

# Annual Business Plan & Budget



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*Cover photograph: Yarn Bombing, Coventry Library – March 2013*

*Photographer: ANON*

# Welcome ...

to the Adelaide Hills Council Annual Business Plan and Budget for 2013/2014.

This document sets out the services, programs and projects the Council proposes to provide in the forthcoming financial year, and how it plans to allocate its budget

The Annual Business Plan has been developed to ensure consistency with Council's Vision of

***nurturing our unique place and people***

and its Mission,

***delivering activities and services which build a resilient community, sustain our built and natural environment and promote a vibrant economy.***

The Annual Business Plan aims to maintain efficient services for the community and continue progress towards the long-term objectives outlined in Council's Strategic Plan.

2013/14 will be an exciting year as the National Broadband Network is rolled out and switched on in the Southern part of the region, reaching up to a quarter of residents. Council is revising both its internal systems and its website to make the most of this opportunity.

Across the whole district, Council is continuing its drive to bring all roads, both sealed and unsealed, up to an acceptable standard. In 2012/13 Council will have spent over \$5.3M on road renewal projects. For 2013/14 the planned spend is \$5.7M, which will set Council firmly on its way to eliminate the \$24M backlog in infrastructure renewal over the next ten years.

# Consultation

A community consultation period was undertaken from 29 April to 29 May 2013. During this time the community was asked to tell Council what it thought about the Draft Annual Business Plan and Budget for 2013/2014:

- » Two Information sessions were held at locations in Stirling and Lobethal
- » A public meeting of the Council was held on Tuesday 28 May at which the community was invited to ask questions and make submissions in relation to the Annual Business Plan and Budget.
- » Information and a questionnaire was published in the Hills Voice, distributed to all ratepayers in the region by delivery to residences or post offices and PO Boxes from the end of April
- » An online questionnaire featuring the same questions could be completed at council's website at [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au)
- » Written comments could be forwarded to Adelaide Hills Council, PO Box 44, Woodside SA 5244, or Email: [mail@ahc.sa.gov.au](mailto:mail@ahc.sa.gov.au).

Council considered the community consultation feedback at its meeting on 25 June 2013. The outcomes of the consultation were taken into account in setting the rate increase which forms the basis of both the Annual Business Plan and the Annual Budget.

Copies of this Annual Business Plan can be downloaded from [www.ahc.sa.gov.au](http://www.ahc.sa.gov.au) or viewed at any of Council's Customer Service Centres.

# About the Adelaide Hills

The Adelaide Hills Council (AHC) area is located to the east of metropolitan Adelaide and encompasses an area of 795 square kilometres.

The physical character of the area reflects the geological history and includes Hills Face and Foothills, Central Range and the Eastern Range and Escarpment. The Council district is within the traditional lands of the Kaurna, Ramindjeri and Peramangk Aboriginal peoples. The traditional lands of each of these peoples are thought to extend into the Adelaide Hills district.

The district holds special significance as a major environmental and recreational asset. The majority of AHC (89%) lies within the Mt Lofty Ranges Watershed, which supplies around 60% of metropolitan Adelaide's water supply. The district has a wide range of land uses including agriculture, residential, retail, conservation and tourism.

Residential development varies from the suburban areas of the foothills, to the country living areas around Stirling, to the large towns of Woodside and Lobethal, to the smaller towns and settlements. There are over 50 towns and localities within the Council area.

European settlement in the Adelaide Hills began soon after the establishment of colonial government in 1836. The Hills were one of the earliest settled areas in South Australia due to their close proximity to the City of Adelaide, high annual rainfall and fertile valleys.

In recent decades, parts of the district have become quite urbanised due to increasing demand for the district's "country location" quality of life in such close proximity to metropolitan Adelaide. Improved access through the Heysen Tunnel and the upgraded South Eastern Freeway have led to development pressure around the towns of Stirling, Aldgate, Bridgewater, Balhannah and Woodside. Improved transportation routes have also influenced population growth in the district's northern towns of Birdwood, Gumeracha and Kersbrook.

Local industries include apple, pear and cherry growing, vineyards, mixed farming, quarries, nurseries, market gardening, grazing, forestry, horses and cattle.

Major tourist attractions in the AHC district include Cleland Wildlife Park, the Mt Lofty Summit, Birdwood National Motor Museum, Gumeracha Toy Factory and Big Rocking Horse, Melba's Chocolate Factory, Mt Lofty Botanic Gardens, the Gorge Wildlife Park and Stirling's renowned Sunday markets.

At the 2011 Census, AHC resident population was 38,633, a 2% increase on the 2006 Census. The median age of the area was 42, up from 39 in 2006.

27% of the population was 19 years or younger and 13.4% 65 years or older, compared with 24.3% and 15.4% respectively for metropolitan Adelaide. Future increase in the proportion of residents 65 years and over will necessitate further improvements in aged services and physical infrastructure to maximise accessibility.

In the preceding five years to 2011, a fifth of the population moved in to the Council area from another part of South Australia, Australia or overseas, representing a significant turn over in resident population.

The district continues to experience comparable changes in family composition and household structure. Couples with children make up 38.9% of the Council's households, with one parent families comprising 7.7% of households. Couples without children represent 30.9% of households and lone person households make up a majority of the remainder (18.7%), reflecting the ageing of the population and general changes in life pattern trends.

The district has a higher percentage of tertiary educated residents and employed people than the State average (96% employed compared to 94%). A higher proportion of residents earn a high income in comparison to metropolitan Adelaide, 16.3% of the population compared to 10.2% in Greater Adelaide.

In 2011, approximately two-thirds of employed people worked outside the area, with the remainder employed locally.

For more information about the Adelaide Hills area and communities you can see further analysis of the 2011 census results at [www.id.com.au/](http://www.id.com.au/) in the .id community section.

# Ward Structure

AHC has a Mayor and 12 Councillors elected to represent the community, across 5 Wards: Manoah (2 Councillors), Marble Hill (2 Councillors), Mount Lofty (3 Councillors), Onkaparinga Valley (3 Councillors), Torrens Valley (2 Councillors). The Mayor is elected across the entire Council area. .

## Manoah

Elected Members:  
Ron Nelson  
Jan-Claire Wisdom

## Mount Lofty

Elected Members:  
Kate Hosking  
John Kemp  
Simon Jones

## Marble Hill

Elected Members:  
Ian Bailey  
Jan Loveday

## Onkaparinga Valley

Elected Members:  
Robert (Bill) Gale  
Lynton Vonow  
Andrew Stratford

## Torrens Valley

Elected Members:  
Linda Green  
Malcolm Herrmann

## Mayor

Bill Spragg



In May 2013, Adelaide Hills Council commenced a Representation Review to deliver the best model of representation for our community, examining Council's composition now and alternative options available.

The first stage of the review process, to prepare a Representation Review Options Paper and seek comments from the community over a six week period, has been undertaken. Following this initial round of public consultation, Council will prepare a Representation Review Report that addresses the community responses and sets out Council's proposal for the future composition and structure of the Council. Public consultation on the Representation Review Report is expected to commence in mid-July 2013 and will be advertised in the SA Government Gazette, The Advertiser and the local newspapers.

AHC has prepared a Community Engagement Plan for the Representation Review (which forms Appendix A of the Option Paper) which complies with the process in the Act and provides additional actions to ensure comprehensive engagement is undertaken.

# Our Strategic Directions

The Strategic Plan was developed through an extensive consultation process at the beginning of 2011 and sets out the high level Strategic Directions for the Adelaide Hills Council for the period from 2011 to 2021. Two years into the term of this Council and following the arrival of a new CEO, Council is presently refining the issues and objectives of the Plan to produce clearer strategies and outcomes. For the purposes of this Annual Business Plan, all references to the current Strategic Plan refer to the document adopted by Council on 9 August 2011.

The Strategic Plan still comprises five goal areas that collectively encompass all of Council's activities, operations and responsibilities. All items in the Plan have been nominated by Council as issues that need to be addressed. No priority should be inferred by the order or numbering of the key focus areas.

Also identified in the Plan are the Key Issues facing the Adelaide Hills Council and the specific long-term goals and 10 year outcomes that will address these challenges. It provides a platform from which Council can collaborate with its communities and other partners to identify and work towards common outcomes.

Following a series of community workshops during April 2013, the Strategic Plan is being rewritten to capture the lessons of the last two years and to address recent changes including the introduction of the National Broadband Network. This Annual Business Plan includes some preparatory steps for the revised Strategic Plan, but continues to employ the existing goals and objectives until revised ones are finalised.

## Goal 1: A Healthy, Safe, Engaged and Connected Community

The Adelaide Hills Council area offers a wonderful rural and township lifestyle on the fringe of metropolitan Adelaide. Its established communities provide support and social engagement with a strong tradition of volunteering.

A changing population, however, brings new challenges and opportunities. A growing proportion of residents have a commuter lifestyle working and using facilities in the city and with less time for involvement in the local community. Expectations are changing. At the same time, lack of transport, financial difficulties, mental health issues and disabilities can leave some people isolated and vulnerable. Unexpected new challenges test the capacity of the community to adapt and respond positively to the opportunities that arise.

## Goal 2: Sustainable Natural, Built & Agrarian Environments

Council recognises its important role in protecting the beautiful environment in which we live.

We have a role in community leadership/education, supporting volunteers and conducting our own business in an environmentally responsible way.

We also recognise that we need to work together with other bodies and tiers of Government, such as the Natural Resource Management Boards, State and Federal Departments and Community and Volunteer Organisations.

# Our Strategic Directions

## Goal 3: A Prosperous and Vibrant Economy

The Adelaide Hills Council District has vibrant primary production and tourism industries. We are home to niche agricultural, tourism and other businesses and retailers, and seek to attract other value-adding commercial activities which will boost local economic activity and take advantage of our unique location and products.

Council has a role in supporting the economy of the area. Also, Council's Development Plan seeks to support the important economic benefits from these opportunities in a responsible and sustainable manner.

In addition, direct support is provided to the local District's economy through Adelaide Hills Tourism, Regional Development Australia and Council's Adelaide Hills Business and Tourism Centre at Lobethal.

## Goal 4: Well Managed and Maintained Community Infrastructure

The community uses an extensive array of Council-owned infrastructure as part of its daily life. This includes assets such as roads, bridges, footpaths, sports grounds, stormwater, wastewater systems, community facilities and buildings. In many cases, these infrastructure assets provide basic services for our community.

While there have been significant advances in asset management planning and investment over recent years, there is still a \$24M backlog of improvements needed to bring the condition and performance of Council's infrastructure to an acceptable level. The large, dispersed nature of the Council area represents a further significant challenge for Council's infrastructure investment program.

The initiatives for 2013/14 are aimed at continuing to provide overall improvements in infrastructure condition and service levels and aim to increase resources in some areas. The revised asset Management Plan adopted in April 2013 sets out the longer term strategy.

## Goal 5: Open, Effective & Efficient Governance

The Governance role can easily be overlooked, but is critical to the achievement of Council's objectives.

Good Governance ensures that the foundation stone for all other activities is sound, thereby providing for effective leadership of the Council and management of the Organisation and proper financial management, with trained and motivated staff delivering high quality services to our community. Recognising the recent introduction of an Independent Commissioner Against Corruption for South Australia and the heightened attention now being given to this area, Council is planning to restructure elements of its management layer during 2013/14 to enable the appointment of a specialist Governance manager. The new role will be designed to reinforce Council's ability to handle future governance challenges without diverting attention from day to day management.

# Our Priorities

The Annual Business Plan and Budget is a statement of how Council proposes to translate the goals and key issues contained in its Strategic Plan into services, programs and project that will be delivered in 2013/14. Acknowledging that it would be difficult to deliver on all Key Issues immediately, at the end of 2011 Council identified the following six Key Issues to focus on in the first three years of the life of the Strategic Plan:

## Top Priority

### Key Issue 5.4, Financial Responsibility

<b>Strategies</b>	
<b>a)</b>	Undertake council operations in a financially sustainable manner with appropriate key performance indicators to measure performance
<b>b)</b>	Ensure the provision of appropriate services and maintenance of assets by: <ul style="list-style-type: none"><li>- cost containment</li><li>- income generation</li><li>- rating policy review</li><li>- exploring cost recovery mechanisms</li><li>- adopting a suitable rating structure</li></ul>
<b>c)</b>	Use financial risk management strategies and take appropriate action to manage these risks across the organisation
<b>d)</b>	Implement strategies to ensure that infrastructure replacement and maintenance liabilities are not passed to future generations





# Our Priorities

## High Priority

### Key Issue 4.1, Infrastructure Planning and Maintenance

<b>Strategies</b>	
<b>a)</b>	Infrastructure will be planned and maintained to meet, as far as practicable, the community's social, economic, environmental and financial needs
<b>b)</b>	Update Asset Management Plans (AMPs) on a regular basis and define outcomes, service standards, condition and performance, maintenance and investment requirements for each asset class
<b>c)</b>	Integrate infrastructure plans with surrounding Councils, State and national plans and programs
<b>d)</b>	Develop annual work programs to reflect maintenance and investment priorities, risk and available resources and link them to Council's long term financial plan
<b>e)</b>	Maintain capital funding across all asset classes, (in line with recommendations in Council's Asset Management Plans), but with particular emphasis on: <ul style="list-style-type: none"> <li>- maintaining the condition of sealed and unsealed roads</li> <li>- upgrading CWMS to meet statutory, compliance and environmental standards</li> <li>- drainage works to protect at risk communities</li> </ul>
<b>f)</b>	Continue to look for opportunities to dispose of surplus assets in order to reduce long-term operating costs
<b>g)</b>	Progressively move from reactive to planned maintenance in order to improve effectiveness and cost efficiency
<b>h)</b>	Monitor and review Service Standards to inform infrastructure service planning and provide a basis of service delivery to customers
<b>i)</b>	Where infrastructure backlogs or deficiencies emerge, attempt to address these within a reasonable timeframe and maximise the 'whole of life' benefits to current and future citizens
<b>j)</b>	Manage asset information through an integrated asset management and GIS system which links to Council's corporate customer, rating and financial data

### Key Issue 4.4, Managing Open Space & Infrastructure for Sustainability

<b>Strategies</b>	
<b>a)</b>	Actively support: <ul style="list-style-type: none"> <li>- preservation and improvement of biodiversity and high value habitats</li> <li>- eradication of pest weeds and feral animals</li> <li>- soil conservation, catchment management and improvement of water quality</li> </ul>
<b>b)</b>	Maintain management plans for all parks, reserves and conservation areas with stakeholders and experts according to Council's policies
<b>c)</b>	Balance management plans for parks, reserves and conservation areas with Council's support for active & passive recreation and the need for protecting and enhancing the District's biodiversity, environmental values and natural beauty

# Our Priorities

## Priority

### Key Issue 1.3, Community Participation and Support

<b>Strategies</b>	
<b>a)</b>	Support events and festivals which bring the community together
<b>b)</b>	Act as advocate and information-provider linking to other agencies eg State Government
<b>c)</b>	Actively encourage and support volunteering
<b>d)</b>	Pursue the development of an online community noticeboard

### Key Issue 2.1, Natural Environment

<b>Strategies</b>	
<b>a)</b>	Develop and apply an Environmental and Nature Conservation Strategy
<b>b)</b>	Identify and protect areas of high natural environmental value from encroachment by development.
<b>c)</b>	Set measurement methods and targets for the programs implemented.
<b>d)</b>	Develop and implement community education programs targeting the District's environmental issues

### Key Issue 5.2, Effective and Efficient Services & Infrastructure

<b>Strategies</b>	
<b>a)</b>	Ensure services and infrastructure are properly managed and legally compliant
<b>b)</b>	Delegate decisions to an appropriate level to be effective, responsive and timely
<b>c)</b>	Aim for continuous improvement in all sections of Council , including the investigation of alternative service delivery options
<b>d)</b>	Monitor and report on organisational, social, environmental and economic outcomes and performance
<b>e)</b>	Have a contemporary and responsive Development Plan and a high quality Development Assessment service

The Strategic Plan is continuing to evolve to ensure Council responds effectively to the changing circumstances and needs of the District and is subject to annual monitoring and review, and measured against targets developed within Council's Annual Business Plans.

# Measuring our Success

Adelaide Hills Council uses a Triple Bottom Line reporting framework, which means we use performance measures for our services that go beyond just financial performance. This is how it works:

**Financial Performance** - This details financial indicators such as whether the service has operated within Budget.

**Social Performance** - Performance measures under this heading are all about meeting customer expectations. They will vary depending on the nature of the service.

**Environmental Performance** - These measures deal with the environmental impact of our activities. Depending on the nature of the service, some will have little or no direct environmental impact and will not have performance measures.

The Financial, Social and Environmental indicators for the Annual Business Plan and Budget 2013/14, based on the Key Performance Indicators established for the organisation as a whole, are outlined below.

## Financial

<b>Indicator</b>	<b>Target</b>	<b>Target Date</b>	<b>12/13 Forecast (BR3)</b>	<b>13/14 Budget</b>
<b>Operating (Deficit before Capital Revenue (\$,000))</b>	Break- even over next 2 years. Average between 0 & \$1.2m surplus	Achieved in 2011/12 (previously 2010/11)	\$180k	\$343k
<b>Operating Surplus Ratio</b>	0<>5%	2013/14	0.50%	0.92%
<b>Net Financial Liabilities</b>	0<>\$20m	Achieved	\$17,130k	\$17,962k
<b>Net Financial Liabilities Ratio</b>	20%<> 60%	Achieved	47%	48%
<b>Interest Rate Cover (Interest Rates as a percentage of operating revenue)</b>	0<>10%	Achieved	1.6%	1.9%
<b>Asset Sustainability Ratio<sup>1</sup></b>	90%-110% (long term average) 110% - 125% (short term)	Achieved in 2011/12	102%	96%

*Note 1: The basis for calculating the Asset sustainability ratio has now been revised to comply with the Financial Management Regulations (Model Financial Statements) Financial Indicators. Instead of expressing asset renewal spend as a percentage of depreciation, it now requires comparison with the planned spend in the adopted Asset Management Plan. This will give rise to a percentage nearer to 100% than in the past, as the Plan has been set above depreciation levels to address the accumulated backlog.*

During 2012/13 Council has managed to maintain the improvement in underlying performance achieved in 2011/12 despite further cost increases identified in waste management. Waste disposal costs to landfill are continuing to increase as forecast last year, however reductions in volumes following the introduction of the third bin and hard waste programmes have helped to contain overall cost increases. The operating surplus is still expected to be about \$180k, having budgeted for a surplus of \$80k.

# Measuring our Success

Council continues to seek ways to reduce unavoidable ongoing costs, and 2012/13 has seen several initiatives bear fruit. Comparing the 2013/14 budgeted costs with those actually incurred last year (2011/12), the following savings have been achieved:

- » Switch banks: over \$30k per annum in fees and charges
- » Revise Microsoft licensing model for basic office software: \$38k per annum
- » Replace phone line data links between offices with wireless transmissions: \$48k per annum in land line fees
- » Replace library management system with One Library: over \$50k per annum in licensing costs
- » Replace core business system: over \$80k per annum in licensing costs (Adelaide Hills Council is the first in South Australia to move to the My Community system, and aims to lead the Local Government sector in making smarter use of modern technology wherever possible.)

Not only do all these changes add up to ongoing cost savings of almost \$0.25M annually, but in every case the service provided by the replacement supplier offers considerably better performance and smoother integration with other technology. The benefits are operational as well as financial.

Council's capital programme has made significant progress in 2012/13, with over \$10M worth of infrastructure projects scheduled for completion during the year. Most importantly, Council has met almost all of its asset renewal targets for transport related assets. Additionally, Federal grant funding has been secured so that additional new projects totalling over \$0.5M could be completed. The backlog of unstarted and uncompleted projects is now at its lowest for several years, offering far greater transparency and certainty for future planning.

## Social

<i>Indicator</i>	<i>Target</i>	<i>Target Date</i>	<i>Annual Score</i>	
			<i>2011</i>	<i>2012</i>
<i>Community understanding and input into Council Strategic Objectives (as measured by LGA Comparative performance survey)</i>	Satisfaction rating of 80 or more.	Ongoing	75	74
<i>Community Consultation Satisfaction (measured by LGA Comparative performance survey)</i>	Satisfaction rating improvement over previous year	Ongoing	79	80
<i>General Satisfaction with Council's services and facilities (measured by LGA Comparative performance measurement survey)</i>	Performance score of 100 or greater (100 indicates satisfactory)	Ongoing	95	97
<i>Community satisfaction with Council's performance in providing community and cultural services (measured by LGA Comparative performance measurement survey)</i>	Satisfaction rating improvement over previous year (State Average is 6.6 out of 10)	Ongoing	5.6	5.9

# Measuring our Success

The Social scores have been taken from the 2012 LGA Community Survey conducted by Roy Morgan Research and released in July 2012. Unfortunately the survey has not been repeated for 2013 and so we are now identifying alternative measures to gauge performance in future. It is, however, pleasing to see improvements in two of the three key scores monitored.

## Environmental

<i>Indicator</i>	<i>Target</i>	<i>Target Date</i>	<i>Annual Score</i>	
			<i>2011</i>	<i>2012</i>
<i>Community satisfaction with the performance in maintaining parks, gardens and sporting facilities (measured by LGA Comparative performance measurement survey)</i>	Improvement on previous year with a goal in achieving the State Average of 7.2 out of 10	Ongoing	6.4	6.6
<i>Community satisfaction with the performance in providing environmental management services (measured by LGA Comparative performance measurement survey)</i>	Improvement on previous year with a goal in achieving the State Average of 6.4 out of 10	Ongoing	5.6	5.7
<i>Community satisfaction with the performance in providing safe public places (measured by LGA Comparative performance measurement survey)</i>	Improvement on previous year with a goal in achieving the State Average of 6.6 out of 10	Ongoing	5.9	6.1

In 2012-13 the Council commenced implementing actions under its new Environmental Sustainability Framework. Key achievements included:

- » Development of a Biodiversity Strategy, involving extensive community engagement
- » Development of a plan for the management of vegetation in Stirling Linear Park
- » Reducing household waste being consigned to landfill through introducing green organics waste collection and undertaking an at-call hard waste collection trial
- » Mitigating against the risk of environmental harm caused by Community Wastewater Management Schemes by lining the largest of the Council's wastewater lagoons at Birdwood and entering into a new water reuse agreement with a private landholder
- » Understanding the Council's corporate energy use and potential for energy use reduction following an energy audit

# 2012/13 Achievements

2012/13 has seen Council make steady progress towards most of its key objectives. At the beginning of the year the search for a new CEO was in progress, and Andrew Aitken was appointed to the role at the beginning of October 2012.

Under his leadership Council staff have pushed ahead with the introduction of Business Excellence principles to reorganise Council's key processes in line with its goals. New and more efficient systems have been identified and acquired which will take effect during 2013/14. A culture of consultation is being developed, with more emphasis on securing community input for all major projects and a reinvigorated round of Community Forums commencing at the end of April.

Of note is that the Annual Business Plan is current until the end of the 2012/2013 financial year or 30 June 2013. Therefore achievement of the Plan is based on progress made to date and overall progress may vary at the end of the financial period. Performance indicators with no status are either not measured until the end of the financial year 2012/2013 or are no longer in use. Comment is provided by way of further explanation of each performance indicator.



## Goal 1: A Healthy, Safe, Engaged and Connected Community

<i>Key Issue</i>	<i>Achievements</i>
<b>1.1 Sense of Belonging</b>	Fostered/supported new events including Santos Tour Down Under (STDU) stage finishes celebrations in Lobethal and Stirling.
<b>1.2 Community Planning</b>	Two schools involved in Way to Go Travelsmart projects to encourage safer, greener and more active travel to school. Developed Regional Youth Strategy across AHC, DCMB & Strathalbyn part of Alexandrina
<b>1.3 Community Participation Partnership &amp; Support</b>	Torrens Valley Community Centre and Gumeracha Library implement 'shared space' model to extend access. TVCC moves upstairs in the shared space with Gumeracha Library and starting more programs within back of library. NBN Digital Hub grant received \$335k approximately and hub started at Coventry Library Stirling in January 2013. Adult Community Education Foundation Skills funding received for programs across TVCC and the Summit Community Centres \$100k until June 2013.
<b>1.4 Village" Amenity &amp; Character</b>	Completed the third year of successive main street rejuvenation works in Stirling, enhancing the village character and creating 'places' for people. Progressed the Townships & Urban Areas Development Plan Amendment (DPA) which will include opportunities for the provision of a range of housing options in appropriate locations; and prepared desired character statements to ensure new development does not negatively impact on the desired character and amenity of the locality in which they are located.

# 2012/13 Achievements

<b>1.5 Quality of Life</b>	<p>Positive Ageing Centre revitalised with programs moved to areas of Council with need.</p> <p>Home and Community Care program grown to now service over 800 older residents and secured grant funding for additional domestic assistance and home maintenance.</p> <p>Hills Youth Mental Wellness Project commenced; to conclude Sept 2013</p> <p>Further development of, and support for, community initiatives for young people, including Lobethal Outdoor Movie Night, annual youth festival GumaROCKa!, XitH Xbox &amp; PC gaming events, and the successful revival of The Lounge (regular drop-in nights for young people at the Aldgate RSL Hall)</p> <p>Upgraded all antennas at the Gumeracha Retirement Village and all residents across all sites are now receiving a full digital television signal</p>
<b>1.6 Community Safety</b>	<p>Council continued the Red Cross Redi Plan Project and subscribed to the SES Flood Safe Project</p>
<b>1.7 Culture &amp; Arts</b>	<p>Three sculptures installed from Adelaide Hills International Sculpture Symposium, and supported funding application for Adelaide Hills Sculpture Trail through the Regional Development Australia Fund</p>

## Goal 2: Sustainable Natural, Built & Agrarian Environments

<b>Key Issue</b>	<b>Achievements</b>
<b>2.1 Natural Environment</b>	<p>Undertook development of Environment &amp; Nature Conservation Strategy to guide the Council's future investment and priorities in natural asset management; completed study and mapping of precincts to identify biodiversity values of Council's Conservation Reserves; progressed Primary Production Lands DPA</p>
<b>2.2 Sensitive Development</b>	<p>Staff continue to apply the principle of developments achieving a neutral or beneficial impact when assessing development applications.</p>
<b>2.3 Agrarian Environment</b>	<p>Progression of the Primary Production Lands DPA. Reviewed Council's Buffers Policy with regard to spray drift management.</p> <p>The Rural Land Management Advisory Group work continues to review matters such as carbon pricing impacts on farmers, value adding industries and the issue of abandoned orchards.</p>
<b>2.4 Water Quality</b>	<p>Staff continue to consider and address water quality issues when assessing development applications.</p> <p>Completed negotiations for further wastewater reuse at Birdwood.</p>
<b>2.5 Scenic Beauty</b>	<p>Procedures developed to minimise the impact of development upon the scenic beauty.</p>
<b>2.6 Climate Change</b>	<p>Commenced Council office modifications at Stirling and Woodside to improve energy efficiency . Car purchases continued with smaller turbo diesel vehicles where practicable.</p>
<b>2.7 Built Environment</b>	<p>Progression of the Townships &amp; Urban Areas DPA which includes desired character statements for each of the 24 main townships to ensure retention of the village character of these towns.</p>
<b>2.8 Green Education</b>	<p>Provided financial support to community groups working on Council land to enable them to become educated in best practice bushcare methods.</p> <p>Participated in the Solar Councils project to promote solar panels.</p>

# 2012/13 Achievements

## Goal 3: A Prosperous and Vibrant Economy

<i>Key Issue</i>	<i>Achievements</i>
<b>3.1 Promoting and supporting the District's Economy</b>	Strong liaison maintained with Stirling & Lobethal businesses. Support for local Regional Development Authority reconfirmed during year. World Heritage Status bid progressed.
<b>3.2 Sustainable Agrarian Enterprises</b>	Progression of the Primary Production Lands DPA which will protect and enhance primary production land. Council endorsed the Feasibility Study & Economic Impact Analysis Report for the World Heritage Listing of the Mount Lofty Ranges Agrarian Landscape Project, and agreed to proceed with Stage 1 of the Project which aims to achieve National Heritage Listing of the area in question.
<b>3.3 Tourism</b>	Progressed Adelaide Hills Tourism Committee regional activities in conjunction with District Council of Mt Barker and Regional Development Australia (RDA). Successfully hosted 2 Race Finishes in Lobethal and Stirling for 2013 STDU. Provided event application training to the community in Gumeracha, Norton Summit and Stirling. Continued to promote local events and populated the Adelaide Hills Tourism website.
<b>3.4 Economic Sustainability</b>	Secured NBN related funding in excess of \$800k from Department of Broadband Communications and Digital Economy to develop NBN readiness in all affected areas through Digital Hub and Digital Local Government programmes.
<b>3.5 Economic Infrastructure</b>	Operate Adelaide Hills Business & Tourism Centre (AHBTC) at Lobethal

## Goal 4: Well Managed and Maintained Community Infrastructure

<i>Key Issue</i>	<i>Achievements</i>
<b>4.1 Infrastructure Planning &amp; Maintenance</b>	Completed a major review of the Infrastructure & Assets Management Plan, leading to the development and adoption of a strategy to eliminate the asset renewal backlog in 10 years.
<b>4.2 Waste Management</b>	Ongoing improvements at the Heathfield Resource Recovery centre with sales of mulch returning, Finding Workable Solutions commencing recycling activities and the commencement of crushing and recycling of used concrete and bricks into road making material. Commencement of the green bin domestic collection in townships and the commencement of a limited hard waste collection.
<b>4.3 Community Wastewater Management Systems</b>	Undertook works to line the largest of the Council's wastewater lagoons, at Birdwood, to minimise environmental risks. Entered into a water reuse agreement for excess water from the Birdwood Treatment Plant.
<b>4.4 Managing Open Space &amp; Infrastructure for Sustainability</b>	Incorporated water sensitive urban design elements in infrastructure improvement works in Stirling and Balhannah. Completed a master plan, incorporating environmental demonstration features, for Bridgewater Institute Reserve.
<b>4.5 Managing Community Facilities</b>	Continued to improve all Council cemeteries, including renewal of path works and grounds, and provision of on-site utility sheds for ground staff.



# 2012/13 Achievements

## Goal 5: Open, Effective & Efficient Governance

<i>Key Issue</i>	<i>Achievements</i>
<b>5.1 Leadership</b>	Commenced review of ten year Strategic Management Plan including stakeholder consultations with elected members, council staff and ratepayers and residents across the district
<b>5.2 Effective &amp; Efficient Services &amp; Infrastructure</b>	Implemented new phone system that links in with customer relationship management system to further improve responsiveness. Moved onto state wide library management system to increase customer access to resources and achieve cost and performance efficiencies.
<b>5.3 Risk Management</b>	Development of a risk assessment matrix to define a process for determining if previous land uses pose a site contamination risk for residential use. Review of Council's Building Inspection Policy. Preparation of a Building Fire Safety Bushfire Protocol to ensure residential buildings such as hotels, hostels, B&Bs, hospitals and nursing homes meet the requirement for building fire and bushfire safety. Undertook a fire safety audit of all of Councils workplaces. Workplace Health & Safety systems updated to leading sector standards
<b>5.4 Financial Responsibility</b>	Recorded a 3rd consecutive surplus while keeping the total average rates increase to 3.6% and adhering to an LTFP that incorporates a responsible AMP.
<b>5.5 Promote Community Engagement</b>	Conducted community engagement in regard to Strategic Plan Review. Conducted Engagement strategy for Council On line project, which is funded through the Digital Local Government program. Further development of Youth Advisory Committee Terms of reference & positioning closer to Council Produced Adelaide Hills Community Calendar at no cost to Council. Continued Twitter feed and grew to over 500 followers.
<b>5.6 Management &amp; Administration</b>	Expanded Business Excellence programme based on the European Framework for Quality Management (EFQM). Completed Self Assessment process Commenced work on 6 key organisational improvement projects..
<b>5.7 Effective Partnerships</b>	Continued partnerships with Gawler River Flood Management Authority, East Waste and Adelaide Hills Regional Waste Management Authority and additional outsourcing of operations at Heathfield Waste Transfer Station to Finding Workable Solutions

# Financial Sustainability

In order for Adelaide Hills Council to be Financially Sustainable it is essential for Council to:

- » Maintain the net operating surpluses achieved for the last three years, and particularly to preserve the ability to generate an underlying surplus if Accounting Standards and one off events result in a reported deficit in any one year
- » Achieve small operating surplus (up to 10%) in the medium term if present spending and revenue policies remain unchanged and the asset renewal backlog is to be addressed
- » Maintain a margin of comfort sufficient to absorb the impact of any unexpected developments without the necessity for substantial increases in rates or service reductions
- » Continue to measure and monitor indicators for financial performance
- » Continue to review and track medium to long term financial planning
- » Continue to pursue Financial Assistance Grant support at an appropriately increased level, in line with equivalent interstate councils
- » Provide a more rigorous policy framework for service definition, service levels and funding services

## Long Term Financial Plan

During the development of the 2013/14 Budget, Council has considered its 10 year Long Term Financial Plan. This plan is critical in maintaining the long term financial health of Adelaide Hills Council. The following assumptions within the current Long Term Financial Plan have been considered in formulating the 2013/14 Budget:

<b>Key Long Term Financial Plan Objectives</b>	<b>Link to 2013/14 Budget</b>
<b><i>Careful consideration prior to significantly expanding any service provision</i></b>	No service provisions have been expanded within the 2013/14 Budget except for minor extensions to the third bin green waste collection service introduced during 2012/13.
<b><i>Maintain long term borrowings at sustainable levels so that the capacity to service debt does not reduce.</i></b>	Council originally adopted a long term financial strategy to reduce debt. This has proved inconsistent with the requirement to renew assets and address the backlog, now demonstrated to be considerably greater than was thought when the strategy was originally formulated. Council now has more sophisticated long term financial planning capacity which must be used to balance debt reduction with responsible asset management.
<b><i>Consideration of required rate levels, with average rate increases, above CPI and capital growth due to development, of 1% for 2012/13 and 2013/14.</i></b>	Rates are proposed to increase by 3.8% in the 2013/14 Budget comprising: - CPI (estimated at 2.8%) - Additional Capital Renewal Expenditure of 1.0% 1.0% of rates will contribute approximately \$290k towards this year's capital renewal budget of \$9.4M Gross. It is consistent with the Long Term Financial Plan adopted and followed for the last three years.

# Key Objectives for 2013/2014

## Maintaining and growing the underlying operating surplus

Council's budget has achieved another underlying surplus. In order to meet Council's top priority of financial sustainability, the key objective for 2013/14 will be to introduce further operating efficiencies and generate financial savings to better enable Council to meet its high priority objectives (expanded upon below). Unless Council generates an operating surplus of up to 5% of income, it will never achieve those objectives.

## Reducing the infrastructure renewal backlog

Council continues to face a substantial backlog renewing infrastructure, notably sealed and unsealed roads.

For 2013/14 the capital budget has continued to focus on these areas of need, and new infrastructure projects have again been kept to a minimum.

Council's portfolio of assets has been re-assessed to identify underused and potentially surplus assets for sale, as well as opportunities to combine facilities and realise other opportunities. The budget includes expected sales proceeds from the disposal of Morialta Barns at Norton Summit and a number of unused road reserves which have previously represented a burden on council's ongoing maintenance costs

The Council will pursue government funding to assist in the renewal of identified local roads of regional economic importance and for projects aimed at reducing the risk of casualty road crashes on the local road network. The Council will also advocate for improvements to known 'black spots' on the state road network throughout the district.

## Improving open space and infrastructure management for sustainability

Council continues to pay attention to the long term consequences of its stewardship of public open spaces and infrastructure. Sustainability principles are observed managing both asset types, balancing management plans with protecting the environment and promoting active recreation. To assist the long term sustainability of its land and linkages to other public and private land Council has commenced development of an environment and nature conservation strategy which will provide structure to the ongoing management of these places. A program of assessing the environmental benefit and conservation value of reserves and roadside areas containing native vegetation will continue. This will assist in the prioritisation of efforts to conserve biodiversity and will help develop protocols to apply to infrastructure works where there are potential environmental impacts.

The Council will continue to explore ways to incorporate water reuse and solar generation in infrastructure improvements where possible. Research and trials will continue on the development of a suitable road building material sourced from construction and demolition waste.

# Key Objectives for 2013/2014

## Encouraging community participation and support

The development of a Community Engagement Strategy is a key goal for this year. This will outline why council engages with the community and the various methods and approaches that will be used. Council has again benefitted from an increased amount of Community feedback during 2012/13. Even adverse feedback is welcome when it is constructive and directs activities to better meet the community's needs. Following the 2020 Vision Survey which informed the Strategic Management Plan and community feedback on key issues such as animal management and car rallies, Council will continue to expand its consultation using new technologies and opportunities.

The AHC Online initiative will be completed with funding from the Federal Digital Local Government project and will go live by the end of October. This will include a range of online services delivered through the revised Council website, and the seamless integration of videoconferencing. Training delivered through the Stirling Digital Hub (funded by the Commonwealth Government) is empowering the community and bridging the digital divide one resident at a time, increasing digital access to services and resources

Supporting and developing community arts and culture will again be a high priority as the second Adelaide Hills International Sculpture Symposium is held in April 2014, and as more local arts festivals and competitions are encouraged across the district.

The Summit and Torrens Valley Community Centres will continue to develop outreach or 'pop up' programs in different locations. A Positive Ageing Strategy will be developed for Adelaide Hills Council which will outline approaches to the development of age friendly communities. Acting upon recommendations of a Grant Giving review, changes to grants programs will be progressively implemented. The Recreation and Sport Policy and Strategy will be reviewed and refined, in consultation with relevant community groups. A Community Shed will be built at Uraidla and programs there will be commenced. A Solar Panel project for the Woodside retirement village will be fully assessed, and if viable, implemented.

Council will continue to support the activities of the Hut Community Centre through a detailed funding agreement which promotes the goals of Council. This particularly supports volunteer management and development, and the provision of activities to meet community needs.

## Promoting environmental stewardship, protecting & rehabilitating the environment

Council is committed to both practising and promoting environmental stewardship. The Biodiversity Strategy will be finalised and this will provide guidance for investment and prioritisation for natural asset management initiatives over the next 5 – 10 years.

Partnerships with community groups undertaking work on conserving and enhancing biodiversity on Council land will be strengthened and supported through a communication and networking forum, incentive funding and a focus on achieving strategically important outcomes identified in vegetation management plans for high priority sites.

The Council will continue to partner with the Barossa Council to deliver a major federally funded program to restore grassy woodland areas in the northern parts of the district. The Council will pursue a similar major grant to enhance and protect habitat for the endangered Southern Brown Bandicoot in the southern and central parts of the district.

# Key Objectives for 2013/2014

## Aligning Council's long, medium and short term plans with objectives

The key objectives in the 10-year plan are currently under review by the Strategic Management Review Team. The review includes wide consultation with the community and other stakeholders. The Review is following the concepts of the Business Excellence program Council is applying to its operations. Each key objective will be reviewed to show specific goals council plans to achieve with the goals linked to performance management reports clearly showing goal achievement progress. Following the Strategic Plan Review, the key objectives will be broken down into goals for each relevant Council department operational areas. The Corporate Plan will put in place a performance management framework to monitor the performance progress of the key objectives and goals. Key strategic objectives with their operational goals will be developed for each of the five strategic plan areas of focus which are:

1. A healthy, safe, engaged and connected community.
2. Sustainable natural, built and agrarian environments.
3. A prosperous and vibrant economy.
4. Well managed and maintained community infrastructure.
5. Open, effective and efficient governance.

## Work Health and Safety

Managing WH&S is a core part of the way we do things at Adelaide Hills Council. The Council has a broad risk profile associated with its work in the community and in the organisation. AHC is committed to providing a workplace that:

- » Is safe and healthy for all employees, volunteers, contractors and visitors;
- » Minimises, manages and controls risks within the work environment;
- » Minimises the risk of injury and ill health at work;
- » Complies with the Work Health and Safety (WH&S) Act 2012 and the Performance Standards for Self-Insured employers.

AHC strives to fully integrate work health and safety into all aspects of its activities and planning through:

- » Leadership commitment
- » Planning and implementing WH&S policies, procedures, safe operating procedures and the WH&S Improvement Plan
- » Exercise due diligence to ensure WH&S obligations are met
- » Effectively implementing controls and corrective actions
- » Effectively communicating and consulting with employees
- » The provision of training and awareness on WH&S issues
- » Proactively managing rehabilitation and early return to work
- » Measuring and evaluating the effectiveness of the implementation
- » Reviewing and revising the system to enable continual improvement
- » Encouraging innovative solutions.

During 2012/13 Council was subject to an independent assessment and benchmarking exercise by the Local Government Mutual Liability Scheme which sets and monitors the Performance standards for Self Insured Employers. Council's performance during 2012, and particularly the improvements achieved since the previous assessment at the beginning of 2011, were reported to be amongst the best in South Australia.

# Activities for 2013/2014

## Road Reconstruction

During 2013/14 Council will again concentrate upon a wide ranging programme to reconstruct both sealed and unsealed roads across the district. This is assisting in reducing reactive maintenance costs in future. The combined renewals budget for transport infrastructure is expected to be maintained in the region of 85% higher than in 2011/12 once finalised, with over \$5.0m of projects again being planned.



## Waste Services

Having successfully transferred the Heathfield Waste transfer station to Adelaide Hills Regional Waste Management Authority, Council will continue to implement its Waste Management strategy during 2013/14. Third bin (green waste) collection services introduced last year across the required areas will be extended where cost effective to include additional ratepayers who have requested the service. A limited “at call” hard waste service has been trialled at the beginning of 2013 and will be continued in line with demand (expected to be at a reduced level) in 2014. Other means to reduce the increasingly costly waste stream going to landfill will again be actively pursued.

Also in the area of Waste Services, Council is preparing to complete the works to enhance the Birdwood Community Wastewater Management System (CWMS) and ensure total compliance with EPA standards. The remaining investment in CWMS is expected to reach \$425k in 2013/14.

## Environmental Sustainability

Council continues to implement its new Environmental Sustainability Framework. Strategies being implemented include energy reduction in Council offices and buildings, energy efficient fleet purchasing, development of a biodiversity strategy for native vegetation management and increased waste water recycling for agricultural purposes.

Council continues to manage its 17 cemeteries utilising well-practiced industry strategies for water saving measures like mulching, drippers and irrigation for its lawn and ornamental areas. It also works with volunteer groups to enhance the biodiversity value of the native vegetation through:

- » protecting remnant indigenous flora eg fencing and buffer zones
- » encouraging natural regeneration of indigenous flora eg manual/ hand removal weeds
- » revegetating areas with locally indigenous plants to increase the habitat value for local fauna
- » improving water quality through management of catchment areas and
- » providing safe and accessible pathways for walkers. eg Pruning trees/bushes, installation of steps

# Activities for 2013/2014

## Home & Community Care

Under the Home and Community Care program operated by Council ongoing negotiations with Commonwealth Government will be undertaken to ensure continued and hopefully growth funding for this important service to older residents. Review and modify our system for the provision of in home client services which includes the development of a business case and if approved the recruitment and training of staff to replace discontinued contractor services for cleaning and home maintenance.

## Business Information Systems

During 2013/14 Council will reach the conclusion of the three year programme of Information Technology updates launched in 2010/11. New customer relationship management and digital telephone systems will be augmented by a works management system and ultimately a new core business system to link them all together, while our libraries will be part of the state wide system allowing access to materials across the state. The underlying annual cost savings to operate these new systems in 2013/14 are calculated to exceed \$175k when compared with the cost of operating their predecessors in 2011/12.

## Business Excellence

In August and September 2012, Council conducted a self-assessment of the organisation according to the European Framework for Quality Management (EFQM). This is a business model successfully used by local government and public sector organisations all across the world over the past twenty years. In January 2011 it was officially endorsed by the Australian Commonwealth Government. The results of the self-assessment prioritised six improvement projects which commenced in 2013. These Projects address Strategy, Corporate Planning, Leadership & People, Partnerships, the Business Operating System and Process Improvement.

The Process Improvement projects began in February 2013 with the training of a pool of “Facilitators” made up of employees from across the organisation. Their role is to work with teams to improve processes by making them more efficient and improving customer service. They will do this through established D-M-A-I-C problem solving techniques and methods based on the principles of Lean and Six Sigma. This initiative will continue in the 2013/2014 period, extending to all areas of Council.

The key feature of process Improvement projects is that they allow staff to develop and apply their own improvements with support from their trained facilitator peers. This in turn begets a far greater sense of ownership and commitment to the revised processes – they are built and used by teams, not imposed upon them.

The same self-help principles support the other five projects, with consultation for the Strategic Plan extending beyond councillors and Staff and out to community consultations. The goals identified by the Strategic plan will inform the Corporate Plan, which will be prepared to co-ordinate all of the initiatives that increase the organisation’s ability to deliver those goals

# Continuing Services

All Councils have basic responsibilities under the Local Government Act 1999 and other relevant legislation.

These include:

- » Regulatory activities e.g. maintaining the voters roll and supporting the elected Council;
- » Setting rates, preparing an annual budget and determining longer-term strategic management plans for the area;
- » Management of basic infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage;
- » Street cleaning and rubbish collection;
- » Development application assessment, building fire safety assessment and formulation of planning policies and strategies, including the preparation of Development Plan Amendments to update the Adelaide Hills Development Plan
- » Development planning and control, including building safety assessment;
- » Various environmental health services.
- » Managing internal resources including our people

In response to community needs the Council also provides further services and programs including:

- » Aged and Disability Services including Home and Community Care
- » Community Development and Support
- » Community Centre operations
- » Grant making to community organisations
- » Community Engagement
- » Community Use Buildings
- » External Relations and Marketing
- » Economic Development and Tourism
- » Financial Management and Treasury
- » Fire Mitigation
- » Information Systems & Information Communication Technology (ICT)
- » Library & Customer Services, including Arts & Culture
- » Natural Resources
- » Cemetery Management
- » Other Corporate Support
- » Plant and Vehicle Replacement
- » Records Management
- » Retirement Villages
- » Sporting Facilities
- » Transport
- » Youth Development activities

Council seeks to be responsive to changing needs and conducts regular community surveys to check levels of satisfaction and areas for improvement.



# What it means for Rates

The 2013/14 Budget comprises an increase in general rates of **no more than 3.8%** (excluding growth from new development). The 3.8% figure is based upon forecast CPI for the 2012/13 year plus 1% to fund capital renewal. This equates to an increase of around \$60 per annum for the average ratepayer.

In its 2011/12 Annual Report, Council recorded the following trend in rate increases for the last five years, to which the proposed rates 2013/14 have been added.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
<b>To meet inflation (CPI)</b>	4.6%	2.8%	2.9%	3.0%	2.6%	2.8% (est)
<b>To fund capital renewal</b>	2.3%	4.0%	3.0%	2.5%	1.0	1.0
<b>Underlying increase</b>	6.9%	6.8%	5.9%	5.5%	3.6%	3.8%
<b>Additional Maintenance</b>	-	-	-	1.25%		
<b>Total</b>	6.9%	6.8%	5.9%	6.75%	3.6%	3.8%

Throughout this period Council has maintained services and met increased demand levels at the same time as reducing operating deficits and managing rate increases downwards. 2011/12 was an aberration due to extreme weather events during the preceding year. Through managing and adhering to its Long Term Financial Plan, Council has been able to implement the third bin program mandated by the EPA within the previously determined sequence of rate increases and without any additional uplifts.

When determining the rate in the dollar for 2013/14, Council will perform a calculation to allocate the total rates to be raised across all rate payers according to their property values, as set by the Valuer General. So Council sets the rate per \$ of property value, but the value set by the Valuer General also affects the rate rise for each individual property. This means that if all property values fall at the same time, rate payer's relative shares will stay the same, that is, it will not necessarily result in lower rates bills. It also means that few if any individual properties will see their rates rise by the 3.8% average amount.

## Rating Equity Changes

Since 2008/09 Council has invited all genuine primary producers to apply for a 10% discretionary rebate on their rates. Approximately 230 ratepayers have lodged applications, all of which expire on 30 June 2013. The average rebate is worth \$72 per assessment to those ratepayers receiving a Notional Capital Value (NCV) from the Valuer General, and is worth \$182 to the 111 assessments not receiving a NCV.

Council has considered whether to invite ratepayers to lodge new applications for the rebate (which would cost the Community about \$40k) or whether to apply the funds instead to a Revitalisation Fund for Primary Production Land, consistent with the original purpose of the discretionary rebate ("an incentive to keep primary production land use properties in use").

Having reviewed the issue and the representations received during the consultation period, Council has prepared its budget on the basis that genuine primary producers assessed on a full capital value will still be invited to apply for the rebate. Those ratepayers already benefitting from a notional capital value, however, will no longer be eligible for the discretionary rebate. This will result in \$20k being applied as rebates and \$20k being reserved and either applied to a Revitalisation Fund or returned to general funds. A further review of the proposed Revitalisation Fund will be completed so that Council can determine this as part of its first budget review in 2013/14.

# What it means for Rates

## Fixed Charge System

The rating system provides for a fixed charge and a rate in the dollar which is applied against the property value. This has been set at \$405 for 2013/14, having been \$390 in 2012/13.

The fixed charge is generally recognised as a device to enhance equity among ratepayers. It ensures that the services that benefit all properties (or people) are recovered from them equally. It avoids the inherent penalties imposed on our lowest value properties by a minimum rate, and on our highest value properties by a variable rate only. Fixed charges are particularly appropriate to (and prevalent in) rural and regional areas such as the Adelaide Hills.

## Rate Capping

Capping limits the increase in the rates paid on a **principal place of residence** to no more than 15%, subject to certain conditions. Rate capping application forms are provided each year with the annual rates notice, and applications are invited from all ratepayers who are eligible. Note that where recent improvements to the property have exceeded \$20,000 or the ownership or land use have changed recently, capping will not be available. It is intended only to relieve existing ratepayers from the impact of sharp upwards capital revaluations, which are assumed to have been outside their control.

## Rate Deferral for Retirees

A Rate Deferral Policy is in place, consistent with the requirements of the Local Government Act 1999. The policy is aimed to alleviate the “asset rich, income poor” scenario which affects many retirees.

Section 182A of the LG Act requires councils to provide eligible senior ratepayers (i.e. those eligible to hold a Seniors card) the option to postpone a prescribed proportion of their council rates on their principal place of residence each financial year.

Regulation 13A(1) of the Local Government (General) Regulations 1999, sets the “prescribed proportion of rates” that may be postponed as:

- » any amount in excess of \$500, and
- » the property must be the home of the qualifying senior
- » interest applies on the deferred rates, (accruing on the deferred rates at 1% over the cash advance debenture rate, calculated monthly)

The Seniors Postponement Scheme is meant to be applied in a consistent manner across the State to promote its availability under Section 182 of the Local Government Act 1999. Council can also allow the postponement of Rates payments, if those payments would cause financial hardship.

## Rebate of Rates

The Local Government Act Division 5 requires council to rebate the rates payable on some land. These can be either mandatory or discretionary rebates.

# What it means for Rates

## Mandatory Rebates

A Mandatory rebate of 100% applies to:

- » Land predominantly used for service delivery or administration by a hospital or health centre incorporated under the South Australian Health Commission Act 1976.
- » Land containing a church or other building used for public worship, or land used solely for religious purposes.
- » Land being used for the purposes of a public cemetery.
- » Land (other than land used as domestic premises) owned by, or under the care, control and management of, the Royal Zoological Society of South Australia Inc.

A Mandatory rebate of 75% applies to:

- » Land occupied by a government school under a lease or licence & being used for educational purposes.
- » Land occupied by a non-government school registered under Part 5 of the Education Act 1972 and being used for educational purposes.
- » Land being used by a University or University college to provide accommodation and other forms of support for students on a not-for-profit basis
- » Land predominantly used for service delivery or administration by a community service organisation as defined under Section s 161(3) & 161(4) of the Local Government Act 1999 (as amended).
- » All properties owned by registered community housing associations

The power to determine applications for mandatory rates rebates is delegated to the Chief Executive Officer. Where a mandatory rebate of 75% applies, Council will not consider any further rebates for that property.

If Council is aware of an organisation entitled to a mandatory rebate, and that eligibility is not in doubt for that rebate, then the Chief Executive Officer can grant a rebate without first receiving an application.

## Discretionary Rebates

Council has the power (under Section 166 of the Local Government Act 1999 (as amended)) to grant discretionary rebates as follows:

- » The rebate is desirable for the purpose of securing the proper development of the Council area (or part thereof).
- » The rebate is desirable for the purpose of assisting or supporting business within the Council area.
- » The rebate will conduce to the preservation of buildings or places of historic significance.
- » The land being used for educational purposes.
- » The land being used for agricultural, horticultural or floricultural exhibitions.
- » The land is being used for a hospital or health centre.
- » The land is being used to provide facilities or services for children or young persons.
- » The land is being used to provide accommodation for the aged or disabled.
- » The land is being used for a residential aged care facility that is approved for Commonwealth funding under the Aged Care Act 1997(Commonwealth) or a day therapy centre.
- » The land is being used by an organisation which, in the opinion of Council, provides a benefit to the local community.

# What it means for Rates

- » The rebate relates to common property or land vested in a community corporation under the Community Titles Act 1996 over which the public has free and unrestricted access and enjoyment.
- » The rebate is considered by Council to provide relief against what would otherwise amount to substantial changes in rates payable by a ratepayer due to changes in the basis or structure of the Council's rates, or a change in the basis of valuation, rapid changes in valuation or anomalies in valuations.
- » A liability to pay a rate or charge that is inconsistent with the liabilities that were anticipated by the Council in its annual business plan.
- » The power to determine applications for discretionary rebates of rates has been delegated to the Chief Executive Officer.

Applications for a rates rebate must be made in writing and accompanied by the appropriate supporting documentation.

# Funding the Business Plan

## Adelaide Hills Council Budgeted Funding Statement 2013/14 Budget

2011/12 Actuals \$'000		2012/13 Adjusted Budget \$'000	2013/14 Budget \$'000
	<b>OPERATING INCOME</b>		
28,758	Rates	29,717	31,025
824	Statutory Charges	907	852
1,320	User Charges	1,100	1,073
3,711	Grants and Subsidies	3,849	3,457
69	Investment Income	75	77
376	Reimbursements	216	204
997	Other Income	1,092	1,133
251	Joint Ventures	100	100
<b>36,306</b>	<b>TOTAL INCOME</b>	<b>37,056</b>	<b>37,921</b>
	<b>OPERATING EXPENSES</b>		
12,139	Employee Costs	12,720	13,237
16,199	Materials, Contracts & Other Services	16,289	16,459
690	Finance Costs	582	616
6,906	Depreciation	7,285	7,266
35	Joint Ventures		
<b>33,756</b>	<b>TOTAL OPERATING EXPENDITURE</b>	<b>36,876</b>	<b>37,578</b>
<b>337</b>	<b>NET BUDGETED SURPLUS/ (DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>180</b>	<b>343</b>
	<b>Less: Net Outlays on Existing Assets</b>		
9,454	Capital Expenditure on Renewal and Replacement of Existing Assets	10,374	9,246
	Unwind Waste Remediation	-	-
	Provision for Waste Remediation	-	-
(501)	Proceeds from Sale of Replaced Assets	-	-
(6,906)	Depreciation	(7,285)	(7,266)
<b>2,047</b>	<b>NET OUTLAYS ON EXISTING ASSETS</b>	<b>3,089</b>	<b>1,981</b>
	<b>Less: Net Outlays on new and Upgraded Assets</b>		
378	Capital Expenditure on New and Upgraded Assets & Remediation costs	1,566	520
(1,357)	Capital Grants and Monetary Contributions for New and Upgraded Assets	(1,658)	(625)
	Proceeds from Sale of Surplus Assets	(320)	(650)
<b>(979)</b>	<b>NET OUTLAYS ON NEW AND UPGRADED ASSETS</b>	<b>(412)</b>	<b>(755)</b>
	<b>Other Comprehensive Income</b>		
(4,127)	Asset Revaluations		-
(7)	Joint Ventures	-	-
<b>(4,134)</b>			-
	Repayment of borrowings		
<b>3,403</b>	<b>Net Lending/ (Borrowing) for Financial Year</b>	<b>(2,497)</b>	<b>(882)</b>

# Funding the Business Plan

## Budgeted Funding Statement Explanations

More details of Council's Operating budget and Income and Expenditure for 2013/14 are set out in the detailed schedules to be found at pages 50 and beyond of this report. The explanations below should be read in conjunction with those schedules as well as the summary Budgeted Funding Statement on the preceding page (which is a statutorily prescribed disclosure format for Council's financial information).

### *Operating Income*

**Rates** (Total increase of \$1.3m or 3.8% + growth 0.5%)

The 2013/14 budget has been based on the assumptions of the long term financial plan, including a General Rate increase of CPI plus 1.0%. The General Rates are therefore budgeted to increase as follows:

CPI (estimated)	2.8%
Capital Renewal	<u>1.0%</u>
	3.8%

Accounting disclosure rules require Council to include in rates income the levies collected on behalf of the Natural Resource Management Boards, which total \$785k per annum. The payment of these levies to the Board is included in 'Other Services'.

**Statutory Charges** (Total decrease of \$55k or 6.0%)

This reflects decreasing activity in respect of Planning and Development areas and a "levelling off" of penalty charges in a number of areas relating to Health & Regulatory activities (eg. Parking and dog registration fees)

**Grants and Subsidies (Operating)** (Total decrease of \$(392)k or 10.2%)

The decrease is primarily due to the completion or discontinuation of several grant funded services and projects. Associated costs for employee, contractor or materials costs have therefore been excluded from the budget and contribute to some of the expense decreases below. The impact of the NBN projects and related grant funding has contributed to the net increase in staff costs above indexation.

**Other Income** (Total increase of \$41k or 3.8%)

Council has sought to contain charge increases wherever possible, and has also budgeted for reduced usage in some areas as a consequence of prevailing economic conditions. Nevertheless, a slight increase in other income is expected across Council.

# Funding the Business Plan

## Budgeted Funding Statement Explanations

### Operating Expenditure

#### Wages and Salaries (Total increase of \$(517)k or 4.1%)

The main changes to salaries and wages are summarised as follows:

- » EDA increase estimated at 2.5% applicable to both annual salaries and accrued entitlements
- » Compulsory additional Superannuation Contributions of 0.25% effective from 1 July 2013
- » Three short term (12 month, 1.8FTE) positions, funded by the Department of Broadband Communications and Digital Economy, to operate the Digital Hub at Coventry Stirling Library (see Grant income above).

#### Contractors (Total decrease of \$2k or 0.04%)

The cost is held at this level (see page 50 *et seq* for details) despite inflation driven by the Local Government Price Index in excess of 3.0% and reflects a reduction in contractors from 2012/13 following the discontinuation of some grant funded programmes and the impact of ongoing process improvements expected to reduce the amount of work required to be outsourced to contractors during 2013/14.

#### Waste Contractors (Total increase of \$(56)k or 1.6%)

The increase (see page 50 *et seq* for details) is primarily driven by cost increases due to increasing land fill charges and price increases driven by the carbon tax. These have been offset by reductions in the volume of waste sent to landfill, which are attributed to the introduction of a third green waste bin during the year and increased recycling and specialist electronic waste collection programmes started during 2012/13. Council's forward estimates have also been confirmed by those in the annual Business Plans drafted for East Waste and the Adelaide Hills Regional Waste Management Authority, Council's major partners in the provision of Waste Management services,

#### Fuel (Total increase of \$36k or 7.2%)

For 2012/13 Council budgeted for fuel costs in in expectation of savings being generated as Council switches to more fuel efficient cars and trucks. Whilst these have been realised (see page 50 *et seq* for details), further price increase in excess of CPI are anticipated, hence the slightly increased budget for 2013/14.

#### Finance Costs (Total increase of \$(34)k or 5.8%)

The increase again reflects Council's increased reliance on interest bearing loans to fund capital expenditure addressing the infrastructure renewal backlog and accumulated operating deficits (see page 50 *et seq* for details). Depreciation provisions and recent surpluses have yet to generate sufficient cash to contain or reduce borrowing requirements.

#### Other Costs (Total increase of \$(76)k or 2.6%)

Council incurs a range of other costs in providing services, and these are largely unchanged from 2012/13.

# Funding the Business Plan

## Budgeted Funding Statement Explanations

### *Operating Expenditure continued.....*

#### Depreciation (Total decrease of \$(19)k or 0.2%)

Council continues to experience benefits from the revised policy for Plant and Vehicles adopted in 2009 and particularly the calculation of more representative depreciation charges for these categories of asset. Additionally, Council has been advised to adopt a new fixed asset policy in regard to its library collection following the introduction of the One Library state wide system. Whilst the collection of materials will continue to be fully controlled within the library system, for financial purposes the collection will be written down to zero value and no further depreciation charged. These two factors explain the lower than anticipated depreciation provision budgeted for 2013/14

#### Operating Surplus

The operating surplus of \$343k is the extent to which Council will exceed its operating costs with income in the year. Council continues to operate at or about breakeven (in the context of its \$38M turnover), which means that no significant funds are being generated to pay for asset renewal in excess of the depreciation provision. Similarly, no funds are being generated to pay for any new (rather than replacement) infrastructure. Items such as new footpaths have to be paid for with increased borrowings.

In this proposed budget Council has allowed for \$520k of new (ie additional) assets, of which approximately half will be funded by the operating surplus for the year.

#### Net Outlays on Existing, New or Upgraded Assets

This maintains the considerable reduction in new infrastructure and the increased emphasis on replacing and upgrading existing infrastructure which Council introduced in the 2012/13 budget. Overall capital expenditure is again forecast to exceed depreciation, which means adding more to the value of Council's assets than is consumed. A detailed itemisation of the capital works programme may be found later in this document.



# Budget 2013-14

## Adelaide Hills Council Budgeted Comprehensive Income Statement

2011/12 Actuals \$'000		2012/13 Adjusted Budget \$'000	2013/14 Budget \$'000
<b>OPERATING INCOME</b>			
28,758	Rates	29,717	31,025
824	Statutory Charges	907	852
1,320	User Charges	1,100	1,073
3,711	Grants and Subsidies	3,849	3,457
69	Investment Income	75	77
376	Reimbursements	216	204
997	Other Income	1,092	1,133
251	Joint Ventures	100	100
<b>36,306</b>	<b>TOTAL INCOME</b>	<b>37,056</b>	<b>37,921</b>
<b>OPERATING EXPENSES</b>			
12,139	Employee Costs	12,720	13,237
16,199	Materials, Contractual & Other Services	16,289	16,459
690	Finance Costs	582	616
6,906	Depreciation	7,285	7,266
35	Joint Ventures		
<b>35,969</b>	<b>TOTAL OPERATING EXPENDITURE</b>	<b>36,876</b>	<b>37,578</b>
<b>337</b>	<b>OPERATING SURPLUS/ (DEFICIT)</b>	<b>180</b>	<b>343</b>
123	Asset Disposal and Fair value adj	320	
1,357	Amounts received for new/upgraded assets Physical resources received free of charge	1,658	625
<b>1,817</b>	<b>NET BUDGETED SURPLUS/ (DEFICIT)</b>	<b>2,158</b>	<b>968</b>
<b>Other Comprehensive Income</b>			
(4,127)	Asset Revaluation		
(7)	Joint ventures		
<b>(4,134)</b>			<b>-</b>
<b>(2,317)</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>2,158</b>	<b>968</b>

# Budget 2013-14

## Adelaide Hills Council Budgeted Balance Sheet

<i>2011/12 Actuals \$'000</i>		<i>2012/13 Adjusted Budget \$'000</i>	<i>2013/14 Budget \$'000</i>
	<b>CURRENT ASSETS</b>		
1,266	Cash and cash equivalents	1,407	1,416
2,573	Trade & other receivables	3,548	2,683
19	Inventories	23	19
<b>3,858</b>	<b>TOTAL CURRENT ASSETS</b>	<b>4,978</b>	<b>4,118</b>
	<b>NON-CURRENT ASSETS</b>		
244,736	Infrastructure, Property, Plant & Equipment	248,576	250,293
1,228	Financial Assets	1,051	1,134
<b>245,964</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>249,627</b>	<b>251,427</b>
<b>248,822</b>	<b>TOTAL ASSETS</b>	<b>254,605</b>	<b>255,545</b>
	<b>CURRENT LIABILITIES</b>		
5,168	Borrowings	5,455	5,988
9,104	Trade & Other Payables	9,552	9,580
989	Short term Provisions	1,456	1,009
<b>15,261</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>16,463</b>	<b>16,577</b>
	<b>NON-CURRENT LIABILITIES</b>		
5,292	Long- term Borrowings	5,000	5,292
211	Long- term Provisions	645	211
<b>5,503</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>5,645</b>	<b>5,503</b>
<b>20,764</b>	<b>TOTAL LIABILITIES</b>	<b>22,108</b>	<b>22,080</b>
<b>229,058</b>	<b>NET ASSETS</b>	<b>232,497</b>	<b>233,465</b>
	<b>EQUITY</b>		
128,225	Accumulated Surplus	131,665	132,633
96,358	Asset Revaluation Reserve	96,358	96,358
0	Reserves beginning of year	-	-
0	Transfers to Reserves	-	-
0	Transfers from Reserves	-	-
4,475	Reserves at end of year	4,474	4,474
<b>229,058</b>	<b>TOTAL EQUITY</b>	<b>232,497</b>	<b>233,465</b>

# Budget 2013-14

## Adelaide Hills Council Budgeted Cashflow Statement

2011/12 Actuals \$'000		2012/13 Adjusted Budget \$'000	2013/14 Budget \$'000
	<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>		
	<b>RECEIPTS</b>		
28,454	Rates	29,717	31,025
889	Statutory Charges	907	852
1,561	User Charges	1,100	1,073
3,871	Grants and Subsidies	3,849	3,457
69	Interest Received	75	77
414	Reimbursements and Donations	216	204
2,846	Other	1,192	1,133
<b>38,104</b>	<b>TOTAL RECEIPTS</b>	<b>37,056</b>	<b>37,821</b>
	<b>PAYMENTS</b>		
(12,209)	Employee Costs	(12,720)	(13,327)
(18,524)	Materials, Contracts & Other Services	(16,289)	(16,459)
(665)	Finance costs	(582)	(616)
(97)	Investment Payments		
<b>(31,495)</b>	<b>TOTAL PAYMENTS</b>	<b>(29,591)</b>	<b>(30,311)</b>
6,609	<b>NET CASH USED IN OPERATING ACTIVITIES</b>	<b>7,465</b>	<b>7,509</b>
	<b><u>CASH FLOWS FROM FINANCING ACTIVITIES</u></b>		
	<b>RECEIPTS</b>		
98	Proceeds from Borrowings	-	-
504	Proceeds from Aged Care Facility Deposits		
	<b>PAYMENTS</b>		
(147)	Repayment from Borrowings	-	-
<b>455</b>	<b>NET CASH USED IN FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>
	<b><u>CASH FLOWS FROM INVESTING ACTIVITIES</u></b>		
	<b>RECEIPTS</b>		
1357	Grants for new or upgraded assets	1,658	625
501	Sale of replaced/ new assets & other investment	390	650
	<b>PAYMENTS</b>		
(9,454)	Expenditure on new/ upgraded assets	(1,566)	(520)
(378)	Expenditure on renewal/ replacement of assets	(10,195)	(9,246)
(82)	Contribution to Associated Entities	-	-
(8,056)	<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(9,713)</b>	<b>(8,491)</b>
(992)	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	(2,248)	(982)
(2,743)	<b>CASH AT BEGINNING OF YEAR</b>	(3,735)	(5,983)
<b>(3,735)</b>	<b>CASH AT END OF YEAR</b>	<b>(5,983)</b>	<b>(7,216)</b>

# Budget 2013-14

## Adelaide Hills Council Statement of Changes in Equity

	<i>Accumulated Surplus \$'000</i>	<i>Asset Revaluation Reserve \$'000</i>	<i>Other Reserves \$'000</i>	<i>Total Equity \$'000</i>
<b>2014</b>				
Balance at end of Previous Period	131,665	96,358	4,474	<b>232,497</b>
Net Surplus / (Deficit) for year	968			<b>968</b>
Other Comprehensive Income				-
Asset Revaluation				-
Joint Ventures				-
Transfers between reserves				-
	<b>132,663</b>	<b>96,358</b>	<b>4,474</b>	<b>233,465</b>
<b>2013</b>				
Balance at end of Previous Period	128,930	96,358	4,474	<b>229,762</b>
Net Surplus / (Deficit) for year	2,735			<b>2,735</b>
Other Comprehensive Income				-
Asset Revaluation				-
Joint Ventures				-
Transfers between reserves				-
	<b>131,665</b>	<b>96,358</b>	<b>4,474</b>	<b>232,497</b>

<i>Key Performance Indicators</i>	<i>2011/12 Actuals</i>	<i>2012/13 Adjusted Budget</i>	<i>2013/14 Draft Budget</i>
<b>Operating Surplus</b>	<b>337</b>	<b>180</b>	<b>343</b>
<b>Operating Surplus Ratio</b>			
<u>Operating Surplus</u>	0.95%	0.50%	0.92%
Rates - general & other less NRM levy			
<b>Net Financial Liabilities \$k</b>	<b>16,702</b>	<b>17,130</b>	<b>17,962</b>
<b>Net Financial Liabilities Ratio</b>			
<u>Net Financial Liabilities</u>	47%	47%	48%
Total Operating Revenue less NRM levy			
<b>Asset Sustainability Ratio</b>			
<u>Net Asset Renewals</u>	137%	142%	96%
Depreciation Expense			
<b>Asset Consumption Ratio</b>			
<u>Carrying value of depreciable assets</u>	57%	59%	60%
Gross value of depreciable assets			

# Budget 2013-14

## Wages & Staff Numbers Summary

Department	2012/13 Forecast		2013/14 Budget	
	Total FTE	Gross Salary \$k	Total FTE	Gross Salary \$k
<b>Waste Services</b>	<b>2.0</b>	<b>113</b>	<b>2.0</b>	<b>117</b>
Domestic Refuse Collection	2.0	113	2.0	117
<b>Planning &amp; Development Services</b>	<b>18.7</b>	<b>1,396</b>	<b>18.7</b>	<b>1,438</b>
Development Assessment & Compliance	18.7	1,396	18.7	1,438
<b>Environmental &amp; Natural Resources</b>	<b>15.1</b>	<b>1,094</b>	<b>15.1</b>	<b>1,127</b>
Fire Mitigation	4.0	248	4.0	255
Natural Resources	3.0	238	3.0	245
Regulatory Services	8.1	609	8.1	627
<b>Community Recreation and Leisure</b>	<b>13.0</b>	<b>789</b>	<b>13.0</b>	<b>813</b>
Community Use Buildings	5.0	364	5.0	375
Economic Development and Tourism	1.0	62	1.0	64
Parks and Reserves	7.0	363	7.0	374
<b>Community Services</b>	<b>39.5</b>	<b>2,472</b>	<b>41.3</b>	<b>2,650</b>
Community Support/Retirement Villages	2.0	159	3.8	268
Home and Community Care	12.5	803	12.5	827
Library & Customer Services	25.0	1,510	25.0	1,555
<b>Corporate Support</b>	<b>26.1</b>	<b>2,122</b>	<b>26.6</b>	<b>2,238</b>
Financial Management and Treasury	5.3	424	5.3	437
Information Technology	6.0	463	6.5	529
Other Corporate Support	13.2	1,132	13.2	1,166
Rates Administration	1.6	103	1.6	107
<b>Infrastructure Assets</b>	<b>59.2</b>	<b>3,619</b>	<b>59.2</b>	<b>3,728</b>
Bridges	1.0	50	1.0	52
Footpaths and Trails	4.0	204	4.0	210
Infrastructure Support	18.2	1,495	18.2	1,540
Roads - Sealed	19.0	984	19.0	1,014
Roads - Unsealed	9.0	470	9.0	484
Stormwater Drainage	1.0	53	1.0	54
Transport	7.0	363	7.0	374
<b>Grand Total</b>	<b>173.7</b>	<b>11,606</b>	<b>176.0</b>	<b>12,110</b>

Note: total headcount and gross salary cost include staff employed on capital projects  
Increased FTE from 2012/13 reflects NBN Project related staff for Digital Hub and AHC Online.

# Capital Projects

## New Assets and Initiatives

In addition to renewing existing assets, the Council is required to create new assets or embark on new initiatives to address changing community needs and comply with statutory requirements.

Examples include:

- » Investing in sustainability initiatives such as the installation of solar panels
- » Creating new community buildings and facilities
- » Installing new guard rail to roads and bridges
- » Upgrading sporting facilities
- » Building new stormwater drains and kerbing
- » New information and communication technology
- » Upgrading the capacity of Community Wastewater Management Schemes
- » Providing fencing around playgrounds and creeklines

The creation of new assets has an impact on future costs because they generally require ongoing maintenance and servicing. The Council also needs to allow for the eventual renewal of those assets through depreciation. These factors, on top of the upfront cost, restrict the amount of new assets and initiatives that the Council can fund.

<b><i>New asset or initiative type</i></b>	<b><i>Proposed expenditure (\$k)</i></b>
<i>Rising Main, Birdwood lagoons to Edwards dam</i>	130
<i>Stirling Office/Library - external fire services upgrade</i>	125
<i>Bridge Guardrail Safety Upgrades Stage 1</i>	90
<i>Sealing of Bridgewater Oval carpark</i>	40
<i>Overflowprotection for Woodside Pump Station</i>	33
<i>Bridgewater Primary School St Pedestrian Crossing</i>	20
<i>WW1 Memorial Matched Grant Funding</i>	20
<i>Lenswood Primary School footpath to recreational park</i>	20
<i>Shannon Street/Pflaum Rd Stormwater Design</i>	20
<i>Lights of Lobethal Undergrounding audio</i>	17
<i>Installation of Bike Racks - Various</i>	5
<b>TOTAL</b>	520

## Carried-forward Projects

Each year, some projects that were committed in the last Budget & Business Plan cannot be completed due to unforeseen events or unavoidable delays. These projects are still important and the funding commitments, other than what has already been spent, are carried forward into the next financial year.

<b><i>Carried Forward Project</i></b>	<b><i>Proposed carried forward expenditure (\$k)</i></b>
<i>Information &amp; communication system (incl NBN related) projects</i>	447
<i>Infrastructure asset projects</i>	60
<i>Building asset projects</i>	48
<b>TOTAL</b>	555

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	20002
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Construction of a Rising Main From Birdwood lagoons to Edwards dam</i>						
Project Description:	<i>Construction of a rising main for treated water to discharge to Edwards property dam, and provide critical storage capacity for Council lagoons. The rising main will run along Muellers Rd from the lagoons to the dam, utilising as much existing infrastructure (pumps etc) as possible</i>						
Project Approval Status:							
Project Objectives:	<i>Installation of rising main to convey water from lagoons to Edwards dam</i>						
Desired Outcomes:	<i>Increased capacity at Birdwood lagoons to meet legislative requirements</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Legislation						
Secondary Driver:	Choose One						
Specific Driver:	<i>Achieve capacity at effluent lagoons</i>						
How the project meets the driver:	<i>Sends 20ML minimum to Edwards dam providing storage at lagoons within capacity limits.</i>						
Interdependencies:							
Implications if project does not proceed:	<i>Prosecution by EPA</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Meets the requirements of Council's EPA licence for the birdwood lagoons</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital <i>Renewal</i>					\$	-	
Capital <i>New/Upgrade</i>	\$ 130,000				\$	130,000	
Non-capital expenses					\$	-	
Income (eg: grants)					\$	-	
<b>TOTALS</b>	\$ 130,000	\$ -	\$ -	\$ -	\$	130,000	
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ 2,600	\$ 1,000	\$ 1,000	\$ 1,000			
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ 2,600	\$ 1,000	\$ 1,000	\$ 1,000			

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	20015
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Stirling Office and Library - external fire services upgrade</i>						
Project Description:	<i>Staged design scoping and completion of the proposed external fire services upgrade. Stages 1 &amp; 2 have been completed. Stage 3 is to provide additional water storage tanks for a back up fire pump and staged roof mounted sprinklers.</i>						
Project Approval Status:	<i>To be considered</i>						
Project Objectives:	<i>Complete the design, tender and implementation of stage 3 in line with budget estimates approved by Council.</i>						
Desired Outcomes:	<i>Completion of stage 3 in part subject to financial support and approval by Council.</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Safety						
Secondary Driver:	Strategy						
Specific Driver:	<i>Protection of Council's building asset at times of and catastrophic and high fire danger periods</i>						
How the project meets the driver:	<i>Protection of a major building asset for the next fifty years from possible fire damage.</i>						
Interdependencies:	<i>None</i>						
Implications if project does not proceed:	<i>Significantly reduced level of protection within and external to the building</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Improved external fire services up grade.</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense		Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)	
Capital Renewal	\$	-				\$ -	
Capital New/Upgrade	\$	125,000				\$ 125,000	
Non-capital expenses						\$ -	
Income (eg: grants)						\$ -	
<b>TOTALS</b>	\$	125,000	\$ -	\$ -	\$ -	\$ 125,000	
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense		Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.		
Depreciation	\$	500	\$ 500	\$ 500	\$ 500	(50 years)	
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$	500	\$ 500	\$ 500	\$ 500		



# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS					PROJECT:	20001
<b>1. PROJECT SUMMARY</b>								
Project Name:	Bridge Guardrail Safety Upgrades Stage 1 (as per Bridges LTFP and Asset Management Plan)							
Project Description:	Install and upgrade guardrails on bridges identified in the bridge safety audit to comply with current legislative safety standards. The bridges in stage 1 of the works have been identified as having the highest risk and first priority for installation. Bridges include: Blocks Rd, Winton Rd, Milan Tce, Tiers Rd (2 bridges)							
Project Approval Status:								
Project Objectives:	Installation of Guard Rail to meet safety standards							
Desired Outcomes:	Improving motorist safety from bridge crossing hazard/drop off							
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>								
Primary Driver:	Safety							
Secondary Driver:	Legislation							
Specific Driver:	Improve motorist safety at high risk bridges							
How the project meets the driver:	Provides a safe road user environment							
Interdependencies:								
Implications if project does not proceed:	Personal injury							
<b>3. STRATEGIC LINKS</b>								
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure							
SMP Key Issue:	4.1 Infrastructure Planning and Maintenance							
Other Strat/Corp Plan Refs:								
How the project contributes to the issue(s):	Meets community expectations for road users safety from roadside hazards.							
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>								
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)			
Capital Renewal					\$	-		
Capital New/Upgrade	\$ 90,000				\$	90,000		
Non-capital expenses					\$	-		
Income (eg: grants)					\$	-		
<b>TOTALS</b>	\$ 90,000	\$ -	\$ -	\$ -	\$	90,000		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>								
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.				
Depreciation	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000				
Operating/mtc costs								
Income/revenue								
Other								
<b>TOTALS</b>	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000				

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	10075
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Sealing of Bridgewater Oval carpark and conversion to park and ride</i>						
Project Description:	<i>Reconstruct the carpark base to carpark rubble standard and seal with bitumen hotmix surface and linemarking to provide a sealed carpark that can be used for midweek 'park and ride' bus customers. Project would seek reimbursement from DPTI and passenger transport board.</i>						
Project Approval Status:							
Project Objectives:	<i>Sealed surface to bridgewater oval carpark providing a pro-active approach to encouraging public transport</i>						
Desired Outcomes:	<i>Sealed carpark</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Strategy						
Secondary Driver:	Not Applicable						
Specific Driver:	<i>Reduced parking on streets/traffic and increased public transport use</i>						
How the project meets the driver:	<i>Provides an all weather parking space for commuters</i>						
Interdependencies:	<i>none</i>						
Implications if project does not proceed:	<i>none</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Carpark surface is all weather with defined parking spaces</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital Renewal					\$ -		
Capital New/Upgrade	\$ 40,000				\$ 40,000		
Non-capital expenses					\$ -		
Income (eg: grants)					\$ -		
<b>TOTALS</b>	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ 500	\$ 500	\$ 500	\$ 500	(50 years)		
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ 500	\$ 500	\$ 500	\$ 500			

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	2003
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Design and Construction of overflow protection for Woodside Pump Station</i>						
Project Description:	<i>Woodside pump station does not currently have sufficient capacity to hold treated effluent in the event of pump or power failure and requires an increase in overflow abatement with minimum three hour capacity. This project will look at the long term worst case inflows and design a surge tank system upgrade while also assessing more cost effective solutions such as alternate diesel powered pumps</i>						
Project Approval Status:							
Project Objectives:	Construction of surge tank to provide storage in emergency situations (rather than overflows to street/creek)						
Desired Outcomes:	<i>No overflows from Woodside PS and compliance with EPA requirements</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Legislation						
Secondary Driver:	Choose One						
Specific Driver:	<i>Achieve capacity at pump station to prevent overflows</i>						
How the project meets the driver:	The provides three hours peak flow storage in lieu of overflowing in emergency situations.						
Interdependencies:							
Implications if project does not proceed:	<i>Prosecution by EPA</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Meets the requirements of Council's EPA licence for the CWMS system</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital Renewal					\$ -		
Capital New/Upgrade	\$ 32,500				\$ 32,500		
Non-capital expenses					\$ -		
Income (eg: grants)					\$ -		
<b>TOTALS</b>	\$ 32,500	\$ -	\$ -	\$ -	\$ 32,500		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ 650	\$ 1,000	\$ 1,000	\$ 1,000			
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ 650	\$ 1,000	\$ 1,000	\$ 1,000			

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	20033
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Bridgewater Primary School Morella Gr/Shannon St Pedestrian Crossing</i>						
Project Description:	<i>Engage a traffic consultant to design a safe and suitable pedestrian crossing point at the intersection of Morella Gr/Shannon St/Fielding Rd. At present the intersection has minimal opportunities for safe crossing and very limited sight distance in all directions, and takes 90% of the foot traffic to/from the primary school.</i>						
Project Approval Status:							
Project Objectives:	<i>Achieve a safe pedestrian crossing point on Shannon St, Bridgewater</i>						
Desired Outcomes:	<i>Pedestrian crossing that meets design standards</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Safety						
Secondary Driver:	Not Applicable						
Specific Driver:							
How the project meets the driver:	<i>Provides a safe crossing point for foot traffic</i>						
Interdependencies:	<i>none</i>						
Implications if project does not proceed:	<i>Hazards for pedestrians</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Improved pedestrian linkages and safety encouraging foot traffic</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital <i>Renewal</i>					\$ -		
Capital <i>New/Upgrade</i>	\$ 20,000				\$ 20,000		
Non-capital expenses					\$ -		
Income (eg: grants)					\$ -		
<b>TOTALS</b>	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ -	\$ -	\$ -	\$ -			
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ -	\$ -	\$ -	\$ -			

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	20011
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>WW1 Memorial Matched Grant Funding</i>						
Project Description:	<i>Undertake upgrade and renewal of WW1 memorials in conjunction with (if approved) grant funding, with Council contribution of \$20,000 per annum over 5 years (total \$100,000)</i>						
Project Approval Status:							
Project Objectives:	<i>Upgrade all WW1 memorials</i>						
Desired Outcomes:	<i>Memorial upgrades</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Other						
Secondary Driver:	Not Applicable						
Specific Driver:	<i>Improved tourism</i>						
How the project meets the driver:	<i>Better quality memorials for community, and improved tourism both locally and external to the area</i>						
Interdependencies:	<i>none</i>						
Implications if project does not proceed:	<i>none</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 3 A prosperous & vibrant economy						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Meets communities expectation</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense		Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)	
Capital Renewal	\$					\$ -	
Capital New/Upgrade	\$	20,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 100,000	
Non-capital expenses						\$ -	
Income (eg: grants)						\$ -	
<b>TOTALS</b>	\$	20,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 100,000	
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense		Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.		
Depreciation	\$	500	\$ 500	\$ 500	\$ 500	(50 years)	
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$	500	\$ 500	\$ 500	\$ 500		

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	10049
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Lenswood Primary School footpath to recreational park</i>						
Project Description:	<i>Lenswood Primary school take regular walking trips from the school to the lenswood gas centre and beyond. The school use the southern side of the roadway as a path that frequently has washout of rubble (causing trip hazards). The works would involve the construction of a cement treated path on the southern side of the roadway between the school and the recreation park. Note the school had ideally requested kerb along this section as additional protection from vehicles leaving the road and reduced water runoff. If kerb was to be installed it would represent an additional</i>						
Project Approval Status:							
Project Objectives:	Safe pathway to improve pedestrian linkage between Lenswood primary school and recreational reserve/gas centre.						
Desired Outcomes:	<i>Footpath</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Safety						
Secondary Driver:	Not Applicable						
Specific Driver:	<i>Improve safety to students using Council footpath</i>						
How the project meets the driver:	<i>All weather footpath with no trip hazards</i>						
Interdependencies:	<i>none</i>						
Implications if project does not proceed:	<i>none</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Improved pedestrian linkage from school</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital Renewal					\$ -		
Capital New/Upgrade	\$ 20,000				\$ 20,000		
Non-capital expenses					\$ -		
Income (eg: grants)					\$ -		
TOTALS	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ 500	\$ 500	\$ 500	\$ 500	(50 years)		
Operating/mtc costs							
Income/revenue							
Other							
TOTALS	\$ 500	\$ 500	\$ 500	\$ 500			

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	10002
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Shannon Street/Pflaum Rd Stormwater Design</i>						
Project Description:	<i>Undertake detailed design including service location and deepthing for the stormwater upgrade to the intersection of Shannon Street and Pflaum St Birdwood. The road is under control of DPTI and the design will include liasion for contribution by DPTI to construction during the 14/15 financial year</i>						
Project Approval Status:							
Project Objectives:	<i>Detailed design for lodgement with DPTI fo co-contribution for construction in 14/15</i>						
Desired Outcomes:	<i>Detailed design of stormwater works</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Other						
Secondary Driver:	Not Applicable						
Specific Driver:	<i>Stormwater management</i>						
How the project meets the driver:	<i>Provides a stormwater system that meets community expectations</i>						
Interpdencies:	<i>none</i>						
Implications if project does not proceed:	<i>minor flooding</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 4 Well managed and maintained community infrastructure						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Stormwater drainage meets community expectations</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital <i>Renewal</i>					\$ -		
Capital <i>New/Upgrade</i>	\$ 20,000				\$ 20,000		
Non-capital expenses					\$ -		
Income (eg: grants)					\$ -		
<b>TOTALS</b>	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ -	\$ -	\$ -	\$ -			
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ -	\$ -	\$ -	\$ -			

# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	2030
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Lobethal Lights Audio Undergrounding</i>						
Project Description:	<i>Install electrical audio cable between the christian bookshop in lobethal and the first power pole adjacent the pedestrian crossing to allow the transmission of audio music and notices for the lights of lobethal at Christmas time.</i>						
Project Approval Status:							
Project Objectives:	<i>Audio transmission to lights of lobethal stobies with speakers</i>						
Desired Outcomes:	<i>Underground audio cable installed</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Other						
Secondary Driver:	Not Applicable						
Specific Driver:	<i>Tourism</i>						
How the project meets the driver:	<i>Improved event by streamining audio and cost savings for the committee by reduced setup cost of manual cables annually</i>						
Interdependencies:	<i>none</i>						
Implications if project does not proceed:	<i>none</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 3 A prosperous & vibrant economy						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Improved tourism</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital <i>Renewal</i>					\$	-	
Capital <i>New/Upgrade</i>	\$ 17,500				\$	17,500	
Non-capital expenses					\$	-	
Income (eg: grants)					\$	-	
<b>TOTALS</b>	\$ 17,500	\$ -	\$ -	\$ -	\$	17,500	
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ -	\$ -	\$ -	\$ -	\$	-	
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ -	\$ -	\$ -	\$ -	\$	-	



# Capital Projects

## New Capital Projects

PART B		PROJECT PROPOSAL DETAILS				PROJECT:	20034
<b>1. PROJECT SUMMARY</b>							
Project Name:	<i>Installation of Bike Racks - Various Districts</i>						
Project Description:	<i>Investigate suitable locations for bike racks (based on demand/usage/facilities) around the Council district and purchase and install prior to Tour Down Under.</i>						
Project Approval Status:							
Project Objectives:	<i>Promote bike use within the Adelaide Hills as a tourism booster</i>						
Desired Outcomes:	<i>Increased bike tourism within the hills districts</i>						
<b>2. PROJECT DEMAND &amp; CONSTRAINTS</b>							
Primary Driver:	Strategy						
Secondary Driver:	Not Applicable						
Specific Driver:	<i>Tourism</i>						
How the project meets the driver:	<i>Encourages bikes into the hills with ease of parking/security for bikes</i>						
Interdependencies:	<i>none</i>						
Implications if project does not proceed:	<i>None</i>						
<b>3. STRATEGIC LINKS</b>							
SMP Goal Area:	Goal 3 A prosperous & vibrant economy						
SMP Key Issue:	<i>4.1 Infrastructure Planning and Maintenance</i>						
Other Strat/Corp Plan Refs:							
How the project contributes to the issue(s):	<i>Improved facilities for bike users in the hills</i>						
<b>4. PROJECT COST ESTIMATE (by finance category) [Detailed estimate must be attached to Part B]</b>							
Project Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future Years	TOTALS (\$)		
Capital <i>Renewal</i>					\$ -		
Capital <i>New/Upgrade</i>	\$ 5,000				\$ 5,000		
Non-capital expenses					\$ -		
Income (eg: grants)					\$ -		
<b>TOTALS</b>	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000		
<b>5. ONGOING IMPACT ON OPERATING BUDGET (net increase (decrease) on operating budget)</b>							
Operating Expense	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Future annual recurrent exp.			
Depreciation	\$ -	\$ -	\$ -	\$ -			
Operating/mtc costs							
Income/revenue							
Other							
<b>TOTALS</b>	\$ -	\$ -	\$ -	\$ -			

# Assets Report Card Grades 2012/13

The following table represents the results of Adelaide Hills Councils Asset Report Card assessment of all of its key assets for 2012/13. This assessment was conducted for the first time in 2011/12 using data from councils asset management register together with assessment of other key aspects of each asset. The assessments were undertaken by the staff responsible for the assets in question. The key assessment areas were; Condition, technical, community, environmental, sustainability, safety and economic.

The Report Card has been re-graded on an annual basis in order to assist in prioritising works and tracking the effect of council's improvement strategies on the performance of our assets. It is used in conjunction with the Asset Management Plan to help substantiate any departures from that Plan.

A similar Report Card process has been conducted for several years for each of the States and Territories in Australia by Australia's peak Engineering body in order to determine how effective the infrastructure systems are at coping with current and future demands.

<b>Asset Category</b>	<b>Asset Description</b>	<b>Weighted 2013 Score (%)</b>	<b>Weighted 2012 Score (%)</b>	<b>2013 Report Grade</b>	<b>2012 Asset Replacement Value (\$k)</b>	<b>% of Total Asset Value</b>
8	Sealed Roads	59	57	C	162,427	49.6%
12	Stormwater Drainage	42	41	D	26,721	8.2%
9	Unsealed Roads	63	61	C+	18,986	5.8%
13	CWMS	52	48	D+	16,095	4.9%
14	Bridges	56	56	C	13,792	4.2%
18	S&R Facilities	48	51	C-	13,359	4.1%
25A	AHBTC Buildings	51	57	C	11,785	3.6%
19	Halls	45	47	D+	10,781	3.3%
23	Libraries	66	66	B-	8,650	2.6%
10	Footpaths Towns	52	51	C-	7,209	2.2%
29	Fire Trails	56	56	C	7,000	2.1%
22	Aged Accommodation	60	73	B	5,940	1.8%
17	Administration Buildings	59	74	B	5,398	1.6%
15	Retaining Walls	54	50	C-	3,120	1.0%
11	Footpaths Outside Towns	36	36	D-	3,000	0.9%
20	Fires Services	64	66	B-	2,960	0.9%
27	Ovals	78	78	B+	2,950	0.9%
21	Depots	56	56	C	1,614	0.5%
1	Cemeteries	64	65	B-	1,544	0.5%
16	Public Toilets	57	67	B-	1,236	0.4%
24	Community Centres	61	61	C+	1,000	0.3%
25	Historical Buildings	40	40	D-	1,000	0.3%
7	Playgrounds	74	66	B-	690	0.2%
30	Dog Kennels	71	57	C	12	0.0%
2	Parks North	59	58	C	-	-
3	Parks South	64	64	C+	-	-
4	Reserves North	59	59	C	-	-
5	Reserves South	62	60	C+	-	-
6	Reserves Crown	51	57	C	-	-
26	Recreation Centres	55	55	C	-	0.0%
28	Unmade Road Reserve	34	47	D+	-	0.0%
	<b>Overall Grade/Total</b>	<b>56</b>	<b>55</b>	<b>C</b>	<b>327,270</b>	<b>100%</b>

# Capital Projects

## Asset Renewal Projects

Each year, the Council must replace existing assets as their condition deteriorates or they become unserviceable. Replacing assets in a planned and timely fashion is key to ensuring they remain fit for use by the community.

<b>Asset Type</b>	<b>Asset Management Plan Provision for 13/14 (\$k)<sup>1</sup></b>	<b>Proposed 2013/14 Renewal Budget (\$k)<sup>2</sup></b>
<i>Road Resealing</i>	2,000	1,969
<i>Road Pavements</i>	1,550	1,556
<i>Road Shoulders</i>	650	366
<i>Unsealed Roads Resheeting</i>	1,850	1,840
<i>CWMS components</i>	500	425
<i>Bridges</i>	50	107
<i>Footbridges</i>	0	0
<i>Footpaths</i>	550	548
<i>Kerbing</i>	350	351
<i>Retaining walls</i>	25	25
<i>Guardrail</i>	125	105
<i>Stormwater infrastructure</i>	320	320
<i>Community and civic buildings</i>	358	192
<i>Adelaide Hills Business &amp; Tourism Centre</i>	80	155
<i>Retirement villages</i>	62	155
<i>Playgrounds</i>	25	25
<i>Traffic control devices</i>	50	63
<i>Bus stops &amp; shelters</i>	10	50
<i>Street furniture</i>	15	30
<i>Plant &amp; equipment / vehicles</i>	590	559
<i>Information &amp; communication systems</i>	200	99
<i>Library stock</i>	130	206
<i>Cemeteries</i>	23	0
<i>Furniture &amp; fittings</i>	23	0
<i>Sport &amp; recreation</i>	135	104
<b>TOTAL</b>	<b>9,671</b>	<b>9,249</b>

### Notes:

1. The asset Management Plan prepared during 2012 and adopted in April 2013 sets out the planned renewal spend required for each asset category in order to eliminate Council's asset renewal backlog by 2021. It is therefore greater than the associated depreciation charge for several categories. Council's Asset Sustainability ratio KPI is now required to be calculated by comparing budgeted asset renewal spend with the amount in the Plan, and so the KPI should now average 100% again over time.
2. For some asset types, the proposed renewal expenditure is significantly higher than the amount estimated in the Asset Management Plan because urgent renewal needs have been identified since the plan was prepared. Likewise, some asset types have lower proposed renewal expenditure where the overall condition of those assets has not deteriorated as much as expected.

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### *Reseals to Renewal Seal*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Lindner Av	Basket Range	27.6
Ridge Road	Bradbury	50.7
Murray Road	Inglewood	58.5
Range Road North	Upper Hermitage	60.0
Churchett Rd	Paracombe	32.8
Murphy Road	Paracombe	18.0
Blackhill Rd	Houghton	107.7
Nichols Road	Norton Summit	29.3
Pimpala Rd	Ironbank	16.2
Aldgate Valley Rd	Aldgate	71.5
Nation Ridge Rd	Aldgate	51.1
Quarry Rd	Charleston	15.0
Plummers Rd	Forrest Range	67.0
Vista Court	Gumeracha	4.9
Gores Road	Piccadilly	56.3
Tree Trimming pre-reseal	All	45.0
Fowler Street	Woodside	52.3
Lauterbach Av	Woodside	16.4
Robert Street	Woodside	34.8
William Street	Woodside	67.7
Margaret St	Woodside	42.8
Valley Drive	Terlingie	89.7
Nairne Road	Balhannah	55.0
Carawa Av	Balhannah	39.0
Darkana Rd	Balhannah	21.4
Malanilla Crt	Balhannah	10.1
Mamara Crt	Balhannah	11.2
Arrawa Crt	Balhannah	14.6
Illinga Avenue	Balhannah	28.7
Unkuala Rd	Balhannah	25.3
John Street	Oakbank	23.2
Birch St	Oakbank	10.7
Oak Ave	Oakbank	32.9
Debenys Road	Norton Summit	45.9
Thomas Street	Mt Torrens	17.7
Sinkinson Road	Mt Torrens	20.9
Tuck St	Mt Torrens	44.1
Oval Rd	Mt Torrens	17.6

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### *Reseals to Renewal Seal continued.....*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Nichols Rd	Inglewood	19.2
Milbianca Rd	Inglewood	19.2
Bartholomew Rd	Lobethal	54.6
Sharrad Court	Crafers	7.4
South St	Mylor	22.5
Johnson Street	Stirling	32.9
Schocroft Road	Piccadilly	6.4
Sturt Valley Rd	Ironbank	NDI
Swamp Road	Lenswood	NDI
Boundary Drive	Carey Gully	NDI
Red Rd	Verdun	NDI
Riverview Rd Stage 2	Woodside	NDI
Coldstore Road	Lenswood	NDI
Checkers Hill Road	Kersbrook	NDI
		<b>1969.1</b>

### *Road Pavements Reconstructions to Renew*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Sturt Valley Road	Ironbank	275.4
Coldstore Road	Lenswood	283.5
Riverview Rd Stage 2	Woodside	94.5
Swamp Road	Lenswood	392.0
Checkers Hill Road	Kersbrook	336.0
Heathfield Road	Heathfield	NDI
Sturt Valley Road	Stirling	NDI
Pfieffer Rd	Woodside	NDI
Churinga Rd	Aldgate	NDI
Druid Ave Park Bays	Stirling	NDI
Corkscrew Road	Montacute	NDI
Montacute Road	Montacute	NDI
Mount Torrens Road	Paracombe	NDI
		<b>1,556.4</b>

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### *Reseals to Renew Traffic Control*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Suffolk Rd	Aldgate	NDI
Blackhill Rd	Houghton	NDI
Ayers Hill Rd Roundabout	Stirling	NDI
Nation Ridge	Aldgate	NDI
		<b>62.5</b>

### *Shoulders*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Oval Road	Mount Torrens	NDI
Nation Ridge Road	Aldgate	NDI
Ridge Road	Lobethal	NDI
Sturt Valley Road	Ironbank	NDI
Coldstore Road	Lenswood	NDI
Riverview Rd Stage 2	Woodside	NDI
Deviation Road	Forrest Range	NDI
Swamp Road	Lenswood	NDI
Checkers Hill Road	Kersbrook	NDI
		<b>366.2</b>

### *Unsealed Road Resheets to Renew*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Unsealed Intersection Safety Improvements		75.0
LUCKY HIT ROAD	BIRDWOOD	26.9
LUCKY HIT ROAD	BIRDWOOD	45.3
LUCKY HIT ROAD	BIRDWOOD	22.8
WHITEHEAD ROAD	MYLOR	23.4
WILSON ROAD	MYLOR	17.4
WILSON ROAD	MYLOR	38.3
BOYLE SWAMP ROAD	MYLOR	19.2
RATHJEN ROAD	BIRDWOOD	38.0

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### *Unsealed Road Resheets to Renew (continued)*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Leske Road	Birdwood	79.1
Mount Gawler Road	Kersbrook	69.3
Rake Road	Kersbrook	52.0
Rake Road	Kersbrook	44.4
Airstrip Road	Lower Hermitage	64.0
Airstrip Road	Lower Hermitage	56.4
Warmington Run	Mt Torrens	31.9
Lihou Road	Lobethal	46.8
Maidment Road	Lobethal	55.7
Maidment Road	Lobethal	58.6
Maidment Road	Lobethal	52.6
Sutherland Road	Basket Range	11.0
Merchants Road	Basket Range	23.0
Merchants Road	Basket Range	40.1
Illert Road	Mylor	31.6
Wotton Lane	Summertown	10.4
Wooly Butt Road	Ironbank	21.2
Hooper Road	Kersbrook	20.0
Hooper Road	Kersbrook	13.5
Fidlers Hill Road	Inglewood	22.9
Fidlers Hill Road	Inglewood	68.5
Woodlands Road	Lobethal	71.2
Muellers Road	Birdwood	38.2
Wattle Road	Kersbrook	33.9
Wattle Road	Kersbrook	21.6
Wattle Road	Kersbrook	52.6
Woolshed Road	Kersbrook	61.0
Woolshed Road	Kersbrook	43.6
Crispin Road	Kersbrook	25.9
Bulman Road	Kersbrook	16.2
Croft Road	Lobethal	11.6
Croft Road	Lobethal	21.4
Croft Road	Lobethal	64.9
Croft Road	Lobethal	14.6
Croft Road	Lobethal	100.4
Croft Road	Lobethal	58.5
Hawthorne Road	Mylor	24.7
		<b>1,839.6</b>

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### *CWMS Renewals – Condition/Capacity*

<i>Asset</i>	<i>Locality Name</i>	<i>\$k</i>
Gravity Main	Woodside	NDI
Gravity Main	Kersbrook	NDI
Gravity Main	Charleston	NDI
Gravity Main	Mt Torrens	NDI
Gravity Main	Birdwood	NDI
PS Pump Stations	Mt Torrens	NDI
		<b>425.0</b>

### *Bridge Renewals of Components*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Burtons Road	Repair wingwall support & concrete ceiling	NDI
Camac Road	Repair steel beams, patch floor	NDI
Kemp Road	Clean & treat rusted steel girders	NDI
Bonython Road	Repair abutments / wing walls	NDI
Cyanide Road	Repair concrete culverts & wingwall	NDI
		<b>107.0</b>

### *Guard Rail Renewals*

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Springhead Road	Mt Torrens	NDI
Milbianca Road	Lower Hermitage	NDI
Holland Creek Road	Cudlee Creek	NDI
Post office Road	Lobethal	NDI
		<b>125.0</b>



# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### Footpath Renewals

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
David Street	Lobethal	NDI
Church Street	Lobethal	NDI
Ayers Hill Rd	Stirling	NDI
Wattle St	Lobethal	NDI
Union St	Lobethal	NDI
Tuck St	Mount Torrens	NDI
Main Street (southern side)	Crafers	NDI
Piccadilly Rd	Crafers	NDI
Mt Barker Rd	Stirling	NDI
Mt Barker Rd	Bridgewater	NDI
Mt Barker Rd	Aldgate	NDI
Greenhill Road	Summertown	NDI
Greenhill Road	Uraidla	NDI
Pine Street	Stirling	NDI
Thomas Street	Mount Torrens	NDI
Anderson Street	Bridgewater	NDI
Druid Ave	Stirling	NDI
Main St adjacent Nairne Rd	Balhannah	NDI
DDA Access Ramp Upgrades	Various	NDI
		<b>547.6</b>

### Bus Stop Renewals

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Bus Stops Pad Works	Various	NDI
Arkaba Rd/Kemp Rd Bus Stop	Aldgate	NDI
		<b>50.0</b>

### Street Furniture & Retaining Walls Renewals

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Longwood Road Post & Rail	Stirling	NDI
Crafers School Retaining Wall	Crafers	NDI
		<b>55.0</b>

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### Kerb Renewals

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Driffield St	Bridgewater	NDI
Dunn St	Bridgewater	NDI
Orontes Ave	Bridgewater	NDI
Osterley Ave	Bridgewater	NDI
Fleet Street	Bridgewater	NDI
Fleet Street	Bridgewater	NDI
Avoca Ave	Bridgewater	NDI
Orsova St	Bridgewater	NDI
Cross Street	Mylor	NDI
Onkaparinga Valley Rd	Balhannah	NDI
Onkaparinga Rd	Aldgate	NDI
Ridge Rd	Lobethal	NDI
Langbein Ave	Woodside	NDI
Fenchurch Rd	Aldgate	NDI
Kingsland Rd	Aldgate	NDI
Eves Place	Heathfield	NDI
Violet Ave	Crafers	NDI
Fairview Rd	Aldgate	NDI
		<b>350.8</b>

### Stormwater Renewals

<i>Road Name</i>	<i>Locality Name</i>	<i>\$k</i>
Kumnick Street/Ridge Rd		NDI
Woodside Main Street		NDI
Union/Rose Street Kerb and Pits		NDI
Shannon St Birdwood Orifice		NDI
Copeland Ave 100yr Capture		NDI
St Barberie Way Pit Upgrades		NDI
		<b>320.0</b>

### Information and Business Systems

<i>Description</i>	<i>\$k</i>
Integrate Mapping software to Core Business System	NDI
Renewal of Organisation-wide electronic data management (records) system	NDI
	<b>99.0</b>

# Capital Projects Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### **Buildings Component Renewals**

<i>Building</i>	<i>Locality Name</i>	<i>\$k</i>
Birdwood Hall - kitchens	Birdwood	NDI
Birdwood Hall - ceilings	Birdwood	NDI
Birdwood Hall - floors	Birdwood	NDI
Unallocated – Halls component renewals	Various	NDI
Unallocated – Office component renewals	Various	NDI
Lenswood Heritage Park	Lenswood	NDI
Swimming Centre - pool heaters	Woodside	NDI
Upper Hermitage bldgs /courts	Upper Hermitage	NDI
		<b>192.0</b>
Building 14 - salt damp	Lobethal	NDI
Building B19 - floor	Lobethal	NDI
Building 23 - floor	Lobethal	NDI
Building 5a - floor	Lobethal	NDI
Building 5c - floor	Lobethal	NDI
All Buildings - roof/gutters	Lobethal	NDI
Site Roadways - seals	Lobethal	NDI
		<b>155.0</b>
Stirling Oval lights cabling	Stirling	NDI
Carpark adjacent tennis courts	Woodside	NDI
Road to tennis courts	Woodside	NDI
Replace failed bore to water system	Woodside	NDI
Replace failed seating	Gumeracha	NDI
Resurface Oval carpark and road	Mylor	NDI
Stonehenge Reserve drainage	Stirling	NDI
		<b>104.0</b>
External Painting Balhannah, Gumeracha, Woodside Retirement Villages	Various	NDI
General RV (vacant units)	Various	NDI
Crafers Retirement Village	Crafers	NDI
External/Internal Painting	Various	NDI
Hot water service replacements	Various	NDI
		<b>155.0</b>

# Capital Purchases Listing

## Capital Asset Renewal Budget 2013-14 (Detailed)

### Plant and Equipment (Works Staff) Renewals

Plant/Vehicle	\$k
Isuzu 3 tonne tipper	NDI
Mower Kubota F3680 72"	NDI
Roller Ingersol Rand DD24 2.5t	NDI
Kubota GR2110 Mid Mount Mower	NDI
Isuzu NPR 300	NDI
Isuzu NPR 300	NDI
Mitsubishi FK600	NDI
Truck Isuzu Flocon	NDI
Various Light fleet vehicles changeover budget	NDI
	<b>559.0</b>

### Library Stock and Fittings Renewals

Stock/Fitting	\$k
Books, CD's, etc funded by Govt Grant	127.4
DVDs (from specific grant)	12.0
Refurbish mobile library	NDI
Solar Funding (Stirling)	NDI
Materials Replacement	NDI
Ongoing shelving replacement (Woodside)	NDI
Rework children's area shelving (Stirling)	NDI
Re-upholster bases/centre areas (Stirling)	NDI
Blinds for Library windows (Woodside)	NDI
Dividers to split library/TVCC (Gumeracha)	NDI
Grant income central purchasing	-127.4
Grant income DVDs	-12.0
	<b>66.9</b>

**TOTAL Gross**

**9,246.9**

*NOTE: line items marked "NDI" (Non-Disclosed Information) are likely to be subject to competitive tender and have therefore not been disclosed. Some similar competitive tenders in recent years appear to have been influenced by budgetary disclosures, compromising Council's ability to secure value for money.*

# Operating Budget Summary

Detailed below is the operating budget for the whole of Council expanded across the key income and expense areas monitored by Council's internal management reporting and Long Term Financial Plan.

<i>Whole of Council Summary</i>	<i>Summary of 2011-12 Actual</i>	<i>Summary of 2012-13 Forecast</i>	<i>Summary of 2013-14 Budget</i>
<b>Revenue</b>	<b>36,270</b>	<b>36,990</b>	<b>37,921</b>
Rates	28,739	29,718	31,025
Statutory Charges	821	902	852
User charges	1,332	1,095	1,073
Grants	3,757	3,806	3,457
Investment Income	66	75	78
Reimbursements	365	216	204
Other Revenues	1,189	1,178	1,233
<b>Expense</b>	<b>(35,932)</b>	<b>(36,936)</b>	<b>(37,640)</b>
Staff Costs	(12,326)	(12,705)	(13,237)
Contractors	(5,654)	(5,932)	(5,930)
Waste Contractors	(2,885)	(3,641)	(3,697)
Consultants	(461)	(455)	(444)
Materials	(2,253)	(1,963)	(1,989)
Fuel	(476)	(506)	(542)
Finance charges	(687)	(582)	(616)
NRM Levy	(784)	(750)	(788)
Other Costs	(3,500)	(2,991)	(3,068)
Depreciation	(6,907)	(7,285)	(7,266)
<b>Grand Total</b>	<b>337</b>	<b>180</b>	<b>343</b>

*All figures in \$'000s*

Note for some categories of income and expense, Council's internal management reporting adopts a slightly different treatment to offsets (eg reimbursements or refunds) to that reported in the Uniform Presentation of Finances required by the Local Government Act 1999. This is why some income and expense totals differ marginally from the summary information reported above. In each case the net result for council is unchanged.

# Operating Budget by Service Areas

Detailed on the following pages is the operating budget for each of the for the individual service areas expanded across the key income and expense areas monitored by Council's internal management reporting and Long Term Financial Plan. The following service areas are reported:

- » Waste Services
- » Planning & Development Services
- » Community Recreation/Leisure
- » Community Services
- » Infrastructure Assets (incl Environment & Natural Resources)
- » Governance
- » Corporate Support

## Waste Services

*Includes: Domestic Refuse Collection and Disposal (including Green Waste and Hard Waste services); and Community Wastewater Management Systems operated by Council and funded by service rates.*

<i>Waste Services Summary</i>	<i>Summary of 2011-12 Actual</i>	<i>Summary of 2012-13 Forecast</i>	<i>Summary of 2013-14 Budget</i>
<b>Revenue</b>	<b>1,565</b>	<b>1,241</b>	<b>1,293</b>
Rates	1,166	1,213	1,266
User charges	298	3	0
Grants	0	0	0
Reimbursements	32	25	27
Other Revenues	68	1	0
<b>Expense</b>	<b>(4,456)</b>	<b>(5,085)</b>	<b>(5,402)</b>
Staff Costs	(324)	(136)	(147)
Contractors	(577)	(641)	(851)
Waste Contractors	(2,885)	(3,641)	(3,697)
Consultants	(19)	(32)	(31)
Materials	(307)	(276)	(308)
Other Costs	(14)	(26)	(25)
Depreciation	(330)	(333)	(342)
<b>Grand Total</b>	<b>(2,891)</b>	<b>(3,844)</b>	<b>(4,109)</b>

*All figures in \$'000s*

# Operating Budget by Service Areas

## Planning & Development Services

*Includes: Planning and Development Services; Building Regulatory Services; and Economic and Strategic Development for the Adelaide Hills area*

<i>Planning &amp; Development Services Summary</i>	<i>Summary of 2011-12 Actual</i>	<i>Summary of 2012-13 Forecast</i>	<i>Summary of 2013-14 Budget</i>
<b>Revenue</b>	<b>499</b>	<b>511</b>	<b>459</b>
Rates	0	0	0
Statutory Charges	451	437	390
User charges	22	66	57
Reimbursements	26	8	12
<b>Expense</b>	<b>(1,787)</b>	<b>(2,196)</b>	<b>(2,259)</b>
Staff Costs	(1,341)	(1,635)	(1,705)
Contractors	(108)	(100)	(83)
Consultants	(31)	(93)	(109)
Materials	(109)	(114)	(115)
Other Costs	(197)	(255)	(248)
Depreciation	0	0	0
<b>Grand Total</b>	<b>(1,288)</b>	<b>(1,685)</b>	<b>(1,800)</b>

*All figures in \$'000s*

# Operating Budget by Service Areas

## Community Recreation & Leisure

*Includes: Parks, Reserves and Community Buildings; Natural Resources, Environment and Fire Mitigation; Public and Environmental Health; Regulatory services; and Tourism and Community Use Buildings including the Adelaide Hills Business & Tourism Centre at Lobethal*

<b>Community Recreation &amp; Leisure Summary</b>	<b>Summary of 2011-12 Actual</b>	<b>Summary of 2012-13 Forecast</b>	<b>Summary of 2013-14 Budget</b>
<b>Revenue</b>	<b>1,939</b>	<b>2,322</b>	<b>2,081</b>
Statutory Charges	368	455	452
User charges	675	682	677
Grants	567	840	624
Investment Income	0	9	9
Reimbursements	281	181	163
Other Revenues	49	155	156
<b>Expense</b>	<b>(7,351)</b>	<b>(8,412)</b>	<b>(8,719)</b>
Staff Costs	(1,935)	(2,661)	(2,777)
Contractors	(2,123)	(2,272)	(2,261)
Consultants	(206)	(77)	(104)
Materials	(1,355)	(1,650)	(1,748)
Fuel	(2)	(8)	(9)
Other Costs	(640)	(583)	(626)
Depreciation	(1,091)	(1,160)	(1,193)
<b>Grand Total</b>	<b>(5,412)</b>	<b>(6,091)</b>	<b>(6,638)</b>

*All figures in \$'000s*



# Operating Budget by Service Areas

## Community Services

*Includes: Community Support; Home & Community Care; Retirement Villages; Cemetery Management; Library and Customer Services; and Culture and Arts*

<b>Library, Community &amp; Customer Services Summary</b>	<b>Summary of 2011-12 Actual</b>	<b>Summary of 2012-13 Forecast</b>	<b>Summary of 2013-14 Budget</b>
<b>Revenue</b>	<b>1,551</b>	<b>1,604</b>	<b>1,499</b>
User charges	257	261	259
Grants	987	1,104	970
Other Revenues	306	239	270
<b>Expense</b>	<b>(4,569)</b>	<b>(5,186)</b>	<b>(5,059)</b>
Staff Costs	(2,373)	(2,934)	(3,028)
Contractors	(548)	(595)	(533)
Consultants	(12)	(68)	(12)
Materials	(298)	(329)	(335)
Other Costs	(750)	(673)	(677)
Depreciation	(588)	(586)	(475)
<b>Grand Total</b>	<b>(3,019)</b>	<b>(3,582)</b>	<b>(3,561)</b>

*All figures in \$'000s*

# Operating Budget by Service Areas

## Infrastructure Assets

*Includes: All Transport Infrastructure (roads, bridges, footpaths and trails); Stormwater Drainage; and other Infrastructure Maintenance and Repair*

<b>Infrastructure &amp; Asset Services Summary</b>	<b>Summary of 2011-12 Actual</b>	<b>Summary of 2012-13 Forecast</b>	<b>Summary of 2013-14 Budget</b>
<b>Revenue</b>	<b>1,024</b>	<b>915</b>	<b>1,024</b>
User charges	38	40	36
Grants	955	872	985
Reimbursements	25	0	0
Other Revenues	6	2	3
<b>Expense</b>	<b>(7,575)</b>	<b>(8,458)</b>	<b>(8,523)</b>
Staff Costs	(1,350)	(1,858)	(1,790)
Contractors	(612)	(521)	(512)
Materials	(1,606)	(1,468)	(1,475)
Fuel	(0)	(1)	(0)
Other Costs	(23)	(5)	(7)
Depreciation	(3,983)	(4,607)	(4,739)
<b>Grand Total</b>	<b>(6,551)</b>	<b>(7,544)</b>	<b>(7,626)</b>

*All figures in \$'000s*

## Governance

*Includes: Elected Member Allowances; and Training and Support*

<b>Elected Members &amp; Governance Summary (incl election costs)</b>	<b>Summary of 2011-12 Actual</b>	<b>Summary of 2012-13 Forecast</b>	<b>Summary of 2013-14 Budget</b>
<b>Expense</b>	<b>(384)</b>	<b>(389)</b>	<b>(402)</b>
Contractors	(4)	(10)	(10)
Materials	(26)	(26)	(27)
Other Costs	(354)	(353)	(365)
<b>Grand Total</b>	<b>(384)</b>	<b>(389)</b>	<b>(402)</b>

*All figures in \$'000s*

# Operating Budget by Service Areas

## Corporate Support

*Includes: CEO's office; HR; Finance; Payroll; ICT; and Asset management; Engineering and Works management*

<b>Corporate Support Services Summary</b>	<b>Summary of 2011-12 Actual</b>	<b>Summary of 2012-13 Forecast</b>	<b>Summary of 2013-14 Budget</b>
<b>Revenue</b>	<b>29,693</b>	<b>30,398</b>	<b>31,566</b>
Rates	27,454	28,505	29,759
Statutory Charges	2	10	10
User charges	43	44	45
Grants	1,251	990	878
Investment Income	66	66	68
Reimbursements	1	2	2
Other Revenues	875	782	804
<b>Expense</b>	<b>(9,809)</b>	<b>(7,081)</b>	<b>(7,211)</b>
Staff Costs	(4,923)	(3,478)	(3,789)
Contractors	(1,682)	(1,793)	(1,679)
Consultants	(193)	(184)	(189)
Internal cross charges	1,449	1,900	2,020
Fuel	(474)	(497)	(533)
Finance charges	(687)	(582)	(616)
NRM Levy (in rates)	(784)	(750)	(788)
Other Costs	(1,600)	(1,096)	(1,119)
Depreciation	(915)	(600)	(517)
<b>Grand Total</b>	<b>19,884</b>	<b>23,317</b>	<b>24,355</b>

*All figures in \$'000s*

# Three Year Financial Forecast

## Draft Budgets for 2014/15 and 2015/16

The Annual Business Plan and Budget is a statement of how Council sets out proposals for 2012/13 in detail. Local Government best practice, however, continues to develop, and as part of its strategic forward planning Council has this year prepared a detailed three year forecast for the first time.

The operating budget forecasts set out below are prepared from Council's Long Term Financial Plan adjusted for likely inflation levels in 2012/14 and 2014/15. Preserving Council's aim of increasing rates by 1% above CPI in each year, it is forecast that 2013/14 will see a return to a small surplus, and 2014/15 should generate \$263k surplus to assist with asset renewal.

### Long Term Financial Plan – Prepared 2013

CPI	Forecasts based on CPI shown			
	2.8%	2.5%	3.0%	
Year Ending	2013	2014	2015	2016
	\$'000	\$'000	\$'000	\$'000
<b>STATEMENT OF COMPREHENSIVE INCOME</b>				
<b>INCOME</b>				
Rates	29,717	31,025	32,280	33,748
Statutory charges	908	852	966	994
User charges	1,099	1,073	1,153	1,188
Grants, subsidies and contributions	3,849	3,457	3,543	3,650
Investment income	75	77	79	81
Reimbursements	217	204	210	216
Other income	1,092	1,133	1,301	1,340
Net gain - joint ventures & associates	100	100	100	100
<b>Total Income</b>	<b>37,056</b>	<b>37,921</b>	<b>39,632</b>	<b>41,318</b>
<b>EXPENSES</b>				
Employee costs	12,720	13,237	13,794	14,350
Materials, contracts & other expenses	16,289	16,460	17,219	17,715
Finance costs	582	615	636	784
Depreciation, amortisation & impairment	7,285	7,266	7,539	8,041
Net loss - joint ventures & associates				
<b>Total Expenses</b>	<b>36,877</b>	<b>37,578</b>	<b>39,187</b>	<b>40,89</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>180</b>	<b>343</b>	<b>445</b>	<b>429</b>
<i>Asset disposal &amp; fair value adjustments</i>	320	-	250	250
<i>Amounts received specifically for new or upgraded assets</i>	1,658	625	750	750
<i>Physical resources received free of charge</i>	-	-	-	-
<i>Operating result from discontinued operations</i>				
<b>NET SURPLUS / (DEFICIT)</b>				
<b>transferred to Equity Statement</b>	<b>2,158</b>	<b>968</b>	<b>1,445</b>	<b>1,429</b>