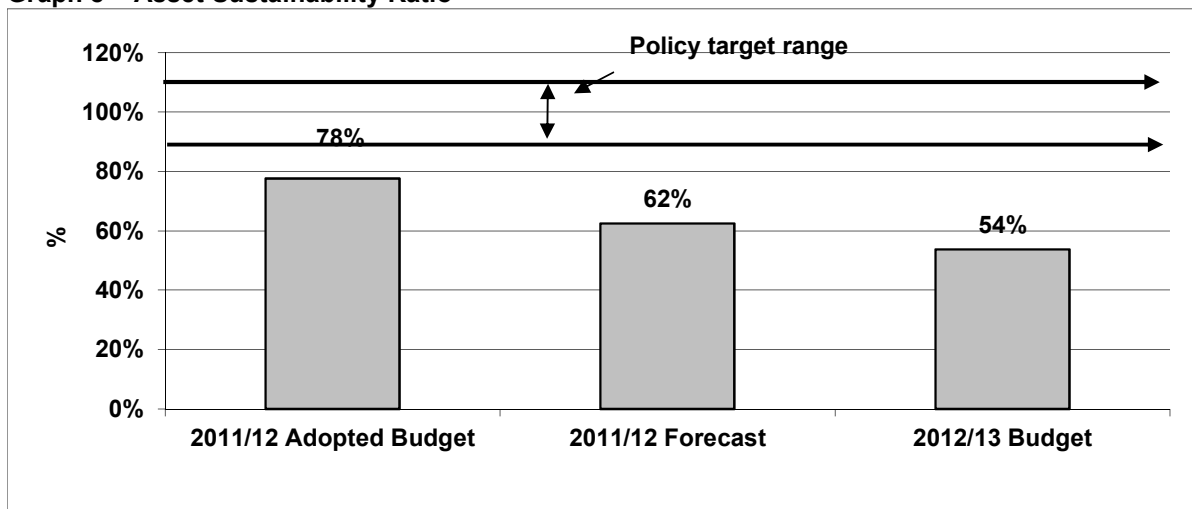


Graph 7 above illustrates the *net* interest expense (i.e. interest expense less investment income) as a percentage of total operating revenue.

The ratio levels reflected in the graph are within the Council policy and industry recommended threshold of 10% of total operating revenue.

The marked reduction in the ratio result for the 2011/2012 financial year is due to a reduction in net interest costs of \$186,000, as a result of reduced cash advance interest expense incurred and additional investment income realised.

Graph 8 – Asset Sustainability Ratio



Graph 8 above reflects whether existing fixed assets are being replaced at the rate they are wearing out by comparing capital outlays on replacement / renewal of existing assets (net of any proceeds from the sale of replaced assets) to the annual depreciation expense allocated against such assets (i.e. expenditure on new assets is excluded).

Due to the deferral of capital works incorporated within the 2011/2012 financial year to the 2012/2013 financial year, the projected ratio result for 2011/2012 has reduced from 78% to 62%.

Council policy, and the industry recommendation, is that the percentage outlay should be between 90-110% over a rolling three year period.

However, Council currently continues to be constrained by the level of capital works it can sustainably undertake due to its recurrent operating deficit position (refer Graph 3 above) and its net financial liabilities position (refer Graph 6 above).

Subsequently, the capacity for this ratio result to improve will be facilitated by Council achieving a break-even operating position and reducing its overall net financial liabilities.

5.2 Non-Financial Measures

Whilst financial performance measures remain critical to the overall performance of the Council, for many of the individual services provided by the Council non-financial measures also give a useful insight into the service delivery performance of the Council.

To this end, various service level measures (where appropriate) are included in the analysis of services provided in Appendix 5.

6. FUNDING THE BUSINESS PLAN

(a) Operating Revenue

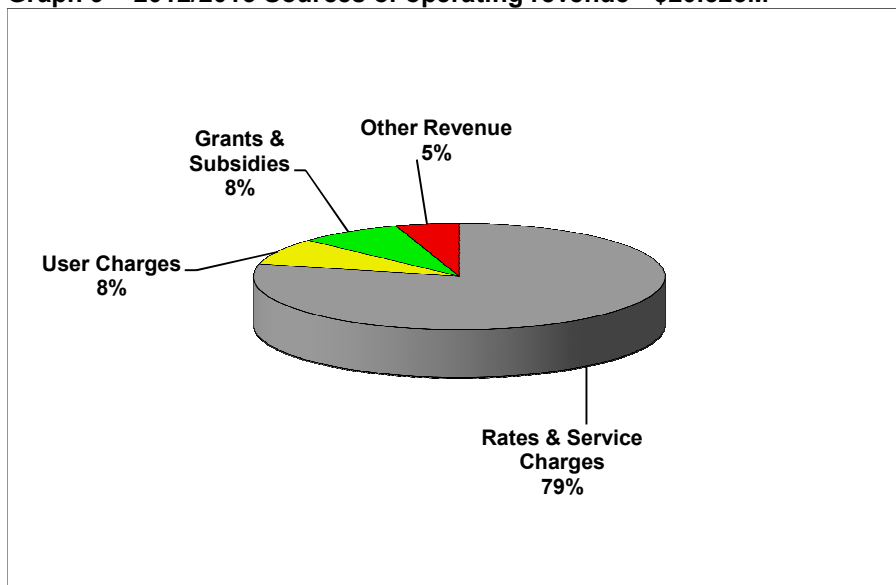
Outside of rate revenue, local government has limited other recurrent revenue streams available to it. Subsequently, there has been a significant industry reliance on the general rates to fund the recurrent operations of the Council.

Outside of general and service rates and charges, the other recurrent revenue streams of Council are:

- **User pay charges set by Council** – these comprise charges for the Council's fee-based facilities and services such as the Gawler Swimming Centre, Gawler Sport and Community Centre, Willaston Cemetery, and Waste Transfer Station
- **Statutory charges set by State Government** – these are fees and charges set by State Government regulation and received by the Council for regulatory functions undertaken such as assessment of development and building applications and dog control management
- **Grants & Subsidies** – the Council seeks to attract as much grant funding from other tiers of government, thereby reducing the reliance on other revenue streams
- **Investment Income** – interest received on cash investments held during periods of favourable cashflow

A graphical analysis of projected operating revenue for the 2012/2013 financial year is outlined in Graph 9 below.

Graph 9 – 2012/2013 Sources of operating revenue - \$20.323M



For further information regarding Council's operating revenue, refer Appendix 3.

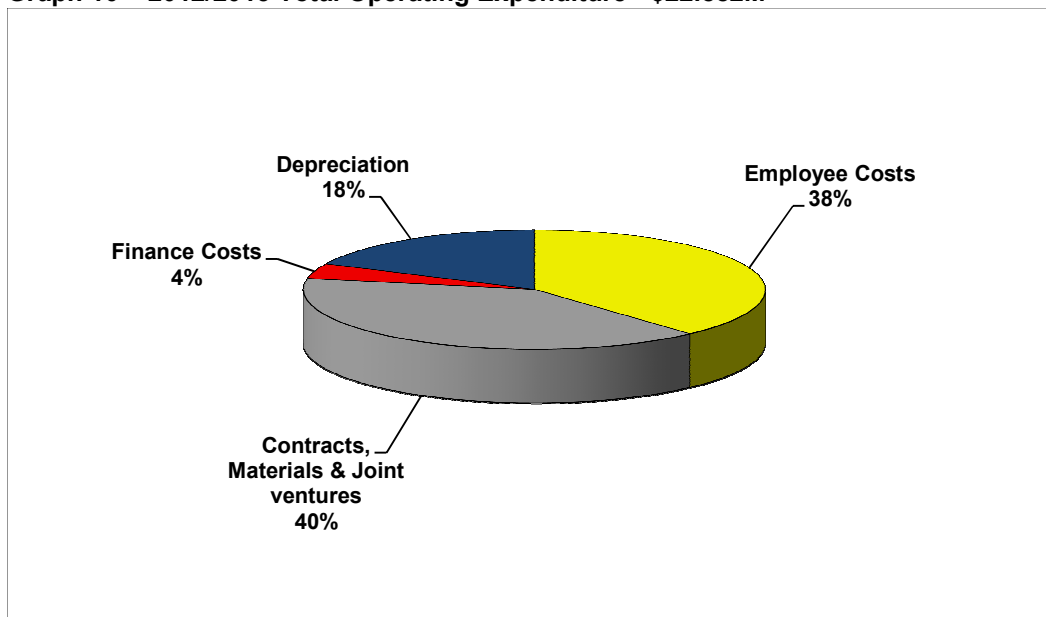
(b) Operating Expenditure

The draft budget provides for operating expenditure to increase from \$22.476M (2011/2012 adopted budget) to \$22.882M – an increase of 1.8%.

The recurrent expenditures incurred by Council are:

- **Employee Costs** – includes all labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation
- **Contractual Services** – includes payments for the external provision of services
- **Materials** – includes payments for physical goods such as fuel, water, energy, road materials, office consumables and stationery
- **Finance Costs** – includes the interest costs of financing the Council's activities through borrowings or other types of financial accommodation
- **Depreciation** – represents the annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) to deliver a service or program
- **Other Expenses** – includes expenses not separately classified above, such as insurances, postage, telephone, government levies, and contributions and donations.

Graph 10 – 2012/2013 Total Operating Expenditure - \$22.882M



For further information regarding Council's operating expenditure, refer Appendix 4.

7. RATING STRATEGY

7.1 OVERVIEW OF COUNCIL'S RATING METHODOLOGY

Council undertook a comprehensive review of its rating methodology during the 2011/2012 financial year.

The review, which incorporated two (2) Council workshops, five (5) Special Council meetings and two (2) rounds of public consultation, culminated in the adoption of a revised Strategic Rating Policy in June 2012.

The key rating elements comprised within the adopted Strategic Rating Policy are outlined below.

7.1.1 Property Valuations

Council rates are a form of property taxation, and property values determine how much each property contributes towards funding the activities outlined in the annual budget / business plan.

The Council uses capital values as the basis for valuing land within the Council area. The Council considers that this method of valuing land 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 taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

7.1.2 General Rates

General rates payable for each ratepayer is determined by the capital valuation multiplied by the rate-in-the-dollar set by the Council, and Council also applies differential general rates based on the land use of the property. The land uses used for rating purposes are as follows:

- Residential
- Commercial
- Industry
- Primary Production
- Vacant Land
- Other

In accordance with Section 3.2.1.1 of the Strategic Rating Policy Council will determine a base general rate (for properties contained within Residential, Primary

Production and Other land use codes). Percentage loadings (on the base general rate) will then apply on all other land use categories.

The percentage loadings applied will be in recognition of the following factors:

- (a) A differential rate loading (above the base general rate) will apply on all Vacant land properties as a disincentive towards land banking;
- (b) A differential rate loading (above the base general rate) will apply on all Commercial and Industrial properties in consideration of the following factors:
 - i. Valuation methods involved within capital compared to site value;
 - ii. Overall service levels related to infrastructure maintenance and Council services;
 - iii. Tax deductibility;
 - iv. Relative rates in neighbouring Councils; and
 - v. Other relevant factors

However, in recognition of enhanced economies of scale and capacity to pay for large high-valued businesses (such as major supermarket/retail chains and hotels), and to act as an economic stimulus in support of small low-valued businesses, the differential rate loadings for Commercial and Industrial properties will be applied on a progressive taxation basis (via the application of discretionary rate rebates for various property valuation range brackets).

As part of the general rates, Council also applies a minimum rate, so that all ratepayers make an appropriate base-level contribution towards the cost of service delivery to our community.

7.1.3 Separate Rates

In accordance with Section 154 of the Local Government Act 1999, Council may levy a separate rate for a particular activity provided to specific properties within the community.

(a) Car Park Separate Rate

Implemented in 2001, this separate rate has historically been applied to provide additional car parking in the Town Centre and adjoining areas to enhance business viability in that part of the Council's area.

The separate rate applied for the 2011/2012 financial year equated to approximately 63% of the General rates payable for each property levied.

As the separate rate currently acts as a disincentive for Commercial and Industrial businesses within the Town Centre (and thereby acts as an incentive for commercial and industrial properties to relocate from the Town Centre), and to ensure rating equity across all Commercial and Industrial zones within the Council area, the Car Park Separate Rate will be disbanded from the 2012/2013 financial year.

The revenue foregone from disbandment of the Car Park Separate Rate will be recovered from General rates levied against all Commercial and Industrial properties.

(b) Business Development & Marketing Separate Rates

This separate rate is levied against commercial and industrial properties for the purpose of developing and promoting business. The funds generated are to cover the costs of operations of the Gawler Business Development Group, which also acts as an advocate for the business community within Gawler.

The separate rate is raised and collected at no cost to the Gawler Business Development Group.

(c) Natural Resources Management Levy

The Council collects this levy on behalf of the Adelaide & Mount Lofty Ranges Natural Resource Management Board.

In this capacity, the Council is operating as a revenue collector for the State Government and does not retain the revenue nor determine how it is spent.

Further information regarding the levy can be obtained from the Gawler Office of the Adelaide & Mount Lofty Ranges Natural Resource Management Board (Ph: (08) 8523 7700).

7.1.4 Service Rates & Charges

(a) Waste Management Service Charge

The Council provides a kerbside waste management collection and disposal service, for general household waste, greenwaste and recyclable materials.

A service charge, to recover the cost of the service, is applied against all ratepayers (excluding vacant land properties) who are able to access the service, regardless of whether they use the service.

7.2 EXPECTED IMPACT ON RATEPAYERS

7.2.1 Differential General rates

Consistent with most other Councils, the Town of Gawler significantly relies on general rate revenue to fund the activities proposed in the annual budget / business plan.

Table 1 below illustrates the indicative movement from 2011/2012 to 2012/2013 in the average property valuation and total property numbers for each differential land use code used by the Council.

Table 1 - Movement in Average Property Valuations and Property Numbers 2011/12 – 2012/13

Land Use Category	Average Valuation			Property Nos.		
	11/12 \$	12/13 \$	Movement (+ / -)	11/12	12/13	Movement (+ / -)
Residential	295,000	289,000	- 2.0%	8,795	8,900	+ 1.2%
Commercial	593,000	579,000	- 2.4%	473	471	+ 0.2%
Industry	315,000	301,000	- 4.4%	50	51	+ 2.0%
Primary Production	286,000	276,000	- 3.5%	165	167	+ 1.2%
Vacant Land	285,000	262,000	-8.0%	330	471	+ 42.7%
Other	357,000	329,000	-7.8%	306	317	+ 3.6%
TOTAL				10,119	10,377	+2.5%

Council is proposing a 5% increase in General rate revenue for existing ratepayers.

Whilst individual property increases may fluctuate based on movements in individual property valuations, the average residential increase in General rates is estimated at \$60 (based on a 5% increase being applied).

In accordance with Council's Strategic Rating Policy, the Council will be applying differential rate loadings on a progressive taxation basis for all Commercial and Industrial properties.

The differential loading rates (above the base general rate) to be applied are outlined in Table 2 below.

Table 2 – Indicative Differential Rates loadings for Commercial & Industrial Properties

Property Valuation range	General rate loading above Residential rate	No. of properties		Rate loading of properties in 2011/12 resulting from Car Park Separate Rate	
		CBD	Outside CBD	CBD %	Outside CBD %
0-499,999	20%	155	204	63	0
500,000-749,999	30%	38	35	63	0
750,000-999,999	40%	23	16	63	0
1M – 1.499M	50%	14	13	63	0
1.5M – 1.999M	70%	4	6	63	0
2M – 4.999M	85%	7	2	63	0
>5M	100%	3	2	63	0
TOTAL		244	278		

With the disbandment of the Car Park Separate rate (which equated to 63% of General rates for those ratepayers paying the Separate Rate), lower-valued Commercial properties (up to \$1.5M valuation) within the Town centre (i.e. 230 of 244 CBD properties in Table 2 above) will experience a net rate reduction from the previous financial year (over 20% reduction for properties valued less than \$500,000).

To cushion the impact of differential rate loadings on Commercial and Industrial Properties outside the Town centre (i.e. those properties which have not previously paid the Car Park Separate Rate), Council will apply a maximum increase of 25% from the previous financial year (subject to no change in land use having occurred).

The introduction of a 'tiered' rating system for Commercial and Industrial properties (as outlined in Table 2 above), in addition to the 25% maximum increase for such properties, will be administered by the application of discretionary rate rebates (e.g. Commercial and Industrial properties valued at less than \$500,000 will initially be rated at the premium general rate (i.e. 100% above the base residential general rate) but will receive an automatic discretionary rate rebate to the extent that their general rate is effectively 20% above the base residential general rate).

The estimated value of such discretionary rate rebates is approximately \$900,000.

Council indicates that it will consider whether to have different rating outcomes for non-profit organisations potentially in the higher rate categories based on an analysis of the effect of the rate change on the relevant business activity.

In accordance with the Strategic Rating Policy, Council is proposing to increase the minimum general rate payable from \$786 to \$825 (a 5% increase).

7.2.2 Separate Rates

Business Development & Marketing Separate Rate

The revenue to be collected from the separate rate is increasing from \$137,000 to \$145,000 (5.8% increase). This is the first increase in funds sourced from the rate since 2008/2009.

7.2.3 Service Charges

(a) Waste Management Service Charge

The budget provides for an increase in the Waste Management Service Charge from \$144 to \$163, which is primarily due to increases in the State Government Waste Levy (from \$35 to \$42 per tonne – approximately \$3.50 per service) and the refund of previous operating surpluses for the service that was rebated back to ratepayers in 2011/2012 (approximately \$10 per service).

In accordance with Section 155 of the Local Government Act, Council cannot seek to recover funds from the service charge above the cost of providing the service.

Subsequently, any surplus funds received from the service charge must be refunded or rebated back to those ratepayers who paid the service charge. Accordingly, a projected accumulated operating surplus of \$30,000 for the service (as at 30 June 2012) will be rebated back to relevant ratepayers during 2012/2013 (approximately \$3 per service).

7.3 ASSISTANCE AVAILABLE

7.3.1 Rebates of Rates

The Local Government Act 1999 requires Councils to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, and educational institutions.

Discretionary rebates may be applied by the Council on land used for community purposes under Section 166 of the Act. Application forms, giving full criteria, are available from the Council.

7.3.2 Remission of Rates

Section 182 of the Local Government Act 1999 permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates he/she is invited to telephone (08) 85229 211 to discuss the matter. Such inquiries are treated confidentially by Council.

7.3.3 Postponement of Rates – Seniors

In accordance with provisions of the Local Government Act 1999, persons who hold a current Seniors Card may apply to postpone any amount in excess of \$500 (\$125 per quarter) less any concession entitlement for their principal place of residence. Interest will accrue on postponed balances, with the accrued debt being payable on the disposal or sale of the property.

7.3.4 Rate Capping

In accordance with provisions of the Local Government Act 1999, Council will consider the application of a rates cap for Residential properties. Application forms (including eligibility criteria) are available from Council's Principal Office.

To cushion the impact of proposed new differential rate loadings for Commercial and Industrial properties (refer Section 7.2.1 above) Council will automatically apply a 25% maximum rate increase for Commercial and Industrial properties (subject to no change in land use having occurred).

7.3.5 Concessions

7.3.5.1 State Government Concessions

The State Government funds a range of concessions on Council rates. The concessions are administered by various State agencies that determine eligibility and pay the concession directly to Council on behalf of the ratepayer. Concessions are available only on the principal place of residence.

Pensioner Concession

If you are an eligible pensioner you may be entitled to a concession on Council rates. Application forms, which include information on the concessions, are available from Council, SA Water Corporation, or the Department for Families and Communities (DFC). Further information can be obtained by telephoning the DFC Concessions Hotline on 1800 307 758.

State Seniors Card Ratepayer (self funded retiree)

This concession is administered by the Department for Families and Communities (DFC). If you are a self-funded retiree and currently hold a State Seniors Card, you may be eligible for a concession toward Council rates. If you believe you are eligible but have not received a concession on your rate notice, or would like further information, please contact the DFC Concessions Hotline on 1800 307 758.

Other Concessions

The Department for Families and Communities (DFC) administers Council rate concessions available to a range of eligible persons who receive State and Commonwealth allowances. This includes, but is not limited to, ratepayers who are in receipt of Austudy, Newstart, Parenting Payment, Partner Allowance, Sickness Allowance, Special Benefit, Widow Allowance, Youth Allowance, Abstudy, CDEP or a New Enterprise Initiative Scheme. All enquiries should be directed to the DFC Concessions Hotline on 1800 307 758.

Ratepayers who believe they are entitled to a concession should not withhold payment of rates pending assessment of an application by the State Government, as penalties apply to overdue rates. A refund will be paid to an eligible person if council is advised by the relevant authority that a concession applies and the rates have already been paid.

7.3.6 Rate Payment Options

Council provides for quarterly payments of rates in September, December, March and June each year.

Payments can be made via Australia Post Billpay (either in person at any Post Office, or over the phone (Ph: 13 18 16) and internet (postbillpay.com.au), via B-Pay, via Council's website (www.gawler.sa.gov.au), by mail, or by cash/cheque/EFTPOS over the counter at the Town Hall.

7.3.7 Alternative Payment Arrangements

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard rate payment arrangements may contact the Council on (08) 8522 9211 to discuss options for alternative payment arrangements. Such enquiries are treated confidentially.

8. FINANCIAL REPORTS

TOWN OF GAWLER 2012/2013 BUDGET STATEMENT OF COMPREHENSIVE INCOME for the year ending 30 June 2013			
2011/2012 Adopted Budget	2011/2012 Forecast		2012/2013 Budget
\$'000	\$'000		\$'000
INCOME			
14,871	14,941	Rates	16,001
597	548	Statutory charges	609
1,508	1,544	User charges	1,655
1,808	2,699	Grants, subsidies and contributions	1,657
64	140	Investment income	83
260	298	Reimbursements	262
26	71	Other income	27
17	54	Net gain - Joint ventures & associates	29
19,151	20,295	Total Income	20,323
EXPENSES			
8,607	8,118	Employee costs	8,763
8,302	8,736	Materials, contracts & other expenses	9,038
1,097	987	Finance costs	946
4,247	4,199	Depreciation, amortisation & impairment	4,108
223	210	Net loss - Joint ventures & associates	27
22,476	22,250	Total Expenses	22,882
(3,325)	(1,955)	OPERATING SURPLUS / (DEFICIT)	(2,559)
OTHER COMPREHENSIVE INCOME			
0	29	Asset disposal & fair value adjustments	(25)
2,545	4,668	Amounts specifically for new or upgraded assets	1,908
0	130	Physical resources received free of charge	0
(780)	2,872	NET SURPLUS / (DEFICIT) TRANSFERRED TO EQUITY STATEMENT	(676)
Other Comprehensive Income			
(780)	2,872	TOTAL COMPREHENSIVE INCOME	(676)

TOWN OF GAWLER
2012/2013 BUDGET
BUDGETED BALANCE SHEET
for the year ending 30 June 2013

2011/2012 Adopted Budget \$'000	2011/2012 Forecast \$'000		2012/2013 Budget \$'000
		ASSETS	
		Current Assets	
1,962	1,799	Cash and cash equivalents	
2,054	1,980	Trade & other receivables	1,780
4,016	3,779	Total Current Assets	1,780
		Non-current Assets	
100	99	Financial Assets	85
2,935	3,051	Equity accounted investments in Council businesses	3,080
178,068	188,992	Infrastructure, Property, Plant & Equipment	189,620
181,103	192,142	Total Non-current Assets	192,785
185,119	195,921	TOTAL ASSETS	194,565
		LIABILITIES	
		Current Liabilities	
		Bank Overdraft	891
2,871	3,858	Trade & Other Payables	3,180
1,750	855	Borrowings	855
752	894	Provisions	894
5,373	5,607	Total Current Liabilities	5,820
		Non-current Liabilities	
15,064	12,960	Borrowings	12,040
200	187	Provisions	187
238	210	Liability - Equity accounted Council businesses	237
15,502	13,357	Total Non-current Liabilities	12,464
20,875	18,964	TOTAL LIABILITIES	18,284
164,244	176,957	NET ASSETS	176,281
		EQUITY	
17,925	19,037	Accumulated Surplus	19,561
144,466	154,844	Asset Revaluation Reserve	154,844
1,853	3,076	Other Reserves	1,876
164,244	176,957	TOTAL EQUITY	176,281

TOWN OF GAWLER
2012/2013 BUDGET
BUDGETED STATEMENT OF CHANGES IN EQUITY
for the year ending 30 June 2013

2011/2012 Adopted Budget	2011/2012 Forecast		2012/2013 Budget
\$'000	\$'000		\$'000
ACCUMULATED SURPLUS			
16,235	15,860	Balance at end of previous reporting period	19,037
(780)	2,872	Net Result for Year	(676)
(1,190)	(2,239)	Transfers to Other Reserves	(136)
3,660	2,544	Transfers from Other Reserves	1,336
17,925	19,037	Balance at end of period	19,561
ASSET REVALUATION RESERVE			
144,466	154,844	Balance at end of previous reporting period	154,844
		Gain on revaluation of infrastructure, property, plant & equipment	
144,466	154,844	Balance at end of period	154,844
OTHER RESERVES			
4,323	3,381	Balance at end of previous reporting period	3,076
1,190	2,239	Transfers from Accumulated Surplus	136
(3,660)	(2,544)	Transfers to Accumulated Surplus	(1,336)
1,853	3,076	Balance at end of period	1,876
164,244	176,957	TOTAL EQUITY AT END OF REPORTING PERIOD	176,281

**TOWN OF GAWLER
2012/2013 BUDGET
BUDGETED CASH FLOW STATEMENT
for the year ending 30 June 2013**

2011/2012 Adopted Budget \$(000's)	2011/2012 Forecast \$(000's)		2012/2013 Budget \$(000's)
CASH FLOW FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
19,070	20,101	Operating receipts	20,411
64	140	Investment receipts	83
<u>Payments</u>			
(16,909)	(16,854)	Operating payments to suppliers and employees	(17,801)
(1,097)	(987)	Finance payments	(946)
1,128	2,400	Net Cash provided by (or used in) Operating Activities	1,747
CASH FLOW FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
2,545	3,784	Amounts specifically for new or upgraded assets	1,230
91	78	Sale of replaced assets	168
1,191	184	Sale of surplus assets	0
13	13	Repayments of loans by community groups	14
<u>Payments</u>			
(3,385)	(2,699)	Expenditure on renewal/replacement of assets	(2,377)
(3,344)	(3,833)	Expenditure on new/upgraded assets	(2,552)
(400)	(30)	Disposal costs of assets sold	0
(3,289)	(2,503)	Net Cash provided by (or used in) Investing Activities	(3,517)
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
3,000	0	Proceeds from Borrowings	0
<u>Payments</u>			
(855)	(855)	Repayment of Borrowings	(920)
2,145	(855)	Net Cash provided by (or used in) Financing Activities	(920)
(16)	(958)	NET INCREASE/(DECREASE) IN CASH HELD	(2,690)
1,978	2,757	CASH & CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD	1,799
1,962	1,799	CASH & CASH EQUIVALENTS AT END OF REPORTING PERIOD	(891)

TOWN OF GAWLER
2012/2013 BUDGET
BUDGETED UNIFORM PRESENTATION OF FINANCES
for the year ending 30 June 2013

2011/2012 Adopted Budget	2011/2012 Forecast		2012/2013 Budget
	\$'000		\$'000
19,151	20,295	Income	20,323
(22,476)	(22,250)	less Expenses	(22,882)
(3,325)	(1,955)	Operating Surplus / (Deficit)	(2,559)
		less Net Outlays on Existing Assets	
(3,385)	(2,699)	Capital Expenditure on renewal and replacement of Existing Assets	(2,377)
4,247	4,199	less Depreciation, Amortisation and Impairment	4,108
91	78	less Proceeds from Sale of Replaced Assets	168
953	1,578		1,899
		less Net Outlays on New and Upgraded Assets	
(3,344)	(3,833)	Capital Expenditure on New and Upgraded Assets	(2,552)
2,545	4,668	less Amounts received specifically for New and Upgraded Assets	1,908
1,191	184	less Proceeds from Sale of Surplus Assets	0
392	1,019		(644)
(1,980)	642	Net Lending / (Borrowing) for Financial Year	(1,304)

Net Lending / (Borrowing) equals Operating Surplus / (Deficit), less Net Outlays on non-financial assets. The Net Lending / (Borrowing) result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual accounting basis. The Net Lending / (Borrowing) result can be expected to fluctuate from year to year, given the lumpy nature of some capital expenditure. Achieving a zero result on the Net Lending / (Borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues. The amount of Net Lending in any one year decreases the level of Net Financial Liabilities in the year by that amount. Conversely, the amount of Net Borrowing increases the level of Net Financial Liabilities.

**TOWN OF GAWLER
2012/2013 BUDGET
FINANCIAL INDICATORS**

	2011/2012 Adopted Budget \$'000	2011/2012 Forecast \$'000	2012/2013 Budget \$'000	Policy Target result \$'000
Operating Surplus	-3,325	-1,955	-2,559	0

Being the operating surplus (deficit) before capital amounts .

Operating Surplus Ratio

<u>Operating Surplus</u>	-23%	-13%	-16%	0%
Rates - general & other less NRM levy				

This ratio expresses the operating surplus as a percentage of general and other rates, net of NRM levy.

Net Financial Liabilities	16,759	15,086	16,419	
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Net Financial Liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).

Net Financial Liabilities Ratio

Net Financial Liabilities	89%	75%	82%	0-100%
Total Operating Revenue less NRM levy				

Interest Cover Ratio

<u>Net Interest Expense</u>	5.5%	4.2%	4.3%	0-10%
Total Operating Revenue less NRM levy less Investment Income				

Asset Sustainability Ratio

<u>Net Asset Renewals</u>	78%	62%	54%	90-100%
Depreciation Expense				

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.

**TOWN OF GAWLER
2012/2013 BUDGET
BUDGETED FUNDING STATEMENT**

	2011/2012 Forecast	2012/2013 Budget
	\$'000	\$'000
Revenue		
Operating Revenue	20,241	20,294
Capital Revenue	4,668	1,908
Borrowings	0	0
Loan repayments - Community Groups	13	14
Transfers from Reserves	2,544	1,336
Asset Sales	262	168
Cash Deficit c'fwd	4,049	5,061
TOTAL REVENUE	31,777	28,781
Expenses		
Operating Expenditure (excl Deprec'n and Joint Ventures)	17,841	18,747
Loan repayments (Principal)	855	920
Capital Expenditure	6,532	4,929
Transfers to Reserves	2,239	136
Asset Disposal Costs	30	0
Cash Deficit b'fwd	4,280	4,049
TOTAL EXPENSES	31,777	28,781

**TOWN OF GAWLER
2012/2013 BUDGET**

BUDGETED CASH SURPLUS / (DEFICIT) RECONCILIATION

	2011/2012 Forecast	2012/2013 Budget
	\$'000	\$'000
Cash per Cashflow Statement	1,799	(891)
<i>less Funded Current assets/liabilities:</i>		
Debtors & Other Receivables	1,980	1,780
Creditors & Other Payables	(3,858)	(3,180)
Provisions	(894)	(894)
Reserves	(3,076)	(1,876)
	<u>(5,848)</u>	<u>(4,170)</u>
Cash Surplus/(Deficit)	(4,049)	(5,061)

TOWN OF GAWLER
2012/2013 BUDGET
BUDGETED MOVEMENT IN EQUITY RESERVES
for the year ending 30 June 2013

	Forecast Balance 1/7/12 \$'000	2012/2013 Transfers to Reserve \$'000	2012/2013 Transfers from Reserve \$'000	Projected Closing Balance 30/6/13 \$'000	Note
Asset Revaluation Reserve	154,844			154,844	
Other Reserves:					
Carparking	360	54		414	1
Open Space	4		(4)	-	
Stormwater Drainage	17	27	(17)	27	
Plant & Machinery Replacement	291		(291)	-	
Property	1,337	50		1,387	2
Waste Management Service Charge	30		(30)	-	
Willaston Cemetery Reserve	13	5		18	3
Infrastructure & Community Assets					
Project Reserve	200		(170)	30	
C'fwd Budgets Reserve	824		(824)	-	4
Total Other Reserves	3,076	136	(1,336)	1,876	

Notes:

1. Purpose of the Reserve is to provide funding for development of Car Park facilities within the Council area
2. Developer contributions received towards the construction of facilities within the Southern Urban Areas. Budgeted transfer to Reserve includes interest earned on funds held
3. Budgeted transfer to reserve of \$5,000 in accordance with Council resolution that 5% of Cemetery fees received be allocated to this Equity Reserve for future enhancements at the Cemetery
4. Transfer from Reserve to fund completion of various projects from the 2011/2012 financial year

9. LONG TERM FINANCIAL PLAN

9.1 Overview

The Long Term Financial Plan effectively acts as a 'roadmap' to chart Council's financial operations in the longer term, and subsequently outlines future funding needs and requirements within an ever-changing economic environment.

Reviewed and updated on an annual basis, it is imperative that the Long Term Financial Plan is aligned with Council's other key forward planning documents – most notably the Long Term Infrastructure and Asset Management Plan (IAMP) which importantly outlines indicative funding required towards the on-going maintenance and replacement / renewal of Council's significant stock of infrastructure assets.

Whilst Council's inaugural IAMP was adopted in September 2009, subsequent updates have been deferred pending the purchase and installation of Asset Management Software to more effectively program the maintenance and replacement / renewal of Council's fixed asset stock. The Asset Management Software has recently been acquired and is in the process of being installed for implementation from 1 July 2012.

In this context, it is important to note that when the updated IAMP is completed it may identify a current under-investment in asset replacement/renewal and asset maintenance – particularly given the financial constraints of the Council.

When undertaking the previous annual review of the Plan, Management was challenged to identify opportunities to fast-track the operating break-even position to 2014/2015 – being two years earlier than that previously identified in the Long Term Financial Plan. Management has since identified such opportunities (amounting up to \$1.4M annually), which formed the basis of discussion at a separate Special Council meeting held on 28 June 2012.

Based on outcomes from the 28 June 2012 meeting, \$633,000 of identified recurrent budget savings have been incorporated in both the Plan and the draft 2012/2013 budget.

On this basis, and also based on the key assumptions outlined below, the updated Plan reflects a break-even operating result which may be achievable by the 2015/2016 financial year.

However, Council will be conducting reviews for a number of key services during the 2012/2013 financial year. It is envisaged that these reviews may further reduce Council's recurrent expenditure.

9.2 Key Assumptions in updating of Plan (Operating Result)

(a) Operating Revenue

- i. General rate revenue increase of 5% for existing ratepayers until a break-even operating position is reached (i.e. 2015/2016). Thereafter, a 4% annual increase has been included for 2016/2017-2018/2019, and then 3% for the remaining years of the Plan;
- ii. A marked increase in development application fees and property search fees (20% increase up to 2015/2016, then sliding scale reduction in increase over the remaining years of the plan), based on expected development growth to occur in the Southern Urban Areas and Gawler East;
- iii. Operating grants revenue to increase, on average, by 3% over the life of the plan;
- iv. Dog registrations revenue to increase, on average, by 5% over the life of the plan, based on an anticipated increase in the number of dogs registered as the population of the town increases;
- v. Other recurrent revenue streams to increase, on average, by between 3-4%

(b) Operating Expenditure

- i. Employment costs for existing staff to increase between 3.5-4% per annum;
- ii. Waste collection and disposal costs to increase by 10% over the life of the plan (including expansion of the kerbside collection program in line with property development growth) – offset by associated increase in revenue collected from the Waste Management Service Charge;
- iii. Water and electricity costs to increase, on average, by 6% over the life of the plan (after allowing for strategies to reduce consumption);
- iv. Indexed increase in provision for New Operating initiatives and/or Sundry Projects Fund (commencing from \$500,000 in 2012/2013)
- v. Increase of 2% per annum in other Contracts & Materials costs (incorporating recurring 1% efficiency dividend)

9.3 Capital Expenditure

Council's operating and cash deficit position puts considerable financial constraints on the level of funding available for annual capital works programs in the short to medium term.

As a result, there is a projected under-investment in the replacement/renewal of existing assets (as represented by the Asset Sustainability Ratio projection contained within the Plan) in the short to medium term, whilst Council addresses its operating and cash deficit positions.

Further, minimal capital funding has been provided in the short to medium term for the purchase or construction of new assets as the acquisition of such assets gives rise to new (and recurring) maintenance and operating costs.

The Plan acknowledges, however, that Council will inherit a substantial value of infrastructure assets from community developers over the life of the plan, particularly relating to the Southern Urban Areas and Gawler East developments. The acquisition of such assets subsequently gives rise to increased depreciation expense and increased asset maintenance / operating costs.

Once Council's financial footing has been secured, as represented by elimination of the operating and cash deficit, substantially more recurrent funding will become available towards the investment in both asset replacement/renewal and the purchase/construction of new/upgraded assets.

9.4 Capital Revenue

With the operating deficits of recent years, Council has had minimal recurrent operating revenue available to allocate towards its capital works programs.

As a result, in recent years Council has traditionally borrowed \$3M on a fixed 15 year debenture loan with the Local Government Finance Authority (LGFA) to fund an appropriate level of capital works.

However, Council's overall financial (cash deficit) position (as distinct from the operating deficit position), combined with Council policy thresholds relating to the level of financial liabilities, means that the continuation of such long-term borrowings is not financially prudent or sustainable. In this context, fixed long-term loan borrowings of recent years has culminated in a marked increase in interest expenses (from \$696,000 in 2008/2009 to \$987,000 in 2011/2012), which naturally acts as an impediment to Council reducing its operating deficit.

Consequently, the amended approach now incorporated in the Plan reflects Council solely using its existing \$3.6M cash overdraft facility with the LGFA to part-finance capital works programs (the potential financial savings of this revised capital funding approach are substantial – with projected interest expense savings of approximately \$140,000 in the 2012/2013 financial year alone).

In the longer term, the Plan provides for depreciation expense being fully offset by a matching investment in the replacement/renewal of assets (which is both the Council's policy and the LGA's endorsed approach).

Importantly, the Plan provides future borrowing capacity for Council to undertake fixed long-term loans towards the purchase / construction of major new assets should the urgent need arise.

Given the modest funding available towards the purchase or construction of new assets over the life of the plan, and also given the fact that capital grants received are invariably only provided towards such assets (i.e. they are generally not provided towards the replacement / renewal of existing assets), the Plan only provides for

capital grants of \$300,000 per annum.

Although proceeds from the sale of replaced light fleet / heavy vehicle assets are incorporated within the Plan, at this stage the Plan does not incorporate proceeds received from the sale of surplus property assets.

It is nonetheless important that Council continues to identify surplus property assets for future disposal (particularly those with no investment return) – as this has the tri-fold benefit of an immediate cash injection (i.e. sale proceeds); new rate revenue (i.e. from a previously non-rateable Council asset); and reduces Council's recurrent operating costs.

The key financial projections incorporated within the Long Term Financial Plan are included in the following pages.

LONG TERM FINANCIAL PLAN

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
REVENUES	Actual	Actual	Actual										
Rates	11,264	12,949	13,283	14,941	16,001	17,553	19,223	21,095	22,925	24,856	27,016	29,079	31,254
Statutory Charges	531	510	461	548	617	690	774	873	965	1,041	1,124	1,214	1,296
User Charges	1,292	1,291	1,450	1,490	1,621	1,686	1,753	1,823	1,896	1,972	2,051	2,133	2,218
Grants, subsidies and contributions	2,712	2,183	2,636	2,699	1,466	2,090	2,202	2,262	2,324	2,387	2,453	2,312	2,382
Investment income	43	55	46	140	83	0	0	0	0	0	0	0	2
Reimbursements	591	459	408	298	261	269	277	285	294	303	312	321	331
Other Revenues	38	90	71	71	27	28	29	30	30	31	32	33	34
Net gain - joint ventures & associates	39	0	32	54	29	0	0	0	0	0	0	0	0
TOTAL REVENUE	16,510	17,537	18,387	20,241	20,105	22,316	24,258	26,369	28,434	30,591	32,988	35,092	37,517
EXPENSES													
Employee Costs	7,219	7,790	7,907	8,064	8,747	9,097	9,415	9,745	10,086	10,439	10,804	11,182	11,574
Materials, Contracts & Other Expenses	7,373	7,511	8,218	8,752	8,888	9,539	10,331	11,020	11,853	12,758	14,195	15,274	16,679
Finance Costs	696	777	950	987	946	931	878	703	608	528	467	395	309
Depreciation, Amortisation & Impairment	2,960	4,361	4,268	4,199	4,108	4,518	4,665	4,899	5,474	5,994	6,184	6,385	6,582
Net loss - joint ventures & associates	33	13	0	210	27	0	0	0	0	0	0	0	0
TOTAL EXPENSES	18,281	20,452	21,343	22,212	22,716	24,084	25,289	26,367	28,021	29,718	31,649	33,236	35,144
OPERATING SURPLUS / (DEFICIT) BEFORE CAPITAL AMOUNTS													
	(1,771)	(2,915)	(2,956)	(1,971)	(2,611)	(1,769)	(1,030)	2	414	872	1,338	1,856	2,373
Net gain (loss) on disposal or revaluation of assets	(491)	-258	-275	29	-25	0	0	0	0	0	0	0	0
Amounts specifically for new or upgraded assets	1,056	769	3,738	4,407	1,909	300	300	300	300	300	300	300	300
Physical resources received free of charge	0	671	832	130	6,863	8,579	12,288	27,025	23,185	8,013	8,158	7,834	10,439
NET SURPLUS / (DEFICIT)	(1,206)	(1,733)	1,339	2,595	6,136	7,110	11,557	27,327	23,898	9,186	9,796	9,991	13,112

LONG TERM FINANCIAL PLAN

ESTIMATED BALANCE SHEET

	2008/09 \$'000s Actual	2009/10 \$'000s Actual	2010/11 \$'000s Actual	2011/12 \$'000s	2012/13 \$'000s	2013/14 \$'000s	2014/15 \$'000s	2015/16 \$'000s	2016/17 \$'000s	2017/18 \$'000s	2018/19 \$'000s	2019/20 \$'000s	2020/21 \$'000s
ASSETS													
Current Assets													
Cash and cash equivalents	523	1,494	2,757	963	(1,097)	(1,376)	(1,051)	(850)	(776)	(657)	(428)	54	489
Trade & other receivables	2,323	2,042	1,967	1,967	1,767	1,767	1,767	1,767	1,767	1,767	1,767	1,767	1,767
Loans to Community Groups	16	12	13	14	17	18	19	18	16	9	0	0	0
Inventories													
Total Current Assets	2,862	3,548	4,737	2,944	687	409	735	935	1,008	1,119	1,339	1,821	2,256
Non-Current Assets													
Loans to Community Groups	134	125	112	98	81	63	44	26	9	0	0	0	0
Investments in subsidiaries	2,900	2,896	2,997	2,841	2,843	2,843	2,843	2,843	2,843	2,843	2,843	2,843	2,843
Infrastructure, Property, Plant & Equipment	111,554	173,173	186,732	189,087	196,425	202,836	213,008	237,984	260,595	268,865	277,588	286,188	297,894
Total Non-Current Assets	114,588	176,194	189,841	192,026	199,349	205,742	215,895	240,853	263,447	271,708	280,432	289,032	300,736
TOTAL ASSETS	117,450	179,742	194,578	194,970	200,036	206,151	216,630	241,788	264,455	272,827	281,771	290,853	302,994
LIABILITIES													
Current Liabilities													
Trade & Other Payables	2,438	4,071	4,742	3,394	3,244	3,244	3,244	3,244	3,244	3,244	3,244	3,244	3,244
Borrowings - Fixed Term Debentures	726	1,750	855	855	855	855	855	855	855	855	855	855	855
Borrowings - Cash Advance Facility	1,129	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	548	752	894	894	894	894	894	894	894	894	894	894	894
Total Current Liabilities	4,841	6,573	6,491	5,143	4,993	4,993	4,993	4,993	4,993	4,993	4,993	4,993	4,993
Non-Current Liabilities													
Borrowings	9,419	10,670	13,815	12,960	12,040	11,045	9,967	7,798	6,567	5,753	4,902	3,993	3,022
Provisions	169	200	187	187	187	187	187	187	187	187	187	187	187
Other Non-Current Liabilities	187	15	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	9,775	10,885	14,002	13,147	12,227	11,232	10,154	7,985	6,754	5,940	5,089	4,180	3,209
TOTAL LIABILITIES	14,616	17,458	20,493	18,290	17,220	16,225	15,147	12,978	11,747	10,933	10,082	9,173	8,202
NET ASSETS	102,834	162,284	174,085	176,680	182,816	189,926	201,483	228,810	252,708	261,894	271,689	281,680	294,792
EQUITY													
Accumulated Surplus	16,648	14,395	15,776	18,787	26,008	33,540	45,536	73,322	97,195	106,354	116,123	126,085	139,167
Asset Revaluation Reserve	83,283	144,466	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928
Funded Reserves	2,903	3,423	3,381	2,965	1,880	1,457	1,019	560	585	611	638	667	697
TOTAL EQUITY	102,834	162,284	174,085	176,680	182,816	189,926	201,483	228,810	252,708	261,894	271,689	281,680	294,792

LONG TERM FINANCIAL PLAN
ESTIMATED STATEMENT OF CHANGES IN EQUITY

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000s	\$'000s	Actual	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
ACCUMULATED SURPLUS													
Balance at end of previous reporting period	16,622	16,648	14,395	15,776	18,787	26,008	33,540	45,536	73,322	97,195	106,354	116,123	126,085
Net Surplus/(Deficit) for year	(1,206)	(1,733)	1,339	2,596	6,136	7,110	11,557	27,327	23,898	9,186	9,796	9,991	13,112
Transfers to Other Reserves	(1,401)	(2,435)	(2,293)	(2,126)	(140)	(145)	(130)	(115)	(96)	(102)	(105)	(108)	(113)
Transfers from Other Reserves	2,633	1,915	2,335	2,544	1,225	567	569	574	73	76	78	80	82
Balance at end of period	16,648	14,395	15,776	18,787	26,008	33,540	45,536	73,322	97,195	106,354	116,123	126,085	139,167
ASSET REVALUATION RESERVE													
	83,283	144,466	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928	154,928
OTHER RESERVES													
Car Parks													
Balance at end of previous reporting period	595	570	540	315	360	374	389	405	421	438	456	474	493
Transfers from Accumulated Surplus	60	25	45	45	14	15	16	16	17	18	18	19	20
Transfers to Accumulated Surplus	(85)	(55)	(270)	0	0	0	0	0	0	0	0	0	0
Balance at end of period	570	540	315	360	374	389	405	421	438	456	474	493	512
Open Space													
Balance at end of previous reporting period	312	289	189	153	4	13	14	14	15	15	16	16	16
Transfers from Accumulated Surplus	4	0	0	0	13	14	14	15	15	16	16	16	17
Transfers to Accumulated Surplus	(27)	(100)	(36)	(149)	(4)	(13)	(14)	(14)	(15)	(15)	(16)	(16)	(16)
Balance at end of period	289	189	153	4	13	14	14	15	15	16	16	16	17
Plant & Equipment Replacement Reserves													
Balance at end of previous reporting period	141	233	776	361	291	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	192	649	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(100)	(106)	(415)	(70)	(291)	0	0	0	0	0	0	0	0
Balance at end of period	233	776	361	291	0	0	0	0	0	0	0	0	0
Capital Works													
Balance at end of previous reporting period	1,196	1,111	1,499	1,635	713	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	1,111	1,499	1,586	713	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(1,196)	(1,111)	(1,450)	(1,635)	(713)	0	0	0	0	0	0	0	0
Balance at end of period	1,111	1,499	1,635	713	0	0	0	0	0	0	0	0	0
Property													
Balance at end of previous reporting period	1,133	543	0	0	1,337	1,390	946	484	0	0	0	0	0
Transfers from Accumulated Surplus	0	0	0	1,337	53	56	38	19	0	0	0	0	0
Transfers to Accumulated Surplus	(590)	(543)	0	0	(500)	(500)	(500)	(503)	0	0	0	0	0
Balance at end of period	543	0	0	1,337	1,390	946	484	0	0	0	0	0	0
Stormwater Drainage													
Balance at end of previous reporting period	830	123	211	410	17	54	55	57	58	61	62	64	66
Transfers from Accumulated Surplus	0	88	237	28	54	55	57	59	60	62	64	66	68
Transfers to Accumulated Surplus	(707)	0	(38)	(421)	(17)	(54)	(55)	(57)	(58)	(61)	(62)	(64)	(66)
Balance at end of period	123	211	410	17	54	55	57	59	61	62	64	66	68
Other Reserves													
Balance at end of previous reporting period	635	34	208	507	243	48	53	59	65	71	78	85	92
Transfers from Accumulated Surplus	34	174	425	5	5	5	6	6	6	7	7	7	8
Transfers to Accumulated Surplus	(635)	0	(126)	(269)	(200)	0	0	0	0	0	0	0	0
Balance at end of period	34	208	507	243	48	53	59	65	71	78	85	92	100
TOTAL OTHER RESERVES AT END OF PERIOD													
	2,903	3,423	3,381	2,965	1,880	1,457	1,019	560	585	611	638	667	697
TOTAL EQUITY AT END OF PERIOD													
	102,834	162,284	174,085	176,680	182,816	189,926	201,483	228,810	252,708	261,894	271,689	281,680	294,792

LONG TERM FINANCIAL PLAN ESTIMATED CASHFLOW STATEMENT

CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts:												
Investment receipts	43	43	52	140	83	0	0	0	0	0	0	2
Operating receipts	16,519	17,699	20,385	20,047	20,193	22,316	24,258	26,369	28,434	30,591	32,988	35,092
Payments:												
Finance payments	(696)	(700)	(734)	(987)	(946)	(931)	(878)	(703)	(608)	(528)	(467)	(395)
Operating payments to suppliers & employees	(14,543)	(14,669)	(17,819)	(16,816)	(17,635)	(18,636)	(19,746)	(20,765)	(21,939)	(23,197)	(24,999)	(26,456)
Net cash provided by (or used in) Operating Activities												
	1,323	2,373	1,884	2,384	1,695	2,749	3,635	4,901	5,887	6,866	7,522	8,241
CASH FLOW FROM INVESTING ACTIVITIES												
Receipts:												
Amounts specifically for new or upgraded assets	66	2,004	4,009	3,559	1,259	300	300	300	300	300	300	300
Sale of replaced assets	37	61	246	262	168	150	150	150	150	150	150	150
Repayment of loans by community groups	27	13	12	13	14	17	18	19	18	16	9	0
Payments:												
Expenditure on renewal/replacement of assets	(1,505)	(3,417)	(1,342)	(2,729)	(2,362)	(2,000)	(2,200)	(2,500)	(4,500)	(5,800)	(6,100)	(6,400)
Expenditure on new/upgraded assets	(2,936)	(1,209)	(5,796)	(3,928)	(2,414)	(500)	(500)	(500)	(550)	(600)	(800)	(900)
Loans made to community groups	(30)	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities												
	(4,341)	(2,548)	(2,871)	(2,823)	(3,335)	(2,033)	(2,232)	(2,531)	(4,582)	(5,934)	(6,441)	(6,850)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts:												
Proceeds from external borrowings	3,030	3,000	3,000	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of external borrowings	(1,076)	(725)	(750)	(855)	(920)	(995)	(1,078)	(2,169)	(1,231)	(814)	(851)	(909)
Net cash provided by (or used in) Financing Activities												
	1,954	2,275	2,250	(855)	(920)	(995)	(1,078)	(2,169)	(1,231)	(814)	(851)	(909)
Net Increase/(Decrease) in Cash held												
	(1,064)	2,100	1,263	(1,294)	(2,560)	(279)	325	201	74	118	230	482
Cash at beginning of period												
	458	(606)	1,494	2,757	1,463	(1,097)	(1,376)	(1,051)	(850)	(776)	(657)	(428)
CASH AT END OF PERIOD												
	(606)	1,494	2,757	1,463	(1,097)	(1,376)	(1,051)	(850)	(776)	(657)	(428)	54
489												

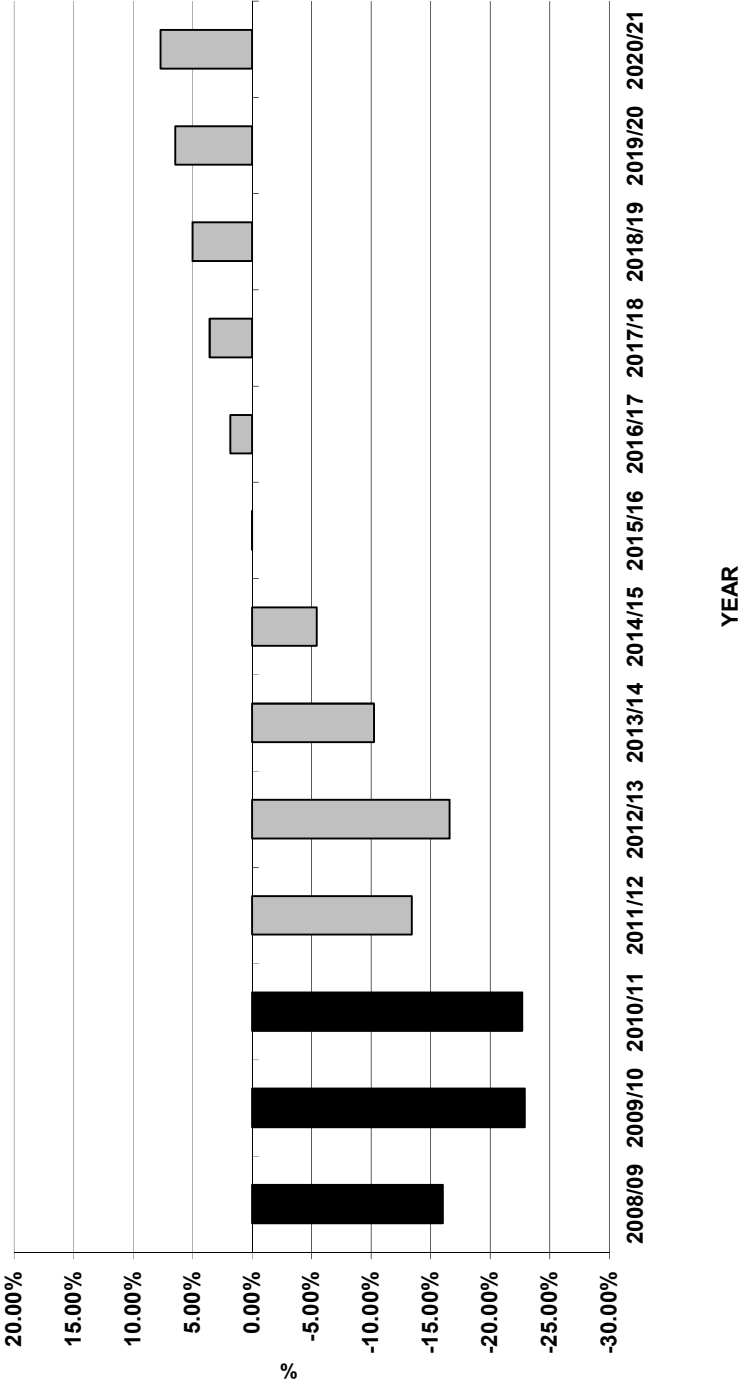
LONG TERM FINANCIAL PLAN

ESTIMATED UNIFORM PRESENTATION OF FINANCES STATEMENT

	2008/09 \$'000s Actual	2009/10 \$'000s Actual	2010/11 \$'000s Actual	2011/12 \$'000s	2012/13 \$'000s	2013/14 \$'000s	2014/15 \$'000s	2015/16 \$'000s	2016/17 \$'000s	2017/18 \$'000s	2018/19 \$'000s	2019/20 \$'000s	2020/21 \$'000s
Operating Revenues	16,510	17,537	18,387	20,241	20,105	22,316	24,258	26,369	28,434	30,591	32,988	35,092	37,517
less Operating Expenses	(18,281)	(20,452)	(21,343)	(22,212)	(22,716)	(24,084)	(25,289)	(26,367)	(28,021)	(29,718)	(31,649)	(33,236)	(35,144)
Operating Surplus / (Deficit)	(1,771)	(2,915)	(2,956)	(1,971)	(2,611)	(1,769)	(1,030)	2	414	872	1,338	1,856	2,373
less Net outlays on existing Assets													
Capital expenditure on renewal and replacement of existing assets	1,505	3,417	1,268	2,699	2,362	2,000	2,200	2,500	4,500	5,800	6,100	6,400	7,000
less Depreciation, Amortisation and Impairment	(2,960)	(4,361)	(4,268)	(4,199)	(4,108)	(4,518)	(4,665)	(4,899)	(5,474)	(5,994)	(6,184)	(6,385)	(6,582)
less Proceeds from Sale of Replaced Assets	(37)	(61)	(137)	(78)	(168)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
	(1,492)	(1,005)	(3,137)	(1,578)	(1,914)	(2,668)	(2,615)	(2,549)	(1,124)	(344)	(234)	(135)	268
less Net outlays on New and Upgraded Assets													
Capital expenditure on New and Upgraded Assets	2,936	1,209	5,938	4,058	2,414	500	500	500	550	600	800	900	1,000
less Amounts received specifically for New and Upgraded Assets	(1,056)	(769)	(3,738)	(4,407)	(1,909)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)
less Proceeds from Sale of Surplus Assets	0	0	(109)	(184)	0	0	0	0	0	0	0	0	0
	1,880	440	2,091	(533)	505	200	200	200	250	300	500	600	700
less repayment of loans from Community groups													
	(27)	(13)	(12)	(13)	(14)	(17)	(18)	(19)	(18)	(16)	(9)	0	0
Net Lending / (Borrowing) for Financial Year	(2,132)	(2,337)	(1,898)	153	(1,188)	716	1,403	2,370	1,305	932	1,081	1,391	1,406

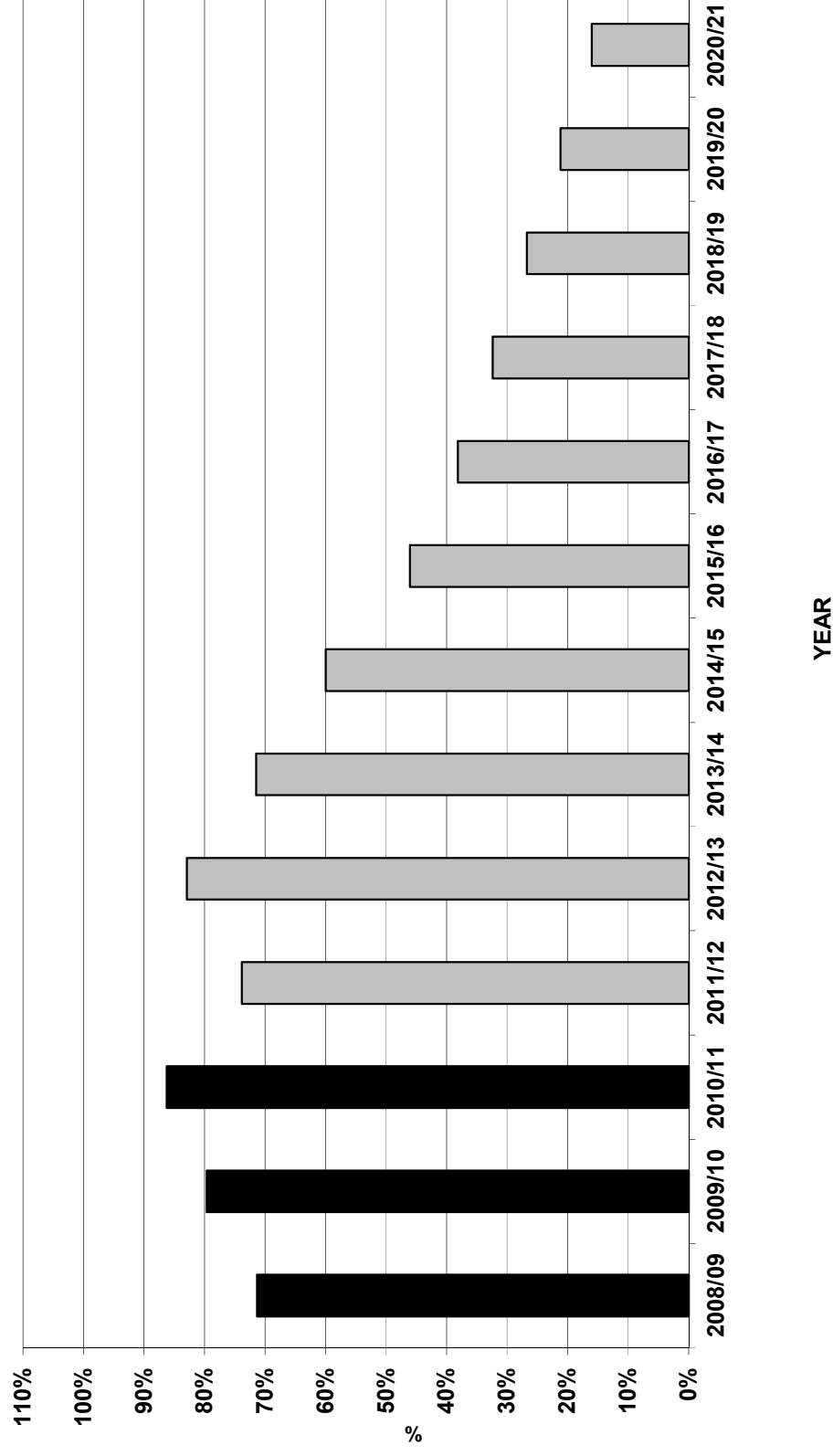
Net Lending / (Borrowing) equals Operating Surplus / (Deficit), less Net Outlays on non-financial assets. The Net Lending / (Borrowing) result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual accounting basis. The Net Lending / (Borrowing) result can be expected to fluctuate from year to year, given the lumpy nature of some capital expenditure. Achieving a zero result on the Net Lending / (Borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues. The amount of Net Lending in any one year decreases the level of Net Financial Liabilities in the year by that amount. Conversely, the amount of Net Borrowing increases the level of Net Financial Liabilities.

LONG TERM FINANCIAL PLAN **FINANCIAL INDICATORS – OPERATING SURPLUS / (DEFICIT) RATIO**



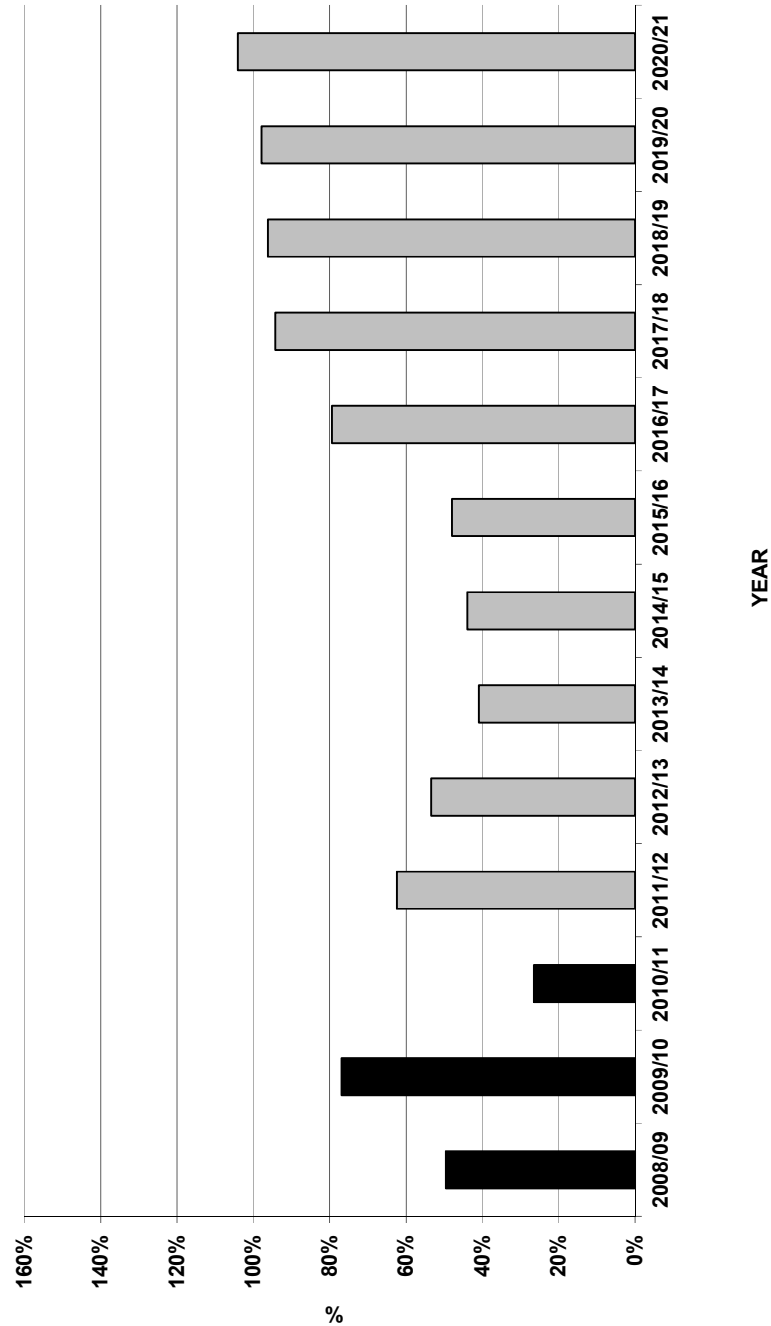
Note: Council policy that ratio result of 0% - 10% average over 5 year period. Council has aspirational target of achieving a break-even operating result by the 2014/2015 financial year.

LONG TERM FINANCIAL PLAN FINANCIAL INDICATORS - NET FINANCIAL LIABILITIES RATIO



Note: The Net Financial Liabilities Ratio discloses net financial liabilities as a percentage of total operating revenue. Council policy target range of between 0-100%.

LONG TERM FINANCIAL PLAN FINANCIAL INDICATORS – ASSET SUSTAINABILITY RATIO



Note: The Asset Sustainability Ratio compares net capital expenditure on the renewal and replacement of existing assets with depreciation expense. Council policy target range of between 90-100% over 3 year period. Council’s current financial position and financial policy targets / thresholds significantly constrains the level of capital works that can be funded from the annual budget. On this basis, it is important that the focus of limited capital expenditure funds remains on the replacement and renewal of existing assets as distinct from the purchase or construction of major new assets.

APPENDIX 1 – ASSET INVESTMENT PROPOSALS (LAND & BUILDINGS)

Bid No	Project	Location	Scope of Works	Justification	COST ESTIMATE		CUMULATIVE COST ESTIMATE	FUNDING SOURCE			INDICATIVE FUTURE ADDITIONAL OPERATING COSTS P.A.		
					Asset Replacement / Renewal	New / Upgraded Asset		Govt Grant / Developer Contribution	General Rates	Internal Equity Reserve	Depreciation	Other	
Completion of projects from 2011/2012 financial year (committed projects funded from C'wd Budgets Equity Reserve Fund)													
	Disability Access	Clonlea Reserve	Upgrade facilities to provide for Disability Access			\$ 40,000	\$ 40,000			\$ (40,000)	\$ 400		
	Bird-proofing roof	Gawler Sports & Community Centre		Bird proofing of roof and removal of associated excrement			\$ 13,300	\$ 53,300			\$ (13,300)	\$ 221	
	Air-conditioning replacement	Town Hall/ Library / Institute	Replacement of air-conditioners			\$ 192,130	\$ 245,430			\$ (192,130)			
	TOTAL - COMPLETION OF PROJECTS FROM 2011/2012 FINANCIAL YEAR					\$ 192,130	\$ 53,300	\$ 245,430	\$ -	\$ -	\$ (245,430)	\$ 621	\$ -

2012/2013 Capital Investment Bids

103	Front Counter Upgrade	Admin Town Hall	Upgrade of front counter to reduce identified security risks	Security audit review conducted by SAPOIL and Risk assessment highlighted issues with the admin/cashier area recommending improvements.	\$ 30,000		\$ 30,000		\$ (30,000)			
115	Roof Repair/Replacement	Gawler Central & Gawler South Sporting Clubs	Repair and replace sections of roof as required to make good	During lease negotiations with the sporting clubs it was highlighted that repairs were required to the roof above the Gawler Centrals Clubroom and the Gawler South squash courts 23 High St, Gawler East building lease is due to expire in 2014 staff will need to relocate. Council requested that Officers investigate the options for relocation of staff.	\$ 15,000	\$ -	\$ 45,000		\$ (15,000)			
121	Office Accommodation Detail Design	Office Accommodation	Architect and Engineer/Design - on hold pending Council review			\$ 150,000	\$ 195,000		\$ (150,000)		\$ 1,500	

APPENDIX 1 – ASSET INVESTMENT PROPOSALS (LAND & BUILDINGS)

Bid No	Project	Location	Scope of Works	Justification	COST ESTIMATE			CUMULATIVE COST ESTIMATE	FUNDING SOURCE			INDICATIVE FUTURE ADDITIONAL OPERATING COSTS P.A.	
					Asset Replacement / Renewal	Upgraded Asset	New Asset		Govt Grant / Developer Contribution	General Rates	Internal Equity Reserve	Depreciation	Other
129	Path Linkage Project (Reid area paths and Open Space)	Gawler Peri-Urban Rivers	Project scope includes 2 phases, phase 1 covers the existing 150ha of land already under Council's control within the rivers' corridors and phase 2 covers the remaining 50ha needing to come under Councils control to complete the biodiversity connection of the river corridors. Phases 1 & 2 scope of works covers the initial woody weed removal and subsequent detailed biodiversity planting for each of the rivers' precinct areas inclusive of park public access development such as shared path development, infrastructure (such as seating, bins, shelters and lighting, etc) , over a project duration of 6 years. Additionally phase 2 scope is inclusive of anticipated costs associated with procuring access to outstanding river corridor land required to complete the overall project. The project timeline will be dependent upon the success of funding applications, that is if Council has been successful in sourcing Government funds to support the project. The project timeline will be extended until such time as future funding applications are successful. Current \$ projections below are based upon the assumption that current funding applications will be successful.	Council IES departmental staff have a strong interest in applying for long term funding to enhance the existing local river corridors in accordance with community aspirations as already recognised within the Council's Gawler Rivers Master Plan. As part of the master Plan's action plan objectives for the biodiversity and open space development of the rivers corridor's riparian and adjacent land zones, it is proposed to enhance and/or reinstate the biodiversity balance throughout the entire Gawler Peri-Urban Rivers corridor under a 6 year project combined with a carbon farming initiative, primarily funded by Commonwealth & State Governments' funding programs. The overall project objectives fits very well within a number of the government funding program objectives, funding conditions exist where Council has to match \$ for \$, but in-kind contribution from Council (including staff expenses) can be included in the \$ calculations. Magnitude of \$ spend will be dependent upon the success rate of the funding applications.	\$ 237,130	\$ 911,000	\$ 1,106,000	\$ (884,000)	\$ (27,000)				
TOTAL FUNDING AVAILABLE					\$ 237,130	\$ 1,114,300	\$ 1,351,430	\$ (884,000)	\$ (222,000)	\$ (245,430)	\$ 2,121	\$ -	

APPENDIX 1 – ASSET INVESTMENT PROPOSALS (INFRASTRUCTURE)

Bld No	Project	Location	Scope of Works	Justification	COST ESTIMATE		CUMULATIVE COST ESTIMATE	FUNDING SOURCE			INDICATIVE FUTURE ADDITIONAL OPERATING COSTS	
					Asset Replacement/ Renewal	New / Upgraded Asset		Govt Grant	Developer Contributions	General Rates / Loans (Cash Advance)	Internal Equity Reserve	Depreciat on
Completion of projects from 2011/2012 financial year / committed projects funded from C'wd Budgets Equity Reserve Fund)												
	Skate park	Clontlea Reserve	Construction of skate park			\$ 305,000	\$ 305,000	\$ (150,000)			\$ (155,000)	\$ 5,395 \$ 2,000
	Murray Street footpaths - Stage 3 upgrade	Murray Street	Completion of Stage 3 upgrade between Callon Rd - Bridge St			\$ 100,000	\$ 405,000				\$ (100,000)	\$ 1,250 \$ 1,000
	Cooper Rd stormwater design	Cooper Rd	Design works to remedy stormwater issues			\$ 20,000	\$ 425,000				\$ (20,000)	\$ 250
	Playground equipment replacement	Various	Completion of playground equipment replacement program		\$ 90,000		\$ 515,000				\$ (90,000)	
	Clontlea Reserve Erosion Control	Clontlea Reserve	Works required to protect stability of significant trees			\$ 20,000	\$ 535,000				\$ (20,000)	
	Public Transport Establishment Project	Various	Installation of 11 Bus Shelters			\$ 119,037	\$ 654,037	\$ (44,037)			\$ (75,000)	
						\$ 90,000	\$ 654,037	\$ (194,037)	\$ -	\$ -	\$ (460,000)	\$ 6,895 \$ 3,000
TOTAL - COMPLETION OF PROJECTS FROM 2011/2012 FINANCIAL YEAR												

2012/2013 Capital Investment Bids

208	Road Resheet Annual 2012/2013 Program	Kudla	Undertake resheeting (reconstruction of 150mm base) of unsealed roads to ensure that the integrity of the top road base layer is maintained to ensure good ride quality and all year round accessibility of the road to acceptable service level. The road proposed to be resheeted is: Gordon Rd - Kudla - 620m	Resheet of an unsealed road ensures that the road base is protected by the resheeted layer, maintain the quality of the road for vehicular traffic to an acceptable service level. The life of the road pavement unsealed asset is limited to 8 to 10 year period and periodic resheeting is required	\$ 33,000	\$ 33,000	\$	\$ (33,000)				
208	Existing Footpath Reseal Annual Program 2012/13	Specified under project scope	Undertake renewal of 1437m (1927sq m) of footpaths along the following streets/roads, Cameron St - 490m, Dundas St - 94m, Finnis St - 303m, Flinders St - 66m, Eighteenth St - 325m, Carlton Rd - 102m and Eighth St - 190m	As per Asset Management Plan, existing footpaths are renewed when the asset service level falls below the acceptable service level.	\$ 70,000	\$ 103,000	\$	\$ (70,000)				
209	Town Centre / Alternative Heavy Vehicle Route - Pavement Upgrade Stage 2	Reid St, Light Sq and Cowan St - Gawler	Project covers Reid St, Light Sq and Cowan St. Detailed work scope is inclusive of the upgrade of pavements for heavy vehicle loadings, the realignment of kerbs/gutters to accommodate heavy vehicle turning circles and the upgrading of footpaths, kerb & gutter, street drainage	As part of the existing Town Centre Strategic Plan (as approved by council), stage 2 is the next stage (final stage) in the continued upgrading of the alternative heavy vehicle route for the Gawler Town Centre.	\$ 760,000	\$ 863,000	\$ (5380,000)	\$	\$ (380,000)		\$ 12,616	
	Murray St Upgrade Stage 4 - Western Side (Walker Place to Murray St)	Town Centre - Murray St	Footpath, kerb & gutter, street drainage and banner pole installation are all inclusive within the scope of works.	As part of the existing Town Centre strategic plan 4, the next stage in the continued upgrading of Murray St as approved by Council	\$ 660,000	\$ 1,523,000	\$ (5330,000)	\$	\$ (330,000)		\$ 8,250 \$ 1,000	
212	Paternoster Road, Rehabilitation Project	Paternoster, Reid	Patch existing 7m wide pavement then seal the pavement with asphalt wear wearing course (spray/seal double coat straight sections and 30mm AC7 overlay at intersections) Reshape the road verge to improve stormwater drainage and to prevent silt coming from near by Gawler Bypass on the Western side of the road. Reconstruct 1.5m unsealed shoulder at the eastern side of the road. Upgrade the swale drain in eastern side to improve the road stormwater run off.	Paternoster Rd from Richardson Dr to 600m north Rd is in poor condition and below service level, 4.58m long and 9m wide. Pavement defects such as pot holes/patching, various forms of cracking, stripping and undulations are shown on the road. Drainage issues are there. Road surface is deteriorating and needs intervention. Drainage improvement has to be done for this section.	\$ 280,000	\$ 1,803,000	\$ (5120,000)	\$	\$ (160,000)			

APPENDIX 1 – ASSET INVESTMENT PROPOSALS (INFRASTRUCTURE)

Bld No	Project	Location	Scope of Works	Justification	COST ESTIMATE		CUMULATIVE COST ESTIMATE	FUNDING SOURCE			INDICATIVE FUTURE ADDITIONAL OPERATING COSTS	
					Replacement / Renewal	New / Upgraded Asset		Govt Grant	Developer Contributions	General Rates / Loans (Cash Advance)	Internal Equity Reserve	Other
213	Gosford St Stormwater Outlet Rehabilitation Project	Gawler River Junction - Gosford Street	Work area is a steep discharge slope approx. 30m long x 6m wide. Considerable backfilling to reinstatement profile will be required then the drainage course would need to be lined with geotextile and 600mm armour rock. Existing discharge structure would also need to be replaced and stormwater also need to be backflow prevention device.	The stability of the existing drainage outlet JB and pipework is in imminent danger of collapsing into the river, additionally the stormwater discharge pipe is not equipped with any trash collection facility, consequently considerable trash is dumped into the river from every rainfall event. Failure to carry out the indicated works will result in increasing the cost of subsequent rehabilitation works and the erosion problem intensifies with each discharge.	\$ 60,000		\$ 1,863,000			\$ (43,000)	(\$17,000)	
214	Road Reseal Annual 2012/2013 Program	See Project Scope	Undertake resurfacing of the sealed roads such that the integrity of the top seal layer is maintained to ensure that moisture does not penetrate into the road pavement below or reduce the life of the road pavement. 5778 liner m or 33413 sq. m. Proposed roads to be resealed in 2012/13 include: Pots Rd, Morrow Ave, Davies St, Ayers St, Duffield St, Rudall St, McKinlay Ave, Gozzard St, Bridge St, Sth. Ayling St, Bright St, Barnett St, Car St, Dawes Dr, Goodger St, Sixth St, Greening Dr, Victoria Dr, Thomas Tce, Barber St, Para Rd, Melaleuca Dr, Fifteenth St and Rice Ave. Patch work for intersections and depressions at Hayles Rd, Nicholson Rd, Clark Rd and Myall St.	Intervention at the appropriate time with a reseal of a sealed road surface ensures that the road pavement that is protected by the seal. The life of the seal asset is less than the underlying road pavement and typically a number of reseal are required during the asset life of the road pavement to ensure the road pavement achieves its serviceable life.	\$ 200,000		\$ 2,063,000			\$ (200,000)		
215	Southern Urban Areas Design	Southern Urban Areas	Contribution to the detailed design of the integrated stormwater solution and the control and distribution network for the aquifer storage and reuse scheme.	Agreements with the developers of land in the south of Gawler requires the parties to contribute to an integrated stormwater management system across the entire land parcel that has been rezoned. Also involves investigation and construction of an aquifer storage and recovery system to be used on the open space areas including the Karbeethan Reserve.								
216	Gawler Bridge Minor Structural Repairs Program 2012/2013	Adelaide Road / Bridge Street South	Includes repair of defect items listed in Bridge Inspection Report and the completion of an updated infrastructure condition report upon completion of the repair work.	A number of bridge defects require rectification to minimise the risk of future deterioration of this important historical structure. Council tried without success to get the state Govt to review the ownership of the infrastructure. Council has the responsibility to maintain the bridge and should act on the maintenance requirements without further delay.	\$ 45,000	\$ 120,000	\$ 2,183,000			\$ (120,000)	\$ 1,500	
TOTAL FUNDING AVAILABLE					\$ 1,538,000	\$ 1,344,037	\$ 2,882,037	\$ (904,037)	\$ (120,000)	\$ (1,381,000)	\$ (477,000)	\$ 29,261
												\$ 4,000

APPENDIX 1 – ASSET INVESTMENT PROPOSALS (EQUIPMENT)

APPENDIX 1 – ASSET INVESTMENT PROPOSALS (OTHER ASSETS)

Bid No	Project	Location	Scope of Works	Justification	COST ESTIMATE		CUMULATIVE COST ESTIMATE	FUNDING SOURCE		INDICATIVE FUTURE ADDITIONAL OPERATING COSTS P.A. \$		
					Asset Replacement / Renewal	New / Upgraded Asset		General Rates	Internal Equity Reserve	Depreciation	Other	
402	BBQ Replacement Clontlea Park	Clontlea Park	Council to remove old BBQ, pour new concrete slab to mount new stainless steel BBQ. Electrician needed.	Replace existing BBQ at Clontlea Park which is over 25 years old with replacement parts hard to source	\$ 7,000		\$ 7,000	\$ (3,000)	\$ (4,000)			
403	BBQ Replacement Apex Park	Apex Park	Install a replacement BBQ including bricking, rendering and electrical work	One of the two BBQ's located at Apex Park is non operational. The BBQ is not repairable and needs to be replaced	\$ 7,000		\$ 14,000	\$ (7,000)				
405	Murray St Banners	Murray St	Project provides scope for the development of a Council suite of banners covering events and activities that Council supports. Co- contribution from local organisations could be tested in Year 2 and Year 3 reducing banner installation cost to Council.	As part of Murray St Redevelopment the Council undertook to install purpose built structures to facilitate promotional banners. Display banners in Murray St adds vibrancy while welcoming, informing, involving residents and visitors. Policy reinforces these locations to support community based events.		\$ 40,000	\$ 54,000	\$ (40,000)		\$ 4,000		
TOTAL FUNDING AVAILABLE					\$ 14,000	\$ 40,000	\$ 54,000	\$ (50,000)	\$ (4,000)	\$ 4,000	\$ -	

APPENDIX 2 – DETAILED NEW INITIATIVES

Bid No	Location	Project	Bid Originator	Scope of Works	Justification	ESTIMATE \$		CUMULATIVE ESTIMATE \$	INDICATIVE FUTURE ADDITIONAL NET OPERATING COSTS P.A. \$	Other
						Operating Initiative	External Contributions			
A5	Multi Level Car Park	Structural repairs	Debra Scott	To complete the structural repair works to the car park	In the 11/12 budget \$5,000 was carried out to undertake repairs to the car park, an assessment has been made by Tony Haynes and this work will now cost an additional \$15,000 to complete	\$ 15,000		\$ 15,000		
A9	Planning & Infrastructure	Provision of PPE to Staff	Chris Haynes	Supply staff with sunscreen, hats, safety footwear, sunglasses, hi viz vests etc. in line with OH & S requirements	Currently there is no provision for supply of protective equipment to staff required to go on site during the course of their work	\$ 3,000		\$ 18,000	\$ 1,500	
A14	N/A	Section 30 Review	Gianni Cirelli	Undertaken by our Strategic Planning Officer, also necessary to involve an external consultant to assist, scope of consultants involvement includes: Brief formulation and involvement in initial project, council staff workshops. Identification of key Government & private sector stakeholders. Facilitate in Elected Member and Community workshops, final review of strategic directions report	Section 30 of the Development Act requires Councils to regularly review their plans & prepare a strategic directors report to ensure it is consistent with the State Planning Strategy. A strategic directions report outlines a vision for growth in the Council area.	\$ 18,000		\$ 36,000		
A18	Gawler Sports & Community Centre	Internal walls maintenance	Debra Scott	Supply and fit custom wood to passageway	People are damaging the gyprock walls with holes and the patching is not strong enough as they continually get weaker from constant pressure. Intend to put wood in front of gyprock as done last year in the passageway to the Old Stone Pavilion.	\$ 4,500		\$ 40,500		
A26	Various Bldgs	Replacement of Taps to Automatic Mixers	Debra Scott	Replace up to 86 taps (over 1 or 2 years)	Taps are constantly left running or are to hard to turn off which is escalating water costs. Intend to swap taps over to automatic touch mixer taps, over two years to reduce cost, public areas would be high priority.	\$ 8,000		\$ 48,500		
A27	N/A	Community Offenders Program	Garv Kerr	Supervised Community service projects / programs	Correctional Services have been liaising with Council to assist offenders repay their debt to society through supervised community services programs	\$ 6,000		\$ 54,500		
A29	N/A	Emissions Register Auditing	John McArthur	Audit will be undertaken by a consultant registered on the Register of Greenhouse and Energy Auditors. The audit will be undertaken in accordance with the requirements of the National Greenhouse and Energy Reporting Act 2007 and the National Carbon Offset Standard 2009.	On 1 July 2013 a price of \$23 per tonne will apply to carbon resultant from the Federal Clean Energy Future legislation. To identify areas of greatest impact to Councils an emissions register will be established.	\$ 2,920		\$ 57,420		

APPENDIX 2 – DETAILED NEW INITIATIVES

Bid No	Location	Project	Bid Originator	Scope of Works	Justification	ESTIMATE \$		CUMULATIVE ESTIMATE \$	INDICATIVE FUTURE ADDITIONAL NET OPERATING COSTS P.A. \$
						Operating Initiative	External Contributions		
A41	N/A	Bldg Energy Efficiency Audits	John McArthur	The audit will be undertaken by a specialist consultant and would include the following: 1. Energy efficiency improvements identified. 2. Costs to undertake efficiency improvements identified 3. Current (baseline) energy consumption and costs. 4. Anticipated energy savings and cost savings. 5. Recommendations. 6. Recommendations implementation business case. The building energy efficiency audit would be undertaken with methods that will be recognised or are industry standards that will satisfy Community Energy Efficiency Program funding requirements.	Energy costs arising from Council buildings are a significant annual cost that is going to continue to increase. Energy consumption from buildings is also a considerable component of Councils greenhouse gas emissions. To identify options, establish priorities and develop preliminary costings to improve building energy efficiency, minimise costs and to reduce levels of CO2 equivalent greenhouse gas emissions building energy efficiency audits are required to be undertaken. Furthermore, completed independent building energy efficiency audits are looked upon highly favourably by funding bodies when assessing applications for funding to undertake energy efficiency improvements to buildings.	\$ 25,000		\$ 82,420	
B2	Gawler Sport & Community Centre	Hockey Shop	Mark Cooper	Opposite the kiosk replace the old reception counter with a new counter top and sliding window to provide a shop front view, which will increase egress space through to the youth shak & main stadium.	Intend to capture a new market by providing a fitness or hockey shop opposite the kiosk which currently provides \$15,000 income from equipment purchases.	\$ 3,000		\$ 85,420	
B9	N/A	Town of Gawler Recreation & Leisure Plan	Jodie Grantham	Through extensive community engagement with all local and regional stakeholders the Recreation and Leisure Plan would provide policy positioning and clear directions for the provision of recreation facilities in Town of Gawler in line with Council Strategic Plan. The plan would identify, amongst other things, the future investment required to accommodate increased population growth. Following adoption by Council there would be a need to consider ongoing investment recommendations which have not been factored into ongoing cost as a part of this project. While the town wide Plan will assist to determine the holistic approach it is expected that it will identify the need to develop separate Precinct Plans and this project seeks to fund a GSCC Precinct Plan in the same process.	Development of a Town of Gawler Recreation Plan/Leisure Plan in addition to Gawler Sport & Community Centre (GSCC) Precinct Plan has been identified by Council as a critical document to enable the ongoing development of community options to remain active. Provision of such provides increased capacity to source third party investment particularly to Council owned land. The original bid for a whole of town master recreation plan is estimated to cost \$100,000 however RDA Barossa is proposing to undertake Regional Recreation Master Plan which would involve a contribution of approx \$6,000 from the Town of Gawler.	\$ 6,000		\$ 91,420	
B12	N/A	Volunteer Development	Jodie Grantham	Provide parameters and direction for development and implementation of consistent approach increasing capacity for growth, retention and reward of existing volunteers. Anticipated that existing resources would implement recommendations of such review	To ensure compliance with OHS and mitigate ongoing risk relevant to volunteer workforce	\$ 5,000		\$ 96,420	
B15	Gawler Swimming Pool	New Fridge for Kiosk	Lewis Carter	Purchase new Fridge	Existing fridge is very old. Costs a lot to maintain and does not always keep foodstuffs cold. This could be a health hazard. The fridge is used to keep snack foods prior to selling, such as hot dogs, chicken rolls and Milk.	\$ 2,505		\$ 98,925	
B22 *	Gawler Swimming Pool	Chemical storage compliance	Lewis Carter	Chemical Storage compliance *	Compliance with legislation and audits by LGA and RLSSA	\$ 20,000		\$ 118,925	

* Cheaper options also under investigation

APPENDIX 2 – DETAILED NEW INITIATIVES

Bid No	Location	Project	Bid Originator	Scope of Works	Justification	ESTIMATE \$		CUMULATIVE ESTIMATE \$	INDICATIVE FUTURE ADDITIONAL NET OPERATING COSTS P.A. \$	Other
						Operating Initiative	External Contributions			
B23	Gawler Sport & Community Centre / Swimming Pool	Two Way Radios	Mark Cooper	Purchase of 6 two way radios to be used between the centres	Communications between the two centres are critical whilst on duty during hours of operations at both centres, to be able to react to customer demand and situations such as maintenance issues and emergencies.	\$ 1,800		\$ 120,725		
B24	Gawler Swimming Pool	Clubroom External Doors	Lewis Carter	External doors to allow club members access to meeting room and storage shed	Allow swim club access to clubroom and storage	\$ 1,750		\$ 122,475		
B25	Gawler Swimming Pool	External Building Repaint	Lewis Carter	Paint external walls of pool buildings	Periodic maintenance	\$ 12,000		\$ 134,475		
B26	Town Hall	Financial Services section staffing	Paul Horwood	Recruitment of full-time Accounting Officer (up to Level 2 Step 4) and increase of existing Finance Officer (Accounts) position from 90% to 100% FTE.	To reduce consistent out-of-hours work conducted by Finance Manager to an acceptable OHS&W level (current out-of-hours work averages 25 hours per week); to ensure staffing resources within the Finance team provide appropriate relief for when staff on leave; to provide capacity for appropriate succession planning and staff development; and to ensure that increasing workload (including legislative compliance requirements) can be adequately met.	\$ 66,141		\$ 200,616	\$ 83,610	
	Town Hall	Debt Collection	Finance	Engagement of Debt Collection agent to facilitate collection of outstanding late debtors	Additional agency fees provision required to facilitate reduction in outstanding rate debtors in accordance with debtor management policy	\$ 50,000	\$ 48,250	\$ 202,366		
	Planning & Infrastructure	DAP Legal Fees	Glenn Cirelli	Support for the development assessment panel	The DAP has now greater delegation. It is prudent to provide for legal fees and other advice when necessary	\$ 40,000		\$ 242,366		
A6	Various	Replacement of Single Flush Toilets to Dual Flush Toilets	Debra Scott	Replace 23 units \$250 each	A number of toilets are still single flush using between 9 - 11 litres of water each flush. We are intending to swap these over for a 3 ltr single/ 4 ltr full flush toilets	\$ 5,750		\$ 248,116		
A12	Waste Transfer Station	2013 Clean Up Australia Day	John McArthur	Register with Clean Up Australia Day to collect and dispose of rubbish collected from registered sites within TOG for the 2013 Clean Up Australia Day event.	TOG has in the past provided limited assistance to registered groups participating in Clean Up Australia Day. Including collecting and dispensing of rubbish. It is proposed to provide the same level of support for the 2013 event	\$ 1,000		\$ 249,116		

APPENDIX 2 – DETAILED NEW INITIATIVES

Bid No	Location	Project	Bid Originator	Scope of Works	Justification	ESTIMATE \$		CUMULATIVE ESTIMATE \$	INDICATIVE FUTURE ADDITIONAL NET OPERATING COSTS P.A. \$	Other
						Operating Initiative	External Contributions			
B7	Town Hall / Library	Signage	Helen Hennessy	The design production and installation of a suitable main street sign. Project to be undertaken in conjunction with Communications and Planning Departments as DAP will be needed.	Increasing public criticism is being received about the lack of clear signage for the Town Hall and Library. The signage strategy project will define the signage requirements for the Town but will not include funding for anything other than main entrance signs to the Town. The budget bid is made with support of Corporate Communications (J Grantam) and Customer Service (S Tobin)	\$ 1,000		\$ 250,116		
	N/A	Community Grants	Cr Shackley	Provide matching funding for Community Projects up to a maximum of \$1,000 per project	Support community activities	\$ 10,000		\$ 260,116		
	Town Centre	Town Centre Shop Fronts Refurbishment Grants	Cr Shackley	Provision of grant funding towards refurbishment of shop fronts in Gawler CBD (subject to criteria to be determined by Council)	Supporting the enhancement and appearance of the Town Centre.	\$ 10,000		\$ 270,116		
	N/A	Gawler Aquatic & Recreation Services	Vic Izzo	Provide strategic and operational advice on the operations of the Business Unit	Following the amalgamation of the Gawler Swimming Centre and the Gawler Sport & Community Centre into one Business Unit there is a requirement to provide strategic and operational advice to ensure the objectives (increased utilisation, higher participation and improved financial performance) of the Business Unit are achieved	\$ 30,000		\$ 300,116		
TOTAL FUNDING AVAILABLE								\$ 300,000	\$ 85,110	

APPENDIX 3 – OPERATING BUDGET ANALYSIS (REVENUE)

Notes

Adopted Budget 2011/2012
Forecast 2011/2012
Budget 2012/2013
% Variance (Adopted / Budget)

Rates

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
General Rates (incl natural growth)	12,918,206	12,931,206	15,129,733	17.1%	Incorporates 5% base increase, 1.93% growth from new development, and consolidation of former Car Park Separate rate
Waste Management Service Charge	1,328,526	1,352,526	1,537,434	15.7%	Based on projected cost of service advised by NAWMA
Late payment penalty fines	82,000	120,000	100,000	22.0%	Reduction from 2011/12 forecast based on targeted reduction in outstanding debtors in accordance with Debtor Management policy
Separate Rates:					
Carpark	410,130	410,130		-100.0%	Consolidated into General rates from 2012/13
Marketing & Development	137,000	137,000	145,000	5.8%	Collected on behalf of the Gawler Business Development Group
Natural Resources Management Levy	262,009	262,009	266,905	1.9%	Collected on behalf of State Govt
Less Rebates & Remissions:					
Mandatory Rebates	(226,889)	(233,881)	(270,437)	19.2%	Rebates for Community Housing properties to increase from 50% to 75% in accordance with legislative requirements
Discretionary Rebates	(30,000)	(27,906)	(892,945)	2876.5%	2012/13 includes Commercial & Industrial rebates (re introduction of 'tiered' rating & 25% rates cap) - Refer Section 7.2
Remissions (Valuation objections, etc.)	(10,000)	(10,000)	(15,000)	50.0%	Increase in provision based on expected increase in valuation objections
TOTAL	14,870,982	14,941,084	16,000,690	7.6%	

Statutory Charges

Dog Registration Fees & Expiations	164,000	164,000	181,557	10.7%	Budget based on 4508 registered dogs and an estimated 231 expiations
Development Application Fees	270,860	230,860	224,248	-17.2%	Based on volume of applications received
Parking fines	94,000	79,000	100,000	6.4%	Budget based on increased surveillance
Food inspections & audits	19,775	31,873	29,528	49.3%	Budget based on estimated 280 food inspections and 70 food audits
Property search fees	24,150	24,150	58,960	144.1%	Budget based on estimated 1,340 searches (34% increase) due to anticipated increase as a result of new land developments (Gawler East, Southern Urban Areas). Legislation fee increases apply from 1 July 2012 (first increase for many years)
Other fines & expiations	24,368	17,968	14,860	-39.0%	Reduction due a one-off contract successfully attained by environmental health in 2011/2012
TOTAL	597,153	547,851	609,153	2.0%	

APPENDIX 3 – OPERATING BUDGET ANALYSIS (REVENUE)

User Charges

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
Waste Transfer Station	219,000	194,000	187,500	-14.4%	Budget based on reduced level of waste received
Swimming Pool	227,972	209,269	254,490	11.6%	Based on anticipated increase activity and new programs
Recreation Centre	353,250	403,250	426,678	20.8%	Budget increase based on increased activity at the Centre
Leases & Rentals	250,532	258,249	271,759	8.5%	Based on Lease/Licence agreements
Cemetery fees	104,000	104,000	106,639	2.5%	
Community Information Directory	18,840	18,840	15,000	-20.4%	Advertising fees - budget based on Directory being cost neutral
Visitor Information Centre	89,932	100,594	104,073	15.7%	Souvenir sales, accommodation bookings, various ticket sales
Out-of-School-Hours / Vacation Care program	182,000	137,300	170,000	-6.6%	Budget reduction based on reduced no. of clients
Immunisation program fees	31,000	31,000	35,673	15.1%	Budget increased due to the costs of materials required increasing
Other User charges	85,350	87,375	83,669	-2.0%	Budget reduction due to cessation of minor private works
TOTAL	1,561,876	1,543,877	1,655,481	6.0%	

Grants, Subsidies & Contributions

<i>Federal Government grants:</i>					
Financial Assistance Grant	708,823	1,177,506	504,743	-28.8%	50% of 2012/13 grant received in 2011/12
Local Roads Grant	193,553	490,877	256,640	32.6%	50% of 2012/13 grant received in 2011/12
Roads to Recovery Grant	208,398	242,462	160,000	-23.2%	Based on timing of associated expenditure
<i>State Government grants:</i>					
Library / Community Services Operating Grant	67,346	68,362	69,340	3.0%	
Home Assistance Scheme	541,300	550,444	565,157	4.4%	
Youth services	8,500	7,000	3,000	-64.7%	Reduction of budget as result of not receiving grant in 12/13
Immunisation programs	15,600	15,600	15,600	0.0%	
Fuel Tax rebates	10,000	10,000	8,000	-20.0%	Reduced rebates will apply from 1/7/12 due to new Carbon Tax
Gawler Steps 2 Shop Program	29,660	29,660	0	-100.0%	One-off funding
Graffiti Education & Prevention Program	25,000	25,000	0	-100.0%	One-off funding
Anzac Day - Main Street banners grant		4,000	0		One-off funding
Other Grants, Subsidies & Contributions	0	78,264	74,160		Includes Developer contributions towards footpaths, stormwater drainage & carparking and other minor grants
TOTAL	1,808,180	2,699,175	1,656,640	-8.4%	

APPENDIX 3 – OPERATING BUDGET ANALYSIS (REVENUE)

Notes

Adopted Budget 2011/2012 Forecast 2011/2012 Budget 2012/2013 % Variance (Adopted / Budget)

Investment Income

Local Government Finance Authority	55,000	131,000	73,000	32.7%	Based on anticipated higher level of investments
National Australia Bank	3,000	3,000	3,000	0.0%	
Community Loans - interest repayments	5,877	5,877	6,849	16.5%	Based on associated loan schedules
TOTAL	63,877	139,877	82,849	29.7%	

Reimbursements

Other Councils	8,500	8,500	8,840	4.0%	DC Mallala contribution towards Library services provided at Two Wells
Vehicle contributions	60,000	60,000	62,500	4.2%	Employee contributions
Legal fees	50,000	68,000	35,000	-30.0%	Debt collection costs, etc.
Insurance - claims & rebates	87,703	115,931	98,000	11.7%	LGA Workers Compensation Scheme Performance Rebate
Other reimbursements	53,581	45,558	57,306	7.0%	
TOTAL	259,784	297,989	261,646	0.7%	

Other Income

Sundry income - Town Planning	6,000	26,000	2,863	-52.3%	Various 'one-off' items
Sundry income - Commissions	3,265	5,425	6,669	104.3%	Commissions from various activities at the Visitor Information Centre
Sundry income - Other	12,510	32,410	15,580	24.5%	Includes proceeds from Insurance claims
Donations	3,900	6,500	2,000	-48.7%	Various 'one-off' donations
TOTAL	25,675	70,335	27,112	5.6%	

Net Gain - Joint ventures & Associates

Northern Adelaide Waste Management Authority	17,130	54,469	28,698	67.5%	Movement in Council's equity share - based on budget provided by the Authority
Gawler River Floodplain Management Authority					
TOTAL	17,130	54,469	28,698		
TOTAL INCOME	19,204,657	20,294,657	20,322,269	5.8%	

APPENDIX 4 – OPERATING BUDGET ANALYSIS (EXPENDITURE)

Adopted Budget
2011/2012

 Forecast
2011/2012

 Budget
2012/2013

 % Variance
(Adopted /
Budget)

 Notes

Employee Costs

Wages	1,583,835	1,401,337	1,649,205	4.1%	Increase consistent with Enterprise Agreement increase
Salaries	5,971,324	5,644,567	5,933,404	-0.6%	Reduction due to various staff restructures during 2011/2012 and pool lifeguards/swimming instructors now sourced via external Employment agencies (see below)
Superannuation	676,082	635,416	681,980	0.9%	
Income Protection Insurance	88,509	89,308	90,864	2.7%	
Workers Compensation Insurance	341,968	343,559	352,665	3.1%	
New Initiatives provision			54,711		Additional position within Financial Services department (Bid B26)
TOTAL	8,661,718	8,114,187	8,762,829	1.2%	

Materials, Contracts & Other Expenses

Contractors - Consultants					
Building Assessment	6,000	6,000	10,000	66.7%	Increase due to legislative changes relating to assessment of building applications
Infrastructure & Community Assets Project	280,000	80,000	170,000	-39.3%	Funding to assist in planning and management of new infrastructure within major new land developments
Human Resources	75,000	49,000	80,000	6.7%	Budget provision for HR advice as required
Fleet Management	16,200	16,200	17,000	4.9%	
Heritage	14,500	14,500	15,000	3.4%	
Town Planning Projects	60,000	60,000	53,000	-11.7%	
'One-off' Projects					
Grants Submission Writer	-	40,000	40,000		New Initiative from 2011/2012
Other Consultants	111,500	218,900	73,000	-34.5%	
Contractors - Employment Agency Staff					
Sport & Community Centre	35,000		40,000	14.3%	
Swimming Pool		35,000			Pool lifeguards & swimming instructors now provided by external agency
Depot	-	122,921	127,004		
Other	164,566	205,307	22,006	-86.6%	Budget savings as a result of service level reductions
	11,000	34,861	10,000	-9.1%	
Contractors - Operating Lease/Licences					
Heritage Collection storage - Lease fees	2,758	2,758	2,474	-10.3%	
Computer Hardware - Lease fees	162,499	162,499	178,356	9.8%	
Computer software - Licence fees	237,094	240,329	272,350	14.9%	Increase due to license fees relating to new asset management software.
Other Leases & Licences	6,764	8,737	9,788	44.7%	

APPENDIX 4 – OPERATING BUDGET ANALYSIS (EXPENDITURE)

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
Contractors - Other					
Waste Management - Collection/Disposal	1,602,150	1,571,230	1,716,270	7.1%	NAWMA (Kerbside collection and Waste Transfer Station)
External Auditor	15,700	15,700	16,500	5.1%	Dean Newbery & Partners - Contract fee for auditing services
Payment Collection agents	15,000	15,000	15,000	0.0%	B-Pay, Australia Post, etc.
Home Assistance Scheme	185,968	195,112	199,169	7.1%	
Street Cleaning	97,700	97,700	101,200	3.6%	Enviroswep contract
Plant Servicing & Repairs	83,000	83,000	99,000	19.3%	Servicing and repairs of heavy/light fleet vehicles
Roads - Linemarking	62,000	62,000	45,000	-27.4%	Periodic Linemarking of sealed roads
Roads - Kerb & Footpath repairs	25,000	36,000	22,000	-12.0%	Reduction offset by increase in materials used (including rubble)
Roads - Road seal repairs	53,000	53,000	55,560	4.8%	
SW drainage - Clean pipes/pits/drains	58,000	58,000	60,000	3.4%	
Weedspraying	56,650	56,650	41,100	-27.4%	Reduction in service levels in 2012/2013
Park/Street tree maintenance	31,220	31,220	15,000	-52.0%	Reduction in service levels in 2012/2013
Buildings - Cleaning services	171,974	156,231	214,883	25.0%	Increase in service levels in 2012/2013
Buildings - Security services	54,160	49,824	53,763	-0.7%	
Buildings - Fire equipment service/replacement	25,005	25,005	15,944	-36.2%	Reduction due to schedule of replacement in 2012/2013
Buildings - Pest control services	8,000	8,000	13,256	65.7%	White ants found at Elderly Centre and Depot and additional expenditure required to maintain sentricon system
Buildings - Electrical maintenance & repairs	7,600	33,310	21,373	181.2%	Required expenditure as a result of audit undertaken in 11/12
Buildings - Plumbing maintenance & repairs	7,600	12,100	17,814	134.4%	Additional expenditure required due to works required to be undertaken
Buildings - Gutter cleaning & replacement	-	-	34,209		
Buildings - Air-conditioning maint. & repairs	12,570	9,360	29,179	132.1%	Increase due to audit undertaken in 2011/2012
Buildings - Asbestos surveys & removals	3,267	3,267	3,035	-7.1%	
Buildings - Other Maintenance & repairs	128,202	131,500	131,050	2.2%	
Internet expenses	3,000	3,000	3,600	20.0%	
Testing/tagging of electrical equipment	4,170	4,170	-	-100.0%	Council acquired its own testing machine during 2011/2012
Office equipment maintenance	5,000	5,000	8,500	70.0%	Routine servicing and repairs of photocopiers, etc
Independent Members fees	15,700	15,700	15,255	-2.8%	Audit Committee, Development Assessment Panel
Couriers/Freight charges	9,180	9,180	9,500	3.5%	Includes agenda/minutes delivery charges, freight charges, etc.
Equipment Hire	-	20,675	35,688		External hire of various plant/equipment
Banking services	44,000	42,800	37,000	-15.9%	Bank charges (reduction due to renegotiated fees from Feb 2012)
Property valuations	43,200	42,077	43,500	0.7%	provided by Valuer-General for rating purposes
Printing - Community Newsletters	2,000	2,000	6,000	200.0%	One newsletter during 2011/2012, three newsletters planned for 2012/2013
Printing - Rate Notices	9,100	9,100	9,600	5.5%	Increase due to additional notices to be printed
Printing - Other	43,400	44,220	36,900	-15.0%	
Property rent	101,940	101,940	101,529	-0.4%	High Street office
Lands Title Office reports	3,000	3,000	3,000	0.0%	List of property ownership transfer reports for rating purposes
Other Contractual services	309,411	252,778	287,906	-7.0%	Reduction due to reduced service levels

APPENDIX 4 – OPERATING BUDGET ANALYSIS (EXPENDITURE)

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
Materials - Energy					
Fuel	183,600	188,600	160,000	-12.9%	Reduction due to rationalisation of light fleet vehicles
Gas	31,316	31,316	35,240	12.5%	
Water	338,709	338,709	347,965	2.7%	Improved irrigation practices and acquisition of computerised irrigation system during 2011/2012 will result in reduced consumption of water
Electricity - Streetlighting	290,000	290,000	348,000	20.0%	Includes 18% increase in regulated price and a 2% provision for new streetlights as a result of growth
Electricity - Other	178,041	153,645	183,631	3.1%	
Materials - Road making					
Rubble	-	31,000	61,000		Increase partly offset by reduced kerb & footpath repairs
Bitumen	26,000	31,000	37,000	42.3%	
Concrete	31,000	31,000	33,000	6.5%	
Materials - Other					
Park/Street trees	25,000	25,000	15,000	-40.0%	Purchase of new/replacement trees
Fertiliser	18,270	18,270	20,600	12.8%	Parks, Ovals & Reserves
Out-of-School-Hours / Vacation Care Program	10,500	9,000	10,500	0.0%	
Minor asset purchases	59,700	61,089	41,200	-31.0%	Purchase of minor assets less than capitalisation threshold
Road/Traffic control signs	17,450	20,078	17,850	2.3%	
First Aid/safety supplies	3,740	3,903	3,840	2.7%	
Canteen supplies	120,700	83,829	98,800	-18.1%	Swimming Pool, Sport & Community Centre
Swimming Pool chemicals	19,000	22,696	23,300	22.6%	Water quality monitoring
Vehicle/Machine parts	57,900	57,900	52,500	-9.3%	
Stationery	46,300	44,912	37,300	-19.4%	
Immunisation vaccines	11,500	11,500	11,500	0.0%	
Depot store supplies	13,000	13,000	14,000	7.7%	
Library materials	9,500	8,500	8,755	-7.8%	Local purchase of Books/Magazines/DVDs
Souvenirs (Visitor Information Centre)	-	-	-		
Other sundry materials	413,372	380,539	378,462	-8.4%	Reduction due to reduced service levels
Other - Insurance					
Bldg & Contents, Plant & Equipment	173,457	168,990	172,393	-0.6%	
Public Liability	83,501	82,901	83,556	0.1%	
Provision for excess on claims	5,000	10,113	6,000	20.0%	
Other insurances	11,195	9,542	10,060	-10.1%	

APPENDIX 4 – OPERATING BUDGET ANALYSIS (EXPENDITURE)

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
Other - Communications					
Advertising - Recruitment	5,000	6,062	30,000	500.0%	Increase allows \$20,000 for recruitment of new CEO
Advertising - Marketing & Promotion	5,000	5,000	5,000	0.0%	
Advertising - Other	41,970	37,224	47,355	12.8%	
Postage	45,700	45,700	40,900	-10.5%	
Telephone	96,189	94,795	102,621	6.7%	
Other - Staff Training & Recruitment					
Staff training	138,430	166,036	148,160	7.0%	
Police Clearance Checks / Pre-employment					
Medical assessments	3,800	3,800	4,590	20.8%	Increase based on current staff turnover rates
Study assistance payments	8,500	5,500	6,000	-29.4%	
Other - Rates, Taxes, Statutory Expenses					
Fringe Benefits Tax	106,600	106,600	70,000	-34.3%	Reduction based on reduced fleet size and a number of replaced vehicles not subject to FBT
Emergency Services Levy	14,001	11,171	11,512	-17.8%	
State Govt NRM Levy	262,009	262,009	266,905	1.9%	Payment of NRM levy funds collected
Vehicle registration fees	39,633	39,633	38,500	-2.9%	Reduction due to fleet rationalisation
Elected Member allowances	209,857	190,323	217,102	3.5%	
Other - Contributions & Donations					
Gawler Business Development Group Inc.	137,000	192,100	145,000	5.8%	Payment of revenue collected for Gawler Business Development Group
Gawler Community House	-	10,600	10,000		3 year funding agreement
Christmas Festival	-	15,500	17,325		
Dog & Cat Management Board	27,500	27,500	31,000	12.7%	Contribution based on 20% of previous years fees received
Regional Development Aus. Barossa Inc.	14,600	14,600	29,500	102.1%	Funding increase applies as Council no longer contributing to NABEC
Heritage Grants	15,000	9,500	15,000	0.0%	Provision for local heritage grants
Social Support (Gawler Health Service)	48,059	48,059	48,972	1.9%	Funded as part of State Govt Home Assistance Scheme grant
Other contributions & donations	21,000	83,304	95,588	355.2%	Increase due to value of in-kind community contributions brought to account in budget (e.g. room hire reduction for community organisations)

APPENDIX 4 – OPERATING BUDGET ANALYSIS (EXPENDITURE)

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
Other - Other Expenses					
Legal fees - Debt collection	34,745	69,745	36,000	3.6%	Costs recovered
Legal fees - Industrial relations	7,297	30,297	10,000	37.0%	
Legal fees - Other	57,958	77,958	96,335	66.2%	Includes provision for various routine legal services & advice. Legal costs to be reviewed through Council Audit Committee
Memberships - Gawler River Flood Management Authority	11,274	11,274	11,658	3.4%	
Memberships - Local Government associations	38,815	38,325	38,592	-0.6%	
Memberships - Other	10,287	12,281	17,000	65.3%	
Electoral roll updates	5,250	5,250	5,600	6.7%	Electoral Roll updates provided by the Electoral Commission
Other sundry expenses	83,919	99,366	105,289	25.5%	
Total - Recurrent activities	8,146,892	8,402,405	8,551,217	5.0%	
(b) Non-Recurrent activities:					
Consultants - Internal Financial Controls review	15,000	14,000	-	-100.0%	New Initiative Bid 2011/2012
Consultants - Hillier DPA	-	20,000	-		Offset by funding received
Communications Strategy	-	53,202	-		Completion of project - unspent funds b'fwd from 2010/2011
Consultants - Recreation Services review	-	33,000	-		
Consultants - Governance & Risk Management	20,000	20,000	-	-100.0%	New Initiative Bid 2011/2012
Consultants - Street Tree Strategy	10,000	10,000	-	-100.0%	New Initiative Bid 2011/2012
Consultants - Service Levels review	-	52,900	-		Completion of project - unspent funds b'fwd from 2010/2011
Travel Green & Travel Gawler Project	29,660	11,533	18,127	-38.9%	Funded by State Government grant
Graffiti Education & Prevention Project	25,000	25,000	2,300	-90.8%	Funded by State Government grant
Supplementary Council election	-	41,100	-		Election held following resignation of 2 Councillors
Cameron St Road Closures	-	6,475	-		
LGA Good Governance program	3,000	3,000	-	-100.0%	New Initiative Bid 42 2011/2012
'One System' Project Implementation	7,000	7,000	-	-100.0%	New Initiative Bid 47 2011/2012
Rural Property Addressing project	-	15,000	-		Federal Govt initiative
Remote access to Computer Network	10,000	10,000	-	-100.0%	New Initiative 2011/2012
Contribution: Gawler Bi-annual Art Award	-	-	2,000		Per Council resolution 23/2/2010
Donations - Community Grants	10,000	10,000	-	-100.0%	New Initiative Bid 2011/2012 - to provide matching funding
Donations - Town Centre Shop Fronts	10,000	10,000	-	-100.0%	New Initiative Bid 2011/2012 - refurbishment grants
Donations - BMX 2014 State Championships	6,000		6,000	0.0%	New Initiative Bid 2011/2012
Gawler Emerging Arts Film Festival	1,500		1,500	0.0%	New Initiative Bid 2011/2012
Fringe Events in Gawler	1,800		1,800	0.0%	New Initiative Bid 2011/2012

APPENDIX 4 – OPERATING BUDGET ANALYSIS (EXPENDITURE)

	Adopted Budget 2011/2012	Forecast 2011/2012	Budget 2012/2013	% Variance (Adopted / Budget)	Notes
Representational Review	-	-	10,000		Periodical review required every 8 years per Sec 12 of LG Act
McKinlay Monument restoration	5,000	7,500	-	-100.0%	
Anzac Day banners	-	4,000	-		Grant funding received
New Initiatives Provision			245,289		Refer Appendix 2 for detailed listing
Sundry projects provision			200,000		Funding provision for unforeseen expenses and/or sundry projects
Total - Non-recurrent activities	153,960	353,710	487,016	216.3%	
TOTAL	8,300,852	8,756,115	9,038,233	8.9%	

Finance Costs

Interest - Fixed Debuture Loans (LGFA)	1,050,664	986,040	909,436	-13.4%	Reduction due to no fixed long-term loan borrowings in 2011/2012
Interest - Cash Advance Debutures (LGFA)	45,000	-	35,000	-22.2%	
Corporate card expenses	1,300	1,300	1,620	24.6%	
TOTAL	1,096,964	987,340	946,056	-13.8%	

Depreciation

Buildings	651,586	541,730	521,800	-19.9%	Reduction due to review and increasing the useful life of Buildings during 2011/2012
Infrastructure	3,231,362	3,293,642	3,213,658	-0.5%	Includes depreciation of assets such as roads, footpaths, stormwater drainage, bridges, etc.
Equipment	218,026	218,026	225,994	3.7%	
Other Assets	145,959	145,959	147,039	0.7%	
TOTAL	4,246,933	4,199,357	4,108,491	-3.3%	

Net Loss - Joint Ventures & associates

Northern Adelaide Waste Management Authority	222,542	209,783	26,998	-87.9%	Movement in Council's equity share - based on budget provided by the authority
Gawler River Floodplain Management Authority					
TOTAL	222,542	209,783	26,998		
TOTAL EXPENSES	22,529,009	22,266,782	22,882,607	1.6%	

APPENDIX 5 – COUNCIL SERVICES

Service	Building Control
Service Category	Regulatory Service
Responsible Officer	Manager - Planning Services
Strategic Plan Reference	1.1 A Separate Town (not a Suburb)
Legislative Reference	Development Act 1993

Key Recurrent activities:

Assess and administer compliance with Building Rules
Support the operations of the Building Fire Safety Committee

Critical Issues:

Adequate resources to undertake inspections in accordance with recent change to Development Act 1993, which come into effect from 1 July 2012 and prescribe an increased minimum number of inspections

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Staff (FTE) *	1.5	1.5	1.0
Bldg applications	356	252	300

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Reimbursements	(8)	(8)	(8)
Statutory Charges	(35)	(35)	(39)
TOTAL OPERATING REVENUE	(43)	(43)	(47)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	137	132	106
Materials, Contracts & Other Expenses	23	28	28
TOTAL OPERATING EXPENSES	160	160	134
NET COST OF SERVICE	117	117	87

* 2012/13 reduction as 1.0 staff reallocated under General Administration from 1/7/12

APPENDIX 5 – COUNCIL SERVICES

Service	Car Parks
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	1.2 Well Presented Assets
Legislative Reference	

Key Recurrent activities:

Maintenance of car parks (including Multi-Level Car Park) to an appropriate standard

Critical Issues:

Graffiti and vandalism at Multi-Level Car Park

Recent Achievements:

Analyse usage of Multi-Level Car Park

Investigate cost/benefit analysis of introducing user-pay system at Multi-Level Car Park

Abolition of Car Park Separate Rate as part of proposed 2012/2013 Rating Strategy

New Initiatives 2012/2013:

Structural Repairs to the Multi Level Car Park (Bid# A5) \$,000's
15

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Rates (Car Park Separate Rate)	(394)	(410)	0
TOTAL OPERATING REVENUE	(394)	(410)	0
Operating Expenses			
Depreciation	106	66	67
Employee Costs (incl Overheads)	7	8	9
Finance Costs (Loan Interest) *	181	162	140
Materials, Contracts & Other Expenses	77	108	101
TOTAL OPERATING EXPENSES	371	344	317
NET COST OF SERVICE	(23)	(66)	317

* Multi-Level Car Park loan. Excludes principal repayments

APPENDIX 5 – COUNCIL SERVICES

Service	Caravan Park
Service Category	Non-Core Service
Responsible Officer	Property Services Officer
Strategic Plan Reference	
Legislative Reference	

Key Recurrent activities:

Administer lessor obligations pertaining to Caravan Park lease

Critical Issues:

Assessment of potential sale as non-core service

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Cost recovery rate	389%	359%	322%

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Reimbursements	(3)	(1)	(2)
User Charges	(106)	(96)	(114)
TOTAL OPERATING REVENUE	(109)	(97)	(116)
<i>Operating Expenses</i>			
Depreciation	22	19	21
Materials, Contracts & Other Expenses	6	8	15
TOTAL OPERATING EXPENSES	28	27	36
NET COST OF SERVICE	(81)	(70)	(80)

APPENDIX 5 – COUNCIL SERVICES

Service	Willaston Cemetery
Service Category	Non-Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	4.3 Sustainable Asset Management
Legislative Reference	

Key Recurrent activities:

Maintain Willaston Cemetery to an appropriate standard
Administration of burials and burial plot leases

Critical Issues:

Develop Management Plan for the Cemetery

Recent Achievements:

Construction of Babies Memorial
Construction of concrete plinths

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Cost recovery rate	101%	108%	118%

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
Other Revenue (Babies Memorial donation)	(17)		
User Charges *	(95)	(104)	(107)
TOTAL OPERATING REVENUE	(112)	(104)	(107)
Operating Expenses			
Depreciation	4	4	4
Employee Costs (incl Overheads)	49	60	57
Materials, Contracts & Other Expenses	58	32	30
TOTAL OPERATING EXPENSES	111	96	91
NET COST OF SERVICE	(1)	(8)	(16)

* 5% of revenue received allocated to associated Equity Reserve fund to finance future capital works at the Cemetery (per Council resolution 24 August 2010)

APPENDIX 5 – COUNCIL SERVICES

Service	Children & Youth Services
Service Category	Non-Core Service
Responsible Officer	Manager - Business & Community Services
Strategic Plan Reference	3.3 A Resilient Community
Legislative Reference	

Key Recurrent activities:

Support operations and activities of the Gawler Youth Advisory Committee (GYAC)
 Recognise and celebrate National Youth Week
 Deliver Out-of-School-Hours Care (OSHC) / Vacation care programs
 Support youth projects and events

Critical Issues:

Construction of Skate Park facilities
 Review Out-of-School-Hours Care program towards developing external partnerships

Recent Achievements:

Secured \$160,000 government grant towards construction of Skate Park

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
OSHC - Cost recovery rate	89.8%	94.1%	93.7%
OSHC - No. of participants	4770	3219	4076

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
Grants, Subsidies & Contributions	(9)	(7)	(7)
Other Revenue	(6)	0	
Reimbursements	(4)		
User Charges	(171)	(137)	(170)
TOTAL OPERATING REVENUE	(190)	(144)	(177)
Operating Expenses			
Depreciation	1	1	1
Employee Costs (incl Overheads)	213	190	213
Materials, Contracts & Other Expenses	55	53	75
TOTAL OPERATING EXPENSES	269	244	289
NET COST OF SERVICE	79	100	112

Capital Expenditure Projects:

Skate Park Construction 305

Capital Revenue:

Skate Park Government Grant (150)

APPENDIX 5 – COUNCIL SERVICES

Service	Communication & Marketing
Service Category	Core Service
Responsible Officer	Manager - Business & Community Services
Strategic Plan Reference	3.1 Well Informed Community
Legislative Reference	

Key Recurrent activities:

Implementation of Communications and Marketing Strategy
Production of Community Information Directory

Critical Issues:

Community Information produced on a cost neutral basis
Review Communications & Marketing program

Recent Achievements:

Launch of new Council branding

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Other Revenue		(19)	(15)
Reimbursements		(8)	(8)
TOTAL OPERATING REVENUE	0	(27)	(23)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)		171	163
Materials, Contracts & Other Expenses		37	62
TOTAL OPERATING EXPENSES	0	208	225
NET COST OF SERVICE	0	181	202

APPENDIX 5 – COUNCIL SERVICES

Service	Community Assistance
Service Category	Core Service
Responsible Officer	Volunteer Services Co-ordinator
Strategic Plan Reference	3.5 An Engaging Community
Legislative Reference	

Key Recurrent activities:

Recognise and celebrate National Volunteers Week
Co-ordinate Council volunteer programs (e.g. Graffiti Removal team)
Support the operations and activities of the Volunteer Resource Centre

Critical Issues:

Review Volunteer Services programs (excluding Graffiti Removal Team)

Recent Achievements:

Grant funding secured for Graffiti Education & Prevention Project - 2011/2012

New Initiatives 2012/2013:

\$,000s

Provide direction for development and implementation of consistent approach to the growth retention & reward of existing volunteers (Bid#B12) 5

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Graffiti hits removed	4,880	5100	4400
Volunteer hrs - graffiti removal	2,432	700	530
Volunteers referred to Community Groups	95	90	120
Customer Action Requests: Graffiti	398	985	N/A

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
Grants, Subsidies & Contributions	(1)	(25)	(3)
Other Revenue	(2)		

TOTAL OPERATING REVENUE	(3)	(25)	(3)
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Operating Expenses

Employee Costs (incl Overheads)	89	94	98
Materials, Contracts & Other Expenses	37	52	35

TOTAL OPERATING EXPENSES	126	146	133
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NET COST OF SERVICE	123	121	130
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APPENDIX 5 – COUNCIL SERVICES

Service	Community Centres & Halls
Service Category	Core Service
Responsible Officer	Director - Corporate & Community Services
Strategic Plan Reference	1.2 Well Presented Assets
Legislative Reference	

Key Recurrent activities:

Maintenance of Community Centres and Halls to an appropriate standard
(Gawler Institute, Evanston Gardens Community Centre)

Critical Issues:

Develop management plan for Gawler Institute
Appropriate building maintenance regime maintained

Recent Achievements:

Construction of Evanston Gardens Community Centre
Major upgrade of Gawler Institute facilities

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Reimbursements		(13)	(1)
User Charges	(5)	(5)	(12)
TOTAL OPERATING REVENUE	(5)	(18)	(13)
Operating Expenses			
Depreciation	90	102	80
Employee Costs (incl Overheads)	3	2	
Materials, Contracts & Other Expenses	61	69	72
TOTAL OPERATING EXPENSES	154	173	152
NET COST OF SERVICE	149	155	139

APPENDIX 5 – COUNCIL SERVICES

Service	Community Support
Service Category	Core Service
Responsible Officer	Manager - Business & Community Services
Strategic Plan Reference	3.5 An Engaging Community
Legislative Reference	

Key Recurrent activities:

Support operations of the Gawler Community House (3 year funding agreement of \$10K per annum)
 Support Australia Day breakfast/awards
 Support other local events (e.g. Christmas Festival, Gawler Show, Anzac Day, Harmony Day, etc)
 Support bi-annual Gawler Art Awards

Critical Issues:

Recent Achievements:

Implementation of 'Gawler Steps2Shop' program (Government grant received 2011/2012)

New Initiatives 2012/2013:

Provide matching funding for community projects up to a maximum of \$1,000 \$,000s 10

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Grants, Subsidies & Contributions	(12)	(40)	
Reimbursements	(2)		(3)
User Charges	(2)	(2)	
TOTAL OPERATING REVENUE	(16)	(42)	(3)
Operating Expenses			
Depreciation	16	10	8
Employee Costs (incl Overheads)	117	52	69
Materials, Contracts & Other Expenses	78	124	121
TOTAL OPERATING EXPENSES	211	186	198
NET COST OF SERVICE	195	144	195

APPENDIX 5 – COUNCIL SERVICES

Service	Crime Prevention
Service Category	Non-Core Service
Responsible Officer	Property Services Officer
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	

Key Recurrent activities:

Usage of CCTV systems to facilitate reduction in anti-social behaviour

Critical Issues:

Recent Achievements:

Service Levels/Measures:

2010/11 Actual 2011/12 Estimate 2012/13 Estimate

FINANCIAL ANALYSIS

2010/11 Actual 2011/12 Budget 2012/13 Estimate
 \$,000s \$,000s \$,000s

Operating Expenses

Depreciation	16	13	13
Materials, Contracts & Other Expenses	4	6	7

TOTAL OPERATING EXPENSES

20 19 20

NET COST OF SERVICE

20 19 20

APPENDIX 5 – COUNCIL SERVICES

Service	Customer Service
Service Category	Core Service
Responsible Officer	Team Leader - Customer Services
Strategic Plan Reference	5.4 Good Administration
Legislative Reference	

Key Recurrent activities:

Provision of high quality customer service in accordance with Customer Service Charter
 Processing of Property Search requests
 Lodgement of Customer Action Requests (CARs)
 Receipting / banking of revenue received

Critical Issues:

Layout of front counter

Recent Achievements:

Upgrade of community information TV screen - leading to faster upload of data
 Provision of graffiti data to SAPOL - to facilitate reduction in graffiti and possible prosecutions

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of staff (FTE)	2.8	3.1	2.9
No. of property searches processed	871	1,000	1,340
No. of incoming calls	22,304	24,850	N/A
No. of cashier transactions	46,980	47,796	N/A

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
<i>Operating Revenue</i>			
Statutory Charges	(24)	(24)	(59)
TOTAL OPERATING REVENUE	(24)	(24)	(59)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	135	149	165
TOTAL OPERATING EXPENSES	135	149	165
NET COST OF SERVICE	111	125	106

APPENDIX 5 – COUNCIL SERVICES

Service	Depot
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	5.4 Good Administration
Legislative Reference	

Key Recurrent activities:

Manage and administer activities of Council's outdoor staff

Provide appropriate training and development of staff

Provide appropriate protective clothing and safety equipment to staff to minimise personal injury exposure

Review employee overhead rates on an annual basis to ensure accurate service costs

Critical Issues:

Recent Achievements:

Depot Co-ordinators restructure undertaken during 2011/2012

New Initiatives 2012/2013:

Community Offenders Program (Bid# A27) \$,000s

6

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Other Revenue	(3)	(2)	(2)
Reimbursements	(32)		
User Charges	(2)		
TOTAL OPERATING REVENUE	(37)	(2)	(2)
Operating Expenses			
Depreciation	21	23	21
Employee Costs (incl Overheads)	191	139	48
Materials, Contracts & Other Expenses	122	115	109
TOTAL OPERATING EXPENSES	334	277	178
NET COST OF SERVICE	297	275	176

APPENDIX 5 – COUNCIL SERVICES

Service	Dog & Cat Control
Service Category	Regulatory Service
Responsible Officer	Senior General Inspector
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	Dog and Cat Management Act 1995

Key Recurrent activities:

Facilitate the effective control and regulation of dogs

Critical Issues:

Recent Achievements:

Streamlined dog registration renewal process (disc now sent with notice, B-Pay facility introduced)

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of unregistered dogs	582	299	
No. of registered dogs	4,387	4,408	4,508
Expiations issued	103	231	231
Cost recovery rate	71%	87%	103%

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Reimbursements	(1)		
Statutory Charges	(148)	(173)	(192)
TOTAL OPERATING REVENUE	(149)	(173)	(192)
Operating Expenses			
Employee Costs (incl Overheads)	122	122	111
Materials, Contracts & Other Expenses	89	76	75
TOTAL OPERATING EXPENSES	211	198	186
NET COST OF SERVICE	62	25	(6)

APPENDIX 5 – COUNCIL SERVICES

Service	Elderly Centre
Service Category	Core Service
Responsible Officer	Manager - Business & Community Services
Strategic Plan Reference	3.3 A Resilient Community
Legislative Reference	

Key Recurrent activities:

Maintenance of Elderly Centre to an appropriate standard
Administer usage of Centre

Critical Issues:

Consider relocation of free hirers to maximise return on investment
Appropriate building maintenance regime maintained

Recent Achievements:

Air-conditioning replacements
Crocery replacement

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Cost recovery rate	33%	31%	28%

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
<i>Operating Revenue</i>			
User Charges	(26)	(26)	(27)
TOTAL OPERATING REVENUE	(26)	(26)	(27)
<i>Operating Expenses</i>			
Depreciation	26	23	24
Employee Costs (incl Overheads)	1	2	
Materials, Contracts & Other Expenses	53	58	73
TOTAL OPERATING EXPENSES	80	83	97
NET COST OF SERVICE	54	57	70

APPENDIX 5 – COUNCIL SERVICES

Service	Elected Members
Service Category	Legislative Requirement
Responsible Officer	Chief Executive Officer
Strategic Plan Reference	5.3 Responsible Government
Legislative Reference	Local Government Act 1999

Key Recurrent activities:

Provision of facilities and support to the Elected Members of Council
Provide administrative support to the office of Mayor

Critical Issues:

Recent Achievements:

Supplementary Council election - May 2012

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
% of voter turnout at Elections	33.43	25.21	N/A
No. of Elected Members	11	11	11

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Revenue

Reimbursements (Mayoral vehicle)	(5)	(10)	(10)
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TOTAL OPERATING REVENUE	(5)	(10)	(10)
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Operating Expenses

Employee Costs (incl Overheads)	5	7	7
Materials, Contracts & Other Expenses	298	291	274

TOTAL OPERATING EXPENSES	303	298	281
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NET COST OF SERVICE	298	288	271
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APPENDIX 5 – COUNCIL SERVICES

Service	Emergency Services
Service Category	Regulatory Service
Responsible Officer	Senior General Inspector
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	Fire and Emergency Services Act 2005

Key Recurrent activities:

Minimise inflammable undergrowth through monitoring and enforcement of fire safety regulations

Critical Issues:

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Fire prevention notices sent	234	268	N/A
Fire prevention expiations sent	36	18	N/A

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Statutory Charges (Expiations)	(7)	(5)	(5)
User Charges	(8)	(3)	(3)
TOTAL OPERATING REVENUE	(15)	(8)	(8)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	4	4	5
Materials, Contracts & Other Expenses	10	5	5
TOTAL OPERATING EXPENSES	14	9	10
NET COST OF SERVICE	(1)	1	2

APPENDIX 5 – COUNCIL SERVICES

Service	Engineering Services
Service Category	Core Service
Responsible Officer	Manager - Engineering Services
Strategic Plan Reference	2.4 An effective transport system
Legislative Reference	

Key Recurrent activities:

Administer the design and delivery of related Capital Works programs
 Review of Asset Management Plan (including standard unit rates of road construction)
 Provision of quality technical and engineering assessment advice
 Traffic investigation and management

Critical Issues:

Update of Asset Management Plan
 Effective forward planning of infrastructure replacement and renewal
 Sustainable infrastructure development associated with urban growth
 Review service levels/standards

Recent Achievements:

Purchase and implementation of Asset Management Software

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of FTE staff	6.0	6.0	6.0
Completion of Capital wks budget		100%	100%

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Revenue

Other Revenue	(1)		
Reimbursements		(2)	(5)

TOTAL OPERATING REVENUE	(1)	(2)	(5)
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Operating Expenses

Depreciation	3	8	18
Employee Costs (incl Overheads)	498	557	603
Materials, Contracts & Other Expenses	110	210	311
TOTAL OPERATING EXPENSES	611	775	932

NET COST OF SERVICE	610	773	927
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Capital Expenditure Projects: \$,000s

Path Linkage Project (Reid area paths and Open Space)	Enhance the local rivers in accordance with community aspirations as already recognised with the Council's draft Gawler River Master Plan	911
Asset Management Software	Completion of purchase and implementation of new asset management software	30
Public Transport Establishment Program	Completion of the Public Transport Establishment program	119
Clonlea Reserve Erosion Control	Completion of construction works including installation of trashbags and silt trap	20

Capital Revenue:

Path Linkage Project (Reid area paths and Open Space)	Magntitude of dollars will depend on the success rate of the funding applications. The overall project does fit very well within a number of Commonwealth & State Government	(884)
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APPENDIX 5 – COUNCIL SERVICES

Service	Financial Services
Service Category	Legislative Requirement
Responsible Officer	Manager - Finance
Strategic Plan Reference	5.1 Sustainable Financial Management
Legislative Reference	Local Government (Financial Management) Regulations 2011

Key Recurrent activities:

Development of Annual Budget/Business Plan
 Monitoring of financial performance (Monthly Finance Report, Quarterly Budget Reviews)
 Preparation of Annual Financial Statements and associated annual returns (e.g. Grants Commission)
 Preparation of annual update to Long Term Financial Plan
 Support operations of Audit Committee
 Develop/review internal controls, and monitor compliance
 Treasury management
 Provide quality accounting services and support for all areas of operation

Critical Issues:

Facilitate strategies to achieve operating break-even by 2014/2015
 Compliance with Local Government (Financial Management) Regulations 1999

Recent achievements:

Independent review of Internal Financial Controls completed
 Monthly Finance Report to Council implemented from July 2011
 New Policy development: Asset Capitalisation, Budget Management, Debtor Management, Depreciation

New Initiatives 2012/2013:

Employment of a full time accounting officer and the increase of existing officer from a 90% FTE to 100% FTE

\$,000s

66

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Monthly Finance Report, Quarterly Budget Reviews, Annual Budget, Annual Financial Statements			
No. of staff (FTE)	2.9	2.9	2.9

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Grants, Subsidies & Contributions *	(974)	(1,178)	(505)
Investment Income	(46)	(139)	(83)
Reimbursements	(8)	(8)	(8)
TOTAL OPERATING REVENUE	(1,028)	(1,325)	(596)
Operating Expenses			
Employee Costs	230	267	269
Finance Costs	949	987	946
Materials, Contracts & Other Expenses	76	100	89
TOTAL OPERATING EXPENSES	1,255	1,354	1,304
NET COST OF SERVICE	227	29	708

* 2010/11 includes advance quarterly payment of 2011/12 grant

APPENDIX 5 – COUNCIL SERVICES

Service	General Administration - C&CS / CEO
Service Category	Legislative Requirement
Responsible Officer	Chief Executive Officer
Strategic Plan Reference	5.3 Responsible Government
Legislative Reference	Local Government Act 1999

Key Recurrent activities:

Facilitate minimisation of Council's exposure to risk via effective Risk Management programs
 Administer effective purchasing & procurement practices
 Preparation and distribution of Council/Committee agendas/minutes
 Review of relevant governance processes and procedures
 Preparation of Annual Report
 Effective management of Council's Administration and associated legislative obligations

Critical Issues:

Recent Achievements:

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Other Revenue	(4)	(10)	(1)
Reimbursements	(162)	(116)	(98)
User Charges	(5)		
TOTAL OPERATING REVENUE	(171)	(126)	(99)
<i>Operating Expenses</i>			
Depreciation	24	21	29
Employee Costs (incl Overheads)	624	636	811
Materials, Contracts & Other Expenses	398	515	616
TOTAL OPERATING EXPENSES	1,046	1,172	1,456
NET COST OF SERVICE	875	1,046	1,357

APPENDIX 5 – COUNCIL SERVICES

Service	General Administration - Planning & Infrastructure
Service Category	Core Service
Responsible Officer	Director - Planning & Infrastructure
Strategic Plan Reference	5.3 Responsible Government
Legislative Reference	

Key Recurrent activities:

Provision of administrative support to Planning & Infrastructure Services Directorate
 Management of Planning & Infrastructure Directorate
 Co-ordinate staff training for the Directorate

Critical Issues:

Service levels review

Recent Achievements:

New Initiatives 2012/2013: \$,000s

Supply staff with sunscreen, hats, hi-vis etc. in line with OH&S requirements
 when required to on site during the course of their work (Bid# A9) 3

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Other Revenue	(1)	(1)	
Reimbursements	(7)	(5)	
TOTAL OPERATING REVENUE	(8)	(6)	0
Operating Expenses			
Employee Costs (incl Overheads)	240	264	735
Materials, Contracts & Other Expenses	26	107	189
TOTAL OPERATING EXPENSES	266	371	924
NET COST OF SERVICE	258	365	924

APPENDIX 5 – COUNCIL SERVICES

Service	Heritage
Service Category	Core Service
Responsible Officer	Manager - Library Services
Strategic Plan Reference	1.3 Valued Local History & Culture
Legislative Reference	

Key Recurrent activities:

On-going maintenance of Gawler's local heritage collection

Critical Issues:

Lack of storage facilities to appropriately house heritage items

Recent Achievements:

Service Levels/Measures:

No. of items in heritage collection

2010/11 Actual	2011/12 Estimate	2012/13 Estimate
2879	2909	N/A

FINANCIAL ANALYSIS

2010/11 Actual	2011/12 Budget	2012/13 Estimate
\$,000s	\$,000s	\$,000s

TOTAL OPERATING REVENUE

0	0	0
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Operating Expenses

Depreciation (Monuments & Statues)

7

Materials, Contracts & Other Expenses

4

14

15

TOTAL OPERATING EXPENSES

4	14	22
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NET COST OF SERVICE

4	14	22
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APPENDIX 5 – COUNCIL SERVICES

Service	Home Assistance Scheme
Service Category	Non-Core Service
Responsible Officer	Team Leader - HACC
Strategic Plan Reference	3.3 A Resilient Community
Legislative Reference	

Key Recurrent activities:

Support services to assist aged/disabled to live independently in their homes
Social support services (in conjunction with Gawler Health Service)

Critical Issues:

Aged component of funding transferring from State to Federal Government from 1 July 2012
Investigate opportunities for developing external partnerships

Recent Achievements:

Tr-annual audit completed and passed

Service Levels:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of clients	839	850	850
No. of services	10,000	10,000	10,000
Average cost per service	\$ 60	\$ 57	\$ 58

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Budget \$,000s
<i>Operating Revenue</i>			
Grants, Subsidies & Contributions	(553)	(550)	(565)
Reimbursements	(2)	(2)	(2)
User Charges			
Employee Costs (incl Overheads)	(555)	(552)	(567)
<i>Operating Expenses</i>			
Employee Costs	274	288	294
Materials, Contracts & Other Expenses *	326	286	283
TOTAL OPERATING EXPENSES	600	574	577
NET COST OF SERVICE	45	22	10

* 2010/2011 includes expenditure of unspent grant funds from 2009/2010

APPENDIX 5 – COUNCIL SERVICES

Service	Human Resources
Service Category	Core Service
Responsible Officer	Team Leader - Customer Services
Strategic Plan Reference	5.4 Good Administration
Legislative Reference	

Key Recurrent activities:

Manage and administer Council's Human resources / Industrial relations
Development and review of HR policies and procedures

Critical Issues:

Ensure appropriate leave taken by staff, thereby minimising Leave Entitlements Liability

Recent Achievements:

Introduction of on-line payslips (resulting in reduced printing costs)

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Payroll processing cost per FTE	\$ 458	\$ 546	\$ 578

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Expenses

Employee Costs (incl Overheads)	119	138	144
Materials, Contracts & Other Expenses	243	133	163

TOTAL OPERATING EXPENSES	362	271	307
NET COST OF SERVICE	362	271	307

APPENDIX 5 – COUNCIL SERVICES

Service	Immunisation
Service Category	Non-Core Service
Responsible Officer	Immunisation Nurse
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	Controlled Substances Act 1984 Consent to Medical Treatment and Palliative Care Act 1995 Health Practitioner Regulation National Law (SA) Act 2010

Key Recurrent activities:

Delivery of immunisation programs for the community

Critical Issues:

Vaccines maintained in proper controlled environment

Investigate opportunities for developing external partnerships

Recent Achievements:

Expansion of flu program with local businesses

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of immunisations provided	3,890	3,450	
Average cost per immunisation	\$ 18.25	\$ 21.16	
Immunisation clinics - 3 times per month			
Immunisation program for five local schools			

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Grants, Subsidies & Contributions	(14)	(16)	(16)
Reimbursements	(2)	(1)	(2)
User Charges	(35)	(31)	(36)
TOTAL OPERATING REVENUE	(51)	(48)	(54)
Operating Expenses			
Employee Costs (incl Overheads)	55	52	51
Materials, Contracts & Other Expenses	16	21	21
TOTAL OPERATING EXPENSES	71	73	72
NET COST OF SERVICE	20	25	18

APPENDIX 5 – COUNCIL SERVICES

Service	Information Technology
Service Category	Core Service
Responsible Officer	Manager - Info & Communication Tech.
Strategic Plan Reference	5.4 Good Administration
Legislative Reference	

Key Recurrent activities:

Develop expertise on evolving technologies. Identify evolving technologies in order to provide products and services that will assist Council staff in accomplishing their mission, goals, and objectives
 Provide IT value. Be well managed and fiscally responsible as we continue to maintain, update, and improve the quality and timeliness of our services
 Maintain and update existing information technology systems and infrastructure
 Manage IT security systems to ensure the integrity of the data and systems operated by the Council
 Enable better business decisions through improved access to information assets

Critical Issues:

Establishing appropriate disaster recovery procedures for IT systems and data
 Minimise core systems downtime
 Review and improve Council network and systems security
 Ensure Council staff receive IT systems and programs training

Recent Achievements:

Upgrade of Council website consistent with new Council branding
 Server Infrastructure and Data Storage refresh project
 New computers roll-out with redesigned and updated Standard Operation Environment
 Introducing IT HelpDesk system to provide more effective and timely IT support
 Successful review of Council network internal and external security

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of FTE staff	3.0	3.0	3.0

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Revenue

Reimbursements	(9)	(9)	(8)
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TOTAL OPERATING REVENUE	(9)	(9)	(8)
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Operating Expenses

Depreciation	14	14	14
Employee Costs (incl Overheads)	247	264	287
Materials, Contracts & Other Expenses	362	464	481

TOTAL OPERATING EXPENSES	623	742	782
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NET COST OF SERVICE	614	733	774
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Capital Expenditure Projects:

		\$,000s
IT Helpdesk System License (316)	Better assist IT with handling helpdesk requests	8
LINKS POS Software GSCC & Pool (317)	Upgrade point of sale systems at GSCC & Pool	17
New Scanning Equipment (318)	Provide a quicker and more efficient way of scanning documents ensuring a quality control of documents and legibility	17
New Records Scanner (321)	To keep up with increase of documents required to be scanned and TRIMed	15

APPENDIX 5 – COUNCIL SERVICES

Service	Investment Properties
Service Category	Non-Core Service
Responsible Officer	Property Services Officer
Strategic Plan Reference	
Legislative Reference	

Key Recurrent activities:

Administer Council's obligations in accordance with conditions of leases

Critical Issues:

Identify properties that may be surplus to operational requirements to achieve property sales budget target

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Cost recovery rate	1218%	1038%	621%

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Reimbursements	(4)	(4)	(4)
User Charges	(130)	(131)	(114)
TOTAL OPERATING REVENUE	(134)	(135)	(118)
<i>Operating Expenses</i>			
Depreciation	6	6	6
Materials, Contracts & Other Expenses	5	7	13
TOTAL OPERATING EXPENSES	11	13	19
NET COST OF SERVICE	(123)	(122)	(99)

APPENDIX 5 – COUNCIL SERVICES

Service	Library
Service Category	Core Service
Responsible Officer	Manager - Library Services
Strategic Plan Reference	3.1 Well Informed Community
Legislative Reference	Libraries Act 1982 Libraries Regulations 1998

Key Recurrent activities:

Provision of Library services in accordance with community needs

Critical Issues:

Transitional space requirements (including disability access) in order to meet National Standards
Preparation for transition into State-wide Library Management System in 2012/2013
Implementation of E-books
Continued engagement with online users
Review Library services (including maintaining a Saturday service)

Recent Achievements:

New branch library service at Evanston Gardens Community Centre

New Initiatives 2012/2013:

Design and install a suitable main street sign in conjunction with Communications & Planning Departments (Bid# B7)	\$,000s 1
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Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of active borrowers	11,724		
No. of loans	123,290		
No. of staff (FTE)	8.08		
Members as a % of population	56%		
Library materials exp per capita	\$ 4.57		
Circulation (loans) per capita	5.9		

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
Grants, Subsidies & Contributions	(67)	(68)	(69)
Other Revenue	(3)	(2)	
Reimbursements	(12)	(9)	(9)
User Charges	(23)	(27)	(8)
TOTAL OPERATING REVENUE	(105)	(106)	(86)
Operating Expenses			
Depreciation	62	62	62
Employee Costs (incl Overheads)	627	662	670
Materials, Contracts & Other Expenses	154	166	174
TOTAL OPERATING EXPENSES	843	890	906
NET COST OF SERVICE	738	784	820

APPENDIX 5 – COUNCIL SERVICES

Service	Litter Control
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	4.4 A Better Environment
Legislative Reference	

Key Recurrent activities:

Collection and disposal of waste from litter bins within streets, parks and ovals

Disposal of waste from 'Doggy' bins

Critical Issues:

Regular collection and disposal program

Dated infrastructure

Recent Achievements:

Service Levels/Measures:

Main street bins emptied daily

Other bins emptied less regularly

Customer Action Requests: Litter bins

2010/11 Actual 2011/12 Estimate 2012/13 Estimate

4 4 4

FINANCIAL ANALYSIS

2010/11 Actual 2011/12 Budget 2012/13 Estimate

\$,000s

\$,000s

\$,000s

Operating Expenses

Employee Costs (incl Overheads)

96

102

85

Materials, Contracts & Other Expenses

25

21

22

TOTAL OPERATING EXPENSES

121

123

107

NET COST OF SERVICE

121

123

107

APPENDIX 5 – COUNCIL SERVICES

Service	Occupancy
Service Category	Core Service
Responsible Officer	Property Services Officer
Strategic Plan Reference	1.2 Well Presented Assets
Legislative Reference	

Key Recurrent activities:

Administer and manage appropriate Building Maintenance programs
Administration of Property Services section

Critical Issues:

Recent Achievements:

<u>New Initiatives 2012/2013:</u>	\$,000s
Replacement of taps at various locations to automatic mixer taps (Bid# A26)	8
Replacement of single flush toilets to dual flush (Bid# A6)	6

Service Levels/Measures:

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	90	160	127
Materials, Contracts & Other Expenses	278	205	254
TOTAL OPERATING EXPENSES	368	365	381
NET COST OF SERVICE	368	365	381

<u>Capital Expenditure Projects:</u>		\$,000s
Council Administration Town Hall (103)	Upgrade of front counter to reduce identified security risks	30
Office Accommodation High Street (121)	Architect and design of office accommodation for staff once lease expires	150
Air-conditioning Replacement	Replacement of air-conditioning pending review of Gawler Institute	192

APPENDIX 5 – COUNCIL SERVICES

Service	Other Activities
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	2.2 Services and Facilities that meet needs
Legislative Reference	

Key Recurrent activities:

Weedspraying / mowing of road reserves
Removal of dumped rubbish from roadsides
Support the operations of the Rapid Response Team

Critical Issues:

Illegally dumped rubbish

Recent Achievements:

Rationalisation of Response Team

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Customer Action Requests: Dumped rubbish	142	156	N/A

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Expenses			
Employee Costs (incl Overheads)	371	324	329
Materials, Contracts & Other Expenses	113	105	71
TOTAL OPERATING EXPENSES	484	429	400
NET COST OF SERVICE	484	429	400

APPENDIX 5 – COUNCIL SERVICES

Service	Other Environmental Services
Service Category	Legislative Requirement
Responsible Officer	Environmental Officer
Strategic Plan Reference	4.4 A Better Environment
Legislative Reference	Natural Resources Management Act 2004

Key Recurrent activities:

Administer collection/payment of State Government Natural Resource Management levy
 Promote and participate in environmental initiatives (incl Clean-up Australia Day)
 Provide advice on environmental queries

Critical Issues:

Facilitate minimisation of Council's carbon footprint
 Develop Greenhouse Gas Emissions register
 Review Environmental Management Plan

Recent Achievements:

E-Waste drop-off facility at Waste Transfer Station - May 2012
 Community Energy Efficiency Program funding application completed (towards installation of more energy efficient air-conditioning systems)

New Initiatives 2012/2013:

	\$,000s
Greenhouse & Energy Audits by registers consultant (Bid# A29)	3
Building Energy Efficiency Audits (Bid# A41)	25

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Tonnage of E-Waste recycled	7	20	

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
<i>Operating Revenue</i>			
Grants, Subsidies & Contributions	(16)		
Rates (State Govt NRM Levy)	(246)	(262)	(267)
TOTAL OPERATING REVENUE	(262)	(262)	(267)
<i>Operating Expenses</i>			
Depreciation	1	1	1
Employee Costs (incl Overheads)	1	61	121
NRM Levy transfer to State Govt	246	262	267
Materials, Contracts & Other Expenses	19		19
TOTAL OPERATING EXPENSES	267	324	408
NET COST OF SERVICE	5	62	141

APPENDIX 5 – COUNCIL SERVICES

Service	Other Regulatory Services
Service Category	Regulatory Service
Responsible Officer	Senior General Inspector
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	

Key Recurrent activities:

Impounding of abandoned vehicles (as required)
Monitor compliance with associated regulations

Critical Issues:

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Customer Action Requests: Abandoned vehicles	24	23	N/A
Abandoned vehicles removed	15	11	N/A

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Other Revenue	(2)	(2)	(2)
TOTAL OPERATING REVENUE	(2)	(2)	(2)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	1	1	
Materials, Contracts & Other Expenses	1	1	1
TOTAL OPERATING EXPENSES	2	2	1
NET COST OF SERVICE	0	0	(1)

APPENDIX 5 – COUNCIL SERVICES

Service	Parking Control
Service Category	Regulatory Service
Responsible Officer	Senior General Inspector
Strategic Plan Reference	5.3 Responsible Government
Legislative Reference	Expiation of Offences Act 1996

Key Recurrent activities:

Monitor parking control for time zones, permit zones and disabled bays

Critical Issues:

Regulating traffic turn over to ensure that motorists obey the road rules and that safe parking practices are adhered to

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of expiations issued	988	1160	1,976
Customer Action Requests	35	61	N/A

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Reimbursements	(1)		
Statutory Charges	(51)	(79)	(100)
TOTAL OPERATING REVENUE	(52)	(79)	(100)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	95	111	98
Materials, Contracts & Other Expenses	8	7	10
TOTAL OPERATING EXPENSES	103	118	108
NET COST OF SERVICE	51	39	8

APPENDIX 5 – COUNCIL SERVICES

Service	Parks & Gardens
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	4.2 Good Quality Open Space
Legislative Reference	

Key Recurrent activities:

Maintenance of parks & gardens in accordance with service standards
Maintain playground facilities to an appropriate and safe standard

Critical Issues:

Appropriate funding provided for maintenance of new assets constructed and/or acquired from developers

Recent Achievements:

Construction of Gawler Urban Rivers path
Removal of Woody Weed and revegetation at Clonlea Reserve

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Customer Action Requests: Garden beds	5	10	N/A
Customer Action Requests: Playgrounds	18	13	N/A

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Grants, Subsidies & Contributions	(9)	0	0
Reimbursements	0	(4)	0
Other Revenue	(6)	(16)	(3)
TOTAL OPERATING REVENUE	(15)	(20)	(3)
<i>Operating Expenses</i>			
Depreciation	51	90	101
Employee Costs (incl Overheads)	796	797	742
Materials, Contracts & Other Expenses	352	392	314
TOTAL OPERATING EXPENSES	1,199	1,279	1,157
NET COST OF SERVICE	1,184	1,259	1,154

Capital Expenditure Projects:

		\$,000s
BBQ Replacement (402)	Remove and Replace BBQ at Clonlea Park	7
BBQ Replacement (402)	Remove and Replace BBQ at Apex Park	7
Playground Equipment Replacement	Completion of playground equipment replacement program	90

APPENDIX 5 – COUNCIL SERVICES

Service	Pest Control
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	2.2 Services and Facilities that meet needs
Legislative Reference	

Key Recurrent activities:

Provision of effective pest/vermin control services and eradication programs

Critical Issues:

Recent Achievements:

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
European wasp nests destroyed	6	48	N/A
Customer Action Requests: Wasps, Bullants, etc	95		N/A

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)		2	2
Materials, Contracts & Other Expenses	2	2	3
TOTAL OPERATING EXPENSES	2	4	5
NET COST OF SERVICE	2	4	5

APPENDIX 5 – COUNCIL SERVICES

Service	Plant & Machinery
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	4.3 Sustainable Asset Management
Legislative Reference	

Key Recurrent activities:

Maintain an appropriate fleet of road plant and machinery to facilitate effective service delivery
 Implement programmed servicing regime
 Annual review of internal hire rates

Critical Issues:

Vehicle fleet maintained in good order to minimise downtime
 Programmed replacement of fleet items

Recent Achievements:

Fuel reduction - facilitated by transfer of light fleet items from 6 to 4 cylinder
 Reduced hire rates

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
Grants, Subsidies & Contributions	(9)	(10)	(8)
TOTAL OPERATING REVENUE	(9)	(10)	(8)
Operating Expenses			
Depreciation	187	135	135
Employee Costs (incl Overheads)	96	98	91
Materials, Contracts & Other Expenses	550	543	493
TOTAL OPERATING EXPENSES	833	776	719
LESS Internal Hire Charges	(771)	(841)	(789)
NET COST OF SERVICE	53	(75)	(78)

Capital Expenditure Projects:

		\$,000s
Replacement of Fleet Plant 361 (308)	Replace Subaru Station wagon	30
Replacement of Fleet Plant 346 (309)	Replace Ford Falcon with 4cyl Sedar	22
Replacement of Fleet Plant 302 (311)	Replace Flocon Unit	170
Replacement of Fleet Plant 303 (313)	Replace Tipper	71
Heavy Plant Replacement	Replacement of 2 Trucks	263

APPENDIX 5 – COUNCIL SERVICES

Service	Preventive Health Services
Service Category	Core Service
Responsible Officer	Environmental Health Officer
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	Public & Environmental Health Act 1987 Food Act 2001 Supported Residential facilities Act 1992

Key Recurrent activities:

Provision of technical advice and monitoring services of a broad range of public and environmental health services in accordance with legislative requirements

Register and inspect food premises, and respond to requests from the Dept of Health to investigate outbreaks of food poisoning and communicable disease

Critical Issues:

Potential increased legislative and regulatory requirements from new Public Health Act

Recent Achievements:

Certificate of Excellence 2010/11 - in recognition of excellence in the field of Public & Environmental Health

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of Food inspections	297	280	280
No. of food audits	69	70	70

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Other Revenue	(1)	(1)	(1)
Statutory Charges	(22)	(36)	(30)
TOTAL OPERATING REVENUE	(23)	(37)	(31)
<i>Operating Expenses</i>			
Depreciation	1	1	2
Employee Costs (incl Overheads)	120	113	115
Materials, Contracts & Other Expenses	7	11	9
TOTAL OPERATING EXPENSES	128	125	126
NET COST OF SERVICE	105	88	95

APPENDIX 5 – COUNCIL SERVICES

Service	Private Works
Service Category	Non-Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	
Legislative Reference	

Key Recurrent activities:

Proposed that no private works be undertaken as this adversely impacts on delivery of core services

Critical Issues:

Recent Achievements:

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
Operating Revenue			
User Charges	(12)	(10)	
TOTAL OPERATING REVENUE	(12)	(10)	0
Operating Expenses			
Materials, Contracts & Other Expenses	2	4	
TOTAL OPERATING EXPENSES	2	4	0
NET COST OF SERVICE	(10)	(6)	0

APPENDIX 5 – COUNCIL SERVICES

Service	Public Conveniences
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	4.3 Sustainable Asset Management
Legislative Reference	

Key Recurrent activities:

Maintenance of public conveniences in good working order and to a high state of cleanliness

Critical Issues:

Old infrastructure

Review Public Conveniences cleaning program

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
7 sites cleaned daily			
Customer Action Requests	3	10	

FINANCIAL ANALYSIS	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
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Operating Expenses

Depreciation	7	6	7
Employee Costs (incl Overheads)	94	86	78
Materials, Contracts & Other Expenses	20	47	28

TOTAL OPERATING EXPENSES	121	139	113
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NET COST OF SERVICE	121	139	113
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<u>Capital Expenditure Projects:</u>			\$,000s
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Clonlea Reserve - Disability Access	Upgrade facilities to provide for disability access		40
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APPENDIX 5 – COUNCIL SERVICES

Service	Rates Administration
Service Category	Legislative Requirement
Responsible Officer	Manager - Finance
Strategic Plan Reference	5.3 Responsible Government
Legislative Reference	Local Government Act 1999

Key Recurrent activities:

Accurate and timely update of property rating database
 Prepare rate modelling scenarios for Council
 Administer distribution of quarterly rate notices and collection of rate revenue
 Administer State Government concessions on Council rates

Critical Issues:

Reduction in level of outstanding rate debtors - target of 4% by 30 June 2014

Recent Achievements:

Major rating review undertaken during 2011/2012
 Implementation of new Debtor Management Policy
 Reduction in level of outstanding rate debtors from 9% to 6.6% during 2011/2012

New Initiatives 2012/2013:

	\$,000s
Engagement of debt collection agent to facilitate the collection of outstanding rates debtors	50

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Rate debtors as % total rate revenue	8.7	8.0	6.0
No. of FTE staff	1.0	1.0	1.0
No. of rateable properties	10,007	9,820	9,920

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Rates	(11,286)	(12,779)	(14,051)
Reimbursements	(75)	(72)	(39)
TOTAL OPERATING REVENUE	(11,361)	(12,851)	(14,090)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	80	77	80
Materials, Contracts & Other Expenses	156	142	109
TOTAL OPERATING EXPENSES	236	219	189
NET COST OF SERVICE	(11,125)	(12,632)	(13,901)

APPENDIX 5 – COUNCIL SERVICES

Service	Records Management
Service Category	Core Service
Responsible Officer	Team Leader - Records Management
Strategic Plan Reference	5.4 Good Administration
Legislative Reference	State Records Act 1997

Key Recurrent activities:

Administer and manage Council's Records Management system (TRIM)
 Storage of historical records in accordance with legislative and regulatory requirements
 Retrieval of records from State Records and temporary storage (as required)
 Administer Freedom of Information (FOI) requests

Critical Issues:

Lack of storage space for Council records

Recent Achievements:

Archiving of development records by volunteer University students (approx. saving \$15K)
 Reduced storage costs due to change in supplier

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of records received	15,768	17,089	18410
No. of FTE staff	2.0	2.0	2.3
FOI requests	2	5	N/A

FINANCIAL ANALYSIS

	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Expenses

Depreciation	14	14	14
Employee Costs (incl Overheads)	142	167	162
Materials, Contracts & Other Expenses	46	50	43

TOTAL OPERATING EXPENSES	202	231	219
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NET COST OF SERVICE	202	231	219
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APPENDIX 5 – COUNCIL SERVICES

Service	Regional Development
Service Category	Non-Core Service
Responsible Officer	Manager - Business & Community Services
Strategic Plan Reference	2.1 Invest in Planning related to growth
Legislative Reference	

Key Recurrent activities:

Support the programs and activities of Regional Development Aust. Barossa Inc.

Critical Issues:

Recent Achievements:

<u>New Initiatives 2012/2013:</u>	\$,000s
Development of Town of Gawler Recreation & Leisure Plan (Bid# B9)	6
Provision of grant funding towards refurbishment of shop fronts in Gawler CB	10

Service Levels/Measures:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Reimbursements	(11)	(8)	(8)
TOTAL OPERATING REVENUE	(11)	(8)	(8)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	248	119	123
Materials, Contracts & Other Expenses	72	166	103
TOTAL OPERATING EXPENSES	320	285	226
NET COST OF SERVICE	309	277	218

Capital Expenditure Projects:

<u>Capital Expenditure Projects:</u>		\$,000s
Murray St Banners	Suite of Council banners covering events and activities supported by council	40

APPENDIX 5 – COUNCIL SERVICES

Service	Roads
Service Category	Core Service
Responsible Officer	Manager - Engineering Services
Strategic Plan Reference	4.3 Sustainable Asset Management
Legislative Reference	

Key Recurrent activities:

Undertake grading and general maintenance of unsealed roads in accordance with service standards
 Maintain sealed road network in accordance with service standards
 Upgrade/replace infrastructure in accordance with Asset Management Plan
 Maintain footpath/kerb infrastructure in accordance with service standards

Critical Issues:

Update of Asset Management Plan
 Effective implementation of new Asset Management software

Recent Achievements:

Purchase of Asset Management software to facilitate effective update of Asset Management Plan

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Kms of road resealed	4.2	3.7	3.8
Kms of road resheeted	1.4	1.9	0.6
Customer Action Requests: Kerbs	24	20	N/A
Customer Action Requests: F'Paths	176	108	N/A

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Revenue

Grants, Subsidies & Contributions	(681)	(733)	(417)
Other Revenue		(3)	
Reimbursements		(1)	

TOTAL OPERATING REVENUE	(681)	(737)	(417)
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Operating Expenses

Depreciation	2,687	2,698	2,607
Employee Costs (incl Overheads)	678	761	812
Materials, Contracts & Other Expenses	652	560	456

TOTAL OPERATING EXPENSES	4,017	4,019	3,875
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NET COST OF SERVICE	3,336	3,282	3,458
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Capital Expenditure Projects:

		\$,000s
Roads Resheet Annual Program (206)	Renewal of road surface below acceptable service level	33
Existing Footpath Reseal Program (208)	Renewal of Footpaths below acceptable service level	70
Town Centre / Alternative Heavy Vehicle Route (209)	Continuation of Town Centre Strategic Plan	760
Murray St Upgrade - Stage 4 (211)	Continuation of Town Centre Strategic Plan	660
Paternoster Rd, Rehabilitation Project (212)	Repair of road surface defects	280
Road Reseal Annual Program (214)	Reseal of sealed roads to ensure protection of pavement	200
Gawler Bridge Minor Structural Repairs (216)	Repair of Defect Items listed in Bridge inspection Report	45
Murray St Upgrade - Stage 3	Completion of Stage 3 upgrade between Calton Rd & Bridge St	100

Capital Revenue:

Town Centre / Alternative Heavy Vehicle Route (209)	Continuation of Town Centre Strategic Plan - Government Grant	-380
Murray St Upgrade - Stage 4 (211)	Continuation of Town Centre Strategic Plan - Government Grant	-330

APPENDIX 5 – COUNCIL SERVICES

Service	Sports Facilities - Indoor (Sports & Community Centre)
Service Category	Core Service
Responsible Officer	Team Leader - Recreation Facilities
Strategic Plan Reference	3.4 An Active Community
Legislative Reference	

Key Recurrent activities:

Support the delivery of recreational pursuits and community support programs at the Centre

Critical Issues:

Stadium floor - floor type limits usage for recreational sporting activities

Recent Achievements:

Upgrade of skate room and purchase of new skates
 Pavillion toilets upgraded and asbestos removed
 Introduction of 'Roller Derby' 2 times per week
 Expansion of dance programs (including Zumba)
 Renegotiated contracts with canteen suppliers
 Renegotiated contract staff rates

New Initiatives 2012/2013:

	\$,000s
Supply & fit custom wood to passageway to prevent damage from wear & tear (Bid# A18)	5
Provide new shop front for new hockey shop (Bid# B2)	3
Purchase of 6 two way radios to be used between GSCC & Pool (Bid# B23)	2

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Cost recovery rate	57%	74%	76%
Facility open 7am-9.30pm Monday-Friday; 8am-7pm Saturdays; Only open Sunday for special events			

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
Other Revenue	(3)	(2)	(2)
Reimbursements		(1)	(1)
User Charges	(319)	(403)	(426)
TOTAL OPERATING REVENUE	(322)	(406)	(429)
Operating Expenses			
Depreciation	111	98	83
Employee Costs (incl Overheads)	217	210	202
Materials, Contracts & Other Expenses	233	243	281
TOTAL OPERATING EXPENSES	561	551	566
NET COST OF SERVICE	239	145	137

Capital Expenditure Projects:

		\$,000s
Bird-proof Roof	Bird-proofing if roof an removal of associated excrement	13
Gawler Aquatic & Recreation Services Consultant	Provide strategic and operational advice on the operations of the Business Unit	15

APPENDIX 5 – COUNCIL SERVICES

Service	Sports Facilities - Outdoor
Service Category	Core Service
Responsible Officer	Director - Planning & Infrastructure
Strategic Plan Reference	3.4 An Active Community
Legislative Reference	

Key Recurrent activities:

Maintenance of sporting surfaces and facilities to appropriate service standards
Administer Council's obligations relative to community lease/licences arrangements

Critical Issues:

Increasing water costs

Recent Achievements:

New lease/licence arrangements negotiated with community sporting clubs during 2011/2012
Purchase and installation of computerised irrigation network system

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Water consumption (kilolitres)	36,097	53,500	37,450

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s

Operating Revenue

Reimbursements	(25)	(10)	(39)
User Charges	(33)	(35)	(47)

TOTAL OPERATING REVENUE	(58)	(45)	(86)
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Operating Expenses

Depreciation	228	187	196
Employee Costs (incl Overheads)	106	140	117
Materials, Contracts & Other Expenses	339	401	380

TOTAL OPERATING EXPENSES	673	728	693
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NET COST OF SERVICE	615	683	607
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Capital Expenditure Projects:

Gawler Central & Gawler South Sporting Association (115)	Repair and replace sections of roof as required	\$,000s 15
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APPENDIX 5 – COUNCIL SERVICES

Service	Stormwater Drainage
Service Category	Core Service
Responsible Officer	Manager - Engineering Services
Strategic Plan Reference	4.3 Sustainable Asset Management
Legislative Reference	

Key Recurrent activities:

Maintenance of stormwater drainage infrastructure
 Cleaning of side-entry pits
 Upgrade/replace stormwater infrastructure in accordance with Asset Management Plan
 Support the provision of flood monitoring systems

Critical Issues:

Minimise exposure to local flooding through appropriate infrastructure maintenance programs
 Update of Asset Management Plan

Recent Achievements:

Service Levels/Measures:

Customer Action Requests

2010/11 Actual	2011/12 Estimate	2012/13 Estimate
126	107	

FINANCIAL ANALYSIS

2010/11 Actual	2011/12 Budget	2012/13 Estimate
\$,000s	\$,000s	\$,000s

Operating Expenses

Depreciation	454	482	497
Employee Costs (incl Overheads)	54	75	80
Materials, Contracts & Other Expenses	75	100	103

TOTAL OPERATING EXPENSES

583	657	680
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NET COST OF SERVICE

583	657	680
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Capital Expenditure Projects:

\$,000s

Gosford Rd Stormwater Outlet Rehabilitation Project	Stabilise the existing drainage which has an risk of collapsing into the river and equip drainage with facilities to collect trash collected in rainfall events	45
Southern Urban Areas Design Deed	Contribution as per agreement with developers to an integrated stormwater management system	120
Cooper Rd Stormwater Design	Design works to remedy stormwater issues	20

APPENDIX 5 – COUNCIL SERVICES

Service	Street Cleaning
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	4.4 A Better Environment
Legislative Reference	

Key Recurrent activities:

Programmed streetsweeping of urban roads to maintain a tidy appearance and assist in minimising blocked drains due to leave litter/debris

Critical Issues:

Recent Achievements:

New service contract implemented 2011/2012

Service Levels/Measures:

Murray Street - 3 x per week
 Urban Streets - 5 x per annum
 Heavy leaf fall streets - 7 x per annum
 Customer Action Requests

2010/11 Actual 2011/12 Estimate 2012/13 Estimate

15

FINANCIAL ANALYSIS

2010/11 Actual 2011/12 Budget 2012/13 Estimate
 \$,000s \$,000s \$,000s

Operating Expenses

Materials, Contracts & Other Expenses 131 98 101

TOTAL OPERATING EXPENSES

131 98 101

NET COST OF SERVICE

131 98 101

APPENDIX 5 – COUNCIL SERVICES

Service	Streetlighting
Service Category	Core Service
Responsible Officer	Manager - Engineering Services
Strategic Plan Reference	3.2 A Safe Community
Legislative Reference	

Key Recurrent activities:

Facilitate community safety through the provision of appropriate streetlighting

Critical Issues:

Minimising impact of new Carbon Tax from 1 July 2012

Recent Achievements:

Service Levels/Measures:

Customer Action Requests

2010/11 Actual	2011/12 Estimate	2012/13 Estimate
11	3	

FINANCIAL ANALYSIS

2010/11 Actual	2011/12 Budget	2012/13 Estimate
\$,000s	\$,000s	\$,000s

Operating Expenses

Materials, Contracts & Other Expenses	281	292	350
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TOTAL OPERATING EXPENSES

281	292	350
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NET COST OF SERVICE

281	292	350
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APPENDIX 5 – COUNCIL SERVICES

Service	Streetscaping
Service Category	Core Service
Responsible Officer	Depot Co-ordinator
Strategic Plan Reference	1.2 Well Presented Assets
Legislative Reference	

Key Recurrent activities:

Maintain urban streetscapes to an appropriate standard
 Develop and implement programs to maintain and upgrade town entrances
 Develop and implement a town-wide street tree strategy

Critical Issues:

Recent Achievements:

Proactive maintenance of street trees has reduced no. of limb failures

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Customer Action requests: Street trees	336	351	

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Expenses			
Depreciation	2	2	2
Employee Costs (incl Overheads)	269	236	247
Materials, Contracts & Other Expenses	158	224	141
TOTAL OPERATING EXPENSES	429	462	390
NET COST OF SERVICE	428	462	390

APPENDIX 5 – COUNCIL SERVICES

Service	Support to Local Businesses (Gawler Business Dev. Group)
Service Category	Non-Core Service
Responsible Officer	Manager - Business & Community Services
Strategic Plan Reference	2.1 Invest in Planning related to growth
Legislative Reference	

Key Recurrent activities:

Support the operations of the Gawler Business Development Board Inc. via administration and collection of associated Separate Rate levied

Critical Issues:

Recent Achievements:

Gawler Business Development Board Inc. separately incorporated from 9 February 2012

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Rates (Business Development & Marketing)	(137)	(137)	(145)
TOTAL OPERATING REVENUE	(137)	(137)	(145)
<i>Operating Expenses</i>			
Materials, Contracts & Other Expenses	124	192	145
TOTAL OPERATING EXPENSES	124	192	145
NET COST OF SERVICE	(13)	55	0

APPENDIX 5 – COUNCIL SERVICES

Service	Gawler Swimming Centre
Service Category	Core Service
Responsible Officer	Manager - Swimming Pool
Strategic Plan Reference	3.4 An Active Community
Legislative Reference	

Key Recurrent activities:

Manage and maintain the Gawler Swimming Pool in accordance with community health standards
 Provision of Lear-to-Swim classes
 Provide swimming lessons and facilitate swimming carnivals
 Actively promote and encourage community use of the facility

Critical Issues:

Maintenance of pool water quality to community health standards

Recent Achievements:

Independent review of operations undertaken during 2011/2012

New Initiatives 2012/2013:

	\$,000s
Purchase of a new fridge at the centre (Bid# B15)	3
Purchase of a compliant chemical storage (Bid # B22)	20
Purchase of 6 two way radios to be used between GSCC & Pool (Bid# B23)	2
Construction of internal doors between the meeting room and storage shed (Bid# B24)	2
Paint externals walls of the pool buildings (Bid# B25)	12

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of visitors	50,000	48,000	N/A
Cost recovery rate	39%	40%	48%

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Investment Income			
Other Revenue			(7)
User Charges	(198)	(209)	(254)
TOTAL OPERATING REVENUE	(198)	(209)	(261)

Operating Expenses

Depreciation	55	50	49
Employee Costs (incl Overheads)	260	154	150
Finance Costs			
Materials, Contracts & Other Expenses	191	314	347
TOTAL OPERATING EXPENSES	506	518	546
NET COST OF SERVICE	308	309	285

Capital Expenditure Projects:

Gawler Aquatic & Recreation Services Consultant	Provide strategic and operational advice on the operations of the Business Unit	15
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APPENDIX 5 – COUNCIL SERVICES

Service	Tourism (Visitor Information Centre)
Service Category	Non-Core Service
Responsible Officer	Visitor Info Centre Co-ordinator
Strategic Plan Reference	3.5 An Engaging Community
Legislative Reference	

Key Recurrent activities:

Support the operations and activities of the Gawler Visitor Information Centre

Critical Issues:

Sourcing of volunteers

Review Visitor Information Centre operations

Recent Achievements:

Gained additional booking agencies resulting in increased commission

Increase in accommodation bookings

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of visitors	41,000	44,000	45,000
Volunteer hrs	5,600	5,964	4700
Opening hours: Mon-Fri 9am-5pm, Weekends & Public Holidays 10am-4pm. Closed Xmas / Good Friday			

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
Other Revenue	(3)	(5)	(7)
User Charges	(103)	(101)	(104)
TOTAL OPERATING REVENUE	(106)	(106)	(111)
Operating Expenses			
Depreciation	25	22	22
Employee Costs (incl Overheads)	142	158	145
Materials, Contracts & Other Expenses	130	137	154
TOTAL OPERATING EXPENSES	297	317	321
NET COST OF SERVICE	191	211	210

APPENDIX 5 – COUNCIL SERVICES

Service	Town Planning
Service Category	Regulatory Service
Responsible Officer	Manager - Planning Services
Strategic Plan Reference	2.1 Invest in Planning related to growth
Legislative Reference	Development Act 1993

Key Recurrent activities:

Deliver efficient and effective development assessment/compliance processes
Support Council's Development Assessment decisions

Critical Issues:

Adequate resources to keep Council's plans/strategies up to date and consistent with community opinion
Local input into urban design

Recent Achievements:

New Initiatives 2012/2013:

	\$,000s
Section 30 Review - Requirement of the Developers Act (Bid# A14)	18
Legal Fees for the Development Assessment Panel	40

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
No. of development applications	749		
No. of FTE staff *	8.5	8.7	6.0
No. of appeals	2	4	8
No. of decisions required by DAP	46	48	64

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
<i>Operating Revenue</i>			
Grants, Subsidies & Contributions	(292)	(72)	(67)
Other Revenue	(21)	(26)	(3)
Reimbursements	(35)	(8)	(10)
Statutory Charges	(174)	(196)	(185)
TOTAL OPERATING REVENUE	(522)	(302)	(265)
<i>Operating Expenses</i>			
Employee Costs (incl Overheads)	619	642	548
Materials, Contracts & Other Expenses	605	392	187
TOTAL OPERATING EXPENSES	1,224	1,034	735
NET COST OF SERVICE	702	732	470

* 2012/13 reduction as 2.7 staff reallocated under General Administration from 1/7/12

APPENDIX 5 – COUNCIL SERVICES

Service	Traffic Management
Service Category	Core Service
Responsible Officer	Manager - Engineering Services
Strategic Plan Reference	2.4 An effective transport system
Legislative Reference	Road Traffic Act 1961

Key Recurrent activities:

Monitor and promote community safety through the maintenance of traffic control signs and infrastructure to Australian Standards

Collection and analysis of Road Traffic Counters data

Critical Issues:

Signage maintained in accordance with Australian Standards

Recent Achievements:

Gawler South Local Area Traffic Management (LATM)

Service Levels/Measures:

Customer Action Requests: Signs

2010/11 Actual	2011/12 Estimate	2012/13 Estimate
79	92	

FINANCIAL ANALYSIS

2010/11 Actual	2011/12 Budget	2012/13 Estimate
\$,000s	\$,000s	\$,000s

Operating Expenses

Depreciation	25	30	7
Employee Costs (incl Overheads)	76	82	76
Materials, Contracts & Other Expenses	35	36	38

TOTAL OPERATING EXPENSES

136	148	121
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NET COST OF SERVICE

136	148	121
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APPENDIX 5 – COUNCIL SERVICES

Service	Waste Transfer Station
Service Category	Core Service
Responsible Officer	Director - Planning & Infrastructure
Strategic Plan Reference	4.4 A Better Environment
Legislative Reference	Environment Protection Act 1993

Key Recurrent activities:

Provision of facility for disposal of hard waste and recyclable materials

Critical Issues:

Impact of new legislative changes

Review Waste Transfer Station operations

Recent Achievements:

Review of service undertaken 2011/2012 resulting in reduced operating hours

New Initiatives 2012/2013:

	\$,000s
Register with clean up Australia day to collect and disposal of rubbish (Bid# A12)	1

Service Levels/Measures:

	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Cost recovery rate	76%	67%	69%
Waste collected (tonnes)	1,225	1,200	1,200
Opening hrs per week	32.5	24.5	24.5

FINANCIAL ANALYSIS

	2010/11 Actual \$,000s	2011/12 Budget \$,000s	2012/13 Estimate \$,000s
Operating Revenue			
User Charges	(209)	(194)	(188)

TOTAL OPERATING REVENUE	(209)	(194)	(188)
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Operating Expenses

Depreciation	10	10	10
Employee Costs (incl Overheads)	166	145	136
Materials, Contracts & Other Expenses	100	134	126

TOTAL OPERATING EXPENSES	276	289	272
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NET COST OF SERVICE	67	95	84
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APPENDIX 5 – COUNCIL SERVICES

Service	Waste Management (Kerbside collection program)
Service Category	Core Service
Responsible Officer	Director - Planning & Infrastructure
Strategic Plan Reference	4.4 A Better Environment
Legislative Reference	

Key Recurrent activities:

Provide an effective domestic/green waste and recycling collection and disposal service
Administer joint-owner responsibilities of Northern Adelaide Waste Management Authority (NAWMA)

Critical Issues:

Recent Achievements:

<u>Service Levels/Measures:</u>	2010/11 Actual	2011/12 Estimate	2012/13 Estimate
Weekly general waste service, fortnightly recyclable / green waste service			
Waste collected (tonnes)	4,487	4,311	4,400
% of waste diverted from landfill	44.7	46.52	46

FINANCIAL ANALYSIS	2010/11 Actual	2011/12 Budget	2012/13 Estimate
	\$,000s	\$,000s	\$,000s
<i>Operating Revenue</i>			
Rates	(1,223)	(1,353)	(1,537)
User Charges	(33)	(30)	(30)
TOTAL OPERATING REVENUE	(1,256)	(1,383)	(1,567)
<i>Operating Expenses</i>			
Materials, Contracts & Other Expenses	1,363	1,451	1,589
TOTAL OPERATING EXPENSES	1,363	1,451	1,589
NET COST OF SERVICE *	107	68	22

* Net transfer to/from associated Equity Reserve Fund