



City of  
Mount Gambier



# 2020/21 Annual Business Plan and Budget

Adopted 23 June 2020

# 2020/21 BUSINESS PLAN AND BUDGET

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# **2020/21 ANNUAL BUSINESS PLAN AND BUDGET**

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## **FROM THE MAYOR**

The 2020/21 Annual Business Plan and Budget (ABP&B) reflects the work of the Council in preparing for the 2020/2021 financial year. It is a statement of the City's intended program of work and outcomes for the upcoming financial year and has been developed with reference to the Draft 2020-2024 Strategic Plan, the Long Term Financial Plan and the Asset Management Plans.

The 2020/21 ABP&B outlines our objectives for the year, how they will be achieved and the methods used to monitor and measure performance. It also includes a summary of revenue and expenditure required to deliver the program, developed within the context of the Council's commitment to financial sustainability and longer term financial planning. It also describes the impact on rates and implications for ratepayers.

### **COVID-19. Our City. Our Response.**

As the impact of COVID-19 reverberates across the globe, the need to invest heavily in the social and economic wellbeing of our community is of utmost importance. In response, the City of Mount Gambier has developed a multipronged plan that focusses on our people, our economy and our recovery. We have restructured our budget and redirected resources to ensure we have the capacity to support our community through this period of uncertainty and lead towards a strong recovery.

Multiple projects and measures, including a rate freeze, fees and charges freeze and multi-million COVID-19 stimulus and recovery allocation have been included in the ABP&B, in additional operational and capital expenditure. The Council anticipates that other stimulus activities may present themselves in future, subject to the length and impact of the virus on our community. These will be addressed as part of the quarterly budget review process in 2020/21.

To ensure our priorities reflect the needs of our community, our short term financial planning and budgeting is undertaken with our long-term goals in mind.

Other key influences on the 2020/21 Annual Business Plan and Budget include:

- Continuing focus on achieving the vision expressed in the Draft 2020-2024 Strategic Plan and delivery of prioritised actions from a number of other key strategic documents;
- Major focus on economic development including tourism and employment opportunities;
- Continuing investment to promote Mount Gambier as a visitor destination, a regional retail and commercial hub as well as a quality destination to host major events and conferences;
- Continuing development of Council's Asset Management Plans;
- Commencement of works of \$26.8 million in 2020/21 on the Mount Gambier Community and Recreation Hub project with the support of grant funding from the Commonwealth and State Governments;
- Additional capital program of approximately \$10.7 million;
- Maintaining the wide range of community support programs and initiatives; and
- Retaining and developing Council's workforce to ensure capacity in service delivery.

The 2020/2021 ABP&B shows a budgeted net surplus of \$10.85 million. This includes budgeted amounts received for new assets of \$12.425 million related to State, Federal and additional funding for the construction of the Community and Recreation Hub. Excluding that income, consequential to the impact of the COVID-19 measures the 2020/21 ABP&B provides for an operating deficit as at 30 June 2021 of \$1.562 million. Where Council's Long Term Financial Plan outlines a 4.5% average rate increase being maintained for the 10 years, as part of its role in the local community, the Council has included a 0% increase to its contribution for rates increases in the 2020/21 ABP&B.

Following the community engagement process from mid-April to mid-May 2020 on the Draft Annual Business Plan and Budget, the Council formally considered all feedback prior to the adoption of this final document in June 2020.

Lynette MARTIN OAM  
**MAYOR**

## OUR CITY

The City of Mount Gambier has a population of 27,000+ citizens, is located equidistant (approx. 440 km) between the capital cities of Adelaide and Melbourne and is South Australia's second largest city. Mount Gambier is the regional centre for the Limestone Coast region of South Australia, the Western District of Victoria and is widely known as the home of Australia's softwood timber industry and the wine regions of Coonawarra and Padthaway. The City services the commercial, retail, health, social, tourism, sporting, arts and cultural needs of its 70,000+ regional population.

Mount Gambier has an estimated population of 27,275 persons (ABS ERP 2019), covers 3,388 hectares with a population density of 8.05 persons per hectare. The 2016 Census resident population (2016) was 26,276, living in 12,328 dwellings with an average household size of 2.3 persons. This represents an increase in population from 25,773 persons recorded in the 2011 Census.

The majority of the City of Mount Gambier residents are employed in the retail and services sectors including health care, financial and social assistance and the manufacturing sector. Further information on Mount Gambier's demographics is available at: <https://profile.id.com.au/mount-gambier/home>

With a diverse and stable economic base, the Mount Gambier region is one of the most significant contributors to the South Australian economy in both export, local income and tourism. Key industries that contribute to the City and regional economy are:

- Softwood timber industry;
- Visitor economy;
- Health services;
- Agribusiness; and
- Transport and logistics.

The City of Mount Gambier actively works to ensure a digitally connected community, aligned with Council's Digital Strategy. The partnership with Flinders University introducing the New Venture Institute (NVI) Business Incubator program to Mount Gambier in 2018 supports start-ups and accelerates growth for local and emerging businesses. This has been complemented by the roll out of the Gig-City project providing ultra high speed internet access for business.

A focus for growth is the visitor economy, a diverse and wide reaching sector that impacts broadly across service and product groups. The growth of this sector impacts on business opportunities from hospitality, to growing existing products and services and providing exciting new opportunities. This sector strongly links to the agribusiness sector, with farm experiences increasingly sought after by international visitors.

Transport and logistics are key employers in Mount Gambier. The City is one hour from Portland's major deep sea port and ensures that Mount Gambier remains a key transport hub. The transport sector remains strong, with growing demand particularly in the City's forestry sector.

## OVERVIEW

Our 2020/21 Annual Business Plan and Budget (ABP&B) is an important part of Council's suite of Strategic Management Plans and Integrated Planning and Budgeting Framework. It aligns with our:

- Draft 2020-2024 Strategic Plan and its strategies, initiatives and projects
- Long Term Financial Plan
- the Asset Management Plans

ensuring that we optimise the mix of services, programs, infrastructure and facilities for the benefit of our Community. The 2020/21 budget provides for:

- \$37.8 million in capital expenditure projects, \$11.0 million is drawn from the Council's detailed Asset Management Plans and \$26.8 million from the Community and Recreation Hub project co-funded with \$15 million from Commonwealth and \$10 million from State grant funding;
- \$1.593 million operating deficit as at 30 June 2021 before Community and Recreation Hub funding;
- \$10.819 million net surplus after funding for Community and Recreation Hub funding; and
- Overall rate revenue will be fixed at 2019/20 levels in line with Our City. Our Response COVID-19 strategy, with only the growth benefit inclusion to rates included.

Key initiatives for 2020/21 are detailed in the budget section of the Annual Business Plan. Rates income accounts for approximately 65% of the Council's operating income. As part of the Council's COVID-19 response, the Council's element of rates is frozen for 2020/21. The Council's standard rating policy structure for 2020/21 remains unchanged from previous year. It is comprised:

- A fixed charge - applicable to every rateable property that will raise approximately 45% of Council's overall general rate revenue; and
- Differential rates for different land use categories - percentage differentials remain the same as previous year.

Therefore, individual rate payers could see a difference in their rates due to overall different allocation of rates over the Council area and due to property valuation changes (i.e. the growth benefit as part of Council's rates), but Council wide the 2020/21 budget does not include a rate increase, other than where the Valuer General has made changes to the valuation of properties.

## BUDGET INFLUENCES

In developing the 2020/21 Annual Business Plan and Budget, Council identified pressures, challenges and potential impacts on the budget and performance.

### COVID-19. Our City. Our Response.

The City of Mount Gambier implemented the 'Our City. Our Response' COVID-19 program in March 2020 and continues to review its response to COVID-19 in an effort to protect the community and contain the spread of the virus.

Multiple projects and measures, including a rate freeze, a fees and charges freeze as well as a multi-million COVID-19 stimulus and recovery fund allocation in additional operational and capital expenditure, have been included in the ABP&B as presented here.

The Council anticipates that other stimulus activities may present themselves in future, subject to the length and impact of the virus on our community. These will be addressed as part of the quarterly budget review process in 2020/21.

### Other operating and economic Influences

The Council operates in a dynamic environment with pressures from economic, operating and political influences. The 2020/21 Annual Business Plan and Budget, among others, includes the following:

- Confirmed grant funding for the Mount Gambier Community and Recreation Hub, the 2020/21 financial year will see significant resources committed to the establishment of governance, financial and construction processes for the oversight and management of the project;
- New strategies aligned to Council's Draft 2020-2024 Strategic Plan;
- Increase in the Environmental Protection Authority's (EPA) Solid Waste Levy;

- Council’s focus on economic development and tourism opportunities; and
- Employee cost increases linked to Enterprise Bargaining Agreements.

## STRATEGIC DIRECTIONS

### The City Development Framework Project

The City Development Framework Project involved the establishment of overall strategies for development, incorporating economic, social, environment and community opportunities and aspirations centered on four interrelated themes:

<i>Our People</i>	<i>How do we ensure a highly skilled and educated population for the future challenges facing our community? A community reflecting good health, connectedness and wellbeing.</i>
<i>Our Location</i>	<i>How do we take advantage of our location and expand our potential as a regional hub? Building on our regional centre for the provision of services, shopping, tourism, cultural, sporting and recreation.</i>
<i>Our Diverse Economy</i>	<i>How do we build on and diversify our existing economy? We have existing high quality and skilled industry sectors including fabrication, manufacturing, forest products, agriculture, health and education. We also have emerging opportunities for digital technology and related industries.</i>
<i>Our Climate, Natural Resources and Heritage</i>	<i>How do we promote and preserve our climate, natural resources and environment? We have a temperate climate, the Crater Lakes Volcanic Complex incorporating the world renowned Blue Lake, a unique natural environment and enviable natural resources. We also have a remarkable wealth of Indigenous and European heritage.</i>

Outcomes from the City Development Framework Project were incorporated within the four Futures Papers which are a guide for the future direction and development of the City based upon the ideas and aspirations of the Community.

### Draft 2020-2024 Strategic Plan

The Strategic Plan represents Council’s vision, aspirations and priorities of the Community now and into the future. It describes Council’s values, how we work together and outlines the strategic initiatives to achieve ongoing sustainability and prosperity. The draft Strategic Plan was presented to Council on Tuesday 18 February 2020 and endorsed for presentation for public feedback.

The Strategic Plan together with the Futures Paper are Council’s key strategic guiding documents and are supported by its Long Term Financial Plan (LTFP), Infrastructure and Asset Management Plans (IAMPs) and the Annual Business Plan and Budget. This suite of Plans identify the direction, services, programs, infrastructure and facilities that Council wishes to provide for its Community, specifically for the next four years and into the future.

### Our vision

Within the Community Plan, Council describes its vision as:

***“An inclusive city where people lead fulfilling lives.”***

What makes Mount Gambier the thriving successful place that people are proud to call home is the richness and diversity of:

- Our People
- Our Location
- Our Economy
- Our Climate, Natural Resources, Art, Culture and Heritage.

These themes contribute towards the future growth, propensity and development of the City.

The Council strives to create vibrancy, promote our identity and build a reputation as a place to live, work, visit and invest in. To provide a future for our current and future generations we need more economic growth and employment as well as art, cultural, recreational and educational opportunities.

The vision is supported by the above mentioned four themes that identify what is important to the Community and how the community would like to see the City develop and grow. Working together both the Council and the community can collectively achieve these goals.

The Council's plans demonstrate that the role of local government has grown from its traditional base of roads, rates and rubbish with the scope of services now being considerably broader, more diverse including health, services for the aged, youth, support for sector and special interest groups within the Community and economic development and tourism.

### **Long Term Financial Plan**

The development of a Long Term Financial Plan (LTFP) is a requirement of Section 122 (1) of the Local Government Act 1999. The purpose is to translate the vision, objectives and strategies of the Strategic Plan (also known as Community Plan) into financial terms and to guide the direction of Council in a financially sustainable manner.

The Council's LTFP was adopted in March 2019 and is reviewed regularly (and at a minimum within two years of each Local Government Council election) and acts as a reference point in the formulation of future Annual Business Plans and Budgets.

The LTFP is driven by the Council's suite of Strategic Management Plans and includes the future estimated revenue and expenditure particularly focusing on the financing and scheduling of major projects, loan indebtedness, rating level, asset replacement/renewal and impact on operating expenditure.

The Council's LTFP assumes:

- Continuation of existing services and infrastructure at current service standards;
- No internal changes to services or investment in new or upgraded assets other than what is already resolved and planned; and
- Construction and operation of the Community and Recreational Hub.

The Council's financial projections over the long term planning horizon are not a prediction of financial position or performance, rather an indication of direction and financial capacity.

The LTFP tells us that the Council is meeting its financial obligations and targets over the term of the plan and has the financial capacity to continue to meet the service demands of the community, together with the flexibility to respond to changing circumstances.

The projections indicate that based on current assumptions, the Council is in a sound financial position with a favourable outlook over the term of the LTFP.

The Futures Paper, Community Plan, AMPs and LTFP are available from Council's website:

[www.mountgambier.sa.gov.au](http://www.mountgambier.sa.gov.au) .

### **Financial sustainability**

Financial sustainability in local government ensures that each generation pays their way rather than any one generation living off their assets and leaving the responsibility for infrastructure/asset renewal to future generations.

South Australian local government has developed a set of indicators to measure councils' Financial Sustainability. Financial Sustainability Indicators and their targets are used by the Council as a guide in the LTFP. The principal indicators are derived from the Council's Audited Financial Statements being:

- Operating surplus / (deficit);
- Net financial liabilities; and
- Asset renewal funding (or asset sustainability).

The following table presents a comparison of these key financial indicators, including the Council's budget targets, to maintain its financial performance.

Key financial indicators	2015	2016	2017	2018	2019	2020	2021
Operating surplus ratio (Target: 0% - 15% over 5 years)	(1%)	3%	6%	(3%)	1%	(0.8%)	(4.8%)
Net financial liabilities ratio (Target: Not to exceed 100%)	26%	25%	28%	45%	41%	34%	94%
Asset renewal funding ratio (Target: 90% - 100% over 3 years)	53%	57%	62%	74%	74%	86%	113%

The financial indicators represent the following:

- Operating surplus / (deficit) ratio - expresses the operating surplus (or deficit) as a percentage of general and other rates, net of rebates.
- Net financial liabilities ratio - indicates the extent to which net financial liabilities of the Council can be met by the Council's total operating revenue. Where the ratio is falling it indicates the Council's capacity to meet its financial obligations from operating revenues is strengthening. Where the ratio is increasing it indicates a greater amount of Council's operating revenue is required to service its financial obligations.
- Asset renewal funding ratio (or asset sustainability ratio) - indicates whether the Council is renewing or replacing existing physical assets at the rate at which they are wearing out. Councils with a high ratio are replacing and renewing capital assets at a rate comparable to depreciation/wear.

## SERVICES

All councils have mandatory responsibilities under the Local Government Act, the Development Act, the Public and Environmental Health Act and other relevant legislation for the provision of services. These include:

- Regulatory activities e.g. maintaining the voters roll, property ownership data and supporting the elected Council body;
- Setting rates, preparing an annual business plan, budget and determining longer-term strategic management plans;
- Management and maintenance of infrastructure including roads, footpaths, parks, public open spaces, street lighting and storm-water drainage;
- Street cleaning, rubbish collection and recycling;
- Development planning and control, including building safety assessment;
- Various environmental health services including food safety, public health;
- Protection of natural resources; and
- Inspectorial services (parking, animal control).

In response to community demands, the Council also provides discretionary services and programs including:

- Libraries and associated facilities and programs;
- The Main Corner Complex and room hire;
- Youth development and programs;
- Economic development;
- Environmental programs;
- Tourism and visitor services;
- Attracting major events to the City;
- Community events programs;
- Events, sponsorship and grants;
- Free public Wi-Fi;
- Public parks and gardens;
- Community programs;
- Sporting and recreational facilities;



- Lifelong learning;
- Community engagement and social inclusion;
- Cemeteries;
- Advocating on behalf of the community to Federal/State Governments; and
- Citizenship ceremonies.

In accordance with the LTFFP, Council's 2020/21 Annual Business Plan and Budget will provide for existing service levels to be maintained.

## **2020/21 ANNUAL BUSINESS PLAN AND BUDGET**

The 2020/21 Annual Business Plan and Budget proposes to spend a total of \$35.0 million operating expenditure, including depreciation of \$7.4 million and total capital expenditure of \$37.8 million on the delivery of services and programs, maintenance of assets and development of new or upgraded assets (including \$26.8 million towards the Community and Recreation Hub).

Budgeted operating expenditure is estimated to increase by 6.9% or \$2.264 million on the 2019/20 budget and in comparison, operating revenue is anticipated to increase by 3.2% or \$1.031 million.

The provision of services such as the library, parks and infrastructure maintenance, waste collection and disposal continue to be a significant component of the Council's budget. Appendix A provides a summary of the 2020/21 Annual Business Plan and Budget covering revenue and expenditure of an operating and capital nature under functional categories.

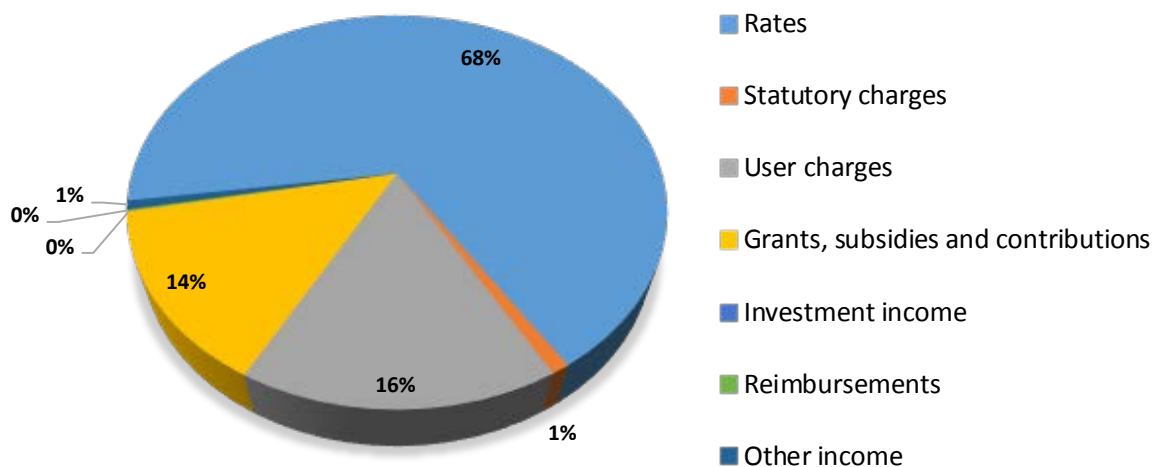
Appendices included in the Annual Business Plan and Budget are:

- 2020/21 Proforma Budgeted Financial Statements, and
- 2020/21 Summary budget by function.

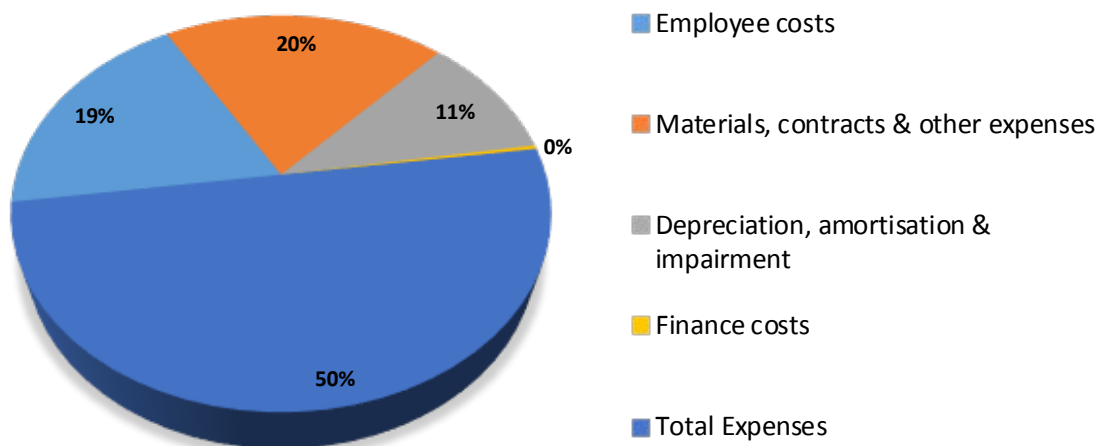
The 2020/21 Annual Business Plan and Budget is available to be downloaded from the Council's website at [www.mountgambier.sa.gov.au](http://www.mountgambier.sa.gov.au) or can be requested to be sent to you by contacting Council's Customer Service at 08 8721 2555 or [city@mountgambier.sa.gov.au](mailto:city@mountgambier.sa.gov.au).

The following graphs show Council's budgeted operating income and expenditure for 2020/21 as a percentage of total income and expenditure respectively:

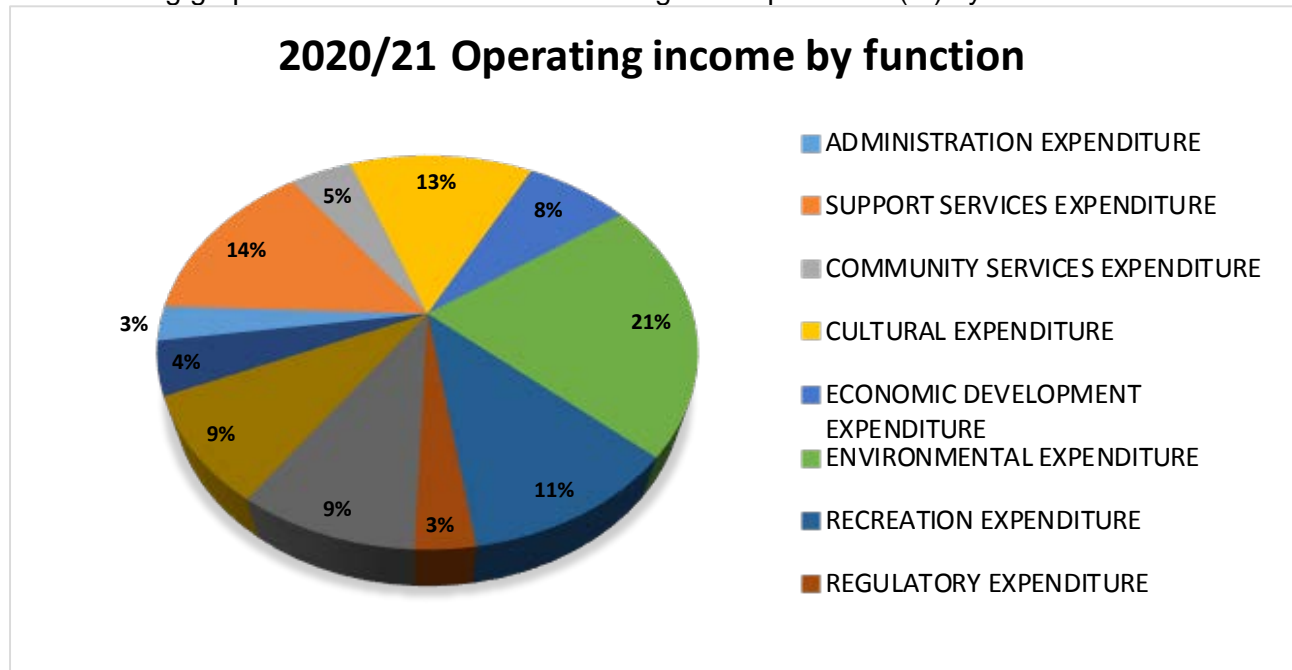
### 2020/21 Operating income



### 2020/21 Operating expenditure



The following graph shows Council's 2020/21 budgeted expenditure (%) by function:



## MEASURING PERFORMANCE

Measuring and monitoring our performance is fundamental to ensure our objectives are achieved and programs and services are delivered to our community.

The Council monitors financial performance through a range of financial reports including regular financial statements, quarterly comprehensive budget reviews, quarterly performance against the interim and final audits by the Council's appointed external auditors and the presentation of audited financial statements each year as required under the Local Government Act 1999. The financial reports also take into account the principles of financial sustainability adopted by the Council along with the three key financial sustainability indicators.

The Council's Annual Report also provides information on overall performance.

## RATING STRATEGY

In 2020/21 approximately 65% of the Council's operating revenue will come from rate revenue. As a result, the Council's rating policies and strategies are key components of our financial planning.

The 2020/21 Annual Business Plan and Budget includes a 0% rate increase in line with the Council's COVID-19 response, significantly lower than the 4.5% rate increase in the LTFP. External grant funding will be received during the build and commissioning of the Community and Recreation Hub project. To accommodate and manage the timing of grant income payments and project expenditure, the Council has modelled its Long Term Financial Plan to include drawing upon loan facilities through the Local Government Finance Authority.

The following increases in general rate revenue have been applied over recent years:

Year	Rate Increase	Growth Benefit	Total
2015/16	3.85%	0.65%	4.50%
2016/17	3.84%	0.66%	4.50%
2017/18	4.02%	0.48%	4.50%
2018/19	4.08%	0.42%	4.50%
2019/20	4.26%	0.24%	4.50%
2020/21	0.00%	1.74%	1.74%

Note: Growth is predominantly the result of new housing, property improvements and capital value revaluations as reported by the State Valuation Office.

### Valuation method

Capital Value is used as the basis for valuing land within the Council area in common with almost all other South Australian councils. This method values the land and all of the improvements on the land. This valuation method is considered the fairest and most efficient method of distributing the rate responsibility across all ratepayers because:

- It is the most appropriate measure of relative wealth in the community;
- As a measure of wealth, it most closely reflects the property owners' capacity to pay; and
- It equates with the taxation principle that people should contribute to community, social and physical infrastructure in accord with their capacity to pay as measured by property wealth.

Other valuation methods available are: site value (value of land only) and annual value (value of the rental potential of property).

### Capital valuation comparison

Year	Rateable land	Non-rateable land	Total
2015/16	3,251,510,225	205,393,515	3,456,903,740
2016/17	3,259,233,035	212,100,805	3,471,333,840
2017/18	3,329,622,852	217,152,488	3,546,775,340
2018/19	3,494,031,387	221,599,753	3,715,631,140
2019/20	3,593,454,480	223,783,100	3,817,237,580
2020/21	3,687,501,965	225,679,555	3,913,181,250

### General Rates

Section 147 of the Local Government Act 1999 provides the Council with the power to rate all land within the City of Mount Gambier, except for land specifically exempted, such as Crown Land.

## Fixed Charge

Council has determined that a component of the total rate will be a fixed charge on every rateable property. The fixed charge applies to all ratepayers and continues to raise slightly less than one half of total rate revenue (before rebates and remissions) required for the 2020/21 financial year.

The Council's reasons for including a fixed charge component are:

- To be able to deliver a range of services to the Community, Council must maintain a range of internal support, infrastructure and administrative services. No particular group of ratepayers benefit more than any other group of ratepayers by the provision of these services; and
- The Council considers it appropriate that all ratepayers contribute equally to the cost of administering Council's services and activities.

## Fixed charge comparison

Year	Fixed Charge	% of Total Rates
2015/16	\$585.80	45%
2016/17	\$606.90	45%
2017/18	\$630.30	45%
2018/19	\$655.20	45%
2019/20	\$682.70	45%
2020/21	\$682.70	45%

## Differential rates

In addition to a fixed charge, the Council will declare differential general rates in the dollar according to the use of the land, for rateable land within the Council area, as follows:

- category 1: (residential) use;
- categories 2, 3 and 4: (commercial shop, commercial office or commercial other) use;
- categories 5 and 6: (industrial light and industrial other) use;
- category 7: (primary land) use;
- category 8: (vacant land) use; and
- category 9: (other) use.

Every resident benefits in some part from the general amenity of the Council area. This amenity includes the local economy, general Council operations and the ability of every resident to use Council facilities and infrastructure including parks, gardens, libraries, etc.

The main reasons for providing differential rates are:

- Ability to pay;
- Potential income taxation deductions;
- Materially heavier/lighter use of services by ratepayers/employees/customers/suppliers; and
- Provide a disincentive to withholding land from development.

## Differential rate in dollar comparison

Year	Residential	Commercial	Industrial	Primary Production	Vacant Land	Other
2015/16	0.226310	0.611037	0.611037	0.226310	0.611037	0.226310
2016/17	0.236370	0.638199	0.638199	0.236370	0.638199	0.236370
2017/18	0.241940	0.653238	0.653238	0.241940	0.653238	0.241940
2018/19	0.240850	0.650295	0.650295	0.240850	0.650295	0.240850
2019/20	0.245125	0.661838	0.661838	0.245125	0.661838	0.245125
2020/21	0.245125	0.661838	0.661838	0.245125	0.661838	0.245125

Note: Rates in the dollar are expressed as a fraction of a cent in the dollar.

## Separate Rates

Mount Gambier is in the South East Natural Resources Management (NRM) Board area and is legally required under the Natural Resource Management Act 2004 to contribute to the funding of the operations of the Board. From 1 July 2020 the Landscape South Australia Act 2019 will replace the NRM Act 2004 and for budget purposes Council anticipates collecting the Landscape levy at similar levels as the NRM levy previously.

The Council collects revenue on behalf of the Board and does not retain any revenue collected nor does it determine how the revenue is spent.

### Regional Landscape (NRM) levy comparison

Year	Landscape (NRM) levy	Total NRM revenue
2015/16	\$ 42.00 (per assessment)	\$578,276
2016/17	Res/Vac/Other \$ 69.00 (per assessment) Commercial \$127.00 (per assessment) Industrial \$156.00 (per assessment) Primary Production \$290.00 (per assessment)	\$1,041,246
2017/18	Res/Vac/Other \$ 72.65 (per assessment) Commercial \$110.05 (per assessment) Industrial \$174.30 (per assessment) Primary Production \$323.00 (per assessment)	\$1,079,041
2018/19	Res/Vac/Other \$ 73.00 (per assessment) Commercial \$109.00 (per assessment) Industrial \$174.00 (per assessment) Primary Production \$335.00 (per assessment)	\$1,086,828
2019/20	Res/Vac/Other \$ 77.10 (per assessment) Commercial \$115.00 (per assessment) Industrial \$184.00 (per assessment) Primary Production \$337.00 (per assessment)	\$1,150,426
2020/21	Res/Vac/Other \$ 78.60 (per assessment) Commercial \$117.00 (per assessment) Industrial \$186.00 (per assessment) Primary Production \$343.00 (per assessment)	\$1,179,069

### Minimum Amount

The Council uses a Fixed Charge as part of its rating structure instead of a Minimum Rate amount.

## **RATE REBATE AND RATE RELIEF ASSISTANCE**

To address any potential inequities in how rates are levied across the Council area the following rate relief assistance options continue to be available:

### **Residential rate cap**

Where an owner/occupier/principal place of residence property with a Category 1 (Residential) Land Use experiences an increase greater than 15% in general rates (excluding any rebates/remissions) payable, the amount of the rate rebate is the amount of gross rates for the current year over and above the general rates imposed in the preceding financial year plus 15%. All calculations referenced herein are gross rates figures i.e. exclusive of any rebates/remissions.

The rebate will not apply where:

- (a) Any such increase is due in whole or part to an increase in valuation of the land in the Assessment because of improvements made to it work more than \$20,000; or
- (b) Any such increase is in whole or part because the zoning of land use category of the land has changed; or
- (c) Any such increase is due in full or part to the use of the land being different for rating purposes on the date the Council declared its general rates for the current financial year than on the date the Council declared its general rates for the preceding financial year; or
- (d) The ownership of the rateable property has changed since 1<sup>st</sup> July in the preceding financial year i.e. the residential property has changed ownership and the new owners have purchased the residential property at the new current market value; or
- (e) The subject property boundary(ies) have been altered in some way e.g. subdivision, boundary alignment etc. i.e. the subject property is not the exact same property, for valuation purposes, as assessed in the previous financial year; or
- (f) Other factors considered relevant by the Chief Executive Officer that do not warrant the granting of the discretionary rate rebate.

The rebate will only apply to:

- (a) A ratepayer in respect of their principal place of residence only, excluding second and subsequent properties and all other non-principal place of residence properties; and
- (b) The current financial year only then subject to an annual review.

### **Vacant land**

The vacant land rate in the dollar is usually higher than the residential rate in the dollar. For owners of vacant land who intend to develop that land, in the short term as their principal place of residence, may be entitled to a rebate on Council rates. Applications must be in writing with the maximum rate rebate calculated so that the rates payable are equivalent to the average residential land use.

### **Postponement of rates – Senior Citizens**

Any person holding a South Australian State Government issued State Seniors Card may make application to Council for a postponement of the prescribed proportion of rates for the current or future financial years. All applications for postponement will be considered in accordance with the relevant legislative provisions.

### **Hardship**

Any ratepayer experiencing difficulties in meeting rates payments or experiencing hardship will be able to access payment plans tailored to meet their particular circumstances. This approach has been widened as a result of the impact of COVID-19. All arrangements will be strictly confidential.

## **Mandatory and discretionary rate rebates**

The Local Government Act 1999 requires councils to rebate rates on some land uses (mandatory rebates) and the ability to grant discretionary rebates for land used for the purposes of community benefit provided the land meets certain legislative and Council Policy criteria.

The Council's Rate Rebate Policy (incorporating Rate Rebate Application) and the Schedule of Rate Rebates granted, is available for inspection at the Council Office or from the Council website [www.mountgambier.sa.gov.au](http://www.mountgambier.sa.gov.au).

## **COMMUNITY ENGAGEMENT AND BUDGET MEETINGS**

The 2020/21 Annual Business Plan and Budget is presented in the context of the Council's strategic directions as set out in the draft Strategic Plan 2020-2024. This Plan reflects the Council's continuing focus on ensuring that the physical infrastructure of the City is fit for purpose and maintained in a cost effective way. Through implementation of this year's Annual Business Plan and Budget, we aim to deliver to residents and ratepayers a well-managed, sustainable City environment for current as well as future generations.

The community engagement process provides members of the community with the opportunity to have input into the Annual Business Plan and Budget before the Budget and list of capital and operating projects are finalised and adopted by Council. It also enables comment on the potential distribution of rates across the City and any rate relief options the Council should consider or issues the Council should be aware of when modelling valuation data and determining the distribution of rates for the 2020/21 financial year.

Members of the Community were invited to take part in the community engagement process on the Draft 2020/21 Annual Business Plan and Budget.

Submissions including feedback on the draft 2020/21 Annual Business Plan and Budget were received and considered. Council considered the final 2020/21 Annual Business Plan and Budget at a Special Meeting on 23 June 2020.

## **APPENDIX A - 2020/21 PROFORMA BUDGETED FINANCIAL STATEMENTS**

Proforma Statement of Comprehensive Income  
Proforma Statement of Financial Position  
Proforma Statement of Changes in Equity  
Proforma Statement of Cash Flows  
Proforma Note: Uniform Presentation of Finances  
Proforma Note: Financial Indicators

## **APPENDIX B - 2020/21 SUMMARY BUDGET BY FUNCTION**



# **APPENDIX A**

## **2020/21 PROFORMA BUDGETED FINANCIAL STATEMENTS (AR20/37658)**

## City of Mount Gambier

### Proforma Statement of Comprehensive Income Budget FY2021, Budget Review 2 FY2020, Budget FY2020 and Actual FY2019

		FY 2021	FY BR2 2020	FY Budget 2020	2019 Actual
		\$'000	\$'000	\$'000	\$'000
<b>INCOME</b>					
Rates	2	22,809	22,157	22,435	21,433
Statutory charges	2	309	402	402	426
User charges	2	5,354	5,307	5,269	5,021
Grants, subsidies and contributions	2	4,680	4,181	3,909	4,435
Investment income	2	-	113	48	86
Reimbursements	2	52	105	101	19
Other income	2	241	463	249	417
<b>Total Income</b>		<b>33,445</b>	<b>32,727</b>	<b>32,414</b>	<b>31,837</b>
<b>EXPENSES</b>					
Employee costs	3	13,172	12,231	12,589	11,800
Materials, contracts & other expenses	3	14,254	12,915	12,709	11,972
Depreciation, amortisation & impairment	3	7,398	7,655	7,331	7,424
Finance costs	3	213	191	152	203
<b>Total Expenses</b>		<b>35,038</b>	<b>32,991</b>	<b>32,781</b>	<b>31,399</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>(1,593)</b>	<b>(264)</b>	<b>(367)</b>	<b>437</b>
Asset disposal & fair value adjustments	4	(13)	(115)	349	(595)
Amounts received for new or upgraded assets	2	12,425	223	175	105
Physical resources received free of charge	2	-	-	-	159
<b>NET SURPLUS / (DEFICIT)</b>		<b>10,819</b>	<b>(156)</b>	<b>157</b>	<b>107</b>
transferred to Equity Statement					
<b>Other Comprehensive Income</b>					
<i>Amounts which will not be reclassified subsequently to operating result</i>					
Changes in revaluation surplus - infrastructure, property, plant & equipment					56
Impairment (expense) / recoupments offset to asset revaluation reserve		-	(1,495)	-	-
<b>Total Other Comprehensive Income</b>		<b>-</b>	<b>(1,495)</b>	<b>-</b>	<b>56</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>10,819</b>	<b>(1,651)</b>	<b>157</b>	<b>163</b>

## City of Mount Gambier

### Proforma Statement of Financial Position Budget FY2021, Budget Review 2 FY2020, Budget FY2020 and Actual FY2019

	FY 2021	FY BR2 2020	FY Budget 2020	2019 Actual
	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	2,155	1,343	431	6,069
Trade & other receivables	1,861	1,861	1,524	1,849
Inventories	816	816	304	816
	<b>4,832</b>	<b>4,020</b>	<b>2,259</b>	<b>8,734</b>
<b>Non-current assets</b>				
Financial assets	-	-	-	18
Infrastructure, property, plant & equipment	277,807	247,915	252,201	244,752
<b>Total non-current assets</b>	<b>277,807</b>	<b>247,915</b>	<b>252,201</b>	<b>244,770</b>
<b>Total assets</b>	<b>282,639</b>	<b>251,935</b>	<b>254,460</b>	<b>253,503</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Trade & other payables	3,065	3,065	2,609	3,016
Borrowings	213	206	206	195
Provisions	2,457	2,407	2,332	2,338
<b>Total current liabilities</b>	<b>5,734</b>	<b>5,678</b>	<b>5,147</b>	<b>5,549</b>
<b>Non-current liabilities</b>				
Borrowings	21,952	2,171	2,170	2,377
Provisions	3,857	3,809	3,768	3,649
<b>Total non-current Liabilities</b>	<b>25,809</b>	<b>5,980</b>	<b>5,938</b>	<b>6,027</b>
<b>Total liabilities</b>	<b>31,543</b>	<b>11,658</b>	<b>11,085</b>	<b>11,576</b>
<b>NET ASSETS</b>	<b>251,096</b>	<b>240,277</b>	<b>243,375</b>	<b>241,927</b>
<b>EQUITY</b>				
Accumulated surplus	74,778	63,959	65,908	65,609
Asset revaluation reserves	175,458	175,458	176,619	175,458
Other reserves	860	860	848	860
<b>TOTAL EQUITY</b>	<b>251,096</b>	<b>240,277</b>	<b>243,375</b>	<b>241,927</b>

# City of Mount Gambier

## Proforma Statement of Changes in Equity Budget FY2021, Budget Review 2 FY2020 and Actual FY2019

	Accumulated surplus	Asset revaluation reserve	Other reserves	Total equity
	\$'000	\$'000	\$'000	\$'000
<b>2021</b>				
Balance at end of previous reporting period	63,959	175,458	860	240,277
Restated opening balance	63,959	175,458	860	240,277
<b>Net surplus / (deficit) for the year</b>	10,819	-	-	10,819
<b>Other Comprehensive Income</b>				
Transfers between reserves	-	-	-	-
<b>Balance at end of period</b>	<b>74,778</b>	<b>175,458</b>	<b>860</b>	<b>251,096</b>
<b>2020 (based on BR2)</b>				
	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period	65,609	175,458	860	241,927
Restated opening balance	65,609	175,458	860	241,927
<b>Net surplus / (deficit) for the year</b>	<b>(156)</b>	-	-	<b>(156)</b>
<b>Other Comprehensive Income</b>				
Impairment (expense) / recoupments offset to asse	<b>(1,495)</b>			<b>(1,495)</b>
Transfers between reserves	-	-	-	-
<b>Balance at end of period</b>	<b>63,959</b>	<b>175,458</b>	<b>860</b>	<b>240,277</b>
<b>2019</b>				
	\$'000	\$'000	\$'000	\$'000
Balance at end of previous reporting period	65,515	175,402	847	241,764
<b>Net surplus / (deficit) for the year</b>	<b>107</b>	-	-	<b>107</b>
<b>Other Comprehensive Income</b>				
Gain on revaluation of infrastructure, property, plant & equipment	-	56	-	56
Transfers between reserves	<b>(13)</b>	<b>(0)</b>	13	<b>0</b>
<b>Balance at end of period</b>	<b>65,609</b>	<b>175,458</b>	<b>860</b>	<b>241,927</b>

# City of Mount Gambier

## Proforma Statement of Cash Flows

Budget FY2021, Budget Review 2 FY2020, Budget FY2020 and Actual FY2019

	FY 2021	BR2 2020	FY Budget 2020	2019 Actual
	\$'000	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<u>Receipts</u>				
Rates - general & other	21,658	21,194	21,280	21,388
Fees & other charges	309	402	402	426
User charges	5,354	5,294	5,238	5,459
Investment receipts	-	113	-	86
Grants utilised for operating purposes	4,193	4,181	3,909	4,435
Reimbursements	52	105	101	21
Other revenues	241	463	187	446
<u>Payments</u>				
Employee costs	(12,736)	(11,886)	(13,013)	(11,629)
Materials, contracts & other expenses	(13,442)	(12,042)	(10,665)	(12,981)
Finance payments	(138)	(152)	(152)	(161)
<b>Net cash provided by (or used in) Operating Activities</b>	<b>5,491</b>	<b>7,672</b>	<b>7,287</b>	<b>7,490</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<u>Receipts</u>				
Amounts received for new or upgraded assets	12,912	223	175	105
Sale of replaced assets	506	379	349	359
Sale of surplus assets	-	-	-	-
Repayments of loans by community groups	-	-	18	17
<u>Payments</u>				
Expenditure on renewal/replacement of assets	(8,245)	(9,817)	(7,493)	(4,006)
Expenditure on new/upgraded assets	(29,639)	(2,989)	(2,953)	(2,265)
<b>Net cash provided by (or used in) Investing Activities</b>	<b>(24,466)</b>	<b>(12,204)</b>	<b>(9,904)</b>	<b>(5,790)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from borrowings	20,000	-	-	-
<u>Payments</u>				
Repayments of borrowings	(213)	(195)	(195)	(218)
<b>Net cash provided by (or used in) Financing Activities</b>	<b>19,787</b>	<b>(195)</b>	<b>(195)</b>	<b>(218)</b>
<b>Net increase / (decrease) in cash held</b>	<b>812</b>	<b>(4,726)</b>	<b>(2,812)</b>	<b>1,482</b>
Cash & cash equivalents at beginning of period	1,343	6,069	3,243	4,587
<b>Cash &amp; cash equivalents at end of period</b>	<b>2,155</b>	<b>1,343</b>	<b>431</b>	<b>6,069</b>

# City of Mount Gambier

## Proforma Notes

### Budget FY2021, Budget Review 2 FY2020, Budget FY2020 and Actual FY2019

#### Note 13 - Financial indicators

These financial indicators have been calculated in accordance with *Information Paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia. Detailed methods of calculation are set out in the SA Model Statements.

	FY 2021	FY BR2 2020	FY Budget 2020	2019 Actual
<b>Operating surplus ratio</b>				
<u>Operating surplus</u>				
Total operating revenue	(4.8%)	(0.8%)	(1.1%)	1.4%

*This ratio expresses the operating surplus as a percentage of total operating revenue.*

#### Net financial liabilities ratio

<u>Net financial liabilities</u>				
Total operating revenue	94%	36%	34%	11%

Net financial liabilities are defined as total liabilities less financial assets. These are expressed as a percentage of total operating revenue.

#### Adjustments to ratios

In recent years the Federal Government has made advance payments prior to 30th June from future year allocations of financial assistance grants, as explained in Note 1. The adjusted operating surplus ratio adjusts for the resulting distortion in the disclosed operating result for each year.

<b>Adjusted operating surplus ratio</b>	(5.1%)	(1.2%)	(1.5%)	(0.7%)
<b>Adjusted financial liabilities ratio</b>	94%	35%	34%	10%

#### Asset renewal funding ratio

<u>Net asset renewals</u>				
Asset Management Plan required expenditure	113%	135%	103%	68%

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets.

# City of Mount Gambier

## Proforma Notes

### Budget FY2021, Budget Review 2 FY2020, Budget FY2020 and Actual FY2019

#### Note 14 - Uniform presentation of finances

The following is a high level summary of both operating and capital investment activities of the Council prepared on a simplified Uniform Presentation Framework basis.

All Councils in South Australia have agreed to summarise annual budgets and long-term financial plans on the same basis.

The arrangements ensure that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

	FY 2021 \$'000	FY BR2 2020 \$'000	FY Budget 2020 \$'000	2019 Actual \$'000
Income	33,445	32,727	32,362	31,836
Expenses	<u>35,038</u>	<u>32,991</u>	<u>32,604</u>	<u>(31,399)</u>
<b>Operating surplus / (deficit)</b>	(1,593)	(264)	(242)	437
<b>Net outlays on existing assets</b>				
Capital expenditure on renewal and replacement of existing assets	8,245	9,817	7,493	5,346
Depreciation, amortisation and impairment	(7,398)	(7,655)	(7,331)	(7,424)
Proceeds from sale of replaced assets	<u>(506)</u>	<u>(379)</u>	<u>(349)</u>	<u>(359)</u>
	340	1,783	(187)	(2,437)
<b>Net outlays on new and upgraded assets</b>				
Capital expenditure on new and upgraded assets <i>(including investment property &amp; real estate developments)</i>	29,639	2,989	2,953	566
Amounts received specifically for new and upgraded assets	(12,912)	(223)	(175)	(105)
Proceeds from sale of surplus assets <i>(including investment property and real estate developments and non-current assets held for resale)</i>	-	-	-	359
	<u>16,727</u>	<u>2,766</u>	<u>2,778</u>	<u>820</u>
<b>Net lending / (borrowing) for financial year</b>	(18,660)	(4,813)	(2,833)	2,054

**APPENDIX B**

**2020/21 SUMMARY BUDGET BY FUNCTION  
(AR20/37660)**



SUMMARY BUDGET BY FUNCTION - 2020-21

MASTER NAME	INCLUSION	Budget 2021	BR2 2020	Budget 2020
	PL	- 10,819,162	1,650,508 -	156,896
	REVENUE	- 45,869,736 -	32,950,441 -	32,588,894
	ADMINISTRATION REVENUE	- -	15,440	-
Organisational	6002	- -	15,440	-
	COMMUNITY SERVICES REVENUE	- 737,918 -	721,548 -	714,650
Crime prevention	6100	- -	2,001 -	2,000
Health-pest control	6111	- -	574	-
Community health services	6115	- 660 -	650 -	650
Senior citizens	6121	- 123	-	-
Children and youth services	6125	- -	1,004 -	1,000
Other community support	6129	- 123	-	-
LAKE TERRACE CEMETERY	6132	- 16,512 -	16,319 -	10,000
CARINYA GARDENS CEMETERY	6133	- 720,500 -	701,000 -	701,000
	CULTURAL REVENUE	- 394,434 -	689,150 -	549,360
Public library	6200	- 233,000 -	308,643 -	220,000
Cultural venues - City Hall	6210	- 53,956 -	60,061 -	55,000
Cultural Venues Expenditure - Other	6215	- 118	-	-
Heritage	6220	- -	95,421 -	75,000
Riddoch Art Gallery and Main Corner Complex	6230	- 65,360 -	161,695 -	147,360
Cultural events	6240	- 42,000 -	63,330 -	52,000
	ECONOMIC DEVELOPMENT REVENUE	- 221,800 -	217,007 -	220,600
Community/Tourism events	6350	- -	30,550	-
Tourism - Mount Gambier Visitor Centre	6360	- 221,800 -	186,457 -	220,600
	ENVIRONMENTAL REVENUE	- 4,361,425 -	5,089,012 -	5,124,974
Waste management	6410	- 73,272 -	40,241 -	45,000
Garbage collection	6411	- 725,760	626,321	-
Greenwaste	6412	- 4 -	480,000 -	480,000
Kerbside recycling	6413	- 240,000 -	237,190 -	288,000
Re-Use Market	6414	- 72,000 -	41,485 -	48,000
Waste Transfer Centre	6415	- 222,800 -	98,693 -	192,000
E waste	6416	- 14,400 -	31,744 -	36,000
Caroline landfill	6418	- 4,552,237 -	3,804,000 -	2,844,000
Stormwater drainage	6420	- 4,880 -	16,495 -	30,000
Street cleaning	6430	- 92,400	81,272	-
Environmental sustainability	6460	- -	1,046,757 -	1,161,974
	RECREATION REVENUE	- 12,602,216 -	553,608 -	409,496
Parks/Gardens/Reserves	6500	- 3,924 -	165,049 -	18,000
Sports facilities-indoor	6520	- 800 -	3,695	-
Sports facilities-outdoor	6530	- 22,452 -	55,568 -	62,496
CaRH - Building project opex	6545	- 12,425,000 -	175,000 -	175,000
Other recreation	6560	- 13,000 -	14,656	-
Dog control	6600	- 137,040 -	139,640 -	154,000
	REGULATORY REVENUE	- 119,016 -	183,444 -	213,500
Building control	6620	- 50,008 -	61,296 -	75,000
City planning	6630	- 50,008 -	87,058 -	102,500
Health inspection	6660	- -	10,449 -	8,000
Parking control & footpath displays	6670	- 19,000 -	24,641 -	28,000
	TRANSPORT REVENUE	- 944,747 -	418,456 -	344,400
Roads sealed	6740	- 906,995 -	413,000 -	344,400
LGGC - roads components	6741	- 37,752	-	-
Traffic management	6780	- -	5,456	-
	UNCLASSIFIED ACTIVITIES REVENUE	- 26,505,460 -	25,070,760 -	24,969,914
Private works	6900	- 36,000 -	46,169 -	49,080
Sundry	6940	- 159,222 -	257,943 -	228,000
Finance charges	6960	- 26,300,858 -	24,766,648 -	24,692,834
LGGC - general purpose	6961	- 9,380	-	-
	SUPPORT SERVICES REVENUE	- 43,200 -	75,524 -	42,000
Finance	6011	- -	1,528	-
Rates administration	6016	- 43,200 -	38,122 -	42,000
Occupancy	6018	- -	33,930	-
Community development and engagement	6022	- -	5,000	-
	ENGINEERING/INDIRECT REVENUE	60,480	83,508	-
GM City infrastructure	6800	- -	93,508	-
Asset management	6810	- -	10,000	-
City Infrastructure - indirect	6830	60,480	-	-
	EXPENDITURE	35,050,574	34,600,949	32,431,998
	ADMINISTRATION EXPENDITURE	994,875	1,362,479	1,364,853
Elected members	6000	283,796	286,169	285,744
Organisational	6002	711,079	1,076,310	1,079,109
	SUPPORT SERVICES EXPENDITURE	5,015,661	4,322,795	4,184,055
GM CBS	6004	251,392	188,062	218,409
Executive administration	6005	389,579	177,212	198,589
Business & Strategic Planning	6006	146,339	80,548	124,850
Strategic finance and accountability	6010	348,710	379,253	401,397
Finance	6011	579,212	420,245	150,602
Payroll	6012	-	1,200	-

## SUMMARY BUDGET BY FUNCTION - 2020-21

MASTER NAME	INCLUSION	Budget 2021	BR2 2020	Budget 2020
Human resources	6013	267,674	236,171	242,059
Services	6014	674,994	567,325	532,789
Communication	6015	168,264	76,785	121,200
Rates administration	6016	353,877	328,858	361,078
Records Management	6017	-	14,316	-
Occupancy	6018	546,626	404,946	335,809
Customer service	6020	658,383	622,845	658,138
Other support services	6021	-	212,732	218,081
Community development and engagement	6022	298,297	292,273	269,366
Media and communications	6023	332,314	320,024	351,688
	COMMUNITY SERVICES EXPENDITURE	1,571,907	1,878,829	1,827,133
Crime prevention	6100	10,740	15,560	15,840
GM Community Wellbeing	6101	207,345	236,675	218,150
Other fire protection	6103	2,000	2,000	2,000
Other public order and safety	6104	1,020	1,020	1,020
Health-pest control	6111	-	90	-
Immunisation	6112	-	282	350
Community health services	6115	10,508	8,447	8,200
Senior citizens	6121	39,940	36,721	33,696
Children and youth services	6125	7,092	7,414	7,568
Community assistance	6126	130,400	182,571	155,400
Other community support	6129	122,824	112,767	110,988
Bus shelter	6131	5,004	9,746	3,168
LAKE TERRACE CEMETERY	6132	34,424	52,628	29,522
CARINYA GARDENS CEMETERY	6133	564,790	562,722	572,991
Public conveniences	6134	301,252	302,702	326,980
Carpark	6135	134,568	130,289	126,000
Other community amenities	6138	-	217,195	215,260
	CULTURAL EXPENDITURE	4,631,495	4,557,488	4,487,578
Public library	6200	2,115,522	2,258,840	2,277,833
Other library services	6202	17,000	21,437	17,000
Cultural venues - City Hall	6210	153,144	181,082	385,012
Cultural Venues Expenditure - Other	6215	238,760	212,864	-
Heritage	6220	548,722	554,920	538,116
Heritage restoration expenditure	6225	20,000	-	-
Riddoch Art Gallery and Main Corner Complex	6230	1,309,155	1,027,738	995,701
Cultural events	6240	202,324	268,792	245,856
Other cultural services	6250	26,868	31,815	28,060
	ECONOMIC DEVELOPMENT EXPENDITURE	2,615,245	2,469,143	2,582,819
GM City Growth	6300	131,766	184,741	213,333
Regional development	6320	297,916	376,101	433,700
Other economic development	6340	107,691	63,186	99,777
Community/Tourism events	6350	670,392	600,013	573,934
Tourism - Mount Gambier Visitor Centre	6360	979,798	924,065	914,807
Tourism general	6370	427,682	321,037	347,268
	ENVIRONMENTAL EXPENDITURE	7,506,225	7,870,845	7,927,680
Waste management	6410	46,664	38,521	31,432
Garbage collection	6411	823,832	716,500	796,991
Greenwaste	6412	284,600	315,496	316,124
Kerbside recycling	6413	891,500	973,600	974,369
Re-Use Market	6414	172,302	302,400	272,480
Waste Transfer Centre	6415	295,511	240,627	234,404
E waste	6416	18,000	21,252	24,000
Caroline landfill	6418	3,174,538	2,934,629	2,660,526
Orchard Road waste management plan	6419	48,024	33,422	33,800
Stormwater drainage	6420	175,892	214,160	165,056
Street cleaning	6430	374,500	282,367	253,224
Street lighting	6440	810,476	350,072	536,412
Streetscaping	6450	144,288	248,042	229,686
Environmental sustainability	6460	246,098	1,199,757	1,399,176
	RECREATION EXPENDITURE	3,897,978	4,483,890	3,949,726
Parks/Gardens/Reserves	6500	2,627,398	2,729,933	2,508,132
Sports facilities-indoor	6520	20,168	24,539	24,240
Sports facilities-outdoor	6530	684,804	809,083	659,924
CaRH - Building project opex	6545	-	72,321	-
Aquatic Centre	6550	-	398,661	355,907
Other recreation	6560	275,264	135,958	95,300
Dog control	6600	290,344	313,395	306,223
	REGULATORY EXPENDITURE	1,055,573	941,196	924,347
Building control	6620	301,408	304,383	306,817
City planning	6630	448,606	386,673	370,786
Health inspection	6660	293,029	237,147	232,204
Parking control & footpath displays	6670	12,530	12,993	14,540
	TRANSPORT EXPENDITURE	3,161,768	3,146,000	2,948,722
Footpaths kerbing	6730	1,211,152	1,231,603	1,114,772
Roads sealed	6740	1,881,032	1,829,852	1,758,650

## SUMMARY BUDGET BY FUNCTION - 2020-21

MASTER NAME	INCLUSION	Budget 2021	BR2 2020	Budget 2020
Traffic management	<b>6780</b>	<b>69,584</b>	<b>84,545</b>	<b>75,300</b>
	ENGINEERING/INDIRECT EXPENDITURE	3,070,155	3,211,532	1,878,273
GM City infrastructure	<b>6800</b>	<b>676,075</b>	<b>214,867</b>	<b>1,137,571</b>
Asset management	<b>6810</b>	<b>13,300</b>	<b>1,661,954</b>	<b>298,000</b>
City Infrastructure - AWU employees	<b>6820</b>	<b>3,660,499</b>	<b>883,957</b>	<b>1,458,629</b>
City Infrastructure - indirect	<b>6830</b>	<b>280,941</b>	<b>415,490</b>	<b>668,502</b>
Indirect expenditure - labour oncost	<b>6840</b>	-	-	<b>1,123,693</b>
Plant and machinery	<b>6850</b>	<b>1,508,200</b>	<b>1,591,230</b>	<b>1,382,264</b>
Plant and machinery - internal hire	<b>6860</b>	-	<b>1,555,966</b>	<b>1,347,000</b>
	UNCLASSIFIED ACTIVITIES EXPENDITURE	1,529,692	356,752	356,812
Private works	<b>6900</b>	<b>20,000</b>	<b>23,645</b>	<b>10,560</b>
Sundry	<b>6940</b>	<b>200,460</b>	<b>195,412</b>	<b>195,568</b>
Finance charges	<b>6960</b>	<b>1,309,232</b>	<b>137,695</b>	<b>150,684</b>
	<b>BS</b>	<b>37,796,592</b>	<b>4,075,085</b>	<b>5,294,245</b>
	<b>CAPITAL</b>	<b>37,796,592</b>	<b>11,475,657</b>	<b>12,694,817</b>
	ENGINEERING/INDIRECT CAPITAL	2,140,000	2,004,170	1,963,000
STAFF VEHICLES (PURCHASE)	7300	42,000	89,000	89,000
TRUCKS (PURCHASE)	7320	943,000	1,386,956	1,401,000
LOADERS (PURCHASE)	7370	500,000	170,000	170,000
TRACTORS (PURCHASE)	7390	84,000	-	-
SUNDRY PLANT (PURCHASE)	7400	185,000	264,214	217,000
MINOR PLANT (PURCHASE)	7450	36,000	62,000	62,000
WORKS DEPOT	7740	350,000	32,000	24,000
	SUPPORT SERVICES CAPITAL	470,000	134,290	410,123
OFFICE EQUIPMENT (PURCHASE)	7460	470,000	134,290	410,123
	CULTURAL CAPITAL	677,600	224,774	246,092
LIBRARY BOOKS/MATERIALS (PURCHASE)	7470	108,000	136,000	136,000
LIBRARY	7630	180,000	3,682	-
CULTURAL	7640	338,500	75,000	100,000
Heritage	7650	51,100	10,092	10,092
	ADMINISTRATION CAPITAL	50,000	107,400	107,400
ADMINISTRATION	7500	50,000	107,400	107,400
	COMMUNITY SERVICES CAPITAL	241,968	294,858	283,600
Other community support	7560	-	138,700	138,700
BUS SHELTERS	7570	45,368	36,482	30,600
CEMETERIES/CREMATORIA	7580	130,000	8,000	8,000
Public conveniences	7600	-	97,600	96,000
CARPARKS	7620	66,600	14,076	10,300
	ECONOMIC DEVELOPMENT CAPITAL	352,200	89,240	420,900
TOURISM	7660	352,200	89,240	420,900
	ENVIRONMENTAL CAPITAL	642,800	237,734	1,173,300
STREET TREE PROGRAM	7665	40,900	99,500	99,500
ENVIRONMENT	7668	150,000	-	100,000
Waste management	7670	277,500	71,534	824,800
STORMWATER/DRAINAGE CAPITAL EXPENDITUR	7800	174,400	66,700	149,000
	RECREATION CAPITAL	28,338,241	4,146,091	4,033,202
Parks/Gardens/Reserves	7680	1,555,600	1,258,319	1,156,420
Sports facilities-indoor	7690	-	10,000	37,486
Sports facilities-outdoor	7700	9,568	163,820	157,317
AQUATIC CENTRE (OUTDOOR)	7730	-	40,000	64,627
COMMUNITY & RECREATION HUB	7735	26,773,073	2,673,952	2,617,352
	TRANSPORT CAPITAL	4,883,783	4,237,100	4,057,200
FOOTPATHS CAPITAL EXPENDITURE	7830	1,222,788	617,700	617,700
ROADS SEALED CAPITAL EXPENDITURE	7900	3,660,995	3,619,400	3,439,500