

Gawler



Town of Gawler

Audit Committee Meeting Agenda

Tuesday 5 June 2018

ATTACHMENTS UNDER SEPARATE COVER

Item 7.1 – Strategic Risk Review and Risk Framework Update

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|--------------|-----------------------------------|
| ATTACHMENT 1 | Risk Matrix and Consequence Table |
| ATTACHMENT 2 | Strategic Risk Register |

Item 7.2– 2018/19 Draft Budget & Long Term Financial Plan Update (including public submissions)

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| ATTACHMENT 1 | Draft 2018/19 Budget - Statutory Financial Statements |
| ATTACHMENT 2 | Draft 2018/19 Budget – Capital Bids |
| ATTACHMENT 3 | Draft 2018/19 Budget – New Initiative Bids |
| ATTACHMENT 4 | Draft 2018/19 Budget – Recurrent Budget analysis (Rev.) |
| ATTACHMENT 5 | Draft 2018/19 Budget – Recurrent Budget analysis (Exp.) |
| ATTACHMENT 6 | Draft Long Term Financial Plan Update |
| ATTACHMENT 7 | Updates to draft 2018/19 Budget since 24 April 2018 Council meeting |
| ATTACHMENT 8 | Public Submissions received |

Item 7.5 – 2017/2018 Audit Committee Workplan Progress Report and Draft 2018/2019 Audit Committee Workplan

ATTACHMENT 1 2017/18 Audit Committee Workplan Update

ATTACHMENT 2 Draft 2018/2019 Audit Committee Workplan

Item 7.6 – Internal Controls Review Report 2017/2018

ATTACHMENT 1 Internal Controls Risk Assessment Report 2017/18

ATTACHMENT 2 Internal Controls Improvement Plan Report 2017/18

Item 7.7 – Policies Review

ATTACHMENT 1 Prudential Management Policy

ATTACHMENT 2 Treasury Management Policy

Item 7.1 – Strategic Risk Review and Risk Framework Update

ATTACHMENT 1 Risk Matrix and Consequence Table

ATTACHMENT 2 Strategic Risk Register

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	Severe	Severe
Possible	Low	Low	Medium	High	Severe
Unlikely	Low	Low	Low	Medium	High
Rare	Low	Low	Low	Medium	High

Qualitative Measures of Consequence						
RANK	People/Safety	Financial/Project	Service/Project Delivery	Natural Environment	Legal/Regulatory/Policy/ Contractual	Reputation
Insignificant	Minor injuries not requiring first aid treatment, or near miss No impact on wellbeing*. Minor local workforce disruption. Loss of continuity of staff knowledge.	Financial – Insignificant financial loss <\$5,000 impact on operating result and Project - up to 5% of original project budget	Insignificant interruption to a service – no impact to customers/business Project - Nil impact on achievement of key project objectives or project duration extended up to 10% of original project timeframe	Insignificant Instance of environmental damage. Can be reversed immediately	Insignificant noticeable statutory, regulatory, policy and Contractual requirements	If this risk was to eventuate there may be localised media coverage for 1-2 days, however, this is not picked up by state or national media
Minor	Minor Medical attention. Negligible impact on morale Minor temporary impact on wellbeing*. Local and temporary poor morale. Temporary loss of some staff of an individual Unit's workforce.	Financial – Minor financial loss >\$5,001 and <\$25,000 and Project - between 6-10% of original project budget	Minor interruption to a service with minimal impact to customers/business Project - Some impact on isolated key project objectives. Additional minor effect required to ensure all objectives are met. Project duration extended by 11-20% of original project timeframe	Minor impact to environment. Can be reversed in the short term	Minor/temporary non-compliance with statutory, regulatory, policy and Contractual requirements	If this risk was to eventuate there may be localised media coverage for a period up to a week, however, this is not picked up by the state or national media
Moderate	Moderate Injury - Injury requiring doctor, physio medical treatment. Moderate wellbeing* impact or a whole TOG worksite affected. Widespread morale issues. Temporary loss of staff across a number of Units.	Financial – Moderate financial loss >\$25,001 and <\$100,000 and Project - between 11-20% of original project budget	Moderate Interruption to service delivery. Customer impact up to 48 hrs. Partial BCP action may be needed Project - Impacts numerous key project objectives. Considerable effort required including some change in project scope to achieve required outcomes Project duration extended by 21-35% of original project timeframe	Moderate impact to environment. Localised damage that has potential to spread and reversed with intensive efforts	Short-term non-compliance with moderate statutory, regulatory, policy and contractual requirements	If this risk was to eventuate there would be state media coverage for a period of up to 1 week, national media coverage 1-3 days In addition to local media coverage
Major	Major Injury - Injury resulting in hospitalisation. Long term wellbeing* impact or more than one TOG worksite affected. Entrenched severe morale problems. Inability to recruit with necessary skills. High employee turnover.	Financial – Major financial loss >\$100,001 and <\$1,000,000 and Project - between 21-35% of original project budget	Major interruption to service delivery, Customer impact > 7 days. Component of BCP action may be needed. Project - Significant portion of key project objectives impacted. Major changes to project scope and work necessary to achieve required outcomes. Project duration extended by 36-50% of original project timeframe	Major loss of environmental amenity, Danger of continuing environmental damage.	Significant non-compliance with essential statutory, regulatory, policy and contractual requirements	If this risk was to eventuate there would be state and national media coverage for a period up to two weeks In addition to local media coverage
Extreme	Extreme Injury - Injuries resulting in single or multiple deaths. Wellbeing* of majority of workforce affected. Loss of a majority of the workforce. Inability to replace critical services.	Financial –extreme financial loss/exposure >\$1,000,001 and Project - between >35% of original project budget	Major interruption to delivery of all or most services for more than 14 days. Full BCP action required. Project - Failure of project to meet all required objectives. Project duration extended by >51% of original project timeframe	Major loss of environmental amenity – irrecoverable environmental damage	Long term or indefinite non-compliance with essential statutory, regulatory, policy and Contractual requirements and may result in criminal charges	If this risk was to eventuate there would be sustained (greater than two weeks) state and national media coverage In addition to local media coverage

*Wellbeing – defined here as physical, mental and spiritual health and wellbeing

Risk Register																								
Date of risk identification	Risk ID	Business Unit	Objective	Risk Type	Risk Category	Risk Description	Consequence Type(s)	Link to Strategic Goals	Risk Owner	Causes	Inherent Risk			Controls *			Residual Risk			Further treatment required	Control Owner	Recommendation	Link to corrective actions register	Comments
											Consequence	Likelihood	Inherent Risk Rating	Description	Design Effectiveness	Operating Effectiveness	Consequence	Likelihood	Residual Risk Rating					
03-Jan-18	SR1	F&CS	Council is financially sustainable	Strategic	Financial/ Infrastructure	1. Funds are inappropriately spent 2. Exceed Council's operating budget causing financial strain/compromised service delivery	Finance, Service Delivery, Reputation,	Goals1,2,5	MF&CS	1. Lack of formal monitoring of budgets 2. Disaster/Natural events 3. Inadequate valuation of assets or inaccurate depreciation 4. Downturn in economy 5. Changes to legislation/obligations imposed by other levels of government 6. Reduction in grant funding available 7. Inadequate planning for infrastructure repairs or upgrades 8. Changes in community expectations 9. Council business and services delivery doesn't support business needs and expectations 10. Inadequate revenue and a failure to maximise revenue from all sources 11. Rate Capping	Major	Likely	Severe	1. Annual review of Long Term Financial Plan 2. Monthly budget performance meetings 3. Quarterly Budget Reviews 4. Annual budget/business plans development framework 5. Monthly financial reporting to Council 6. Annual internal financial controls & risk assessment and review 7. Annual external audit programme	Adequate	Effective	Moderate	Unlikely	Low	None	Manager Finance & Corporate Services	None	None	None
03-Jan-18	SR2	IES	Disasters and major climatic events are mitigated as a consequence of having appropriate planning and process in place	Strategic	People (including WHS)	Inadequate preparation and response to a business continuity event	Finance, Service Delivery, Reputation, people, Environment	Goal 2,4,5	MIES	1. Lack of communication/training for relevant staff required to respond to business continuity event 2. Inadequate or lack of plans and processes to inform response strategies for various events when business continuity event occurs. 3. Emergency Management Leadership Team & their roles not established	Major	Unlikely	Medium	1. Business Continuity Emergency Management Plan (BCEMP) implement with relevant staff trained and tested annually 2. Gawler River Floodplain Management Authority 3. Barossa Zone Emergency Management Committee hazard identification with assurance of controls 4. I-Responda Framework/Training 5. Cyber security audits	Adequate	Effective	Moderate	Unlikely	Low	None	Manager Infrastructure and Engineering Services	None	None	None
04-Jan-18	SR3	BEC	Council is able to appropriately adapt to technological changes or respond timely to technology disruptions in order to maintain services	Strategic	IT	Lack of council's ability to adapt to different technology advances and inability to respond in a timely and appropriate manner to technological disruptions	Finance, Service Delivery, Reputation, people, Environment	Goal 2	MBEC	1. Lack of infrastructure and/or systems 2. Lack of skilled staff /customers 3. Lack of training and market awareness 4. Limited elected member buy-in 5. Inappropriate resourcing	Major	Likely	Severe	1. IT staff are upskilled appropriately as required to keep up to date with changing technology 2. Executives and Elected Members are provided awareness and education sessions to understand different technological trends and threats 3. There is an approved IT Strategy in place which is reviewed on a periodic basis according to changes in technology 4. Budget process in place that considers future technology needs 5. Service Level Agreements (SLA's) with Civica in place 6. Help Desk 'traffic' analysis 7. Disaster Recovery Plan in place	Adequate	Effective	Moderate	Unlikely	Low	None	Manager Business Enterprise and Community Services	None	None	None
05-Jan-18	SR4	CEO	Strategic objectives are not impacted by any change in any tier of government	Strategic	Financial/ Infrastructure	Change in elected members, State and Federal Government resulting in changes to Council's strategic objectives	Finance, Service Delivery, Reputation, people, Environment	Goals 1,2,3,4,5,	CEO	1. Lack of buy in from Elected Members 2. Tiers of Government have their own political agenda 3. Lack of understanding of community needs and what the objectives are trying to achieve 4. Changes to legislation	Moderate	Likely	High	1. Periodic review of performance of the Community plan 2. Long Term Financial Plan 3. Collaboration with State and Federal Government Agencies 4. Maintain membership with the LGA 5. Advocate with State and Federal MPs	Adequate	Effective	Moderate	Possible	Medium	None	CEO	None	None	None
12-Apr-18	SR5	IES	Maintain infrastructure & Assets within the community	Strategic	Financial/ Infrastructure	Inability to supply and maintain infrastructure and assets that support the existing population and cater for population growth creating social, economic and environmental issues (including donated assets through land development)	Finance, Service Delivery, Reputation, People, Environment	Goals2,3	MIES	1. Inadequate budget process to appropriately manage and maintain all council assets to service levels required and major unplanned works to service levels required. 2. Asset registers not accurately maintained. 3. Ongoing costs from land development (i.e. depreciation, open space and road maintenance) not forecast in Long Term Financial Plan 4. Strategic management approach to operational maintenance of new land development not understood. 5. Population growth occurring at a faster rate than forecasted/anticipated.	Major	Likely	Severe	1. 10 Year Infrastructure & Asset Management Plan updated annually 2. Individual Asset Management Plans - Transport Asset Management Plan - Storm Water Asset Management Plan - Building Asset Management Plan 3. Accurately forecasting land development growth to inform operational planning. 4. Insurance with LGRS 5. Undertake planned periodic condition assessments for assets	Adequate	Effective	Major	Unlikely	Medium	Yes	Manager Infrastructure and Engineering Services	1. Finalise workforce strategy for operational approach to growth management 2. Develop an Open Space Guideline Under take updates to AMP's in accordance with LG Act to ensure that LTFP projections remain relevant. 3. Develop a Landscape Irrigation Management Plan to determine appropriate existing reserve service levels	Draft, not approved	None

Risk Register																									
Date of risk identification	Risk ID	Business Unit	Objective	Risk Type	Risk Category	Risk Description	Consequence Type(s)	Link to Strategic Goals	Risk Owner	Causes	Inherent Risk			Controls *			Residual Risk			Further treatment required	Control Owner	Recommendation	Link to corrective actions register	Comments	
											Consequence	Likelihood	Inherent Risk Rating	Description	Design Effectiveness	Operating Effectiveness	Consequence	Likelihood	Residual Risk Rating						
06-Jan-18	SR6	CEO and F&CS	Council is compliant in its legislative obligations	Strategic	Legal and compliance	A major compliance breach occurs	Finance, Legal, Reputation	Goal 2,4,5	CEO and MF&CS	1. Lack of understanding by management of key legislative obligations 2. Changes in legislation not captured in operational processes 3. No process for monitoring and escalating legislative issues 4. Lack of the organisation's understanding and adherence to organisational policies/procedures 5. No process in place to monitor and report breaches of organisational policies/procedures	Major	Likely	Severe	1. Conducting internal/external external for review of areas where there maybe potential compliance breaches or areas of high risk (Finance/Governance/WHS) 2. Governance Team Conducting health checks 3. SAI Global Membership – notification of changes to Australian Standards 4. LGA Membership - weekly circular which includes changes to any legislation and actions needed by the Councils which are then assigned to the relevant council Officers 5. Delegations reviewed and updated	Adequate	Effective	Moderate	Possible	Medium	Yes	CEO/Manager Finance & Corporate Services	1. Build a legislative compliance framework with active monitoring and reporting 2. undertake priority audits based on risk hierarchy	Draft, not approved	None	
07-Jan-18	SR7	IES	All council projects are managed effectively	Strategic	Financial/ Infrastructure	Ineffective project management	Finance, legal, reputation, people	Goals 2,3,4	MIES	1. Lack of project management framework in place (lack of scope) 2. No culture of managing project risks upfront (reactive not proactive) 3. Lack of skills and capability 4. Lack of appropriate budget allocation	Major	Almost Certain	Severe	1. Regular reporting to Council on major infrastructure projects 2. Existing Management Plans to guide project delivery (i.e. WHS & IM, EMP, Access & Inclusion, Child Friendly, etc.) 3. Standardised quality assurance and risk methodology	Adequate	Effective	Major	Possible	High	Yes	Manager Infrastructure and Engineering Services	1. Project Governance Group to be established to oversee Project Delivery 2. Development of Project Management Framework / Standardised approach to project risk management / assessment	Draft, not approved	None	
09-Jan-18	SR8	CEO	There are health and safety processes in place and support provided to all workers and members of the public	Strategic	People (including WHS)	Failure to adequately protect the health and safety of workers or members of the public.	Finance, legal, reputation, people, service delivery	Goal 3,5	CEO	1. Lack of understanding of WHS legislative requirements 2. No WHS processes and procedures in place 3. Lack of risk culture	Major	Likely	Severe	1. WHS procedures are in place and appropriately monitored annually 2. All WHS emerging risks and issues are reported to the executive management team through WHS quarterly reports 3. Bi-annual audits against the performance standards for self-insurers (PSSI) 4. Dedicated WHS/Risk Management Officer to oversee the implementation of the WHS/RM Plan 5. Annual WHS/Risk Management Plan 6. Long term financial planning	Adequate	Effective	Moderate	Rare	Low	None	CEO	None	None	None	
12-Apr-18	SR9	CEO	Deliver Council's Strategic and Operational Outcomes	Strategic	Financial/ Infrastructure	Inability to meet strategic goals and deliver on community expectations	Finance, reputation, service delivery	Goals 1,2,3,4,5.	CEO	1. Failure to deliver what is expected by the local community due to a lack of alignment of strategic plans 2. Limited meaningful corporate performance indicators in place 3. Failure to monitor organisational performance against stakeholder expectations and to take action when necessary to correct it 4. Unforeseen failure of infrastructure 5. Inadequate capability and capacity (e.g. workforce plans, training and development, technology, systems etc.) 6. Failure to engage with all stakeholders in developing the Community Plan 7. Poor community engagement process/communication	Major	Likely	Severe	1. CEO Performance Review linking performance against KPIs to Community Plan outcomes 2. Community Plan - reviewed within 2 years of Local Government Election 3. Annual Reports on Implementation Strategic Planning and Accountability 4. Program Reviews 5. Performance and Development Review Staff (PDR's) 6. Budget/business plans are linked to Community Plan Goals	Adequate	Effective	Moderate	Unlikely	Low	None	CEO	None	None	None	None
16-Apr-18	SR10	DERS	Support and enhance our natural environment, while sustainably managing growth and natural resource use	Strategic	Natural Environment	Lack of systems to maintain or enhance the natural environment	Environmental, Reputation, Legal	Goal 4	DERS	1. Lack of Developed Policies/Procedures 2. Lack of Setting targets and integrating environmental performance and protection into council's decision making process 3. Lack of Monitoring and reporting on environmental performance 4. Lack of Financial resources	Major	Likely	Severe	1. Environmental Management Plan 2. Gawler Urban Rivers Master Plan 3. Gawler (CT) Development Plan 4. Tree Management Plan 5. Animal Management Plan 6. NAWMA Service Agreement with identified targets to achieve	Adequate	Effective	Moderate	Possible	Medium	Yes	Manager Infrastructure and Engineering Services and Manager Development, Environment and Regulatory Services	1. Finalise Bio Diversity Plan 2. Develop Storm Water Management Plan 3. Finalise Walking and Cycling Plan 4. Finalise Open Space Guidelines	Draft, not approved	None	

Item 7.2– 2018/19 Draft Budget & Long Term Financial Plan Update (including public submissions)

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|--------------|---|
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**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
STATEMENT OF COMPREHENSIVE INCOME
for the year ending 30 June 2019**

2017/2018 Adopted Budget	2017/2018 Forecast		2018/2019 Budget
\$'000	\$'000		\$'000
INCOME			
21,595	21,622	Rates	22,471
725	720	Statutory charges	714
1,623	1,539	User charges	1,623
2,767	3,667	Grants, subsidies and contributions	2,745
37	37	Investment income	29
478	341	Reimbursements	253
26	51	Other income	12
75	0	Net gain - Joint ventures & associates	1
27,326	27,977	Total Income	27,848
EXPENSES			
10,166	9,599	Employee costs	10,810
11,609	11,779	Materials, contracts & other expenses	11,697
786	764	Finance costs	887
4,843	4,843	Depreciation, amortisation & impairment	5,159
0	65	Net loss - Joint ventures & associates	39
27,404	27,050	Total Expenses	28,592
(78)	927	OPERATING SURPLUS / (DEFICIT)	(744)
OTHER COMPREHENSIVE INCOME			
0	0	Asset disposal & fair value adjustments	(28)
6,646	3,529	Amounts specifically for new or upgraded assets	6,777
5,000	3,200	Physical resources received free of charge	5,000
11,568	7,656	NET SURPLUS / (DEFICIT) TRANSFERRED TO EQUITY STATEMENT	11,005
		Other Comprehensive Income	
11,568	7,656	TOTAL COMPREHENSIVE INCOME	11,005

681	865	<i>Adjusted Operating Result with distortion from advance Federal Government grant payments removed - Surplus / (Deficit)</i>	77
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**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
BUDGETED BALANCE SHEET
for the year ending 30 June 2019**

2017/2018 \$'000 Adopted Budget	2017/2018 \$'000 Forecast	ASSETS	2018/2019 \$'000 Budget
		Current Assets	
110	110	Cash and cash equivalents	110
1,175	1,296	Trade & Other Receivables	1,346
17	12	Inventories	12
<u>1,302</u>	<u>1,418</u>	Total Current Assets	<u>1,468</u>
		Non-current Assets	
148	163	Financial Assets	233
3,687	3,492	Equity accounted investments in Council	3,493
247,830	216,346	Infrastructure, Property, Plant & Equipment	243,428
	14,833	Work-in-Progress	1,777
<u>251,665</u>	<u>234,834</u>	Total Non-current Assets	<u>248,931</u>
<u>252,967</u>	<u>236,252</u>	TOTAL ASSETS	<u>250,399</u>
		LIABILITIES	
		Current Liabilities	
3,912	6,268	Trade & Other Payables	4,096
851	851	Borrowings	909
2,471	2,501	Provisions	2,501
<u>7,234</u>	<u>9,620</u>	Total Current Liabilities	<u>7,506</u>
		Non-current Liabilities	
16,621	12,559	Borrowings	17,576
143	298	Provisions	498
88	0	Liability - Equity accounted Council	39
<u>16,852</u>	<u>12,857</u>	Total Non-current Liabilities	<u>18,113</u>
<u>24,086</u>	<u>22,477</u>	TOTAL LIABILITIES	<u>25,619</u>
<u>228,881</u>	<u>213,775</u>	NET ASSETS	<u>224,780</u>
		EQUITY	
67,062	62,446	Accumulated Surplus	72,945
159,877	149,313	Asset Revaluation Reserve	149,313
1,942	2,016	Other Reserves	2,522
<u>228,881</u>	<u>213,775</u>	TOTAL EQUITY	<u>224,780</u>

**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
BUDGETED STATEMENT OF CHANGES IN EQUITY
for the year ending 30 June 2019**

2017/2018 Adopted Budget	2017/2018 Forecast		2018/2019 Budget
\$'000	\$'000		\$'000
		ACCUMULATED SURPLUS	
55,715	55,082	Balance at end of previous reporting period	62,446
11,568	7,656	Net Result for Year	11,005
(556)	(573)	Transfers to Other Reserves	(619)
335	281	Transfers from Other Reserves	113
<u>67,062</u>	<u>62,446</u>	Balance at end of period	<u>72,945</u>
		ASSET REVALUATION RESERVE	
159,877	149,313	Balance at end of previous reporting period	149,313
<u>159,877</u>	<u>149,313</u>	Balance at end of period	<u>149,313</u>
		OTHER RESERVES	
1,721	1,724	Balance at end of previous reporting period	2,016
556	573	Transfers from Accumulated Surplus	619
(335)	(281)	Transfers to Accumulated Surplus	(113)
<u>1,942</u>	<u>2,016</u>	Balance at end of period	<u>2,522</u>
<u>228,881</u>	<u>213,775</u>	TOTAL EQUITY AT END OF REPORTING PERIOD	<u>224,780</u>

**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
BUDGETED CASH FLOW STATEMENT
for the year ending 30 June 2019**

**2018/2019
Budget**

**2017/2018
Adopted
Budget
\$(000's)**

**2017/2018
Forecast
\$(000's)**

\$(000's)

CASH FLOW FROM OPERATING ACTIVITIES

Receipts

27,126	27,890	Operating receipts	27,768
37	37	Investment receipts	29

Payments

(21,480)	(20,883)	Operating payments to suppliers and employees	(21,931)
(786)	(764)	Finance payments	(887)

4,897	6,280	Net Cash provided by (or used in) Operating Activities	4,979
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CASH FLOW FROM INVESTING ACTIVITIES

Receipts

6,046	5,975	Amounts specifically for new or upgraded assets	4,229
36	36	Sale of replaced assets	125
2,000	64	Sale of surplus assets	2,436
16	16	Repayments of loans by community groups	50

Payments

(2,528)	(2,933)	Expenditure on renewal/replacement of assets	(3,985)
(15,934)	(10,784)	Expenditure on new/upgraded assets	(12,789)
		Loans made to Community groups	(120)

(10,364)	(7,626)	Net Cash provided by (or used in) Investing Activities	(10,054)
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CASH FLOWS FROM FINANCING ACTIVITIES

Receipts

6,281	2,160	Proceeds from Borrowings	5,926
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Payments

(814)	(814)	Repayment of Borrowings	(851)
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5,467	1,346	Net Cash provided by (or used in) Financing Activities	5,075
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0	0	NET INCREASE/(DECREASE) IN CASH HELD	0
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110	110	CASH & CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD	110
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110	110	CASH & CASH EQUIVALENTS AT END OF REPORTING PERIOD	110
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**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
BUDGETED UNIFORM PRESENTATION OF FINANCES
for the year ending 30 June 2019**

2017/2018 Adopted Budget	2017/2018 Forecast		2018/2019 Budget
\$'000			\$'000
27,326	27,977	Income	27,848
(27,404)	(27,050)	less Expenses	(28,592)
<u>(78)</u>	<u>927</u>	Operating Surplus / (Deficit)	<u>(744)</u>
less Net Outlays on Existing Assets			
(2,528)	(2,933)	Capital Expenditure on renewal and replacement of Existing Assets	(3,985)
4,843	4,843	less Depreciation, Amortisation and Impairment	5,159
<u>36</u>	<u>36</u>	less Proceeds from Sale of Replaced Assets	<u>125</u>
2,351	1,946		1,299
less Net Outlays on New and Upgraded Assets			
(15,934)	(10,784)	Capital Expenditure on New and Upgraded Assets	(12,789)
6,646	3,529	less Amounts received specifically for New and Upgraded Assets	6,777
<u>2,000</u>	<u>64</u>	less Proceeds from Sale of Surplus Assets	<u>2,436</u>
(7,288)	(7,191)		(3,576)
<u>(5,015)</u>	<u>(4,318)</u>	Net Lending / (Borrowing) for Financial Year	<u>(3,021)</u>

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

**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
FINANCIAL INDICATORS**

	2017/2018 Adopted Budget	2017/2018 Forecast	2018/2019 Budget	Policy Target result
	\$'000	\$'000	\$'000	\$'000
Operating Result - Surplus/(Deficit)	-78	927	-744	>0
<i>Being the operating surplus (deficit) before capital amounts .</i>				
Operating Ratio				
<u>Operating Surplus</u>	-0.3%	3.3%	-2.7%	0-10%
Total Operating Revenue				
<i>This ratio expresses the operating surplus as a percentage of total Operating revenue.</i>				
Adjusted Operating Surplus Ratio				
<u>Adjusted Operating Surplus</u>	2.4%	2.8%	0.5%	0-10%
Total Operating Revenue				
<i>The Federal Government made an advance grant payment of \$759k for 2017/18 in the 2016/17 financial year. The 2018 Federal Budget, announced on 8 May 2018, indicated that a 50% advance payment of the 2018/19 grant would be received in June 2018. This has been estimated at \$900k. The Adjusted Operating Surplus Ratio adjusts for the resulting distortion in the operating result for each year.</i>				
Net Financial Liabilities Ratio				
<u>Net Financial Liabilities</u>	83%	75%	86%	0-100%
Total Operating Revenue				
Asset Sustainability Ratio				
<u>Net Asset Renewals</u>	103%	119%	97%	90-100%
Infrastructure & Asset Management Plan required expenditure				
<i>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.</i>				

**TOWN OF GAWLER
DRAFT 2018/2019 BUDGET
BUDGETED MOVEMENT IN EQUITY RESERVES
for the year ending 30 June 2019**

	Forecast Balance 1/7/18 \$'000	2018/2019 Transfers to Reserve \$'000	2018/2019 Transfers from Reserve \$'000	Projected Closing Balance 30/6/19 \$'000	Note
Asset Revaluation Reserve	149,313			149,313	
Other Reserves:					
Carparking	439	5		444	1
Open Space	-	50	(50)	-	2
Stormwater Drainage	-	25	(25)	-	3
Property	1,093	16	(20)	1,089	4
Discretionary Rate Rebates Withheld	4			4	
Willaston Cemetery Reserve	1	18	(18)	1	5
Urban Tree Fund	3			3	
Gawler East Development	396	505		901	6
Historic Walls Scheme	63			63	7
Total Other Reserves	1,999	619	(113)	2,505	

Notes:

1. Transfer to Reserve represents estimated value of internal interest on Fund balance
2. Transfer to Reserve represents estimated Developer contributions to be received; Transfer from Reserve to part-fund Open Space capital works
3. Transfer to Reserve represents estimated Developer contributions to be received; Transfer from Reserve to part-fund Stormwater capital works
4. Transfer to Reserve represents estimated value of internal interest on Fund balance; Transfer from Reserve to fund finalisation of Karbeethan Reserve Master Plan
5. Transfer to Reserve represents estimated operating surplus for Cemetery; Transfer from Reserve to part-fund staged implementation of Willaston Cemetery Action Plan
6. Transfer to Reserve represents estimated developer contributions received towards Gawler East Link Road construction, and Community infrastructure and traffic interventions to be constructed within the Gawler East development zones.
7. Balance of Reserve relates to accrued unspent funds for Historic Walls Scheme. Council allocation of \$25k per year for 10 years within recurrent budget. Any unspent funds of the annual recurrent allocation are transferred to this Reserve.

Town of Gawler
Capital Expenditure Budget Bids 2018/19

Project ID	Project/Activity Title	Description/Scope	Goal	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0152/1	Rehabilitate the Historic Gawler Mill Inn Bridge (Stage 2 of 2). <i>Completion of project from 2017/18</i>	Structural remediation of the Gawler Mill Bridge	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 1,100,785		\$ 660,000		\$ 440,785				
Total	Bridges					\$ 1,100,785	\$ -	\$ 660,000	\$ -	\$ 440,785	\$ -	\$ -	\$ -	\$ -
P0092/2	Implement Willaston Cemetery Action Plan (Stage 4 of 5)	Implement Willaston Cemetery Action Plan (Stage 4 of 5)	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 130,000	\$ -	\$ -	\$ 18,000	\$ 112,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
P0421/1	Community Buildings Solar Initiative	Supply and installation of a 100kw PV Solar Panel System to the Gawler Administration Centre. Payback period estimated to be 4-5 years.	4 To Respect and Nurture the Environment	Capital (New/Upgraded)	2017:10: 372	\$ 130,000	\$ -	\$ -	\$ -	\$ 130,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
P0460/1	Building Condition Audit Implementation - Priority Items	Allocation to address priority items (safety, risk or structural issues at Council buildings) identified by the Building Condition Audit.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 60,000				\$ 60,000	\$ -	\$ 135,000		
P0484/1	Depot Storage Shed Renewal	Replacement of the existing Depot storage shed due to major WHS non-compliance (structural failure, inoperable roller doors - all currently tagged out and not in use). Storage required for functionality of Depot operations.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 80,000				\$ 80,000	\$ 1,000			
Total	Buildings and Property					\$ 400,000	\$ -	\$ -	\$ 18,000	\$ 382,000	\$ 11,000	\$ 245,000	\$ 110,000	\$ 110,000
P0115/2	Gawler Civic Centre Redevelopment (includes estimated unspent project funds to 30/6/18 b'fwd)	Complete redevelopment of Gawler Civic Centre plus allowance for post occupation expenses as required by staff/public once the building is operational.	1 A Uniquely Identifiable Township	Capital (New/Upgraded)		\$ 6,379,226	\$ 1,700,000	\$ 2,227,278	\$ -	\$ 2,451,948	\$ -			
P0444/1	Gawler Civic Centre Art	Finalisation of project commenced in 2017/18. Development and installation of iconic Aboriginal art for Council Chambers within the Gawler Civic Centre	5 A Strong Vibrant Community	Capital (New/Upgraded)		\$ 15,000				\$ 15,000	\$ -			
Total	Civic Centre					\$ 6,394,226	\$ 1,700,000	\$ 2,227,278	\$ -	\$ 2,466,948	\$ -	\$ -	\$ -	\$ -
P0443/1	Community Art in the Gawler Administration Centre	Purchase and installation of hanging system and additional lighting to enable display of community art within the Gawler Administration Centre at a quality standard.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 7,500				\$ 7,500	\$ -			
P0455/1	Replacement of Dishwasher - Elderly Centre	Replacement of Industrial Dishwasher at Gawler Elderly Centre	3 A Healthy, Active, Safe, Engaged Community	Capital (Renew/Replace)	2017:12: 485	\$ 10,000				\$ 10,000	\$ -			
Total	Community Services					\$ 17,500	\$ -	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ -	\$ -
P0491/1	Service Locator for Town Services staff	Purchase of a services locator for Town Services staff to utilise on roadways projects. This will reduce the risk of hitting underground services prior to excavation activities thereby resulting in efficiencies & savings.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 10,000				\$ 10,000	\$ -			
P0039/3	Replace Major Plant Program	Civil Operations small tipper truck \$95k; Arboriculture Operations Truck \$165k; Arboriculture Operations chipper \$93k; Total: \$353k	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 353,000	\$ 50,000	\$ -	\$ -	\$ 303,000	\$ -	\$ 320,000	\$ 134,000	\$ 293,000
P0110/2	Replace Light Fleet Program	Light Fleet Renewal Program 18/19: Regulatory Services \$105k (1 x Team Leader unit 389, 2 x Ranger units 377,376), Asset Delivery \$35k (1 x Project Manager unit 390), IES \$45k (1 x Manager unit 388).	5 A Strong Vibrant Community	Capital (Renew/Replace)		\$ 185,000	\$ 75,000	\$ -	\$ -	\$ 110,000	\$ -	\$ 213,000	\$ 104,000	\$ 140,000
Total	Fleet and Equipment					\$ 548,000	\$ 125,000	\$ -	\$ -	\$ 423,000	\$ -	\$ 533,000	\$ 238,000	\$ 433,000
P0086/2	Improve Accessibility to Community Infrastructure Program	Continuation of this annual program with the installation of pram ramps to DDA compliant standards at various locations around the Town of Gawler to improve accessibility.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 28,000	\$ -	\$ -	\$ -	\$ 28,000	\$ -			
P0441/1	Renew Footpaths Program	In accordance with the Transport Assets Condition Audit, replacement of 1.5m wide footpaths in local roads and shared paths for walking and cycling. Scope: 14th Street (12th St to 16th St)(L) and (16th St to Whitaker St)(L) and (Whitaker St to Lawrence Ave)(L); Calton Road (Murray St to High St)(L); Adelaide Road (7th St to 6th St)(L).	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 7,000	\$ 271,000	\$ 293,000	\$ 372,000
P0442/1	New Footpaths Program	Installation of new footpaths into existing local streets where there is currently no footpath present to improve connectivity between streets, to schools, shopping precincts and other key destinations. Refer to list attached.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	\$ 7,000	\$ -	\$ 350,000	\$ 350,000
P0492/1	Jack Bobridge Linkage to Stuart O'Grady Bike Track Project	Design and installation of walking and cycling facilities to connect the Jack Bobridge bike track to the Stuart O'Grady bike track including shared use paths and associated street furniture. This project is dependent on a successful Building Better Regions Grant funding with design expected to be undertaken in 18/19 & construction commencing in 19/20.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 80,000				\$ 80,000	\$ -	\$ 740,000		
P0533/1	Murray Street footpath resurfacing of paving - pilot program	Murray Street paving seal installed 8-10 years ago failing, requires reapplication and removal of trip hazards due to movement.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000

**Town of Gawler
Capital Expenditure Budget Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
Total	Footpaths					\$ 568,000	\$ -	\$ -	\$ -	\$ 568,000	\$ 14,000	\$ 1,041,000	\$ 673,000	\$ 752,000
P0398/1	Construct New Kerb and Gutter: Main North Road from Ames Dr to Sheriff St E'side (Stage 2)	Construct New Kerb and Gutter: Main North Road from Ames Dr to Sheriff St E'side	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 100,000				\$ 100,000	\$ 2,000			
P0047/3	Renew Kerb and Gutter Program	Renew kerb and gutter to the following streets: Refer to attached list.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 260,000	\$ 260,000	\$ 270,000
Total	Kerb and Gutter					\$ 180,000	\$ -	\$ -	\$ -	\$ 180,000	\$ 2,000	\$ 260,000	\$ 260,000	\$ 270,000
P0420/1	Compliance upgrade of Tiered Seating at Gawler Oval	Replace existing handrail with tubular fencing to reduce fall risk. WHS required action based on investigation. Installation of DDA compliant seating areas. Project aligns with Fund My Neighbourhood Shade Structure area.		Capital (New/Upgraded)		\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ 1,000			
P0422/1	Pioneer Park War Memorial (includes \$45k deferred from 2017/18)	War Memorial installation.	1 A Uniquely Identifiable Township	Capital (New/Upgraded)	2017:11: 404	\$ 92,500				\$ 92,500	\$ -			
P0439/1	All Wars Memorial Project Integration Landscape	Project integration costs following installation of the All Wars Memorial - subject to "Saluting Their Service" grant application	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 7,000	\$ -	\$ 4,000	\$ -	\$ 3,000	\$ -			
P0495/1	Rehabilitate Gawler Urban Rivers Biodiversity	Continuation of the Gawler Urban Rivers Biodiversity project for another 3 years, which extends the previous 5 years work already completed in the river corridors. This is a 50/50 jointly funded project with the NRM to improve biodiversity, remove pest weeds / cane and revegetate the natural river environment. Council staff are currently awaiting confirmation from the NRM of their commitment to this project, expected to be confirmed by February 2018.	4 To Respect and Nurture the Environment	Capital (New/Upgraded)		\$ 100,000	\$ 50,000		\$ 50,000	\$ 1,500	\$ 100,000	\$ 100,000		
P0117/2	Renew Fencing and Bollards Program	Renew Fencing and Bollards Program 18/19	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 60,000	\$ 30,000	\$ -
P0118/2	Replace Irrigation Systems Program	SPORTSFIELDS: Design: Karbeethan Reserve 1-5 \$15k. PARKS: Implementation: 2 x parks \$40k - locations TBA; Design: 2 x parks \$10k. TOTAL: \$65k - having regard to Masterplan process.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 65,000	\$ -	\$ -	\$ 50,000	\$ 15,000	\$ -	\$ 190,000	\$ 181,000	\$ 182,000
P0149/2	Renewal works for hardscape features in Reserves	Hardscaping Renewal Implementation Works - Statues, Structures, BBQ's, Furniture and Lighting.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
	Install new playground at Willaston. Funds deferred from 2017/18.	Install new Willaston Nature Play Space.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 137,290		\$ 77,290		\$ 60,000	\$ 1,000			
P0498/1	Renew playground in the Old Croquet Reserve adjacent Fifth St and Adelaide Rd.	Replacement of an existing playground asset that has reached the end of its service life.	3 A Healthy, Active, Safe, Engaged Community	Capital (Renew/Replace)		\$ 90,000				\$ 90,000	\$ 1,000	\$ 150,000	\$ 150,000	\$ 150,000
Total	Open Spaces					\$ 621,790	\$ -	\$ 131,290	\$ 50,000	\$ 440,500	\$ 4,500	\$ 530,000	\$ 491,000	\$ 362,000
P0440/1	Rehabilitate Gawler Aquatic Centre - Stage 4/5	Installation of UV filters, replacement of asbestos pipe in old leaking tank, and installation of replacement pool pumps.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -			
P0458/1	Stadium Roof Replacement	Replacement of stadium roof sheets, skylights and roof vents. Approximately \$150k required as co-contribution to Sporting Facility Grant Application. Serves as preparation for future installation of PV solar panels.	3 A Healthy, Active, Safe, Engaged Community	Capital (Renew/Replace)		\$ 300,000		\$ 150,000		\$ 150,000	\$ 1,000			
	Sporting Surfaces Upgrade	Upgrade sporting surfaces at Gawler Sport and Community Centre to support increased usage and range of activities. The State Government grant application has been successful.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)	2017:09: 309	\$ 150,000		\$ 75,000		\$ 75,000				
P0485/1	Gawler Aquatic Centre - Female Change Room Upgrade	Female Change Room Upgrade - Funds are subject to the successful external funding bid from the Office for Recreation & Sport, \$50k income expected	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 75,000		\$ 50,000		\$ 25,000	\$ -			
P0451/1	Gawler Aquatic Centre Storage	Construction of new storage location for Gawler Aquatic Centre operational equipment - subject to obtaining Female Facility program funding through Office for Recreation & Sport (expected announcement Feb 2018)	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 30,000				\$ 30,000	\$ 500			
	Gawler Oval grandstand shelter (funded via 'Fund My Neighbourhood' program). Completion of project from 2017/18	Shelter to provide protection for oval patrons against weather elements all year round	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 130,000		\$ 130,000		\$ -				
P0454/1	Replacement of Chairs - Sport & Community Centre and Aquatic Centre	Replacement of chairs for community use within the Gawler Sport & Community Centre and Gawler Aquatic Centre - pending risk assessment	3 A Healthy, Active, Safe, Engaged Community	Capital (Renew/Replace)		\$ 10,000				\$ 10,000	\$ 500			
Total	Recreation and Sport					\$ 895,000	\$ -	\$ 405,000	\$ -	\$ 490,000	\$ 2,000	\$ -	\$ -	\$ -

**Town of Gawler
Capital Expenditure Budget Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0071/1	Walker Place Redevelopment	Construct Urban Precinct Walker Place. State Government Places for People Grant (\$1.006m) has been successfully awarded and awaiting Federal Government Building Better Regions Round 2 Grant (\$1.681m) outcome. (2 year project)	2 Managed and Sustainable Growth	Capital (New/Upgraded)	2017:10: 350	\$ 1,697,000		\$ 1,343,770		\$ 353,230	\$ 67,000	\$ 351,770		
P0109/2	Implement Road Safety Improvements	Implement Road Safety Improvements to respond to community feedback and to improve road safety and reduce speeds on local roads. Includes new regulatory signs, parking controls, medians, rumble bars, professional consultant advice on road safety / traffic controls recommended etc.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
P0119/2	Facilitate the Construction of the Link Road	Provide support and contract services for the implementation of the Link Road (in addition to employee costs)	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -			
P0428/1	Capitalised Salaries	Value of recurrent salaries (including oncosts) transferred by capitalisation as part of the delivery of various capital projects.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 753,300				\$ 618,300	\$ -	\$ 630,000	\$ 643,000	\$ 656,000
P0497/1	Construction of Carparking on Murray Road (Clonlea) for Dog Off Leash Facilities	Installation of additional carparking associated with the future dog off leash facilities at Clonlea Park.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 30,000				\$ 30,000	\$ -			
P0499/1	Rural Road Intersection Aprons Program	community. Includes preparation work by Town Services prior to asphalt sealing works. Scope: Campania Rd North 2 intersections at Main North Rd; Scholar Rd intersection with Dalkeith Rd; Macalister Rd intersection with Campania Rd South; Macalister Rd intersection with Dalkeith Rd; Wattle Tce intersection with	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 100,000		\$ 75,000		\$ 25,000	\$ 1,000	\$ 100,000	\$ 100,000	\$ 100,000
P0500/1	Revitalise Eighteenth Street - Stage 1 of 2	Design completed in 2018/19 as Stage 1 of this project. Design will include the extension of the asphalt surface either side of the existing asphalt seal into the parking spaces and installation of new kerbing and linemarking.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 20,000				\$ 20,000	\$ -			
P0542/1	Murray Street Stage 6 - Continuation from 17/18	Upgrade Murray Street as per final scope which will be presented to the Council for consideration.	2 Managed and Sustainable Growth	Capital (New/Upgraded)	2018:03: 78	\$ 1,809,830		\$ 600,000		\$ 1,209,830	\$ -			
P0075/2	Resheet Rural Roads Program	Resheet Rural Roads Program 18/19. Roads for resheeting: Bentley Rd (Tiver Rd to 350 metres south of Tiver Rd); Macalister Rd (Campania Rd - Dalkeith Rd); Wattle Tce (Dalkeith Rd - Piggott Rd).	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 116,000	\$ -	\$ 50,000	\$ -	\$ 66,000	\$ -	\$ 124,000	\$ 104,000	\$ 120,000
P0114/2	Reconstruction Shoulders of Rural Roads Program	STAGE 2: Reconstruction of existing rural road shoulders along Coventry Rd. to improve general road safety in the area and protect the road pavement asset itself, as per stage 1 delivered in 2017/18.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 150,000	\$ 75,000	\$ 75,000
P0502/1	Reseal Roads Program	Construct asphalt reseals to the following roads in accordance with Transport Assets Condition Audit: Refer to attached list.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 485,000				\$ 485,000	\$ 10,000	\$ 787,500	\$ 826,875	\$ 868,219
P0503/1	Undertake Road Crack Sealing Program	Continuation of annual crack sealing works to the existing sealed road and shared path network through the Town of Gawler to ensure road assets are protected throughout their remaining service life.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 25,000				\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
P0504/1	Road Patch and Repair Program	useful lives. This work will align with the road reseal program. Scope of patches to be confirmed. Roads include, East Tce at Cork Rd and Calton Rd intersection, Calton Rd Mallaluca Drive intersection, Finniss St at Commercial Rd intersection,	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 50,000				\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
	Sealing Unsealed Urban Roads Program - Design	Design unsealed urban roads in 2018/19: Glenelg Lane from Twelfth Street to Fourteenth Street, including drainage works.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 40,000				\$ 40,000				
	Pedestrian Crossing - Gawler High School. Funds deferred from 2017/18.	Installation of new pedestrian Crossing at Gawler High School	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 30,000				\$ 30,000				
Total	Roads					\$ 5,456,130	\$ -	\$ 2,068,770	\$ -	\$ 3,252,360	\$ 78,000	\$ 2,243,270	\$ 1,848,875	\$ 1,919,219
P0140/2	Stormwater Drainage Works	Design and implementation of various small scale stormwater drainage capital works: 1. Adelaide Road and Third Street 2. Dean Street and Railway Cresnet	4 To Respect and Nurture the Environment	Capital (New/Upgraded)		\$ 40,000	\$ -	\$ -	\$ 25,000	\$ 15,000	\$ -	\$ 40,000	\$ 40,000	\$ 40,000

**Town of Gawler
Capital Expenditure Budget Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0088/2	Stormwater Management Program	Construct Erosion Control at Gawler River Outfalls due to condition of existing infrastructure / headwall outlets; Installation of rock erosion control at the channel outlet either side of the headwalls under the shared path and embankment channel; Major maintenance items for rectification: Kelly Road & Two Wells Road \$85k; Para Road \$25k; Colman Road Basin \$35k and other consistently raised customer stormwater concerns e.g. Glenelg Lane, Jarvis Street.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 215,000	\$ -	\$ -	\$ -	\$ 215,000	\$ 2,500			
P0505/1	McLean Road Drainage Erosion Control	Installation of rock armouring to the McLean Rd drain outlet to mitigate further erosion occurring to the outlet area.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 16,000				\$ 16,000	\$ -			
P0509/1	Replace Side Entry Pits & Pipes	Replace damaged side entry pits and pipes around the Town of Gawler to ensure stormwater assets are protected for their service life.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 50,000				\$ 50,000	\$ 2,000	\$ 50,000	\$ 50,000	\$ 50,000
	SUA Deed Harvest & Distribution Network including Aquifer Storage & Recovery, Evanston. <i>Funds deferred from 2017/18</i>	In accordance with the Southern Urban Areas Deed, the Harvesting Infrastructure ASR Headworks component to be procured by Council	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 40,000				\$ 40,000				
Total		Stormwater				\$ 361,000	\$ -	\$ -	\$ 25,000	\$ 336,000	\$ 4,500	\$ 90,000	\$ 90,000	\$ 90,000
P0051/3	Implement New Street Furniture Installation Program	New bin program.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
P0126/2	Renew Existing Street Furniture Program	Renew Street Furniture Program 17/18.	1 A Uniquely Identifiable Township	Capital (Renew/Replace)		\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
P0511/1	Improve Bus Stop Legislative Compliance Program	Upgrade of various bus stops to DDA compliance to achieve full compliance target by 2022 in accordance with 2015 Bus Stop Audit Report.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 35,000				\$ 35,000	\$ 2,000	\$ 110,000	\$ 150,000	\$ 130,000
P0513/1	Traffic Signals - Murray St Stage 6	This project is a continued rollover from 2015/16. Council to liason with DPTI to upgrade the traffic signals at the intersection of Julian Tce and Murray St at the same time as delivery of the Murray St Stage 6 Project.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 40,000				\$ 40,000	\$ -			
Total		Street Assets				\$ 135,000	\$ -	\$ -	\$ -	\$ 135,000	\$ 2,000	\$ 150,000	\$ 190,000	\$ 170,000
Total		Capital Expenditure Bids 2018/19				16,677,431	1,825,000	5,492,338	93,000	9,132,093	118,000	5,092,270	3,900,875	4,106,219

**Town of Gawler
Capital Expenditure Budget Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
Below The Line Bids Capital Expenditure Bids 2018/19														
P0461/1	Bike Storage and End of Trip Facilities - GAC	Install bike storage within the existing Car Compound at GAC, for Council and tenants use. Retrofit a shower within the disabled toilet/s for staff use.	5 A Strong Vibrant Community	Capital (New/Upgraded)		\$ 30,000				\$ 30,000	\$ -			
P0446/1	Public Art in the Public Realm	Incorporate Public Art into the Public Realm including the Annual Renew Street Furniture Program as per the Gawler Art and Culture Strategy and the Public Art Framework	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 50,000				\$ 50,000	\$ -			
P0468/1	Pinforce Licence Plate Recognition (LPR)	With the increasing number of timed Private Parking Areas and on-street parking being enforced by Council, Pinforce LPR is an industry leading solution for infringement capturing and issuing using the latest available handheld devices and vehicle detection technology. It far exceeds the capability and capacity of an officer marking up vehicles and returning after the designated time to check for non-compliance. This may provide opportunities for regional collaboration.	5 A Strong Vibrant Community	Capital (New/Upgraded)		\$ 67,000				\$ 67,000	\$ -			
	Construction of Athol Road, Kudla	Construction of Athol Road, Kudla due to increased vehicle usage by residents and business operators / market gardeners causing rapid deterioration to periodic grading of the unsealed road.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000				
P0465/1	LED lighting for Gawler Administration Centre	Retrofit LED lights throughout Gawler Administration Centre in order to reduce energy costs and Councils carbon footprint.	4 To Respect and Nurture the Environment	Capital (New/Upgraded)		\$ 75,000				\$ 75,000		\$ 75,000		
P0483/1	Implementation of Town Centre Car Parking Strategy	Implementation of Town Centre Car Parking Strategy	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 100,000				\$ 100,000	\$ -			
P0398/1	Construct New Kerb and Gutter: Main North Road from Ames Dr to Sheriff St E'side (Stage 2); Turner Street; Eucalypt Drive	Construct New Kerb and Gutter: Main North Road from Ames Dr to Sheriff St E'side; end section of Turner Street, both sides of the roadway for 175m length; east end of Eucalypt Drive for approximately 160m in length.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 100,000				\$ 100,000	\$ 2,000	\$ 320,000	\$ 315,000	\$ 300,000
P0480/1	Landscape Entry Statement - Stage 2	Design and installation of a landscape entry statement for the southern entrance into Gawler from Main North Road, adjacent to the underpass. This continues on from a concept design developed in 2017/18.	1 A Uniquely Identifiable Township	Capital (New/Upgraded)		\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	\$ 10,000			
P0456/1	Outdoor community sporting infrastructure - basketball	Investigation/confirmation of location and installation of 1 outdoor community sporting basketball infrastructure setup (backboard, ring and surface). Limited outdoor community infrastructure has been identified through community correspondence and Gawler Open Space Sport & Recreation Plan.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 15,000				\$ 15,000	\$ 500			
	Sealing Unsealed Urban Roads Program	Unsealed urban roads to be sealed in 2018/19: Glenelg Lane from Twelfth Street to Fourteenth Street, including drainage works.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 97,000				\$ 97,000		\$ 137,000	\$ 137,000	\$ 137,000
P0494/1	Carpark Upgrade - Dead Man's Pass	Asphalt sealing of existing Dead Man's Pass carpark, associated kerbing and disability access improvements.	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 160,000				\$ 160,000	\$ 1,500			
	LED Digital Community Sign	To facilitate the promotion of community events, road & traffic information, public safety, Rate & Dog renewals, meetings, tourism, etc	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	Shade Structure with Solar PV & Storage - VIC Car park	Installation of Shade Structure with Solar PV & Storage at the Visitor Information Centre Car Park	3 A Healthy, Active, Safe, Engaged Community	Capital (New/Upgraded)		\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
P0377/1	Implement Public Reserve Landscaping Program 18/19	Implement ongoing garden bed planting renewal program to public streets and reserves.	4 To Respect and Nurture the Environment	Capital (Renew/Replace)		\$ 30,000				\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
P0112/2	Street Lighting Program	Street Lighting Program 18/19	2 Managed and Sustainable Growth	Operating		\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 150,000	\$ 40,000	\$ 40,000
P0085/2	Final Stage of Council Works Depot Facilities Upgrade	Completion of asphalt renewal works to internal roads at Depot.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -			
P0413/1	Design renewal of footpaths and Kerb & Gutter at Evanston Gardens Primary School frontage on Angle Vale Road	Design renewal of footpaths and kerb & gutter at Evanston Gardens Primary School frontage on Angle Vale Road in consultation with DPTI Way 2 Go Program for safe pedestrian movement to schools.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 15,000				\$ 15,000	\$ -			
P0118/2	Replace Irrigation Systems Program	SPORTSFIELDS: Implementation: Princess Park \$95k	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000	\$ -			

**Town of Gawler
Capital Expenditure Budget Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0096/1	Purchase new Module for Health Manager Software	Purchase new modules for Health Manager permitting field data transfer for Environmental Health businesses including invoice generation for food premises inspections. Cost will include purchase of hardware for field operations.	5 A Strong Vibrant Community	Capital (New/Upgraded)		\$ 20,000				\$ 20,000	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000
P0501/1	Road Reconstruction - Jane Street Willaston	Reconstruction of Jane Street, Willaston including pavement works with new asphalt seal and associated linemarking. Based on detailed pavement analysis. The works will include improved road crossfall and improve stormwater management.	2 Managed and Sustainable Growth	Capital (Renew/Replace)		\$ 350,000				\$ 350,000	\$ -			
P0372/1	Construct Gordon Road Wetland Stage 1	Construct Gordon Road Wetland Stage 1 - as required under the Southern Urban Areas Deed.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 150,000				\$ 150,000	\$ -	\$ 100,000	\$ 150,000	\$ -
P0400/1	Construct Stormwater Harvest and Distribution Network incl. ASR Evanston	Construct Karbeethan well, pump system, storage tank and distribution infrastructure.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 150,000				\$ 150,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
P0507/1	Flood Management - River Closure Infrastructure Installation	Installation of flood monitoring equipment and road closure infrastructure for activation during flood events. This would reduce the risk of the general public crossing fords during flood events.	2 Managed and Sustainable Growth	Capital (New/Upgraded)		\$ 100,000				\$ 100,000	\$ 2,000			
Total Below The Line Bids		Capital Expenditure Bids 2018/19				\$ 2,604,000	\$ -	\$ -	\$ -	\$ 2,604,000	\$ 67,000	\$ 1,035,000	\$ 895,000	\$ 730,000

Town of Gawler
Operating Initiative Bids 2018/19

Project ID	Project/Activity Title	Description/Scope	Goal	Asset Category	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0031/4	Implement Buildings Asset Management Plan - Evanston Gardens Community Centre	Address airconditioning system issues throughout the building.	1 A Uniquely Identifiable Township	Buildings and Property	Operating Initiatives		\$ 7,500	\$ -	\$ -	\$ -	\$ 7,500	\$ -			
P0516/1	Development of a Paxton Street Environmental Management Plan	Develop the Paxton Street (Depot) Site Environmental Management Plan.	4 To Respect and Nurture the Environment	Buildings and Property	Operating Initiatives		\$ 50,000				\$ 50,000	\$ -			
	Total	Buildings and Property					\$ 57,500	\$ -	\$ -	\$ -	\$ 57,500	\$ -	\$ -	\$ -	\$ -
P0431/1	Purchase new stock for Civic Centre Library opening	Purchase of library materials to ensure new stock is available for grand opening of Civic Centre Library; and its first year of operation.	3 A Healthy, Active, Safe, Engaged Community	Community Services	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
	Opening Exhibition for the Cultural Heritage Centre Gallery	An exhibition examining different perceptions and understanding of country from an Aboriginal and European perspective.	1 A Uniquely Identifiable Township	Community Services	Operating Initiatives	2018:04:119	\$ 66,000		\$ 20,000		\$ 46,000	\$ -			
	Implement Youth Advisory Committee Marketing Strategy	Implement the marketing strategy developed by the Youth Advisory Committee including promotional materials for school visits and updating Youth Week paraphernalia.	3 A Healthy, Active, Safe, Engaged Community	Community Services	Operating Initiatives		\$ 5,000				\$ 5,000				
	Total	Civic Centre					\$ 91,000	\$ -	\$ 20,000	\$ -	\$ 71,000	\$ -	\$ -	\$ -	\$ -
P0429/1	LG Performance Excellence Program	Council Benchmarking measures and provides Councils strategic and operational insights into: corporate leadership, workforce management, finance management, operations management, risk management, asset management and service delivery.	5 A Strong Vibrant Community	Corporate and Finance	Operating Initiatives		\$ 12,500				\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
	Total	Corporate and Finance					\$ 12,500	\$ -	\$ -	\$ -	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
P0433/1	Bicycle Tourism Strategy	A bicycle tourism strategy for Gawler to capitalise on the Active Town Precinct (Bike Hub) and planned strategic bikeway connections. Subject to funding from the Australian Government's Building Better Regions Community Investment Scheme.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 20,000		\$ 20,000		\$ -	\$ -			
P0391/1	Town Centre Mixed Use / Gawler Central Development Plan Amendment	Incorporate development plan policy into the Gawler (CT) Development Plan based on the recommendations of the Town Centre Strategic Framework, Town Centre Urban Design Precinct Plans, subject to council resolution.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 50,000				\$ 50,000	\$ -			
P0457/1	Town Centre Disability Infrastructure Review	Engage a consultant to undertake a disability infrastructure review of the Town Centre and to implement other priority actions of the Disability Access and Inclusion Plan.	3 A Healthy, Active, Safe, Engaged Community	Growth Policy and Initiative Investigations	Operating Initiatives	IES:2017:10:53	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ -			
P0526/1	Rural Areas DPA	Preparation of Rural Areas DPA in accordance with agreed Statement of Intent	1 A Uniquely Identifiable Township	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 10,000				\$ 10,000	\$ -			
P0538/1	Software to monitor resource use and carbon emissions	The use of monitoring software to intercept, process and interpret invoices for utility bills allowing for in depth analysis of consumption and costs. Collecting data in a consistent and quantifiable way to identify changes in consumption over time, opportunities for improvements and cost savings.	2 Managed and Sustainable Growth	Information Technology	Recurrent	IES Agenda 13/2/18	\$ 10,000				\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
P0529/1	Joint Planning Board	Contribution of funding towards Regional Joint Planning Board - Council currently working with Light Regional, Barossa and Adelaide Plains Councils.	5 A Strong Vibrant Community	Growth Policy and Initiative Investigations	Recurrent	2017:11:412	\$ 10,000				\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
	Total	Growth Policy and Initiative Investigations					\$ 130,000	\$ -	\$ 20,000	\$ -	\$ 110,000	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
P0450/1	Karbeethan Reserve Master Plan	Finalisation of Karbeethan Master Plan (commenced 2017/18)	3 A Healthy, Active, Safe, Engaged Community	Recreation and Sport	Operating Initiatives		\$ 20,000			\$ 20,000	\$ -	\$ -			
	Total	Recreation and Sport					\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
P0539/1	On and Off Leash areas signs	Develop and install new signage to all on and off leash areas across the Town of Gawler's parks reserves and public spaces	3 A Healthy, Active, Safe, Engaged Community	Regulatory Services	Recurrent		\$ 25,000				\$ 25,000	\$ -			
	Total	Regulatory Services					\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
P0518/1	Willaston Local Area Traffic Management Study Update	Provide an updated Willaston LATM Study Report as requested by Elected Members to align with the structure of the Gawler South LATM Study including community consultation and additional traffic analysis by consultants. This requested additional work will finalise the Willaston LATM.	2 Managed and Sustainable Growth	Roads	Operating Initiatives	IES Agenda 13/2/18	\$ 25,000	\$ -	\$ -		\$ 25,000	\$ -			
	Total	Roads					\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
P0477/1	Smith Creek Stormwater Management Plan Project	Town of Gawler contribution to the City of Playford Smith Creek Stormwater Management Plan. This work builds on the previous Smith Creek Flood Hazard Study and inform stormwater management options for the Smith Creek catchment including the Milne Road drain.	2 Managed and Sustainable Growth	Stormwater	Operating Initiatives		\$ 22,000				\$ 22,000	\$ -			
	Total	Stormwater					\$ 22,000	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -

**Town of Gawler
Operating Initiative Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Asset Category	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0435/1	Personal Assistant to Manager Business Enterprises & Communications	1.0 FTE Personal Assistant for the Manager Business Enterprises and Communication. The position will provide secretarial support to the Manager, administrative support to the Division and governance support (agendas and minutes) for the Gawler Heritage Collection Committee and External Funds Committee. Additional governance support for internal working groups such as the Civic Centre Opening Working Group, ICT Steering Group and Event Management Group.	5 A Strong Vibrant Community	Community Services	Operating Initiatives		\$ 71,725				\$ 71,725		\$ 83,725	\$ 83,725	\$ 83,725
P0531/1	Town Services/New Depot Field Staff Member (AWU G5/L1)	1 x FTE (AWU G5 Level) to assist with the delivery of high risk reactive works valued at \$95k internally delivered and \$100k externally managed new works in 2018/19 for new open space maintenance.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Recurrent		\$ 89,000	\$ -	\$ -	\$ -	\$ 89,000		\$ 105,000	\$ 105,000	\$ 105,000
P0532/1	Town Services/New Depot Trainee	1 x FTE (Trainee Level) to assist with the delivery of high risk reactive works valued at \$95k internally delivered and \$100k externally managed new works in 2018/19 for new open space maintenance.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Recurrent		\$ 43,500	\$ -	\$ 4,000	\$ -	\$ 39,500		\$ 43,500	\$ 43,500	\$ 43,500
	Engineering Land Development Team - new engineer L7/1	Engineering Land Development Team - new engineer L7/1	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Recurrent		\$ 112,600				\$ 112,600		\$ 112,600	\$ 112,600	\$ 112,600
Total		New Employees / FTE					\$ 316,825	\$ -	\$ 4,000	\$ -	\$ 312,825	\$ -	\$ 344,825	\$ 344,825	\$ 344,825
Total		Operating Initiative Bids 2018/19					\$ 699,825	\$ -	\$ 44,000	\$ 20,000	\$ 635,825	\$ 12,500	\$ 377,325	\$ 377,325	\$ 364,825

LTFP 2018/19 \$ 500,000

**Town of Gawler
Operating Initiative Bids 2018/19**

Project ID	Project/Activity Title	Description/Scope	Goal	Asset Category	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
Below The Line Bids Operating Initiative Bids 2018/19															
	New Land Division Open Space service level adjustment	Capital allocation for physical infrastructure installation changes to facilitate 'Scenario 2' design intent alignment and annual savings.	2 Managed and Sustainable Growth	Open Spaces	Operating Initiatives	2017:09:335	\$ 242,000				\$ 242,000	\$ -			
P0445/1	Gawler Public Art Register	Development of Register that captures all public art in Gawler as per the Gawler Arts and Culture Strategy and Public Art Framework. The register will guide future decisions regarding maintenance and de-accessioning of works.	3 A Healthy, Active, Safe, Engaged Community	Community Services	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
P0447/1	Gawler Ageing Strategy	Development of Gawler Ageing Strategy	3 A Healthy, Active, Safe, Engaged Community	Community Services	Operating Initiatives		\$ 50,000				\$ 50,000	\$ -			
P0068/1	Undertake A Review Of The Special Use Zone With The Gawler Development Plan	Undertake a review of the Special Use Zone with the Gawler Development Plan	4 To Respect and Nurture the Environment	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 30,000				\$ 30,000	\$ -			
P0069/1	Develop A Sustainable Urban Design Policy Framework	Develop A Sustainable Urban Design Policy Framework	4 To Respect and Nurture the Environment	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
P0070/1	Undertake a Review of Environmental Policies to inform Development Plan Amendment	Undertake a Review of Environmental Policies to inform Development Plan Amendment	4 To Respect and Nurture the Environment	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
P0385/1	Undertake a Heritage Development Plan Amendment	Undertake a Heritage Development Plan Amendment	1 A Uniquely Identifiable Township	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
P0388/1	Undertake a Review of Council's Strategic Directions Report 2013 - 2017	Undertake a Review of Council's Strategic Directions Report 2013 - 2017	1 A Uniquely Identifiable Township	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
P0425/1	Economic Development Strategy	Prepare an economic development strategy for Gawler that will guide future directions and requirements.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 20,000				\$ 20,000	\$ -			
P0467/1	Bench top tidy compostible bags - Home trial	Purchase 2464 rolls of compostible bench top tidy bags to give to residents using the kitchen tidy food waste bin.	4 To Respect and Nurture the Environment	Community Services	Recurrent		\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ 11,000	\$ 11,000	\$ 11,000
P0463/1	National Tree Day seedlings	Purchase of seedlings for National Tree Day (29th July) to provide to community including stakes and tree guards.	4 To Respect and Nurture the Environment	Community Services	Operating Initiatives		\$ 5,000		\$ -	\$ 1,500	\$ 3,500	\$ -			
P0424/1	Investment Ready Projects	Develop current iconic projects to the investment ready stage enabling access to third party funding, targeting priority projects	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 30,000				\$ 30,000	\$ -			
P0101/2	Demographic & Economic Research Data Access	.id profile including demographic and economic statistical data to assist with production of reports for tender writing, feasibility studies and other relevant document.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 8,750	\$ -	\$ -	\$ -	\$ 8,750	\$ -			
P0452/1	Essex Park, Aquatic Centre and Showgrounds Regional Recreation Precinct Master Plan	Develop Master Plan for Essex Park, Aquatic Centre and Showgrounds Regional Recreation Precinct.	3 A Healthy, Active, Safe, Engaged Community	Recreation and Sport	Operating Initiatives		\$ 50,000				\$ 50,000	\$ -			
P0077/1	Investigate Cat By-Law from Animal Management Plan	Investigate Cat By-Law from Animal Management Plan. Deferred from 2017/18.	4 To Respect and Nurture the Environment	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 15,000				\$ 15,000	\$ -			
P0464/1	Peer Review of the Animal Management Plan	Engage an external consultant to review the curent Animal Management Plan and undertake an extensive community and stakeholder engagement program.	3 A Healthy, Active, Safe, Engaged Community	Regulatory Services	Operating Initiatives		\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -			
P0546/1	Bulk Waste Collection Service	Provision of bulk waste collection services for the community. A future report is to be presented at April 2018 IES Committee Meeting. Undertaking a feasibility and opportunity analysis report for the Northern Adelaide Irrigation Scheme and integration to the Town of Gawler. Identifying future business opportunities between SA Water and Town of Gawler.	2 Managed and Sustainable Growth	Community Services	Recurrent		\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
P0438/1	NAIS Recycled Water Opportunity Analysis	Tree replacement (Stage 2) - Replacement of Acacia Pendula trees previously removed along Bond Street with 3m tall advanced trees to avoid denuding the street amenity. Removed as part of stormwater upgrade project in 2017/18.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Operating Initiatives		\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -			
P0131/2	Street Tree Planting	Increase in Rates Officer position from 0.6 to 1.0FTE, consistent with Workforce Plan 2016-2019 forecast. Workload has increased due to increase in no. of properties and ratepayers.	1 A Uniquely Identifiable Township	Street Assets	Operating Initiatives		\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -			
P0434/1	Rates Administration		5 A Strong Vibrant Community	Corporate and Finance	Recurrent		\$ 36,534				\$ 36,534	\$ 37,447	\$ 37,447	\$ 37,447	\$ 37,447
P0537/1	Library and Community Services Support Officer Role	0.6 FTE. This is currently a contract postion. It is required on an ongoing basis to continue the implementation of key strategic initiatives, most notably the Gawler Open Space Sport & Recreation Plan and the Social Infrastructure and Services Study. The capacity of the Manager and Team Leader to implement these plans without this role is very limited.	2 Managed and Sustainable Growth	Growth Policy and Initiative Investigations	Recurrent		\$ 54,803	\$ -	\$ -	\$ -	\$ 54,803	\$ 54,803	\$ 54,803	\$ 54,803	\$ 54,803

Town of Gawler
Operating Initiative Bids 2018/19

Project ID	Project/Activity Title	Description/Scope	Goal	Asset Category	Expenditure Type	Council Motion No	Gross Cost	Asset Sales	External Funding	Internal Equity Reserve	Net Cost	Annual Maintenance	2019/20	2020/21	2021/22
P0426/1	Civic Centre Opening Event	A celebration of the opening of the Gawler Civic Centre coordinated across all functional areas of the Centre.	1 A Uniquely Identifiable Township	Community Services	Operating Initiatives		\$ 25,000				\$ 25,000	\$ -			
	Antiques Walkabout	Sponsorship of a TV episode of the Antiques Walkabout program, which will provide an opportunity to showcase Gawler to a national and international audience	1 A Uniquely Identifiable Township	Community Services	Operating Initiatives	2015:05:158	\$ 25,000				\$ 25,000				
Total Below The Line Bids		Operating Initiative Bids 2018/19					\$ 893,087	\$ -	\$ 150,000	\$ 1,500	\$ 741,587	\$ 242,250	\$ 253,250	\$ 253,250	\$ 253,250

Recurrent Revenue	Adopted Budget 2017/2018	Forecast 2017/2018	Draft Budget 2018/2019	% Variance (Adopted / Budget)	Notes
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Consistent with other financial reporting to Council, variances between the 2017/18 Adopted Budget and the 2018/19 Revised Draft Budget that are greater than 5% and \$5k are shaded in green (favourable variance) or red (unfavourable variance). Further to this, 'new' revenue and expenditure items have been shaded in yellow.

Rates

General Rates (incl natural growth)	(20,400,000)	(20,417,000)	(21,220,000)	4.0%	Incorporates 3% base increase and 1% growth from new property development
Waste Management Service Charge	(1,911,558)	(1,911,558)	(1,986,576)	3.9%	Service charge levied for kerbside waste collection/disposal service. Increase includes revenue from new waste bins collected from new residential land developments
Late payment penalty fines	(50,000)	(50,000)	(50,000)	0.0%	
<i>Separate Rates:</i>					
Gawler Business Development Group (Business marketing & development)	(172,759)	(172,759)	(172,591)	-0.1%	Collected on behalf of the Gawler Business Development Group
Natural Resources Management Levy	(352,393)	(352,393)	(361,432)	2.6%	Collected on behalf of State Government
<i>Less Rebates & Remissions:</i>					
Mandatory Rebates	351,879	356,116	366,799	4.2%	Mandatory rebates provided to Schools, Hospitals, Churches, etc. Potential for future increase in rebates pending transfer of SA Housing Trust homes to Community Housing providers who are eligible for 75% rebate
Discretionary Rebates	923,975	919,738	947,341	2.5%	Includes rebates provided based on 'tiered' rating methodology for Commercial and Industrial properties.
Remissions (Valuation objections, etc.)	15,600	5,600	5,600	-64.1%	Remissions based on property valuation objections. Reduction based on trend of objections received
TOTAL	(21,595,256)	(21,622,256)	(22,470,859)	4.1%	

Statutory Charges

Dog Registration Fees & Expiations	(281,000)	(261,000)	(240,846)	-14.3%	Based on approximately 5,000 registered dogs. Reduction in revenue due to increasing no. of 'standard' dogs (i.e. microchipped and desexed) which incur 50% fee of 'non-standard' dog
Development Application Fees	(239,146)	(250,880)	(250,880)	4.9%	Revenue determined by volume/nature of applications received - 2018/19 based on 700 applications
Parking fines	(141,000)	(141,000)	(145,000)	2.8%	Revenue based on no. of expiations issued - 1,800 expiations estimated for 2018/19
Food inspections & audits	(12,140)	(12,140)	(12,380)	2.0%	Revenue based on food audits and inspections undertaken
Property search fees	(47,000)	(47,000)	(48,000)	2.1%	Revenue based on volume of property searches - 820 searches estimated for 2018/19
Other fines & expiations	(5,089)	(8,589)	(17,089)	235.8%	Other sundry fines & expiations (e.g. inflammable undergrowth expiations, swimming pool regulations)
TOTAL	(725,375)	(720,609)	(714,195)	-1.5%	

User Charges

Aquatic Centre	(333,500)	(347,526)	(370,000)	10.9%	Increase based on additional patronage and increased utilisation of programs
Sport & Community Centre	(452,000)	(387,000)	(411,500)	-9.0%	

DRAFT 2018/2019 BUDGET - OPERATING REVENUE ANALYSIS

Recurrent Revenue	Adopted Budget 2017/2018	Forecast 2017/2018	Draft Budget 2018/2019	% Variance (Adopted / Budget)	Notes
Leases & Rentals	(464,069)	(428,762)	(469,190)	1.1%	Based on Lease/Licence agreements. CPI increments generally apply.
Cemetery fees	(192,273)	(192,273)	(196,700)	2.3%	
Visitor Information Centre	(70,500)	(70,500)	(51,250)	-27.3%	Souvenir sales, accommodation bookings, various ticket sales. Revenue streams decreasing due to competing direct online / internet access.
Business Innovation Hub	0	0	(10,000)		Membership fees (April-June 2019). Service will commence following completion of Civic Centre redevelopment
Immunisation program fees	(11,671)	(11,671)	(12,000)	2.8%	
Other User charges	(98,860)	(101,113)	(101,900)	3.1%	
TOTAL	(1,622,873)	(1,538,845)	(1,622,540)	0.0%	

Grants, Subsidies & Contributions

Note: This does not include Capital Grants

<i>Federal Government grants:</i>					
Financial Assistance Grant	(1,213,860)	(1,313,860)	(1,314,059)	8.3%	For meaningful comparisons, distortion caused by advance grant payments has been removed (e.g. 2017/18 advance payment received in 2016/17 has been included in \$ shown)
Local Roads Grant	(304,524)	(304,524)	(337,357)	10.8%	
Supplementary Local Roads Grant	(150,000)	(166,797)	(150,000)	0.0%	New funding announced in 2017 Federal Budget (2 year funding)
'Roads to Recovery' Grant	(433,000)	(433,000)	(206,000)	-52.4%	Based on advice from Federal Government
<i>State Government grants:</i>					
Library / Community Services Operating Grant	(64,000)	(76,915)	(65,000)	1.6%	
Home Assistance Scheme	(660,625)	(660,625)	(693,484)	5.0%	Service is cost neutral (excluding in-kind support costs provided)
Fuel Tax rebates	(11,750)	(11,750)	(13,500)	14.9%	
Car Parking, Drainage & Open Space Contributions	(102,000)	(50,000)	(75,000)	-26.5%	Includes Developer contributions towards footpaths, stormwater drainage & carparking and other minor grants. Value of contributions will fluctuate in line with volume of associated Development applications received
Gawler & Surrounds Stormwater Management Project	0	(100,000)	(50,000)		2018/19 includes 50% of
Gawler East Development (incl. Link Road)	(472,080)	(472,080)	(602,000)	27.5%	Developer contributions for 2018/19 based on 100 new allotments. Offset by contributions to State Government towards Gawler East Link Road
Other Grants, Subsidies & Contributions	(115,000)	(16,532)	(59,500)	-48.3%	2017/18 includes 'one-off' developer-funded DPA contributions. 2018/19 includes \$44k relating to New Initiative Bids and \$10k contribution from Light Regional Council towards Dog Park costs
TOTAL	(3,526,839)	(3,606,083)	(3,565,900)	1.1%	

Investment Income

Developer funds interest	(20,000)	(20,000)	(16,247)	-18.8%	Based on value of associated equity funds held towards future capital works. Reduction due to estimated equity funds expensed 2017/18
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DRAFT 2018/2019 BUDGET - OPERATING REVENUE ANALYSIS

Recurrent Revenue	Adopted Budget 2017/2018	Forecast 2017/2018	Draft Budget 2018/2019	% Variance (Adopted / Budget)	Notes
LGFA/National Bank interest	(16,500)	(16,500)	(11,400)	-30.9%	Based on projected future cashflows. Amount includes annual bonus received from LGFA. As a portion of Council's ongoing debt is via overdraft facility with the LGFA, only nominal interest from NAB trading account and annual bonus from LGFA is budgeted for
Community Loans - interest repayments	(168)	(168)	(983)	485.1%	Based on associated loan schedules - interest component of repayments reduces over the life of the loans
TOTAL	(36,668)	(36,668)	(28,630)	-21.9%	

Reimbursements

Other Councils	(10,500)	(10,500)	(10,500)	0.0%	Adelaide Plains Council contribution towards variable supplementary library services provided at Two Wells
Vehicle contributions	(111,500)	(111,500)	(100,500)	-9.9%	Employee contributions - reduction due to two employees returning allocated vehicles to the fleet. Offset by FBT saving
Legal fees (including Debtor recovery)	(30,000)	(30,000)	(20,000)	-33.3%	Recovery of legal fees. Reduction due to ongoing effective debtor management practices, resulting in less legal action required. Offset be reduced associated costs incurred
Insurance - claims, rebates, distributions	(222,000)	(80,516)	(60,000)	-73.0%	Rebates from Local Government Risk Services insurance schemes. Reduction 2018/19 due to WHS performance rebate now credited directly off Workers Compensation premium (offset by reduction in Workers Compensation premium)
Traineeship rebates	(43,500)	(43,500)	(12,167)	-72.0%	Reduction due to final rebates for trainees engaged in 2016 received by 30/6/18
Other reimbursements	(60,346)	(63,937)	(49,547)	-17.9%	Reduction due to 'one-off' reimbursements in 2017/18
TOTAL	(477,846)	(339,953)	(252,714)	-47.1%	

Other Income

Sundry income - Town Planning	(12,000)	(12,000)		-100.0%	Privately funded DPA developer contributions
Sundry income - Commissions	(4,900)	(4,900)	(1,775)	-63.8%	Commissions from various activities at the Visitor Information Centre. Revenue streams decreasing due to competing direct online / internet access.
Sundry income - Other	(8,150)	(22,055)	(9,900)	21.5%	
Donations	(750)	(11,797)	(750)	0.0%	Various 'one-off' donations
TOTAL	(25,800)	(50,752)	(12,425)	-51.8%	

Net Gain - Joint ventures & Associates

Northern Adelaide Waste Management Authority	(75,000)	0	(930)	-98.8%	Movement in Council's equity share - based on budget provided by the Authority
Gawler River Floodplain Management Authority	0	0	0		
TOTAL	(75,000)	0	(930)	-98.8%	

TOTAL INCOME	(28,085,657)	(27,915,166)	(28,668,193)	2.1%	
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Recurrent Expenditure	Adopted Budget 2017/2018	Forecast 2017/2018	Draft Budget 2018/2019	% Variance (Adopted / Budget)	Notes
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Employee Costs

Salaries & Wages - Existing staff	8,638,028	8,303,052	9,124,554	5.6%	Increase includes adjustments consistent with EB agreements and also allows for full-year costs of various new positions that commenced during 2017/18 (e.g. staff related to future Civic Centre operations who commenced in January 2018). 2018/19 also includes 1.18FTE for contracted Recreation services staff transitioned from agency staff
Salaries & Wages - New staff			316,825		New Initiatives Budget bids provision (4.0 FTE)
Superannuation	947,604	913,306	950,639	0.3%	
Income Protection Insurance	111,824	110,150	143,852	28.6%	Increase due to increase in insurance rate
Workers Compensation Insurance	460,462	271,668	274,280	-40.4%	Reduction due to WHS performance rebate now deducted directly off premium (offsetting reduction in reimbursement income)
TOTAL	10,157,918	9,598,176	10,810,150	6.4%	

Staff FTE nos. 122.49 126.16 2018/19 includes 4.0 new FTE

Materials, Contracts & Other Expenses

Contractors - Consultants					
Building Assessment	10,000	10,000	6,500	-35.0%	Specialist assistance provided by external building consultants / surveyors.
Human Resources	100,000	70,652	50,000	-50.0%	Budget provision for HR advice as required (in lieu of HR Manager) - incl. regional support agreement with The Barossa Council. Reduction based on recent expenditure trend analysis. Recruitment Consultant costs now funded from savings realised when positions vacant
IT Strategy Consultant	40,000	40,000	20,000	-50.0%	
Engineering Consultants	25,500	25,500	25,000	-2.0%	Increase due to \$50k of recurring provision omitted from 2017/18 budget in error
Heritage Consultants	62,000	62,000	30,000	-51.6%	Various Heritage advisory services pertaining to Development assessment function
Town Planning Projects	45,000	45,000	20,000	-55.6%	Development Assessment consulting advice
Civica 'Authority' software Health Checks	20,000	20,000	-	-100.0%	
Other Consultants	60,625	80,500	106,111	75.0%	Other various sundry consultancy services. Increase due to new recurring costs from recent new initiatives (e.g. Emergency Management Plan, Regional Health Plan, Emissions register, etc.)
Contractors - Employment Agency Staff					
Sport & Community Centre	74,984	79,984	127,000	69.4%	Casual staff for various Centre programs (increase provides for additional staffing to address WHS requirements)

DRAFT 2018/2019 BUDGET - OPERATING EXPENDITURE ANALYSIS

Recurrent Expenditure	Adopted Budget 2017/2018	Forecast 2017/2018	Draft Budget 2018/2019	% Variance (Adopted / Budget)	Notes
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Aquatic Centre	292,520	217,480	267,000	-8.7%	Lifeguards, Learn to Swim Program. Decrease offset by increase in Employee Costs as 1.18 contracted FTE to be transitioned from agency staff
Depot	15,000	60,000	30,000	100.0%	Casual/relief staff. Increase due to additional Open Space management
Other	-	4,500	-		Casual/relief staff
Contractors - Operating Lease/Licences					
Lease fees	240,281	240,281	266,250	10.8%	Various computer hardware lease fees
Computer software - Licence fees	345,976	345,976	360,650	4.2%	Licence fees associated with various corporate software platforms
Contractors - Other					
Waste Management - Collection/Disposal	1,931,445	1,931,445	2,012,376	4.2%	Includes NAWMA (Kerbside collection & disposal service). Increase provides for cost of new bins serviced during the year
External Auditor	29,808	29,660	30,702	3.0%	Dean Newbery & Partners (5 year contract)
Bank fees and charges	68,864	64,864	70,000	1.6%	
Home Assistance Scheme	229,361	229,361	252,697	10.2%	Based on level of associated grant funding received. Service is cost neutral (excluding in-kind support costs provided)
Street Cleaning	140,500	155,500	150,000	6.8%	Programmed street cleaning of CBD and urban streets. Increase due to new contract which includes new roads within new residential land developments
Plant Servicing & Repairs	155,000	155,000	159,000	2.6%	Servicing and repairs of heavy/light fleet vehicles
Roads - Linemarking	50,000	50,000	50,000	0.0%	Periodic Linemarking of sealed roads
S/W drainage - Clean pipes/pits/drains	61,000	71,000	90,000	47.5%	Programmed cleaning of side entry pits / pipes / drains (increase includes maintenance work in new residential development areas)
Watercourse maintenance (incl. Milne Road)	5,000	64,000	65,000	1200.0%	
Park/Street tree maintenance	18,000	26,000	34,000	88.9%	
Buildings maintenance	464,963	464,963	481,569	3.6%	Planned/unplanned maintenance of buildings: including cleaning, security services, repairs & maintenance, etc.
Grants Submission Writer	40,000	40,000	30,000	-25.0%	
Office equipment maintenance	41,000	41,000	40,000	-2.4%	Routine servicing and repairs of photocopiers, etc.
Independent Members fees	25,100	25,630	25,630	2.1%	Audit Committee, Council Assessment Panel
Couriers/Freight charges	24,950	22,950	22,700	-9.0%	Includes agenda/minutes delivery charges, freight charges, etc. Decrease due to 'backlog' catch-up of Records transferred to off-site storage or State Records following staff relocation to new Administration Centre in December 2016
Equipment Hire	64,000	196,087	70,000	9.4%	External hire of various plant/equipment - incl. Roller hire, elevated work platforms, etc.
Property valuations	48,000	46,898	48,070	0.1%	Provided by Valuer-General for rating purposes.
Printing	46,000	41,500	30,000	-34.8%	Rate notices, expiation forms, etc. (reduction includes no longer printing dog renewal notices from 1/7/18 as a result of transfer to 'Dogs and Cats Online' scheme)
Communication & Marketing	30,000	30,000	30,000	0.0%	
Gawler Activation Program	44,000	44,000	44,000	0.0%	Fringe Festival, Summer Initiatives (incl. outdoor cinema)

DRAFT 2018/2019 BUDGET - OPERATING EXPENDITURE ANALYSIS

Recurrent Expenditure	Adopted Budget 2017/2018	Forecast 2017/2018	Draft Budget 2018/2019	% Variance (Adopted / Budget)	Notes
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Australia Day Breakfast	6,500	6,500	6,500	0.0%	
Murray Street banners	19,240	19,240	20,000	4.0%	Removal/installation of Murray Street banners
Immunisation service	26,000	26,000	26,000	0.0%	
Dumped Rubbish removal	25,000	25,000	25,000	0.0%	
Pigeon/Corella Control programs	15,000	15,000	15,000	0.0%	
Records Management	18,900	18,900	18,900	0.0%	External services & off-site records storage fees
Dog Park maintenance	-	-	20,000		New recurring costs following construction of Dog Park
Business Innovation Hub	-	-	33,000		Managed services contract with service provider. Service will commence following completion of Civic Centre redevelopment
Public Reserve landscaping program	-	-	20,000		Programmed upgrade of various Parks/Gardens
Street Lighting program	-	-	50,000		
Open Space Management services	365,874	124,668	182,825	-50.0%	Reduction offset by new allocations across other activities (e.g. stormwater drainage, agency staff, etc.)
Road infrastructure maintenance	123,500	145,604	136,500	10.5%	
Other Contractual services	192,450	275,172	258,494	34.3%	Other sundry contractual services across the organisation (individually of low value)
Materials - Energy					
Fuel	107,153	107,153	114,106	6.5%	Based on quantity and anticipated usage of plant and vehicles.
Gas	44,000	44,000	50,000	13.6%	Pool heating, various Bldgs heating. Increase based on actual costs being incurred
Water	787,865	787,865	702,526	-10.8%	Reduction in 2018/19 primarily due to expected % increase in per kilolitre rate for 2017/18 did not eventuate. Estimated consumption based on expected consumption during a year of average rainfall
Electricity - Streetlighting	440,110	536,990	434,610	-1.2%	2017/18 Forecast includes \$96,880 for Street lighting program transferred from the Capital budget
Electricity - Other	317,000	312,490	268,738	-15.2%	2018/19 includes \$50k new expenditure at the Civic Centre redevelopment (four months from March 2019)
Materials - Road making					
Rubble & Bitumen	111,000	91,000	91,000	-18.0%	
Concrete	40,000	40,000	45,000	12.5%	
Materials - Other					
Public Conveniences supplies	18,670	18,670	21,170	13.4%	Toilet tissues, hand towels, etc.
Minor asset & equipment purchases	58,900	92,214	50,600	-14.1%	Purchase of minor assets less than capitalisation threshold
Signs (including road/traffic control)	35,650	35,650	35,650	0.0%	
Canteen supplies	64,000	54,000	54,560	-14.8%	Swimming Pool, Sport & Community Centre
Aquatic Centre chemicals	21,000	21,000	21,000	0.0%	Water treatment chemicals to maintain appropriate water standard.
Vehicle/Machine parts	62,000	62,000	62,000	0.0%	
Stationery	42,200	42,200	43,000	1.9%	
Depot store supplies	27,000	27,000	27,000	0.0%	Sundry hardware and loose tools replacement
Library materials	8,700	20,490	8,700	0.0%	Local purchase of Books/Magazines/DVDs

DRAFT 2018/2019 BUDGET - OPERATING EXPENDITURE ANALYSIS

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Corporate Uniform payments	40,400	40,150	41,750	3.3%	Purchases by staff above uniform allowance are reimbursed to Council
Parks, Gardens, Ovals maintenance	54,500	54,500	50,100	-8.1%	
Stormwater drainage maintenance	17,500	17,500	17,500	0.0%	
Computer hardware/software	19,850	19,850	21,170	6.6%	
Catering supplies	38,300	40,780	41,850	9.3%	Catering for various Council / Committee / Workshops / Staff / Volunteer meetings and events
Other sundry materials	94,500	122,150	93,850	-0.7%	Other sundry materials across the organisation (individually of low value)
Other - Insurance					
Bldg & Contents, Plant & Equipment	156,748	156,748	172,767	10.2%	Increase for 2018/19 based on actual costs for 2017/18
Public Liability	91,688	90,188	90,440	-1.4%	Reduction based on actual costs 2017/18
Provision for excess on claims	6,000	6,000	6,000	0.0%	
Other insurances	10,142	10,142	10,356	2.1%	
Other - Communications					
Advertising	56,970	73,971	57,130	0.3%	Advertising of Council events and programs, Statutory adverts regarding Rates adoption/Budget, etc.
Postage	56,600	56,600	53,200	-6.0%	Reduction as Council will no longer be responsible for distribution of dog renewal notices under 'Dogs and Cats Online' scheme from 1/7/18
Telephone	112,430	85,156	104,207	-7.3%	Landlines, Mobile Phones, Data plans, etc.
Other - Rates, Taxes, Statutory Expenses					
Fringe Benefits Tax	90,000	130,000	120,000	33.3%	Increase from adopted budget based on costs incurred in 2016/17. Decrease from 2017/18 forecast due to 2 staff recently electing to return allocated vehicles to the fleet
Emergency Services Levy	19,497	19,497	21,777	11.7%	Increase based on cost increase incurred in 2017/18
State Govt NRM Levy	352,393	352,393	361,432	2.6%	Payment of NRM levy funds collected
Vehicle registration fees	44,000	44,000	51,000	15.9%	Increase based on actual costs incurred (no increase in fleet nos.)
Elected Member allowances	216,897	216,897	239,356	10.4%	No. of Elected Members will revert to 11 at November 2018 election
Other - Contributions & Donations					
Gawler Business Development Group Inc.	172,759	172,759	172,591	-0.1%	Payment of revenue collected for Gawler Business Development Group
Gawler Community House	15,000	15,000	15,000	0.0%	
Christmas Festival	27,000	27,000	27,500	1.9%	Agreement with Apex Club to run the event from 2018-2020
Dog & Cat Management Board	45,900	45,900	55,403	20.7%	Dog & Cat Management Board fee increase from 20% to 24%, as part of new 'Dogs and Cats Online' scheme from 1/7/18 (offset by other savings in postage and printing, etc.)
Regional Development Aus. Barossa Inc.	37,511	37,511	38,373	2.3%	
Heritage Grants	15,000	15,000	15,000	0.0%	Provision for local heritage grants

DRAFT 2018/2019 BUDGET - OPERATING EXPENDITURE ANALYSIS

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Heritage Walls restoration grants	25,000	25,000	25,000	0.0%	Council has previously agreed to \$25k p.a. over 10 years
Social Support (Gawler Health Service)	51,125	51,125	51,125	0.0%	Funded as part of State Govt Home Assistance Scheme grant
Community Grants Scheme	25,000	25,000	15,000	-40.0%	
Volunteer Resource Centre	13,600	13,600	-	-100.0%	
Town Centre Shop Fronts	10,000	10,000	-	-100.0%	Hero Bldg Program
Harmony Day	5,000	5,000	-	-100.0%	
Flood Alert monitoring system contribution	5,000	5,000	5,000	0.0%	
Gawler Farmers Market	5,000	5,000	-	-100.0%	
Gawler Show	15,000	15,000	15,000	0.0%	Excludes other in-kind support
Anzac Day	2,000	2,000	2,000	0.0%	
Sportsperson sponsorship	3,000	3,000	3,000	0.0%	
Barossa Regional Procurement Group	33,741	17,111	17,309	-48.7%	Budget requirement overstated in 2017/18 adopted budget
State Government Planning Portal contribution	-	-	28,000		New annual cost
Other contributions & donations	184,600	184,600	184,600	0.0%	Value of community in-kind contributions
Other - Other Expenses					
Legal fees - Debt collection	28,500	25,767	17,500	-38.6%	Costs recovered. Reduction due to ongoing effective debtor management practices, resulting in reduced legal costs incurred
Legal fees - Industrial relations	6,000	6,000	5,000	-16.7%	
Legal fees - Other	149,500	153,549	135,500	-9.4%	
Memberships - Gawler River Flood Management Authority	13,395	13,395	39,405	194.2%	Increase for 2018/19 based on draft budget submission from GRFMA
Memberships - Local Government associations	36,178	36,178	34,550	-4.5%	
Memberships - Other	29,592	30,199	27,200	-8.1%	Professional memberships, etc.
Electoral roll updates	6,000	6,000	6,800	13.3%	Electoral Roll updates provided by the Electoral Commission
Sundry Projects Fund	100,000	102,273	50,000	-50.0%	Funding provision for Sundry projects (e.g. co-contributions required to secure grant funding)
Commissionable items (Visitor Information Centre)	52,000	52,000	31,250	-39.9%	Regional/Interstate Bus tickets, Sealink tickets, Accommodation bookings. Reduction due to decreased demand for services (offset by associated revenue reduction)
Souvenirs (Visitor Information Centre)	12,000	12,000	10,000	-16.7%	
Staff training	111,500	144,814	122,800	10.1%	Budget based on identified Training Needs Analysis
Gawler East Link Road payments	294,640	294,640	376,000	27.6%	Accrued payments to State Govt (equivalent to developer contributions received). Based on estimated new allotments created each year
New Civic Centre operational costs	-	-	60,000		Provision for new operational costs (excluding utilities) from March 2019
Other sundry expenses	169,271	118,075	78,717	-53.5%	Other sundry expenses across the organisation (individually of low value)
Total - Recurrent activities	11,004,816	11,186,555	11,104,642	0.9%	
(b) 'One-off' or cyclic projects:					
Periodic Council Elections	-	-	105,300		Election due November 2018

DRAFT 2018/2019 BUDGET - OPERATING EXPENDITURE ANALYSIS

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Gawler Historic Attraction Signage	-	32,500	-		Incorporated within October 2017 1st Qtr Budget Review
Residential & Character DPA	25,000	-	-	-100.0%	Bid #775
Internal Audit Strategic Risk Review	20,000	-	-	-100.0%	Bid #725
Animal Management Plan (Cat By-Law)	15,000	15,000	-	-100.0%	Bid #563
Update and implement Emergency Management Plan	15,000	15,000	-	-100.0%	Bid #202. \$10k added as recurring cost from 2018/19 in recurrent budget
Gawler East Structure Plan DPA	50,000	35,707	-	-100.0%	Bid #773
Update Bldgs Asset Management Plan	22,500	77,337	-	-100.0%	Bid #485
Karbeethan Reserve Master Plan	100,000	50,000	-	-100.0%	Bid #203
Gawler & Surrounds Biodiversity Management Plan	40,000	68,384	40,000	0.0%	Bid #766
Gawler & Surrounds Stormwater Management Plan	80,000	80,000	31,000	-61.3%	Bid #260
Digitisation of Cultural Heritage Collection	40,000	20,000	-	-100.0%	Bid #792
Develop and deliver outreach Library programs	10,000	10,000	-	-100.0%	Bid #569
Mayor's Young Women's Leadership Program	4,000	4,000	-	-100.0%	Bid# 618. Included as recurrent \$4k from 2018/19
Mayor's Christmas Card competition	3,000	3,000	-	-100.0%	Included as recurrent \$3k cost from 2018/19
Finalisation of Evanston Gardens DPA	12,000	12,000	-	-100.0%	Bid #782 (developer funded DPA)
Prepare a transit orientated Gawler Town Centre DPA	50,000	10,000	-	-100.0%	Bid #313 (developer funded DPA)
Commercial and Rural Areas DPA	85,000	19,249	-	-100.0%	Bid #771 (net cost \$20k)
Karbeethan Sporting Association Governance / Management	8,000	8,000	-	-100.0%	Bid #631
Implement Regional Health Plan	5,000	5,000	-	-100.0%	Bid #341
State Government Planning Portal contribution	28,000	-	-	-100.0%	Bid #772 (deferred to 2018/19 as part of recurrent budget)
Contribution: Gawler Biennial Art Award	-	-	3,500		Current agreement expires 2018
Asset Condition Assessments	-	31,666	-		Bid #485 (b'fwd from 2016/17)
Asset valuation audits	-	15,000	-		Bid #685 (b'fwd from 2016/17)
Asbestos removal and demolition of old canteen at Gawler Central precinct	-	15,000	-		Bid #641 (b'fwd from 2016/17)
Walking & Cycling Strategy	-	35,370	-		Bid #219 (b'fwd from 2016/17)
Maintenance Resource Strategy	-	-	30,000		B'fwd from 2016/17
New Land Division Open Space Guideline	-	30,000	-		
New Initiatives Provision	-	-	383,000		Excludes \$317k for new employees provision - refer 'Employee Costs' section above
Total - Non-recurrent activities	612,500	592,213	592,800	-3.2%	
TOTAL	11,617,316	11,778,768	11,697,442	0.7%	

Finance Costs

Interest - Fixed Debenture Loans (LGFA)	463,763	463,763	424,863	-8.4%	Reduction due to implementation of revised loan funding strategy - resulting in no fixed long-term loans since 2011/12
Interest - Cash Advance Debentures (LGFA)	300,000	280,000	441,600	47.2%	Based on projected cashflows and expected increase in utilisation due to value of capital works program

DRAFT 2018/2019 BUDGET - OPERATING EXPENDITURE ANALYSIS

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Bank Guarantee fees	22,617	20,561	20,560	-9.1%	Costs regarding Evanston Gardens Community Centre funding agreement with Federal Government
TOTAL	786,380	764,324	887,023	12.8%	

Depreciation

Buildings	299,163	299,163	395,586	32.2%	Increase includes new depreciation of Civic Centre redevelopment (from March 2019) and other recently upgraded assets
Infrastructure	3,766,466	3,766,466	3,869,864	2.7%	Increase due to new road and stormwater infrastructure acquired as a result of new residential land developments
Equipment	583,308	583,308	657,700	12.8%	Increase provides for new depreciation from purchased equipment
Other Assets	193,881	193,881	235,717	21.6%	Increase provides for new depreciation from constructed assets (e.g. Lions Club shelter, irrigation upgrades, Dog park, etc.)
TOTAL	4,842,818	4,842,818	5,158,867	6.5%	

Net Loss - Joint Ventures & associates

Northern Adelaide Waste Management Authority	-	65,000	-		Movement in Council's equity share - based on budget provided by the Authority
Gawler River Floodplain Management Authority	-	-	38,520		Movement in Council's equity share - based on budget provided by the Authority
TOTAL	-	65,000	38,520	#DIV/0!	
TOTAL EXPENSES	27,404,432	27,049,086	28,592,002	4.3%	

**LONG TERM FINANCIAL PLAN -
STATEMENT OF COMPREHENSIVE INCOME**

	2017/18 \$'000s Budget	2018/19 \$'000s Forecast	2019/20 \$'000s Forecast	2020/21 \$'000s Forecast	2021/22 \$'000s Forecast	2022/23 \$'000s Forecast	2023/24 \$'000s Forecast	2024/25 \$'000s Forecast	2025/26 \$'000s Forecast	2026/27 \$'000s Forecast
INCOME										
Rates	21,622	22,474	23,592	24,765	25,996	27,288	28,645	30,069	31,564	33,133
Statutory Charges	720	720	735	749	764	780	795	811	827	844
User Charges	1,539	1,632	1,715	1,787	1,831	1,868	1,906	1,945	1,984	2,025
Grants, subsidies and contributions	3,666	2,723	4,263	4,844	4,426	4,275	4,361	4,448	4,537	4,628
Investment Income	37	11	11	11	11	11	11	11	11	11
Reimbursements	341	265	270	276	281	287	292	298	304	310
Other Revenues	51	18	18	19	19	19	20	20	21	21
Net gain - Equity Accounted Council Businesses	0	13	37	59	72	98	126	144	242	218
TOTAL INCOME	27,976	27,857	30,641	32,509	33,400	34,626	36,157	37,747	39,490	41,190
EXPENSES										
Employee Costs	9,599	10,797	11,203	11,519	11,951	12,398	12,860	13,342	13,838	14,351
Materials, Contracts & Other Expenses	11,762	11,705	14,831	13,358	13,564	14,545	15,241	15,917	16,609	17,136
Finance Costs	764	888	959	1,098	1,016	1,043	1,048	1,224	1,143	1,182
Depreciation, Amortisation & Impairment	4,843	5,168	6,014	6,245	6,488	6,741	7,007	7,285	7,576	7,881
Net loss - Equity Accounted Council Businesses	65	39	39	39	39	39	39	39	39	39
TOTAL EXPENSES	27,033	28,597	33,046	32,260	33,058	34,766	36,196	37,807	39,205	40,589
OPERATING SURPLUS / (DEFICIT)	943	(740)	(2,405)	249	342	(140)	(39)	(59)	285	601
Asset Disposal & Fair Value Adjustments	0	0	0	0	0	0	0	0	0	0
Amounts received specifically for new or upgraded assets	3,529	6,777	2,408	938	951	964	977	991	1,005	1,019
Physical resources received free of charge	3,200	5,000	30,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
NET SURPLUS / (DEFICIT)	7,672	11,037	30,003	6,188	6,293	5,824	5,938	5,931	6,290	6,620
OTHER COMPREHENSIVE INCOME										
Changes in Revaluation Surplus	0	0	0	0	0	0	0	0	0	0
Share of Other Comprehensive Income - Equity Accounted Council Businesses	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	7,672	11,037	30,003	6,188	6,293	5,824	5,938	5,931	6,290	6,620

**LONG TERM FINANCIAL PLAN -
BALANCE SHEET**

	2017/18 \$'000s Budget	2018/19 \$'000s Forecast	2019/20 \$'000s Forecast	2020/21 \$'000s Forecast	2021/22 \$'000s Forecast	2022/23 \$'000s Forecast	2023/24 \$'000s Forecast	2024/25 \$'000s Forecast	2025/26 \$'000s Forecast	2026/27 \$'000s Forecast
ASSETS										
Current Assets										
Cash and cash equivalents	110	110	110	110	110	110	110	110	110	110
Trade & other receivables	1,246	1,114	1,226	1,300	1,336	1,385	1,446	1,510	1,580	1,648
Loans to Community Groups	50	6	6	6	6	6	3	3	3	1
Inventories	12	12	12	12	12	12	12	12	12	12
Total Current Assets	1,418	1,243	1,354	1,428	1,464	1,513	1,571	1,635	1,705	1,771
Non-Current Assets										
Loans to Community Groups	163	277	271	265	259	253	250	247	244	243
Investments in subsidiaries	3,492	3,466	3,464	3,484	3,516	3,575	3,662	3,768	3,970	4,150
Infrastructure, Property, Plant & Equipment	231,179	245,011	279,293	284,800	291,857	298,309	308,404	312,835	319,998	325,224
Total Non-Current Assets	234,834	248,754	283,028	288,548	295,633	302,137	312,316	316,850	324,212	329,617
TOTAL ASSETS	236,252	249,996	284,382	289,976	297,096	303,650	313,887	318,485	325,917	331,387
LIABILITIES										
Current Liabilities										
Trade & Other Payables	6,268	5,108	5,575	6,092	5,609	5,627	5,644	5,663	5,681	5,700
Borrowings - Fixed Term Debentures	851	909	971	1,037	1,107	831	594	307	0	0
Provisions	2,501	2,501	2,501	2,501	2,501	2,501	2,501	2,501	2,501	2,501
Total Current Liabilities	9,620	8,518	9,047	9,630	9,217	8,959	8,739	8,471	8,182	8,201
Non-Current Liabilities										
Trade & Other Payables										
Borrowings - Fixed Term Debentures	5,757	4,848	3,877	2,840	1,733	902	308	1	1	1
Borrowings - Cash Advance Facility	6,785	12,605	17,220	16,868	18,997	20,594	25,480	24,491	25,686	24,277
Provisions	298	503	712	925	1,143	1,365	1,591	1,822	2,058	2,298
Other Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	12,840	17,956	21,809	20,633	21,873	22,861	27,379	26,314	27,745	26,576
TOTAL LIABILITIES	22,460	26,474	30,856	30,263	31,090	31,819	36,119	34,785	35,927	34,777
NET ASSETS	213,793	223,523	253,526	259,713	266,006	271,831	277,769	283,700	289,990	296,610
EQUITY										
Accumulated Surplus	62,482	71,738	100,558	105,516	111,532	116,865	127,771	133,688	138,688	146,570
Asset Revaluation Reserve	149,313	149,313	149,313	149,313	149,313	149,313	149,313	149,313	149,313	149,313
Other Reserves	1,998	2,472	3,655	4,884	5,161	5,653	685	699	1,989	727
TOTAL EQUITY	213,793	223,523	253,526	259,713	266,006	271,831	277,769	283,700	289,990	296,610

**LONG TERM FINANCIAL PLAN -
STATEMENT OF CASHFLOWS**

	2017/18 \$'000s Budget	2018/19 \$'000s Forecast	2019/20 \$'000s Forecast	2020/21 \$'000s Forecast	2021/22 \$'000s Forecast	2022/23 \$'000s Forecast	2023/24 \$'000s Forecast	2024/25 \$'000s Forecast	2025/26 \$'000s Forecast	2026/27 \$'000s Forecast
CASH FLOWS FROM OPERATING ACTIVITIES										
<i>Receipts:</i>										
Investment receipts	37	11	11	11	11	11	11	11	11	11
Operating receipts	27,890	27,964	30,482	32,364	33,282	34,468	35,958	37,528	39,168	40,893
<i>Payments:</i>										
Finance payments	(764)	(888)	(959)	(1,098)	(1,016)	(1,043)	(1,048)	(1,224)	(1,143)	(1,182)
Operating payments to suppliers & employees	(20,866)	(22,216)	(25,357)	(24,147)	(25,781)	(26,704)	(27,858)	(29,010)	(30,193)	(31,228)
Net cash provided by (or used in) Operating Activities	6,297	4,872	4,177	7,130	6,496	6,733	7,063	7,305	7,843	8,494
CASH FLOW FROM INVESTING ACTIVITIES										
<i>Receipts:</i>										
Amounts specifically for new or upgraded assets	5,975	4,229	2,408	938	951	964	977	991	1,005	1,019
Sale of assets	100	2,561	50	50	50	50	50	50	50	50
Repayment of loans by community groups	16	50	6	6	6	6	6	3	3	3
<i>Payments:</i>										
Expenditure on renewal/replacement of assets	(2,933)	(4,095)	(3,978)	(2,590)	(3,316)	(2,521)	(2,600)	(2,699)	(2,806)	(2,664)
Expenditure on new/upgraded assets	(10,784)	(12,466)	(6,368)	(4,212)	(5,279)	(5,722)	(9,551)	(4,067)	(6,982)	(5,493)
Loans made to community groups	0	(120)	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Investment Activities	(7,626)	(9,841)	(7,883)	(5,808)	(7,588)	(7,223)	(11,118)	(5,722)	(8,731)	(7,086)
CASH FLOWS FROM FINANCING ACTIVITIES										
<i>Receipts:</i>										
Proceeds from external borrowings (Fixed interest)	0	0	0	0	0	0	0	0	0	0
Proceeds from external borrowings (Variable interest)	2,143	5,820	4,615	0	2,129	1,597	4,886	0	1,195	0
Proceeds from Bonds & Deposits	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>										
Repayment of external borrowings (Fixed interest)	(814)	(851)	(909)	(971)	(1,037)	(1,107)	(831)	(594)	(307)	0
Repayment of external borrowings (Variable interest)	0	0	0	(352)	0	0	0	(989)	0	(1,409)
Repayment of Bonds & Deposits	0	0	0	0	0	0	0	0	0	0
Net cash provided by (or used in) Financing Activities	1,329	4,969	3,706	(1,323)	1,092	490	4,055	(1,583)	888	(1,409)
Net Increase/(Decrease) in Cash held	0	(0)	0	(1)	(0)	0	(0)	0	0	(0)
Cash at beginning of period	110	110	110	110	110	110	110	110	110	110
CASH AT END OF PERIOD	110	110	110	110	110	110	110	110	110	110

**LONG TERM FINANCIAL PLAN -
STATEMENT OF CHANGES IN EQUITY**

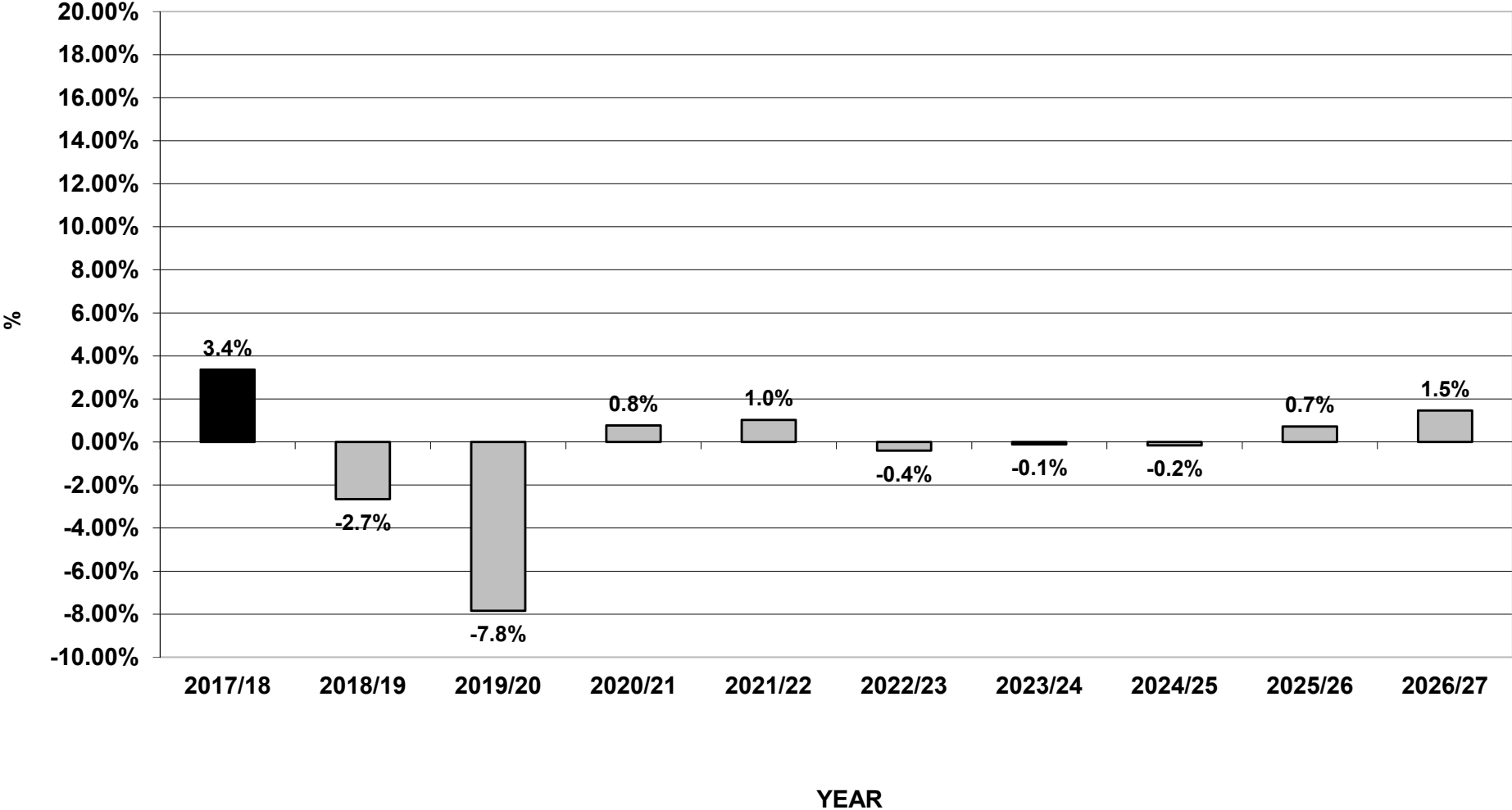
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
ACCUMULATED SURPLUS										
Balance at end of previous reporting period	55,082	62,482	71,738	100,558	105,516	111,532	116,865	127,771	133,688	138,688
Net Surplus/(Deficit) for year	7,672	11,037	30,003	6,188	6,293	5,824	5,938	5,931	6,290	6,620
Transfers to Other Reserves	(504)	(31)	(31)	(32)	(33)	(13)	(13)	(14)	(14)	(14)
Transfers from Other Reserves	230	70	0	0	1,000	0	0	0	0	0
Balance at end of period	62,480	73,558	101,710	106,714	112,777	117,344	122,789	133,689	139,964	145,294
ASSET REVALUATION RESERVE										
	149,313	149,313	149,313	149,313	149,313	149,313	149,313	149,313	149,313	149,313
OTHER RESERVES										
Car Parks										
Balance at end of previous reporting period	439	439	448	457	466	475	485	494	504	514
Transfers from Accumulated Surplus	0	9	9	9	9	10	10	10	10	10
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Balance at end of period	439	448	457	466	475	485	494	504	514	525
Open Space										
Balance at end of previous reporting period	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	25	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(25)	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
Plant & Equipment Replacement Reserves										
Balance at end of previous reporting period	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
Property										
Balance at end of previous reporting period	1,123	1,093	1,115	1,137	1,160	183	187	190	194	198
Transfers from Accumulated Surplus	20	22	22	23	23	4	4	4	4	4
Transfers to Accumulated Surplus	(50)	0	0	0	(1,000)	0	0	0	0	0
Balance at end of period	1,093	1,115	1,137	1,160	183	187	190	194	198	202
Stormwater Drainage										
Balance at end of previous reporting period	0	0	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	25	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(25)	0	0	0	0	0	0	0	0	0
Balance at end of period	0	0	0	0	0	0	0	0	0	0
Gawler East Development										
Balance at end of previous reporting period	0	396	909	2,061	3,258	4,503	4,981	(0)	0	1,277
Transfers from Accumulated Surplus	396	513	1,152	1,197	1,244	1,293	1,327	1,251	1,276	1,328
Transfers to Accumulated Surplus	0	0	0	0	0	(814)	(6,308)	(1,251)	0	(2,604)
Balance at end of period	396	909	2,061	3,258	4,503	4,981	(0)	0	1,277	0
Other Reserves										
Balance at end of previous reporting period	162	70	0	0	0	0	0	0	0	0
Transfers from Accumulated Surplus	38	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(130)	(70)	0	0	0	0	0	0	0	0
Balance at end of period	70	0	0	0	0	0	0	0	0	0
TOTAL OTHER RESERVES AT END OF PERIOD	1,998	2,472	3,655	4,884	5,161	5,653	685	699	1,989	727
TOTAL EQUITY AT END OF PERIOD	213,792	225,343	254,677	260,911	267,251	272,309	272,787	283,701	291,267	295,334

**LONG TERM FINANCIAL PLAN -
UNIFORM PRESENTATION OF FINANCES**

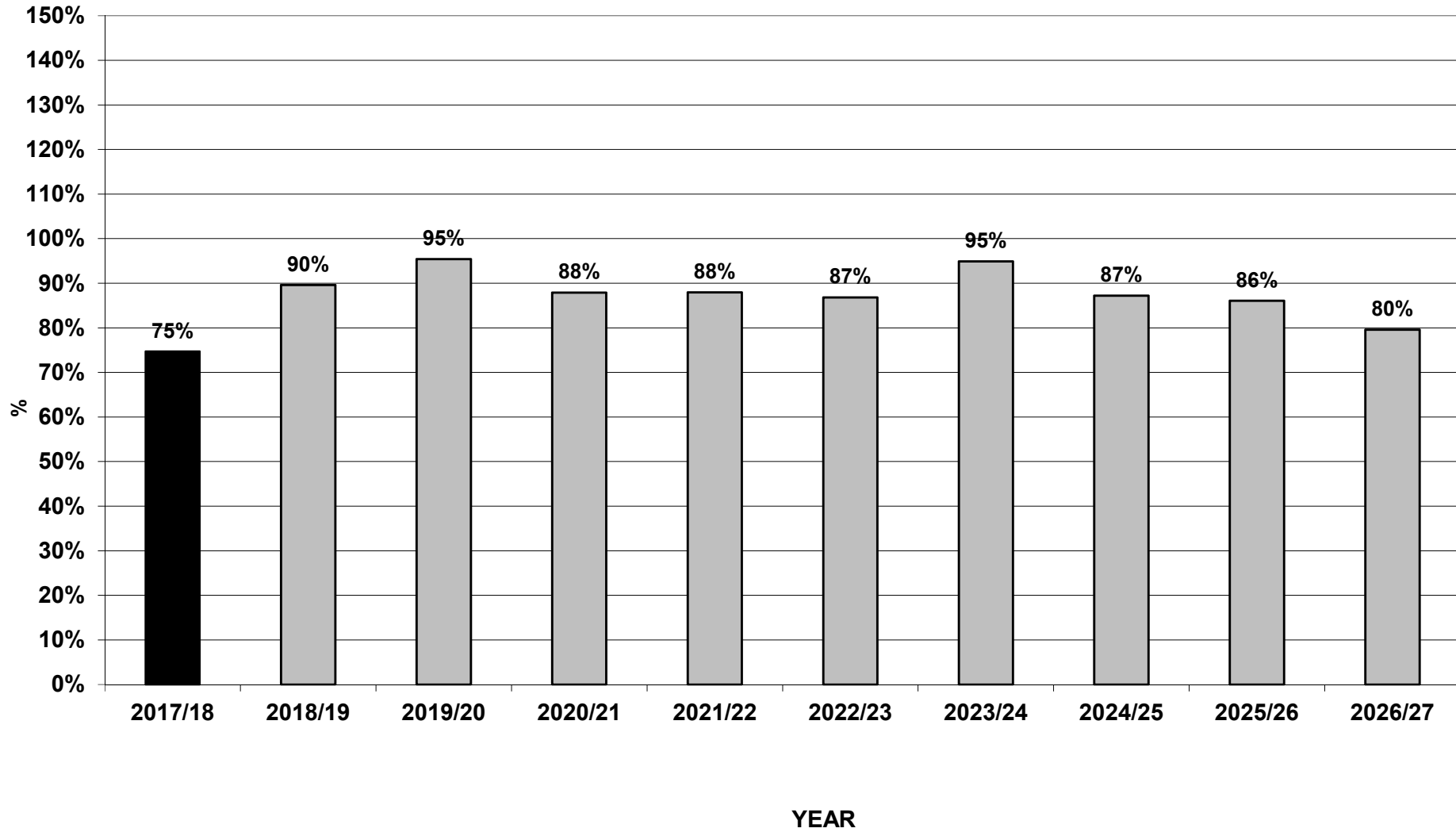
	2017/18 \$'000s Budget	2018/19 \$'000s Forecast	2019/20 \$'000s Forecast	2020/21 \$'000s Forecast	2021/22 \$'000s Forecast	2022/23 \$'000s Forecast	2023/24 \$'000s Forecast	2024/25 \$'000s Forecast	2025/26 \$'000s Forecast	2026/27 \$'000s Forecast
Operating Revenues	27,976	27,857	30,641	32,509	33,400	34,626	36,157	37,747	39,490	41,190
less Operating Expenses	(27,033)	(28,597)	(33,046)	(32,260)	(33,058)	(34,766)	(36,196)	(37,807)	(39,205)	(40,589)
Operating Surplus / (Deficit)	943	(740)	(2,405)	249	342	(140)	(39)	(59)	285	601
less Net outlays on existing Assets										
Capital expenditure on renewal and replacement of existing assets	3,022	4,805	3,978	2,590	3,316	2,521	2,600	2,699	2,806	2,664
less Depreciation, Amortisation and Impairment	(4,843)	(5,168)	(6,014)	(6,245)	(6,488)	(6,741)	(7,007)	(7,285)	(7,576)	(7,881)
less Proceeds from Sale of Replaced Assets	(36)	(125)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)
	(1,857)	(488)	(2,086)	(3,705)	(3,221)	(4,270)	(4,456)	(4,636)	(4,819)	(5,267)
less Net outlays on New and Upgraded Assets										
Capital expenditure on New and Upgraded Assets	12,520	11,756	6,368	4,212	5,279	5,722	9,551	4,067	6,982	5,493
less Amounts received specifically for New and Upgraded Assets	(3,529)	(6,777)	(2,408)	(938)	(951)	(964)	(977)	(991)	(1,005)	(1,019)
less Proceeds from Sale of Surplus Assets	(64)	(2,436)	0	0	0	0	0	0	0	0
	8,927	2,543	3,961	3,274	4,328	4,758	8,574	3,076	5,977	4,474
less repayment of loans from Community groups	(16)	(50)	(6)	(6)	(6)	(6)	(6)	(3)	(3)	(3)
Net Lending / (Borrowing) for Financial Year	(6,111)	(2,745)	(4,273)	687	(759)	(621)	(4,151)	1,503	(869)	1,397

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

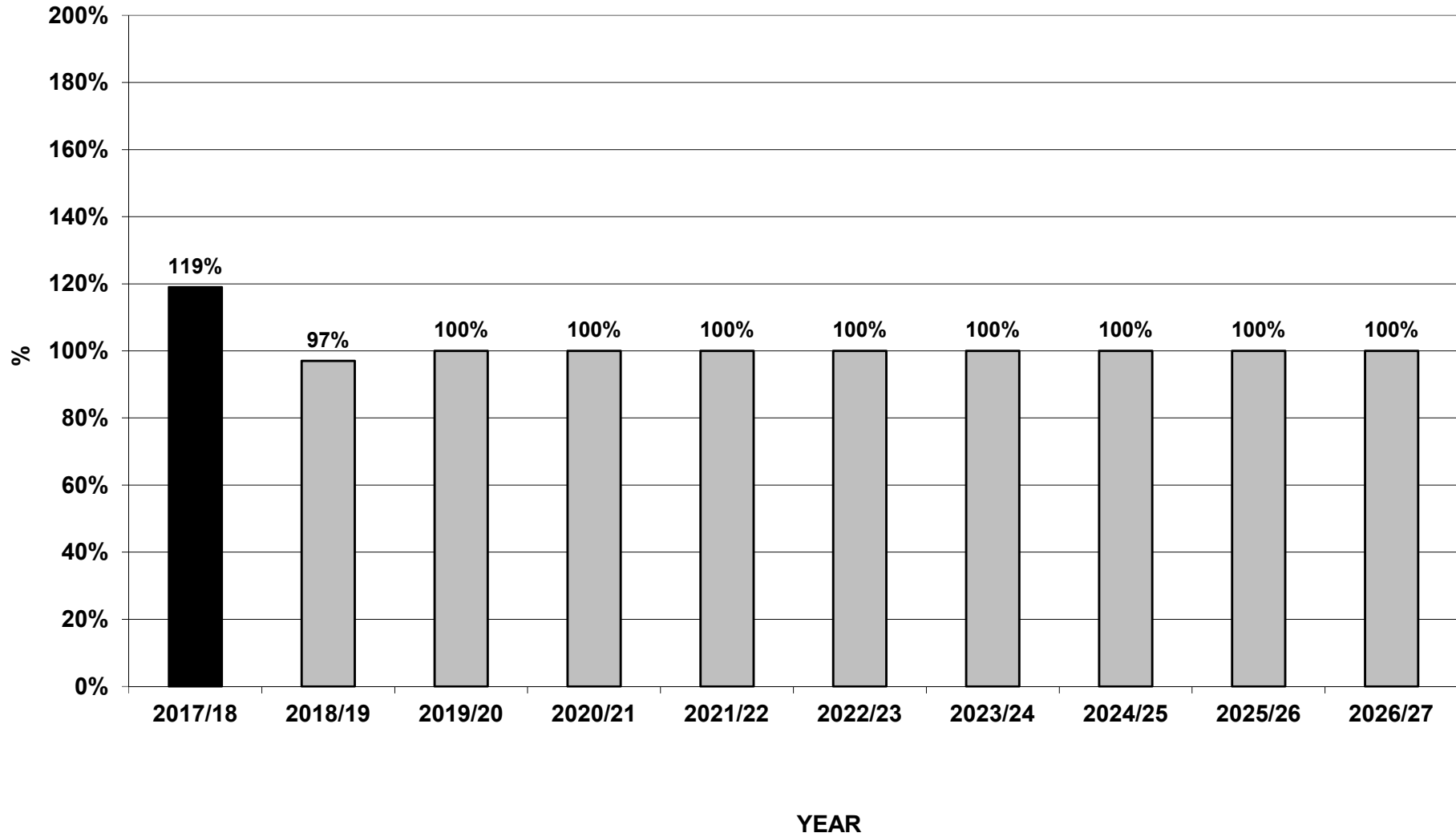
LONG TERM FINANCIAL PLAN - OPERATING RATIO



LONG TERM FINANCIAL PLAN - NET FINANCIAL LIABILITIES RATIO



**LONG TERM FINANCIAL PLAN
ASSET SUSTAINABILITY RATIO**



2018/19 DRAFT BUDGET
LIST OF BUDGET AMENDMENTS SINCE COMMENCEMENT OF PUBLIC CONSULTATION

ATTACHMENT 7

Description	Note	Resource Group	Type	Operating \$ Adjustment	Capital \$ Adjustment	New Initiatives \$ Adjustment
	Opening balances			\$124,735	\$14,553,603	\$692,825
Civic Centre redevelopment - Project Management costs	Project Management \$ for Project manager not previously included	Capital Expenditure	Capital Expenditure		\$135,000	
Infrastructure Depreciation	Reduce depreciation based on reduction in assets received free of charge in 2017/18	Depreciation	Operating Expenditure	(\$30,000)		
Other Assets Depreciation	Reduce depreciation based on project deferrals and project savings from 2017/18	Depreciation	Operating Expenditure	(\$20,000)		
Interest expense	Reduction in Cash Advance Debenture interest rate from 3.75% to 3.6%; Confirmation that 50% advance 2018/19 Financial Assistance / Local Roads grant payment will be received in June 2018 (May 2018 Federal budget papers)	Finance Costs	Operating Expenditure	(\$15,000)		
Gawler Community House Loan (potentially \$100k)	Increase interest expense and show as a \$100k cash contribution in cashflow statement	Finance Costs	Operating Expenditure	\$3,600		
Dog Park contributions	Potential contribution from Light Regional Council	Grants & Contributions	Operating Revenue	(\$10,000)		
New Initiatives Provision	Include revenue contributions identified	Grants & Contributions	Operating Revenue	(\$69,000)		(\$69,000)
New Initiatives Provision	Developer has recently withdrawn contribution towards Town Centre Mixed Use / Gawler Central DPA	Grants & Contributions	Operating Revenue	\$25,000		\$25,000
Gawler & Surrounds S/W Management Plan	Timing of external contributions - 50% of contribution from Stormwater Management Authority will not be payable until completion of the project in 2018/19. Offset by matching reduction in 2017/18 budget	Grants & Contributions	Operating Revenue	(\$50,000)		
New Initiatives Provision	Gross up expenditure to match listing in budget	Materials & Contracts	Operating Expenditure	\$20,000		\$20,000
New Initiatives Provision (Smith Creek S/W Management Plan project)	Increase bid from \$18k to \$22k consistent with Council resolution April 2018	Materials & Contracts	Operating Expenditure	\$4,000		\$4,000
Vehicle expenses	Fuel & FBT savings	Materials & Contracts	Operating Expenditure	(\$14,300)		
Employee Vehicle Contributions	Reduction in contributions (vehicles returned to fleet)	Reimbursements	Operating Revenue	\$10,000		
Council Elections cost	Advice since received from Electoral Commission of indicative cost per elector - 18000 x \$5.85	Materials & Contracts	Operating Expenditure	\$20,300		
Telecom advertising in White Pages - no longer continue	Current contract applies to end of Dec 2018 - savings for period from Jan-June 2019	Materials & Contracts	Operating Expenditure	(\$5,000)		
Tree Replacement - Bond Street	Works have already been done	Materials & Contracts	Operating Expenditure	(\$20,000)		
Christmas Decorations	Xmas decorations - delete budget provision, noting that Town Hall and Institute will not be occupied in December 2018	Materials & Contracts	Operating Expenditure	(\$5,750)		
Gawler Administration Electricity	Savings have been identified due to the overcharging of electricity at the Gawler Administration Centre	Materials & Contracts	Operating Expenditure	(\$50,000)		
Gawler River FMA - Net loss	Revised net loss based on inclusion of depreciation (GRFMA did not include depreciation in their original budget submission) - non-cash variation	Net Loss - Joint Ventures	Operating Expenditure	\$38,520		
Engineering Operations	Monies received for section 221 permits	Other Revenue	Operating Revenue	(\$500)		
Volunteer Resource Centre contribution	Reduce from \$5k to nil	Materials & Contracts	Operating Expenditure	(\$5,000)		
Graffiti program	Identified savings in materials	Materials & Contracts	Operating Expenditure	(\$1,000)		
Travel allowance	Provision for increased travel allowances	Employee Costs	Operating Expenditure	\$2,500		
New staffing positions Initiative Bid	Allow for PA and Depot employee not starting until 27 August 2018	Employee Costs	Operating Expenditure	(\$28,000)		(\$28,000)
DPTI contribution re Dalkeith / Main North Rd intersection upgrade	Contribution towards resheeting of unsealed roads as a direct result of Dalkeith Rd / Main North Rd intersection upgrade	Capital Grants	Capital Revenue		(\$125,000)	
Deferred Capital works from 2017/18	Civic Centre \$1.850m; War Memorial \$45k; SUA Deed Harvest & Distribution Network \$40k; Gawler Bridge / Murray Street Stage 6 \$70k; Gawler Oval Grandstand \$130k	Capital Expenditure	Capital Expenditure		\$2,135,226	
'Fund my Neighbourhood' contribution towards Gawler Oval grandstand	Deferred from 2017/18 as capital works also deferred	Capital Grants	Capital Revenue		(\$130,000)	
Dawson Road wetlands project	Project deferred to 2019/20 financial year	Capital Expenditure	Capital Expenditure		(\$146,398)	
Water costs reimbursement	Increase from \$15k to \$23k	Materials & Contracts	Operating Revenue	(\$8,000)		
Elderly Centre maintenance	Reduce from \$34,800 to \$30,000	Materials & Contracts	Operating Expenditure	(\$4,800)		
Multi-Level Carpark electricity	Reduce from \$24,576 to \$20,576	Materials & Contracts	Operating Expenditure	(\$4,000)		
Financial Assistance Grant	Reduce 2018/19 component to be paid in 2017/18	Grants & Contributions	Operating Revenue	\$661,868		
Local Roads grant	Reduce 2018/19 component to be paid in 2017/18	Grants & Contributions	Operating Revenue	\$159,499		
New Initiatives Provision	Reduce Heritage Centre opening costs	Materials & Contracts	Operating Expenditure	(\$9,000)		(\$9,000)
Streetcleaning contract	Reduce from \$160 to \$150k	Materials & Contracts	Operating Expenditure	(\$10,000)		
Dog registrations & expiations	Reduce budget estimate due to increased number of dogs that have been microchipped, which will revert to 'Standard' dog registration from 2018/19; reduced expiations	Statutory Charges	Operating Revenue	\$30,000		
Plant Operations - Agency staff	Correction of budget estimate	Materials & Contracts	Operating Expenditure	\$15,000		
Various changes to the Business and Communications Budget	Various savings identified	Various	Operating	(\$10,496)		
Adjusted Results 2018/19				\$745,176	\$16,422,431	\$635,825

Submission 2018/2019 Budget Business Plan

Thank you for the opportunity to comment on the 2018/2019 Budget Business Plan.

In commenting on this plan I would like to refer to my submission to the 2016/2017 Budget Business Plan attached.

In that submission, based on publicly available information, I raised that there was a real risk that the Civic Centre Redevelopment (previously named Gawler Connect but with no explanation to ratepayers Council appears to have renamed it) would go over budget. As we know there was a significant and unacceptable blowout to the construction cost of the Civic Centre Redevelopment - \$2.7M.

I also raised the issue of the contingency. We now know there has been a significant blow out to the contingency.

Having attended all of the budget workshop it is clear this blowout has resulted in the significant savings council staff have been required to find for the 2018/2019 budget. Ratepayers have had to forego a number of things to fund this blowout. I do not consider this acceptable.

The fact that council continues to keep the full contingency amount secret I think is a breach of trust. While I hear the explanation that the reason for keeping the quantum of the blowout confidential is to protect ratepayers I don't accept this explanation. I think the reason for the confidentiality is more to protect the elected body and the council administration. I do not think the decision to keep the quantum of the contingency blowout confidential in anyway protects me as a ratepayer.

Best Practice audit committees

The LGA in its State Election Agenda included the question of best practice audit committees. I think this is very wise.

Reflecting on the Gawler Audit Committee's performance questions must be asked. The Audit Committee oversaw a \$2.7M blowout to the construction cost of the Civic Centre Redevelopment.

I understand the blowout to the contingency amount is in the order of \$1.2M.

There are a number of questions that must be asked about the contingency figure.

The Audit Committee accepted an updated Prudential Review dated February 2017 with a contingency amount of \$603,000 and the following statement:

"The risk of a construction cost blow-out is now assessed as low."

The construction cost blowout is now in the order of 200%. Questions should be asked regarding the risk assessment in this prudential report. The risk assessment is clearly and manifestly wrong.

I strongly suggest that the Gawler Audit Committee should be reviewed in light of its decision making.

Risks – Evanston Gardens Community Centre Contingent Liability

At the budget workshop in December the **risk** of the Evanston Gardens Community Centre contingent liability was highlighted. The papers also said this risk was **not** included in the long term financial plan.

This matter is also subject to a confidentiality order. I accept that the legal advice could be subject to a confidentiality order however I think there should be much more transparency regarding this matter. Keeping this secret in essence undermines the legitimacy of the long term financial plan.

As a consequence I would like to register my lack of confidence in the veracity of the reports we are being asked to comment on.

In-kind support

I strongly object to the statement “in-kind support to various groups”. You are a council and your funding comes from ratepayers. The impression you give that you are doing the community a favour by letting them use the services they pay for is insulting.

You are not a company or a corporation you are a community based organisation **funded** by your community.

I would suggest that it is this approach to dealing with the community that has led to some of the very real frustration being expressed by ratepayers with councils. Refer to the letters to the editor in the Bunyip and the Advertiser.

Revenue

On page 40 the report talks about revenue from the Hub.

I can't find an equivalent reference to costs. Having attended all of the budget workshops I understand that the Hub will run at a loss for a number of years.

This does not pass the test of transparency.

I would like the Hub costs clearly articulated.

I do not think the 2018/2019 Budget Business Plan shows that financial management by the Town of Gawler is sound.

Yours sincerely

Carmel Rosier
24th of May 2018

Submission to the 2016/2017 Budget/Business Plan

Thank you for the opportunity to comment on the draft 2016/17 budget/business plan and the draft long term financial plan.

Of particular concern to me is the manner in which the budget for the Gawler Connect project is considered in these plans.

At the council meeting when the prudential report was presented to council the author of the report, was quite clear that the key reason he assessed the Gawler Connect project not to be a risk to ratepayers, was because he had never seen such a high contingency for any project he had assessed. I queried this with the Mayor at the time and she advised me that the council was satisfied with the contingency amount that was included in the prudential report risk assessment. I can see no report that shows the council ever considered the contingency excepting that it may have been in a workshop which has no formal status.

The Gawler Infrastructure Assets report (p.7) presented to the 2 June 2016 Audit Committee the report says for Gawler Connect expenditure will be:

2016	\$1,690m
2017	\$8,500m
2018	\$2,610m

This totals \$12.8m.

The draft long term financial plan says on page 18 that funding allocated to the Gawler Connect project is \$11.4m. Please would you explain the \$1.4m discrepancy from one report to the other?

A report to council on the 19th of April 2016 says:

The GCP cost contingency provisions at this point is only 4% i.e. (\$557,000). This does not meet industry standard and should otherwise be 10% i.e. (\$1.4m). Depending on what occurs during the construction phase budget overruns as allocated to date could be exceeded. Every effort has and will continue to be made to avoid this occurring.

I note the \$1.4m is consistent with the \$1.4m difference in the infrastructure assets report.

At the council meeting of the 17th of May Chris Sale Consulting in their *Revised Building Works Cost Estimate* say on page 86, "Construction Contingency (excluded as advised by Client)."

Based on the advice above a contingency for a project with a total building work of \$10,314,000 should be \$1,031,400. Including the contingency would mean a total of \$11,345,400.

Other inclusions in the budget are professional fees, statutory charges, relocation/decanting and temporary facilities.

Council knows what the professional fees are as a contract has been signed – they are \$845,289. If professional fees are included the total project cost would be \$12,190,689 which is \$790,689 more than the budgeted amount of \$11.4M. Where the \$12.8m in the Infrastructure Assets report fits in I find it difficult to fathom.

The presentation of the budget for the Gawler Connect project is unclear and not well presented.

Given the prudential report assessment included a substantial contingency figure for Gawler Connect are you able to explain how the risk to ratepayers has been assessed with the removal of the contingency?

It seems to me that the council's decision to do this puts ratepayers at risk. It seems wrong that council should make such a significant change to a project which is inconsistent with the prudential report. What is the point of a prudential report if council varies the budget significantly with no reference to it?

As the Gawler Connect project is reported in these reports I think there is a significant chance of the project costing more than \$11.4m – we already know it will if professional fees are included.

There is a lack of transparency regarding the Gawler Connect project and I would therefore like to register my lack of confidence that either of the plans meet prudential requirements.

Yours sincerely

Carmel Rosier

From: Graeme Williamson
To: [Budget](#)
Subject: Budget
Date: Thursday, 24 May 2018 10:32:08 PM

Concerns on Gawler Council Budget

The budget needs to provide more explanation on the factors in the general rate increase. The increase has three components

- The natural increase through capital value increase
- The increase in rate applied to capital value
- Increase obtained through developments

These three should be clearly identified so that rate payers are informed on how their rates bill will change. Other councils manage to provide this breakdown.

The budget has asset sales contained within it but there is no explanation on the need and necessity for these sales. The Gawler community are part owners of these assets and thus by taking them away you are also taking from the Gawler residents. This is clearly demonstrated by Evanston Park residents making representation at Council.

The Gawler Council has more than doubled its general rate income in the last 10 years and this has been achieved by increasing the rates charged at more than double the local Government CPI value. The 18/19 budget has about \$2million dollars of assets sales as income in the budget. This indicates that Council is still living beyond its income. Asset sales only solve the problem for one year and that means financial issue will be there the following year. The budget does not justify that 10 years of excessive rate increases has got Gawler Council to a sustainable level. The capital sales just hides the fact that expenditure is not under control.

Graeme Williamson
Evanston Park

From: noel elliot
To: [Council \(E-mail\)](#)
Subject: draft budget
Date: Thursday, 24 May 2018 02:00:02 PM

Hi Honourable Mayor,

I have reviewed the draft budget, but not being an accountant cannot make detailed comments on it. However, I can make basic judgements, the main one being that there should be no new developments ie: Walker Place upgrade, until the monetary black hole of the Town Hall refurbishment and Community centre are completed. To keep spending on new projects while council will be operating at a deficit is financially irresponsible and morally wrong.

There is a strong focus on infrastructure such as footpaths and road upgrades, which should be a priority for safety reasons. There has been a recent pedestrian fatality in the town and also a motor vehicle fatality, and council has a duty of care to all users of the area facilities and infrastructure.

I think the Walker Place upgrade is a good idea, but later and including pedestrian control upgrades on Julian Terrace, especially between the Place and Murray street, which currently is like one long pedestrian crossing.

I haven't been happy with recent ideas of the council regarding dogs and the sale of certain council land, although some could be sold without harm, some should not.

With regard to the GELR, I will believe it when I see it. it is my opinion that as a footbridge across the Torrens cost \$53 m, it would be expected one over Dead Mans Pass would cost considerably more.

Yours, Noel Elliott.

Published • • **May 2 at 7:00am**

Draft 2018/19 Budget now open for public consultation...

Council has recently endorsed the draft 2018/19 Budget for public consultation, and accordingly now invites and welcomes feedback from the community in relation to it.

The draft Budget outlines the various services to be provided, in addition to disclosing the proposed capital works program to be delivered in support of achieving community goals outlined in the Gawler Community Plan 2017-2027.

The draft Budget also discloses the anticipated financial impact on ratepayers by way of Rates and other service charges.

A copy of the draft 2018/19 Budget can be downloaded from Council's website at <https://www.gawler.sa.gov.au/your-voice>

Feedback can be provided via the following forums:

- *In writing, addressed to PO Box 130, Gawler SA 5118*
- *Via e-mail to budget@gawler.sa.gov.au*
- *Via Council's Facebook page [here](#)*
- *Via 'Your Voice' Gawler at www.gawler.sa.gov.au/your-voice*
- *In person, at a Special Council meeting on Wednesday 13 June 2018 @ 7pm at the Town of Gawler Administration Centre, 43 High Street, Gawler East*

Written submissions must be received by 5pm Friday 25 May 2018.

1,039 People Reached

10 Reactions, Comments & Shares

5 Like

1 Sad

3 Shares

56 Post Clicks

NO COMMENTS RECEIVED.

Published • • **May 10 at 8:27am**

Did you know that it costs Council over \$400,000 in electricity for over 3,200 streetlights in the Council area?

Did you also know that Council is planning to construct 1.7kms of new footpaths (\$300,000) and reseal 3.35kms of roads (\$485,000) next financial year?

Similar information about other services provided by Council is contained within the Council's draft 2018/19 Budget / Business Plan which is currently out for public consultation.

Council welcomes feedback on the draft budget, submissions for which close at 5pm on Friday 25 May 2018.

Public submissions can be made via the following:

- *'Your Voice' Gawler on Council's website page*
- *By post to PO Box 130, Gawler, SA 5118*
- *Over the counter at the Gawler Administration Centre, 43 High Street, Gawler East*
- *By e-mail to budget@gawler.sa.gov.au*
- *Council's Facebook page www.facebook.com/townofgawler*

Alternatively, verbal submissions can be made at a Special Council meeting scheduled for 13 June 2018 at 7pm at the Gawler Administration Centre, 43 High Street, Gawler East.

2,382 People Reached

32 Reactions, Comments & Shares

8 Like

1 Haha

1 Wow

20 Comments

367 Post Clicks

[Robyn Fidge](#) What about solar panel lights then?

[Carol Pieterse](#) Good idea

[Jelina Haines](#) I agree Robyn, the council should be thinking of changing those lights to solar.

[Joan Wachtel](#) Thank you Gawler Council for our footpath.been waiting 10 years.

[Sarah Rowe](#) Town of Gawler can you please make it so residents can actually post on the page. A comment on a post may only be on the page for a few days, our other options are to send a message or leave review. But it would be helpful if we can actually leave a post that be answered publicly seeing you are seeking public consultation, I hope this makes sense.

[Town of Gawler](#) Hi Sarah, thanks for your comment. All comments on this post will be documented. Alternatively you can provide a submission via www.gawler.sa.gov.au/your-voice. That is council official public consultation platform.

[Luke Daniel](#) Why doesn't the town of Gawler do something about the power crisis, plenty of room on top of buildings in Gawler for solar power. Instead of complaining about the costs. Don't know where Gawler spends all their money seems the streets are filled with rubbish and the roads are horrible.

[Mal Bedell](#) Hey Town of Gawler..... Have you thought of hiring a team of monkeys to ride bikes and generate power.... Or switch back to kerosene lamps... Or maybe get the scouts to walk the streets with torches

[Carol Pieterse](#) You forgot the cal de sac Tony wants at Tulloch road. Smh I still can't picture that? Lol

[Ann-Marie Hicks](#) Could have saved money on the monstrosity at the entrance to Gawlers south

[Helen Park](#) I agree money could've been used to beautify Gawler Main Street or the bridge into Gawler cleaned and painted.

[Lyn Lillecrapp](#) Could have been used to clean the footpaths in the business area - revolting dirty, perhaps even sweep the gutters and clear out the drains to stop flooding when it rains, perhaps even care for the entrances to Gawler - mow the waist high grass, clean up the rubbish, at least try and make it welcoming to folk to come here

[Brian Butson](#) Could have saved thousands on the old council office. Looks like someone on an ego trip. Plenty roads to fix up and untidy properties to clean up. Heaven help us if get a mouse or rat plague

[Lyn Lillecrapp](#) If not an ego trip Brian, then certainly a CV trip - will help get the next job with a bigger Council with more pay, while putting Gawler ratepayers in debt for years

[Anthony Scholz](#) Go solar dah

[Claire Louise Holmes](#) A lot of streets don't even have a single street light. Dangerous to say the least and asking for people to be assaulted on their way home from the train station, especially at Tamblin

[Karen Joy](#) When is Gawler council going to organise hard refuse collection days. We cant all drop off to nawma or afford a skip bin

[Lyn Johnston Raymond](#) Footpaths?? You mean you still do them?

Potts road is an absolute death trap. Gawler council should be ashamed to take rates off these tenants. Won't be long and you'll end up with a big law suit. Oh that's right it will just be us tax payers for it anyway!

[Paul Reeves](#) So isn't this what every council does?

[Carmel Rosier](#) At the Audit Committee on the 15th of February 2017 the agenda advised that Gawler's average residential rate was the 17th highest out of 68 councils in the State. At the council meeting on the 24th of April this year I asked the Mayor and councillors what the average residential rates were this year compared to other councils. Despite several emails to the Mayor and Councillors I still have not received a response to this question. It seems reasonable to me that if the council has this information it should provide it to its ratepayers. Advice to me last year was this information is readily available.

Published • • [May 23 at 1:14pm](#)

Did you know that Council has maintained and absorbed the overall increase in the kerbside Waste Management Service Charge to residents since 2014/15 to 6.3%, despite the State Government imposed Solid Waste Levy (payable per tonne of waste sent to landfill) having increased by 92% (from \$52 to \$100) over the same four period?

Did you also know that Council is planning to construct a new playground within the Willaston Oval precinct?

Did you also know that Council is planning to invest in solar panels on the Gawler Administration Centre in High Street, with an estimated payback period of 4-5 years?

Similar information about other services and planned projects to be provided by Council is contained within the Council's draft 2018/19 Budget / Business Plan which is currently out for public consultation.

Council welcomes feedback on the draft budget, submissions for which close at 5pm on Friday 25 May 2018.

Public submissions can be made via the following:

- 'Your Voice' Gawler on Council's website page
- By post to PO Box 130, Gawler, SA 5118
- Over the counter at the Gawler Administration Centre, 43 High Street, Gawler East
- By e-mail to budget@gawler.sa.gov.au
- Council's Facebook page www.facebook.com/townofgawler

Alternatively, verbal submissions can be made at a Special Council meeting scheduled for 13 June 2018 at 7pm at the Gawler Administration Centre, 43 High Street, Gawler East.

1,003 People Reached

5 Reactions, Comments & Shares

4 Like

1 Love

1 On Post

70 Post Clicks

NO COMMENTS RECEIVED.

Item 7.5 – 2017/2018 Audit Committee Workplan Progress Report and Draft 2018/2019 Audit Committee Workplan

ATTACHMENT 1 2017/18 Audit Committee Workplan Update

ATTACHMENT 2 Draft 2018/2019 Audit Committee Workplan

Action	Motion Ref.	Resp Officer	Status	Status Comments	Aug	Nov	Feb	Apr	Jun
1. Internal Controls & Risk Management Systems									
Monitor and report on internal controls		Tony Amato	In Progress	Refer Agenda Item 7.6					
Review annual LGA Mutual Liability Scheme Risk Management Review report		Nathan Hall	Not Started	Now only completed once every 2 years - not due					
Strategic Risk Review		Nathan Hall	In Progress	Refer Agenda Item 7.1					
2. External Audit									
Oversee Council's relationship with external Auditors relative to matters raised within audit management letters received		Tony Amato	On-going	Dean Newbery & Partners conducted an interim 2017/18 audit on 15-16 January 2018. Management Report was presented to the Audit Committee on 11 April 2018. Interim Audit scheduled for 4-6 June 2018					
In-Camera Review with Auditors		Tony Amato	Completed	Confidential Workshop held on 25 October 2017					
3. Reporting									
Submit annual report of the Audit Committee's activities to the Council		Sara Preece	Completed	Report tabled to August 2017 Committee meeting					
Submit minutes of meetings to Council		Sara Preece	On-going						

AUDIT COMMITTEE

2017/18 WORKPLAN - PROGRESS REPORT (MAY 2018)

Action	Motion Ref.	Resp Officer	Status	Status Comments	Aug	Nov	Feb	Apr	Jun
4. Review of Strategic Documents									
Review of annual update to the Long Term Financial Plan		Paul Horwood	In Progress	Refer Agenda Item 7.2					
Review of Draft Annual Budget / Business Plan		Paul Horwood	In Progress	Refer Agenda Item 7.2					
Review annual update to Infrastructure & Asset Management Plan (Long Term Capital Works Program)		Sam Dilena	Completed	Report tabled to 11 April 2018 meeting					
5. Policy Review									
Review Policies in accordance with Governance review timetable		Tony Amato	In Progress	Refer Agenda Item 7.7					
6. Other									
Appointment of Independent Members to the Audit Committee		Paul Horwood	Completed	Mr Peter Brass and Mr Peter Fairlie-Jones were reappointed to the Committee at the December 2017 meeting. Mr Peter Brass endorsed as Chairman at the January 2018 meeting. Mr Peter Fairlie-Jones appointed as Deputy Chairperson at the 19 February 2018 meeting.					
Audit Committee Workplan - Progress report		Sara Preece	On-going	Refer Agenda Item 7.5					
7. Financial Reporting									
Review Debtor Analysis Report		Joanne Glazbrook	On-going	Refer Agenda Item 7.4					
Review Council Comparative Data Report		Joanne Glazbrook	Completed	Tabled at Audit Committee meeting 7/11/17					
Review 2016/2017 Financial Statements		Erin McGarry	Completed	2016/17 Financial Statements were tabled to Special Audit Committee Meeting held on 25/10/17					
Consideration of Quarterly Budget Reviews		Tony Amato	Completed						

Action	Motion Ref.	Resp Officer	Status Comments	Aug	Nov	Feb	Apr	Jun
1. Internal Controls & Risk Management Systems								
Monitor and report on internal controls		Tony Amato						
Review annual LGA Mutual Liability Scheme Risk Management Review report		Nathan Hall						
Implementation of Strategic Risk Action Plan		Nathan Hall						
2. External Audit								
Oversee Council's relationship with external Auditors relative to matters raised within audit management letters received		Tony Amato						
In-Camera Review with Auditors		Tony Amato						
3. Reporting								
Submit annual report of the Audit Committee's activities to the Council		Sara Preece						
Submit minutes of meetings to Council		Sara Preece						

**AUDIT COMMITTEE
DRAFT 2018/19 WORKPLAN**

Action	Motion Ref.	Resp Officer	Status Comments	Aug	Nov	Feb	Apr	Jun
4. Review of Strategic Documents								
Review of annual update to the Long Term Financial Plan		Paul Horwood						
Review of Draft Annual Budget / Business Plan		Paul Horwood						
Review annual update to Infrastructure & Asset Management Plan (Long Term Capital Works Program)		Sam Dilena						
5. Policy Review								
Review Policies in accordance with Governance review timetable		Tony Amato						
6. Other								
Audit Committee self-assessment survey		Sara Preece						
Audit Committee Workplan - Progress report		Sara Preece						
7. Financial Reporting								
Review Debtor Analysis Report		Joanne Glazbrook						
Review Council Comparative Data Report		Joanne Glazbrook						
Review 2016/2017 Financial Statements		Erin McGarry						
Consideration of Quarterly Budget Reviews		Tony Amato						

Item 7.6 – Internal Controls Review Report 2017/2018

ATTACHMENT 1 Internal Controls Risk Assessment Report 2017/18

ATTACHMENT 2 Internal Controls Improvement Plan Report 2017/18

Financial Controls Assessment FY 17-18

ATTACHMENT 1

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
<ul style="list-style-type: none"> ▾ Strategic Financial Planning ▾ Budgets 							
STR-BUD-0009	There is a process in place to review actual compared to budget and significant variances investigated.	Tony Amato	5	Variances between actual and budget financial data are fully and formally investigated on an ongoing / monthly basis. Appropriate timely reports are prepared for Council.	Paul Horwood	5	The Team Leader - Finance and Financial Accountant meet with Budget managers on a monthly basis to review financial performance. Significant variances are investigated, with any associated budget adjustments managed in accordance with Council's Budget Management Policy.
STR-BUD-0008	There is a process in place to ensure the finance system reflects the original adopted budget and any changes adopted by Council.	Tony Amato	5	The original adopted budget and any changes adopted by Council are entered in the finance system (Authority & BIS) and fully reconciled by qualified senior finance staff.	Paul Horwood	5	
STR-BUD-0007	The process to establish the annual budget and any budget amendments are compliant with the Local Government Act 1999 and associated Regulations.	Tony Amato	5	The original budget and budget amendment requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 are strictly observed.	Paul Horwood	5	The Council also has a Budget Management Policy that provides the overarching internal framework relative to the preparation, review, and reporting of the Budget.
STR-BUD-0006	The original budget and any budget amendments must be made in accordance with the Local Government Act 1999 and associated Regulations.	Tony Amato	5	The original budget and budget amendment requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 are strictly observed.	Paul Horwood	5	
STR-BUD-0005	The adopted budget and budget amendments approved by Council are reviewed and the impact on financial sustainability considered.	Paul Horwood	5	Council has key financial sustainability indicators that are reported/reviewed within the adopted budget and quarterly budget reviews presented. These indicators include the Operating Ratio, Net Financial Liabilities Ratio, and the Asset Sustainability Ratio.	Henry Inat	5	Agree.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
STR-BUD-0004	Process to establish the annual budget and ensure it is aligned with the Annual Business Plan and Strategic Management Plans, including Long Term Financial Plan and Asset Management Plans.	Paul Horwood	5	The annual review of the Long Term Financial Plan and Long Term Infrastructure and Asset Management Plan is done in advance of development of the annual budget, such that these strategic documents can be used to inform the annual budget. Recurrent services provided, Capital Bids, and New Initiative Bids are all aligned to Council's Community Plan reported within the budget document.	Henry Inat	5	
STR-BUD-0003	Council has in place a process which is delegated to council administration who are responsible to put in place a framework of internal controls over budget formulation and management.	Paul Horwood	5	A budget timetable is formally adopted by Council in October each year. The timetable provides for a series of initial workshop briefings with Elected Members, followed by a series of Special Council meetings and a report to the Audit Committee for their review. The draft proposed budget is then endorsed for the purposes of public consultation, following which feedback received during the consultation period is then considered by the Audit Committee and then Council. The final budget is then adopted, incorporating any changes as a result of the consideration of public feedback, in June each year.	Henry Inat	5	Agreed
STR-BUD-0002	Budgets and budget amendments are based on realistic and achievable assumptions at time of preparation.	Tony Amato	5	The annual budget process is extremely detailed and rigorous. All assumptions are reviewed at many levels from appropriate authorised Council staff to Elected Members.	Paul Horwood	5	Increasingly, budgets are aligned to various non-financial indicators, which are reported to Council on a quarterly basis as part of the Quarterly Budget Reviews.
STR-BUD-0001	Access to edit Budget information and master file is restricted/limited to appropriately authorised personnel.	Tony Amato	5	Access restrictions relating to budget information and master files are managed by authorised senior IT and/or senior Finance staff.	Paul Horwood	5	

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
General Ledger							
STR-GEN-0012	There is a process in place to review actual vs budget and significant variances investigated. Strategic Financial Planning - General Ledger	Erin McGarry	5	The Monthly Finance Report that is presented to Council monthly includes a review of the actual vs budget and highlights/explains and variances over 5% and \$5K.	Tony Amato	5	Significant variances between budget and actual results are investigated on a monthly basis.
STR-GEN-0011	Reconciliation of all balance sheet accounts is completed in accordance with a schedule of review and/or procedure. Strategic Financial Planning - General Ledger	Erin McGarry	5	The reconciliation of balance sheet accounts is done monthly in accordance with the procedure as we do not have a policy.	Tony Amato	5	All Balance Sheet accounts are reconciled monthly by Finance staff and all variances are investigated and cleared on a timely basis.
STR-GEN-0010	Journal entry access is restricted to appropriately authorised personnel.	Erin McGarry	5	The module is restricted to authorised users.	Tony Amato	5	Access is controlled by IT and is restricted to senior Finance staff.
STR-GEN-0009	General Ledger policies and procedures are appropriately created, updated and communicated to relevant staff.	Erin McGarry	5	Council does not have a policy for the General Ledger, however, they have a procedure manual with all the procedures relating the General Ledger CR10/12017	Tony Amato	5	Agreed. A suite of Finance policies have been developed and are regularly reviewed and updated.
STR-GEN-0008	Formal disaster recovery plan is in place and communicated to relevant staff.	Erin McGarry	5		Tony Amato	5	Council has both a current and effective Business Continuity Plan and Disaster Recovery Plan.
STR-GEN-0007	Financial data is backed up and stored offsite.	Erin McGarry	5	A backup is kept off-site at Evanston Gardens	Tony Amato	5	Council has both a current and effective Business Continuity Plan and a Disaster Recovery Plan. Financial data is backed up twice daily and is kept offsite at Council's Evanston Gardens site. Over the next 12-18 months, Council is planning to migrate data storage and financial data backup to the cloud.
STR-GEN-0006	Finance system does not allow posting of unbalanced journals or if it does regular reviews are conducted on the suspense account and discrepancies investigated and actioned.	Erin McGarry	5	The journal will not post if it does not balance.	Tony Amato	5	Authority requires journals to be balanced before posting.

Financial Controls Assessment FY 17-18

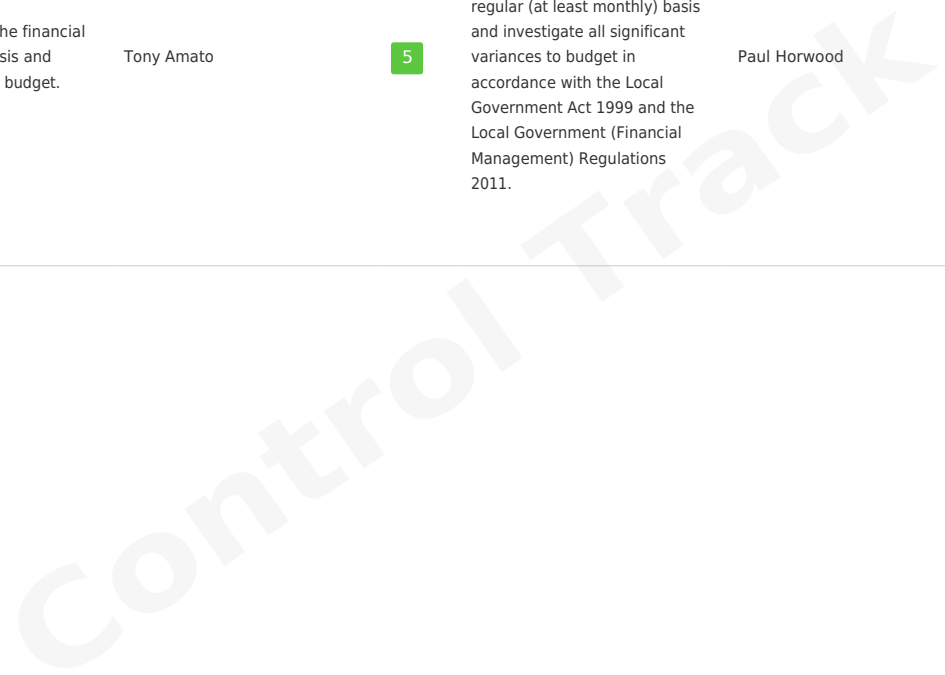
Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
STR-GEN-0005	Amendments to the structure of the General Ledger framework and accounts are reviewed and approved by appropriately authorised personnel.	Erin McGarry	5	Only authorised staff have access to the general ledger maintenance module and any major changes to the structure would need to be authorised by the Manager of Finance and Corporate Services	Tony Amato	5	Access to the General Ledger structure is restricted to senior Finance Staff. All amendments are approved.
STR-GEN-0004	All major updates and changes to General Ledger finance system are authorised, tested and documented.	Erin McGarry	5	All upgrades to the General Ledger system are tested in a test environment before going into the live data base.	Tony Amato	5	All software / system updates and changes are completed by the software provider. Testing is then undertaken in the test environment before the changes are made in the live environment.
STR-GEN-0003	All journals, including manual entries, identify date posted, narration, author, journal and posting reference.	Erin McGarry	5	Manual journals processed are then printed out using a civica designed report which have all the necessary information within the report.	Tony Amato	5	All journals are approved by the Team Leader Finance.
STR-GEN-0002	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually. Strategic Financial Planning - General Ledger	Erin McGarry	5	All balance sheet accounts are reconciled on a monthly basis.	Tony Amato	5	All Balance Sheet reconciliations are completed monthly by Finance staff and are reviewed / approved on a one-up basis.
STR-GEN-0001	Access to General Ledger maintenance is restricted to appropriately authorised personnel.	Erin McGarry	5	The general ledger maintenance is restricted to staff by restricting the module access.	Tony Amato	5	Access is controlled by IT and is restricted to senior finance staff.
Management Reporting							
STR-MAN-0008	There is a process in place to ensure relevant staff are clearly informed of their duties and responsibilities in relation to financial management reporting.	Tony Amato	5	Regular monthly departmental finance meetings are held with Managers, Team Leaders & Coordinators to review financial performance. This is a supplementary process to the regular formal review of the financial management reports and the investigation all significant variances to budget in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.	Paul Horwood	5	

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
STR-MAN-0007	There is a process in place for the review of financial management reporting for reasonableness and accuracy.	Tony Amato	5	Management and/or Council review the financial management reports on a regular (at least monthly) basis and investigate all significant variances to budget in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.	Paul Horwood	5	The Monthly Finance Report and Quarterly Budget Reviews prepared have various checks and balances ticked/signed off by staff as part of the compilation process.
STR-MAN-0006	There are automated exception reports that identify variances to budget based on a predetermined threshold to be investigated.	Tony Amato	5	Management and/or Council review the financial management reports on a regular (at least monthly) basis and investigate all significant variances to budget in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011. The BIS software application provides this information on a continuous basis.	Paul Horwood	5	The Monthly Finance Report tabled to Council reports on budget variances greater than 5% and \$5,000 at both a Statement of Comprehensive Income report level and individual Service level.
STR-MAN-0005	The long term financial plan is reviewed in accordance with the Local Government Act 1999 and monitored in line with key financial targets.	Paul Horwood	5	The Long Term Financial Plan is reviewed annually in accordance with Section 122(4) of the Local Government Act 1999. The data presented within the Long Term Financial Plan reports forward estimates compared to Council's various financial sustainability targets (i.e. Operating Ratio, Net Financial Liabilities Ratio, Asset Sustainability Ratio).	Henry Inat	5	Agreed.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
STR-MAN-0004	Management and/or Council review the financial management reports on a regular basis and investigate all significant variances to budget.	Tony Amato	5	Management and/or Council review the financial management reports on a regular (at least monthly) basis and investigate all significant variances to budget in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.	Paul Horwood	5	Council reviews the financial performance on a monthly basis, via Monthly Finance Reports and Quarterly Budget Reviews tabled. Key Finance staff meet with Budget managers on a monthly basis to discuss financial performance against the budget, and to determine future relevant budget adjustments (both favourable and unfavourable) to be considered in accordance with Council's Budget Management Policy.



Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
STR-MAN-0003	Council reviews and reports on its financial performance in accordance with relevant legislative requirements.	Tony Amato	5	Council reviews and reports on its financial performance in accordance with the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.	Paul Horwood	5	Council's current financial reporting exceeds legislative requirements, as follows: 1. Monthly Finance Reports tabled to Council (which disclose Statement of Comprehensive Income and recurrent budget performance by Service. This report is to tabled to Council outside of the months where a Quarterly Budget Review is presented; 2. Quarterly Budget Reviews as at end of October, January, and March each year. The final review is prepared as at March so that the updated forecasts for the year can be considered in the context of the subsequent year's draft budget; 3. A 'Annual Financial Performance Summary' reported tabled to Council in conjunction with the annual audited Financial Statements. Importantly, the Annual Financial Performance Summary report discloses final actual performance against the adopted and revised budget estimates; 4. A annual 'Comparative Data Report', which incorporates a comparison of various key financial indicators with comparable Councils
STR-MAN-0002	Council has adopted a set of key financial indicators and targets that are consistent with the corporate objectives	Tony Amato	5	The 3 key financial indicators generally complied with and reported consistently via the various financial statements are: 1. Operating Surplus / Deficit Ratio 2. Net Financial Liabilities Ratio 3. Asset Sustainability Ratio	Paul Horwood	5	These three Financial Indicators have policy targets outlined as follows: 1. Operating Ratio: 0-10% surplus over any five year rolling period 2. Net Financial Liabilities Ratio: 0-100% 3. Asset Sustainability Ratio: 90-100%

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
STR-MAN-0001	Council has a suite of accounting policies and procedures that are regularly reviewed, and updates are communicated to appropriate personnel.	Tony Amato	5	There are a number of accounting policies and procedures in place including budget management, debtors, rates, assets and treasury management. These documents are regularly updated via the Audit Committee and Council. Refer to Trim Document CR12/7830 - Policy and Code of Practice Manual and Procedures Manual - Workplan / Section 6 Finance and Corporate Services	Paul Horwood	5	Relevant staff are consulted when policies are reviewed and updated
▲ Statutory Reporting							
STR-STA-0010	There is a process to ensure that appropriate personnel responsible for preparing statutory reports are aware of changes to reporting requirements.	Erin McGarry	5	Staff are given the appropriate resources to ensure they are kept up to date with changes to reporting requirements. Tools such as seminars, online resources, external sources and specialized software provided.	Tony Amato	5	Appropriate assistance and resources are available to senior Finance Staff. Statutory Financial Statement templates, together with guidelines, are updated on an annual basis. Timely access to the external auditors is a valuable asset / tool.
STR-STA-0009	There is a process in place to review actual vs budget and significant variances investigated. Strategic Financial Planning - Statutory Reporting	Erin McGarry	5	The actual vs budget variances over 5% and \$5K are reported monthly.	Tony Amato	5	Agreed.
STR-STA-0008	Statutory financial reports prepared by appropriate personnel are reviewed by senior management and/or Audit Committee.	Erin McGarry	5	Statutory financial reports are reviewed by management, audit committee and Council.	Tony Amato	5	Agreed.
STR-STA-0007	Reconciliation of all balance sheet accounts is completed in accordance with a schedule of review and/or procedure. Strategic Financial Planning - Statutory Reporting	Erin McGarry	5	The reconciliation of balance sheet accounts is done in accordance with Councils internal procedures.	Tony Amato	5	All Balance Sheet reconciliations are performed on a monthly basis by Finance Staff and are reviewed / approved by the Team Leader Finance.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
STR-STA-0006	Liaison with legal and tax advisors as required to assist in timely completion and lodgement of statutory documents.	Tony Amato	5	Advice sought as required including: 1. LG Solutions - Model Financial Statements template & guidelines 2. Coalface software - Model Financial Statements template & guidelines 3. Dean Newbery & Partners - external auditors 4. FBT software & training 5. ControlTrack internal controls software & training 6. NAB / LGFA - advice, guidance & confirmations 7. LGA - advice & policy guidance 8. SALGFMG - advice & guidance 9. Legal advice & confirmations 10. Civica Authority / BIS - guidance	Paul Horwood	5	
STR-STA-0005	Liaison with external auditors to ensure completion and lodgement of statutory documents.	Erin McGarry	5	Council will set the date for the external audit visit in advance and Council aims to have the statements completed by then. Council has a very good relationship with the external auditors and works very well to ensure the completion and adoption of the statements are before the final legislative completion date.	Tony Amato	5	Senior Finance staff work closely with the external auditors to ensure the timely completion and lodgement of the statutory financial statements.
STR-STA-0004	Financial policies and procedures, and related guidance are reviewed and updated as required.	Tony Amato	5	There are a number of accounting policies and procedures in place including budget management, debtors, rates, assets and treasury management. These documents are regularly updated and reported via the Audit Committee and Council. Refer to Trim Document CR12/7830 - Policy and Code of Practice Manual and Procedures Manual - Workplan / Section 6 Finance and Corporate Services	Paul Horwood	4	Council's key financial policies are reviewed in accordance with periodic review timeframes. The review of some various ancillary policies are currently overdue for review. The delay in the review of some policies is simply due to competing priorities continually faced by staff as part of a major growth Council.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
STR-STA-0003	Council has complied with all of its financial reporting requirements as per the Local Government Act 1999 and relevant regulations	Tony Amato	5	Council rigorously complies with all financial reporting requirements as per the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011.	Paul Horwood	5	Council's current financial reporting framework, as outlined in the Budget Management Policy, currently exceeds legislative requirements
STR-STA-0002	Council has a process in place to ensure statutory reporting deadlines are met.	Erin McGarry	5	The timeframes of the statutory reports are within the procedures for each reporting type.	Tony Amato	5	Senior Finance staff are fully aware of the statutory reporting deadlines and work closely with the external auditors, the Executive Team, the Audit Committee and Council to ensure that the deadlines are met in compliance with the Local Government Act 1999.
STR-STA-0001	All balance sheet reconciliations are reviewed by a person other than the preparer at least annually. Strategic Financial Planning - Statutory Reporting	Erin McGarry	5	All balance sheets are reviewed by the Team Leader - Finance monthly.	Tony Amato	5	All Balance Sheet reconciliations are performed on a monthly basis by Finance Staff and are reviewed / approved by the Team Leader Finance.
<div style="background-color: #e0e0e0; padding: 5px; margin-bottom: 5px;"> Revenue </div> <div style="background-color: #e0e0e0; padding: 5px; margin-bottom: 5px;"> Grants </div>							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
REV-GRA-0005	There is a process in place to ensure that grant funding received is reconciled to the budget and the funding agreement.	Erin McGarry	5	This is done through the budget management process throughout the year and Council has a Special Projects Officer who monitors Council compliance with the funding agreement	Tony Amato	5	Agreed. The External Funds Committee and the Special Projects Officer regularly seek out adhoc grant funding opportunities and then closely monitor the progress of successful grant applications, specifically in relation to payments received and compliance with terms. Senior Finance staff monitor the Financial Assistance Grants provided by the Federal Government via the State Grants Commission. Senior Engineering staff monitor various local and supplementary roads grants provided by the Federal Government via the State Grants Commission. Senior Finance staff reconcile all actual amounts received to budgets on a monthly basis.
REV-GRA-0004	There is a process in place for the regular review of all grant income to monitor compliance with the terms of the grant.	Erin McGarry	5	This is done by our Special Projects Officer who's position is dedicated to management of funding agreements	Tony Amato	5	The External Funds Committee and the Special Projects Officer regularly seek out adhoc grant funding opportunities and then closely monitor the progress of successful grant applications, specifically in relation to payments received and compliance with terms. Senior Finance staff monitor the Financial Assistance Grants provided by the Federal Government via the State Grants Commission. Senior Engineering staff monitor various local and supplementary roads grants provided by the Federal Government via the State Grants Commission.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
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REV-GRA-0003	Management and/or Council to approve all tied grants (prior to funds being received by Council) to ensure that Council will be able to meet the terms and obligations of the grant.	Erin McGarry	5	Reports are presented to Council to explain the project/grant to receive approval to go ahead.	Tony Amato	5	Agreed. For 2017/18, Council has also agreed to the early adoption of Australian Accounting Standard Board (AASB) 1058 which permits the matching of revenue and expenditure for tied grants.
REV-GRA-0002	Grant funding is identified as part of the budget process and/or subsequent budget reviews.	Erin McGarry	5		Tony Amato	5	Grant funding is reviewed on a regular basis especially as part of the budget and budget review processes.
REV-GRA-0001	Council reviews services where grant funding has ceased to ensure it understands the financial impact on its sustainability.	Erin McGarry	5	The Long Term Finance Plan indicates how not receiving funds would effect the Council	Tony Amato	5	Grant funding is regularly reviewed as its impact on Council's sustainability and service provision is critical.
Investment/Interest Income							
REV-INV-0003	There is a process in place to ensure that interest attributable to a specific project is correctly recorded in line with the conditions of the agreement or relevant legislation.	Erin McGarry	5	There is specific procedure for this to be done, however, Council staff have in place reserve accounts with a source document stating what needs to be added (in terms of interest) at the end of the financial year. Where required, spreadsheets are set up to capture these amounts during the year.	Tony Amato	5	In accordance with good treasury management policy / practice, all internal funds are utilised first prior to external borrowings. Any interest adjustments are journaled appropriately between funding sources which are separately recorded, in part to assist this interest recording process.
REV-INV-0002	Investment balances and the interest earned are reconciled on a regular basis to third party statements and are accounted for in the relevant period.	Erin McGarry	5	This is done in conjunction with the preparation of the Treasury Management Review which is done annually.	Tony Amato	5	Investment balances and interest earned are reconciled monthly to third party statements (LGFA, NAB). Relevant journals are processed and approved monthly.
REV-INV-0001	Actual investment income compared to budget on a regular basis; variances are investigated. Revenue - Investment/Interest Income	Erin McGarry	5	Investment income is compared to budget on a monthly basis through the Monthly Finance Report and any variances or adjustments required are done so through the Quarterly Budget Review.	Tony Amato	5	Investment income is received mainly from the LGFA and to a lesser extent from our bankers, NAB. Variances to budget are reviewed on a monthly basis by senior finance staff.
Other Revenue							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
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REV-OTR-0001	There is a process in place to ensure that all other revenues are accurately recorded and there is an audit trail.	Erin McGarry	5	This is a task where Council reviews transactions to ensure correct receipting	Tony Amato	5	Senior Finance staff review actual revenues received against budget amounts on a monthly basis. Where revenue is received via direct deposit into our bank accounts, Senior Finance staff obtain and file appropriate supporting documentation. Customer Service staff also verify supporting documentation against daily banking details.
<div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;"> Rates/Rate Rebates </div>							
REV-RAT-0010	There is a rating policy in place that is reviewed annually that provides clear guidance on rating methodology and relevant rebates and remissions in line with legislation.	Kelly Munday	5	Council has a Rating Policy that is reviewed on an annual basis prior to Rates Declaration and Generation. The policy outlines the rating methodology and guidelines for rebates to ensure compliance with relevant legislation.	Tony Amato	5	Agreed. The Rating Policy is endorsed by the Audit Committee and approved by Council each year prior to Rates generation.
REV-RAT-0009	Recorded changes to property master file data and any rate adjustments are compared to authorised source documents to ensure that they were input accurately. An audit trail is maintained for all changes.	Kelly Munday	5	Any maintenance on the Property Master File or Rates Adjustment is checked closely with source documentation to ensure accuracy. Dependent on the data change, various reports can also be run through Authority to ensure that there are no mismatched data (ie Source Valuation Report). Maintenance on the Master File is restricted to authorised staff only (Rates). A monthly Maintenance Audit Report is run as part of End of Month procedures.	Tony Amato	5	Agreed.
<div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px; background-color: #e0ffe0;"> Revenue </div>							
<div style="border: 1px solid #ccc; padding: 2px; margin-top: 5px;"> Rates/Rate Rebates </div>							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
REV-RAT-0008	Rates are generated and tested for accuracy of calculation methodology prior to the rates billing run.	Kelly Munday	5	<p>Prior to Rates Generation, copious checks and balances with rate modelling are undertaken in the 'Test' environment as well as various Excel Spreadsheets/Queries (secondary checking mechanism). Rates are not generated in the 'Live' environment until any imbalances/mismatched data is rectified. After Rates Generation in the 'Live' environment, extensive checking is undertaken by Rates Staff to ensure that Generation has been successful and what was modelled on has in fact been raised (reporting and checks are also undertaken during the actual Generation process and any issues are dealt with immediately if they arise). Only after all checking and balances are satisfied is the data for Rates Notices extracted.</p>	Tony Amato	5	A rigorous Rates generation process is in place which is managed by senior competent staff.
REV-RAT-0007	Rates are automatically generated by the rate system, including the calculation of rate rebates and other parameters as applicable.	Kelly Munday	5	<p>Rates generation/calculation and rebates are automated processes within Authority. Prior to generation in our 'Live' environment, generation is done in our 'Test' environment and checks/balances are done manually via excel spread sheets and queries to ensure what is levied in Authority balances with what staff calculate and model on,</p>	Tony Amato	5	Agreed. Detailed checks and balances are carried out prior to Rates generation.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
REV-RAT-0006	ensure that rates are collected in a timely manner and overdue rates are followed up.	Kelly Munday	5	Local Government Act 1999 stipulates that rates are to be collected in 4 near-equal instalments in September, December, March & June. Each year at Rates Declaration, Council sets the date in which each instalment will fall due within these months. Instalment Notices are sent out with a minimum of 30 days notice from the due date, should rates remain unpaid after the due date, a Reminder Notice is sent (normally with 10 days to pay), failing payment being received, a further Final Notice is sent (with 7 days for payment). Should rates still remain unpaid after the Final Notice, the debt is referred to our Debt Collection Agent and legal proceedings may follow.	Tony Amato	5	Agreed. Rigorous collection procedures are in place.
REV-RAT-0005	Employees responsible for processing rate payments and rebates cannot process their own payments or rebates unless the transaction is approved by someone independent of the process	Kelly Munday	5	All Rebates/Adjustments have to be authorised by delegated staff prior to adjustment being processed. As part of 'best practice' staff are not permitted to process their own payments. End of Day Cashier Balancing/Reporting would highlight any discrepancies so too would ratepayers receiving Overdue Rate Reminder Notice.	Tony Amato	5	Neither of our 2 Rates officers reside, and/or own properties, in Gawler. Overdue Rates accounts are regularly investigated and followed up to ensure timely collection of debt or legal action is taken where required. Monthly general ledger control account reconciliations are performed and reviewed.
REV-RAT-0004	Annual valuation update is balanced prior to the generation of rates; all mismatches resolved prior to finalising rate generation.	Kelly Munday	5	Annual Valuation data is loaded into the Authority 'Test' environment and Rates Staff run a series of reports, checks and queries to ensure that any mismatches are resolved prior to loading the updated data in the 'Live' environment and rates generation.	Tony Amato	5	Agreed.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
REV-RAT-0003	All software changes to rate modelling functionality fully tested and reviewed by relevant staff.	Kelly Munday	5	Rates Staff undertake copious checks and balances with rate modelling. Proposed Scenarios are tested numerous times in the Authority 'Test' Environment as well as balancing to various Excel Spreadsheets as a secondary checking mechanism,	Tony Amato	5	All software changes are undertaken by our software provider, Civica / Authority. Where appropriate, all changes are tested in our separate test or development environments prior to being installed in our live environment.
REV-RAT-0002	All rate rebates and adjustments including write offs are appropriately authorised, with reference to Delegations of Authority and source documents.	Kelly Munday	5	All Rate Rebates or Adjustments/Write-offs are appropriately authorised (either by Team Leader Finance, Financial Accountant or Manager of Finance) prior to the adjustment being made by Rates Staff. A signed document (normally a Rates Journal) is prepared which includes all details relating to the Rebate/Adjustment as well as any source documents.	Tony Amato	5	Agreed.
REV-RAT-0001	Access to the Property master file is restricted to appropriately designated personnel, with a process in place to ensure changes are in line with policies and procedures.	Kelly Munday	5	Authority permissions restrict maintenance on the Property Master File to authorised staff only (Rates). Maintenance on the Master File is only undertaken in accordance with policies/procedures and any changes are now viewable via a monthly Maintenance Audit Report (new initiative by Rates Staff).	Tony Amato	5	Agreed. Access to Authority Rates Module is restricted by IT.
⏏ Receipting							
REV-REC-0010	There is a review process for the authorisation of the reversal of transactions.	Joanne Glazbrook	5	All receipt reversals are documented and signed off by the Team Leader of Finance.	Tony Amato	5	All receipt reversals are approved by the Team Leader Finance.
REV-REC-0009	There is a process in place to ensure that the third party receipting downloads are reconciled to the third party substantiation documents.	Joanne Glazbrook	5	All downloads are reconciled to the bank reconciliation report on a daily basis and trimmed.	Tony Amato	5	All electronic downloads are fully reconciled daily.
REV-REC-0008	Receipts are deposited regularly at the bank by a person independent from the initial recording of the cash receipts.	Joanne Glazbrook	5	Banking is signed off by the Senior Customer Service Officer and also by another independent staff member. Transfer to Team Leader Library	Tony Amato	5	The daily banking function is undertaken by a senior Customer Services Team officer.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
REV-REC-0007	Receipt transactions are reconciled to the daily takings and out-of-balance banking is corrected promptly.	Joanne Glazbrook	5	Reports are run at the end of day and balanced to the daily takings. Transfer to Team Leader Library	Tony Amato	5	The daily takings / banking reconciliation is performed electronically at the end of each day. All variances are resolved daily. This function is performed by the Customer Services Team who should assess this control (NB: to be transferred).
REV-REC-0006	Process in place to ensure all monies received (including that from all offsite locations) are receipted and recorded in a timely manner.	Joanne Glazbrook	5	Offsite locations bring their banking to the finance officer no longer than weekly to be receipted	Tony Amato	5	Agreed.
REV-REC-0005	Prior to and during the banking process, cash is stored securely at all times.	Joanne Glazbrook	5	Cash is stored in secure locations. Consider transfer to Team Leader Library	Tony Amato	5	All cash is kept under lock and key.
REV-REC-0004	Officers who create debtors invoices do not have access to receipting payments and/or reversing receipt transactions.	Joanne Glazbrook	3	Finance officer is able to do receipt reversal but must be audited and signed off by the team manager	Tony Amato	4	All Accounts Receivable / Invoicing adjustments, including reversals, are approved by the Team Leader Finance or Financial Accountant. The AR finance officer does not receipt payments.
REV-REC-0003	Customers are provided with a system generated or pre-numbered (manual) sequential tax compliant receipt detailing payment made.	Joanne Glazbrook	5	Authority provides receipt with payment details	Tony Amato	5	Agreed. Automated process.
REV-REC-0002	Bank reconciliations are performed on a predetermined basis and are reviewed by an appropriate person. Any identified discrepancies are investigated. Revenue - Receipting	Joanne Glazbrook	5	Bank reconciliations are performed on a daily basis and signed off by the finance officer and financial accountant	Tony Amato	5	Bank reconciliations are performed electronically on a daily basis. All variances are cleared on a timely basis.
REV-REC-0001	Appropriate process is in place to manage the funds collected on behalf of third parties.	Joanne Glazbrook	5	Fees collected on behalf of third parties would include; 1.Rates - Adel Mt Lofty Ranges NRM Board; Gawler Business Development Group. 2.Planning - Application fees payable to State Government	Tony Amato	5	Fees collected on behalf of third parties generally have dedicated control accounts which facilitate monthly reconciliations and subsequent payments to third parties.
User Pay Income - Fee for Service							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
REV-USE-0008	There is a process in place to manage and reconcile bonds and deposits.	Rebecca Howard	5	The Authority system is used to record the receipt, due date and release conditions of bonds and deposits. This system is well controlled with limited access to staff, and structured processes are detailed.	Sam Dilena	5	Robust process & corporate system in place.
REV-USE-0007	There is a process in place to establish fees and charges (including GST treatment) which are reviewed annually and adopted by Council.	Tony Amato	5	A Fees and Charges Register (including GST) is updated / adopted on an annual basis as part of the Annual Budget & Business Plan process.	Paul Horwood	5	
REV-USE-0006	There is a process in place to ensure the fees and charges are applied in accordance with those adopted in the fees and charges register.	Joanne Glazbrook	5	All invoice requests are to be signed off by authorising personnel and also audited by financial accountant	Tony Amato	5	The approved Fees and Charges Register is available to all staff to use as required.
REV-USE-0005	There is a process in place to ensure that fee for service income is accounted for.	Joanne Glazbrook	5	All invoice requests are to be signed off by authorising personnel and also audited by financial accountant	Tony Amato	5	Estimates for fee for service income streams are initially included in the annual budget. Thereafter, variances between budget and actual income are investigated monthly.
REV-USE-0004	There is a process in place to ensure that amounts charged are in accordance with the Council's Fees and Charges register.	Joanne Glazbrook	5	All invoice requests are to be signed off by authorising personnel and also audited by financial accountant	Tony Amato	5	The approved Fees and Charges Register is available to all staff as required.
REV-USE-0003	Regular reviews are conducted to ensure formal lease agreements and other Council facilities contracts are being met and payments are made on time.	Rebecca Howard	5	A lease register and regular meetings are held with all lessee's ensuring that relationships between Council and lessee's are maintained. The lease register provides key dates, and all invoices are followed up via the Council's debt collection process.	Sam Dilena	5	
REV-USE-0002	Fees and Charges register is maintained and made available to the public.	Tony Amato	5	A Fees and Charges Register is updated/adopted on an annual basis as part of the Annual Budget & Business Plan process. The register is made available to the public.	Paul Horwood	5	
REV-USE-0001	Delegations are in place for adjusting or waiving fees for service charges adopted in the fees and charges register.	Kate Symes	4		Paul Horwood	5	Delegations in place.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
Accounting <ul style="list-style-type: none"> Accounts Payable 							
LIA-ACC-0016	There is a system generated report detailing supplier invoices due for payment at any one time.	Dani Barns	5	A Trial Balance can be run at anytime detailing the supplier amounts due for payment.	Erin McGarry	5	Agreed
LIA-ACC-0015	There is a process in place to ensure the supplier master file is periodically reviewed for ongoing pertinence.	Dani Barns	4	This is a monthly process but is subject to the availability of time/resources available.	Erin McGarry	4	Agreed
LIA-ACC-0014	Statements received from suppliers are reconciled to the supplier accounts in the accounts payable subledger regularly and differences are investigated.	Dani Barns	5	All statements are reconciled on a monthly basis to the supplier. Copy invoices are requested if required & followed up on as a matter of priority.	Erin McGarry	5	Agreed
LIA-ACC-0013	Separation of Accounts Payable and Procurement duties.	Dani Barns	5	Accounts Payable Officer does not have authority to raise On Line Requisitions which is maintained by the IT Department.	Erin McGarry	5	Agreed
LIA-ACC-0012	Requested changes or additions to supplier masterfile are verified independently of source documentation.	Dani Barns	4	All changes to any new/current Suppliers is checked against the source document & a Supplier Master Changes file report. This is a monthly process but is subject to the availability of time/resources available.	Erin McGarry	4	Agreed
LIA-ACC-0011	Relevant staff to review aged payables listing on a predetermined basis and investigate where appropriate.	Dani Barns	5	Councils Policy is to pay all Creditors on a 30 day basis. The Trial Balance is checked at the end of every month. The Balance outstanding for each Supplier matches the total of invoices outstanding for that Supplier.	Erin McGarry	5	Agreed
LIA-ACC-0010	Records must be maintained of all payments with supporting documentation.	Dani Barns	5	All Tax Invoices, Credit Cards, Petty Cash are maintained electronically into our record keeping management program (TRIM).	Erin McGarry	5	Agreed

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
LIA-ACC-0009	Recorded changes to the supplier master file are compared to authorised source documents to ensure that they were input accurately.	Dani Barns	4	All changes to any new/current Suppliers is checked against the source document & a Supplier Master Changes file report. This is a monthly process but is subject to the availability of time/resources available.	Erin McGarry	4	Agreed
LIA-ACC-0008	Predetermined variances between Purchase Orders and Invoices are assessed and payment released only after verification by the officer with delegation to do so.	Dani Barns	5	All variances over the Purchase Order amount are signed as verification by the Manager/Executive.	Erin McGarry	5	Agreed
LIA-ACC-0007	Payments are verified to appropriate supporting documentation and are in line with Delegations of Authority.	Dani Barns	5	The Payment Preview Report is prepared by the Accounts Payable Officer & then the report & supporting invoices are checked by the Financial Accountant. When the file is loaded into the bank only the Authorised Officers with the Delegation to approve can release the funds.	Erin McGarry	5	Agreed
LIA-ACC-0006	Payments are endorsed by relevant staff separate to the preparer, who ensures that they are paid to the correct payee.	Dani Barns	5	The Payment Preview Report is prepared by the Accounts Payable Officer & then the report & supporting invoices are checked by the Financial Accountant.	Erin McGarry	5	Agreed
LIA-ACC-0005	Goods returned notes are matched to credit notes; differences are investigated promptly.	Dani Barns	5	Council rarely returns goods, maybe 1 or 2 items from the Aquatic Centre per season. I am not aware of any Goods returned notes, but the Staff always write on the invoice if something was supplied incorrectly & wait the for credit note to be supplied before forwarding the invoice for payment.	Tony Amato	5	Goods returned are infrequent and insignificant. Verbal and/or written notification is provided by staff on such occasions and invoice processing is deferred until the supplier credit note/s is received.
LIA-ACC-0004	Employee expenses claims must be approved by authorised staff and independently verified and include relevant substantiation.	Dani Barns	5	All expense claims are authorized by their Manager and supporting receipts/invoices attached.	Erin McGarry	5	Agreed

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
LIA-ACC-0003	Blank cheques to be held securely and access restricted to relevant staff.	Dani Barns	5	Council has recently destroyed the few remaining blank cheques that we had. No Cheque payments have been made for over 2 years.	Erin McGarry	5	Agreed - this control can be deleted after this financial year.
LIA-ACC-0002	All invoices and payment requests are approved in accordance with relevant policies and/or Delegations of Authority.	Dani Barns	5	All invoices are approved by the raising of purchase orders that have been approved by the appropriate Manager/ Executive manager. Reimbursements, payment requests & petty cash are all approved by the appropriate manager.	Erin McGarry	5	Agreed
LIA-ACC-0001	Access to the supplier masterfile is restricted to authorised staff	Dani Barns	5	Only Finance Officers/Accountants have access to the supplier master file to make any changes.	Tony Amato	5	Access to the supplier masterfile is controlled by IT and is restricted to appropriate and/or senior finance staff.
▲ Accrued Expenses							
LIA-EXP-0001	Accrued expenses reconciliations are completed in accordance with a schedule of review and/or procedure.	Dani Barns	5	Accounts Payable module is kept open until approx. the 21st July each year to capture any invoices that have not been received by 30th June. A list of any invoices not received by then are given to the Financial Accountant for accrual. The outstanding orders report assists with capturing any invoices not yet received.	Erin McGarry	5	Agreed
▲ Borrowings							
LIA-BOR-0010	There is a process in place to ensure that loan repayments are made in accordance with the loan schedule.	Erin McGarry	5	Council has a process set up with the Local Government Finance Authority where the payment are directly debited out of Councils 24hr Call Account	Tony Amato	5	Once the automated direct debit loan repayments are charged to our LGFA account, the transactions are verified against our budget and loan repayment schedules.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
LIA-BOR-0009	The loan register and loan approvals are subject to management and/or internal audit review.	Erin McGarry	5	The loan register is reviewed by the external auditors and also reports are put to Council annually to disclose these amounts. Loan approvals require a report to go to Council with recommendations to approve the loan.	Tony Amato	5	Agreed. All loans are approved by Council. The Treasury Management Report is prepared annually for both the Audit Committee and Council. This report lists all loans outstanding.
LIA-BOR-0008	Loan repayments made via automated direct debit, where applicable, are approved appropriately and monitored for on-going relevance.	Erin McGarry	5	Loan repayment are directly debited from our 24hr Call Account.	Tony Amato	5	All loans are financed through the Local Government Finance Authority (LGFA). The loan agreements include the direct debit loan payment authorisations. The ensuing general ledger journals are processed by the Financial Accountant and approved by the Team Leader Finance.
LIA-BOR-0007	Debt repayments are transacted and recorded in the correct accounting period, and are reconciled to ensure they are matched to the loan schedule where applicable.	Erin McGarry	5	Council has the budget phasing of loan repayment in BIS to match the load schedule (which forms the current liabilities) and is able to tell at month end if the transaction has not been processed and therefore is a prompt to do so.	Tony Amato	5	Actual results are compared against budgets on a monthly basis and variances are investigated.
LIA-BOR-0006	Cashflow forecasts are considered to ensure sufficient working capital is available	Erin McGarry	4	A high level analysis is done through the Long Term Financial Plan and then again through the budget preparation. Council staff aim to have a comprehensive one done through the EOM general ledger reconciliations.	Tony Amato	4	Implementation has commenced to ensure that formal cashflow calculations are completed on a monthly basis. Bank statements and bank reconciliations are checked on a daily basis.
LIA-BOR-0005	All new loan repayment schedules and conditions are checked prior to accepting each loan.	Erin McGarry	5	Each document is checked prior to settlement.	Tony Amato	5	Senior Finance staff check all new loan repayment schedules and conditions prior to acceptance.
LIA-BOR-0004	All loans are in accordance with treasury management policy(ies) which outline appropriate approval mechanisms and authority required.	Erin McGarry	5	The Treasury Management Policy clearly gives staff direction with decision making when recommending a loan type to Council.	Tony Amato	5	The Treasury Management Policy clearly states the desired optimal split between fixed and variable loans and approvals required for loans.

▾ Liabilities

▾ Borrowings

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
LIA-BOR-0003	All additions, deletions, and other changes to the loan register and loan repayment data are undertaken by relevant staff, and are compared to the loan agreement to ensure that they were input accurately. Identified errors are corrected.	Erin McGarry	5	Council does not have specific software (or rather they do but do not use it). All data is entered into a spreadsheet where the loan repayments are reconciled between current and non-current payments.	Tony Amato	5	The Authority loan module is unsuitable as it is based on a system where loan payments made by Council whereas, in reality, loan payments are direct debited by LGFA. Loan details are regularly checked by senior finance staff.
LIA-BOR-0002	A review is undertaken to identify unrecorded loan liabilities at key reporting dates.	Erin McGarry	5	All loan liabilities are reconciled to the Local Government Finance Authority's statement. This is done monthly in conjunction with the reconciliation of balance sheet account.	Tony Amato	5	Minutes of Council and Audit Committee meetings are also reviewed to confirm loan activity.
LIA-BOR-0001	A loan register is maintained including reference to Council resolution approving the loan and schedule of the loan liability and loan repayments from the lender. This also includes details of any Cash Advanced Debentures.	Erin McGarry	5	There is a folder with all the hard copies of source documents for each loan. These are also recorded in a spreadsheet which is used for reporting of loans.	Tony Amato	5	Supporting information / documentation is also stored in Trim. Loan balances are also visible on the LGFA website.
Employee Provisions							
LIA-EMP-0004	Where appropriate, employee provisions are calculated by an automated process and the integrity of the calculations are verified for accuracy to ensure consistency with statutory reporting requirements.	Debbie Getson	5	External and internal checking process for accuracy	Sue Tobin	5	Agreed
LIA-EMP-0003	There is an approval process for all staff requests for leave and leave taken is recorded by somebody independent from the approval.	Debbie Getson	5	Sharepoint online system	Sue Tobin	5	Agreed - hierarchy set up in SharePoint for approval
LIA-EMP-0002	There is a process in place to ensure the accuracy and completeness of inputs into the calculation of the employee provisions.	Debbie Getson	5		Sue Tobin	5	
LIA-EMP-0001	Leave balances are recorded on pay advices for verification by staff.	Debbie Getson	5	Staff access authority for leave balances on pay advices for verification by staff	Sue Tobin	5	Agreed
Taxation							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
LIA-TAX-0005	There is a process in place to ensure that all taxation returns are lodged within statutory timeframes.	Erin McGarry	5	The ATO have a portal used by Council will sends alerts prior to when the BAS is due and then everyday after is not lodged in time. The Accounts Payable Officer cannot finish the processing for the creditors for the month until she has the BAS information.	Tony Amato	5	Agreed. The BAS statement is required to be lodged monthly and the FBT Return is lodged annually (by 21 May for the financial year from 1 April to 31 March).
LIA-TAX-0004	There is a process in place to ensure relevant staff responsible for preparation of taxation returns, are up to date and comply with relevant legislative requirements.	Erin McGarry	5	The BAS return and relevant source document are included in the Monthly General Ledger Reconciliations. There is also processes which involve the Accounts Receivable & Payable Officer and theses staff members would voice a concern as the would not be able to complete their own duties.	Tony Amato	5	Staff involved receive appropriate training as required. Access to relevant advice from recognised sources is freely available.
LIA-TAX-0003	Relevant staff periodically review a selection of transactions to ensure appropriate tax treatment.	Erin McGarry	5	When checking the Accounts Payable & Accounts Receivable processing, the Financial Account will look up a selection of invoices in the system to ensure the tax treatment/processing is correct. This is particularly important for transactions that are GST free.	Tony Amato	5	Agreed. Also the Fees and Charges Register includes the appropriate GST treatment for Council fees and charges.
LIA-TAX-0002	External advice is sought where staff requires additional technical expertise.	Erin McGarry	5	The Council has the ability to seek advice from Dean Newbery (Council Auditors) when required.	Tony Amato	5	External advice is available as required from various sources including 1) legal service providers 2) the LGA for policy templates, guidelines and information papers 3) SALGFMG membership / website and conventions 4) specialist software used (LG Solutions, Coalface financial statement templates and guidelines, FBT) 5) External Auditors Dean Newbery 6) ATO.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
LIA-TAX-0001	All lodgement statements and returns are reviewed and approved by relevant staff prior to lodgement.	Erin McGarry	5	The process of lodging BAS has fool proof checks in place which requires the Accounts Payable Officer and the Financial Accountants reports to reconcile. If there is a variance, this is a sign that there is an issue. The reports are then included in the Councils Monthly General Ledger Reconciliation at month end to be reviewed by the Tem Leader of Finance. If there is an error, the ATO allows you make a revision to the lodgment.	Tony Amato	5	The lodgement of the monthly BAS statements is processed electronically through the Authority accounting software. Access to, and approvals of, BAS lodgements are restricted to senior Finance staff. The Financial Accountant is registered as an administrator with the ATO.
Financial Governance							
Governance							
FIG-GOV-0004	There is a process to ensure staff are aware of policies and procedures referenced in the Better Practice Model.	Kate Symes	4		Paul Horwood	4	Staff are made aware of relevant policies as part of their staff induction.
FIG-GOV-0003	There is a process in place to ensure all policies and procedures referenced in the Better Practice Model are reviewed for appropriateness and relevance.	Kate Symes	4		Paul Horwood	4	All policies are reviewed on a regular basis, with Governance staff overseeing the process in conjunction with relevant Managers. There are a number of policies outstanding for review, which are currently in the process of being reviewed
FIG-GOV-0002	There is a process in place for staff to be made aware of the Code of Conduct and Conflict of Interest.	Kate Symes	4		Paul Horwood	4	Staff are made aware of the Code of Conduct and Conflict of Interest provisions as part of their induction. A copy of the Code of Conduct is contained within the HR section of Council's Intranet.
FIG-GOV-0001	Delegations of authority referenced in the Better Practice Model are reviewed for appropriateness, with changes approved as required.	Kate Symes	4		Paul Horwood	5	Staff delegations are reviewed on an annual basis and signed-off by relevant staff.
External Services							
Contracting							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
EXT-CON-0007	There is an ongoing management in place that identifies and manages deliverables, key contact clauses, responsibilities, milestones and includes dispute resolution procedures.	Rebecca Howard	4	The project managers for each respective project manage the contractor, including key deliverables, milestone payments, dispute resolution and WHS obligations. Any significant disputes are forwarded to Executive management for resolution.	Sam Dilena	4	
EXT-CON-0006	There is a process in place to ensure that commitments are made with approval by Council or delegated staff.	Rebecca Howard	5	The purchase order system includes a workflow which aligns with the financial authorities of each position. All contracts are signed by Executive Team members or the Chief Executive Officer.	Sam Dilena	5	
EXT-CON-0005	There is a contract management process in place throughout the term of the contract to ensure that supplier/contractor meet their obligations.	Rebecca Howard	3	Council recently released a Contract Management Policy and ran training in this regard. Some additional training will be required to ensure all staff appropriately trained.	Sam Dilena	4	Policy in place for Contract Management.
EXT-CON-0004	There are robust and transparent evaluation and selection processes in place to engage contractors where relevant in accordance with the Code of Conduct, Conflict of Interest and Procurement Policy.	Rebecca Howard	4	All evaluation processes are undertaken in accordance with Acquisition Plans and pre-set evaluation criteria.	Sam Dilena	5	
EXT-CON-0003	The selection panel is made up of appropriate personnel who have declared any relevant conflict of interest to ensure that informed and objective decision is made when selecting contractors.	Rebecca Howard	5	All evaluation panels consist of staff that have experience in procurement processes. A confidentiality and conflict of interest declaration is completed for each tender process.	Sam Dilena	5	
EXT-CON-0002	Tender Documents are kept securely.	Rebecca Howard	5	The Council use the HPRM system to maintain tender documents. Tenders are submitted through the SA Tender secure website, with tenders saved in confidential containers within the system.	Sam Dilena	5	

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
EXT-CON-0001	Council maintains a current contract register.	Rebecca Howard	3	Council maintains a Contractor Register, which outlines all current contractors, including induction details etc. All contracts are held in the HPRM records management system under a Project Container.	Sam Dilena	4	
<div style="background-color: #f0f0f0; padding: 5px; margin-bottom: 5px;"> Expenses </div> <div style="background-color: #f0f0f0; padding: 5px; margin-bottom: 5px;"> Credit Cards </div>							
EXP-CRE-0007	There is a process in place to ensure there are appropriate approvals prior to the issuing of Credit Cards and limits.	Erin McGarry	5	Every applicant for a credit card needs to fill out an application form disclosing what the credit card is to be used for and then signed by the manager and CEO. Generally, Council want to minimize the amount of staff with credit cards and there has to be a strong case as to why a staff member (who is not a manager) would need one.	Tony Amato	5	The application process is strictly controlled.
EXP-CRE-0006	There is a process in place to ensure credit card limits and usage is reviewed for operational efficiency.	Erin McGarry	5	This is reviewed when necessary. The last review was 2016 where the number of credit card holders decreased and the limits of executive management (and a couple key staff) credit cards were increased. This reason behind the change in the process was to ensure that Council had a better control over the credit cards.	Tony Amato	5	The number of corporate credit cards in use is minimal and is strictly controlled.
EXP-CRE-0005	There is a process in place to approve all credit card transactions to ensure compliance with the policies and procedures covering credit card usage.	Erin McGarry	5	The Accounts Payable Officer, Financial Accountant and finally the CEO all check transactions for the month to ensure the transactions comply with the policy.	Tony Amato	5	The Town of Gawler has 9 corporate credit cards. These are issued to the Mayor, CEO, 5 Divisional Managers, PA to the CEO and Team Leader Recreation and Community. Accordingly, most card holders report to the CEO who authorises their credit card transactions.

Financial Controls Assessment FY 17-18

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<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
EXP-CRE-0004	Credit card holders sign a declaration confirming compliance with Council policy and procedures prior to the Credit Card being released.	Erin McGarry	5	Every staff member who is approved for a credit card must sign a declaration to say they have read and understood the corporate credit card policy.	Tony Amato	5	Agreed.
EXP-CRE-0003	Cardholders must check their statement to ensure all transactions are correct and identify any transactions of a personal nature which must be reimbursed to Council.	Dani Barns	5	This process is also checked by the Financial Accountant & the Finance Officer before processing.	Erin McGarry	5	Agreed
EXP-CRE-0002	Cardholders are advised in the policy and procedures that improper use of the credit card, such as purchases of a personal nature, may result in disciplinary action in accordance with the Code of Conduct.	Erin McGarry	5	There is a comprehensive list of 'conditions of use' within the corporate credit card policy.	Tony Amato	5	Agreed.
EXP-CRE-0001	Access to credit card details and supporting documentation is restricted to appropriate staff.	Erin McGarry	5	There are restrictions for all source documents relating to credit cards in that only the finance department has access to these records.	Tony Amato	5	Restricted to Finance Team members only.
<div style="border: 1px solid black; padding: 2px; display: inline-block;"> ▲ Elected Members Expenses </div>							
EXP-ELE-0006	Where use of public assets or services by Elected members is identified debtors invoice is raised for reimbursement	Erin McGarry	5	Where applicable, an invoice is raised.	Tony Amato	5	Elected Members do not use public assets except where public assets are made available commercially to all residents / ratepayers (ie swimming pool, library, recreation centre, etc). In such situations approved fees and charges apply.
EXP-ELE-0005	Register of Allowances and Benefits maintained by designated person and is made publicly available. The Register is reviewed to ensure accuracy.	Dani Barns	5	The Register is kept at Customer Service & reviewed every November with the CPI increase from the LGA.	Tony Amato	5	Agreed.
EXP-ELE-0004	Elected Members must complete and sign an expense reimbursement form when claiming Council related expenditure in line with the policy (including providing valid substantiation) and is authorised by a relevant officer. The signing of the form confirms that the Elected Members have excluded all items of a personal nature.	Erin McGarry	5	Any reimbursement of expenses incurred by Elected Members must be signed off by the CEO who would verify that the nature of the expense is not of a personal nature.	Tony Amato	5	It is not normal practice for Elected Members to claim reimbursements.

Financial Controls Assessment FY 17-18

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<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
EXP-ELE-0003	Elected Members must complete and sign an expense reimbursement form when claiming Council related expenditure in line with the Policy (including providing valid substantiation) and are authorised by relevant staff.	Erin McGarry	5	All reimbursements must complete the relevant paperwork and in the case of the elected members, it would need to be signed by the CEO before approval to reimburse is granted.	Tony Amato	5	It is not normal practice for Elected Members to claim council related reimbursements. If reimbursements were claimed then normal supporting documentation and approval processes would need to be completed.
EXP-ELE-0002	All Elected Members allowances are in accordance with the remuneration tribunal and are paid in a timely manner.	Dani Barns	5	Elected members are paid on the 6th of every month via direct debit from Councils bank account. This is in place till the current elected members term expires in Oct. 2018.	Tony Amato	5	Elected Member allowances are paid monthly and are aligned to the remuneration tribunal.
EXP-ELE-0001	A policy clearly outlines what Elected Members can claim for council related expenses and is clearly communicated and adherence monitored.	Tony Amato	5	A policy exists to regulate Elected Member claims. Legislation also provides guidance to eligible claims. However, long standing practice is that Elected Members do not claim for any council related expenses.	Paul Horwood	5	
Employee Reimbursements							
EXP-EMR-0003	There is a process in place to ensure all employee reimbursements are valid with supporting documentation and approved by appropriate staff.	Dani Barns	5	All reimbursements to employees are authorized by their Manager and supporting receipts/invoices attached.	Tony Amato	5	Agreed.
EXP-EMR-0002	Employee reimbursements are checked against the supporting documentation and compliance with relevant policies and procedures.	Dani Barns	5	Employee reimbursements are signed off by their respective Team Leader/Executive management with all the supporting documents attached.	Tony Amato	5	Agreed. Approved on a one-up basis in accordance with Council policy.
EXP-EMR-0001	A policy or procedure is in place setting guidelines for employee reimbursements.	Tony Amato	5	Employee reimbursements are regulated variously by the Enterprise Bargaining Agreements, relevant State / Federal Awards, employment contracts and other legislation.	Paul Horwood	5	
Other Expenses							

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
EXP-OTE-0001	There is a process in place to ensure that all other expenses are accurately recorded and there is an audit trail.	Dani Barns	5	All other expensed (Tax Invoices, Credit Cards, Petty Cash) are processed/paid with the appropriate authorization & then TRIMMED into our record keeping management program.	Tony Amato	5	All expenditure must be approved as per policy and supporting documentation must be attached. All documentation is electronically filed in our record management system (Trim).
Payroll							
EXP-PAY-0024	Where possible standard programmed formulae perform payroll calculations.	Debbie Getson	5	System controlled	Sue Tobin	5	Agreed - spot audits are also conducted
EXP-PAY-0023	Time recording and attendance exceptions such as TOIL or flexitime are based on relevant policies/agreement are identified, monitored and corrected.	Debbie Getson	4	Supervisors monitor staff attendance and approve timesheets	Sue Tobin	5	Agreed - reports are also generated by TLOD and discussed with Executive
EXP-PAY-0022	There is adequate training of payroll staff to ensure they are up to date with relevant statutory and enterprise agreements.	Debbie Getson	5	Staff are involved in the new enterprise agreements and relevant legislated training is supplied	Sue Tobin	5	Agreed - payroll staff are appropriately trained with current enterprise agreements and attend relevant seminars to keep abreast
EXP-PAY-0021	There is a segregation of duties from those preparing the payroll to those responsible for preparation of source documents (e.g. timesheets, leave requests etc).	Debbie Getson	5	Delegated staff process payroll and employees complete timesheets / leave requests	Sue Tobin	5	Agreed - employees complete time-sheets/leave requests; supervisor signs off ; payroll staff process
EXP-PAY-0020	There is a process to ensure the total of payment summaries for the year is reconciled to the general ledger and payroll and is appropriately reviewed.	Debbie Getson	5	EOY process reconciles with GL and Payroll	Sue Tobin	5	Agreed
EXP-PAY-0019	There is a process to ensure employees are made inactive in payroll records upon termination.	Debbie Getson	5	When staff terminate their status changes when termination pay is processed	Sue Tobin	5	Agreed
EXP-PAY-0018	There is a process to ensure an independent review of proposed payroll payments by authorised staff.	Debbie Getson	5	A independent review is carried out authorizing proposed payroll payments	Sue Tobin	5	Agreed
EXP-PAY-0017	There is a process to ensure all overtime is verified and approved by relevant appropriate staff.	Debbie Getson	5	All overtime is authorised by Team Leaders and Managers	Sue Tobin	5	Agreed
EXP-PAY-0016	There is a process in place to ensure termination payments comply with relevant policies, procedures and legislation.	Debbie Getson	5	Process for termination complies with policies procedures and legislation	Sue Tobin	5	Agreed
EXP-PAY-0015	There is a process in place to ensure employees are not added to the payroll masterfile, nor details amended or amounts paid without receipt of the appropriate forms which have been authorised by relevant staff.	Debbie Getson	5	Pay Authorisation List is forwarded to managers on a fortnightly basis for authorisation of staff in their department	Sue Tobin	5	Agreed. Also monthly HR metrics reconciliation of staff movements with headcount and FTE numbers - quarterly report provided to Executive

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
Expenses							
Payroll							
EXP-PAY-0014	There is a process in place to ensure accurate data entry of payroll source documents.	Debbie Getson	5	Check via two staff plus employee	Sue Tobin	5	Agreed
EXP-PAY-0013	The payment of the payroll is authorised by appropriate staff not involved in the preparation of the payroll.	Debbie Getson	5	Authorisation for payment of payroll is by staff not involved in the preparation of payroll	Sue Tobin	5	Agreed
EXP-PAY-0012	The payment for the payroll must be reconciled to a system generated report detailing amount and employee prior to payment.	Debbie Getson	5	Part of authorisation process	Sue Tobin	5	Agreed
EXP-PAY-0011	The listing of payroll deductions is periodically reviewed by relevant staff for accuracy, compliance with statutory requirement and ongoing pertinence with changes compared to authorised source documents to ensure that they were input accurately.	Debbie Getson	5	Deduction list is checked and external organizations check for accuracy - eg Superannaiton, Child support	Sue Tobin	5	Agreed
EXP-PAY-0010	The ability to access, modify or transfer information contained in the payroll master files is restricted to authorised staff.	Debbie Getson	5	Access is restricted to authorised staff only	Sue Tobin	5	Agreed
EXP-PAY-0009	Relevant staff are required to complete timesheets and/or leave forms, authorise them and have approved by the relevant supervisor.	Debbie Getson	5	Records are recorded through sharepoint for internal staff and paper records for external staff	Sue Tobin	5	Agreed
EXP-PAY-0008	Payroll system generates audit reports detailing all payroll changes and there is a process in place to ensure all changes are reviewed and verified against source documents.	Debbie Getson	5	Audit reports are generated on a fortnightly basis and checked	Sue Tobin	5	Agreed
EXP-PAY-0007	Payroll is periodically reconciled to the General Ledger accounts.	Debbie Getson	5	Reconciled on a monthly basis	Sue Tobin	5	Agreed
EXP-PAY-0006	Managers periodically review listings of current employees within their departments and variances are investigated.	Debbie Getson	5	Lists are checked on a fortnightly basis	Sue Tobin	5	Confirmed
EXP-PAY-0005	Employee records to include employment details and/or contract terms and conditions, authorisations for payroll deductions and leave entitlements.	Debbie Getson	5	Leave entitlements kept in Authority and other details are kept in HPECM	Sue Tobin	5	Confirmed
EXP-PAY-0004	Any non-routine payroll queries or unusual payroll transactions/request are referred to management for investigation.	Debbie Getson	5	Approval is required by management	Sue Tobin	5	Confirmed - in writing if required
EXP-PAY-0003	All payroll deductions must be approved by the relevant employee.	Debbie Getson	5	Approval for all payroll deductions must be in writing by employee and copies are kept in employee files	Sue Tobin	5	Confirmed

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
EXP-PAY-0002	All calculations for generating payroll payments are verified for accuracy.	Debbie Getson	5	Two person verification process	Sue Tobin	5	Agreed
EXP-PAY-0001	Access to the payroll deduction listing is restricted to authorised staff.	Debbie Getson	5	Access to payroll deduction module restricted to payroll staff	Sue Tobin	5	Agreed
Purchasing and Procurement							
EXP-PUR-0011	There is a process in place to review the supplier master file for ongoing pertinence and ensure all changes are checked against source documents to ensure they were input accurately.	Dani Barns	4	All changes to any new/current Suppliers is checked against the source document & a Supplier Master Changes file report. This is a monthly process but is subject to the availability of time/resources available.	Tony Amato	5	All changes to the AP masterfile are supported by independent third party documentation.
EXP-PUR-0010	There is a process in place to review purchasing patterns and ensure maximum use of preferred suppliers.	Rebecca Howard	2	There are a number of checks in place to ensure Barossa Regional Procurement Group suppliers are being used regularly	Sam Dilena	3	Currently no check occurs on purchasing patterns outside the Barossa Regional Procurement Group. The Council's acquisition plans make the purchaser consider the BRPG or Council wide bulk procurement.
EXP-PUR-0009	There is a process in place to follow up and action incomplete purchase orders.	Dani Barns	4	Outstanding Purchase Order report is part of the monthly process. Expediting/cancelling outstanding orders is subject to the availability of time/resources available.	Tony Amato	5	The outstanding purchase order report and the goods received but not invoiced report are generated on a regular basis. All incomplete transactions are followed up and actioned as appropriate.
EXP-PUR-0008	There is a process in place to ensure all invoices for payment are matched to relevant source documents such as purchase orders where applicable and are in line with Procurement Policy guidelines.	Dani Barns	5	All invoices except Utilities require a purchase order & are matched with the invoice the processed accordingly.	Tony Amato	5	Agreed. All supplier invoices must be approved and matched to purchase orders prior to payment.
EXP-PUR-0007	The organisation has a process in place to ensure use of preferred suppliers where relevant to maximise the best value for money to Council	Rebecca Howard	4	Council use a combination of systems to manage preferred suppliers, including the Barossa Regional Procurement Group Website, Skytrust and Vendor Panel.	Sam Dilena	5	As detailed above. Panel supply contracts in place for a range of products and services.
EXP-PUR-0006	Purchase order numbers are either system generated and/or sequentially numbered.	Dani Barns	5	All Purchase Orders are sequentially numbered.	Tony Amato	5	All purchase transactions begin as online requisitions (OLRs) and, once approved, become purchase orders. Both documents have system generated sequential numbers.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
EXP-PUR-0005	Employees must ensure all purchases are in accordance with Council's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies.	Dani Barns	4	All Employees are aware of the Procurement Policy, all On Line Requisitions over \$20k require 3 written quotes otherwise the requisition will not be completed. Approval is automatically sent from the requisitioner to their Manager in accordance with the limit of the OLR within Councils delegation limits.	Tony Amato	5	Agreed.
EXP-PUR-0004	Employees must ensure all purchase orders are issued in accordance with Council's Procurement Policy and approved in accordance with the Delegations of Authority and other relevant policies	Dani Barns	4	All Employees are aware of the Procurement Policy, all On Line Requisitions over \$20k require 3 written quotes otherwise the requisition will not be completed. Approval is automatically sent from the requisitioner to their Manager in accordance with the limit of the OLR within Councils delegation limits.	Tony Amato	4	Agreed. The Procurement Policy is to be reviewed by an external consultant due to current resource limitations.
EXP-PUR-0003	Council has a Procurement Policy that provides direction on acceptable methods and the process for procurement activities to ensure transparency and value for money within a consistent framework, with consideration of any potential conflicts of interest.	Rebecca Howard	3	Procurement policy is outdated and requires review. New draft policy to be presented to June Audit Committee for consideration.	Sam Dilena	4	Procurement Policy in place is rigid & provides sound framework. Review to provide more delegation to staff & align with contemporary procurement practices is being considered. Col is not covered in policy & however is part of evaluation matrix signoff.
EXP-PUR-0002	All relevant staff should undertake training for the raising of orders, posting of goods received and the requirements of the creditors process.	Dani Barns	5	All staff raising orders have been trained & supplied with instructions. The Goods Receipting & processing of invoices are only entered by the Accounts Payable Officer.	Tony Amato	5	Agreed. The AP officer is responsible for the data entry of goods received following instructions from staff in relation to goods received.
EXP-PUR-0001	Access to the supplier master file and ability to make changes is restricted to appropriately authorised staff.	Dani Barns	5	Only Finance Officers/Accountants have access to the supplier master file to make any changes.	Tony Amato	5	Access to supplier masterfile is controlled by IT and is restricted to appropriate and/or senior finance staff.

▲ Assets

▲ Banking

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
ASS-BAN-0005	There is a process in place to ensure all cash, blank cheques and/or cheque signing machine are adequately safeguarded.	Erin McGarry	5	All cash is in lockable safes around Council. Council no longer uses cheques.	Tony Amato	5	Blank cheques were always kept under lock and key. No cheques have been used for 18 months. Upon advice / clarification from National Australia Bank, the remaining (25 approx) cheques were destroyed on Monday 30 April 2018 by the Financial Accountant and the Team Leader Finance. There is no cheque signing machine. All cash is kept under lock and key.
ASS-BAN-0004	There is a process in place to ensure all cash collected is adequately recorded and banked regularly.	Joanne Glazbrook	5	Cash is banked daily and reconciled to the till and checked off by two people	Erin McGarry	5	Agreed
ASS-BAN-0003	Cash transfers between bank accounts and investment bodies are undertaken by appropriate staff. Assets - Banking	Erin McGarry	5	Council has only 2 bank account (NAB and LGFA). The transferring of funds is restricted to only authorised finance staff .	Tony Amato	5	Only senior experienced authorised finance staff are able to process cash transfers,
ASS-BAN-0002	Bank reconciliations are performed on a predetermined basis and are reviewed by an appropriate person. Any identified discrepancies are investigated. Assets - Banking	Joanne Glazbrook	5	Bank Reconciliations are performed daily. Reconciled and signed off on a monthly basis.	Erin McGarry	5	Agreed
ASS-BAN-0001	Access to EFT Banking system is restricted to appropriately designated personnel.	Erin McGarry	5	Access to EFT banking system is controlled by senior authorised IT and/or finance staff. This relates to NAB, LGFA and Authority.	Tony Amato	5	Agreed. Electronic payment and receipt files are downloaded daily. Electronic bank reconciliations are performed daily.
Cash Floats and Petty Cash							
ASS-PET-0011	Spot cash float and petty cash counts conducted periodically by independent personnel.	Erin McGarry	5	This is done once a year at a minimum.	Tony Amato	5	Spot checks are conducted on a periodical basis.
ASS-PET-0010	Petty Cash to be approved in line with policy or procedure having regard to amounts, substantiation criteria and authorisation.	Erin McGarry	5	Petty cash is limited to \$50 transactions as per the procedures. The approval process of new cash floats is assessed on a case by cases basis.	Tony Amato	5	All transactions must be supported by correctly authorised and appropriately independent supporting documentation.
ASS-PET-0009	Petty Cash amounts paid out should be under a predetermined amount and payments cannot be split over more than one voucher to come under the predetermined amount.	Erin McGarry	5	The maximum purchase that staff can make with petty cash is \$50.	Tony Amato	5	This procedure is strictly observed and reinforced.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
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ASS-PET-0008	I.O.U.'s are prohibited.	Erin McGarry	5	IOU's are not allowed	Tony Amato	5	Agreed.
ASS-PET-0007	Custodians of cash floats are informed of and undertake their responsibilities and obligations including reconciliations and accountability for cash movements.	Erin McGarry	5	The custodian of cash floats are responsible for reconciling the floats on a regular basis (depending on the floats uses, this could be daily or weekly).	Tony Amato	5	Processes, authorisations, reimbursements and reconciliations are reviewed by finance staff for compliance.
ASS-PET-0006	Cash handling and petty cash policy and/or procedures are available to all staff.	Erin McGarry	5	The procedure for petty cash are available on TRIM for all staff to access.	Tony Amato	5	Agreed.
ASS-PET-0005	Cash floats and petty cash are stored in secured facilities (e.g. safes, registers) when not in use.	Erin McGarry	5		Tony Amato	5	All cash floats and petty cash are kept under lock and key.
ASS-PET-0004	Cash floats and petty cash are reconciled and reviewed by a person other than the preparer.	Erin McGarry	5	The petty cash floats are reconciled at the time they are replenished and also finance staff conduct spot checks throughout the financial year	Tony Amato	5	Approved on a one-up authorisation basis.
ASS-PET-0003	Cash floats and petty cash are reconciled and reviewed by a person other than the person responsible for the petty cash	Erin McGarry	5	The petty cash floats are reconciled at the time they are replenished and also finance staff conduct spot checks throughout the financial year.	Tony Amato	5	Reimbursements are approved on a one-up authorisation basis prior to delivery to finance staff for processing.
ASS-PET-0002	Access to the cash floats and petty cash is limited to authorised personnel.	Erin McGarry	5	All cash is kept in a locked box and only authorised staff have a key to access these boxes.	Tony Amato	5	All petty cash boxes are also locked in safes, drawers, cupboards, etc.
ASS-PET-0001	A register for cash floats and petty cash and custodians is maintained by authorised personnel to record all movements.	Erin McGarry	5	The petty cash control accounts are reconciled monthly and Finance Staff conduct spot checks throughout the year.	Tony Amato	5	Additionally, all reimbursements are checked by finance staff for accuracy and appropriate evidence of approvals.
▾ Debtors							
ASS-DEB-0015	There is a process in place to review and approve all credit notes for sundry debtors in accordance with delegations of authority.	Joanne Glazbrook	5	All credit notes must be signed off by staff and also authorising team leader/manager	Erin McGarry	5	Agreed
ASS-DEB-0014	There is a process in place to ensure changes to the debtors master file are compared to source documents to ensure they are inputted accurately	Joanne Glazbrook	5	Source documents are processed and placed in trim	Erin McGarry	5	Agreed

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-DEB-0013	The organisation maintains a Debt Collection Policy and/or procedure.	Tony Amato	5	The Debt Collection Policy (for both Rates and Sundry Debtors) and the related procedures are jointly referenced on an ongoing basis. Collection procedures are undertaken and completed by officers on a regular basis and are reviewed by the Team Leader Finance on a monthly basis to ensure compliance. Appropriate actions are undertaken on a timely basis, as required.	Paul Horwood	5	
ASS-DEB-0012	Statements are provided regularly to debtors.	Joanne Glazbrook	5	Statements are processed on a monthly basis	Erin McGarry	5	Agreed
ASS-DEB-0011	Relevant staff reviews sundry debtors ageing profile on a regular basis and investigates any outstanding items, and considers provision for doubtful debts at year end.	Joanne Glazbrook	5	Debtors management policy sets KPI's for outstanding items	Erin McGarry	5	The outstanding balance aging report is reported to Council quarterly.
ASS-DEB-0010	Relevant staff reviews debtors ageing profile on a regular basis and investigates any outstanding items, and considers provisions for doubtful debts.	Joanne Glazbrook	5	Effective delivery of the debtors management policy	Erin McGarry	5	Agreed
ASS-DEB-0009	Records of bad debt write-offs should be maintained.	Erin McGarry	5	As per the the debtor management policy the Manager or Finance and Corporate Services will ensure that a register of Debts written-off in accordance with the policy is maintained.	Tony Amato	5	A Register of Bad Debts is accurately maintained. Bad debt write-offs are minimal.
ASS-DEB-0008	Invoice and credit note input data is balanced; out-of-balance batches are corrected promptly.	Joanne Glazbrook	5	The system does not allow this to happen	Erin McGarry	5	Agreed
ASS-DEB-0007	Debtors system provides audit trail to record changes made to master file.	Joanne Glazbrook	5	A master file report is performed and checked each month	Erin McGarry	5	This report is now being included in the EOM reconciliation document
<div style="background-color: #e0e0e0; padding: 2px; margin-bottom: 5px;"> ▲ Assets </div>							
<div style="background-color: #e0e0e0; padding: 2px; margin-bottom: 5px;"> ▲ Debtors </div>							
ASS-DEB-0006	Debtors and revenue are compared to budget regularly and investigates significant variances.	Erin McGarry	5	Debtors are reported to audit committee through the Debtor Management Report quarterly and revenue variances are reported monthly through the Monthly Finance Report.	Tony Amato	5	Variances between actual results and approved budgets are reviewed and investigated, if required, on a monthly basis.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-DEB-0005	Debtor's reconciliation is performed on a regular basis to the General Ledger and reviewed by appropriate staff, with consideration of segregation of duties.	Joanne Glazbrook	5	A reconciliation is performed monthly and signed off by the finance officer, financial accountant and team leader.	Erin McGarry	5	Agreed
ASS-DEB-0004	Debtor's reconciliation is performed on a regular basis to the General Ledger and reviewed by an appropriate person.	Joanne Glazbrook	5	A reconciliation is performed monthly and signed off by the finance officer and financial accountant.	Erin McGarry	5	Agreed
ASS-DEB-0003	Bad debt write-offs and movements in the provision for doubtful debts for Sundry Debtors are processed in accordance with delegations of authority and Local Government Act.	Erin McGarry	5	Refer to debtor management policy section 4 for the details of how bad debts are approved by Council	Tony Amato	5	Appropriate approval delegations are made in accordance with the Local Government Act 1999. The delegations are actioned by the governance officer/s on behalf of the CEO.
ASS-DEB-0002	All invoices raised and credit notes applied have an audit trail.	Joanne Glazbrook	5	Invoices and credit notes are audited by the financial accountant.	Erin McGarry	5	Agreed
ASS-DEB-0001	Access to the debtor's master file is restricted to appropriately designated personnel and is reviewed by relevant staff for accuracy and on-going pertinence.	Joanne Glazbrook	5	IT has a restriction in place to only allow appropriate personnel to access master file. A master file report is done monthly.	Erin McGarry	5	The master file is now included in our EOM source document
▲ Fixed Assets							
ASS-FIX-0017	Where appropriate, identification details are recorded for portable and attractive assets such as IT and fleet assets, on acquisition to facilitate accurate identification.	Erin McGarry	5	Council has an attractive items register held in SharePoint for items that's value is under the capitalization threshold	Tony Amato	5	All portable and attractive assets are either capitalised in the Fixed Asset Register or, if below the capitalisation threshold, in the Attractive Items Register.
ASS-FIX-0016	Where appropriate, fixed assets are secured and access is restricted to appropriate staff and authorised users.	Erin McGarry	5	Only approved staff have access to any maintenance modules for assets held in the asset modules	Tony Amato	5	Fixed assets are secured as appropriate. The recording of fixed assets is restricted to experienced and qualified staff who are authorised users.
ASS-FIX-0015	Where appropriate, fixed assets are insured.	Sue Tobin	5	Annual meeting held with JLTA to discuss all insurance aspects. Detailed listings are provided to insurer	Paul Horwood	5	

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
ASS-FIX-0014	There is a process in place for the verification of fixed assets which is reconciled to the FAR.	Erin McGarry	5	There is a comprehensive reconciliation listing at EOFY which list new and disposed assets	Tony Amato	5	All fixed asset transactions and movements are detailed, verified to supporting documentation and reconciled to the general ledger. Notes to the annual statutory financial statements summarise movements and totals.
ASS-FIX-0013	Relevant staff review useful lives, residuals, valuations, depreciation methodology and test for impairment as required by Accounting Standards and legislation to ensure that methods used are still appropriate and significant changes are incorporated into Asset Management Plans.	Wasantha Kaludewa	5	Does annually. Data managed in AssetMaster Asset Management Information System.	Ben Degilio	5	
ASS-FIX-0012	Recorded changes to the FAR and/or masterfile are approved by appropriate staff compared to authorised source documents and General Ledger to ensure accurate input.	Erin McGarry	5	All changes to values and new assets are reviewed by the team leader - finance and audited by our external auditors	Tony Amato	5	All changes are supported by appropriate documentation.
ASS-FIX-0011	Reconciliation of fixed assets to the General Ledger is performed in accordance with schedule of review or procedure.	Erin McGarry	5	The fixed asset control account is reconciled monthly and reviewed by the team leader. A comprehensive review of the fixed asset control account is also completed at year end which is reviewed by the Team Leader of Finance and Dean Newbery (Council Auditors).	Tony Amato	5	Reconciliations are completed on a monthly basis.
ASS-FIX-0010	Profit or loss on disposal calculations can be substantiated and verified with supporting documentation.	Erin McGarry	5	There is a combination of spreadsheets, disposal reports from Authority and the invoice from sale (generally Pickles Auctions for vehicles), which are used as supporting documentation for the calculation.	Tony Amato	5	All automated system disposal calculations are supported by appropriate documentation.
ASS-FIX-0009	Maintenance of the fixed asset register is limited to appropriate staff with consideration to segregation of duties.	Erin McGarry	5	Assets are held in two different programs (Authority and Assets Master). The Authority assets are module restricted and the Asset Master programs is linked to our Council Network, in that only approved staff will have the asset master program on their computer.	Tony Amato	5	Access to the fixed asset registers is restricted to senior qualified finance and engineering staff and is controlled by the IT Department.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
ASS-FIX-0008	Fixed assets are recorded on acquisition, creation or when provided free of charge to facilitate accurate identification of assets and recording of details with regards to the Asset Accounting Policy.	Erin McGarry	5	The invoice date is recorded as acquisition date unless the project has a clearer acquisition date.	Tony Amato	5	All fixed asset acquisitions are appropriately recorded in Council's accounting system.
ASS-FIX-0007	Depreciation charges are calculated in accordance with the asset accounting policy and compliant with relevant accounting standards, including the useful life, depreciation method and residual values.	Erin McGarry	5	Depreciation charges applied are compliant with the Accounting Standard AASB 1021 and Councils Asset Capitalisation Policy.	Tony Amato	5	AASB 116 Property Plant & Equipment is also relevant. Depreciation calculations & charges are consistent with all relevant Council policies and Australian Accounting Standards.
ASS-FIX-0006	Council has an asset accounting policy which details thresholds for recognition of fixed assets which is monitored to ensure adherence.	Tony Amato	5	An Asset Policy exists and is regularly checked for threshold compliance.	Paul Horwood	5	Refer Council's Capitalisation Policy, the thresholds for which are reviewed annually.
ASS-FIX-0005	Asset register calculations are reviewed for accuracy.	Erin McGarry	5	The fixed asset control accounts are reconciled monthly by the financial accountant and reviewed by the team leader of finance. Subsequent to this, the Financial Accountant prepares are comprehensive reconciliation of the fixed assets control accounts which are then audited by Dean Newbery.	Tony Amato	5	Asset Register calculations are automated but the asset control account parameters are regularly reviewed for accuracy & appropriateness.
ASS-FIX-0004	Asset Management Plans for all major asset classes are adopted and reviewed by Council as required by the Local Government Act 1999.	Wasantha Kaludewa	5	Asset Management Plans are reviewed and adopted.	Ben Degilio	5	
ASS-FIX-0003	Asset Management Plans are prepared and renewal expenditure and programmed maintenance required is reviewed periodically to reflect changing priorities, additional asset data and other relevant factors.	Wasantha Kaludewa	3	Do reviews but some financial limitations may apply as part of budget process.	Ben Degilio	4	Renewal expenditure and programmed maintenance is reviewed periodically and financial constraints have been factored into the prioritised condition audits undertaken.
ASS-FIX-0002	Asset maintenance is planned and monitored with relevant staff in accordance with the Asset Management Plans	Wasantha Kaludewa	5	Town Maintenance Services Unit has maintenance programs implemented.	Ben Degilio	5	

Financial Controls Assessment FY 17-18

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<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-FIX-0001	All fixed asset acquisitions and disposals are approved in accordance with Delegation of Authority and relevant Procurement and Fixed Asset Policies.	Erin McGarry	5	All capitalized assets and disposals are done in accordance with Councils Capitalisation Policy and are audited at year end by Dean Newbery	Tony Amato	5	Appropriate approval delegations are made in accordance with the Local Government Act 1999. The delegations are actioned by the governance officer/s on behalf of the CEO. Compliance with relevant policies is strictly observed.
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Inventory</div>							
ASS-INY-0010	Usability of inventory and level of inventory is assessed at least annually.	Erin McGarry	5	The inventory held with Council is minimal	Tony Amato	5	Inventory held is minimal and is monitored on a regular (daily, in season where applicable) basis to ensure that the risk of usability / obsolescence is minimised.
ASS-INY-0009	There is a process in place to ensure that invoices are paid after goods have been received.	Dani Barns	5	Goods are received in the Purchasing Module, then the invoices processed & paid accordingly to the trading terms.	Erin McGarry	5	Agreed - although we are not using the goods receipt function as well as we could due to the way it processes transactions with varied quantities in Authority
ASS-INY-0008	There is a process in place to ensure all inventory adjustments and stock transfers are valid and accurate	Erin McGarry	5	The inventory held with Council is minimal	Tony Amato	5	Inventory is only held at 1) the Visitor Information Centre, 2) Gawler Aquatic Centre & 3) Gawler Sports and Community Centre. Stocktakes are performed as at 30th June each year and appropriate inventory adjustments resulting therefrom are processed by senior Finance staff.
ASS-INY-0007	Procurement of inventory is approved in accordance with the Delegations of Authority and relevant Procurement policy and/or procedure.	Erin McGarry	5	The inventory held with Council is minimal	Tony Amato	5	Agreed. Procurement of inventory is minimal and within delegations.
ASS-INY-0006	Physical inventory is counted periodically with review by an appropriate person and is reconciled against the general ledger, material variances investigated.	Erin McGarry	5	A stock take is done annually	Tony Amato	5	Inventory held at all locations is minimal (less than \$20,000) and is only held at the Visitors Information Centre, Aquatic Centre and the Gawler Sports and Community Centre. Inventory is reconciled to the general ledger and material variances are investigated.
ASS-INY-0005	Inventory is appropriately insured.	Sue Tobin	5	Inventories are included on the asset register	Paul Horwood	5	

Financial Controls Assessment FY 17-18

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<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-INY-0004	Goods are delivered to relevant inventory locations and checked for completeness and quality, and defective goods returned on a timely basis.	Erin McGarry	5	Council has the goods receipt function which requires staff to check the quantity of goods compared to the invoice	Tony Amato	5	All goods are checked for completeness and quality prior to being recorded as being received. Inventory held is minimal. All defective goods are returned on a timely basis although this is an extremely rare occurrence.
ASS-INY-0003	Assessment of appropriate inventory consumption having regard to risk is undertaken.	Erin McGarry	5	The inventory held with Council is minimal	Tony Amato	5	Inventory held is minimal, turnover is managed accordingly and the risk of holding inventory is minimised.
ASS-INY-0002	All inventory write-offs and provisions for obsolescence to be approved by appropriate staff in accordance with Delegations of Authority.	Erin McGarry	5	The inventory held with Council is minimal	Tony Amato	5	As the inventory held is minimal the Inventory Module is not used. Inventory stocktakes are performed at year-end and adjusting journals are processed at that time.
ASS-INY-0001	Access to inventory is restricted to authorised personnel, where appropriate.	Erin McGarry	5	The three sites which have inventory (Visitors Information Centre, Gawler Recreation Centre and Gawler Aquatic Centre) all have their own procedures which outline what restrictions to inventory is appropriate.	Tony Amato	5	Access to inventory is restricted to those personnel who are directly involved in the transactions. Inventory held is minimal, generally less than \$20,000.
Investments							
ASS-INS-0012	There is a process in place to monitor cash and anticipated future cash flows. Surplus funds invested in accordance with Council policy.	Erin McGarry	5	Intermittent cash flow analysis is completed and surplus funds are invested as per Councils policy and this is reported in the annual treasury management report.	Tony Amato	5	Transfers of funds between the operating account (National Australia Bank) and the investment accounts (Local Government Finance Authority) are reviewed and processed on a daily basis. Automated sweeping accounts have been established with National Australia Bank to maximise interest earned. Bank reconciliations are performed daily.

Financial Controls Assessment FY 17-18

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<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-INS-0011	There is a process in place to ensure compliance with Conflict of Interests and Code of Conduct.	Erin McGarry	5	As well as Councils code of conduct and conflict of interest policies and procedures, Councils treasury management policy provides clear guidance for staff to take when making investment decisions.	Tony Amato	5	The Investment Management Policy provides clear detailed guidance for staff and is reviewed periodically.
ASS-INS-0010	Staff involved in the investment decision making process understands their obligations under the Investment Policy.	Erin McGarry	5	The staff who make the decisions are also involved in reviewing the policy so have a good grasp on what the obligations are.	Tony Amato	5	Only senior Finance staff are involved in the decision making process. Senior Finance staff also review the Investment Management Policy. Investment options are restricted under the provisions of the Local Government Act 1999.
ASS-INS-0009	Records of investments are kept detailing amounts and maturity dates.	Erin McGarry	5	The maturity dates and other information is all kept on the LGFA portal. Hard copies of the accounts details are held in a copy and also within Councils record management system.	Tony Amato	5	Agreed.
ASS-INS-0008	Journals are processed regularly for all investments and a reconciliation process is in place to verify accuracy of transactions.	Erin McGarry	5	A reconciliation of all investments is done monthly and all journals that are required to be done are completed along with this process	Tony Amato	5	All investment journals are approved. Investments are reconciled monthly to independent supporting documentation.
ASS-INS-0007	Delegations are in place for approving and making investment decisions.	Kate Symes	5		Paul Horwood	5	
ASS-INS-0006	Council reviews investment performance at least annually in accordance with relevant legislation.	Erin McGarry	5	Council reviews investments on a continuous basis and also provides a treasury management report to Council annually.	Tony Amato	5	Council ensures that the actual effective interest earned rate must at least match the Federal Government published cash interest rate.
ASS-INS-0005	Council has a clear and comprehensive investment policy to assist when making any decisions to invest funds.	Tony Amato	5	A Treasury Management Policy exists and provides clear instructions and guidelines for investment transactions.	Paul Horwood	5	
ASS-INS-0004	Conflicts of interest are to be disclosed as part of investment decision process.	Kate Symes	4	Council have training and processes in place to ensure all staff and Council Members are aware and trained however this control is still reliant on individuals declaring as the situation arises.	Paul Horwood	4	

Financial Controls Assessment FY 17-18

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<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-INS-0003	Cash transfers between bank accounts and investment bodies are undertaken by appropriate staff. Assets - Investments	Erin McGarry	5	This function is restricted to only 4 Finance Staff with the main ones being the Financial Accountant and Team Leader - Finance. If these 2 staff are on leave, and email is sent to the LGFA to let them know to expect the transactions to be done by the either of the other two approvers.	Tony Amato	5	The transfer of funds between bank accounts is restricted to senior finance staff.
ASS-INS-0002	All investments are to be held in the name of the Council or associated entities in accordance with the source of funds.	Erin McGarry	5	All investments are held with the Local Government Finance Authority. All the accounts are in the name of Town of Gawler	Tony Amato	5	Agreed. Only the operating account is held with National Australia Bank.
ASS-INS-0001	Actual investment income compared to budget on a regular basis; variances are investigated. Assets - Investments	Erin McGarry	5	The investments are reconciled monthly and the interest earned is compared against budget monthly	Tony Amato	5	Investment income is reviewed on a monthly basis.
Loans / Grants to Clubs / Community Groups							
ASS-LOA-0007	There is a process in place to ensure all grants issued are spent in accordance with the funding agreement.	Erin McGarry	5	Council does not typically give grants to Community Groups, but rather opts to provide interest free loans	Tony Amato	5	Grant recipients are not only required to apply for a community grant but are also required to provide proof of expenditure upon completion of the relevant project. Community grants are managed by the Community Development Officer. The budget for 2017/18 is \$25,000 per annum.
ASS-LOA-0006	Loan receivable reconciliations are prepared and reviewed by appropriate staff with follow up of all outstanding receipts.	Erin McGarry	5	Reconciliations are completed monthly to see if any discrepancies	Tony Amato	5	Loans receivable are reconciled on a regular basis and any outstandings are followed up as required.
ASS-LOA-0005	Council has a policy for issuing funds to Clubs/Community Groups. The Policy includes criteria for approval of funds with reference to the Delegations of Authority and Conflicts of Interest.	Tony Amato	5	A policy exists for the provision of funds to Clubs & Community Groups.	Paul Horwood	5	Refer Community Loans Policy

Financial Controls Assessment FY 17-18

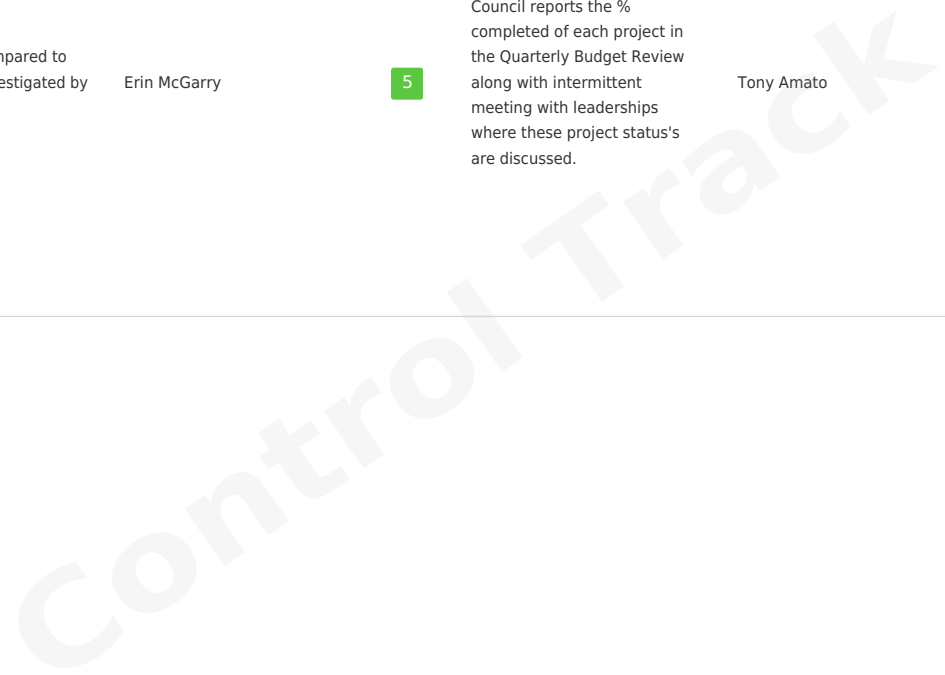
Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
ASS-LOA-0004	Bad-debt write-offs for loans receivable are approved in line with relevant delegations.	Erin McGarry	5		Tony Amato	5	Appropriate delegations are reviewed & communicated annually in accordance with the Local Government Act 1999. Loans receivable relate only to approved community groups. No bad debts write-offs for loans have been required in the last decade.
ASS-LOA-0003	Appropriate staff monitor compliance of the funding arrangements.	Erin McGarry	5	The Financial Accountant in conjunction with the Accounts Receivable Officer have checks in place to ensure that the terms of the funding agreement are met. This included the reconciliation of the community loans liability account which is reconciled on a monthly basis.	Tony Amato	5	Senior qualified staff monitor compliance with the respective funding arrangements.
<p>▲ Assets</p> <p>▲ Loans / Grants to Clubs / Community Groups</p>							
ASS-LOA-0002	All loans/grants to Clubs/Community Groups are approved in accordance with the policy.	Erin McGarry	5	All Community Loans require a report to Council which outlines what the loan is for, repayment details and outlines compliance with the Council Policy.	Tony Amato	5	All community loans are approved by Council.
ASS-LOA-0001	A loan schedule is provided to the loan recipient.	Erin McGarry	5	At the point of settlement of a loan to a Community Group, the group is provided with all the necessary paperwork including loan repayment schedules.	Tony Amato	5	The loan recipient is provided with all relevant loan documentation.
<p>▲ Prepayments</p>							
ASS-PRE-0002	Procedures provide guidance as to the recognition, treatment and recording of prepayments.	Erin McGarry	5	Whilst there is no actual procedure for prepayments, there are processes in place to make sure we capture all prepayments with checks by the Accounts Payable Officer and then again from the Financial Account. the invoices for prepayments needs to clearly state a the specific date to be treated as a prepayment.	Tony Amato	5	The prepayment identification is a manual process whereby dates on supplier invoices are reviewed to assess whether they cross a financial year-end.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>		<input type="text"/>
ASS-PRE-0001	Prepayment reconciliation performed in accordance with the schedule of review or procedure to the General Ledger and reviewed by relevant staff, with consideration of segregation of duties.	Erin McGarry	5	The prepayment balance sheet account is reconciled on a monthly basis.	Tony Amato	5	The majority of prepayment entries are made at year end so that they are included in the statutory annual financial statements. These carried forward entries are managed and reconciled on a monthly basis thereafter.
Project Costing							
ASS-PRO-0006	Where there is a separate system to manage projects, relevant financial information is reconciled to the general ledger.	Erin McGarry	5	The engineers use a separate project management software to manage projects and this regularly compared to BIS to ensure they accounted for the correct costs.	Tony Amato	5	Ultimately, all project costs are reconciled to the general ledger.
ASS-PRO-0005	There is an on-going review of current projects having regard to project scope and delivery within budget and with variations communicated and endorsed within relevant Delegations of Authority.	Marco Linsalata	4	A process is in place to undertake reviews of budget scope and tracking the delivery or actual construction costs against budgeted costs.	Sam Dilena	4	As detailed in prior control measures.
ASS-PRO-0004	The project costing methodology is reviewed to ensure appropriate costs are recorded.	Erin McGarry	5	This is done through the capitalization process. Any incorrect entries are picked up and expenses.	Tony Amato	5	Actual costs recorded are reviewed progressively until the projects are completed and then finally as part of the capitalisation process.
ASS-PRO-0003	Processes are in place for establishing and changing project scope and budgets with approvals in accordance with Delegations of Authority.	Marco Linsalata	5	Once in Asset Delivery area the team have a process in place to review the scope and associated budget to ensure that these are aligned and the works can be delivered. Recommended that the initial control be transferred to Asset Planning	Sam Dilena	4	Formal Council reports are provided for significant changes in project scope & deliverables. Managed through regular team meetings on project progress and exceptions. Financial Qtrly reports provide opportunity for amendment in accordance with policy.
ASS-PRO-0002	Exception report generated detailing all variances for project costs over a fixed threshold (i.e. percentage or dollar amount). Exception report reviewed by appropriate staff and all significant variances are investigated.	Marco Linsalata	5	Quarterly project review undertaken by AD Team and reviewed	Sam Dilena	4	Quarterly meetings held with IES Team to track progress on majority of Capital Works for Council that are delivered by IES. Leadership budget meetings held 6 monthly.

Financial Controls Assessment FY 17-18

Code	Description	Assessor	★	Assessor Reason	Reviewer	👍	Reviewer Reason
ASS-PRO-0001	Actual project costs are regularly compared to budgets; significant variances are investigated by appropriate staff.	Erin McGarry	5	Council reports the % completed of each project in the Quarterly Budget Review along with intermittent meeting with leaderships where these project status's are discussed.	Tony Amato	5	Project Managers are responsible for their respective projects and review actual costs against budget on a regular basis. Variances are investigated. The Leadership Team meet on a quarterly basis to review all capital and new operating initiative projects which includes an assessment of actual costs versus budget. In conjunction with the establishment of a Corporate Risk Register, a project governance group is also being established to strengthen both governance and internal controls.



Treatment ID	Description	Control Treatment Description	%	Status	Priority	Start Date	Due Date	Completion Date	Improvement Owner	Improvement Owner Org Unit
EXP-PUR-0010										
TR-1	There is a process in place to review purchasing patterns and ensure maximum use of preferred suppliers.	Consider methods available to review purchasing patterns so as to promote efficient & effective procurement practices	0	Accepted	Low	15/05/2018	30/11/2018		Rebecca Howard	

Item 7.7 – Policies Review

- ATTACHMENT 1 Prudential Management Policy
- ATTACHMENT 2 Treasury Management Policy

Policy Number:	2.8
Policy Name:	Prudential Management
Classification:	Mandatory
Adopted:	15 December 2015
Frequency of Review:	<u>Bi-Triennial</u>
Last Review:	<u>December 2015 June 2018</u>
Next Review Due:	<u>December 2017 June 2021</u>
Responsible Officer(s):	Manager Finance and Corporate Services
Policy and Code of Practice Manual File Ref:	CC10/2601
Council File Reference:	CR15/44196CR18/23721
Legislation Authority:	Local Government Act 1999
Related Policies and Codes:	Policy 2.4 – Procurement Policy 2.9 – Disposal of Land and Assets
Related Procedures:	N/A

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1. INTRODUCTION

- 1.1 This document sets out the policy of the Town of Gawler Council for prudential management of all its projects. This policy applies to all projects (as defined below) regardless of size.
- 1.2 This Policy should be applied in conjunction with Gawler Risk Management Framework and associated Risk Matrix.

2. PROJECT DEFINITION

- 2.1 A project may be defined as:
“a new and discrete undertaking or activity that would involve the expenditure of money, deployment of resources, incurring or assuming a liability, or accepting an asset”

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CR18/237215/44196

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- 2.2 This should not be interpreted to mean that all Council activities are “projects”. Regular, ongoing deliveries of Council services are not “new and discrete” activities so, therefore, are not included within this definition. A project is a temporary endeavour with a defined beginning and end. The temporary nature of projects stands in contrast to business as usual (or operations) which are repetitive, ongoing functional activities to provide services.
- 2.3 Simply purchasing an item of plant or equipment, (e.g. a single vehicle) or a parcel of land will constitute a “project” if the purchase is not part of a wider project or part of ongoing operations. Any purchase must comply with Council’s Procurement Policy. However, a “project” will typically involve more than merely purchasing. It will always involve Council staff time, often in undertaking activities in association with other organisations. On the other hand, a project need not entail any expenditure. It may include, for example, receiving land or other assets for free, or granting permission for a private activity on Council land.
- 2.4 All projects should be considered in the context of not only this policy, but also Council’s Risk Management - Policy 4.3.

3. POLICY OBJECTIVES

- 3.1 This policy has two Objectives.
 - 3.1.1 to ensure that a Council project is undertaken only after an appropriate level of “due diligence” is applied to the proposed project; and
 - 3.1.2 to ensure that each Council project is:
 - a. managed during the project; and
 - b. evaluated after the project, to achieve identified public benefits or needs; and to minimise financial risks.
- 3.2 The Objectives of this Policy shall be considered in a report on any potential project, regardless of the financial impact or the size of the project.

4. LEGISLATION

- 4.1 This Policy is made pursuant to section 48(aa1) of the *Local Government Act 1999* (“the Act”) which provides:
 - A Council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the Council:*
 - (a) acts with due care, diligence and foresight; and*
 - (b) identifies and manages risks associated with a project; and*
 - (c) makes informed decisions; and*
 - (d) is accountable for the use of Council and other public resources.*
- 4.2 As such, this Policy applies to all Council projects, no matter how large or small, to ensure compliance with this provision, and that decision-making in respect of any project is made with reliable, accurate and timely information.

5. DECIDING UPON AN APPROPRIATE LEVEL OF DUE DILIGENCE

- 5.1 Any proposed project must first be assessed as to the level of due diligence that is required.
- 5.2 The Council's record of delegations lists the powers that the Council has delegated to the Chief Executive Officer and/or other managers, including the power (depending upon budgetary allocations and other Council policies) to approve some projects. The record of delegations may distinguish types of projects that a specific manager is permitted to approve.
- 5.3 Therefore, for a particular proposed project, (depending on the record of delegations) the decision-maker may be the Council, the Chief Executive Officer or a Manager.
- 5.4 When approval is being sought or considered for a specific proposed project, the following information must be provided to the decision-maker in the first instance:
 - a. the specific benefits or needs to be addressed by the proposed project;
 - b. the extent to which the proposed project may be substantially similar to other past projects;
 - c. the expected whole-of-life costs of the proposed project; and
 - d. what, if anything, is known about the levels of financial risk that may be involved.

5.5 Two threshold questions

- 5.5.1 The decision-maker accordingly should make an evaluation as to the extent of due diligence that must be embarked upon before any subsequent decision is made whether or not to proceed with the proposed project.
 - 5.5.1.1 As a first step, the decision-maker must ascertain:
 - a. whether funding of the whole-of-life costs of the proposed project will (or might) require additional allocations beyond those already accommodated in Council's long-term financial plan; and
 - b. whether the proposed project will (or might) generate any additional financial risk for the Council.
 - 5.5.1.2 Seeking the answers to these two questions is a threshold 'due diligence' test. If the decision-maker is sure that whole-of-life costs and financial risks are already accounted for, then no further action is necessary. However, in many cases, the decision-maker will not be sure of these answers, and will require a second step.

5.6 Due diligence report

- 5.6.1 To resolve any doubt, the decision-maker must request preparation of a **due diligence report** (DDR). See section 6 below.
- 5.6.2 For large commercial or non-commercial projects, section 48(1) of the Act requires that a full prudential report be prepared for Council. A report under Section 48 of the Local Government Act will be regarded as the highest-level, most thorough type of DDR for the purposes of this Policy.
- 5.6.3 A full prudential report may also be commissioned under Section 48 of the Local Government Act, for "any other project for which the Council considers that it is necessary or appropriate".
- 5.6.4 If a full prudential report is not sought, the Council will record its reasons for not obtaining such a report. This might be satisfied simply by noting (if appropriate) that the proposed project has been assessed under 5.1 of this policy or under a DDR as being of low or negligible financial risk.

6. DUE DILIGENCE BEFORE A DECISION ON WHETHER TO PROCEED

- 6.1 Depending upon the extent of due diligence required by the decision-maker, a DDR of greater or lesser detail will be prepared. This DDR will include, in relation to the proposed project:
 - a. an analysis of the need or demand;
 - b. identification and quantification of the expected financial and other benefits;
 - c. identification and quantification of the likely whole-of-life financial and other costs, including staffing and project management costs;
 - d. assessment of the associated financial risks, (including the financial risks of not proceeding or delaying the proposed project) and consideration of ways they can be managed and/or mitigated;
 - e. an evaluation that weighs up all of the factors above.
- 6.2 For the smallest projects with least financial risk, this DDR may comprise only a single page and may be prepared by a single staff member. Larger, more complicated and/or financially riskier projects will require a DDR containing correspondingly more information and assessment, as required by the decision-maker, with input from two or more officers.
- 6.3 For example, the decision-maker may request a DDR from a working party of Council officers, or an external consultant, or a combination of both. Consideration will be given to whether those preparing a DDR require special skills such as engineering, finance, project management, town planning, etc.
- 6.4 In requesting and preparing a DDR, the decision-maker and Council officers must consider *where* the proposed project should be placed within each of the following two tables.

Financial risk (FR) over the whole of life	Insignificant (i.e. FR less than \$35,000)	Minor i.e. FR between \$35,001 and \$925,000	Moderate i.e. FR between \$925,001 and \$99100,000	Major i.e. FR between \$99100,001 and \$2591,000,000	Serious i.e. FR greater than \$2591,000,000
Likelihood of FR occurring					
Almost certain					
Likely					
Possible					
Unlikely					
Rare					

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Whole of life (WoL) costs	Insignificant (i.e. WoL costs less than \$5,000)	Minor i.e. WoL costs between \$5,001 and \$259,000	Moderate i.e. WoL costs between \$259,001 and \$25100,000	Major i.e. WoL costs between \$25100,001 and \$51,000,000	Serious i.e. WoL costs greater than \$51,000,000
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6.5 For any project that falls into the shaded area of either table, a DDR must also include a project feasibility study, to provide a high level consideration of the expected costs and revenues over the life of the project, using discounted cashflow analysis. One important aspect that will be considered in such a study is the reliability of these costs and revenues within these calculations, particularly if revenues are dependent on future market conditions.

7. DUE DILIGENCE DURING A PROJECT

- 7.1 After a decision has been made to commence a project, it will be managed according to the principles of due diligence.
- 7.2 The Council will take action to manage the project so that:
 - a. the project remains focussed upon the expected public benefits or needs that have been identified in the DDR; and
 - b. financial risks identified in the DDR are managed appropriately.

8. DUE DILIGENCE AFTER A PROJECT

- 8.1 After a project has been completed, it will be evaluated, according to the principles of due diligence, to determine the extent to which the project:
 - a. has achieved the public benefits or needs identified in the DDR that it was intended to achieve or satisfy; and
 - b. has avoided or mitigated the financial risks identified in the DDR.

CR18/23721 CR15/44196

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9. REVIEW AND EVALUATION

The effectiveness of this Policy will be reviewed on a ~~biennial~~-~~triennial~~ basis.

The Chief Executive Officer will report to Council on the outcome of the evaluation and if relevant make recommendations for amendments, alterations or substitution of a new Policy.

The Policy will not be altered or substituted so as to affect a process already commenced.

10. FURTHER INFORMATION

Further information about this Policy can be obtained by:-

Telephone: 8522 9211

Fax: 8522 9212

Email: council@gawler.sa.gov.au

Appointment: ~~Town Hall, 89-91 Murray Street, Gawler~~
[Gawler Administration Centre, 43 High Street, Gawler East 5118](#)

Letter: PO Box 130, Gawler SA 5118

11. AVAILABILITY OF POLICY

The Policy is available for inspection during ordinary business hours at the Council principal office, Gawler ~~Town Hall or Library Council Offices, 89-91 Murray Street, Gawler~~ [Gawler Administration Centre, 43 High Street, Gawler East](#) or is available on the Council website at www.gawler.sa.gov.au.

A copy of this Policy will be provided to interested parties upon request, for a fee as contained in the Register of Fees and Charges.

TOWN OF GAWLER POLICY



Policy Section:	6. Finance & Corporate Services
Policy Name:	Treasury Management
Classification:	Public – Council Policy
Adopted:	27 June 2017
Frequency of Review:	Annual (per resolution of Council)
Last Review:	June 2017 January June 2018
Next Review Due:	January 201 9 ⁸
Responsible Officer(s):	Manager Finance and Corporate Services
Policy and Code of Practice Manual File Ref:	CC10/2601
Council File Reference:	CR17/24955 <u>18/4793</u>
Legislation Authority:	Local Government Act 1999
Related Policies and Codes:	N/A
Related Procedures:	N/A

1. INTRODUCTION

- 1.1 An explicit set of policies and procedures is a necessary tool for sound financial management providing the following benefits:
- (a) **Public accountability and transparency** – Policies and procedures publicly document the Council's position on which it will base its decisions. They demonstrate the Council's commitment to sound financial management and establish transparency for audit purposes;
 - (b) **Ensuring a considered approach** – The formal adoption of carefully documented policies and procedures helps ensure that the Council's position on each issue has been properly considered, having regard to alternative approaches and the wider policy and statutory context;
 - (c) **Consistency of decision making** – By adopting clear Council policies and procedures a consistent basis for decision-making over time is established. While the Council can make a decision contrary to its adopted policy, it needs a deliberate decision to do so which helps to ensure that proper consideration has been applied;

- (d) **Clear guidance for staff** – Explicit policies and procedures set out the required approach, responsibilities and processes for staff to properly administer the financial business of the Council in accordance with its wishes and consistent with statutory requirements and sound financial management practices. This in turn protects staff from allegations of financial mismanagement as long as the policies and procedures are followed.

2. PURPOSE

- 2.1 This policy provides clear direction to management, staff and Council in relation to the treasury function. It underpins Council's decision-making regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays.
- 2.2 Council is committed to operating in a financially sustainable manner and maintains a Long-term Financial Plan (updated at least annually) to assist it to determine affordable service levels and revenue raising needs. This Plan also provides projections of future cash flow availability and needs.

3. POLICY OBJECTIVES

This Treasury Management Policy establishes a decision framework to ensure that:

- (a) funds are available as required to support approved outlays;
- (b) interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
- (c) the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

4. POLICY STATEMENTS

4.1 Treasury Management Strategy

- 4.1.1 Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets. This means Council will:
 - (a) maintain target ranges for its Net Financial Liabilities ratio;
 - (b) not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties;
 - (c) borrow funds in accordance with the requirements set out in its Long-term Financial Plan;
 - (d) apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

4.2 Interest Rate Risk Exposures

4.2.1 Council will manage its loan borrowings portfolio in order to minimise net interest costs on average over the longer term and at the same time manage interest rate movement risks within acceptable limits.

4.2.2 Fixed Interest Rate Borrowings

4.2.2.1 To ensure an adequate mix of interest rate exposures, Council will restructure its portfolio of borrowings, as old borrowings mature and new ones are raised, to progressively achieve and thereafter maintain on average in any year, not less than **25%** of its gross debt in the form of fixed interest rate borrowings.

4.2.2.2 In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity spectrum.

4.2.2.3 In circumstances where Council needs to raise new fixed interest rate borrowings it will consider using medium to long-term borrowings (3 years or more duration) that:

- a) have a fixed interest rate;
- b) require interest payments only; and
- c) allow the full amount of principal to be repaid (or rolled over) at maturity.

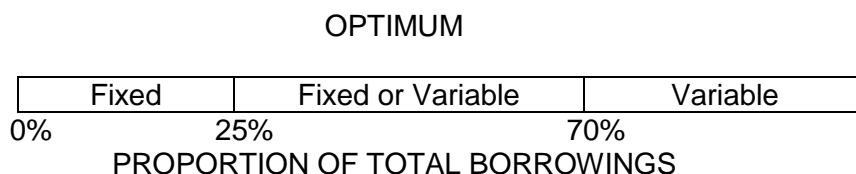
4.2.3 Variable Interest Rate Borrowings

4.2.3.1 Council recognises that there is usually a significant margin between borrowing and investment rates and that significant savings can be generated by restructuring its portfolio of borrowings so that cash inflows that are surplus to immediate or short term needs can be applied in the first instance to reduce the level of borrowings that would otherwise be necessary. This is more readily and effectively achievable with variable interest rate borrowings.

Council will restructure its portfolio of borrowings, as old borrowings mature and new ones are raised, to progressively achieve, and then maintain not less than **30%** of its gross debt on average in any year in the form of variable interest rate borrowings.

4.2.3.2 To minimise net interest costs Council will establish, and make extensive use of, a long-term variable interest rate borrowing facility (such as the Local Government Finance Authority (LGFA) Cash Advance Debenture facility) that requires interest payments only and that enables any amount of principal to be repaid or redrawn at call. The redraw facility will provide Council with access to liquidity when needed.

4.2.4 A policy of having at least 30% of borrowings (on average over a year) with a variable interest rate and at least 25% with a fixed interest rate can be represented diagrammatically as follows:



4.3 Investments

4.3.1 Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with ‘at call’ market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.

4.3.2 Council funds available for investment will be lodged ‘at call’ or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments the term should not exceed a point in time where the funds otherwise could be applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of Council’s variable interest rate borrowing facility.

4.3.3 When investing funds Council will select the investment type that delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.

4.3.4 Council management may invest surplus funds in:

- a) deposits with the LGFA; and/or
- b) bank interest bearing deposits.

4.4 Financial Indicators (Net Financial Liabilities Ratio)

4.4.1 Net financial liabilities equals total liabilities less financial assets (excluding equity accounted investments in Council businesses).

4.4.2 Often too much focus is placed on the level of a Council’s borrowings. This number has little meaning without also considering the Council’s available financial assets and other liabilities.

4.4.3 Net financial liabilities is a broader and more appropriate measure of indebtedness than the level of borrowings, because it includes items such as employee long-service leave entitlements and other amounts payable as well as taking account of a Council’s cash and investments.

- 4.4.4 Before considering an increase in its indebtedness, Council needs to recognise that interest associated with borrowings will impact negatively on its operating result. However, a Council with significant asset rehabilitation and replacement backlogs may find that their financial sustainability is improved if they raise borrowings to finance the works needed to address these backlogs i.e. if the operational savings achieved from addressing these backlogs exceed the additional interest costs resulting from the borrowings raised, financial sustainability would be improved.
- 4.4.5 The **net financial liabilities ratio** is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating revenue for the year. If the ratio falls, over time, this indicates that the Council's capacity to meet its financial obligations from operating revenue is strengthening.
- 4.4.6 An increase in the net financial liabilities ratio will sometimes mean that a Council is incurring higher operating expenses (e.g. as a result of additional maintenance and depreciation costs associated with acquiring new assets). This will detract from the Council's overall operating result. Nevertheless a Council with a healthy operating surplus could quite appropriately decide to allow its net financial liabilities ratio to increase in order to provide additional services to its community through acquisition of additional assets without detracting from its financial sustainability.
- 4.4.7 There is no optimal single number or even narrow range for this indicator. What is important is that the Council understands and is comfortable with its ratio and that it has been determined based on future community needs and long-term financial sustainability.
- 4.4.8 Consistent with industry standards, Council will maintain its net financial liabilities ratio between **0-100%**, such that the net financial liabilities will not exceed Council's operating revenue.

4.5 Financial Indicators (Operating Surplus Ratio)

- 4.5.1 The Operating result is the key annual financial performance measure of a Council. The Operating Surplus Ratio, which is a statutory financial indicator, measures the operating surplus as a percentage of General and Other Rates.
- 4.5.2 An Operating surplus position indicates that a Council's recurrent expenditure (including depreciation) is being funded from its recurrent revenue. A recurring operating surplus is also indicative of a financially sustainable Council and addresses inter-generational inequity concerns.
- 4.5.3 Instances of required major peaks in the investment of fixed assets, as identified by Council's Long Term Capital Works Program, may trigger an increase in operating costs such that Council may need to incur short-term operating deficits

4.5.4 As operating deficits are not sustainable in the longer-term, Council will target for its Operating Surplus Ratio to be between **0-10%** over any five year rolling period.

4.6 Caveat on Policy Targets

The targets in this document for:

- a) Fixed Interest rate Borrowings (see 4.2.2.1)
- b) Variable Interest Rate Borrowings (see 4.2.3.1)
- c) Net Financial Liabilities Ratio (see 4.4.8)
- d) Operating Surplus Ratio (see 4.5.4)

are guidelines for the prudent management of Council's financial resources over time.

The targets are not intrinsically unalterable, which is reflected in the fact that this policy is subject to review on a regular basis. Neither are they a bar to actions that support prudent financial management. They will be applied pragmatically. The targets may be temporarily exceeded where to do so is in the interest of the Council and its community.

Examples of such temporary situations are:

- a) Council receiving windfall funds (e.g. Federal Assistance Grants) that provide a temporary cash surplus that enables the repayment of variable interest rate borrowings for a period of time resulting in the ratio of variable interest rate borrowings as a proportion of borrowings falling below 30%.
- b) Council will be keeping its borrowings under continuous review and matching its need for funds with its long-term financial plan. It may be appropriate in some circumstances to convert variable interest rate borrowings to fixed interest rate borrowings and for the 70% nominal upper limit on fixed interest rate borrowings to be temporarily exceeded, depending on the timing of new capital expenditure and the likely timing of new borrowing requirements.
- c) In periods of intense capital development or acquisition the level of borrowings may temporarily push the Net Financial Liabilities Ratio above 100%, with the only option to keep the ratio within the 0-100% target an increase in rates for a temporary situation. A rate increase solely for a temporary need to offset required borrowings is not an effective financial strategy and exceeding the Net Financial Liabilities target is a more appropriate option.

Similarly, in periods of intense capital development or acquisition additional operating expenses (some of which may later be capitalised) may result in operating deficits being planned for and incurred over an extended period of time, but eventually returning to an operating surplus

4.7 Reporting

At least once a year Council's Audit Committee shall receive a specific report regarding treasury management performance relative to this policy document. The report shall highlight:

- a) for each Council borrowing and investment - the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report; and
- b) the proportion of fixed interest rate and variable interest rate borrowings at the end date of the reporting period. Where it becomes apparent that any of the targets set out in this policy are likely to not be met then the CEO must bring this to the attention of the Council and its Audit Committee promptly. In advising the Council and its Audit Committee of the likelihood of a target not being met the CEO should give advice on:
 - i. The reason or reasons why the target will not be met;
 - ii. The length of time that the target will not be met;
 - iii. Any potential action the Council can take to achieve the target; and
 - iv. Whether the target needs to be reviewed and reset

5. REVIEW AND EVALUATION

The effectiveness of this Policy will be reviewed on an annual basis.

The Chief Executive Officer will report to Council on the outcome of the evaluation and if relevant make recommendations for amendments, alteration or substitution of a new Policy.

The Policy will not be altered or substituted so as to affect a process already commenced.

~~The Policy will be reviewed after each general election of Council.~~

6. FURTHER INFORMATION

Further information about this Policy can be obtained by:-

Telephone: 8522 9211
Fax: 8522 9212
Email: council@gawler.sa.gov.au
Appointment: Town of Gawler Administration Centre, 43 High Street, Gawler East
Letter: PO Box 130, Gawler SA 5118

7. AVAILABILITY OF POLICY

The Policy is available for inspection during ordinary business hours at the Council principal office, Town of Gawler Administration Centre 43 High Street, Gawler East or is available on the Council website at www.gawler.sa.gov.au.

A copy of this Policy will be provided to interested parties upon request, for a fee as contained in the Register of Fees and Charges.