



Annual Business Plan and Budget 2016/17



Contents

1.	Preamble	7
2.	Introduction to the City of Charles Sturt	9
3.	Strategic Context	10
3.1	<i>A Vision for Charles Sturt</i>	12
3.2	<i>Key Strategic Issues for Charles Sturt</i>	12
4.	Strategic Priorities for Charles Sturt in 2016/17	13
4.1	<i>Theme Areas and Objectives</i>	13
5.	Financial Strategy – Long Term Financial Plan	17
6.	What Services Will We Deliver to our Community in 2016/17?	23
7.	Annual Operating and Capital Projects	25
7.1	<i>Annual Operating Projects</i>	25
7.2	<i>Capital Projects</i>	41
8.	How Does Council Propose to Fund its Programs?	60
9.	Corporate Budget 2016/17	63
9.1	<i>Budget Context</i>	63
9.2	<i>Significant Influences</i>	63
9.2.1	<i>External Influences</i>	63
9.2.2	<i>Internal Influences</i>	64
10.	Operating Budget Analysis	65
10.1	<i>Operating Revenue</i>	65
10.1.1	<i>Rates (\$4,012,900 increase)</i>	66
10.1.2	<i>Statutory Charges (\$261,300 increase)</i>	66
10.1.3	<i>User Charges (\$17,050 decrease)</i>	67
10.1.4	<i>Grants (\$1,295,682 increase)</i>	67
10.1.5	<i>Investment Income (\$41,000 decrease)</i>	69
10.1.6	<i>Reimbursements (\$20,500 decrease)</i>	69
10.1.7	<i>Other revenues (\$10,000 increase)</i>	69
10.2	<i>Operating Expenditure</i>	70
10.2.1	<i>Employee Expenses (\$1,060,350 increase)</i>	70
10.2.2	<i>Materials, Contracts and Other Expenses (\$1,721,569 increase)</i>	71
10.2.3	<i>Finance Charges (\$294,000 decrease)</i>	72
10.2.4	<i>Depreciation (\$980,000 increase)</i>	72
11.	Analysis of Cash Position	73
11.1	<i>Budgeted Cashflow Statement</i>	73
11.1.1	<i>Operating Activities (\$3.013m increase)</i>	74
11.1.2	<i>Financing Activities (\$4.860m increase)</i>	74
11.1.3	<i>Investing Activities (\$8.672m increase)</i>	74
11.1.4	<i>Cash at End of the Year (\$1.776m decrease)</i>	74

12.	Analysis of Budgeted Financial Position	75
12.1	<i>Budgeted Statement of Financial Position.....</i>	75
12.1.1	<i>Current Assets (\$5,330k decrease).....</i>	75
12.1.2	<i>Non current assets (\$19,798k increase).....</i>	75
12.1.3	<i>Current Liabilities (\$1,762k decrease).....</i>	75
12.1.4	<i>Non Current Liabilities (\$3,077k decrease).....</i>	76
12.1.5	<i>Equity (\$19.307m increase).....</i>	76
13.	What Does This Mean for Rates?.....	77
13.1	<i>Rate Increase for 2016/17</i>	79
13.2	<i>Rating Structure</i>	83
13.3	<i>Rating Policy.....</i>	84
13.4	<i>GIS Mapping of Rate Modelling</i>	84
14.	Borrowing Strategy	85
14.1	<i>Strategy Development</i>	85
14.2	<i>Current Year Borrowings.....</i>	86
15.	Infrastructure Strategy	89
15.1	<i>Strategy.....</i>	89
15.2	<i>Roads.....</i>	91
15.3	<i>Paths</i>	91
15.4	<i>Water (including Stormwater)</i>	92
15.5	<i>Bridges.....</i>	93
15.6	<i>Public Lighting.....</i>	93
15.7	<i>Land and Buildings.....</i>	93
15.8	<i>Open Space and Recreation</i>	94
16.	Measuring Achievement of the 2016/17 Business Plan.....	95
17.	Attachments.....	100
17.1	<i>Overview to Attachments</i>	100
	<i>Attachment A - Commentary and detail of the Long Term Financial Plan</i>	101
	<i>Long Term Financial Plan 2016-2026.....</i>	105
	<i>Attachment B - City of Charles Sturt Core Operational Services.....</i>	116
	<i>Attachment C – Budgeted Financial Statements for 2016/17.....</i>	126
	<i>Attachment D - Rating Policy.....</i>	132
	<i>Attachment E – Council Organisational Chart and Divisional Functions</i>	146
	<i>Attachment F – Capital Projects for renewal of council’s existing assets for 2016/17.....</i>	149

A Guide to Reading and Using This Plan

- 1. Preamble**

The introductory section of the 2016/17 Annual Business Plan and Budget sets out the statutory context for this document and the process followed in its preparation.
- 2. Introduction to the City of Charles Sturt**

This section provides a summary of the key characteristics of the City.
- 3. Strategic Context**

This section provides a diagrammatical representation of how Council's various plans fit together to produce priorities and actions and identifies the key strategic issues facing the City.
- 4. Strategic Priorities for Charles Sturt in 2016/17**

This section of the Business Plan sets out an easy reference list of the Community Plan objectives which provide the framework for Council's short and medium term focus. Council initiatives to be implemented in 2016/17 are determined in direct response to achievement of each of the objectives over the life of the Corporate plan.
- 5. Financial Strategy – Long Term Financial Plan**

This section provides an overview of the Long Term Financial Plan endorsed by Council for the period 2016/17 until 2025/26. It explains the strategy and key indicators used to evaluate Council's financial position and performance in ensuring it is financially sustainable.
- 6. What Services will we deliver to the Community in 2016/17?**

In planning its activities for the coming year, and specifically for the purposes of financial planning, Council splits its activities into two categories – 'operational' and 'project'.

Those activities considered to be 'core' business of Council and which more or less continue to be provided each year, are dealt with as part of Council's operational budget. The extent of these services is summarised in this section, with a comprehensive listing included as [Attachment B](#).

Those activities which support the current strategic focus of Council and/or which may be short term or one-off initiatives are considered annual operating projects and are listed in **Section 7.1 Annual Operating Projects**.

Expenditure proposed on renewal/replacement and new/upgraded assets is discussed in the **Section 7.2 Capital Projects**.
- 7. Annual Operating and Capital projects**

This section lists the annual operating projects and new/upgrade capital projects endorsed as part of the 2016/17 budget. Renewal capital projects derived from Council's adopted asset management plans are included in **Appendix F**

8. How Does Council Propose to Fund its Programs?

This section identifies the anticipated revenue sources for 2016/17 excluding rates.

9. Annual Budget 2016/17

The parameters for the budget 2016/17, including forecasts for income, expenditure and rates, were developed using the framework of the tabled Long Term Financial Plan (LTFP).

This section provides commentary on significant influences and principles which impacted the development of the annual budget. **Sections 10, 11, and 12** provide an analysis of key financial parameters of the annual budget such as the Operating budget, the Cash Position and Financial Position with commentary on significant influences and reasons for variances between the endorsed budget for 2016/17 and 2015/16.

10. Analysis of Operating Budget

This section provides an analysis of the expected operating revenues and expenses of the Council for the 2016/17 year in comparison to the adopted budget for 2015/16.

11. Analysis of Cash Position

This section analyses the expected cash flows for 2016/17 compared to the adopted budget 2015/16.

12. Analysis of Budgeted Balance Sheet Position

This section provides an analysis of the movements between assets, liabilities and equity of the Council over successive budget years.

13. What does it mean for Rates?

The rates structure and policies are discussed including an overview of rate relief measures.

14. Borrowing Strategy

This section discusses Council's borrowing strategy over the planning period and the status of the current loan portfolio.

15. Infrastructure Strategy

This section discusses the progress to date on the asset management strategy and issues facing Council in relation to the community's infrastructure.

16. Measuring Achievement of the 2016/17 Annual Business Plan

This section discusses how Council measures and monitors its performance on a regular basis to ensure delivery of Community and Corporate Plan outcomes.

17. Attachments

This section provides additional information to support the content of the Annual Business Plan and Budget and includes:

- Commentary and detail of the Long Term Financial Plan
- Summary of Core Operational Services

- Budgeted Financial Statements
- Rating Policy for 2016/17
- Organisational Chart and Divisional Functions
- Capital Projects for renewal of council's existing assets for 2016/17.

1. Preamble

Under section 123 of the Local Government Act 1999 each Council must have a budget for each financial year. This budget must be considered in conjunction with the Council's Annual Business Plan (and be consistent with that plan) and must be adopted before 31 August for the financial year.

Council therefore prepares, as part of its budget development process, an Annual Business Plan. The Business Plan must:

- include a summary of the Council's long-term objectives (as set out in its strategic management plans)
- include an outline of —
 - (i) the Council's objectives for the financial year;
 - (ii) the activities that the Council intends to undertake to achieve those objectives; and
 - (iii) the measures (financial and non-financial) that the Council intends to use to assess the performance of the Council against its objectives over the financial year
- assess the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue
- set out the rates structure and policies for the financial year
- assess the impact of the rates structure and policies on the community based on modelling that has been undertaken or obtained by the Council, and
- take into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

Before a Council adopts its Annual Business Plan it must prepare a draft Annual Business Plan and undertake a public consultation process that, as a minimum, meets the requirements of section 123 (4) of the Local Government Act 1999. During the public consultation period copies of the Council's Draft Annual Business Plan and any other associated documents must be made available for inspection and purchase by the public at the principal office of the Council.

Once adopted by the Council, copies of the annual business plan and budget must be available for inspection or purchase at the principal office of the Council. Copies of a summary of the Annual Business Plan must be included with the first rates notice sent to ratepayers and available at the Council offices.

This document presents the finalised Annual Business Plan and Budget for the City of Charles Sturt for 2016/17 following a period of public consultation and receipt of submissions from the community on the Draft Annual Business Plan. This document has been developed in the context of Council's strategic planning framework including the Community and Corporate Plan.

This Annual Business Plan and Budget 2016/17 was adopted by the Council of the City of Charles Sturt at its meeting on Monday, 27 June 2016.

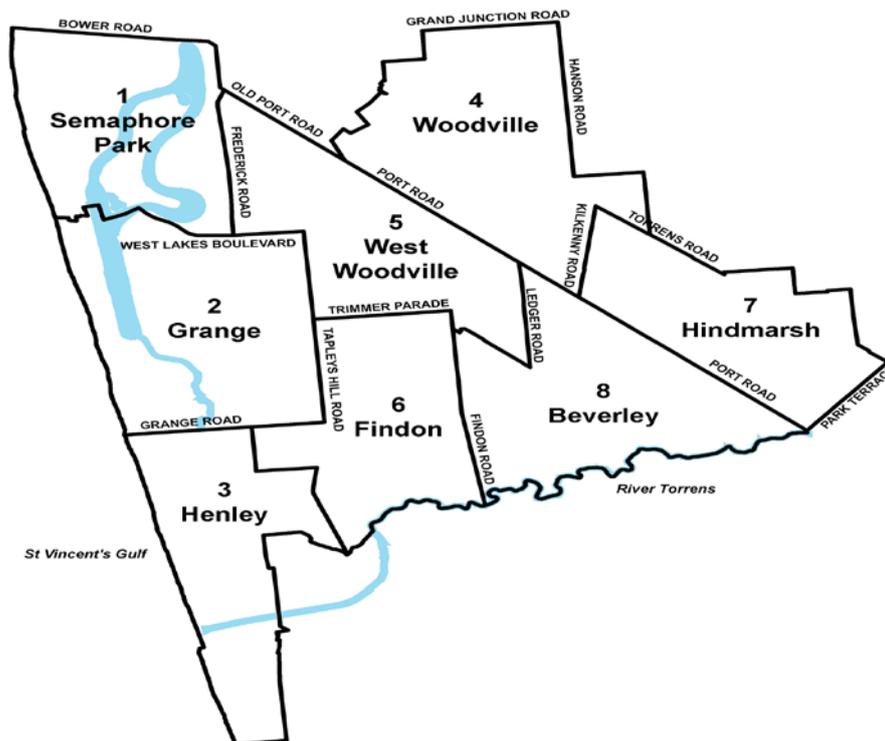
2. Introduction to the City of Charles Sturt

The City of Charles Sturt is one of South Australia’s largest metropolitan council areas. The city spans approximately 5,500 hectares, has a population of around 107,000 and 55,930 rateable properties. Charles Sturt Council has developed a reputation for being as diverse as it is large, with the city providing a wide range of opportunities for housing, business, sporting and leisure.

People choose to live in the City because it is close to the beach, the City (of Adelaide), the port, the airport and regional shopping facilities. The City of Charles Sturt has long been considered the sporting and entertainment hub of Adelaide with national basketball, soccer and football stadiums, three privately owned golf courses, an international rowing course, the River Torrens Linear Park, the Coast and numerous highly regarded local sporting venues. The City is also well catered for in terms of schools, medical services, local sporting and community facilities including libraries and community centres.

The population of Charles Sturt is older than that of metropolitan Adelaide with a higher proportion of people aged 65 and over and a lower proportion aged 14 years and under (compared to metropolitan Adelaide). While most of the occupied dwellings within the City are occupied by families, the City has a high proportion of single person households compared to metropolitan Adelaide. The City is culturally diverse with people from in excess of 100 cultures living within the City.

The City is undergoing change led primarily by the development of improved transport infrastructure and the objectives of the 30 Year Plan for Greater Adelaide which forecasts an increase in population, primarily along the City’s transport corridors.



3. Strategic Context

The Annual Business Plan and Budget 2016/17 for the City of Charles Sturt has been developed within an overall planning framework which sets the strategic directions for the Council over the medium and long term and converts these into annual actions and outputs.

A 10 year Long Term Financial Plan summarises the financial impacts of Council's strategic directions and provides an indication of the sustainability of these plans. By evaluating our financial strategies over a planning horizon of 10 years we can determine how decisions we make now and for the 2016/17 budget will impact on future budgets and ensure the impact of rates is spread equitably across generations of ratepayers so that planned service standards over the long term and infrastructure levels can be met without unplanned and disruptive increases in rates or cuts to services.

The Community Plan 2013-2027 – *A City Where People Come First*, is the lead document in Council's strategic planning framework. Five theme areas developed through extensive community consultation reflect the community's aspirations and set down the broad direction and emphasis that Council will pursue over the next 20 years. The Corporate Plan is the next step in the delivery of that plan and details the strategies and actions that will deliver, over the next 4 years, the first stage of the Community Plan. Progress and achievements based on the Annual Business Plan will be reported each year through the Annual Report.

As required by the Local Govt. Act, the Community Plan had been developed in the broader context of the State Strategic Plan and the State Government's seven key priorities:

- Supporting a clean green food industry
- Ensuring the mining boom stays on track and its benefits flow to the public
- Encouraging advanced manufacturing
- Nurturing a vibrant city
- Ensuring safe and active neighbourhoods
- Working on affordable living
- Focusing on early childhood development

The State Strategic Targets have been cross-referenced to the applicable strategies within the City of Charles Sturt Community Plan. It is important to note that the strategies within the Community Plan will not in themselves achieve the targets of the State Strategic Plan but will contribute to their achievement.

The Community plan and other relevant documents are all available from council's website: www.charlessturt.sa.gov.au

The following diagram depicts Council's strategic planning framework.



3.1 A Vision for Charles Sturt

The ultimate role and responsibility of Council in all of its endeavours is to provide for and respond to the needs of its community. As part of its strategic focus, Council has embraced a vision which encapsulates its aspirations for the Charles Sturt community and the values which the elected members, management and staff of Council seek to uphold.

3.2 Key Strategic Issues for Charles Sturt

There are a number of challenges and opportunities facing the City today and into the future. These initiatives and pressures include:

- Infrastructure demands
 - ongoing maintenance of existing infrastructure is required to ensure continued benefit to the community
 - provision of new infrastructure to facilitate growth in services to meet increased demand
 - significant commitment of resources for stormwater projects that will bring enormous benefit to the City through water harvesting/reuse and flood mitigation
- 30 Year Plan for Greater Adelaide – need to plan now to cater for future projected population growth
- Review of The City of Charles Sturt Development Plan - guided by the Strategic Directions Report, this will set the parameters for development within the City for the coming years.
- Long term financial pressures with the need to ensure that Council can continue to meet its financial obligations without leaving a financial impost for future generations
- Increased focus on economic development and the need for employment-generating business growth
- National Broadband Network roll out – implications and opportunities that presents to residents and businesses within the City
- Creating a heightened sense of community through City-wide events
- Increased emphasis on community engagement and consultation

For these reasons and more it is important that we understand the future our community aspires to and we position ourselves to respond either as a Leader, Owner, Advocate, Partner or Regulator. In this way we can work towards providing a better future for generations to come.

Section 122 of the Local Government Act 1999 requires all councils to have strategic management plans which identify the objectives for its area over a period of at least four years. These plans should take into account and compliment public policy objectives and strategies of other levels of government.

Council's extensive review of its Strategic Planning Framework has resulted in the Community Plan 2013-2027 which was developed in conjunction with the community of

Charles Sturt to determine the sort of City people want to live, work and be part of in the future.

4. Strategic Priorities for Charles Sturt in 2016/17

The 5 theme areas for the City of Charles Sturt are listed below. Attached to each of these are a range of objectives and key strategies from which actions and key performance indicators (KPI's) are attributed. A range of key projects as detailed in the section on Annual Operating and Capital projects for the 2016/17 financial year align with the strategies. The detail of these key actions can be found in the Charles Sturt Corporate Plan 2013 -2017 document. The specific KPIs used to measure our success are detailed in **Section 16 Measuring Achievement of the 2016/17 Business Plan** and will be reported in the Annual Report each year.

4.1 Theme Areas and Objectives

1. COMMUNITY WELLBEING – Create a safe, healthy and supportive community which encourages participation, creativity and diversity

- *Provide welcoming and accessible community facilities that offer diverse opportunities for community members to engage in cultural, recreational, sporting and lifelong learning opportunities.*
- *Collaborate with the community to provide services, programs and initiatives that create a socially connected community.*
- *Protect and celebrate Aboriginal heritage and culture and provide opportunities for interpretation and understanding.*
- *Foster understanding and appreciation of our diverse communities, history and culture.*
- *Promote volunteering and encourage, value and support community volunteers.*
- *Encourage and support a healthy, safe and welcoming community.*
- *Make healthy eating and being active the easy choice for children young people and families*
- *Create opportunities for all ages to participate in community life.*

2. LIVEABILITY AND PLACE – Build healthy, functional and attractive neighbourhoods.

- *Identify and protect character areas and iconic sites.*
- *Build partnerships with other levels of government together with the housing industry to provide an appropriate range of housing.*
- *Utilise place making strategies to promote main streets and enhance community lifestyle.*
- *Achieve change in our urban form in a way that enhances and complements existing character, aspirations and environment.*
- *Create public places that add interest and vibrancy for residents and visitors to our city.*
- *Create and maintain an integrated, attractive and safe transport network that emphasises and focuses on pedestrians and cyclists.*
- *Advocate for a connected, safe and well maintained major road network and public transport system.*
- *Increase open space and seek opportunities for shared use to respond to the recreational and sporting needs of the community.*
- *Create quality adaptable and integrated open space.*
- *Advocate for legislative change for increased open space in higher density developments.*
- *Ensure that community facilities are developed and well maintained on an equitable basis.*

3. SUSTAINABILITY AND THE ENVIRONMENT – Protect our environment and maximise our ecological footprint.

- *Promote, protect, rehabilitate and expand natural ecosystems.*
- *Preserve and enhance our trees and vegetation.*
- *Lead by example, educate and support the community to reduce the impact of greenhouse gas emissions, water consumption and waste.*
- *Promote sustainable development.*
- *Implement sustainable stormwater management practices.*
- *Develop climate change adaptation solutions.*
- *Support local opportunities to increase food production and address food security*

4. ECONOMIC PROSPERITY – Build an economically thriving and competitive city

- *Support and promote local economic growth and development.*
- *Advocate to state and federal government to facilitate local employment opportunities.*
- *Encourage developers of large infrastructure and urban projects to offer training and development opportunities to support employment of local young people.*
- *Encourage businesses to invest and locate within the City.*
- *Revitalise key precincts, including main streets, to facilitate successful business opportunities.*
- *Establish a regional alliance to identify common goals and objectives that attract investment and employment opportunities to the region.*
- *Identify and support key growth industries.*
- *Support and facilitate local economic development by focusing on tourism and events*

5. LEADERSHIP – Demonstrate effective leadership with strong community collaboration

- *Build a strong team between Elected Members and staff working together on behalf of community.*
- *Implement innovative techniques to facilitate opportunities for listening to the community, engagement and communications.*
- *Influence other levels of government on behalf of the wider Charles Sturt community.*
- *Make decisions based on evidence, broad views and the aspirations of our diverse communities.*
- *Communicate what we are doing, how we will measure success and how we will report this to the community.*
- *Strive for business excellence through continuous improvement and creativity.*
- *Ensure finances and assets are managed to support changing community needs in a sustainable cost effective way.*
- *Provide a safe work environment that attracts, develops and retains quality staff to deliver great customer service.*

5. Financial Strategy – Long Term Financial Plan

Council uses financial modelling tools to examine the potential impact of its decisions over the long term in determining what the community can afford for a level of rates, debt and services. The modelling provides a high level budget framework to guide us when preparing the budget detail and ensure we understand the impact of decisions made today on our future.

Our current 10 year Long Term Financial Plan is prepared using a number of tabled assumptions which reflect an assessment of the economic climate and predictions on variables which will impact on Council operations. The process is iterative and assumptions are reviewed every 12 months using updated information and predictions on performance.

Given that Long Term Financial Plans are derived from a “best guess” estimate of future performance it should be appreciated that these actual results are likely to vary from the information contained in the Long Term Financial Plans, and at times these variations could be material. The accuracy of predictions over the longer term decreases over time and major difficulties exist in the ability of Council to accurately predict the capital expenditure requirements for Council’s extensive infrastructure and new capital.

A number of scenarios were modelled for Council Members to review for varying levels of rates, debt and capital expenditure using a standard number of base assumptions. Following an analysis of key financial indicators and review of the impact on long term financial sustainability a preferred scenario for the ensuing 10 years was adopted on 15 March 2016.

The preferred scenario identifies the high level budget parameters for income and expenditure to assist in development of the detailed budget for 2016/17.

The preferred scenario assumed a total rate increase of 4.9% plus new property development, hereafter referred to as “growth” of 1.1% in 2016/17. This increase of 4.9% included a 1.7% additional rate rise to fund an additional \$1.6m increase to footpath renewal works in 2016/17 over and above the base scenario of a forecast 3.2% plus growth rate increase. Rate increases (excluding growth) in subsequent years are estimated at rate increases of 2.5%, 4.1%, 4.1% and 2.6% until 2020/2021 for the assumptions tabled.

Asset Management Plans (AMP) have been produced for asset renewal/replacement of each major asset category and have been presented to Council for endorsement. These are used as the basis for predicting Council’s ongoing commitment to infrastructure spending on asset renewal and replacement of its existing asset infrastructure based on independent assessments of useful life and condition.

Council staff has also been gathering financial forecast information on new/upgrade capital projects derived from existing strategic managements plans such the Open Space Strategy, Council resolutions supporting new projects and major project initiatives such as Port Road Flood Mitigation. From these estimates and excluding the Port Road Flood Mitigation and major stormwater projects, the LTFP assumes a 10 year average spend will be provided each year over the forecast period. This is done to smooth out the peaks and troughs from the forecast information provided for new and upgraded capital expenditure and take account

of the discretionary element of these projects and associated timing. The Port Road Flood Mitigation and other stormwater projects forecasts are based on the expected actual Council spend included in the recent funding submission to the Stormwater Management Authority.

The projects included in the LTFP for new/upgrade capital were presented to Council at a workshop on 7 March 2016.

Annual operating projects or service level increases were assumed for a total \$2.2m and the recurrent budget assumed a surplus of \$3.9m for the level of rates proposed in 2016/17. New borrowings were forecast at net \$9.169m.

All assumptions used for the LTFP forecasts are detailed in Attachment A [Schedule A](#) and were prepared on the basis of best estimates as to future events which Council expects are likely to take place.

To determine whether this financial plan achieves financial sustainability of Council operations over the long term a number of key financial indicators have been endorsed by Council. Indicators include the operating sustainability ratio, asset sustainability ratio and net financial liabilities ratio and performance is monitored against benchmarks established which support the principles Council has been using over a number of years in striving to ensure;

- 1) operating revenues are sufficient to meet operating expenses such that ratepayers are paying for their consumption of resources in that year (**operating sustainability ratio >0%, calculated as operating surplus/deficit divided by total operating income**)
- 2) that Council is ensuring it maintains the value of its asset stock by renewing or replacing council's assets such as buildings, footpaths, roads compared with what is need to cost effectively maintain service levels in line with its asset management plans. (**asset sustainability ratio >80%, calculated as capital expenditure on renewal of existing assets divided by renewal expenditure from Asset Management plans**) and
- 3) that it is managing the total indebtedness of the Council including borrowings to ensure its liabilities and associated costs can be met comfortably from council's operating revenues without the prospect of disruptive service cuts and/or excessive rate increases (**net financial liabilities ratio <100%, calculated as total liabilities less financial assets divided by total operating income**)
- 4) Council also uses the interest cover ratio as an indicator to ensure the interest costs associated with borrowings for new/upgrade capital works are not a significant impost on council revenues (**interest cover ratio <10%, calculated as net interest expenses divided by total operating income**).

Scenario Summary table of key high level parameters used as basis for development of Annual Budget.

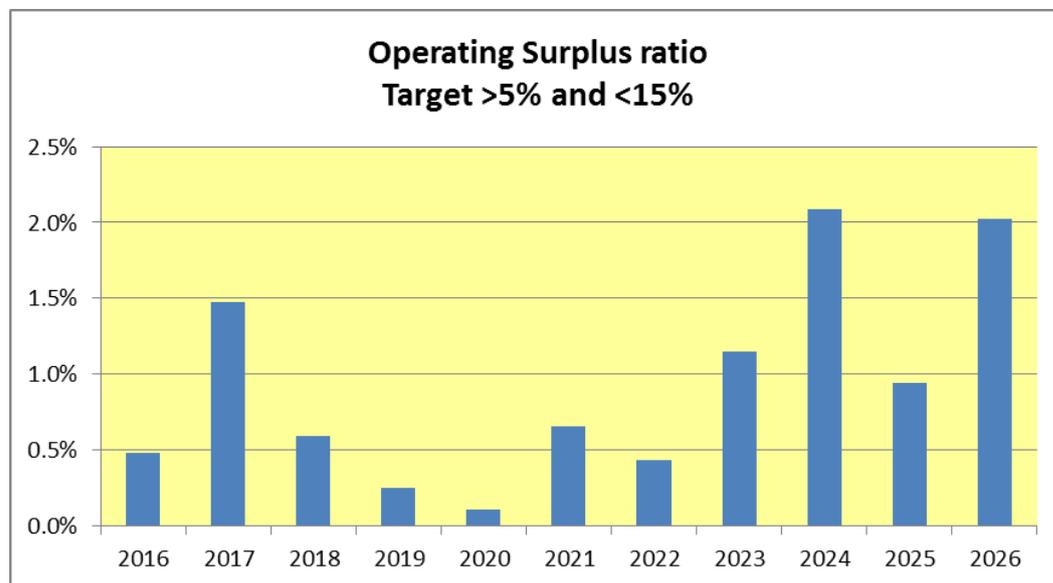
Scenario - Inclusive of 1.6 Mil Cap Project (pathways to Prosperity - Rates Funded in 2016-17)									
Operating Revenue	2016	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	Estimate	2017	2018	2019	2020	2021	2022	2023	2024
Year Ended 30 June:	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
General Rates	95,420	101,110	104,952	110,530	116,399	120,906	125,842	130,850	135,850
CPI	1.3%	2.4%	2.5%	2.4%	2.3%	2.4%	2.6%	2.5%	2.5%
Extra Impost above CPI & Growth	2.1%	2.5%	0.0%	1.7%	1.8%	0.2%	0.1%	0.1%	0.1%
Forecast Rise Exclusive of Growth	3.4%	4.9%	2.5%	4.1%	4.1%	2.6%	2.7%	2.6%	2.6%
Growth	0.9%	1.1%	1.3%	1.2%	1.2%	1.3%	1.4%	1.4%	1.4%
Total Rise	4.2%	6.0%	3.8%	5.3%	5.3%	3.9%	4.1%	4.0%	4.0%
Prev LTFP Rates Rise exclusive of Growth		4.1%	4.0%	4.6%	3.6%	2.9%	2.9%	2.8%	2.8%
Total Rate Rise Diff to Prev LTFP		0.8%	-1.5%	-0.5%	0.5%	-0.3%	-0.2%	-0.2%	-0.2%
	Estimate	2017	2018	2019	2020	2021	2022	2023	2024
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
Indicator 1 - Operating Surplus / (Deficit) - \$(000)	522	1,700	716	319	144	913	630	1,725	2,125
Indicator 2 - Operating Surplus Ratio - %	0.5%	1.5%	0.6%	0.2%	0.1%	0.7%	0.4%	1.2%	1.5%
Indicator 3 - Net Financial Liabilities Ratio - %	44.7%	48.1%	59.0%	63.0%	58.5%	57.2%	54.6%	53.8%	53.8%
Indicator 4 - Asset Sustainability Ratio - %	100%	106%	100%	100%	100%	100%	100%	100%	100%
Indicator 5 - Interest Cover Ratio - %	1.75%	1.53%	1.44%	1.81%	1.97%	1.87%	1.79%	1.71%	1.71%
Net Loans	34,470	43,639	57,774	65,875	64,939	64,564	64,051	66,996	69,121
Net Loans as a Percentage of Operating Revenue	31.8%	37.8%	47.6%	51.6%	48.4%	46.4%	44.3%	44.7%	44.7%
Capital Program									
Renewal & Replacement	23,553	26,653	29,966	32,134	25,860	28,205	26,076	30,129	32,129
New & Upgrade	15,598	8,054	8,054	8,054	8,055	8,055	8,055	8,054	8,054
Flood Mitigation & Major Stormwater Projects		2,095	9,891	3,391	1,250	3,000	5,000	5,250	5,250
Total Capital Spend	39,151	36,802	47,911	43,579	35,165	39,260	39,131	43,433	45,433
Annual Operating Projects	2,144	2,200	2,266	2,327	2,388	2,452	2,522	2,593	2,663

Ideally a council should raise enough revenue from rates to cover all of its operating expenses. This means that a council should aim for at least a ‘break even’ operating position where total income equals total expenses and ratepayers in that year are paying for all the resources consumed by the City.

Operating deficits are not sustainable or equitable in the long term as they result in services consumed by current ratepayers being paid for by future ratepayers. A fair and equitable tax system is one in which taxes paid by each generation is in proportion to the benefits that generation receives.

Local government costs for services such as waste, road materials, wages and stormwater increase greater than movements in the CPI. The rate revenue increases endorsed sustain a break even operating position over the forecast period such that operating revenues are sufficient to cover operating expenses while delivering an increased capital works program that accommodates both asset management plan requirements, an additional \$1.6m injection into the footpath program on one year and anticipated new and upgraded infrastructure that delivers the community plan outcomes.

The operating surplus ratio expresses the level of operating surplus/deficit as a percentage of rates with a negative ratio highlighting the additional rates percentage required to ensure current ratepayers are paying for their current consumption of resources. This ratio is also positive over the forecast period and within benchmarks set by Council, reinforcing Council’s ability to maintain its sustainable operating surplus position.



A council must also ensure its total debt does not exceed its ability to service this level of debt.

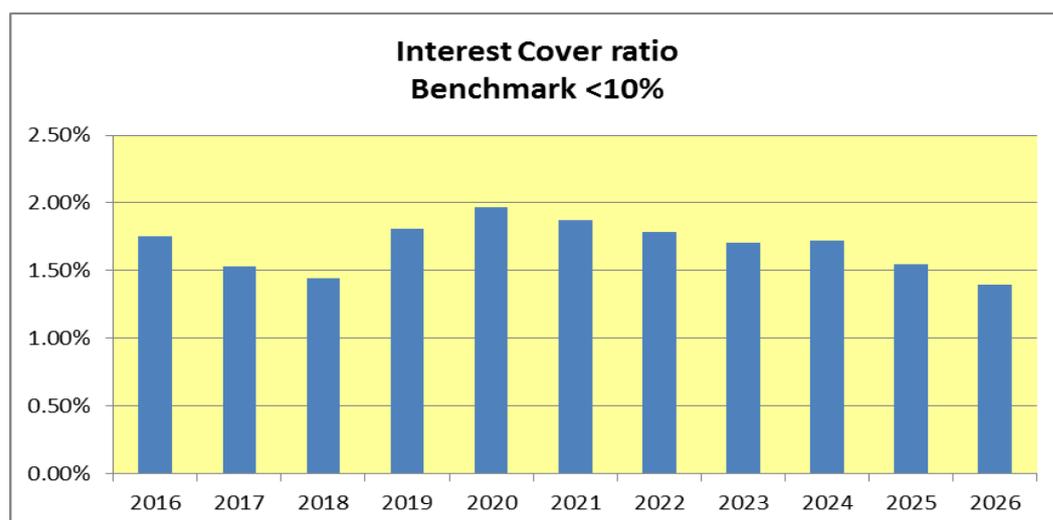
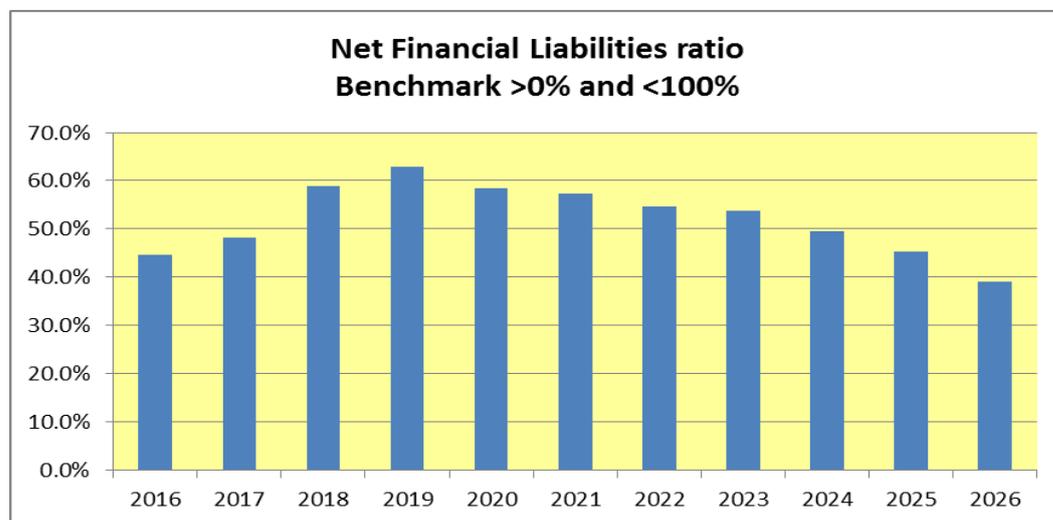
Net financial liabilities measure Council’s total indebtedness and includes not only its loans but its obligations for leave entitlements and provisions.

The Local Government endorsed ratios for a council’s indebtedness is for net financial liabilities as a percentage of operating revenue with acceptable limits between 0% and 100%

and for an interest cover ratio with interest costs as a percentage of operating revenues within an acceptable benchmark of less than 10%.

The preferred scenario delivers a net financial liabilities ratio of between 39.2% and 63% and an interest cover ratio between 1.39% and 1.97% over the 10 year forecast period, all well within acceptable benchmarks.

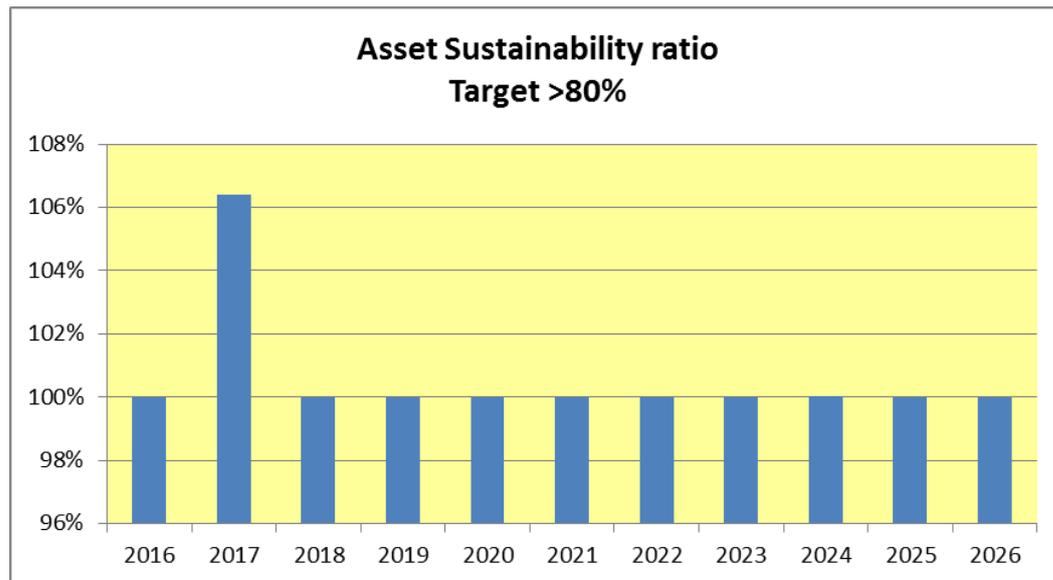
It should be noted that ideally renewal/replacement of existing infrastructure should be financed by current rate payers with any infrastructure backlog financed by an increase in debt to be repaid as quickly as possible by current ratepayers. New/upgrade capital expenditure should be financed by a long term increase in the volume of debt with the current generation of ratepayers meeting interest repayments on that debt.



Charles Sturt is the caretaker for more than \$1.56 billion of community assets and is responsible for maintaining the value of these assets. Asset Management Plans have now been produced for all major asset classes and these have been used to more accurately

predict Council’s ongoing commitment to infrastructure spending on renewal of Council’s existing assets based on an assessment of condition and useful life of those assets.

The asset sustainability ratio indicates whether a council is renewing or replacing existing infrastructure assets compared with what is needed to cost effectively maintain service levels as prescribed by its adopted Asset Management Plans. The scenario endorsed by Council shows a ratio of greater than 80% over the forecast period with a peak in 2016/17 for the proposed additional footpath program of \$1.6m.



Overall the strategy endorsed by Council positions itself over the forecast period to be able to meet its obligations for current service levels plus future infrastructure commitments without excessive rate increases or cuts to services. An operating surplus ratio of nil or greater is achieved across the planning period with a break even position continuing to be sustainable for council operations. Councils’ infrastructure works are met that address asset management plans and strategic management plans within acceptable benchmarks for council’s key financial targets which are used to guide its decision making.

A full copy of the Long Term Financial Plan 2016-2026 is included as [Attachment A](#)

Year 1 of the adopted LTFP set the high level parameters for development of the Annual Budget for 2016/17. The Council consulted on these high level parameters and list of proposed projects and services. Once feedback was received it finalised the actual budget detail. Any variances to those high level parameters impact on the final rates increase and list of annual operating projects and capital works projects adopted for 2016/17 which will flow through to successive iterations of the LTFP when reviewed in subsequent years.

6. What Services Will We Deliver to our Community in 2016/17?

All councils have basic responsibilities under the Local Government Act 1999 and other relevant legislation. These include:

- Management of basic infrastructure include roads, footpaths, parks, public open space, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control including safety assessment
- Various environmental health services
- Maintaining the voters roll and supporting the elected Council, and
- Setting rates, preparing an annual budget and determining longer term strategic management plans for the area.

In response to community needs we also provide further services including:

- Libraries
- Community centres
- Community programs
- On street parking management
- Dog and cat management, and
- Verge mowing.

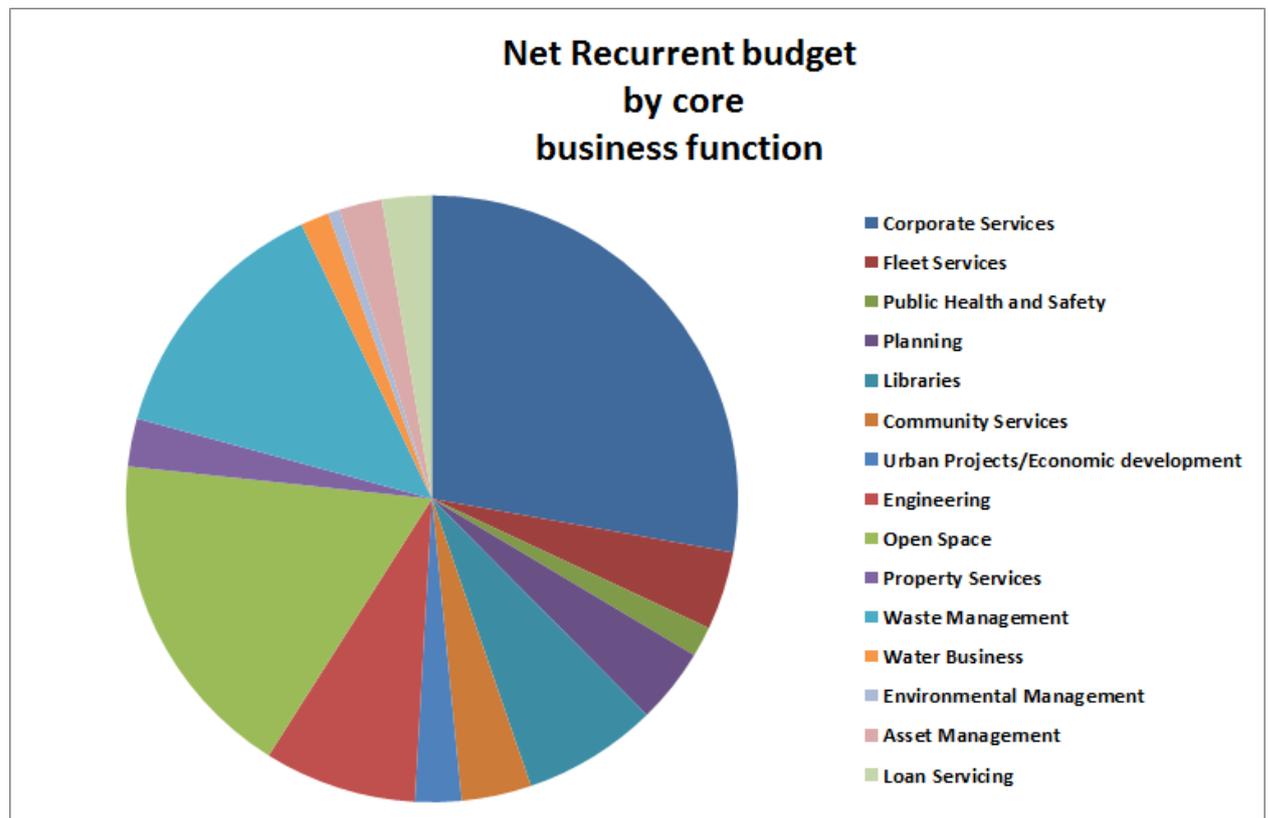
The adopted LTFP forecast that in 2016/17 Council's net recurrent operating budget to deliver core services excluding "rates income" and excluding depreciation was approximately \$70.880m based on the tabled assumptions.

The actual net recurrent operating budget in 2016/17 to deliver core services excluding "rates income" and depreciation is \$67.259m. This was determined following a zero based approach, an efficiency dividend delivered of approximately \$900k and recognition of the one off Roads to Recovery funding in 2016/17 of \$2.8m for increased capital works. Depreciation is budgeted at \$27.58m.

A comprehensive listing of our core operational services (recurrent budget) provided to the community as at June 2016 is included as [Attachment B](#). Details of Council's organisational structure and the various functions and business activities undertaken by each Division to provide services are included in [Attachment E](#).

Recurrent Core Business Function	Operating Income	Operating expense	Net
Corporate Services	2,727,200	21,445,000	18,717,800
Fleet Services	-	2,808,300	2,808,300
Public Health and Safety	2,660,100	3,745,100	1,085,000
Planning	1,210,000	3,896,200	2,686,200
Libraries	842,600	5,646,800	4,804,200
Community Services	1,779,000	4,266,500	2,487,500
Urban Projects/Economic development	-	1,645,000	1,645,000
Engineering	4,002,200	9,422,900	5,420,700
Open Space	101,500	12,040,900	11,939,400
Property Services	1,134,100	2,851,800	1,717,700
Waste Management	625,000	9,852,200	9,227,200
Water Business	192,600	1,201,300	1,008,700
Environmental Management	7,000	427,400	420,400
Asset Management	-	1,521,000	1,521,000
Loan Servicing		1,770,000	1,770,000
Total excluding depreciation and rates	15,281,300	82,540,400	67,259,100
Depreciation		27,580,000	27,580,000
Total including depreciation		110,120,400	94,839,100
"Rates"	100,447,800		100,447,800
Total	115,729,100	110,120,400	5,608,700

*Corporate Services includes support services such as Information Systems, Organisational Development, rates management, finance, governance, records management, customer service and insurance.



7. Annual Operating and Capital Projects

In addition to Councils "core" activities for its recurrent budget monies are put aside for annual operating projects and capital projects.

7.1 Annual Operating Projects

Annual Operating projects support the current strategic focus of Council and / or which may be short term or one off initiatives.

All annual operating projects were the subject of community consultation and review by Council Members before the final project list was determined.

In 2016/17 it is proposed to fund approximately **\$2,353,350** in annual operating projects comprising \$189,400 in income and \$2,542,750 in expenditure. (Note as per LTFP \$2.2m net was adopted as framework for annual operating projects)

The individual projects making up the Annual Operating projects program are listed in the table below.

Name	Budget Bid Description	Net Budget Bid \$ 2016/17
Sporting Club Professional Development 2016-17 Bid ID PBB-00000002	This program has been running the past three years and offers a series of professional development seminars for sporting clubs at no cost. In 2014-15 a total of 10 workshops took place offering sporting clubs a chance to gain knowledge and expertise in various topics including; Club leadership, Asthma 1st aid and goal setting/motivation. In 2015-16 a total of 8 workshops will take place on topics including; Successful Committees, Sponsorship and Fundraising. The program has been a huge success with over 35 people attending each workshop.	\$10,000
Tree Screen Renewal Bid ID PBB-00000003	To continue with the tree screen renewal program that commenced in 2002. There are approximately 30 kilometres of tree screen within the City and 16% (equivalent to 5 kilometres) still require vegetation renewal.	\$125,000
Rosetta Streetscape Renewal Bid ID PBB-00000004	Renew existing landscaped protuberances along Rosetta Street, West Croydon.	\$24,000

<p>Sand Drift Fencing Renewal - 2016/17</p> <p>Bid ID PBB-00000008</p>	<p>Replacing Sand Drift Fencing at various locations along the foreshore to assist in sand erosion control. Locations correspond with the sand shifting program undertaken by the Coast Protection Board(CPB) and are negotiated annually with the Coast Protection Board. CPB previously funded the program 50:50 but declined to do so since the sand pipeline project commenced.</p>	<p>\$25,000</p>
<p>School Holiday Sports Program</p> <p>Bid ID PBB-00000013</p>	<p>The School Holiday Sports program has been running for 8 years. It is a hugely successful program offering children aged 3-17 years the chance to try different sports. The program has grown from 200 children registering in 2008/9, to a record 809 children registering for the September 2015 program. The program attracts over 25 of our Sporting Clubs who offer FREE sessions to children during one week of the April and September Holidays.</p>	<p>\$10,000</p>
<p>Adelaide City FREE Bikes</p> <p>Bid ID PBB-00000014</p>	<p>The Adelaide City FREE bike program has been running at CCS since 2012. The program has been very successful currently providing free bike hire at five locations. These include; Adelaide Shores Caravan Park, West Beach Surf Life Saving Club, Henley Library, Hindmarsh Library and West Lakes Library. The program offers residents and visitor to the City the chance to hire a bike for FREE and explore the city and surrounds. The program encourages an active, healthy life style while promoting areas around CCS.</p>	<p>\$20,000</p>
<p>Bridge Renewal - Major Maintenance - Bridges 29 & 30</p> <p>Bid ID PBB-00000018</p>	<p>Repair the steel superstructure protective coatings and top paint to the two footbridges (bridges 29 & 30) providing walking access between Delfin Island and surrounding mainland.</p>	<p>\$74,000</p>
<p>Corporate key performance indicators - Community survey</p> <p>Bid ID PBB-00000021</p>	<p>The purpose of this bid is to deliver a community survey to obtain "state of the City" style information that will assist the organisation in identifying how it is tracking against the themes in the Community Plan. The project will deliver baseline data for 20 City and Community key performance indicators. It is intended that this baseline data will continue to be built on in the future to develop a robust suite of information about our City and Community.</p>	<p>\$30,000</p>

<p>OPAL Site 2 - final contractual obligation</p> <p>Bid ID PBB-00000031</p>	<p>Fifth and final year for OPAL site 2. Target group 0-18 years old and their families/care givers. Healthy weight initiative within targeted areas of CCS. Engages community and relevant agencies in identifying and participating in initiatives that address health issues associated with obesity and increased community well being.</p>	<p>\$25,000</p>
<p>Road Safety - Bowden One Way Street System</p> <p>Bid ID PBB-00000033</p>	<p>To undertake traffic analysis and concept design for a one-way street system to include Eight Street to Eleventh Street and Drayton Street to Trembath Street (and if needed the surrounding streets) in Bowden. The project will seek to improve street amenity by planting better tree species, renewing old footpaths, changing kerb alignment, installing dda compliant kerb ramps and new public lighting.</p>	<p>\$22,000</p>
<p>M.O.P. (mobile outreach program utilising Charlie the communi-cart-rebadging the Lifelong Learning program to engage the non-engaged across targeted areas within CCS)</p> <p>Bid ID PBB-00000038</p>	<p>Previously called Lifelong Learning, this is a re-badged project- now titled M.O.P, engaging the community in Lifelong Learning programs in their local neighbourhood through utilising Charlie, the Communi-cart (mobile centre on wheels). Lifelong learning initiatives will be developed based on identified areas of interest and need- and would include but not be limited to First Aid, Healthy snacks for toddlers/families, cooking on a budget, Playtime with Toddlers</p>	<p>\$20,000</p>
<p>Hard Waste Review- Promotion of the new at-call service if required (1 of 2 bids, refer to PRJ-00000054)</p> <p>Bid ID PBB-00000040</p>	<p>To support the implementation of a new hard waste service an extensive City wide communication and education program will be required to ensure that our community is fully informed and aware of any changes to the hard waste service. This budget bid is to support the development of a range of promotional material and resources to communicate changes and support the implementation of any new hard waste service in time for a mid 2017 roll out.</p>	<p>\$15,000</p>

<p>Illegal Dumping Program</p> <p>Bid ID PBB-00000041</p>	<p>Pending the completion of the review of the Illegal Dumping Program in early 2016, the bid is to provide for this program to be continued into the 2016/17 financial year.</p> <p>The program currently provides for 1 full time Illegal Dumping Compliance Officer (currently employed temporarily to 30 June 2015), a vehicle and equipment to support this role within the compliance team. That role is supported by other existing staff from the Waste + Sustainability Team (education) and Rapid Response Team (waste collection and disposal).</p> <p>Options for the continuation of the program are several and include continuing the current approach, modifying some elements of the current approach, or adopting a new or regionally-based delivery model.</p> <p>These options will be considered in the review.</p>	<p>\$115,000</p>
<p>Community Green Buildings Grants - Year 1</p> <p>Bid ID PBB-00000050</p>	<p>Using the savings that Council is achieving through an energy efficiency program at the Civic Centre Complex (the Kill Bills project), a grant program is to be established to assist community groups and sporting clubs occupying Council-owned premises within the City of Charles Sturt to save energy. The program is to be delivered for a period of at least three years, commencing in 2016/17. Council adopted the structure and timing of this new community grant at its meeting on 23 November 2015 (Item 3.130).</p>	<p>\$0</p>
<p>Road Safety - City Wide 40km/h Speed Limit on Local Streets</p> <p>Bid ID PBB-00000063</p>	<p>This budget bid is to prepare education material and engage with residents regarding potential impacts for 40 km/h on local streets for the community to make an informed decision on local street speed limits.</p>	<p>\$30,000</p>

<p>Vegetation Management and Bird Monitoring at Fresh Water Lake to manage the Australian Ibis population</p> <p>Bid ID PBB-00000066</p>	<p>The pruning of Date Palms within the locality is required to minimise nesting availability for the Ibis. This will ensure their numbers will not continue to increase and create public amenity concern. At the same time as pruning occurs, nest material will be removed from the trees to reduce nesting availability and deter the Ibis from remaining in the location.</p> <p>Re vegetation of the Islands will also be required in conjunction with the pruning to deter the ibis from utilising the islands for feeding and refuge.</p> <p>Monitoring (tagging) of the birds should also occur to determine the success of the program and implications (potentially) for other areas.</p>	<p>\$21,000</p>
<p>West Lakes Stormwater Outlets - Capacity Improvements 2016/2017</p> <p>Bid ID PBB-00000067</p>	<p>To increase capacity and efficiency of the West Lakes Outlet Structures by removing silt and debris build up from pipes and structures as well as from the lake bed in front of the outlets. Surveys of the pipes show varying levels of build-up in these pipes, culverts and in front of the outlets which would restrict flow into the lake therefore reducing the efficiency to treat storm water; thus increasing the risk of flooding in areas of the city. Sealake Court and Maramba Avenue, West Lakes are programmed for 2016/2017 financial year with the intention that Bartley Terrace and Newcombe Ave would be completed in subsequent financial years.</p>	<p>\$300,000</p>
<p>Development of a Biodiversity Action Plan</p> <p>Bid ID PBB-00000069</p>	<p>The development of a Biodiversity Action Plan will replace the existing (and completed) Vegetation Management Plans and provide opportunity and direction for the management of our natural spaces and the improvement of biodiversity within the City. The Plan will also take into consideration the outcomes and means required to implement the Adapt West report findings as they relate to biodiversity and climate change impacts on our public spaces.</p>	<p>\$30,000</p>
<p>Living Green Community Education Programs</p> <p>Bid ID PBB-00000072</p>	<p>Living Green Community Education Programs are a suite of programs to influence and lead our staff and community and the local government sector through implementing environmental programs. The programs involve beehive hosting and related education program, travel behaviour change program, local indigenous plant subsidy, and fauna habitat creation and education.</p>	<p>\$19,100</p>

<p>Implementation of the River Torrens Linear Park Pest Management Plan</p> <p>Bid ID PBB-00000090</p>	<p>Ebs Ecology (on behalf of the AMLRNRMB) have developed a pest management plan for all metropolitan councils along the River Torrens. The plan includes a strategic list of priorities and objectives for implementation, specifically - the management of woody, grassy and herbaceous weeds and pest animals (foxes, rabbits, bees and wasps) along the extent of the River Torrens.</p> <p>The Ebs report includes site specific details and priorities sites along the Torrens to undertake weed removal works. The work undertaken will include sites CCS staff are unable to access (due to risk assessment and OH&S matters such as within deep water and steep sloping banks), and areas the existing biodiversity team does not manage.</p> <p>The success of the plan requires commitment and coordination from all Councils.</p>	<p>\$10,000</p>
<p>Spring Garden Competition</p> <p>Bid ID PBB-00000100</p>	<p>Conduct a Garden Competition following on from the success of the three previous annual Competitions, encouraging greater participation from schools, community groups and businesses within the City.</p>	<p>\$8,000</p>
<p>Road Safety - Industrial Areas Freight Management Plan</p> <p>Bid ID PBB-00000118</p>	<p>Review options for delivery of freight from Arterial Road Network into the industrial areas that have been identified by Council as important to community prosperity with priority to Beverley and Woodville North.</p>	<p>\$30,000</p>
<p>Live Skills Training program</p> <p>Bid ID PBB-00000120</p>	<p>Currently the Employment Works Officer is employed 0.5FTE. Current capacity is not able to support the number of opportunities across Council to maximise efficiencies and cost savings to Council, also resulting in a smaller number of opportunities provided to local unemployed people to develop "employability skills" through hands on practical training working on real, live projects in the community.</p>	<p>\$30,250</p>
<p>DDA - Council Owned Building Audits - 2016/2017</p> <p>Bid ID PBB-00000126</p>	<p>Undertake Disabled Discrimination Act (DDA) Audits on Council owned Buildings - Ongoing inspection process</p> <p>Assess the current condition and scope of work required of the DDA requirements within council owned building.</p>	<p>\$20,000</p>

Economic Development Strategy Implementation Bid ID PBB-00000129	Implement the Economic Development Strategy.	\$15,000
Tourism Initiatives Bid ID PBB-00000134	Tourism initiatives including a Western Region Tourism Destination Action Plan. - The website of local accommodation providers will collate accommodation options to encourage people to stay in the Charles Sturt area. - An event to support the Australian Women's Golf Open to support local employment in the hospitality and tourism sector.	\$16,000
Development Plan Policy Program Bid ID PBB-00000135	The budget bid seeks funds to assist in investigations to implement amended Development Plan policy in the Charles Sturt Council Development Plan	\$20,000
Woodville Business Association Partnering and Support Bid ID PBB-00000136	To support the Woodville Business Association to develop and implement marketing campaigns and promotional material to grow and increase economic development opportunities and destination awareness of Woodville Road. Specific strategies will be determined and driven by the Association in partnership with the Place Leader and are likely to include website development, social media and website curation, street interface improvements and activation.	\$20,000

<p>Your Say Charles Sturt Contract Renewal</p> <p>Bid ID PBB-00000137</p>	<p>Online engagement is an important tool to enable our community to participate in Council projects and decision-making at a time and place that is convenient to them, from mobile devices and the comfort of their own home. Your Say Charles Sturt is Council's dedicated community consultation website. It provides a tailor made product that supports a diverse range of online tools, not available on Councils website or social media platforms, to support community discourse on Council engagement projects while providing 24 hour a day moderation to ensure online comments not inappropriate.</p> <p>60 online consultation projects have been delivered on the site and more than 229,000 people have visited it since it was first launched in October 2011.</p> <p>1,834 residents and stakeholders are currently registered with the site.</p> <p>Annual contract renewal for continual for Your Say Charles Sturt is due in August 2016.</p>	<p>\$30,000</p>
<p>E-Panel Top Up Recruitment</p> <p>Bid ID PBB-00000139</p>	<p>The Charles Sturt Resident E-Panel currently has 800 members. This group was randomly recruited to be representative of the total population, both geographically and socio-demographically.</p> <p>The E-panel provides Council with feedback of statistical relevance that represents the adult population of Charles Sturt and is free from bias or over representation from specific interest groups.</p> <p>Membership term for the E-Panel members is 2 years. 400 members will be retired in November 2016. The purpose of this budget bid is to fund the recruitment of 400 new members for the group and maintain it as a randomly selected impartial entity.</p>	<p>\$10,000</p>

<p>Jetty Street Grange - Village Upgrade</p> <p>Bid ID PBB-00000140</p>	<p>Jetty Street Village Place Making Project was inspired through engagement between Councillor Tullio and motivated local traders. Refer to following trim files for Cr Tullio requests for budget bid preparation: 16/27739 and 16/27735.</p> <p>The area features a small scale local main street environment however engagement with businesses identified current traffic issues that create a hazard for pedestrians. The proposed project features creative traffic calming, street furniture and implementation of locally owned creative place making elements to enhance local experience and help local businesses thrive.</p>	<p>\$47,000</p>
<p>Strategic Events Partnerships 2016/17</p> <p>Bid ID PBB-00000141</p>	<p>To secure and continue strategic events partnerships with high profile state wide festivals and events. Partnerships have been established to:</p> <ul style="list-style-type: none"> • provide opportunities for increased community participation, • support and recognise local artists and creative enterprises, • celebrate social inclusion, diversity and unified community, and • raise awareness of the unique places in our City, • activate Designated Places and increase their vibrancy, and • raise the profile of the City of Charles Sturt. <p>By supporting established high profile festivals to run events in our City a more efficient model of event delivery may be achieved.</p> <p>Festivals include: South Australian Living Artists (SALA) Festival, Feast Festival and Adelaide Fringe.</p> <p>Early consultaiton has been undertaken with Feast, Fringe and SALA Festival staff, members of the Queen Street Traders Association, Hindmarsh Greening and the Henley Business Association members.</p>	<p>\$50,000</p>

<p>Marketing Strategy - Implementation 16/17</p> <p>Bid ID PBB-00000143</p>	<p>Continuing from the current marketing strategy implementation in 15/16, the key focus this year will be those messages that have benefit to the organisation, such as:</p> <ul style="list-style-type: none"> - Your rates at work - Get online, not inline (this will ultimately give us savings) - Customer experience (eg social media platforms and experiences) - increasing uses of digital content 	<p>\$40,000</p>
<p>Light up your Christmas - Lighting and Implementation 16/17</p> <p>Bid ID PBB-00000152</p>	<p>Building upon the 2015 light up your Christmas campaign, where the City of Charles Sturt collaborated with PAE, Westfield West Lakes and The Advertiser, we will continue the Christmas Lights map and competition adding a few additional elements:</p> <ul style="list-style-type: none"> - Additional lighting installations at Henley Square - Investigate maintaining our own Lights Map using Google Maps 	<p>\$20,000</p>
<p>Western Business Leaders</p> <p>Bid ID PBB-00000154</p>	<p>Encourage Business Networking and promote economic growth through 2 Business Breakfasts and 2 Business Lunches pa. Consult on Building West Adelaide document develop regional alliance of Councils and a regional approach to economic development.</p>	<p>\$16,000</p>
<p>China Strategy and Business Mission</p> <p>Bid ID PBB-00000155</p>	<p>The City of Charles Sturt's Western Adelaide, China Business Engagement Strategy has been undertaken to assist local business to become China Ready. As part of the State Government Business Mission to Shandong the Mayor will seek to lead businesses from Western Adelaide. This bid will</p> <ol style="list-style-type: none"> 1. Fund a China Ready program to up skill local businesses 2. Develop promotional material in mandarin 3. Fund travel and accommodation for Business Mission in April May 2017 	<p>\$30,000</p>
<p>Small Business Assistance</p> <p>Bid ID PBB-00000157</p>	<p>Working with existing Business organisations to:</p> <ul style="list-style-type: none"> Promote innovation and exporting - other than Shandong Develop a Youth Entrepreneurs Program - with Business SA Provide Advice to Businesses in three Business Associations through Adelaide Business Hub Support Multicultural Business Event at Town Hall 	<p>\$15,000</p>

<p>Health Strategy</p> <p>Bid ID PBB-00000160</p>	<p>Assists with implementation of Western Adelaide Health Business Collaboration - report Council on the 14th Dec 2015 adopted the above Strategy with 10 recommendations. The primary recommendation is to form a Health Cluster.</p> <p>As a result of the report and the Business Mission to Shandong an Aust China Aged Care Consortium - has been formed. This will be the basis for an aged health cluster and fits well with our Health Strategy and our China Strategy</p>	<p>\$5,000</p>
<p>Whole Street Planting 2017</p> <p>Bid ID PBB-00000163</p>	<p>As part of the Whole Street Planting Program, a number of residential Streets will be planted with semi-advanced trees. A whole street approach provides a number of benefits to the residents of the street, Council and the community at large, including a consistent uniform planting which in time creates an 'avenue effect' of trees of a similar size, shape and appearance. The selection of streets has been primarily based on the absence of trees in the street, the overall condition of the existing trees being in decline, whether the existing species are appropriate for the location and the integration with Engineering construction projects</p>	<p>\$135,000</p>
<p>Planet Ark and Trees for the Future 2016/17</p> <p>Bid ID PBB-00000166</p>	<p>Planet Ark - To accommodate community and local schools' requests to participate in the National Tree Planting Day by planting juvenile trees and shrubs on Council reserves. In addition, to provide donations of plants to schools who wish to participate in this event with a preference to plant trees on school grounds.</p> <p>Trees for the Future - To provide significant trees such as (but not limited to) River Red Gums on our reserves for future generations and to 'green' the City.</p>	<p>\$30,000</p>
<p>Beverley Centre Painting 2016/2017</p> <p>Bid ID PBB-00000171</p>	<p>External and Internal Painting of the Beverley Centre</p>	<p>\$100,000</p>

<p>Photographer/Multimedia Producer (staff member)</p> <p>Bid ID PBB-00000172</p>	<p>This project involves increasing the hours of the Council's Photographic and Multimedia Advisor, from 0.2 FTE, to 0.6FTE.</p> <p>The responsibilities of this position include delivering and managing the City of Charles Sturt's photographic needs, including photo shoots for all events and projects, photo editing and production of photos into major documents like Kaleidoscope, Annual Report and corporate community documents.</p> <p>Further, creating and producing multimedia for the organisation, including DVDs and promotional material like the Water Proofing the West DVD.</p> <p>Finally, assisting the Creative and Design Advisor on low to mid level graphic design for the organisation.</p> <p>This project was identified through the reworking and reclassification of the Photographer and Multimedia Advisor role in January 2015. For over 18 months, the needs of the organisation have clearly demonstrated that the role and its requirements be increased from 0.2FTE to 0.6FTE. The role has been operating throughout 2014 and 2015 at a 0.6FTE level due to the high demand for photographic and graphic design services from within the organisation.</p> <p>Given the trend towards social media as an increasingly important communication channel for the Council, and resulting need for video production, it is expected there will be continued demand for the services provided by this position.</p> <p>We have been funding these additional hours from other savings within the unit but would like to have them funded on an ongoing basis in future budgets to ensure we are able to maintain our current level of service in the photography/graphic design area.</p>	<p>\$33,800</p>
<p>Semaphore Park Reserve Train Shelter - Repainting 2016/2017</p> <p>Bid ID PBB-00000177</p>	<p>The Semaphore Park train shelter has been identified for repainting as it is deteriorated significantly being located in the sand dune at Semaphore Park</p>	<p>\$50,000</p>

<p>Kaurna Cultural Learning & Intepretation</p> <p>Bid ID PBB-00000182</p>	<p>Building on Charles Sturt's previous work in documenting and recognising Kaurna heritage and cultural connections, which is recognised by external Indigenous advocacy and advisory organisations as 'best practice', this project will deliver ongoing Kaurna cultural awareness, education and storytelling. This may include:</p> <ul style="list-style-type: none"> - training for staff, elected members and contractors - storytelling and community workshops in key locations (ie sanddunes, Kaurna gathering space) - development of Kaurna heritage and cultural interpretation tools and mediums (ie markers, website content). - Potential to partner with Port Adelaide Enfield on their message stick project. 	<p>\$10,000</p>
<p>Place Makers Grants and Business Attraction Fund</p> <p>Bid ID PBB-00000184</p>	<p>Continuation of the city wide Place Makers grants program that funds projects in public spaces that can be easily implemented and that have high impact; and the Business Attraction Fund that assists mainstreet improvements and business attraction via façade improvement and internal fit-out (in identified precincts, Hindmarsh for 2016/17). Both grants schemes have been very successful in previous years</p>	<p>\$60,000</p>
<p>Henley Beach Business Association Partnering & Support</p> <p>Bid ID PBB-00000185</p>	<p>To support the ongoing work of the Henley Beach Business Association by developing and implementing marketing campaigns and promotional material to grow and increase economic development and destination awareness of the Henley Beach precinct including Henley Square, Henley Beach Road and Seaview Road. Specific strategies will be determined and driven by the association in partnership with the Place Leader, Coastal and are likely to include social media and website curation, place activations and promotional activities. A maximum of \$7.5k, with matched funding from the association, will be used for a winter activation or promotion, coordinated by association members, to attract visitors during the off-peak season. If no trader contributions are received, Council's budgeted expenditure will be \$17 500.</p>	<p>\$25,000</p>

<p>Woodville Town Hall Performing Arts</p> <p>Bid ID PBB-00000186</p>	<p>To build and activate the Woodville Town Hall inside and out into a vibrant performing arts theatre providing an affordable arts and cultural program for all residents and the whole western region. Programs are targeted at low income residents and various age groups and will tap into selective shows such as children's school holiday, afternoon matinee and night cabaret performances from the Out of the Square program and local Adelaide artists. This connects with Woodville Road as a designated place as part of Council's Place making Framework.</p>	<p>\$31,000</p>
<p>Outdoor Dining Bollard Subsidy</p> <p>Bid ID PBB-00000187</p>	<p>To continue a subsidy program to assist local businesses/property owners to install bollards and other associated infrastructure where such items are required by Charles Sturt in order to enable outdoor dining and achieve street activation in locations identified as places of importance. Cost of bollards is prohibitive for many small businesses.</p>	<p>\$20,000</p>
<p>Hindmarsh and Bowden Business Association Partnering and Support</p> <p>Bid ID PBB-00000191</p>	<p>To support the establishment of a Hindmarsh and Bowden Business Association, implement marketing campaigns and promotional material to increase economic development opportunities and grow destination awareness of the Hindmarsh & Bowden precincts. Specific strategies will be determined and driven by the Association in partnership with the Place Leader, Inner West and are likely to include website development, social media and web curation, street interface improvements and activations or promotional campaigns to assist in mitigating the impact of major infrastructure projects such as T2T.</p>	<p>\$25,000</p>

Storage facility to support victims of Domestic Violence in the Western region Bid ID PBB-00000195	The Western Adelaide Domestic Violence Service WADMS enclosed carport attached to the Group room is currently full. It is the only secured storage facility. It houses all of the bedding, linen, pots and pans, etc that are used to stock the 7 self-contained houses located on site that provide crisis accommodation to women and children experiencing DV. The Centre is regularly contacted with generous offers of support but must limit what it can accept due to limited storage space. To expand support to women and children an additional secure space to store goods will need to be built. The existing carport can be enclosed and made secure to allow for donations to support women and children that include nappies, personal hygiene products, clothes, toys, books, crockery, etc. The budget bid additionally includes the costs of shelving for storage, lighting and insulation.	\$14,200
Community Christmas Carols Event Sponsorship 16/17 Bid ID PBB-00000196	Sponsorship of two community Christmas carol events in December 2016. Events include: - Carols in the Square, run by the Seaton Christian Family Centre - Carols by the Lake, run by the Rotary Club and Uniting Church of West Lakes	\$31,000
Hindmarsh and Bowden Car Parking Management Plans Bid ID PBB-00000200	Detailed parking management plans for Hindmarsh and for Bowden investigating and recommending policies and actions to improve access to existing parking stock and to increase the parking stock as land use intensifies through urban redevelopment.	\$40,000
Roundabout Upgrades Bid ID PBB-00000209	Landscape Roundabouts to increase street amenity and soften the street environment	\$40,000
Pre-design consultation - Renown Park Bid ID PBB-00000211	Pre-design consultation to scope traffic and streetscape management issues to inform future capital works for Renown Park	\$10,000
The Croydon Link Masterplan Bid ID PBB-00000212	Develop a Masterplan for the central walking and cycling spine along Croydon Avenue West Croydon between Welland Plaza and Torrens Road including Croydon Avenue Reserve and crossing the Outer Harbour Railway,	\$30,000

Discretionary Ward Allowance for Council Members Bid ID PBB-00000213	To allow Council Members to assess the need for local grant allocations to support minor capital purchases or community initiatives within community groups.	\$276,000
Outdoor Fitness Equipment - Secondary School of English Bid ID PBB-00000214	The Croydon Secondary School of English has requested that Council install new outdoor fitness equipment on their land, which will be made available to the general public after school hours. This equipment encourages all types of people to be active, increasing their physical fitness within a safe and welcoming environment. The School has committed to fund \$10,000 towards this project, and also contribute in-kind for all preparation work and landscaping. The School has asked Council to contribute \$25,000. The equipment will be used by the students during school hours and made available to the public after school hours and on weekends.	\$25,000
Breakout Creek - Feasibility analysis and concept plan investigations Bid ID PBB-00000227	Work in conjunction with West Torrens Council, Adelaide Mount Lofty Ranges Natural Resources Management Board and SA Water - to undertake further investigations and analysis associated with the developed and council endorsed concept plan.	\$20,000
TOTAL		\$2,353,350

7.2 Capital Projects

The City of Charles Sturt is responsible for a vast portfolio of assets with a carrying value in excess of a billion dollars. It is therefore critical for long term sustainability of assets that Council engages in practises that optimise the assets useful lives for the benefit of the community.

The City of Charles Sturt, like other government infrastructure asset owners, is faced with an increasing demand to provide services in an environment of ageing infrastructure, increased liability and reduced funding. In response to this an Asset Management Policy and Strategy has been adopted by Council.

The purpose of the Asset Management Policy is to set a broad framework for undertaking asset management in a structured and co-ordinated manner.

The broad goals identified are as follows:

- to ensure the right assets are provided to meet community needs
- to provide sustainable infrastructure through leadership and vision
- to be financially responsible by providing appropriate resources for the delivery of services
- to continually improve our knowledge of Council assets and their lifecycles
- to manage our assets in a manner that is fair for present and future users in terms of benefits and costs.

To ensure the value of our assets are maintained our long term strategy provides for us to fund a capital renewal expenditure program based on Council endorsed Asset Management Plans for each asset. The Asset Management Plans determine future funding requirements based on life and condition assessments of council's existing asset stock and which will be continually refined and updated with the best available information.

For new and upgraded infrastructure capital projects are derived from existing strategic managements plans such the Open Space Strategy, Council resolutions supporting new projects, major project initiatives such as Port Road Flood Mitigation and direct requests from the community. New/Upgraded capital projects are those which increase Council's current asset stock or significantly enhance an existing asset to provide a higher level of service or extend the life beyond that which it had originally.

In 2016/17 a total capital works program of **\$36,613,594** with total expenditure of \$42,066,313 and associated revenues of \$5,452,719 was adopted.

All capital projects were the subject of community consultation and review by Council Members before the final project list was determined. (Note as per LTFP framework \$36.802m was adopted as framework for total net capital)

The capital program comprises \$26,559,244 net in renewal capital projects (based on adopted asset management plans) which are detailed in [Attachment F](#) and \$10,054,350 in new/upgraded capital projects which are listed below.

Name	Budget Bid Description	Net Budget Bid \$ 2016/17	Nature of Works
Stormwater Quality - Tracey Avenue Catchment WSUD - Rain Gardens Bid ID PBB-00000005	Construct rain gardens and other stormwater quality improvements in the Tracey Avenue catchment.	\$50,000	New
Heritage Recognition Markers Bid ID PBB-00000007	Installation of recognition markers for the City's listed Heritage Places. Continues project commenced in 2014/15, and carried into 2015/16. Recognition Markers are considered to be an effective means of educating and informing the public on significant heritage sites within the Council area. They are also an effective tool for providing recognition to a historically significant place or item. As the program is rolled out, it provides an opportunity for developing trails and heritage experiences, which encourages place activation. Most councils across metropolitan Adelaide promote their heritage places through similar programs (for example Adelaide, Unley, Tea Tree Gully, Holdfast, Port Adelaide/Enfield), and Charles Sturt, which has a significant number of properties listed is currently lacking in this area. Given the number of heritage places across Charles Sturt (200+) it is envisaged that this project will be ongoing. To date, markers have been installed along Woodville Road, with Hindmarsh placemaking precinct the focus for 2015/16. A high pedestrian traffic area will continue to be the main focus going forward.	\$20,000	New

Implementation of a Customer Relationship Management System Bid ID PBB-00000025	The implementation of a CRM System will provide a central register for the organisation to manage customer and community interactions. The scope for the project is the Economic Development customers/clients to manage their business lists and associated interactions. By having this information in the one location staff productivity will increase, there will be a reduction in contact information errors and an increase in customer service. Following the implementation of the Economic Development data set, other operating groups will be analysed and implemented in order of best value to the organisation. Potential groups include Customer Service, Community Consultation, Property and Rating, Community Safety etc.	\$90,000	New
Road Safety - Seaview Road and Lexington Road - Henley Beach South Bid ID PBB-00000026	New pedestrian ramps and median island with refuge, enabling pedestrians to cross Seaview Road at Lexington Road, and better delineating vehicle traffic.	\$7,000	New
Road Safety - Speed Cushions in West Hindmarsh Bid ID PBB-00000030	Install speed cushions on local streets in West Hindmarsh to calm traffic and reduce cut-through traffic for the duration of the T2T project construction. The proposed streets for speed cushions include Jervis, McDonnell and Young Avenue. Final streets are subject to design. Intersection priority changes are required at some of the boundary intersections of the speed cushion treated area.	\$0	New
Public Lighting New - Outer Harbour Greenway St Clair Bid ID PBB-00000034	Installation of 34 new LED lights & poles along Shared Use Path along the Outer Harbour Greenway that runs parallel to railway line at St Clair between Actil Avenue South to Post Parade.	\$250,000	New
Public Lighting Upgrade - Sam Johnson Reserve Stage 2 Bid ID PBB-00000036	Sam Johnson Reserve Lighting Upgrade Stage 2. Completion of the lighting upgrade stage 2 to light the path areas to Lighting Level P3.	\$50,000	Upgrade

Public Lighting New - Laneway between Hartley Rd to Avalon Ave Flinders Park Bid ID PBB-00000037	Install 4 x new LED post top lights in the lane way between Hartley Road & Avalon Avenue Flinders Park.	\$40,000	New
Road Safety - Charles Sturt Avenue Bid ID PBB-00000043	In 2015/2016 a petition was received seeking road safety improvement to Charles Sturt Ave. In response we have undertaken preliminary consultation which found support for action to be taken. The 2016/17 bid is to undertake consultation relating to design of traffic controls and review kerbside parking and install any agreed controls in 2017/18.	\$30,000	New
Road Safety - Lonsdale Street, Woodville Road Bid ID PBB-00000044	Construct pedestrian build-outs on Lonsdale Street and 2 kerb ramps at the intersection of Leo Street, Woodville North. The build-outs will reduce road width, which will reduce the distance that pedestrians cross Lonsdale Street unprotected, and will provide some traffic calming. This project is recommended due to the proximity of the retirement village on Lonsdale Street, and is the result of a community petition which was considered by Council.	\$30,000	New
Economic Modelling & Analysis Software Bid ID PBB-00000046	Timely, detailed and accessible economic data, modelling and analysis software is required in order to advance the Economic Development Strategy - specifically, to attract investment and encourage small and medium enterprise (SME) start-ups and growth. To achieve this, the software would have two aspects; firstly a public facing module to allow external stakeholders to access economic and industry data on CCS, and secondly, an internally facing module, to allow Council staff to undertake economic modelling and analysis.	\$25,000	New

<p>Road Safety - Bartley Terrace / West Lakes Boulevard Intersection West Lakes</p> <p>Bid ID PBB-00000048</p>	<p>Reconfigure intersection to include: A left turn slip lane from West Lakes Boulevard into Bartley Terrace; and A left turn slip lane from Bartley Terrace into West Lakes Boulevard. The reconfiguration will be designed so traffic signals can be easily installed if required in the future.</p>	<p>\$200,000</p>	<p>Upgrade</p>
<p>Public Lighting New - Reserve in Martin Court, West Lakes</p> <p>Bid ID PBB-00000049</p>	<p>Install 3 x new LED energy efficient lighting along the reserve lake front & steps to the waters edge on Martin Court Reserve for the purpose of public safety</p>	<p>\$15,000</p>	<p>New</p>
<p>Path Strategic - Lake Edge Walkway - Kerr Grove to 27/29 Sir John Marks Drive, West Lakes</p> <p>Bid ID PBB-00000053</p>	<p>Clearing of vegetation that overhang existing concrete walkways and revertment wall between Kerr Grove, the Lake Edge and walkway between 27 and 29 Sir John Marks Drive.</p>	<p>\$50,000</p>	<p>New</p>

<p>Road Safety - Installation of 40 km/h Speed Limits</p> <p>Bid ID PBB-00000054</p>	<p>Installation of 40 km/h speed zones in the following areas -</p> <p>Area 1 - West Hindmarsh (area bounded by South Road, Grange Road and the river (includes Frederick Street))</p> <p>Area 2 - Allenby Gardens, Welland, West Hindmarsh (area bounded by Port Road, South Road, Grange Road, and East Avenue)</p> <p>Area 3 - Croydon and West Croydon (area bounded by South Road, Torrens Road, Rosetta Street and Port Road)</p> <p>Area 4 - Hindmarsh (area bounded by Port Road, South Road, and Adam Street. Does not include Manton Street).</p> <p>Area 5 - Grange (area bounded by Military Road, Grange Road, Frederick Road and Trimmer Parade)</p> <p>Area 6 - Renown Park (area bounded by Torrens Road & the Council northern boundary)</p> <p>Area 7 - St Clair development</p> <p>Area 8 - Findon (area bounded by Trimmer Parade, Findon Road, Grange Road and Tapleys Hill Road)</p> <p>Area 9 - Croydon (area bounded by Rosetta Street, Torrens Road, David Terrace and Port Road)</p> <p>Area 10 - Football Park (the West Development)</p> <p>Subsequent areas - yet to be determined</p> <p>The 40 km/h installation would be on local streets only, and does not include any of the streets bounding the areas described above.</p>	<p>\$200,000</p>	<p>New</p>
<p>Road Safety - Cudmore Terrace Henley Beach</p> <p>Bid ID PBB-00000057</p>	<p>Construct median islands and kerb protuberances and the marking of bicycle lanes and kerbside parking bays in Cudmore Terrace between Henley Beach Road and Grange Road, Henley Beach.</p>	<p>\$200,000</p>	<p>New</p>

<p>Purchase and Implementation of TechnologyOne eContractor Work Module</p> <p>Bid ID PBB-00000059</p>	<p>The TechnologyOne eContractor Work module supports contractors engaged by Council to manage assigned work orders on their mobile device providing council staff with immediate visibility and monitoring of their work.</p> <p>The current contractor management process inhibits the timely and accurate reporting of work status and is heavily reliant on manual data transfer to Council's corporate systems, these processes and management practices will be more efficient with the eContractor module.</p>	\$40,000	New
<p>Improvement of Data Management and Reporting Capability for the Water Business Unit</p> <p>Bid ID PBB-00000060</p>	<p>The project is to implement a reporting system for the Water Business Unit to manage and track the flow and consumption of water around the water network. Reporting for this information is essential to meet regulatory requirements as well as to effectively manage the business.</p>	\$40,000	New
<p>Web Chat for Customer Service</p> <p>Bid ID PBB-00000071</p>	<p>The current Web Chat service provided by Website Alive is proving to be unreliable and Customer Service are continuing to miss online chat requests.</p> <p>This project will decommission the existing service and implement the Web Chat module in our Mitel Telephone solution.</p>	\$4,500	Upgrade
<p>Purchase and Implementation of TechnologyOne Plan Module</p> <p>Bid ID PBB-00000079</p>	<p>TechnologyOne's PlanningXchange is a suite of online planning modules that streamlines the development planning process for customers and staff.</p> <p>Purchase and Implementation of the Plan Module is the first step in the implementation of an online planning solution that will support the streamlining of the creation, management and amendment of all development plan and information guides data to ensure consistent information is provided to the community.</p>	\$96,000	New

<p>Upgrade Community Safety Officer Infringement Issuing Devices</p> <p>Bid ID PBB-00000081</p>	<p>The existing infringement issuing devices run PinForce software on the windows operating system. The vendor has advised that the software is moving to Android and development and software releases in the windows operating system will come to an end in late 2016. Android devices will ensure the PinForce software continues to be supported, provide access to greater information sources from the road and support future initiatives that introduce the use of sensor parking technology.</p>	<p>\$41,000</p>	<p>Upgrade</p>
<p>Purchase and Implement Environmental Health Mobile Inspection Software</p> <p>Bid ID PBB-00000082</p>	<p>Council's Environmental Health Officers are responsible for administering public health legislation requiring in field inspections. Currently inspections utilise traditional paper/carbon copy paper which is then manually keyed and scanned to Council's core systems. This project would see the implementation of software to enable the utilisation of already purchased iPads to record inspection findings, reduce administrative functions and improve time frames for communication with businesses to implement inspection remediation actions.</p>	<p>\$90,000</p>	<p>New</p>
<p>Purchase of 8 Body Cameras for Community Safety Officers</p> <p>Bid ID PBB-00000083</p>	<p>Community Safety Officers are employed to exercise the powers, duties and functions of Council as delegated to them by Council in a manner that delivers exceptional standards of public safety in the community. By the nature of the role, Officers can find themselves to be in a position of vulnerability that compromises their own safety. The purchase of 8 Body Cameras and hosting of the footage, is an initiative to improve officer safety and provide for supportive evidence in legal matters.</p>	<p>\$9,600</p>	<p>New</p>

<p>Semaphore Park Community Garden</p> <p>Bid ID PBB-00000088</p>	<p>The Semaphore Park Community Garden project began in August 2015.</p> <p>To date, a temporary fence defines the boundary of the garden and the management group have established a composting system, a number of raised garden beds, have completed their constitution and have applied to become an incorporated body. To function effectively, the garden needs to be permanently and securely established with Secure Fencing, a Shed and Shelter and a Rainwater Tank.</p>	<p>\$40,000</p>	<p>New</p>
<p>Path Strategic - Grange Lakes Corridor - Stages 4 and 5</p> <p>Bid ID PBB-00000093</p>	<p>Bid includes construction of Stage 5: Replacement of the footpath with a shared walking and cycling path along the western side of Grange Lakes between Beach Street and Grange Road and Design and Consultation for Stage 4: Replacement of the footpath with a shared walking and cycling path along the western side of Grange Lakes between Jetty Street and Beach Street.</p>	<p>\$175,000</p>	<p>Upgrade</p>

<p>Implementation of Coastal Risk and Signage Assessment study</p> <p>Bid ID PBB-00000096</p>	<p>The Metropolitan Seaside Council Committee (of which the City of Charles Sturt is a member), provided an undertaking to implement the findings of a beach access safety and risk assessment. The Risk Assessment is to be completed in June 2016. The outcomes of this project will require the installation of standardised coastal Australian Standard signage - identifying safety and risk for beach users, providing consistent, compliant messages along the extent of the coastline. This minimises the risk for Council who is responsible for the care and control of our beaches (Surf Life Saving SA play a key role in the management of beach safety from an emergency perspective) .</p> <p>This project has been rolled out in Marion CC, Port Adelaide Enfield CC, the City of Holdfast Bay (with the Risk Assessment currently being done by Adelaide Shores and West Torrens). As a result of the Coroners inquiry into several drownings in Victor Harbor and the findings of the enquiry relevant to Councils requirement to demonstrate appropriate safety information, Council has engaged Surf Life Saving SA to undertake an assessment of the CCS coastline - considering beach safety, risks to the community, access and the suitability of our existing regulatory signage. The study will make a series of recommendations pertaining to the installation of signage to comply with Australian Standards and minimise risk to both Council and the community.</p>	<p>\$30,000</p>	<p>New</p>
---	---	-----------------	------------

<p>Wilpena Terrace Streetscape</p> <p>Bid ID PBB-00000102</p>	<p>A petition was received from Ms Tracey Davis on behalf of the residents of Kilkenny, requesting that Council increase street lighting around the Kilkenny train station and improve the streetscape of Wilpena Terrace with trees on roundabouts and plantings on traffic islands.</p> <p>This bid is for the completion of streetscaping on Wilpena Tce - the 2015/16 budget allowed works to Yallum Terrace only</p>	<p>\$20,000</p>	<p>Upgrade</p>
<p>Expand Desktop Virtualisation</p> <p>Bid ID PBB-00000111</p>	<p>The desktop computing environment of the City of Charles Sturt consists of traditional PCs, Laptops and Tablets computers. These devices are known to our systems as Clients, which connect via networks to Servers, to add, modify and/or access corporate data. Across all sites and locations, approximately 600 devices are currently being utilized by the City of Charles Sturt to deliver services. Virtual Desktop Infrastructure (VDI) is the practice of hosting a desktop operating system within a virtual machine (VM) running on a centralised server. VDI is a variation on the client/server model, sometimes referred to as server based computing.</p> <p>The City of Charles Sturt have implemented in 2015/2016 a VDI environment to enhance the client experience and consolidate existing technologies being used for remote desktop access.</p> <p>This budget bid is to expand this virtualised desktop infrastructure (VDI). This expansion involves removing existing un-supported technologies and expanding the existing server based hardware and software to provide a VDI platform for appropriate client delivery anywhere anytime.</p>	<p>\$125,000</p>	<p>Upgrade</p>

	The Civic Centre is designated as the primary or Production site for this computing platform and the Beverley Site is designated as the secondary or Fail-over site.		
Road Safety - Driveway Link Gibson Street Bowden Bid ID PBB-00000117	Design and construct a new Driveway Link in Gibson Street Bowden between Seventh and Eighth Streets (outside Emu Park).	\$140,000	New
Public Lighting New - Reserve between West Street and Railway Bid ID PBB-00000119	install new lights in reserve between First Street and the pedestrian crossing of the Outer Harbour Railway directly opposite West Street.	\$20,000	New
Playground Integration 2016/17 Bid ID PBB-00000121	In conjunction with AMP playground renewals, the playground integration budget is to provide additional features and to better integrate the renewed playground with the reserve. This project is to keep with current trends and community expectation for play spaces to be more than just play equipment. This includes the inclusion of nature play elements, which is to encourage the interaction and engagement of children with the environment. This project will be in co-ordination with the implementation of the Open Space Strategy for determining the play spaces activity. Expenditure includes nature play, trees, plantings, irrigation works, other additional works.	\$90,000	New
Point Malcolm Reserve Upgrade 2016/17 Bid ID PBB-00000131	Reserve upgrade of Point Malcolm Reserve to enhance the facilities to better accommodate community usage. With consideration to aligning forecast AMP renewals, and life of existing assets, this project is to upgrade the facilities to align to the Open Space Strategy for a regional reserve. Upgrade of facilities to include new nature play space (DPTI funding), upgrade to existing playground to regional (to include accessibility & inclusive play), new picnic/event	\$1,004,250	Upgrade

	facilities, irrigation upgrade, new lighting, additional pathways.		
New Paths - Customer Requests. Bid ID PBB-00000138	Construction of New Paths based on priority from list of Customer Requests.	\$100,000	New
Henley Beach Road Henley Beach Main Street Project - Stage 3 and 4 Bid ID PBB-00000142	Complete the Main Street construction (stages 1 & 2 where constructed in 2015/16). Stage 3 is between White Street and Cudmore Terrace. Stage 4 is between Cudmore Terrace and William Avenue. The project includes the installation of a central median, renewal of existing kerb and gutter, renewal of footpaths, upgrade to pedestrian crossing facilities, renewal of indented car parking and landscaping improvements.	\$600,000	Upgrade
Casaurina Lodge - Install a toilet in the Common Room 2016/2017 Bid ID PBB-00000146	Install a toilet adjacent to the common room at Casaurina Lodge for the use of the residents when gathering for common events The common room at Casaurina Lodge does not have a toilet, this makes it difficult for the residents to enjoy time in there	\$25,000	New
MJ McInerney Reserve Upgrade 2016/17 Bid ID PBB-00000147	Design Reserve upgrade to MJ McInerney to align with Regional Reserve and combination of asset renewals. This will include community and stakeholder consultation to inform the design. The design is to inform detailed cost estimations for 2017/18 budget.	\$50,000	Upgrade

<p>Albert Greenshields Reserve Upgrade 2016/17</p> <p>Bid ID PBB-00000149</p>	<p>Upgrade to Albert Greenshields Reserve, to integrate with the Dog Park constructed in 2014/15. This is to synchronise AMP Irrigation renewal, new path connecting the new dog park, additional play features in the dog park and playground/picnic area. New lighting within the reserve, for the path. New irrigation system to include drinking water to the dog park.</p>	<p>\$250,000</p>	<p>Upgrade</p>
<p>Temporary Shade Structures - 16/17</p> <p>Bid ID PBB-00000156</p>	<p>Continuation of temporary shade structures to be installed along our coast line during the peak summer season, and in reserves during off peak seasons. 3 additional structures to be produced and installed.</p>	<p>\$50,000</p>	<p>New</p>
<p>Art installation on the verge of the Brompton Primary School Napier Street entrance</p> <p>Bid ID PBB-00000158</p>	<p>The footpath was replaced in 2015/16 on Napier Street. The school entrance needs to reflect the school's principles, this is to be achieved by working collaboratively with the school and it's students to create and design artworks to take ownership and beautify the area as achieved on the Torrens Road entrance. This Bid is to incorporate art installations between the new footpath and the verge while working with the students of the school on the theme/art.</p>	<p>\$15,000</p>	<p>New</p>
<p>Installation of an Automated Public toilet at Croydon Park Reserve 2016/2017</p> <p>Bid ID PBB-00000159</p>	<p>Design and Install a new Automated toilet at the Croydon Park Reserve The work includes the design for an appropriate automated public toilet including sewer design, water supply and civil works for the toilet See Council Minutes 15/358559</p>	<p>\$170,000</p>	<p>New</p>
<p>Exercise Equipment - Anthea Reserve, West Lakes</p> <p>Bid ID PBB-00000165</p>	<p>Anthea Reserve is a popular Neighbourhood Reserve with a recent upgrade to the playground facility and installation of new shade sails. The Reserve is used regularly by residents and visitors to the area. This request has come through discussions with local residents who would like to see new outdoor exercise equipment installed in close proximity to the playground providing parents and care</p>	<p>\$50,000</p>	<p>New</p>

	givers opportunity to take part in activities. This equipment encourages users of the Reserve to be active, increasing their physical fitness within a safe and welcoming environment.		
DDA Upgrade of the Aquatic Reserve Clubroom 2016/2017 Bid ID PBB-00000168	Aquatic Reserve Clubrooms - Undertake Disability Discrimination Act audit upgrade including the installation of a lift from the ground floor to the first level. Other minor DDA upgrades will also be undertaken	\$125,000	Upgrade
Coast Park Construction - Grange to Semaphore Park (Stage 1) Bid ID PBB-00000173	Construction of Coast Park from Terminus Street, Grange to Third Avenue, Semaphore Park - Stage 1, excluding the section through Tennyson Dunes, which is land owned and managed by Department of the Environment Water and Natural Resources.	\$2,000,000	New
Woodville Road Streetscape Concept and Final Design Bid ID PBB-00000174	Whole of road reserve design of the section of Woodville Road between Port Road and the railway crossing.	\$120,000	Upgrade
Rowing Course Reserves - Stage 3 Construction : Oarsman Reserve Bid ID PBB-00000190	Upgrade of Oarsman Reserve	\$450,000	Upgrade

<p>Public Art Installation at Bowden Main Park</p> <p>Bid ID PBB-00000194</p>	<p>This bid is to support Stage 2 of Renewal SA's public art commission for Bowden Main Park. Renewal SA is seeking a \$30k contribution from Council, contingent on Renewal SA obtaining the remaining \$60k funding required (total project cost \$90k). Stage 2 continues the work of the Public Art Selection Panel, of which City of Charles Sturt is a member, to commission a site-specific series of public artworks that contribute to Bowden Main Park's role as a major community hub and new green heart of the precinct. Both stages have been designed following successful appointment of artist, Louise Paramor, through an expression of interest process. Construction and installation of Stage 1, a series of three human-sized artworks, is already funded. Construction of Stage 2, an iconic large-scale entrance statement piece for the park, would complete the public art project.</p>	<p>\$30,000</p>	<p>New</p>
<p>Cooke Reserve – Access Improvement</p> <p>Bid ID PBB-00000197</p>	<p>Construction of path, flagpole and lighting in Cooke Reserve</p>	<p>\$25,000</p>	<p>New</p>
<p>Car Park - Upgrade - Woodville Bowling Club</p> <p>Bid ID PBB-00000198</p>	<p>Woodville Bowling Club Car Park Upgrade</p> <p>The following assets are included in this plan:</p> <ul style="list-style-type: none"> Car park kerb & gutter around the perimeter Upgrade pavement in the parking bays and lay asphalt Reseal remaining carpark Improve access to adjacent Dog Park for parking during Footy season. 	<p>\$130,000</p>	<p>Upgrade</p>

<p>Maramba Reserve Redevelopment, West Lakes</p> <p>Bid ID PBB-00000201</p>	<p>Maramba Reserve has been identified for redevelopment in consultation with the West Lakes developer, elected members and staff. The project has been identified as key component of the overall master plan for the West Lakes development seeking to integrate the new development with the established West Lakes suburb. The Reserve plays a key link in safe pedestrian access to the lake and providing connections to the new reserve that will be established within the development whilst providing improved passive recreation opportunities for residents.</p> <p>The redevelopment of the reserve will include;</p> <ul style="list-style-type: none"> - new irrigation, turf and reserve tree plantings - new passive recreation features (BBQ, picnic setting furniture) - upgraded path networks - new playground <p>There is an existing playground at Maramba Avenue East Reserve which is due for asset renewal. This playground will be removed and a new playground included with the Maramba Reserve upgrade. The works will be undertaken by the developer in consultation with staff, the funds will be used as a contribution to the works and matching funding provided by the developer.</p>	<p>\$180,000</p>	<p>Upgrade</p>
<p>West Lakes Sports Club - Sportsground Lighting</p> <p>Bid ID PBB-00000202</p>	<p>The West Lakes Sports Club has a licence over West Lakes Shore Oval. The Club is made up of the SMOSH Junior/Senior Football Club, the Henley and Grange Baseball Club and the Port Adelaide Softball Club, with a combined membership in excess of 600. The existing sportsground lighting is inadequate for training and does not allow for any night time games to be played. The lighting</p>	<p>\$40,000</p>	<p>Upgrade</p>

	needs to be upgraded significantly to ensure for player safety during training and also allow for night time activities to take place.		
Woodville Oval glengarry tennis Club – new shade structure and increase spectator viewing from inside the clubrooms Bid ID PBB-00000205	To build a veranda (east west) 15m x (north south) 33m and 3m wide with suitable drainage for storm water to improve the building energy efficiency by providing shade protection for the main room, and provide shade for spectators. Modifications to the windows will also facilitate spectator viewing from inside the building.	\$60,000	New
Meakin Terrace - Verge upgrade Bid ID PBB-00000218	Upgrade to a portion of the road reserve opposite 52 Meakin Terrace using a combination of paving and landscaping/planting.	\$9,000	New
Woodville Oval Reserve Playground Enhancement Bid ID PBB-00000221	Undertake enhancements to the reserve area adjacent the existing playground at Woodville Oval Reserve. Works to include; 100lm path, new shelter, new picnic setting	\$40,000	New
New Park Infrastructure Requests 2016/17 Bid ID PBB-00000226	New Park Infrastructure Requests received via CRM	\$23,000	Upgrade
Port Road Drainage Upgrade Old Port Road Albert Park to Park Street, Woodville Bid ID PBB-00000228	This project is continuation of the Old Port Road storm water upgrade that was completed as part of Water proofing the West. The purpose of the project is to mitigate storm water flooding in part of suburbs of Cheltenham, Albert Park, Woodville West, Woodvile South and Woodville along Port Road. Once completed the project will improve to a great extent flood mitigation around the QEH and Civic Centre.	\$2,045,000	Upgrade

Woodville West Reserve Kindergarten Redevelopment Bid ID PBB-00000230	Woodville West Reserve Kindergarten land redevelopment. Demolish the existing building and incorporate the area with the adjacent reserve, including a permanent space for the relocated Woodville West Community garden, additional play area and picnic facilities, subject to community consultation.	\$245,000	New
Total		\$10,054,350	

Summary of the total capital program:

	Income	Expenditure	Net
Renewal of existing assets	200,000	25,104,096	24,904,096
Sale of replaced assets	691,969	2,347,117	1,655,148
New/Upgrade assets	4,560,750	14,615,100	10,054,350
TOTAL	5,452,719	42,066,313	\$36,613,594

8. How Does Council Propose to Fund its Programs?

Rates provide the main source of income for Council to fund its operations and infrastructure requirements. Other sources of revenue include:

Statutory Charges

Statutory Charges relate mainly to fees and fines levied in accordance with legislation and include development application fees, animal registrations, health act registrations and parking fines.

User Charges

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council facilities, library charges for photocopying, Section 7 searches and fees for the operation of Council's Waste Management Facility at Toogood Avenue, Beverly.

Grants

Grants include monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs.

Investment Income

Investment income includes interest on investments.

Reimbursements

This includes income from recouping specific costs of Council activities and private works.

Other Income

Other income relates to a range of unclassified items that do not fit within the main income categories.

Amounts specifically for new and upgraded assets

These amounts include grants from State, Federal and community sources for the specific purpose of funding new or upgraded assets.

Borrowings

In addition to these other sources of operating revenue, borrowings are also used to finance council's capital works and infrastructure programs especially for significant major new or upgrade projects.

Loan borrowings are considered an important source of financing for asset acquisition and renewal. Ideally infrastructure backlog should be financed in the short term by an increase in debt to be repaid as soon as possible by current ratepayers. New capital expenditure should be financed by a long term increase in the volume of debt with the current generation only meeting interest payments on that debt.

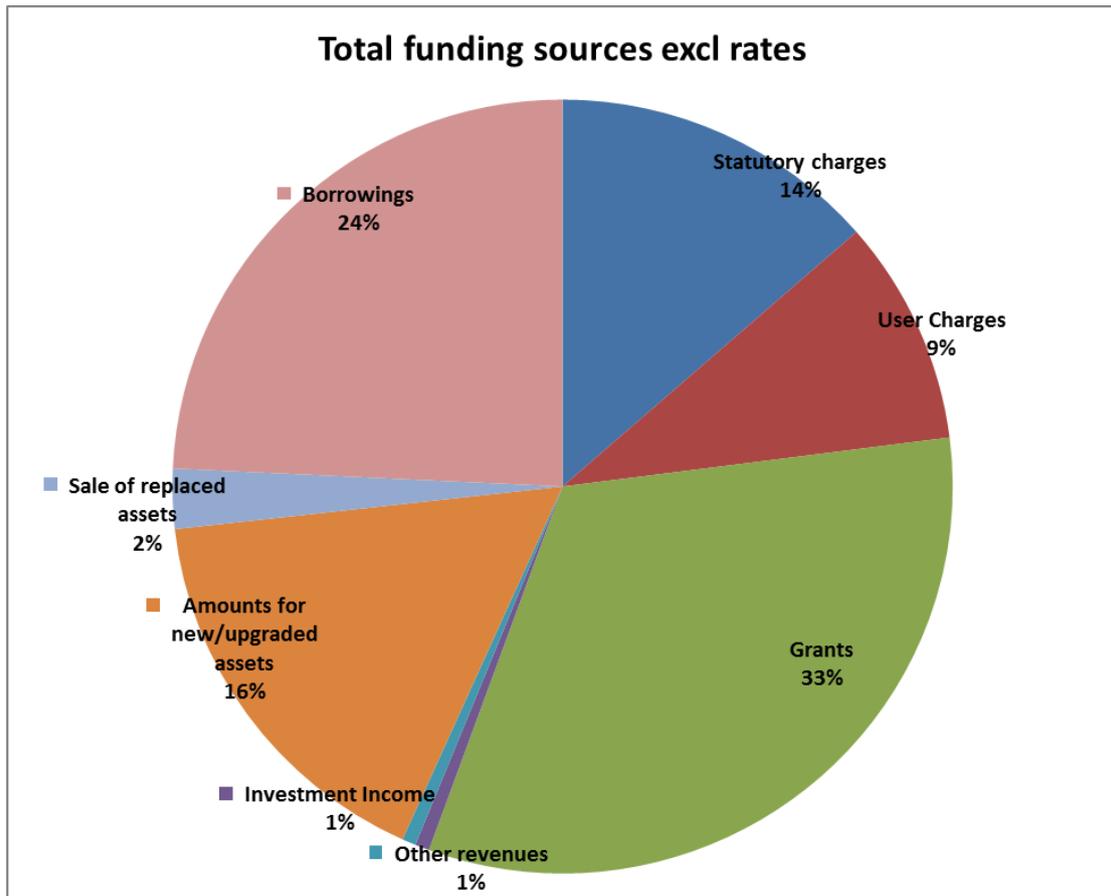
Summary

Overall for 2016/17 net rates income is \$100,447,800 (rates levied after deducting rebates, remissions and including rates interest and NRM levy). Other operating income sources is \$15,281,300 which primarily includes user charges (\$2,576,000), Statutory fees charges (\$3,750,100), Operating grants (\$8,667,000) and Other revenues including Investment income of \$288,200. Revenues associated with the total capital works program include \$5,452,719 which comprises \$200,000 in Operating grants and \$4,560,750 for Amounts for New/Upgraded assets and \$691,969 is forecast from the Sale of Plant and Replaced Vehicles.

Revenues associated with annual operating initiatives include \$189,400 comprising \$21,500 in User charges, \$135,000 in Operating grants and \$32,900 in other Revenues.

\$6,700,000 is forecast for new borrowings offset by forecast repayments of \$840,000 for a net movement of \$5,860,000.

Total Funding sources	"000"
Rates	\$100,448
Statutory charges	\$3,750
User Charges	\$2,597
Operating Grants	\$9,002
Investment Income	\$164
Other revenues	\$157
Amounts for new/upgraded assets	\$4561
Sale of replaced assets	\$692
Borrowings	\$6,700



9. Corporate Budget 2016/17

9.1 Budget Context

Under section 123 of the Local Government Act 1999 each Council must have a budget for each financial year. Pursuant to section 123 (10)(b) of the Act, each budget must include an budgeted statement of comprehensive income, balance sheet, statement of changes in equity, statement of cash flows and uniform presentation of finances (summary of operating and capital investment activities).

This section examines the budget 2016/17 with the previously endorsed budget for 2015/16 for the following statements.

- Operating Budget (Statement of Comprehensive Income) - *Refer Section 10*
- Budgeted Cash Position (Cash Flow Statement) – *refer Section 11*
- Budgeted Financial Position (Balance Sheet) – *Refer Section 12*

(Note: Although the analysis makes comparisons with the original endorsed budget for 2015/16 a revised forecast balance sheet and budget for 2015/16 has been used and reflected in Council approved budget reviews over the year to analyse performance. The impact of potential revaluations is not included in any forecasts).

9.2 Significant Influences

9.2.1 External Influences

In preparing the 2016/17 budget a number of external influences have been taken into account because they are likely to impact significantly on the cost of services delivered by Council in the budget period. These include:

- The Consumer Price Index (CPI) All Groups Adelaide increase on goods and services of 1.0% for the 12 months ending 31 December 2015
- Forecast CPI using predictive information from Access Economics for the year ended June 2017 of 2.4%
- Local Government Price Index for the 12 months ending 31 December 2015 of 0.9% against a CPI for the same period for Adelaide of 1.0%
- The impact of the economy on interest rates for the current loan portfolio and on interest earned on average cash balances

- Legislation granting mandatory rate rebates for housing associations (75% for 2016/17) and continued migration of housing stock from the State Govt. to housing associations thus triggering these rebates
- One off double payment of Roads to Recovery in 2016/17
- Indexation (annual increase in grants based on population changes and increases in the Consumer Price Index (CPI)) of Financial Assistance Grants (FAG) frozen for a period of three years commencing on 1 July 2014
- Non renewal by the Australian Government of Supplementary Local Road Funding Program, which provided additional funding to South Australia in recognition of the inequitable share of the Identified Local Road Grants
- Increase in waste levy from \$57 to \$62 per tonne.

9.2.2 Internal Influences

As well as the external influences there were also a number of internal influences arising from the 2015/16 year which have had a significant impact on the setting of the recurrent budget for 2016/17. These include:

- The impact on salary and wage costs of potential Enterprise Bargaining Agreements (EBAs) for staff covered by the ASU and AWU
- Impact of paid maternity/paternity leave
- Council's decision to ensure maintenance of an operating break even position and ongoing financial sustainability
- Council's commitment to water business unit and water reuse strategies
- Increased IS services which have an ongoing maintenance commitment
- New Brompton/ Bowden Community centre operations
- Additional staff approved through adopted annual operating projects 2015/16.

Council has adopted a number of *Budget Principles* which underpin the approach to the budget development process - refer [Attachment A, Schedule C](#).

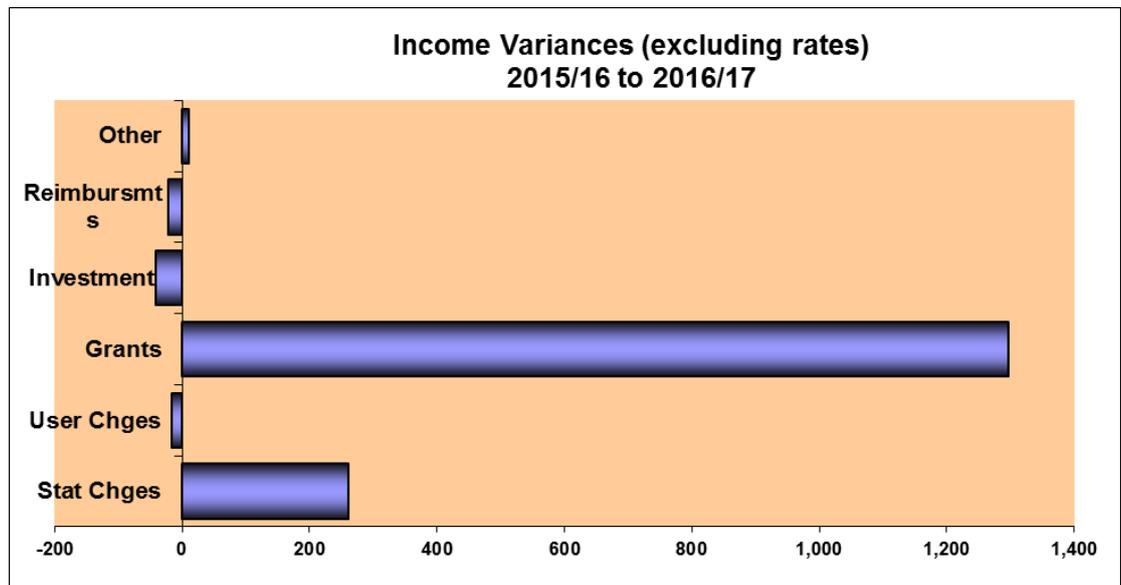
Budget guidelines were also distributed to all Council officers with budget responsibilities. These guidelines set out the principles upon which the officers were to prepare the budgets. These principles include:

- existing fees and charges to be increased in line with the revised fees and charges in Council's Fees & Charges Register. Fees and charges set by regulation to be increased in line with forecast CPI
- grants to be based on confirmed funding levels only
- service levels to be maintained at 2015/16 levels with the aim of using innovation and efficiency to further reduce costs (unless separate approval granted by Council)
- all new staffing proposals to be justified through a business case
- new initiatives or projects which are not cost neutral to be justified through a business case and included as an operating project
- All items of expenditure and income requested to be justified in complete detail by each budget manager starting from a zero-base rather than using the previous year budget as a starting point
- real savings in expenditure and increases in revenue identified in 2015/16 to be preserved, and
- operating revenues and expenses arising from completed 2015/16 capital projects are to be included.

10. Operating Budget Analysis

10.1 Operating Revenue

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance (decrease) \$'000
Rates	96,435	100,448	4,013
Statutory Changes	3,489	3,750	261
User Charges	2,614	2,597	(17)
Grants	7,706	9,002	1,296
Investment Income	205	164	(41)
Reimbursements	130	109	(21)
Other Income	38	48	10
Total Operating Revenue	110,617	116,118	5,501



10.1.1 Rates (\$4,012,900 increase)

It is expected that the total rate income levied will increase by 2.92% plus forecast growth of 1.37% or \$4.127m over 2015/16. The Natural Resources Management (NRM) levy collected by councils on behalf of the regional Natural Resources Management Board, will increase by 6.1% or \$144.3k over the budgeted estimates from 2015/16 following advice received from the NRM Board on amounts to be levied for 2016/17. Council rebates based on the current suite of Charles Sturt specific rebates and those legislated for community land are expected to increase by \$189.5k which includes allowance for the continued migration of SA Housing Trust properties into housing associations for which a 75% mandatory rebate is granted.

Section 13. *What Does This Mean for Rates?* Includes a more detailed analysis of the rates and charges to be levied for 2016/17.

10.1.2 Statutory Charges (\$261,300 increase)

Statutory charges relate mainly to fees and fines levied in accordance with legislation and include development application fees, animal registrations, Health Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Overall, statutory fees are forecast to increase by 7.5% with an expected increase in parking fines and expiations of \$193k based on similar activity to 2015/16 and dog registrations based on our current dog data base of \$53.8k.

10.1.3 User Charges (\$17,050 decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council's facilities, library charges for photocopying, Section 7 searches and fees for the operation of Council's Waste Management facility at Toogood Avenue, Beverley.

User Charges are projected to decrease by 0.7% on 2015/16 budget estimates and are based on the fees and charges endorsed by Council and increased use/activity in some areas. The Fees and Charges Register can be inspected at the Council offices or on Council's website.

Increases are forecast of \$49.6k for hire of Council facilities including commercial leases and \$20.9k for aged care facilities. Income for Council's waste facility at Toogood is expected to increase by \$37k. This is offset by a movement in waste fees from the annual operating project 2015/16 of \$82k, a reduction of \$29k in the growth of water meter connections and supply charge for the water business unit as per current expectations and \$31.5k with the cessation of Western Region Waste Management Facility and hence our administrative fee.

10.1.4 Grants (\$1,295,682 increase)

Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

Overall the level of grants is expected to increase by 16.8% or \$1.295m on 2015/16 Budget estimates.

The Financial Assistance Grant (FAG) and Urban Local Road funding has a freeze on overall funding for 3 years. However we will receive and one off increased payment for the Roads to Recovery grant for renewal capital works. The payment for 2016/17 is \$2.8m (an additional \$1.1m on 2015/16 budget) and will fund an increased capital works program for roads, noting that this payment will reduce to \$847k in 2017/18. \$200k in funding is expected for renewal capital works projects for bridge and traffic control works.

The following table summarises the significant movements in budgeted grant funding between 2015/16 and 2016/17.

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance (decrease) \$'000
State Grants			
Financial Assistance Grants (FAG)	2,278.1	2,278.0	(0.1)

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance (decrease) \$'000
Home And Community Care (HACC)	78.0	78.0	0.0
Immunisation	72.7	65.4	(7.3)
Urban Local Road (ULR)	1,150.0	1,150.0	0.0
Median Maintenance	60.0	61.5	1.5
PLAIN Library	780.3	785.6	5.3
Pest Control	5.0	5.0	0.0
Brompton Gas Planning – Renewal SA contribution	5.0	0	(5.0)
OPAL	27.5	25	(2.5)
Henley Beach Association	10	0	(10.0)
Tower of Babel project	6	0	(6.0)
Bridge renewal Port Road underpass	0	75	75.0
Road Safety control Renewals	0	125	125.0
Sand Drift fencing (AOP)	0	25	25.0
Small business funding (AOP)	0	10	10.0
SUB TOTAL	4,472.6	4,683.5	210.9
Commonwealth Grants			
Supported Participation – Respite Funding	62.9	0	(62.9)
Community Visitor Scheme	49.2	54.0	4.8
Immunisation	18.0	14.4	(3.6)
Roads to Recovery	1,696.0	2,800.2	1,104.2
HACC	1,290.0	1,374.9	84.9
<i>Grants for capital works renewal – Kill Bills replacement</i>	77.6	0	(77.6)
<i>Grants for capital works Birch street renewal</i>	40.0	0	(40.0)
<i>Tourism initiatives (AOP)</i>	0	20.0	20.0

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance (decrease) \$'000
<i>Community green buildings (AOP)</i>	0	55.0	55.0
SUB TOTAL	3,233.7	4,318.5	1,084.8
Total	7,706.3	9,002.0	1,295.7

10.1.5 Investment Income (\$41,000 decrease)

Investment income includes interest on investments and rates in arrears. Interest on investments is forecast to decrease by \$41k or 20% based on forecast cash balances during 2016/17 following a determination of Council's average cash position against a forecast interest rate on earnings of approximately 2%.

10.1.6 Reimbursements (\$20,500 decrease)

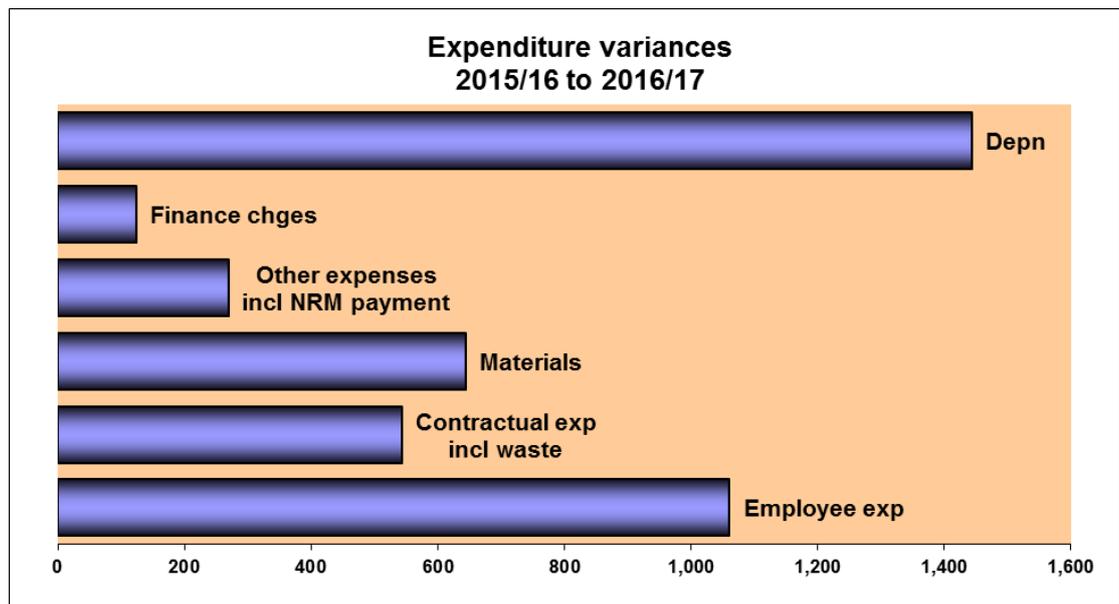
This includes income from recouping specific costs of Council activities and private works. Reimbursement income is expected to decrease by 15.8% or \$20.5k largely due to movement in adopted annual operating project income over successive years with the energy saving Kills Bills project in 2015/16.

10.1.7 Other revenues (\$10,000 increase)

Other Income relates to a range of unclassified items that do not fit within the main income categories. Other Income is forecast to increase by \$10k due to forecast increase in sale of recycled materials based on trends from 2015/16.

10.2 Operating Expenditure

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance (decrease) \$'000
Employee Expenses	39,295	40,356	1,061
Materials, Contracts, Other	41,236	42,957	1,721
Finance Charges	2,064	1,770	(294)
Depreciation	26,600	27,580	980
Total Operating Expenses	109,195	112,663	3,468



10.2.1 Employee Expenses (\$1,060,350 increase)

Employee expenses include all labour related expenditure such as wages & salaries and on-costs such as allowances, leave entitlements, employee superannuation, rostered days off etc.

Employee costs are forecast to increase by 2.7% or \$1.06m compared to 2015/16 budget due to EB wages increase of 3%, increments and allowance for items such as parental leave, long service leave and super. The FTE establishment in the operating budget is based on the current FTE recurrent establishment which includes 3 positions which were adopted as part of the annual operating projects budget 2015/16 and 16.26 FTE associated with tied grant funding.

10.2.2 Materials, Contracts and Other Expenses (\$1,721,569 increase)

This category of expenditure includes expenditure on Materials, Contractual services and Other expenditure classifications.

“Materials” includes items such as electricity, water, fuel, library books and printing and stationary costs.

“Contracts” relates mainly to the provision of Council services by external providers and include items such as agency costs, waste collection, contractors, rents, leases and repairs and maintenance.

“Other Expenses” relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations, payment of the NRM levy and other miscellaneous expenditure.

Materials, Contractors and Other expenses are expected to increase by \$1.7m or 4%.

The major increases in expenditure for Contractual expenses are due to anticipated contract increases for playground maintenance, weed spraying, cleaning etc of \$83k, consultants of \$104k which includes a business case for public lighting of \$30k, \$15k for environmental planning consultant, \$30k for placemaking and \$62k for operational costs for the recycled water business for algae removal and electrical works. Other increases include \$63k for specialist IT contractors, \$78k for an increase in planned maintenance including minor painting works on council facilities including toilet blocks and \$146k for Microsoft product licencing (ELA and Trueup). A \$30k increase for footpath repairs and \$30k for bridge maintenance and traffic surveys as a result of approved annual operating projects from 2015/16 also contributes to the increase in Contractual costs. Offset against these increases is a reduction of \$28.5k to operating leases for IT equipment and \$32k for waste dumping fees from council’s waste facility.

Material costs are forecast to increase largely due to water of \$134k which includes an allowance of \$81.5k for an increase in potable water for the recycled water business unit with connections to recycled water not yet operational and \$53k for mechanical spares for fleet based on a similar spending trend from 2015/16.

Offset against these increases is a reduction in the cost of water meters for recycled water operations of \$37.3k which are recouped via income but based on forecast activity.

Increases in Other Expenses include the \$144.3k from the payment of the NRM levy which is collected by Council on behalf of the NRM Board and \$53.3k for the expected cost of insurance. Other increases include \$20k for parking expiations for ezy reg searches and the \$18 enforcement fee based on the expected increase in parking income and \$21.6k for the water intake levy and EPA licence fees for the recycled water business operations.

The increase in total annual operating projects adopted for 2016/17 as compared to 2015/16 also contributes approximately \$391.4k in additional expenditure over the 2015/16 budget across Material, Contractual and Other expense categories.

10.2.3 Finance Charges (\$294,000 decrease)

Finance charges relate to interest charged by financial institutions on borrowed funds. Borrowing costs have been based Council's expected loan portfolio for 2016/17.

10.2.4 Depreciation (\$980,000 increase)

Depreciation recognises the usage of Council's property, plant and equipment including infrastructure assets such as roads and drains, over the life of the assets. Estimates for depreciation have been recast taking account of the infrastructure revaluations as at June 2015 and capitalisation forecasts.

11. Analysis of Cash Position

This section of the report provides an analysis of the expected cash flows for the 2016/17 year. The analysis is based on 3 main categories of cash flow. In summary these are:

- **Operating Activities** – these activities refer to the cash generated or used in the normal service delivery functions of Council.
- **Investing Activities** – these activities refer to cash generated or used to enhance or create infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment etc.
- **Financing Activities** – these activities refer to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of borrowings.

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates each year.

11.1 Budgeted Cashflow Statement

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance (Outflow) \$'000
<i>Operating Activities</i>			
Receipts	110,617	116,118	5,501
Payments	82,595	85,083	2,488
Net cash inflow (outflow)	28,022	31,035	3,013
<i>Financing Activities</i>			
Receipts	3,000	6,700	3,700
Payments	2,000	840	(1,160)
Net cash inflow (outflow)	1,000	5,860	4,860
<i>Investing Activities</i>			
Receipts	3,253	5,253	2,000
Payments	31,394	42,066	10,672
Net cash inflow (outflow)	(28,141)	(36,813)	(8,672)
Net Increase (decrease) in cash held	881	82	(799)
Cash at beginning of year	3,077	2,100	(977)
Cash at end of year	3,958	2,182	(1,776)

11.1.1 Operating Activities (\$3.013m increase)

The increase in cash outflows from operating activities is \$3.013m. This largely reinforces the council's operating position and council's strategy to ensure operating revenues are adequate to fund council's operating activities with any surplus (includes grant funds tied to capital works renewal projects) used to fund renewal capital works, noting that in 2016/17 there is a one off double payment of the Urban Local Road funding of \$2.8m.

11.1.2 Financing Activities (\$4.860m increase)

Financing activities includes the principal component of loan repayments for the year and new loans required. The increase in financing activities is due to the borrowings required to fund the the new/upgraded capital project program including Port Road Drainage and Coast Park projects as opposed to funding through rates increases to be paid over the life of those new assets.

11.1.3 Investing Activities (\$8.672m increase)

Investment in capital projects for the City has increased in 2016/17 with an increased program for new/upgrade and renewal capital works based on adopted asset management plans plus inclusion of an additional \$1m for an increased footpath program – Pathways to Prosperity and increased road works program with expected receipt of a one off double payment of \$2.8m from Urban Local Road funding.

11.1.4 Cash at End of the Year (\$1.776m decrease)

Overall, cash at year end is forecast to decrease by \$1.776m as at 30 June 2017, largely reflective of the expected timing of tied funding for capital works in 2016/17.

12. Analysis of Budgeted Financial Position

This section of the budget report provides an analysis of the anticipated movements in assets, liability and equity between the adopted budget 2015/16 and forecast budget for 2016/17.

12.1 Budgeted Statement of Financial Position

	Budget 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Assets	15,477	10,147	(5,330)
Non current assets	1,115,145	1,134,943	19,798
Total assets	1,130,622	1,145,090	14,468
Liabilities	31,722	29,960	(1,762)
Non current liabilities	40,087	37,010	(3,077)
Total Liabilities	71,809	66,970	(4,839)
Net assets	1,058,813	1,078,120	19,307
Equity			
Accumulated surplus	432,178	447,492	15,314
Reserves	626,635	630,628	3,993
Total Equity	1,058,813	1,078,120	19,307

12.1.1 Current Assets (\$5,330k decrease)

The decrease in current assets on budget estimates for 2016/17 is mainly due to the expected decrease in cash position at year end and improvement in outstanding debtors.

12.1.2 Non current assets (\$19,798k increase)

The increase in non current assets is the net result of the forecast capital works program and revaluation of bridge assets from June 2015.

12.1.3 Current Liabilities (\$1,762k decrease)

Current liabilities, that is the obligations Council must pay within the next year, is forecast to decrease on the 2015/16 forecast by \$1.762m with reduction in expected grants received in advance for works still to be undertaken, provision for the Western Region Waste Management Authority with completion of the remediation works and short term borrowings based on council's expected loan portfolio. This is offset by an increase in employee entitlements.

12.1.4 Non Current Liabilities (\$3,077k decrease)

Non current liabilities, that is the obligations Council must pay beyond the next year, is forecast to decrease by \$3,077k. The decrease largely reflects the reduction in non current borrowings forecast based on a revised estimate of loans for June 2016 offset by an increase in provision for employee entitlements reflective of current actuals.

12.1.5 Equity (\$19.307m increase)

The increase in equity is the result of the capitalisation of assets expenditure, revaluations June 2015 and forecast net surplus results.

13. What Does This Mean for Rates?

Rates are Council's main source of income to deliver the services and maintain the infrastructure required by our community.

In the community there is always pressure to provide more services but it is important that this is balanced against the community's ability to pay today and into the future.

Rates are a form of property taxation and property values play an important part in determining how much each individual ratepayer contributes. As it is a system of taxation the rates paid may not directly relate to the services used by each ratepayer. Generally it is assumed the higher the value of the property relative to others in the community the higher the rates paid.

Local Government rates are based on:

- The value of the property
- A rate (in the dollar).

Under the Local Government Act 1999 councils may use one of three valuation methodologies:

- **Capital value** - value of land and all improvements
- **Site value** - value of land and any improvements which permanently affect the amenity of use of the land, such as drainage works but excluding value of buildings and other improvements, or
- **Annual value** - valuation of the rental potential of the property.

The City of Charles Sturt, as with most other metropolitan councils, uses **Capital value**. This is because it is a well understood concept and most of us can relate fairly easily to the market value of our property.

In applying the principles of any taxation it is important that the 5 principles of taxation (equity, benefit, ability to pay, efficiency, simplicity) are balanced against the policy objectives of taxation, that is the need to raise revenue and the effects of the tax on the community.

Rates are a property tax that attempts to balance the 5 principles of taxation and which meets the essence of an ad valorem tax system. Property values provide an independent indication of the relative wealth of a ratepayer. The system of rate rebates, remissions and postponement is designed to enable issues of hardship and temporary incapacity to pay to be specifically targeted for special treatment amongst identified classes of ratepayer. In determining how rates are applied and in determining the rate in the dollar Council's also have a number of options:

- **Single rate** – This is where the same rate in the dollar is applied to the value of properties from using a single rate in the dollar regardless of what the land is being used for.
- **Differential general rate** – This is where a council may charge a different rate in the dollar depending on whether the land is used for residential, commercial, primary production or other purposes.
- **A minimum amount** – This provides a mechanism by which lower valued properties pay not less than a flat (minimum) amount determined by Council. No more than 35% of properties can be on the minimum.
- **Tiered rates** – This is where Council can adopt a tiered rating scale where rates can be altered for properties within specified valuation ranges.
- **A fixed charge** – Under this system some revenue will be raised by applying a fixed charge (a flat amount) to all ratepayers to ensure everyone contributes a base equal amount. The remaining revenue is then collected from ratepayers based on the value of each ratepayer's property.

At Charles Sturt we use a **differential rating system** with a **minimum** amount.

All our valuation information on land use and property values for use in determining how much each ratepayer is levied is purchased from the Valuer General. A ratepayer may object to the valuation by the Valuer General in writing setting out the reasons for the objection within 60 days of receiving the notice of the valuation.

Although property valuations are used as an independent indicator of ability to pay rates, where property valuation increases across the city are inconsistent the effect of growth in one ratepayer's property compared to others may lead that ratepayer to believe they are paying more than their fair share compared to others in the community. This can also be an issue where ratepayers are on fixed incomes and there is significant growth in the valuation of their property.

This is where rate rebates or remissions can be used. By targeting this rate relief we endeavour to address potential inequities.

13.1 Rate Increase for 2016/17

To meet the requirements of Council's community plan, Long Term Financial Plan and Annual Business Plan and Budget for 2016/17, Council needs to levy rate income of \$99,547,500 (an total increase of 4.3% which is equivalent to 2.92% plus growth of 1.37% on 2015/16 rates levied)

For 2016/17 \$2.094m has been allocated towards rate relief options including rebates, remissions and appeals for City of Charles Sturt ratepayers which equates to approximately 2.1% of the total rates levied.

There are a number of issues that have been considered in developing Council's rating strategy for 2016/17:

- The latest reports from the Valuer General have indicated property valuations have increased by just over 3% with residential valuations increasing by an average of 3.35%, commercial by 3.03% and industrial increasing by 3.82%.
- As provided by the Valuer General, property growth is around 1.37% as against our initial LTFP prediction of 1.1% and reflects the catch up from last years values regarding property development throughout City in information supplied by the Valuer General.
- The increase in CPI (All Groups Adelaide) for the twelve months to 31 March 2015 is 0.7% and for all capital cities 1.3%. This is against a forecast CPI for 2016/17 of 2.4% by Access Economics.
- The increase in the Local Government Price Index (LGPI) for the twelve months to March 2016 is 0.7% against a CPI for Adelaide the same period of 0.7%. The LGPI is a useful reference regarding the inflationary effect of goods and services consumed by local government and is a better reflection of the changing cost of inputs used by councils to deliver services than CPI.

In 2016/17 Council has continued with a strategy that will see Council maintain and improve the operating break even position it achieved in 2010/11 after prior years of operating deficits. Mindful of expectations of moderate rate increases expected by the community, Council's strategy is to increase average rates for all land use codes between 3% and 3.5% whilst still maintaining increases to the minimum rate to ensure approximately 35% of ratepayers fall within that threshold.

To maintain the number of ratepayers at the legislative minimum of 35% the minimum will be increased from \$1,015 to \$1,042(an increase of \$27 or an additional \$0.52c per week) .

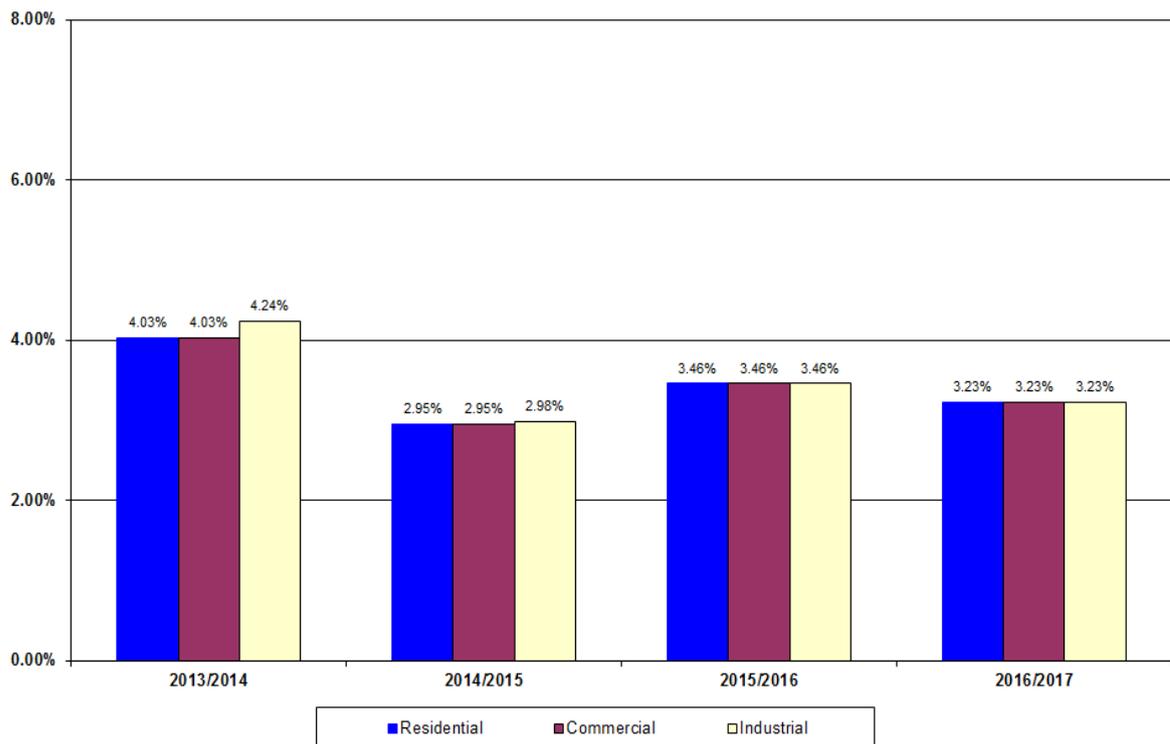
With final valuations received the “typical” residential ratepayer (with a property valued at \$447,266) will be paying approximately \$1,287 p.a. or \$3.52 per day to receive the services and infrastructure benefits laid down in the annual budget.

The average increase for both residential and commercial sectors is 3.23%.

Council is aware of the increasing pressures on the commercial sector and so the strategy for 2016/17 is to ensure the average increase for the commercial and industrial sectors is equivalent to the increase for the residential sector.

For vacant land holders the rate in the dollar is maintained at 3 times the residential rate as an incentive to promote development within the City. Rebates will again be offered where the vacant land holder can demonstrate they are going to develop the land for residential purposes as a Charles Sturt home owner.

Average Rate Increases since 2013/14



With final valuations received from the Valuer General final modelling was undertaken. A summary of this model is show in Section 13.2.

From the rates modelling and an examination of the potential impact across the City on the distribution of residential rates, it is still considered necessary to provide tailored rebates and remissions to address any potential inequities. Feedback from the community still indicates there is hardship for those sectors of the community on fixed incomes and Council is receptive to these concerns.

The following rate relief options provided to Charles Sturt ratepayers are outlined below.

- **Rate capping**

Limits the amount paid in rates in 2016/17 to a 12.5% increase on rates paid (excluding NRM levy and pensioner concessions) in 2015/16 for residential land use across the community. This capping would not apply where :

- the increase is due to an increase in valuation as a result of improvements greater than \$20,000
- the increase is a result of a change in land use or
- ownership of the property has changed since July 2015

Rate capping will be automated and where Council records indicate a ratepayer is eligible for the 12.5% capping rebate the relevant amount will be automatically deducted from the rates levied.

- **Remission – Minimum Rate**

Pensioners and Self Funded Retirees who are owner occupiers of a property which was subject to the minimum rate in 2015/16 and 2016/17 and who received a remission in 2015/16 will effectively continue to have their rates capped to the average residential increase of 3.23% .

If in 2015/16 they received a remission of \$45 it is proposed to again provide a remission in 2016/17 of \$41 to ensure their rate increase continues to be capped at 3.23%.

This means those who effectively paid \$970 in 2015/16 (not \$1,015) will pay \$1,001 in 2016/17 (not \$1,042) for a 3.23% capping.

For those on the minimum in 2016/17 who received a remission on their 2015/16 rates of \$23 it is proposed to again provide a remission in 2016/17 of \$18 to ensure their rate increase also continues to be capped at 3.23%.

This means those who effectively paid \$992 in 2015/16 (not 1,015) will pay \$1,024 in 2016/17 (not \$1,042) for a 3.23% capping.

Minimum rate remissions for eligible ratepayers will automatically be deducted from the rates levied based on council records and avoid the need for an application to be made.

- **Hardship**

Any ratepayer who does not meet any targeted relief options but who can demonstrate specific hardship can contact Council and a tailored payment plan can be arranged. Arrangements are strictly confidential.

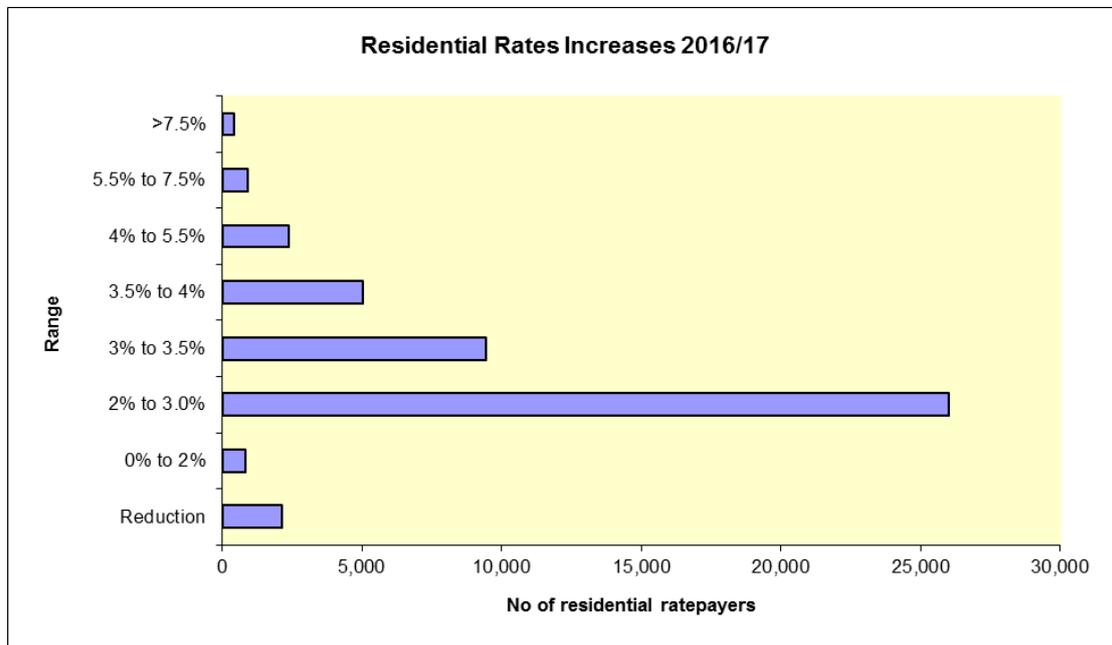
- **Residential Construction**

The vacant land rate in the dollar is usually three times higher than the residential rate in the dollar. For the purposes of securing the proper development of the area a rebate will be given to ratepayers who are assessed as vacant land as at 30 June 2016 but who will build their new family home on that land and can demonstrate that they will live in that home for at least 1 year. If footings are poured prior to 31 December 2016 a full rebate will be given. If the footings are poured after 31 December 2016 a 50% rebate will be given. This rebate will effectively mean those ratepayers applicable will have their rates reassessed using the residential rate in the dollar as opposed to the vacant land rate.

Residential construction rebates will be by application where eligible ratepayers will have until the 30 June 2017 to apply.

- **Postponement of Rates**

In accordance with the new provisions of the Local Government Act 1999, persons who hold a current Seniors Card will be eligible to postpone any amount in excess of \$500 (\$125 per quarter) less any concession entitlement. Interest will accrue on postponed balances in accordance with Section 182A(12) of the Act at the Cash Advance Debenture rate with a premium of 1%. Postponement will be by application.



61.4% of residential ratepayers will pay an increase of less than 3.0%

13.2 Rating Structure

Council has established the following rating structure for 2016/17:

Rate Type	2015/16 Cents in \$	2015/16 Ave Rate	2016/17 Cents in \$	2016/17 Ave Rate	2016/17 Ave % Increase	No of Rateable Props	No on Min Rate	Rate Income
Res'l - Charles Sturt	0.278555	\$1,290.82	0.278314590	\$1,332.56	3.23%	51,164	18,668	\$68,179,140
Comm'l - Charles Sturt	0.86776429	\$6,889.91	0.869405416	\$7,112.54	3.23%	3,1178	234	\$22,169,783
Industrial - Charles Sturt	1.11120718	\$9,471.22	1.1050984880	\$9,777.32	3.23%	498	9	\$4,869,105
Primary Prod'n - Charles Sturt	0.47042455	\$2,231.70	0.5128385460	\$2,303.89	3.23%	9	1	\$20,735
Vacant Land - Charles Sturt	0.84173989	\$3,163.47	0.844685588	\$3,268.12	3.31%	932	10	\$3,045,888
Other - Charles Sturt	0.463908	\$5,824.54	0.4841211020	\$6,012.77	3.23%	210	16	\$1,262,681
Overall Average	N/A	\$1,729.41		\$1,779.86	2.92%	55,930	18,938	\$99,547,332

	2015/16	2016/17	% Change
Minimum Rate - Charles Sturt	\$1,015.00	\$1,042.00	2.66%
% on Minimum	33.9%	33.9%	

13.3 Rating Policy

The rate structure and rebates offered by Council are incorporated into Council's rating policy. This document sets the policy for setting and collecting rates from its community and has been prepared in accordance with relevant sections of the Local Government Act 1999 - refer [Attachment D](#).

13.4 GIS Mapping of Rate Modelling

Council uses a range of modelling tools in developing its rating strategy. The outcomes of this modelling is then presented in a series of maps, which clearly show the issues that need to be considered in the rating strategy and the outcomes of applying the various options.

Maps are produced for Council Members to view at the Budget workshops which reflect the key issues and outcomes of the 2016/17 rating strategy adopted by the Council. The maps reflect the distribution of rates across the City and the impacts on various sectors of the community. This analysis enables the Council Members to evaluate the potential impact of the rates distribution across the City before finalising a strategy.

14. Borrowing Strategy

14.1 Strategy Development

In developing the Long Term Financial Plan borrowings were defined as an important funding source for asset acquisition and renewal.

The use of debt as a means of funding asset renewal and rehabilitation is a useful mechanism for allocating the costs of such asset renewal and rehabilitation over a time frame that reflects when residents will benefit from the assets.

Ideally infrastructure backlog should be financed in the short term by an increase in debt to be repaid as quickly as possible by current ratepayers through higher than normal operating surpluses.

New capital expenditure (ie on asset extension, expansion or enhancement) should be financed by a long term increase in the volume of debt, with the current generation of ratepayers only meeting interest payments on that debt.

Council regards debt as an appropriate tool to achieve the provision of services to its community as outlined in its LTFP.

Debt will be considered:

- in the context of the strategic objectives of Council
- in the context of long term financial forecasts and objectives
- as funding for long term infrastructure asset creation
- as a means of spreading the cost of infrastructure over the ratepayers who use it, and
- as a mechanism to fund temporary cash shortfalls.

Although debt will be used as an appropriate mechanism to fund asset infrastructure works, the use of debt will be considered within the guidelines of total debt (net financial liabilities) less than 100% of Council's operating revenue.

Council's management of debt will focus on the net debt situation (borrowings less investments) and consequently sound cash management practises will dictate that Council will not borrow at higher interest rates when significant funds are invested at lower interest rates. Therefore although Council approves the use of loans through its budget process to meet expenditure requirements its cash requirements will be viewed holistically before decisions are made on the most appropriate and cost effective borrowing mechanism or source of funding at the time.

14.2 Current Year Borrowings

For the 2016/17 year, Council has decided to continue with its borrowing program and increase council's net debt position to fund any shortfall for new/upgraded capital expenditure from council's revenues. Forecast total borrowings for 2016/17 is \$35.330m. Council uses a Net Financial Liabilities ratio as a measure of Council's ability to meet all of its liabilities which includes borrowings as well as other liabilities including provisions for employee entitlements from its operating revenue. The forecast ratio for 2016/17 is 50.1% and demonstrates Council can comfortably meet all of its existing liabilities from its operating revenue.

In the Long Term Financial Plan (endorsed by Council on 15 March 2016) which has been used as the framework for developing the 2016/17 budget, debt is regarded as an appropriate mechanism for funding asset new and upgrade works within the constraints of a net financial liabilities ratio less than 100% of Council's operating revenue.

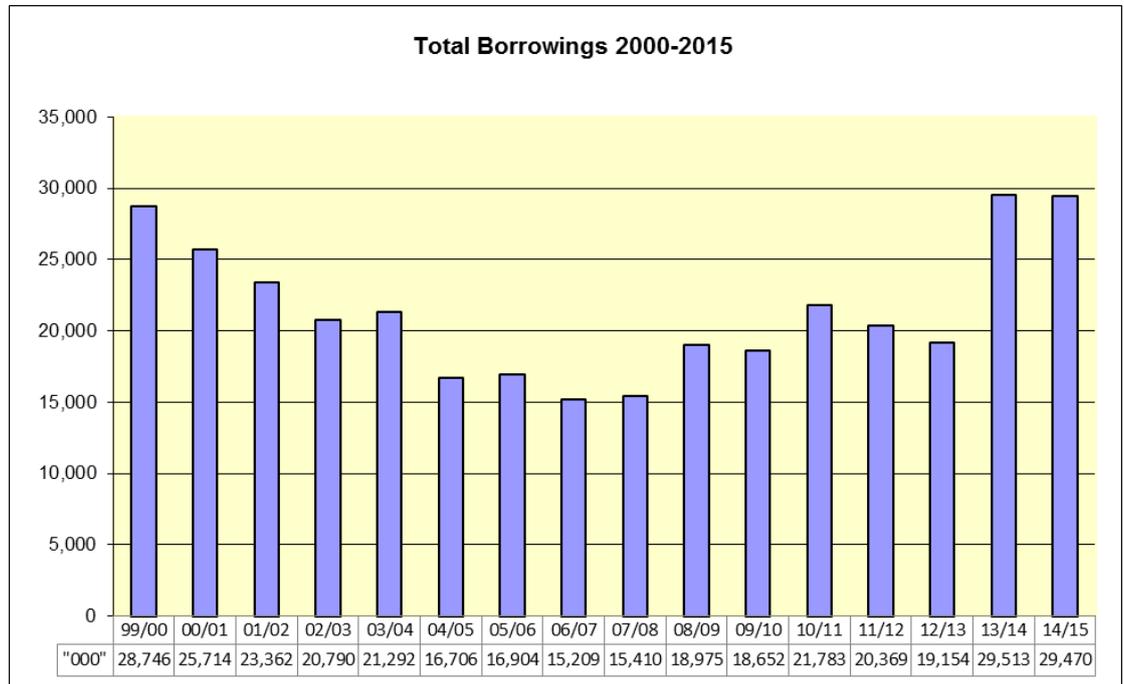
Council has in place a number of Cash Advance Debenture facilities which allow Council to have access to funds when required and which they can repay in part or in full at any time as Council's cash position allows. No charges are incurred on these Cash Advance facilities if the funds are not drawn. Consequently Council is prudently using the facility to fund cash requirements whilst awaiting cash injections from rates income.

As the differential between the cash advance debenture rate and the fixed term interest rate has been marginal, it has been considered cost effective to use the flexibility of the short term cash advances to supplement temporary cash shortfalls as opposed to locking in long term debt and associated repayments when Council has been able to avail itself of unbudgeted cash injections.

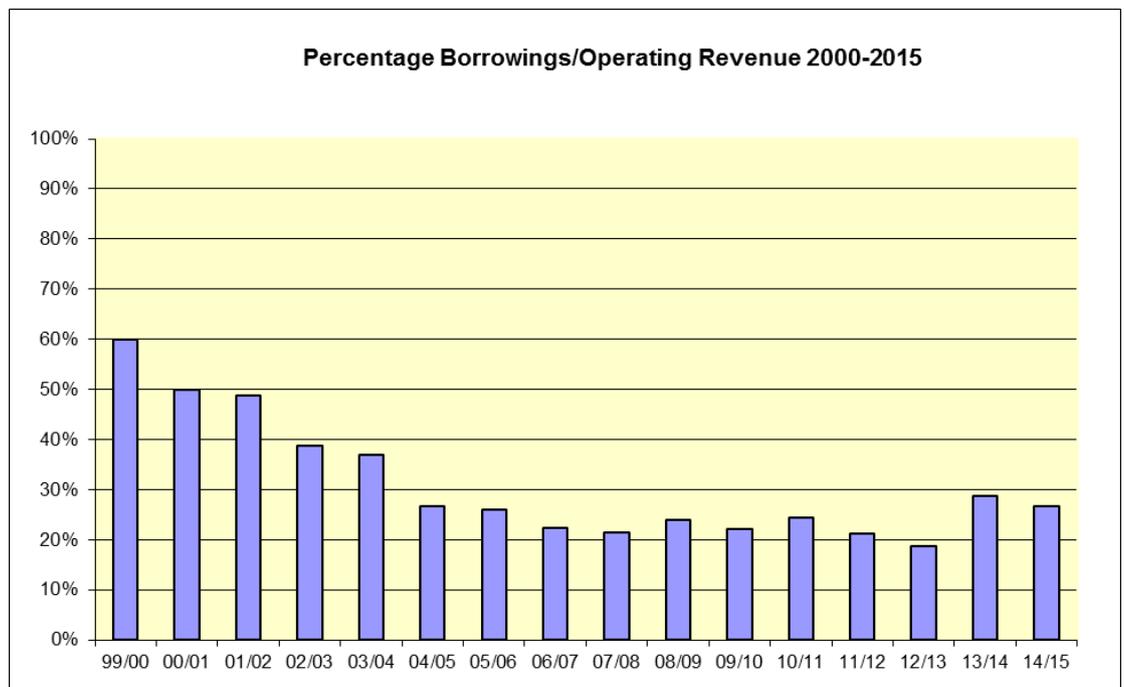
In pursuing this strategy over the last 10 years borrowings identified in the budget process have **only** been utilised if there has been inadequate cash to fund any requirements. Generally the cash advance facilities have been effective in meeting any short term cash requirements, repayable when surplus funds have been received. This has enabled council to reduce its budgeted interest costs over the years and resulted in an actual borrowings position far better than expectations. (However Council still determines its initial forecasts for borrowings for planning purposes without regard to the potential favourable impact as a result of the timing of cash flows for capital works projects over successive years)

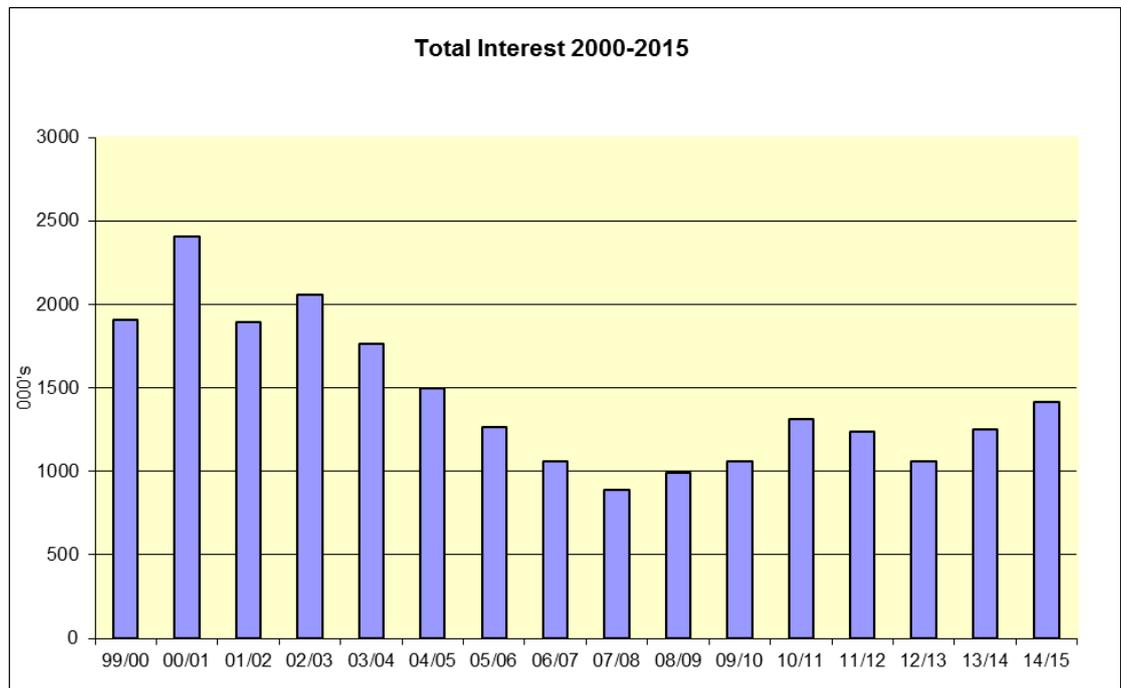
To minimise the requirement for loans Council also uses income from unbudgeted asset sales to be used to formally offset budgeted loans, thereby giving Council greater future capacity to consider borrowings as opposed to rates as a viable source of income to fund these expenditure demands.

Each year Council reviews unbudgeted income generated from asset sales and recommends the proceeds be applied to reduce borrowings.



As at June 2015 the total loans outstanding was \$29.47m as against the budget forecast of \$39.263m. Borrowings as a percentage of Councils operating revenue is graphed below, demonstrating the effectiveness of the treasury strategy and use of borrowings over time. As at June 2015 the percentage of council’s borrowings to operating revenue was 27%.





As a June 2015 interest expense was \$1.414m.

In addition to existing cash advance debentures as per CL 12 July 2010 item 6.71 Council endorsed that a special loans program of \$22m for the Water Proofing the West (WPTW) project was secured.

For this significant project a convertible cash advance with the Local Government Financing Authority (LGFA) was secured with the funds available on a floating or fixed interest rate and variable principal basis. As there was significant uncertainty regarding the timing of funds required for WPTW this was considered the most flexible funding option.

Council’s loan position to date for this project also has been assisted by staff being able to structure the staging of the project such that the Commonwealth and State contributions have largely been used prior to Council’s contributions being utilised.

The facility is in place until 15/09/2018 when the instrument is converted to principal and interest loan.

However with interest rates very favourable over 2015/16 a decision was made to convert \$10m of the interest only facility for WPTW in advance of the 15/09/2018 date to a principal and interest loan at 3.85% over 10 years from 15 March 2016.

Since June 2015, borrowings have been drawn and repaid over the year in response to cash flow requirements in line with the current treasury strategy and the latest forecast assumes a total borrowings as at June 2016 of approximately \$29.5m.

15. Infrastructure Strategy

15.1 Strategy

The Asset Management Strategy is guided by the City of Charles Sturt Corporate and Community Plans. It guides the approach taken in the construction and delivery and ongoing management / operations of the [Infrastructure] Asset Management Plans of Council.

Vision;

“To identify and meet our community’s level of service expectations for their infrastructure assets in a sustainable manner by efficiently and effectively using all resources at our disposal”.

These objectives in the coming period will focus our activities;

- Undertake adaptive and responsive asset management planning
- Harmonise policy, legislation and process
- Use the best people, carry out targeted activities in all that we do
- Make informed decisions that realise informed planning
- Make sound financial decisions

In line with these objectives, Asset Management Plans were endorsed by Council in 2012/13 and published for major asset classes and are subject to annual review cycles.

The infrastructure assets that Charles Sturt maintains on behalf of the Community totals in excess of \$1bn in replacement value. Due to the nature of services provided, the asset class mix is quite diverse. These can be broadly grouped as;

Roads (including kerb & gutter and carparks)

Transport (paths, lighting, traffic controls, bus stops, bridges)

Water (Recycled water supply & stormwater management)

Council Owned Buildings & Land Parcels

Open Space & Recreation (reserves & other green spaces, playgrounds, furniture, fences & walls, sports accessories and irrigation)

Depending on asset management complexity, the asset classes in these groups are included in an associated Asset Management Plan for major infrastructure assets. These plans are compiled by allocated Asset Managers and Asset Officers who work together to capture asset information and use it to inform and plan Asset Renewal/Upgrade/Disposal through the Long Term Financial Planning process of Council.

The controls framework that was put in place to ensure an ongoing regular review cycle for Asset Management Plans has once again triggered reviews and revisions where appropriate with these documents being informed by scheduled condition audits and asset works.

This annual review cycle will commence accordingly in June 2017 and will once again trigger revisions of plans that require updates.

Key Asset Management Planning achievements between July 2015 to June 2016 include:

Asset Management Strategy and Plans and Governance

- The Asset Management Operations Group, Works and Assets Steering Group and Asset Management Services Management Team comprise the relevant multi-disciplinary representatives across Council who meet on a regular basis to ensure a coordinated approach to asset management planning.
- Completed the annual review cycle of all Infrastructure Asset Management Plans for major asset classes and triggered revisions where needed.
- Scheduled asset condition audits and revaluations carried out to ensure requirements under Australian Accounting Standards are met into the future.

Asset Systems and Processes

- Second full financial year operating with the Works and Assets system. Work orders are electronic and capture activities and all associated costs against the assets in question. The history of interventions and asset activities is now available to inform long term planning and mid term tactical responses to sustain community assets into the future.
- Internal controls put in place to ensure compliance with asset management legislative requirements.
- Expanded the use of geospatial systems for integrated planning and placemaking by leveraging asset information now centrally stored.
- Reviewed and refined the process for commencing, management and handover of capital works projects.
- Commenced implementation of the use of the asset survey module to allow for the capture and update of asset data electronically remotely in the field.

A key focus for Asset Management in 2016/17 will be to:

1. Continue to refine Integrated Asset Planning activities across all Divisions of Charles Sturt
2. Ensure Asset Management Planning is an integral part of all placemaking and other linked activities through position descriptions, project involvement and process/procedure
3. Create better access to relevant asset data through the new works and assets system and geospatial tools available
4. Increase the use of GIS tools to aid and benefit asset management planning and asset analysis
5. Ensure only current and validated statistics feed asset planning activities
6. Refine the programmed approach to works (balanced with reactive activities)

7. Develop and maintain a four to five year works programming planning horizon across all major infrastructure asset classes
8. Set clear maintenance interventions for all assets that are maintained by Charles Sturt
9. Leverage ISO-5500 – a voluntary International Asset Management Standard - and develop compliant systems where appropriate and in line with best sector practice
10. Further streamline and structure the process for External and Internal asset handover from construction and developer activities
11. Maintain a high confidence level in data accuracy across major infrastructure asset class assets
12. Expand the use of Asset Survey to allow “in hand” real time, in field asset data capture and use
13. Ensure all design, planning and maintenance activities on assets, that contribute to an asset’s whole of life picture and forecast, are captured and utilised in asset management planning for that asset
14. Run the internal review cycle of the Asset Management Plans for major asset classes per our review framework.

15.2 Roads

An audit of the condition of road pavement was undertaken in 2016 and the data will be used to perform extensive analysis the outcomes of which will be used to inform and update the Asset Management Plan for Roads and Carparks for future years.

The revised asset plan will include a range of intervention strategies keeping the cost of road management within sustainable levels. An interim plan and works schedule was delivered in 2015/16 and for the works proposed in 2016/17 whilst the results of the afore mentioned detailed audit are consolidated, reviewed and analysed for inclusion in future works programmes .

The program of works is also coordinated with other works (eg storm water drains, footpaths, tree planting) where possible and cost effective to do so in order to improve the overall service delivery and amenity outcomes in those streets.

15.3 Paths

A minor revision of the Asset Management Plan for Paths was presented to Council in March 2016. This asset plan as well as incorporating new paths inherited through urban development activities and all paths in reserves and public open space areas now also includes all pram ramps. Findings show that the condition of paths has improved.

The number of paths in condition 4 and 5 (poor) has decreased by 13% and those in condition 3 (fair) increased by 9%, while those in good condition have increased by 4%. Based on the adjusted data it indicates that Council's management plan for improving the overall condition of the paths in our area is working.

The revised asset plan has a four year capital works program for paths. It includes the development of intervention strategies to commence in future years to avoid full path replacement keeping the cost of paths management within sustainable levels.

The program of works is also coordinated with other works where possible (e.g. traffic controls, roadworks, tree planting) and where this is cost effective to do so in order to improve the overall service delivery and amenity outcomes in those streets.

15.4 Water (including Stormwater)

Each year a number of projects are identified to be undertaken jointly with proposed road programs to provide a greater integration of works and a more effective and efficient expenditure of available funds.

In response to local stormwater inundation low to moderate cost treatments have been identified to address some of the localised flooding issues for inclusion in future works.

In addition, major upgrade works have been included in the long term financial plan forecasts, paving the way for significant ongoing investment in the implementation of recommendations arising from Stormwater Management Plans. The detailed design for Port Road Stormwater upgrade Stage 2 was significantly completed in 2015/16 and construction works on this major project is programmed to commence in 2016/17

The replacement of pre 1975 box culverts is proposed to continue to address the risk issues associated with this particular asset type.

Treatment and harvesting of stormwater continues from the Water Proofing the West Stage One infrastructure completed in 2014. Currently twenty six Council reserves are connected to the system and are irrigated using recycled stormwater.

Additionally, Council will be aiming to implement smaller scale Water Sensitive Urban Design treatments such as rain gardens to improve the quality of stormwater being discharged into the River Torrens.

In 2016/17 a "Water Infrastructure Asset Management Plan will be prepared. The plan will incorporate council owned Stormwater Infrastructure Assets as well as the Recycled Water Infrastructure assets constructed as part of Water Proofing the West such as pump stations, wetland basins, water bores, recycled water mains, valves, tanks and water meters.

15.5 Bridges

An asset management plan for Bridges was prepared and presented to Council in April 2015 for endorsement.

This plan shows Charles Sturt currently has 51 bridges valued at \$27.7m. Bridges have a long service life (50 to 100 years) if maintained correctly. The plan also showed there was a substantial maintenance backlog which was affecting this service life. In the 2015/2016 financial year Charles Sturt established a bridge maintenance program to ensure maintenance work is completed to bridges on a cyclic basis.

Bridges which have been renewed in the last 24 months include the Bartley Terrace Northern Overpass, the Fort Street Box Culvert Bridge over the Grange lakes and the West Lakes Footbridges on Delfin Island.

Bridges planned for renewal in the next 24 months (dependant on the T2T South Road Project) are the Port Road Underpass, Hindmarsh Cemetery RTLP path and the South Road Underpass.

15.6 Public Lighting

There has been a major investment this year in understanding the LED lighting product and how it can benefit Council through longer life, less maintenance and lower operating costs. Council have been working across local government in South Australia, with SA Power Networks and with Ironbark a specialist in Streetlighting power solutions. New lighting work and Renewal lighting work now essentially only uses LED lighting, except in special circumstances, such as sports field lighting and projects with existing lighting in good condition, such as Henley Square.

We are continuing to install energy efficient public lighting across the City in reserves and open space areas and upgrading public lighting in streets with these lights. We require that all new urban development areas within the city must use energy efficient public lighting.

15.7 Land and Buildings

The property portfolio consists of a diverse range of properties including administration buildings, community centres, sporting clubs, aged care accomodation, halls and commercial buildings.

This year, work will continue on the redevelopment of the clubroom at Frank Mitchell Park. In addition the air conditioning plant at the Civic centre will continue to be replaced in stages over the next 2 years. This work is necessary as the plant is at the end of its useful life. Design and construction is also planned for a change room/Green Room for performers at the Woodville Town Hall.

A number of minor capital works will also be undertaken on various Council buildings including the Henley Community Centre toilet renewal, Civic Centre floor coverings renewal and various public toilet block renewals. A number of Council owned buildings will be painted this financial year including the Beverley Centre external surfaces, Point Malcolm Train Shelter and various smaller council owned buildings. A new automated public toilet will also be installed at Croyden Reserve and the Toogood Avenue State heritage brick kiln site will be upgraded to allow public access and interpretive signage will be installed

The Asset Management Plan for Council Buildings was approved in May 2015 using the data from a recent condition assessment as the basis for the Plan. The Plan includes a 3 year schedule of renewal works which was adopted by Council that will drive the future capital renewal and upgrade programmes.

15.8 *Open Space and Recreation*

The open space capital works and annual operating program is based on a combination of actions arising from the Open Space Strategy and Asset Management Plan for open space infrastructure. Many parks have numerous assets including playgrounds, irrigation systems, seating, barbecues, shade structures, lighting, footpaths, toilets and community courts – each of the asset types have different estimated useful lives and are covered under a variety of major infrastructure asset management plans including the one specifically for Open Space Infrastructure.

This year Council will continue the construction of Coast Park (from Terminus Street, Grange to Third Avenue, Semaphore Park). Other projects include the Point Malcolm Reserve Upgrade (including a new nature play space), and Stage 3 of the Fawk Reserve masterplan implementation.

A consolidated Asset Management Plan for all open space is being prepared during 2016/17 and will inform the delivery of renewal works through an integrated approach wherever possible.

16. Measuring Achievement of the 2016/17 Business Plan

Measuring performance is an important factor in ensuring Council is delivering on the community's aspirations as expressed in Charles Sturt's recently developed Community Plan. For each key objective Council has identified a success statement, 'what success will look like' to which a number of key performance indicators are being developed that will form the detailed measures and will be reflected in the Corporate Plan and reported on via the Annual Report.

For the Annual Business Plan, progress and achievements is informed by the Community Plan strategies and actions. This range of indicators and success measures are monitored via regular reports presented publicly to Council enabling ongoing tracking of actual performance against the planned projects, performance targets and achievement of stated outputs.

1. **COMMUNITY WELLBEING – Create a safe, healthy and supportive community which encourages participation, creativity and diversity**

What will success look like?

Residents feel safe, healthy and connected to their community through access to appropriate and relevant services, activities and facilities

How will we measure it ?

KPI
Proportion of residential areas within a 40km/hr precinct
% increase/decrease in no. of safety related traffic offences expiated
% of programmed school patrols completed
% line marking renewed
% of properties inundated in a 1 in 100 rainfall event
% of pothole and road repair works orders completed in a given year (as % of those created in that year)
% of drains cleared and surveyed
% of registered desexed dogs compared to state average
% of building policy quotes completed
Number of community wellbeing program sessions delivered
Number of participants in community wellbeing programs
Number of community transport trips provided
% of community transport trips target completed
Number of hours of HACC social support provided
Number of volunteers
Number of volunteer hours
% of volunteer positions occupied
% of Charles Sturt population that are active library members
% immunisation coverage in Charles Sturt
Number of compliance inspections and audits undertaken to prevent communicable disease
% of food premises inspections that resulted in an improvement notice being issued
Total membership of sporting facilities provided by the City of Charles Sturt as a % of CCS population
Total playing membership of sporting facilities provided by the City of Charles Sturt as a % of CCS population

2. LIVEABILITY AND PLACE – Build healthy, functional and attractive neighbourhoods.

What will success look like?

- **Parks and Reserves are well used.**
- **Neighborhood upgrades reflect community needs**

How will we measure it ?

KPI
Hectares of open space per 1000 residents
% of residents that live within 300m of quality open space
Actual local roads sweeping frequency
% of programmed tree pruning completed
% programmed reserve mowing completed
% increase/decrease in number of visitors to City’s library branches
% increase/decrease in number of library loans
% of sports clubs participating in Council’s professional development program
% of roads in serviceable condition (1,2 or 3 rating)
% of paths in serviceable condition (1,2 or 3 rating)
Length of footpath renewed, newly constructed and upgraded
% increase/decrease in people walking at strategic locations in the City
% increase in people cycling at strategic locations in the City
% increase/decrease in number of development applications lodged

3. SUSTAINABILITY AND THE ENVIRONMENT – Protect our environment and maximise our ecological footprint.

What will success look like?

- *The community is highly aware and actively engaged in environmental initiatives*
- *Sustainability and environmental factors are reflected across Council's programs and decision making processes*

How will we measure it ?

KPI
% canopy cover
Number of trees planted on Council land
Number of understorey plants planted on Council land
Number of understorey plants planted in biodiversity sites
Total tonnes of waste collected
% of City waste diverted from landfill
Tonnes of waste collected per property (kerbside collection)
% recycling rate (kerbside collection)
Co2-e(equivalent) tonnes produced by Council
KL of fuel consumed (all Council plant, equipment and fleet)
Litres of fuel used by passenger fleet vehicles per 100 km travelled
KWh of electricity consumed (council occupied sites/buildings)
KWh of renewable power generated by Council
ML of water consumed by Council
% of Council water consumption from recycled sources
% recycled water used for irrigation
ML of mains water consumed (Council occupied sites/buildings)
ML of water consumed for irrigation
% of water used for irrigation from recycled sources
ML of water consumed per hectare of irrigated Public Open Space per irrigation day
ML of water harvested

4. ECONOMIC PROSPERITY – Build an economically thriving and competitive city

What will success look like?

- **Evidence of increased economic and business activity in the City**
- **Employment and training opportunities are available through Council contracts**
- **Businesses are relocating to the City and existing businesses are growing**

How will we measure it ?

KPI
Number of business development events held
Value of commercial and industrial properties as a % of property value
% contacts via Council’s website
% of website visitors to Council website from a mobile device
Number of people using Council’s website
Number of website sessions

5. **LEADERSHIP – Demonstrate effective leadership with strong community collaboration**

What will success look like?

- **Evidence of sound strategic and financial management and broad community engagement**
- **Community assets are being renewed and replaced to maintain service levels**
- **Evidence indicates that staff is highly satisfied and is working within a safe and constructive culture that enables delivery of great customer service**

How will we measure it ?

KPI
Community assets are being renewed and replaced, compared with what is needed to cost-effectively meet service levels i.e asset sustainability ratio >80%
Council can meet all of its financial obligations including loan borrowings from operating revenues without impacting on the council's ability to deliver services i.e net financial liability ratio >0 and <100%
Current ratepayers are paying for the resources they are consuming and not leaving a financial impost for future generations of ratepayers i.e operating surplus ratio > 0 and <10%
Number of community consultations
Average number of people participating per consultation project
Average number of people participating per consultation project
% of assets actually renewed in line with AMP renewal schedule
% actual expenditure on road assets against projected expenditure in the Council's AMP for a given financial year
% actual expenditure on stormwater assets against projected expenditure in the Council's AMP for a given financial year
% actual expenditure on path assets against projected expenditure in the Council's AMP for a given financial year
% actual expenditure on Council buildings against projected expenditure in the Council's AMP for a given financial year
% of customer requests resolved at first point of call (call centre resolution rate)
Overall satisfaction with customer service

17. Attachments

17.1 Overview to Attachments

The following attachments include voluntary and statutory disclosures of information which provide support for the analysis contained in Sections 1 to 16 of this report.

The information has not been included in the main body of the budget report in the interests of clarity and conciseness. Whilst the budget report needs to focus on the important elements of the budget, the detail upon which the annual budget is based should also be provided in the interests of open and transparent local government.

The contents of the attachments are summarised below.

Attachment	Nature of Information
Attachment A	Commentary and detail of Long Term Financial Plan Includes: <ul style="list-style-type: none"> - Schedule A – Assumptions for LTFP - Schedule B – Forecast Financial Statements over planning period - Schedule C – Budget Principles
Attachment B	Core Operational Services
Attachment C	Budgeted Financial Statements for 2016/17 <ul style="list-style-type: none"> - Statement of Comprehensive Income - Cash flow Statement - Balance Sheet - Statement of Changes in Equity - Summary of operating and capital investment activities - Key Financial Indicators This section sets out the budgeted financial statements for 2016/17 as prescribed in the Local Government (Financial Management) Regulations 2011. This information is the basis of the disclosures and analysis of the annual budget in this report.
Attachment D	Rating Policy
Attachment E	Organisational Chart and Divisional Functions.
Attachment F	Capital Projects for renewal of council's existing assets for 2016/17

Attachment A - Commentary and detail of the Long Term Financial Plan

Executive Summary

This document details the City of Charles Sturt's current financial position and outlook to 2025/26 as at January 2016.

The key issues arising from these Long Term Financial Plan estimates are:

- A strong alignment with Council's Community and Corporate Plan
- Achievement of an ongoing sustainable operating surplus position
- An ongoing commitment to asset rehabilitation and replacement to ensure the proper management of the community's infrastructure assets
- A commitment to the long term sustainability of Council operations by ensuring all key financial indicator benchmarks are met for key ratios such as operating surplus, net financial liabilities and asset sustainability ratio
- The use of debt as a means of funding new asset and upgrade works. Debt levels will be within the constraints of ensuring Council's net financial liabilities (Council's total indebtedness, which includes all of Council's obligations including provisions for employee entitlements and creditors) is less than 100% of Council's total operating revenue and/or council's net interest expense is less than 10% of council's total operating revenue
- The Long Term Financial Plan estimates are predicated on achieving ongoing operational efficiencies.

The Long Term Financial Plan forecasts have been prepared using anticipated CPI movements over the outlook period based on forecasts provided by Deloitte Access Economics as at January 2016. This adopted LTFP set the high level framework for development of the actual budget for 2016/17.

LTFP

The Long Term Financial Plan estimates are presented as a series of reports comprising the following:

- Estimated Statement of Comprehensive Income
- Estimated Balance Sheet
- Estimated Cashflow Statement
- Estimated Statement of Changes in Equity
- Summary Statement including financing transactions

These are detailed in [Schedule B](#)

A number of assumptions have been made in constructing the LTFP estimates and these are detailed in [Schedule A](#).

Financial Indicators

A series of Key Financial Indicators tabled by the LGA for the local government industry have been identified and included in the suite of reports. These indicators are:

- Operating surplus/deficit
 - This is an indication of whether Council's operations are generating an operating surplus or deficit. An operating surplus indicates the extent to which operating revenue is sufficient to meet all of Council's operating expenses and therefore not transferring a burden that will need to be met by future ratepayers. For the planning period council continues to forecast a break even position.
- Operating surplus ratio
 - This ratio expresses the operating surplus/deficit as a percentage of operating Income and where the ratio is negative indicates the percentage in operating income required to achieve a break even operating result. Ideally Council should be aiming to achieve a breakeven operating surplus ratio and over the forecast period council has continued to budget for this outcome.
- Net financial liabilities ratio
 - This ratio indicates the extent to which the net financial liabilities of Council or its total indebtedness can be met by Council's total operating revenue. Net financial liabilities measure a council's indebtedness. It is a broader measure than net debt as it includes all of a council's obligations including provisions for employee entitlements and creditors. Net financial liabilities equals total liabilities less financial assets where financial assets include cash, investments, loans to community groups, receivables and prepayments. The target for the ratio should be greater than zero but less than 100%.
- Interest cover ratio
 - This ratio indicates the extent to which Council's commitment to interest expenses can be met by total operating revenues. A ratio of less than 10% is considered a reasonable limit to ensure net interest costs can be met comfortably by operating revenues.
- Asset sustainability ratio
 - This ratio indicates whether Council's capital expenditure on renewal/replacement of existing assets is what is needed to cost effectively maintain services levels as prescribed in Council's adopted Asset Management Plans (AMP). Council strives for a ratio >80%.

Commentary

Long Term Financial Plan

The Statement of Comprehensive Income forecasts small operating surpluses over the forecast period (operating surplus ratio is 0% or greater) as Council ensures it sustains its relative break even position.

A break even operating position ensures that Council's total operating revenues can meet total operating costs. Running operating deficits is not sustainable or equitable in the long term as it results in services consumed by current ratepayers being paid for by future ratepayers.

Over the next 5 years total net rate increases (based on the assumptions detailed in **Schedule A**) and excluding growth estimates for new developments from 2016/17 are projected to be rate increases of 4.9%, 2.5%, 4.1%, 4.1%, and 2.6% until 2020/21.

This is between 0% and 2.5% greater than the forecast CPI over the next 5 years and reflective of the Local Government basket of goods and increasing cost pressures with imposed legislation, utilities, governance and infrastructure material costs as well as a proposed additional \$1.6m for the "Footpaths to Prosperity" renewal program in 2016/17.

The Balance Sheet forecasts an increase in total assets from \$1.139m in 2016/17 to \$1.410m in 2025/26. Over the planning period total liabilities are expected to increase from \$68.4m in 2016/17 to \$90.5m in 2019/20 and then reduces to \$77.2m in 2025/26 as the impact of borrowings reduces with the increasing ability of rates levied available to fund capital expenditure over and above depreciation without increasing Council's level of net financial liabilities or total debt. Borrowings are increased to address forecast new/upgrade capital expenditure requirements including Port Road Flood Mitigations works and ongoing stormwater catchment programs. With the near completion of Water Proofing the West stage 1 for which the loan borrowings were drawn down on a cash advance debenture with variable interest only have now converted \$10m of that loan to principal and interest loan over the life of the asset. Loan borrowings therefore are forecast at \$43.6m in 2016/17 (assuming completion of incomplete projects or works in progress from 2015/16), increasing to \$65.9m in 2018/19 and then reducing down to \$51.1m in 2025/26.

Council's total equity or net assets is forecast to increase from \$1.07m in 2016/17 to \$1.33m in 2025/26.

Key Performance Indicators

The Key Financial Indicators support a positive forward outlook and adherence over the longer term to Council's Budget Principles and financial sustainability of Council operations.

Council continues to sustain its break even operating position from 2015/16. This reflects an ongoing strategy to ensure the break even position budgeted and achieved in 2010/11 is maintained without imposing an additional rates burden on future ratepayers.

The Operating Surplus ratio is positive over the planning period demonstrating that Council has the ability to reduce its net financial liabilities with an increasing percentage of total rates available to fund capital expenditure over and above depreciation expenses.

The Net Financial Liabilities ratio increases from 48.1% in 2016/17 to 63.0% in 2018/2019 and then reduces to 39.2% in 2025/26, well within the 100% ceiling.

The interest cover ratio is also well within the accepted benchmark of 10% rising to a maximum ratio of 1.97% in 2019/20.

In line with Council's ongoing commitment to capital expenditure, spending on renewal/replacement of existing assets is targeted at > 80% of what is forecast in the adopted asset management plans, as is evidenced by the asset sustainability ratio. Ideally council should be spending 100% of what is prescribed in the asset management plans but realistically following consultation and taking account of projects which for a variety of reasons remain incomplete at each year end, 80% is more reflective of actual performance.

One should appreciate that forecasts for capital are based on currently available information and recognise that staff planning is more accurate over the first 4 year planning period with the level of capital expenditure most difficult to predict especially for new/upgrade components. These estimates will continually be revisited based on competing priorities.

The Indicators enable an assessment of Council's long term financial performance and position and are used to guide its decision making based on the assumptions contained in the modelling. The LTFP allow council to position itself using the benchmarks for sustainability indicators as a guide to ensure that anticipated services and infrastructure projects can be met without significant rates increases or disruptive cuts to services.

Long Term Financial Plan 2016-2026

Schedule A – Assumptions

General Assumption Drivers

Cautionary Note

The Long Term Financial Plan is prospective information. Actual results are likely to vary from the information presented and the variations are likely to be material. The delineation of the Long Term Financial Strategy is financial forecast information; consequently the information presented is prepared on the basis of best estimate assumptions as to future events which Council expects are likely to take place. These estimates arise from information known as at 31 January 2016.

Rateable Property Growth has historically approximated 0.75%-1% per annum. Over the 10 year forecast it is anticipated to average 1.3% or approximately 774 new properties per annum. These growth forecasts are provided by our Planning and Development Department each year.

Bowden Urban Village, AAMI and St Clair Precinct development rateable property growth has been factored into the model. Overall it is anticipated that the extra Rate Revenue generated by higher densities will offset higher operating costs of this precinct. The net operating impact are therefore conservatively estimated in the model as neutral.

HAF (Housing Affordability Fund) project funding has been excluded from this model as it is anticipated to be operating income/expense neutral.

Salary and Wage forecasts for the next 10 years are based initially on anticipated Enterprise Bargaining agreement increments until July 2018 and thereafter based on Deloitte Access Economics SA average weekly earnings growth projections.

CPI Forecasts are based upon Deloitte Access Economics SA CPI projections and this expert, independent organisation has stated that their current CPI forecasts are;

2015	Audited	Actual	Growth	CPI	Wages	Materials
2016	This Year	Estimate				
2017	Long Term Financial Plan	Year 1	1.1%	2.4%	3.0%	2.4%
2018		Year 2	1.3%	2.5%	3.2%	2.5%
2019		Year 3	1.2%	2.4%	3.7%	2.4%
2020		Year 4	1.2%	2.3%	3.8%	2.3%
2021		Year 5	1.3%	2.4%	3.8%	2.4%
2022		Year 6	1.4%	2.6%	3.9%	2.6%
2023		Year 7	1.4%	2.5%	3.9%	2.5%
2024		Year 8	1.4%	2.3%	3.6%	2.3%
2025		Year 9	1.4%	2.4%	3.5%	2.4%
2026		Year 10	1.4%	2.6%	3.6%	2.6%

Waste Costs are anticipated to rise by an additional \$850,000 pa from 2021/22 for the subsequent 5 years due to new bin replacement contract being factored into the waste collection contract.

This equates to a total additional cost of \$4.25m over 5 years being the replacement of the blue and green bins throughout Council.

Included \$300k in savings in the Recyclable collection contract costs from 1 July 2016 with change in service from Charles Sturt paying \$22.98 per tonne to the service provider paying Council \$10 per tonne.

Rate Revenue base is anticipated to be eroded by approximately \$100,000 from 2016/17 due to potential risks associated with Housing associations ownership of SAHT properties for which there exists a 75% mandatory rebate and T2 development and reduction in rateable properties.

Assume Operating grants for Federal Assistance funding cease to have a prepaid component which equated to \$1.8m relevant to 2015/16 and therefore expectation that ongoing grants relevant to the year are paid and received in that same year.

The operating impact of the Recycling and Waste Centre upgrade is anticipated to be neutral with completion of any facility upgrade to be funded by a new charging regime which is expected to cover incremental costs.

The Model assumes the Recycled Water Business will achieve a breakeven position in 2018/19 post finance and depreciation expenses relevant to the Water Business Unit. Internal recycled water revenues are treated as savings in operating expenses with the net margin on internal sales approximating the net margin between SA potable costs and costs of producing our own water.

As per advice from Federal Government the Roads to Recovery funding will reduce from \$2.8m in 2015/16 to \$848k in 2016/17.

Finance charges are at 4% pa which is the Local Government Finance Authority's 10 year fixed rate.

The increase in loans is largely due to the escalation in new/upgrade capital expenditure associated with Port Road Flood Mitigation program and the inclusion of a \$2m net council contribution (over 2017/18- 2018/19) to the development of a new West Lakes Library/Community Centre.

An additional 3 FTE's from Council endorsed Annual Operating Projects from 2015/16 have been factored into the recurrent FTE base establishment from 2016/17.

Depreciation in this model is anticipated to grow in approximate proportion with Total Rate Rises over the 10 year timeframe. Depreciation is a non-cash-flow item that represents an allocation of predominantly historical costs over the useful lives of the assets, rather than an estimate of future costs.

As per Council's endorsed Budget Principles the model is structured such that there is no reliance on gains made from asset sales to fund core services.

Operating cash surpluses will be used when possible to fund Capital Expenditure on Renewal & Replacement and then New & Upgraded Assets. The balance of available surplus funds will be used to retire debt or minimise the use of new debt.

Forecasts for asset renewal capital expenditure is derived from Council's adopted asset management plans (AMP). AMP's are reviewed on an annual cycle and then presented to Council including detail of a rolling 4 year renewal program. Included in renewal projections is an allowance of \$9.695m over 2 years from 2017/18 for the St Clair Recreation Centre.

The model also assumes an additional \$1.6m is included for an increased footpath renewal program (Pathways to Prosperity) to be funded by a rates increase in one year.

New/Upgrade forecasts are based on current Strategic Management Plans and Council in principle adopted projects. These projects were presented to Council at a workshop 7 March 2016. An average of the ensuing 10 year projections excluding Stormwater Mitigation projects is included in the LTFP. This 10 year average funding allowance levels out spikes in estimates of future funding and minimises chances of a rates spike and allowing for uncertainty in future timing of projects.

Over the forecast 10 year period Stormwater Mitigation projects for stage 2 are included for a net \$16.2m representing Council's contribution to Port Road Flood Mitigation stormwater and lateral upgrades. An additional \$18.5m is included for ongoing flood mitigation works stormwater works or stage 3 and a further and a further \$11m over the 10 year period for works in other catchments such as Meakin Terrace and Trimmer Parade as per stormwater management plans.

It is assumed capital works projects carried forward from 2015/16 of \$6.1m will be reduced to \$5.0m in 2016/17, ready for commissioning from 1 July 2017 and consequently it is assumed there is approximately \$2m in capital works in progress for all forecast years which has been factored into projections on forecast for borrowings, interest expenses and depreciation.

Infrastructure Assets are revalued every 5 years in line with CPI forecasts for future years, noting that actual revaluations are undertaken as per accounting standards.

Annual Operating projects or service level increases are \$2.2m in 2016/17, escalating by 2.5% to 3% pa to 2025/2026.

Significant Assumption Risks:

Interest Rate Risk

Interest Rate Risk is significant when Financial Liabilities exceed approximately \$80 Million such that a 1.39% interest rate rise would require approximately an additional 1% increase in rate revenue.

Wage Growth Index Forecast Risk

With employee costs comprising approximately 35% of total operating expenditure a 1% error in anticipated wage growth can result in a \$419,000 misstatement in the 2017 operating result and up to a \$586,000 misstatement in the 2026 year.

Schedule B

City of Charles Sturt												
Long Term Financial Plan Model - Incl Pathways to Prosperity funded in 2016/17												
ESTIMATED COMPREHENSIVE INCOME STATEMENT												
Year Ended 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	Estimate	Plan										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	
INCOME												
Rates	96,450	102,070	105,940	111,545	117,442	121,979	126,948	131,988	136,961	142,254	148,032	
Statutory Charges	4,250	4,399	4,566	4,730	4,896	5,077	5,280	5,486	5,689	5,905	6,141	
User Charges	2,550	4,015	5,559	6,198	6,347	6,503	6,669	6,836	7,000	7,172	7,354	
Grants, subsidies, contributions	6,942	7,031	7,207	7,380	7,550	7,731	7,932	8,130	8,317	8,517	8,738	
Investment Income	200	205	210	215	220	225	231	237	242	248	254	
Reimbursements	200	205	210	215	220	225	231	237	242	248	254	
Other Income	100	102	105	108	110	113	116	119	122	125	128	
Total Revenues	110,692	118,027	123,797	130,391	136,785	141,853	147,407	153,033	158,573	164,469	170,901	
EXPENSES												
Employee costs	39,900	41,924	43,318	44,942	46,671	48,467	50,377	52,437	54,422	56,424	58,552	
Materials, contracts & other expenses	41,770	45,343	47,520	49,217	50,697	53,177	55,078	56,991	58,865	60,853	63,029	
Depreciation	26,600	27,290	30,497	33,602	36,638	36,698	38,739	39,318	39,359	43,181	43,607	
Finance Costs	1,900	1,770	1,746	2,311	2,635	2,598	2,583	2,562	2,680	2,496	2,330	
Total Expenses	110,170	116,327	123,081	130,072	136,641	140,940	146,777	151,308	155,326	162,954	167,518	
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	522	1,700	716	319	144	913	630	1,725	3,247	1,515	3,383	
Net gain/(loss) on disposal or revaluations	500	500	500	500	500	500	500	500	500	500	500	
Amounts specifically for new assets	6,145	0	0	0	0	0	0	0	0	0	0	
Physical resources free of charge	200	200	200	200	200	200	200	200	200	200	200	
NET SURPLUS/(DEFICIT)	7,367	2,400	1,416	1,019	844	1,613	1,330	2,425	3,947	2,215	4,083	
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	0	0	0	96,213	0	17,866	0	0	109,247	0	19,836	
Total Other Comprehensive Income	0	0	0	96,213	0	17,866	0	0	109,247	0	19,836	
TOTAL COMPREHENSIVE INCOME	7,367	2,400	1,416	97,232	844	19,479	1,330	2,425	113,194	2,215	23,919	

City of Charles Sturt												
Long Term Financial Plan Model - Incl Pathways to Prosperity funded in 2016/17												
ESTIMATED BALANCE SHEET												
Year Ended 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	Estimate	Plan										
	\$(000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
		\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	
ASSETS												
Current Assets												
Cash & Equivalent Assets	787	3,458	1,340	520	1,740	332	719	1,858	1,227	1,148	160	
Trade & Other Receivables	8,000	8,173	8,363	8,550	8,736	8,938	9,164	9,391	9,611	9,846	10,104	
Inventories	60	65	65	65	65	65	65	65	65	65	65	
Sub-total	8,847	11,696	9,768	9,135	10,541	9,335	9,948	11,314	10,903	11,059	10,329	
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	
Total Current Assets	8,847	11,696	9,768	9,135	10,541	9,335	9,948	11,314	10,903	11,059	10,329	
Non-Current Assets												
Equity Accounted Investments in Council Businesses	235	235	235	235	235	235	235	235	235	235	235	
Infrastructure, Property, Plant & Equipment	1,107,702	1,122,403	1,140,017	1,246,407	1,245,134	1,265,762	1,266,354	1,270,669	1,380,016	1,378,263	1,394,599	
Other Non-Current Assets	9,988	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Total Non-Current Assets	1,117,925	1,127,638	1,145,252	1,251,642	1,250,369	1,270,997	1,271,589	1,275,904	1,385,251	1,383,498	1,399,834	
Total Assets	1,126,772	1,139,334	1,155,020	1,260,777	1,260,910	1,280,332	1,281,537	1,287,218	1,396,154	1,394,557	1,410,163	
LIABILITIES												
Current Liabilities												
Trade & Other Payables	14,210	15,045	15,228	15,491	15,628	15,789	16,082	16,215	16,424	16,583	15,278	
Borrowings	831	865	899	936	3,975	4,013	2,055	7,598	7,142	7,186	0	
Provisions	7,450	7,500	7,331	7,370	7,330	7,350	7,297	7,321	7,296	7,299	7,293	
Other Current Liabilities	30	23	27	25	26	26	26	26	26	26	26	
Sub-total	22,521	23,433	23,485	23,822	26,959	27,178	25,460	31,160	30,888	31,094	22,597	
Liabilities Relating to Non-Current Assets held for sale	0	0	0	0	0	0	0	0	0	0	0	
Total Current Liabilities	22,521	23,433	23,485	23,822	26,959	27,178	25,460	31,160	30,888	31,094	22,597	
Non-Current Liabilities												
Borrowings	33,639	42,774	56,875	64,939	60,964	60,551	61,996	59,398	55,256	51,070	51,070	
Provisions	2,100	2,215	2,332	2,456	2,583	2,720	2,868	3,022	3,178	3,346	3,530	
Total Non-Current Liabilities	35,739	44,989	59,207	67,395	63,547	63,271	64,864	62,420	58,434	54,416	54,600	
Total Liabilities	58,260	68,422	82,692	91,217	90,506	90,449	90,324	93,580	89,322	85,510	77,197	
NET ASSETS	1,068,512	1,070,912	1,072,328	1,169,560	1,170,404	1,189,883	1,191,213	1,193,638	1,306,832	1,309,047	1,332,966	
EQUITY												
Accumulated Surplus	437,883	440,283	441,699	442,718	443,562	445,175	446,505	448,930	452,877	455,092	459,175	
Asset Revaluation Reserve	630,629	630,629	630,629	726,842	726,842	744,708	744,708	744,708	853,955	853,955	873,791	
Other Reserves	0	0	0	0	0	0	0	0	0	0	0	
TOTAL EQUITY	1,068,512	1,070,912	1,072,328	1,169,560	1,170,404	1,189,883	1,191,213	1,193,638	1,306,832	1,309,047	1,332,966	

City of Charles Sturt
 Long Term Financial Plan Model - Incl Pathways to Prosperity funded in 2016/17
 ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Estimate	Plan									
	\$(000)	Year 1 \$(000)	Year 2 \$(000)	Year 3 \$(000)	Year 4 \$(000)	Year 5 \$(000)	Year 6 \$(000)	Year 7 \$(000)	Year 8 \$(000)	Year 9 \$(000)	Year 10 \$(000)
CASH FLOWS FROM OPERATING ACTIVITIES											
<u>Receipts</u>											
Rates	96,450	102,070	105,940	111,545	117,442	121,979	126,948	131,988	136,961	142,254	148,032
Statutory Charges	4,250	4,399	4,566	4,730	4,896	5,077	5,280	5,486	5,689	5,905	6,141
User Charges	2,550	4,015	5,559	6,198	6,347	6,503	6,669	6,836	7,000	7,172	7,354
Grants, subsidies, contributions	8,085	6,494	7,547	7,248	7,646	7,708	7,985	8,135	8,345	8,532	8,761
Investment Income	200	205	210	215	220	225	231	237	242	248	254
Reimbursements	200	205	210	215	220	225	231	237	242	248	254
Other Income	100	102	105	108	110	113	116	119	122	125	128
<u>Payments</u>											
Employee costs	(39,900)	(41,924)	(43,318)	(44,942)	(46,671)	(48,467)	(50,377)	(52,437)	(54,422)	(56,424)	(58,552)
Materials, contracts & other expenses	(44,119)	(43,992)	(47,915)	(48,848)	(50,754)	(53,038)	(54,969)	(56,912)	(58,773)	(60,773)	(64,438)
Finance Costs	(1,900)	(1,770)	(1,746)	(2,311)	(2,635)	(2,598)	(2,583)	(2,562)	(2,680)	(2,496)	(2,330)
Net Cash provided by (or used in) Operating Activities	25,916	29,804	31,158	34,158	36,821	37,727	39,531	41,127	42,726	44,791	45,604
CASH FLOWS FROM INVESTING ACTIVITIES											
<u>Receipts</u>											
Amounts Specifically for New/Upgraded Assets	6,144	0	0	0	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	500	500	500	500	500	500	500	500	500	500	500
Sale of Surplus Assets	0	4,988	0	0	0	0	0	0	0	0	0
<u>Payments</u>											
Expenditure on Renewal/Replacement of Assets	(23,553)	(26,653)	(29,966)	(32,134)	(25,860)	(28,205)	(26,076)	(30,129)	(25,955)	(27,924)	(26,603)
Expenditure on New/Upgraded Assets	(15,598)	(15,137)	(17,945)	(11,445)	(9,305)	(11,055)	(13,055)	(13,304)	(13,304)	(13,304)	(13,304)
Net Cash Provided by (or used in) Investing Activities	(32,507)	(36,302)	(47,411)	(43,079)	(34,665)	(38,760)	(38,631)	(42,933)	(38,759)	(40,728)	(39,407)
CASH FLOWS FROM FINANCING ACTIVITIES											
<u>Receipts</u>											
Proceeds from Borrowings	10,000	10,000	15,000	9,000	0	3,600	3,500	5,000	3,000	3,000	0
<u>Payments</u>											
Repayments of Borrowings	(5,000)	(831)	(865)	(899)	(936)	(3,975)	(4,013)	(2,055)	(7,598)	(7,142)	(7,186)
Net Cash provided by (or used in) Financing Activities	5,000	9,169	14,135	8,101	(936)	(375)	(513)	2,945	(4,598)	(4,142)	(7,186)
Net Increase/(Decrease) in cash held	(1,591)	2,671	(2,118)	(820)	1,220	(1,408)	387	1,139	(631)	(79)	(989)
Opening cash, cash equivalents or (bank overdraft)	2,378	787	3,458	1,340	520	1,740	332	719	1,858	1,227	1,148
Closing cash, cash equivalents or (bank overdraft)	787	3,458	1,340	520	1,740	332	719	1,858	1,227	1,148	160

City of Charles Sturt
Long Term Financial Plan Model - Incl Pathways to Prosperity funded in 2016/17
ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2016 Estimate	2017 Plan Year 1	2018 Plan Year 2	2019 Plan Year 3	2020 Plan Year 4	2021 Plan Year 5	2022 Plan Year 6	2023 Plan Year 7	2024 Plan Year 8	2025 Plan Year 9	2026 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
ACCUMULATED SURPLUS											
Balance at end of previous reporting period	430,516	437,883	440,283	441,699	442,718	443,562	445,175	446,505	448,930	452,877	455,092
Net Result for Year	7,367	2,400	1,416	1,019	844	1,613	1,330	2,425	3,947	2,215	4,083
Balance at end of period	437,883	440,283	441,699	442,718	443,562	445,175	446,505	448,930	452,877	455,092	459,175
ASSET REVALUATION RESERVE											
Balance at end of period	630,629	630,629	630,629	726,842	726,842	744,708	744,708	744,708	853,955	853,955	873,791
OTHER RESERVES											
Balance at end of period	0	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY AT END OF REPORTING PERIOD	1,068,512	1,070,912	1,072,328	1,169,560	1,170,404	1,189,883	1,191,213	1,193,638	1,306,832	1,309,047	1,332,966

City of Charles Sturt
Long Term Financial Plan Model - Incl Pathways to Prosperity funded in 2016/17
SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2016 Estimate	2017 Plan Year 1	2018 Plan Year 2	2019 Plan Year 3	2020 Plan Year 4	2021 Plan Year 5	2022 Plan Year 6	2023 Plan Year 7	2024 Plan Year 8	2025 Plan Year 9	2026 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
Operating Revenues	110,692	118,027	123,797	130,391	136,785	141,853	147,407	153,033	158,573	164,469	170,901
<i>less Operating Expenses</i>	110,170	116,327	123,081	130,072	136,641	140,940	146,777	151,308	155,326	162,954	167,518
Operating Surplus/(Deficit) before Capital Amounts	522	1,700	716	319	144	913	630	1,725	3,247	1,515	3,383
Less: Net Outlays on Existing Assets											
Capital Expenditure on Renewal/Replacement of Existing Assets	23,553	26,653	29,966	32,134	25,860	28,205	26,076	30,129	25,955	27,924	26,603
<i>less Depreciation, Amortisation & Impairment</i>	26,600	27,290	30,497	33,602	36,638	36,698	38,739	39,318	39,359	43,181	43,607
<i>less Proceeds from Sale of Replaced Assets</i>	500	500	500	500	500	500	500	500	500	500	500
	(3,547)	(2,737)	(1,031)	(1,968)	(11,278)	(8,993)	(13,163)	(9,689)	(13,904)	(15,757)	(17,504)
Less: Net Outlays on New and Upgraded Assets											
Capital Expenditure on New/Upgraded Assets	15,598	15,137	17,945	11,445	9,305	11,055	13,055	13,304	13,304	13,304	13,304
<i>less Amounts Specifically for New/Upgraded Assets</i>	6,144	0	0	0	0	0	0	0	0	0	0
<i>less Proceeds from Sale of Surplus Assets</i>	0	0	0	0	0	0	0	0	0	0	0
	9,454	16,737	17,945	11,445	9,305	11,055	13,055	13,304	13,304	13,304	13,304
Net Lending / (Borrowing) for Financial Year	(5,385)	(12,300)	(16,198)	(9,158)	2,117	(1,149)	738	(1,890)	3,847	3,968	7,583

In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

	2016											
	Estimate	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
Indicator 1 - Operating Surplus / (Deficit) - \$('000)	522	1,700	716	319	144	913	630	1,725	3,247	1,515	3,383	
Indicator 2 - Operating Surplus Ratio - %	0.5%	1.5%	0.6%	0.2%	0.1%	0.7%	0.4%	1.2%	2.1%	0.9%	2.0%	
Indicator 3 - Net Financial Liabilities Ratio - %	44.7%	48.1%	59.0%	63.0%	58.5%	57.2%	54.6%	53.8%	49.5%	45.3%	39.2%	
Indicator 4 - Asset Sustainability Ratio - %	100%	106%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Indicator 5 - Interest Cover Ratio - %	1.75%	1.53%	1.44%	1.81%	1.97%	1.87%	1.79%	1.71%	1.72%	1.55%	1.39%	
Net Loans	34,470	43,639	57,774	65,875	64,939	64,564	64,051	66,996	62,398	58,256	51,070	
Net Loans as a Percentage of Operating Revenue	31.8%	37.8%	47.6%	51.6%	48.4%	46.4%	44.3%	44.7%	40.1%	36.1%	30.5%	
Capital Program												
Renewal & Replacement	23,553	26,653	29,966	32,134	25,860	28,205	26,076	30,129	25,955	27,924	26,603	
New & Upgrade	15,598	8,054	8,054	8,054	8,055	8,055	8,055	8,054	8,054	8,054	8,054	
Flood Mitigation & Major Stormwater Projects		2,095	9,891	3,391	1,250	3,000	5,000	5,250	5,250	5,250	5,250	
Total Capital Spend	39,151	36,802	47,911	43,579	35,165	39,260	39,131	43,433	39,259	41,228	39,907	
Annual Operating Projects	2,144	2,200	2,266	2,327	2,388	2,452	2,522	2,593	2,659	2,729	2,805	

NOTE : this adopted LTFP provided the basis for development of the annual budget and high level parameters, noting that the final budget for 2016/17 was developed following consultation feedback and in particular the Pathways to Prosperity program which was included in the assumptions for a \$1.6m program was reduced to \$1m in 2016/17.

Schedule C – Budget Principle **Honest and Accountable**

We will be honest and accountable in all aspects of the budget process, meeting the community's expectations of transparency and openness with a reporting framework that supports and enhances this.

Strategic Approach

We will maintain a strategic approach to the delivery of all council services and capital works programmes. All expenditure decisions will align with the City of Charles Sturt theme areas and objectives:

1. ***COMMUNITY WELLBEING – Create a safe, healthy and supportive community which encourages participation, creativity and diversity***
2. ***LIVEABILITY AND PLACE – Build healthy, functional and attractive neighbourhoods***
3. ***SUSTAINABILITY AND THE ENVIRONMENT – Protect our environment and maximise our ecological footprint***
4. ***ECONOMIC PROSPERITY – Build an economically thriving and competitive city***
5. ***LEADERSHIP – Demonstrate effective leadership with strong community collaboration***

Forward Financial Planning

A 10 year long term financial plan will reinforce the delivery and achievement of Council's long term strategic objectives in a sustainable manner. All programmes will be regularly reviewed to ensure they fit within the Council's financial framework and key performance targets for financial sustainability

Realistic Budgeting

All budget figures will be realistic, based on the best available information and utilise a zero based budgeting approach.

Meet Long Term Liabilities

Each budget will be fully funded and reconciled on an accrual and cash basis. Councils total indebtedness will be considered within the constraints of a net financial liabilities ratio of less than 100%. Adequate provisions will be made to meet Council's long term liabilities. Council will seek to ensure a sustainable operating surplus.

Affordable Rates

Rates will be set at an affordable level having regard to the City's strategic directions and its social and economic objectives balanced against the community's ability to pay. Sustainable rate increases are defined as total rate revenue increases without an annual increase in total rate revenue after growth for 3 or more consecutive years which is double the annual increase in CPI assuming a **no** policy change in council direction.

Avoid Cost Shifting

We will resist pressure to accept cost shifting from other levels of government.

New Initiatives

All new initiatives will be evaluated in terms of meeting Council's strategic directions and incorporate a cost benefit analysis which includes whole of life costing.

Asset Sales and Debt

The operational budget will be structured such that there is no reliance on asset sales to fund core services. Debt will be regarded as a tool to be used in a strategic perspective to achieve the provision of services to the community. Debt will be considered:

- In the context of the strategic objectives of Council
- In the context of long term financial forecasts and objectives
- As funding for long term infrastructure asset creation
- As a means of spreading the cost of infrastructure over the ratepayers who use it
- As a mechanism to fund temporary cash shortfalls.

A ratio of total debt (net financial liabilities) less than 100% of Council's operating revenue is considered an acceptable benchmark.

Financial Control

We commit to ensuring that financial and other resources under our control will be used only for approved purposes and within Council's strategic framework and that all risks to Council's finances are properly managed.

Attachment B - City of Charles Sturt Core Operational Services

Below is a comprehensive listing of our core operational services as at June 2016.

Core Business	Key Outputs
<i>Community Services</i>	
<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> – Work with disadvantaged communities and other partners to provide support and to facilitate the coordination of services. – Manage the Community Benefit Donation Scheme – Assist community groups to seek out grant funding
<ul style="list-style-type: none"> • Youth Services 	<ul style="list-style-type: none"> – Provide support to the Youth Advisory Committee – Implement Council's Youth Policy and Action Plan
<ul style="list-style-type: none"> • Crime Prevention 	<ul style="list-style-type: none"> – Implement the Crime Prevention Through Environmental Design principles
<ul style="list-style-type: none"> • Graffiti 	<ul style="list-style-type: none"> – Remove 15,600 square metres of graffiti from private property and bus shelters within 5 working days
<ul style="list-style-type: none"> • Community Centres 	<ul style="list-style-type: none"> – Provide support staff in Community Centres at Findon, Cheltenham, Henley & Grange, Bower Cottages and West Lakes; with 85,000 participants supported by 25,600 volunteer hours – Implement and deliver on actions in the 'People, Programs, Partnerships and Places Strategy'
<ul style="list-style-type: none"> • Community Care – Transport 	<ul style="list-style-type: none"> – Assist 700 clients with transport. Provide 9,500 return trips to local shopping centres and social programs
<ul style="list-style-type: none"> • Community Care – Volunteers 	<ul style="list-style-type: none"> – Coordinate the efforts of approximately 550 volunteers supporting various community service programs and donating around 46,000 hours per year

Core Business**Key Outputs****Community Services (cont.)**

- Community Care – Aged & Disability Services
 - Implement Council’s ‘Ageing in Charles Sturt’ action plan
 - Assist approximately 500 residents with 8,000 hours of domestic assistance.
 - Provide 250 residents with 30,000 hours of social support and activities
- Home Maintenance & Security
 - Provide 3,500 hours of home maintenance and security to approximately 1,700 clients

Contracted Services

- Cleaning Council Property
 - Manage the contract for the cleaning of Council property, Halls etc.
- Graffiti
 - Manage the contract for the removal of Graffiti from Council owned property
- Herbicide & Pesticide Spaying
 - Manage the contract for spraying of weeds by Contractors
- Kerb and Gutter replacement
 - Assist Engineering & Construction to manage the contract for kerb and gutter replacement work in conjunction with the Road Reseal Backlog program
- Litter Bins
 - Manage the contract for emptying the Street/Reserves/Foreshore litter bins, including bins on jetties
- Playground Maintenance
 - Manage the contract for maintenance of Council playgrounds
- Road Reseal Backlog Program
 - Assist Engineering & Construction to manage the contract for road reseal works
- Segmental Paved Footpaths
 - Assist Engineering & Construction to manage the contract for the installation of segmental paved footpaths
- Verge Mowing
 - Manage the contract for verge mowing which provides for mowing of verges on local roads up to 4 times per year and those on main roads up to 8 times per year.
- Waste Management
 - Manage the contract for waste management which provides for a weekly domestic waste collection, fortnightly recycling, fortnightly green waste service and an annual collection of hard waste.

Core Business***Admin/Governance***

- Research & Analysis
 - Provide coordinated research and business analysis support to all business units
 - Provides leadership/management of demographics information, provides research and analysis for major projects and customer service management
- Information Systems
 - Establish, maintain and support all of Council's IT and administrative systems
 - Maintain base property, street numbering and electoral roll information
 - Deliver property certification for land transfers and sales
 - Provide record management services for all administrative processes
- Financial Services
 - Manage Council's requirements for financial reporting, processing and internal controls.
 - Manage administration of rates assessment book and collection of rates income
 - Manage Council's loan portfolio
- Governance & Risk
 - Provide risk management advice and services in relation to Council's operations, goods and services
 - Ensure Council operates in line with good governance practices, legislative requirements and Council procedures
 - Manage Council's fleet requirements
 - Provide procurement services, including tender preparation and evaluation
 - Provide support to Council Members
 - Manages the Work Health and Safety of our employees
- Human Resource Management
 - Supports and guides organisational development that meets both the human resource needs of the organisation and the satisfaction and development needs of staff
 - Ensure staff are paid accurately and on time
 - Manages Workers Compensation claims and employee rehabilitation programs

Key Outputs

Core Business***Admin/Governance (cont.)***

- Asset Management

- Sustainability Programs

Customer Relations

- Corporate Promotions

- Communications

Key Outputs

- Development of strategic asset management plans for all assets including identification of demand for services and the lifestyle costs for each asset

- Coordinate Council's environmental response by developing and implementing our environmental plan 'Towards One Planet Living: Greening the Western Suburbs'

- Coordinate programs to reduce negative environmental impacts from Council operations. Coordinate programs to promote and facilitate environmental improvements by, and on behalf of, our community

- Liaise with State and Federal Government representatives to ensure optimum access to funding and other assistance for environmental reforms

- Provide educational and professional development opportunities for staff and Elected Members, to increase Council's capacity to implement environmental reforms over time

- Continue to develop the relationship between Council and our community

- Communicate and promote Council's programs, events and activities

- Manage Council's communication activities including media liaison

- Provide 4 Council newsletters 'Kaleidoscope'

- Manage community events

- Assist business units with undertaking effective community consultation

- Management of Council's website and digital mediums

Core Business

- Customer Services

Key Outputs

- Process approximately 34,000 transaction per year and provide general information to the community on both Council and community issues
- Manage Council's call centre operations fielding approximately 128,000 calls per year within an average of 21 seconds
- Monitor customer perceptions and satisfaction levels
- Process 9,000 customer requests for service

Engineering

- Road Maintenance

- Manage and maintain 557 kms of sealed local roads and associated infrastructure, including kerb and gutter
- Deliver projects in line with the approved Road Reseal/Reconstruction programs

- Footpath Maintenance

- Manage and maintain 940 kms of concrete, paved or asphalt footpaths
- Deliver projects in line with the approved New Footpath and Footpath Reconstruction programs
- Manage and maintain 337 kms of unsurfaced footpaths

- Drainage Maintenance

- Manage and maintain 7,000 side entry pits, 2,300 junction boxes and Council's stormwater drainage system
- Deliver projects in line with the approved Stormwater Management program
- Deliver projects in line with the approved Box Culvert Replacement program
- Deliver projects in line with the approved Pump Station Upgrade program
- Continue with the development of the Urban Stormwater Master Plan across the remainder of the City

- Foreshore Maintenance

- Manage and maintain 11.5 kms of foreshore

- Street Sweeping

- Main roads swept weekly, residential roads every 6 weeks, with additional autumn and coastal sweepings done weekly

Core Business

- Traffic Management

- Public Lighting

- Recycled water

Library Services

- Library Service

Open Space and Recreation

- Arboriculture

- Parks & Reserves Maintenance

- Open Space Planning
-
- Sporting Club Support

- Urban design Projects

Key Outputs

- Effectively respond to the community regarding the management of traffic and transport across the City

- Deliver projects in line with the approved Traffic Management program

- Effectively respond to the community regarding the provision of public lighting along Council managed roads, reserves and walkways.

- Maintain and operate councils recycled water system and wetlands

- Deliver a range of library products and services including access to print and audio visual collections and resources, community language collections, community information, internet and wireless service access, literacy programs, lifelong learning programs and recreational programs

- Service a membership of over 50,000 people, over 500,000 visits and 1 million loans annually

- Provide 5 branch libraries across the City plus a mobile library and home service

- Provide services and programs to Culturally and Linguistically Diverse Communities

- Deliver a selection of Council Customer Services, including a rate payment service

- Maintain Council's trees (street trees & reserves) including pruning 44,000 street trees once every two years

- Maintain 345 hectares of parks and reserves and council properties

- Natural Resource Management
- Environmental Management

- Maximise the use of Council's 70 sporting facilities and 4 clubrooms

- Provide support to around 65 sporting clubs operating on community land in the City

- Design and deliver endorsed open space landscape and public place projects

Core Business**Key Outputs*****Planning & Development***

- Development Assessment
 - Provide pre-lodgement advice and process Development Applications for approximately 4,000 projects per year
- Development Control
 - Inspect approximately 40% of approvals per year to ensure compliance with the Building Code of Australia and conditions of approval
- Development Compliance
 - Respond to complaints and identify illegal activity related to land use and planning conditions
- Planning Policy
 - Formulate planning policy that reflects the needs of the community and the State Planning Strategy and ensure Council's Development Plan is relevant and up to date

Property Services

- Property Management
 - Manage over 300 Council properties including commercial, community and residential properties. Manage the acquisition and disposal process of properties. Manages the upgrades of Council owned buildings
- Property Maintenance
 - Maintain and repair Council property including bus shelters, public toilets, playgrounds and administration, recreation and sporting facilities
- Rapid Response
 - Attend to over 5,000 customer requests per year to make the roads and footpaths safe for residents, undertake minor pruning of street trees and collect dumped litter and waste
- After Hours Callout
 - Attends customer requests afterhours between the hours of 4.00pm and 7.00 am 7 days a week

Core Business

Public Health & Safety

- Compliance

- Animal Management

Key Outputs

- Respond to approximately 5,800 complaints regarding parking, dogs, Local Government Act, Metropolitan Fire Services Act and general by-law issues
- Respond to approximately 1,000 complaints in relation to trees overhanging footpaths, overgrown grass, rubbish dumped on Council land and illegal backyard burning
- Respond to approximately 1,100 abandoned vehicle complaints and make arrangements for approximately 100 vehicles to be towed away
- Undertake School Safety Program to address safety related parking offences around 58 schools within the City
- Implement Council's by-laws and administer various legislation through education, encouragement and enforcement
- Undertake enforcement patrols throughout the city in relation to illegal parking
- Ensure compliance with the Dog & Cat Management Act, by handling complaints regarding barking dogs, wandering at large, dog attacks and other dog related complaints
- Maximising dog registration - register 16,000 dogs per year
- Implement the Urban Animal Management Plan
- Impound approximately 900 dogs
- Investigate approximately 150 dog attacks
- Investigate approximately 50 barking dog complaints
- Receive 220 barking dog enquiries
- Respond to approximately 1,000 dogs wandering at large complaints
- Respond to approximately 550 other complaints relating to dogs
- Conduct compliance patrols for dog related issues particularly in high usage areas such as the foreshore and Linear Park

- Environmental Health
 - Undertake inspections of approximately 750 food premises in line with the Australian Food Safety Assessment system
 - Inspect and audit approx 44 cooling towers
 - Inspect and undertake water quality analysis of 20 public swimming pools and spa facilities
 - Provide education material to 110 hairdressing and beauty salons
 - Respond to approximately 350 public health complaints
 - Respond to approximately 50 food complaints
 - Provide rat bait for approximately 1,000 households
 - Destroy approximately 200 European Wasp Nests
- Immunisation
 - Administer approximately 6,500 vaccines to clients attending 140 public clinics, 10 High School clinics
- Environmental Management
 - Investigate approximately 50 incidents of stormwater pollution
 - Assist in the development and implementation of Council's water strategy with a particular focus on water quality and community education initiatives

Urban Projects

- Cultural Development
 - Deliver cultural projects and promote the value of built heritage
 - Support community and cultural groups to preserve and build cultural identity
 - Advocate for inclusion and recognition of Kurna heritage and role of Kurna Meyunna as the custodians of the City of Charles Sturt
- Economic Development
 - Support the growth of local employment and export opportunities by engaging with major local businesses through the Western Business Leaders group and facilitating programs and initiatives.
 - Work collaboratively with the Western Region Councils through the Western Alliance to promote and facilitate economic development outcomes and grow local employment

- Major Projects
 - Facilitate Council’s response to major projects and identify value adding opportunities to optimise outcomes
 - Identify and promote economic development opportunities through major urban development projects

Attachment C – Budgeted Financial Statements for 2016/17

Schedule 1: Statement of Comprehensive Income

	2017	2016
	\$'000	\$'000
Revenue		
Rates	100,448	96,435
Statutory Charges	3,750	3,489
User Charges	2,597	2,614
Grants, Subsidies and Contributions	9,002	7,706
Investment Income	164	205
Reimbursements	109	130
Other revenues	48	38
Total Revenues	116,118	110,617
Expenses		
Employee Costs	40,356	39,295
Materials, Contracts and Other	42,957	41,236
Finance Costs	1,770	2,064
Depreciation, Amortisation and Impairment	27,580	26,600
Total Expenses	112,663	109,195
Operating Surplus/(Deficit)	3,455	1,422
Capital Amounts		
Physical resources received free of charge	200	200
Amounts specifically for new or upgraded asset	4,561	2,173
	4,761	2,373
Net Surplus/(Deficit)	8,216	3,795
Other Comprehensive income	0	0
Total Comprehensive Income	8,216	3,795

Schedule 2: Cashflow Statement

	2017	2016
	\$	\$
	Inflows(outflows)	Inflows(outflows)
	\$'000	\$'000
Cash Flows from Operating Activities		
Operating Receipts	115,954	110,412
Investment receipts	164	205
Operating Payments to suppliers and employees	(83,313)	(80,531)
Finance payments	(1,770)	(2,064)
Net Cash Flows provided by (used in) Operating Activities	31,035	25,647
Cash Flows from Financing Activities		
Receipts		
Proceeds from Borrowings	6,700	3,000
Proceeds from Aged care Facility deposits	0	0
Payments		
Repayments of Borrowings	(840)	(2,000)
Repayment of Aged care Facility Deposits	(0)	(0)
Net Cash provided for (used in) Financing Activities	5,860	880
Cash Flows from Investing Activities		
Receipts		
Sale of replaced assets	692	1,080
Grants specifically for new of upgraded assets	4,561	2,173
	5,253	3,253
Payments		
Expenditure on renewal/replacement of assets	(27,451)	(22,239)
Expenditure on new/upgraded assets	(14,615)	(9,155)
	(42,066)	(31,394)
Net Cash used in Investment Activities	(36,813)	(28,141)
Net Increase (Decrease) in Cash Held	82	881
Cash and cash equivalents at Beginning of Reporting Period	2,100	3,077
Cash and cash equivalents at End of Reporting Period	2,182	3,958

Schedule 3: Balance Sheet

	2017	2016
	\$'000	\$'000
ASSETS		
Current Assets		
Cash and Cash equivalents	2,182	3,958
Trade and Other receivables	7,900	11,454
Inventories	65	65
Total Current Assets	10,147	15,477
Non Current Assets		
Equity accounted investments in council business	120	120
Infrastructure, Property, plant and equipment	1,129,823	1,115,025
Other non current assets	5,000	0
Total Non Current assets	1,134,943	1,115,145
TOTAL ASSETS	1,145,090	1,130,622
LIABILITES		
Current Liabilities		
Trade and Other Payables	22,250	20,936
Borrowings	500	3,450
Provisions	7,210	7,336
Total Current Liabilities	29,960	31,722
Non Current Liabilities		
Long Term Borrowings	34,830	38,363
Long Term Provisions	2,180	1,724
Trade and Other Payables	0	0
Total Non Current liabilities	37,010	40,087
TOTAL LIABILITES	66,970	71,809
Net Assets	1,078,120	1,058,813
EQUITY		
Accumulated Surplus	447,492	432,178
Reserves	630,628	626,635
TOTAL EQUITY	1,078,120	1,058,813

Schedule 4: Statement of Changes in Equity**2017**

	Accumulated Surplus \$'000	Asset revaluation reserve \$'000	Total Equity \$'000
Accumulated Surplus			
Balance at end of previous reporting period	439,276	630,628	1,069,904
Net Result for year	8,216		8,216
Other Comprehensive income		0	0
Balance at end of period	447,492	630,628	1,078,120

2016

	Accumulated Surplus \$'000	Asset revaluation reserve \$'000	Total Equity \$'000
Accumulated Surplus			
Balance at end of previous reporting period	423,383	626,635	1,055,018
Net Result for year	3,795		3,795
Other Comprehensive income		0	0
	432,178	626,635	1,058,813

Schedule 5: Summary of Operating and Capital Investment Activities

		2017	2016
		\$	\$
	Operating Revenue	116,118	110,617
	Less Operating Expenses	(112,663)	(109,195)
	Operating Surplus/(Deficit) before Capital Amounts	<u>3,455</u>	<u>1,422</u>
Less	Net Outlays on Existing Assets		
	Capital expenditure on renewal and replacement of existing assets	27,451	22,239
	Less Depreciation, Amortisation and Impairment	(27,580)	(26,600)
	Less proceeds from sale of Replaced Assets	(692)	(1,080)
		<u>(821)</u>	<u>(5,441)</u>
Less	Net Outlays on new and Upgraded Asses		
	Capital expenditure on New and Upgraded assets	14,615	9,155
	Less amounts received specifically for New and Upgraded assets	(4,561)	(2,173)
	Less proceeds from Sale of Surplus Assets	0	0
		<u>10,054</u>	<u>6,982</u>
Equals	Net Lending / (Borrowing) for Financial year	<u>(5,778)</u>	<u>(119)</u>

Schedule 6: Statement of Financial Indicators**Key Financial Indicators**

	2017	2016
Operating surplus/deficit - \$'000	3,455	1,422
Operating surplus ratio	3.0%	1.5%
Net Financial Liabilities - \$'000	56,888	56,397
Net Financial Liabilities ratio	50.1%	52.1%
Interest cover ratio	1.4%	1.7%
Asset sustainability ratio (AMP)	109.6%	107.0%

Attachment D - Rating Policy

Reference Number:	4.24
Type:	Council
Category:	Finance Policy
Relevant Community Plan Outcome:	<ul style="list-style-type: none"> • An economically prosperous, attractive and functional City • A local organisation providing progressive leadership, accountable governance and quality services to the community
Responsible Officer(s):	Manager Financial Services
First Issued/Approved:	June 2001
Minutes Reference:	CI 27/6/2016 Item x.xx.
Last Reviewed:	June 2016
Next Review Due:	June 2017
Applicable Legislation:	Local Government Act 1999 Local Government (Financial Management) Regulations 2011
Related Policies:	Nil
Related Procedures:	Nil

1. Purpose

This document sets out the policy of the City of Charles Sturt for setting and collecting rates from its community. The policy covers:

- the method used to value land
- adoption of valuations
- business impact statement
- Council's revenue raising powers
- differential general rates
- minimum rate
- Natural Resources Management (NRM) levy (the Council's collection role)
- pensioner concessions
- unemployed persons concessions
- self-funded retirees concession
- payment of rates
- rebate of rates
- rate capping
- remission of rates
- postponement of rates
- late payment of rates
- sale of land for non-payment of rates
- changes to assessment record
- disclaimer

2. Scope

Strategic Focus

In setting its rates for the 2016/17 financial year Council has considered the following:

- its Community Plan *City of Charles Sturt: A city where people come first*;
- its Long Term Financial Plan Estimates 2016-2026;
- its Budget Principles;
- the current economic climate;
- the specific issues faced by our community;
- the Annual Business Plan and Budget for the 2016/2017 financial year;
- the impact of rates on the community;
- the impact of rates on businesses;
- the relationship between Council objectives and rating strategy;
- Council's debt strategy;
- required funding for future asset replacement;
- the impact of differential changes in property valuations across the City;
- as may be relevant, issues of consistency and comparability across Council areas in the imposition of rates on sectors of the community such as business; and
- issues of equity arising from circumstances where ratepayers provide or maintain infrastructure that might otherwise be provided or maintained by Council and whether discretionary rebates will be granted.

Copies of Council's Community Plan and Annual Business Plan and Budget are available for inspection at the Charles Sturt Civic Centre, 72 Woodville Road, Woodville or on our website at www.charlessturt.sa.gov.au

3. Policy Statement

COMMUNICATION OF THE POLICY

Section 123 of the Local Government Act 1999 requires a Council to prepare an Annual Business Plan and Budget. As per Section 123 (2) (d) the annual plan must set out the rates structure and policies for the financial year. A summary of the Annual Business Plan must be included with the first rates notice.

METHOD USED TO VALUE LAND

Councils may adopt one of three valuation methodologies to value the properties in their areas. They are:

- *Capital Value* – the value of the land and all the improvements on the land.
- *Site Value* – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but **excluding** the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property.

The City of Charles Sturt has decided to continue to use Capital Value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers because property value is considered a reasonable indicator of income and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

ADOPTION OF VALUATIONS

A Council may employ or engage a valuer to value the land in the area or it may use the valuations provided by the Valuer-General, or it may use a combination of both subject to certain restrictions. The Valuer-General is a statutory officer appointed by the Governor.

The City of Charles Sturt has adopted the most recent valuations made by the Valuer-General. If a ratepayer is dissatisfied with the valuation made by the Valuer-General then the ratepayer may object to the Valuer-General in writing, within 60 days of receiving the notice of the valuation, explaining the basis for the objection, provided they have not:

- (a) previously received a notice of this valuation under the Local Government Act, in which case the objection period is 60 days from the receipt of the first notice; or
- (b) previously had an objection to the valuation considered by the Valuer-General.

It is to be noted, however that regardless of the 60 day limitation period before lodging an objection to the valuation the Valuer-General may, for good reason, determine to accept an objection lodged outside this time period.

OBJECTION TO VALUATION

A person may object to a valuation of the Valuer-General by notice in writing, setting out the reasons for the objections, and the Valuer-General must consider the objection. If the person then remains dissatisfied with the valuation the person has a right to a review. Applications must be made within 21 days of receipt of the notice of the decision (in relation to the objection) from the Valuer-General. A payment of the prescribed fee for the review to be undertaken together with the review application must be lodged in the State Valuation Office, who will then refer the matter to an independent Valuer. If the person remains dissatisfied with the valuation then they have a right of appeal to the Land and Valuation Court (Section 24, 25A, 25B & 25C of the Valuation of Land Act 1971).

The address of the State Valuation Office is 101 Grenfell Street, Adelaide SA 5000 (GPO Box 1354, Adelaide SA 5001) and the telephone number is 1300 653 346 (general enquiries) 1300 653 345 (objections enquiries).

Note: Council has no role in the process of considering an objection to a valuation.

It is also important to note that the lodgement of an objection does not change the due date for the payment of rates.

NOTIONAL VALUES

Certain properties may be eligible for a notional value, where the property is the principal place of residence of a ratepayer, under the Valuation of Land Act 1971. This relates to some primary production land or where there is State heritage recognition.

Any owner that believes that they are entitled to a 'notional value' must apply in writing to the State Valuation Office.

BUSINESS IMPACT STATEMENT

The Council has considered the impact of rates on businesses in the Council area, including primary production. In considering the impact, Council assessed the following matters:

- those elements of the Council's strategic management plans relating to business development;
- the current and forecast economic climate as identified in Council's environmental scan;
- operating and capital projects for the coming year that will principally benefit industry and business development within the City;
- movement in the Consumer Price Index (CPI) and other relevant indices such as the Local Government Price Index (LGPI) ; and
- valuation changes in commercial and industrial properties across the City as compared with valuation changes in residential properties across the City.

COUNCIL'S REVENUE RAISING POWERS

All land within a Council area, except for land specifically exempt (eg Crown land, Council occupied land and other land prescribed in the Local Government Act – refer Section 147 of the Act), is rateable. The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties, or through differential general rates, which apply to classes of properties. In addition, Council can raise separate rates, for specific areas of the Council or service rates or charges for specific services. The Council also raises revenue through fees and charges, which are set giving consideration to the cost of the service provided and any equity issues. The list of applicable fees and charges is available at the Charles Sturt Civic Centre, 72 Woodville Road, Woodville or on our website at www.charlessturt.sa.gov.au. A Goods and Services Tax at a rate determined under the Goods and Services Tax Act 1999 will be charged on those fees not given exemption under the Act.

DIFFERENTIAL GENERAL RATES

At its meeting on 27 June 2016 Council decided to raise rate revenue of \$99,547,500 in a total operating revenue budget of \$116,118,500. The Council has set the following differential general rates.

- (a) 0.278314590 cents in the dollar on rateable land of category 1 (residential) use;
- (b) 0.8694054160 cents in the dollar on rateable land of categories 2, 3 and 4 (Commercial shop, commercial office or commercial other) use;
- (c) 1.1050984880 cents in the dollar on rateable land of categories 5 and 6 (industrial light & industrial other) use;
- (d) 0.5128385460 cents in the dollar on rateable land of category 7 (primary production) use;
- (e) 0.844685588 cents in the dollar on rateable land of category 8 (vacant land) use;
- (f) 0.4841211020 cents in the dollar on rateable land of category 9 (other) use.

Land use is a factor to levy differential rates. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then the ratepayer may object to that land use (to the Council) within 60 days of being notified. The objection must set out the basis for the objection and details of the land use that, in the opinion of the ratepayer, should be attributed to that property. The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to the Land and Valuation Court.

Objections to Council's land use decision may be lodged with the City of Charles Sturt, 72 Woodville Road, Woodville. A ratepayer may discuss the matter with one of Council's Customer Service Officers on phone number 8408 1228 in the first instance. The Council will provide, on request, a copy of Section 156 of the Local Government Act 1999 which sets out the rights and obligations of ratepayers in respect of objections to a land use.

Note: Lodgement of an objection does not change the due date for the payment of rates.

MINIMUM RATE

A Council may impose a minimum amount payable by way of rates, provided that it has not imposed a fixed charge. Where two or more adjoining properties have the same owner **and** are occupied by the same occupier, only one minimum rate is payable by the ratepayer. Where a Council imposes a minimum rate it must not apply to more than 35% of properties in the Council area.

The Council has decided to impose a minimum rate of \$1,042. The reason for imposing a minimum rate is to ensure that all residents contribute towards the provision of basic services at a reasonable level.

NATURAL RESOURCES MANAGEMENT (NRM) LEVY

The City of Charles Sturt is within the area covered by the Adelaide & Mt Lofty Ranges Natural Resources Management Board and is required under the Natural Resources Management Act 2004 to fund the operations of the Board. It does so by imposing a separate rate against rateable properties within its area of 0.00951661400 cents in the dollar, based on the Capital Value of rateable land within the City.

The City of Charles Sturt is operating as a revenue collector for the Adelaide & Mt Lofty Ranges Natural Resources Management Board in this regard. Revenue from this levy is not retained by the Council, nor does the Council determine how the revenue is spent.

PENSIONER CONCESSIONS

If you are an eligible pensioner you may be entitled to a cost of living concession up to \$200. This concession is paid directly into the individual's bank account and can be used towards either electricity, gas, water bills or council rates.

Application forms are available by contacting the Concession Hotline on 1800 307 758.

Applications are administered by the State Government. Payment of rates must not be withheld pending assessment of an application by the State Government as penalties apply to unpaid rates.

CONCESSIONS FOR SELF-FUNDED RETIREES

The State Government has determined that self-funded retirees meeting certain conditions may also be entitled to cost of living concession up to \$100. This concession is paid directly into the individual's bank account and can be used towards either electricity, gas, water bills or council rates.

Application forms are available by contacting the Concession Hotline on 1800 307 758.

Payment of rates must not be withheld pending assessment of an application by the State Government as penalties apply to unpaid rates.

PAYMENT OF RATES

As required by Section 181 (1) of the Local Government Act 1999, ratepayers may pay their rates in four approximately equal instalments, payable in the months of September, December, March and June of the financial year for which the rates are declared.

In cases where the initial account requiring payment of rates is not sent at least 30 days prior to this date, or an amended account is required to be sent, the Chief Executive has the authority to fix the date by which rates must be paid for these assessments.

The Chief Executive also has the authority to enter into agreements with principal ratepayers relating to the payment of rates in any case where he considers it necessary or desirable to do so.

Rates may be paid by cheque, money order, cash, EFTPOS or credit card (except Diners Card and American Express):

Personally at the following Council Service Centres:

- Charles Sturt Civic Centre, 72 Woodville Road, Woodville
- 378 Seaview Road (cnr North Street), Henley Beach*
- West Lakes Library, cnr Brebner Drive and West Lakes Boulevard, West Lakes*
- Hindmarsh Library, 149 Port Road, Hindmarsh*
- Findon Library, Cnr Grange and Findon Roads
- or at
- any **Australia Post** outlet

* **Note:** For security reasons cash payments are only accepted at the Charles Sturt Civic Centre and Australia Post outlets.

By telephone using:

- B-pay and Bpay view through your participating bank
- National Australia Bank phone 1300 609 653

By mail:

- Addressed to City of Charles Sturt, PO Box 1 Woodville SA 5011

By internet:

- Through Council's website at www.charlessturt.sa.gov.au
- or Australia Post at www.postbillpay.com.au

By Direct Debit:

- Quarterly.

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment arrangements is invited to contact Council's Rate Enquiries on 8408 1222, 8408 1229 or 8408 1228 to discuss alternative payment arrangements. Such enquiries are treated confidentially by the Council.

Note: Late payment fines and interest may still apply.

LATE PAYMENT OF RATES / DEBT RECOVERY

The Local Government Act provides that Councils impose a penalty of 2% on any payment for rates, whether instalment or otherwise, that is received late. A payment that continues to be late is then charged an interest rate, set each year according to a formula in the Act, for each month it continues to be late. Interest charged on late payments is charged on both the amount of the rate arrears and any interest that has previously been imposed.

The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Councils to recover the administrative cost of following up unpaid rates and to cover any interest cost the Council may incur because it has not received the rates on time.

The prescribed interest rate for the 2016/17 financial year has not yet been declared. When the interest rate is declared the Council will publish the rate in its regular column in the Messenger Press.

The City of Charles Sturt imposes late payment penalties strictly in accordance with the Local Government Act. The ability to remit penalties in whole or part is a power vested in Council. At the City of Charles Sturt each case will be considered on its merit based on the information provided.

DEBT RECOVERY

The Council will apply prudent debt collection practices in the recovery of outstanding rates in compliance with the Local Government Act 1999 and following an ongoing assessment of arrears and systematic approach to debt recovery.

Rates which are not paid by the due date as specified on the council rates notice will be subject to the following recovery procedure

1. fines and interest as provided by the Act will be added;
2. an overdue notice will be forwarded within 7 days of the imposition of a late payment penalty;
3. the debt will be placed in the hands of a debt collector if payment or arrangement for payment is not made within 7 days. A notice of intention to issue a claim will be forwarded by the debt collector; and
4. court proceedings will be instigated if the payment is still overdue after 21 days.

All fees and court costs are recoverable from the ratepayer.

When Council receives a payment in respect of overdue rates the Council applies the money received as follows:

- firstly – to satisfy any costs awarded in connection with court proceedings;
- secondly – to satisfy any interest costs;
- thirdly – in payment of any fines imposed; and
- fourthly – in payment of rates, in date order of their imposition (starting with the oldest account first).

REBATE OF RATES

Under the Act

The Local Government Act requires Council to rebate the rates payable on some land. Specific provisions are made for land used for health services, community services, religious purposes, public cemeteries, the Royal Zoological Society and educational institutions. These rebates vary from 25% to 100% and will be applied upon application and or verification of existing status.

Discretionary

Discretionary rebates of up to 100% may be applied by the Council under Section 166 of the Act. However as per Councils rate rebate policy it is recognised that Council has a requirement to balance the benefits of supporting community organisations, with the impact that such rebates have on our overall rating income. To promote the transparency of this process, Council has adopted a Rates Rebate Policy. A copy of this policy is available at the Charles Sturt Civic Centre or on Council's website at www.charlessturt.sa.gov.au

These rebates will be applied upon application.

Residential Construction

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a rebate of general rates for the 2016/17 financial year will be granted in respect of an Assessment classed as vacant land in the Council's Assessment Book where the land is in a Residential Zone or a Residential Historic (Conservation) Zone in the Development Plan, or any replacement zone created by the authorisation of a Plan Amendment Report applicable to the Council's area:

- (a) if the Principal Ratepayer of the Assessment applies to the Council for the rebate prior to 30 June 2017; and
- (b) a dwelling has been substantially commenced on the property by 30 June 2017, and
- (c) the Council is satisfied that the intention of the Principal Ratepayer is to reside in that dwelling upon completion for at least 1 year.

The amount of the rebate is determined based on the timing of the pouring of the footings. If the footings are poured prior to 31 December 2016 a full rebate will be given but if the footings are poured after 31 December 2016 a 50% rebate will be given with the rebate being the difference in monetary terms between the rates that would have been paid in respect of the Assessment if it had been used at the date of declaration of the rates for residential purposes and the actual amount paid after deducting any other rebate granted within the rating period.

Rate Capping

To provide relief against what would otherwise amount to a substantial change in rates payable by a ratepayer due to rapid changes in valuation, a rebate of general rates for the 2016/17 financial year will be granted to the Principal Ratepayer of an Assessment under Section 166 (1) (l) of the Act, either by the Council of its own initiative where the Council is in possession of sufficient information to determine the entitlement to the rebate or otherwise on application to the Council, where the amount of any increase in rates in respect of that Assessment in monetary terms between the amount of general rates payable for the 2015/16 financial year (after any rebate was applied) and the amount of general rates imposed for the 2016/17 financial year, is greater than 12.5%. The amount of the rebate will be the difference between the amount of general rates in monetary terms imposed for the 2016/17 financial year and the amount of general rates in monetary terms payable for the 2015/16 financial year (after any rebate was applied but prior to deducting any concessions) plus 12.5% of that amount.

The rebate will not apply where:

- (a) any such increase is due in whole or part to an increase in valuation of the land in the Assessment because of improvements made to it worth more than \$20,000, or
- (b) any such increase is applicable to the use of land being the categories of commercial, industrial, primary production, vacant land and other.
- (c) any such increase is due in full or part to the use of the land being different for rating purposes on the date the Council declared its general rates for the 2016/17 financial year than on the date the Council declared its general rates for the 2015/16 financial year, or
- (d) the ownership of the rateable property has changed since 1 July 2015.

Remission – Minimum Rate

Under Section 182 (1) of the Act Council may remit all or part of the rates if it is satisfied that the payment of these rates would cause hardship. Council has agreed to remit a portion of the rates up to \$41 payable by the Principal Ratepayer of an Assessment, either by the Council of its own initiative where the Council is in possession of sufficient information to determine the entitlement to the rebate or otherwise on application to the Council, where the payment of those rates is deemed to cause hardship. To be deemed to cause hardship and for this remission to apply, the Assessment must be subject to the minimum rate for the 2016/17 financial year and:

- (a) the property is the principal residence of the ratepayer and is the only property owned by the ratepayer;
- (b) the ratepayer is able to produce one of the following identification cards:
 - Pensioner Concession Card – Centrelink
 - Pensioner Concession Card – Veteran Affairs
 - T.P.I. Card – Veteran Affairs;or can demonstrate to Council that they are a self-funded retiree.

If the ratepayer received a remission on the minimum rate applicable for the 2015/16 financial year of \$45 they will be eligible for a remission of \$41 on the minimum rate applicable for 2016/17 year.

If the ratepayer received a remission on the minimum rate applicable for the 2015/16 financial year of \$23 they will be eligible for a remission of \$18 on the minimum rate applicable for 2016/17 year.

Postponement of Rates for Seniors

Under Section 182 A of the Act a postponement of rates may be granted to persons meeting the requirements of Section 182A (1). A 'senior' for these purposes is a person who holds a current State Seniors Card issued by the State Government or who has the qualifications to hold such and has applied for the card but is yet to be issued with it. A postponement is available to a 'senior' (or the spouse of a senior) in respect of all rates payable on the principal place of residence that is owned only by the senior or the senior and his/her spouse. A postponement for these purposes must be applied for (to the Council) and where the above criteria are met will result in all rates over \$500 being postponed. The postponed amount will incur interest. For further information about this scheme go to www.localgovt.sa.gov.au/seniors.

Applications

All applications for rebates, remissions or postponements must be in writing, addressed to the Chief Executive, City of Charles Sturt, 72 Woodville Road, Woodville SA 5011 and include sufficient details to identify the relevant property and support the application.

Application forms are available from council's website at www.charlessturt.sa.gov.au.

Further information on rebates is available from a Customer Services Officer at the Council Offices, 72 Woodville Road, Woodville or on telephone 08 8408 1111 .

SALE OF LAND FOR NON-PAYMENT OF RATES

The Local Government Act provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to provide the principal ratepayer and the owner (if not the same person) with details of the outstanding amounts and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. The City of Charles Sturt enforces the sale of land for non-payment of rates after 3 years or more in accordance with the provisions of the Act.

Land which is exempted for non-payment of rates as per Section 185 of the Local Government Act 1999 Charles Sturt enforces its application as part of its policy.

CHANGES TO ASSESSMENT RECORDS

All changes to postal address or name of a ratepayer/owner and changes of ownership of a property must be notified promptly to Council in writing; letter, fax or email.

DISCLAIMER

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that the Council has failed to properly apply this policy it should raise the matter with the Council. In the first instance contact a Customer Service Officer at the Council Offices or on telephone 8408 1111 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive, City of Charles Sturt, 72 Woodville Road, Woodville SA 5011 (email: council@charlessturt.sa.gov.au) explaining the nature of their concern.

APPENDIX A

Summary of legal position relating to the setting and collection of rates

Local Government Act 1999

A Council may impose general rates, separate rates, service rates and service charges on land in its area (Section 146). Generally, all land within a Council area is rateable unless it is specifically exempt by section 147 of the Act. Such exemptions include crown land, land used for public educational purposes and Council occupied land. A Council must adopt an annual business plan each year which amongst other things sets out the Council's objectives for the year and the broad rates structure and policy framework within which the Council rates its area. A summary of the Annual Business Plan must accompany the first rates notice.

A rate is to be based on the value of the land multiplied by a 'rate in the dollar' set each year by the Council. The basis of valuation is to be capital value, site value or annual value (Section 151). Land must be valued by either the Valuer-General or a valuer engaged or employed by the Council (Section 167). Objections may be lodged against a valuation made by a valuer engaged or employed by the Council (Section 169) or by the Valuer-General (Valuation of Land Act). Differential general rates can be declared for land according to the location or the specific use (eg residential) of the land.

As part of the general rate a fixed charge may apply which means that the same amount is payable irrespective of the value, use or location of the property. The fixed charge may only be imposed against the whole of an allotment and only one fixed charge may be imposed against two or more pieces of contiguous land owned by the same owner and occupied by the same occupier or a single farm enterprise (Sections 148 & 152).

A Council may fix a minimum amount payable by way of rates or it may alter the amount to be paid by properties within a specific range of values, but may not do so if it has imposed a fixed charge. The minimum rate may only be imposed against the whole of an allotment (which can include land under a separate lease or license) and only one minimum rate is payable by two or more pieces of contiguous land owned by the same owner and occupied by the same occupier. The minimum rate must not be applied to supported accommodation or independent living units within the same group or complex of units. The minimum rate and altered rates must not apply to more than 35% of the properties in a Council area (Section 158).

A Council may declare either a general rate or differential general rates based on the use of the land, the locality of the land, the locality and the use of the land or (where particular circumstances apply) some other basis determined by the Council (Sections 153 & 156). A Council may declare a separate rate (or differential separate rates) on rateable land where a specific project is being undertaken to benefit the land or the occupiers of the land, which can be only a portion of the land in a Council area (Section 154). A Council may impose service rates and/or charges against land for any prescribed service it provides or makes available to the land.

A service charge is also payable in relation to non-rateable land. Prescribed services are the treatment or provision of water, the collection, treatment or disposal (including by recycling) of waste and television transmission (or retransmission) services (Section 155).

Rates are a charge against the land (Section 177). The owner of the land (unless the Council is advised otherwise) is the principal ratepayer and rates may be recovered as a debt against the principal ratepayer. In certain cases the occupier of the land may be classed as the principal ratepayer.

All ratepayers may pay rates in four quarterly instalments and a Council may grant discounts or incentives to encourage early or prompt payment of rates (Section 181). A Council may also make arrangements with ratepayers for other instalment provisions to apply (Section 181). If an instalment of rates is not paid by the due date then the Act provides for a Council to impose a fine of 2% on the unpaid instalment and, if the instalment continues to be unpaid, to charge a prescribed interest rate (set each year by a formula in the Act) on the unpaid instalment (including interest previously charged), on a monthly basis. The Council may remit such penalties in whole or in part (Section 181). Where rates become unpaid for a period of more than three years a Council may sell the land to recover the unpaid rates (Section 184).

A Council may remit or postpone the payment of rates, on the application of the ratepayer, if the payment of the rates would impose hardship on the ratepayer (Section 182).

A Council must rebate the payment of rates for land used for various purposes – health services, community services, religious purposes, public cemeteries, the Royal Zoological Society, educational institutions – as provided in Sections 159 to 165 of the Act. A Council may also provide discretionary rebates on the payment of rates (up to 100% of the rate for a period of up to ten years) on land used for a range of purposes, including for the securing the proper development of the land, for the preservation of buildings or places of historic interest, for the provision of facilities or services for children or young persons and for the provision of accommodation for the aged or disabled (Section 166).

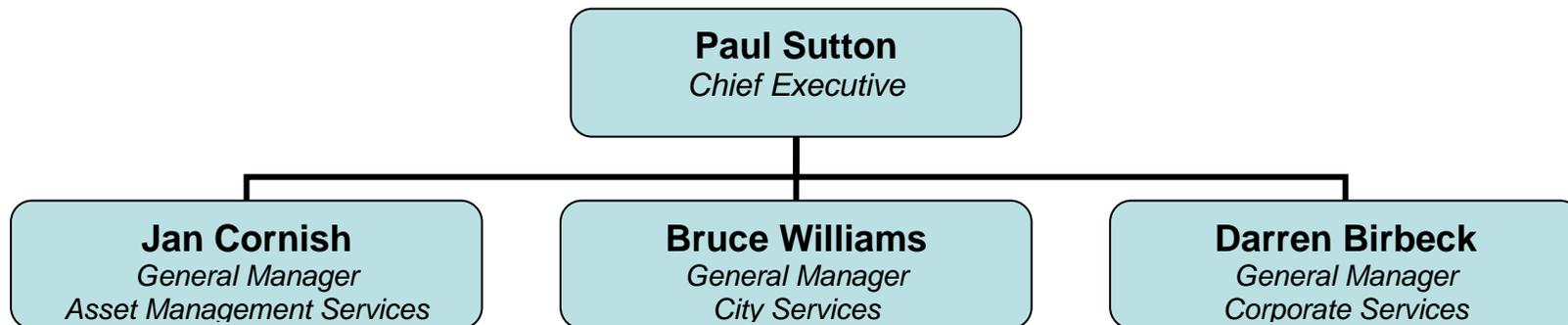
A Council must also postpone all rates over \$500, on application by a 'senior' who satisfies the various criteria set out at Section 182A of the Act.

Note: A copy of the Local Government Act 1999 is available for inspection at the Charles Sturt Civic Centre, 72 Woodville Road, Woodville or on the SA State Government website at www.legislation.sa.gov.au

Attachment E – Council Organisational Chart and Divisional Functions

[Attachment E consists of 3 pages.]

Council Organisational Chart



Council Divisional Functions

Chief Executive	Asset Management Services	City Services	Corporate Services
<ul style="list-style-type: none"> • Chief Executive’s Office • Mayor’s office 	<ul style="list-style-type: none"> • Engineering & Construction <ul style="list-style-type: none"> - Road Maintenance and Construction - Urban Design - Weed Control - Footpaths - Stormwater and Water infrastructure - Waste Management - Street lighting - Traffic Management • Open Space and Recreation <ul style="list-style-type: none"> - Coastal - Arboriculture (Trees) - Parks and Gardens - Open Space Planning - Horticultural Maintenance - Recreational Management • Property Management, Maintenance & RRT <ul style="list-style-type: none"> - Property Maintenance - Property Management - Rapid Response Team • Environmental management <ul style="list-style-type: none"> - Coordination of 'Towards One Planet Living: Greening the Western Suburbs' strategies • Asset management <ul style="list-style-type: none"> - Asset management planning 	<ul style="list-style-type: none"> • Libraries • Customer Service <ul style="list-style-type: none"> - Facility bookings - Customer Service • Community Services <ul style="list-style-type: none"> - Community Care - Community Development - Youth Services - Crime Prevention - Community Centres - Graffiti removal - Volunteers • Public Health & Safety <ul style="list-style-type: none"> - Environmental Health - Animal Management - Parking - Permits - Licences - Immunisation • Planning & Development <ul style="list-style-type: none"> - Development Assessment - Development Control • Urban Planning <ul style="list-style-type: none"> - Planning Policy - Economic development - Cultural development 	<ul style="list-style-type: none"> • Information Systems <ul style="list-style-type: none"> - Records Management - Information Technology - GIS • Financial Services <ul style="list-style-type: none"> - Rates - Accounting services - Budget Development & Management • Governance & Operational Support <ul style="list-style-type: none"> - Council Member Support - Security - Procurement - Fleet - Risk Management - Contract Management - Work Health and Safety • Organisational Development <ul style="list-style-type: none"> - Organisational Culture - Recruitment - Staff Training Needs - Payroll - Industrial Relations • Marketing and Communications <ul style="list-style-type: none"> - Marketing - Graphic Design - Communications • Water business unit operations <ul style="list-style-type: none"> - Sale of recycled water

Attachment F – Capital Projects for renewal of council’s existing assets for 2016/17

Name	Budget Bid Description	Net Budget Bid \$ 2016/17	Nature of Works
<p>Stormwater Renewal - Local Network</p> <p>Bid ID PBB-00000006</p>	<p>Construct stormwater infrastructure to relieve flooding issues in Marlborough Street, Henley Beach (between Military Road and East Terrace) - \$75k</p> <p>Investigation and design for future projects - \$25k.</p>	<p>\$200,000</p>	<p>Renewal</p>
<p>Footpath Renewal - Block Paved Path Large Area Renewal - 2016/17</p> <p>Bid ID PBB-00000009</p>	<p>This capital bid is for continued funding of an internal paving crew for the renewal of paved footpaths throughout the city. The renewal work undertaken by this paving crew extends the life of these paved assets. The project will continue to address the backlog of CRM's and high risk trip steps in paved footpaths and will include labour, materials and equipment.</p>	<p>\$418,000</p>	<p>Renewal</p>
<p>Kerb Ramp Renewal - DDA Compliance - 2016/17</p> <p>Bid ID PBB-00000010</p>	<p>To replace kerb ramps throughout the city so that they comply with DDA specifications with the renewal works to be undertaken with one of the internal concrete teams as determined by the whole of city footpath audit.</p>	<p>\$497,000</p>	<p>Renewal</p>
<p>Large Concrete Footpath and Kerb and Gutter Renewal - 2016/17</p> <p>Bid ID PBB-00000011</p>	<p>Renewal of sections of existing concrete footpaths and kerb and gutter as identified by CRM's and risk management audits. Reduction of trip hazards throughout the city caused by raised, cracking and deteriorating concrete footpaths. This will improve pedestrian safety, reduce Council's liability and increase the useful life of the footpath.</p>	<p>\$900,000</p>	<p>Renewal</p>

Road Renewal - Large Asphalt Renewal 2016/17 Bid ID PBB-00000012	The program commenced in 2008/09 and involves the replacement and renewal of large sections of failed, cracked and deformed asphalt areas within roads and footpaths, in particular at vehicle turning points and roundabouts throughout the City. The aim of the program is to improve road safety and extend the life of the pavement at these locations until such time reseal works are programmed for the road segment.	\$165,000	Renewal
Bridge Renewal Program - Port Road Underpass Bid ID PBB-00000019	Repairs to the western approach structure and replacing the whole deck. Replace balustrade and handrails for the full length of the bridge. Install new public lighting.	\$75,000	Renewal
Road Reconstruction 2016/17 Bid ID PBB-00000024	The reconstruction of road pavements and associated kerb and gutters that have reached the end of their useful life and cannot be rehabilitated through the Road Rehabilitation Works Program. Streets to be reconstructed are listed in TRIM 15/277234	\$9,155,189	Renewal
Path Renewal - Contractor Bid ID PBB-00000027	Renew condition 3 and 4 paths in accordance with the Path AMP 4-year program. Most paths will be replaced with fibre reinforced concrete, but in special areas other materials will be used. The minimum width of the renewed paths will be 1.5 metres which is slightly wider than most of the paths being replaced.	\$3,200,000	Renewal
Path Renewal, Field Services Bid ID PBB-00000029	Renew condition 3 and 4 paths in accordance with the Path AMP 4-year program. Most paths will be replaced with fibre reinforced concrete, but in special areas other materials will be used. The minimum width of the renewed paths will be 1.5 metres which is slightly wider than most of the paths being replaced.	\$400,000	Renewal
Box Culvert Replacement Program	Box Culvert Replacement - Garnet Street Stage 2, West Croydon and Ballater Avenue, Seaton	\$250,000	Renewal

Bid ID PBB-0000032			
AMP - Sporting Accessories Bid ID PBB-0000035	To renew sporting accessory assets as identified within Council's Open Space and Recreation Asset Management Plan.	\$65,210	Renewal
Major Heavy Plant Replacement Bid ID PBB-0000051	Major Plant replacement program to replace Councils Major Plant in accordance with the Asset Mgt Plan and Long Term Financial Plan, emissions, fit for purpose and cost effective replacements. This years schedule is higher than subsequent year due to a number of major plant pieces coming to end of life including; - Sweeper \$430k - 3 x Dingo Loaders \$225k - Excavator \$60k - 2 x Trucks \$290k	\$1,066,485	Renewal
Light Fleet Replacement Bid ID PBB-0000052	To replace Councils light vehicle fleet within the strategic procurement policy and emission, providing best fit and most cost effective vehicles for Council use.	\$588,663	Renewal
Public Lighting Renewal - Bulk Replacement to LED Bid ID PBB-0000056	Replace all Council owned lights on reserves and in local streets that are not LED lights. The total number of lights is in excess of 2,000.	\$550,000	Renewal
Car Park Renewals 2016/17 Bid ID PBB-0000061	Renewal of 11 carparks in accordance with the Asset Management Plan renewal program forecast	\$681,355	Renewal
Road Rehabilitation Works 2016/17 Bid ID PBB-0000062	Undertake works to extend the useful life of road pavements: 1. Road reseal 2. Kerb & gutter renewal 3. Crack sealing 4. Road rejuvenation applications	\$3,248,286	Renewal
Stormwater Pump Station Renewal Works 2016/2017 Bid ID PBB-0000073	To undertake electrical and remote monitoring (SCADA) renewal for Chief Street Stormwater Pump Station and electrical renewal of HMAS Australia Stormwater Pump Station as detailed in Tonkin 2003 review of stormwater pump stations.	\$160,000	Renewal

Public Lighting Renewal - Reserves Bid ID PBB-00000076	Neighbourhood Reserve (North and South sections): Replace all wiring, poles and old light fittings with energy efficient LED lighting. Ozone Reserve: Replace all wiring, poles and old light fittings with energy efficient LED lighting.	\$200,000	Renewal
Dekho - GIS Viewer - Replacement Project Bid ID PBB-00000085	The purpose of this bid is for the cost of purchase, license and implementation of a replacement software application that will enable staff to view Council information with maps. The vendor has declared an end of life announcement for the current mapping software and as such Council will have no support for this software. The bid will provide for a suitable replacement	\$123,200	Renewal
Path Renewal - Holdbrooks Road Hydrometric Station Bid ID PBB-00000086	This project proposes to re-locate the existing Department of Energy, Water and Natural Resources Hydrometric Station 5m East of its existing location, extend 15m of fencing along the River Torrens and re-align the existing RTLP path located in front of the Holdbrooks Road Underpass, Flinders Park. This will provide safer commuting for cyclists and pedestrians using the RTLP path and Underpass as the Hydrometric Station building causes a "blind spot" when entering and exiting the underpass. There is high potential for incidents between commuters at this location.	\$50,000	Renewal
Asset Contingency Building Works 2016/2017 Bid ID PBB-00000089	This project is for contingency funding across all Property Services assets for emergency breakdowns including hot water services, electric and gas stoves, white-goods, switchboards and air conditioners. It also allows for Emergency building works, building stormwater services, sewer and minor building works, 5 aged care complexes 91 Units. 50 Sporting Clubs. Commercial Properties. Civic and Admin buildings. Community Centre and Libraries.	\$130,000	Renewal

	Community Halls. Toilet Facilities		
Road Safety - Traffic Control Renewals Bid ID PBB-00000095	Renewal of the driveway links along Belmore Terrace and Day Terrace between Woodville Road and Kilkenny Road. Other locations will be determined pending successful/unsuccesful bicycle funding application.	\$250,000	Renewal
Fail-over Site Server Hosts Renewal Bid ID PBB-00000105	The server computing environment of the City of Charles Sturt is hosted in computer rooms at the Civic Centre and the Beverley Centre to provide fail-over for Disaster Recovery and also load-balancing for business continuity, development and testing purposes. The Civic Centre is designated as the primary or Production site and the Beverley Centre is designated as the secondary or fail-over site. This server computing environment is virtualised meaning many servers are configured to run as virtual machines on a set number of rack-mounted physical hosts. This budget bid is to replace the physical hosts at the Beverley fail-over site with new physical hosts.	\$25,000	Renewal
Storage Area Network Member Renewal Bid ID PBB-00000106	The server computing environment of the City of Charles Sturt is underpinned by a disk systems known as a Storage Area Networks (SAN). This SAN environment at the Production site and the fail-over site stores both system and data files on disk. The disk systems are either traditional spinning disks or solid state drives. The SANs currently utilized are modular meaning disk trays can be added or removed to increase or decrease the capacity of a SAN as required. Our current practice is to ensure our SANs are current technology and within manufacturer's warranty, which means we add a new disk tray each financial year and de-commission end-of-life trays are required. This budget bid is to replace a disk tray on the Production and Fail-overs SANs.	\$75,000	Renewal

<p>Non-Core Wi-Fi Renewal</p> <p>Bid ID PBB-00000108</p>	<p>User access to the City of Charles Sturt computing environment is enabled either through data cabling, telecommunications, cellular or wireless networks. The City of Charles Sturt provides in-building wireless network access for both staff and members of the public via the appropriate network. This budget bid is to replace in-building wireless infrastructure used by staff to access corporate networks. This access forms the basis of service delivery for many users such as Community Safety, Library Services, Administration and Works & Assets staff. The type of equipment to be replaced includes in-building wireless access points, signal boosters and authentication infrastructure located at remote sites.</p>	<p>\$50,000</p>	<p>Renewal</p>
<p>Upgrade RainBird Irrigation System Modems</p> <p>Bid ID PBB-00000109</p>	<p>The RainBird Irrigation System is used by the Parks, Gardens and Aboriculture Team to manage the efficient use of water to irrigate Council Parks, Reserves and Sportsgrounds. The modems utilised by the system to manage communications with the 100 site based controllers are currently operating on the Telstra 2G network and with the impending closure of the Telstra 2G network at the end of 2016, Council is required to upgrade all modems to 3G to enable the continued operation of the RainBird system.</p>	<p>\$86,000</p>	<p>Renewal</p>

<p>Network Perimeter Router Renewal</p> <p>Bid ID PBB-00000110</p>	<p>The networking environment of the City of Charles Sturt is connected to the Internet primarily in the computer rooms at the Civic Centre and the Beverley Centre. Telecommunication services are presented to our premises by Carriers using either fibre or copper connections and the City of Charles Sturt network edge routers take these connections and present this network traffic to our Firewalls. The Firewalls are software appliances with a whole series of physical and virtual interfaces and rules which determine what to do with what traffic either going to or coming from the Internet. This budget bid is to replace the network edge routers at the Civic Centre Production site and the Beverley Centre fail-over site with new equipment. Having edge routers at both sites enables the routing of Internet traffic for Disaster Recovery and Business Continuity requirements, The edge routers are to be redundant, of sufficient capacity and of commercial grade to ensure there is not a single point of network failure and all traffic passing through these devices is handled in accordance with set rules and protocols.</p>	<p>\$25,000</p>	<p>Renewal</p>
<p>Council Building - Civic Centre Air Conditioning Renewal 2016/2017</p> <p>Bid ID PBB-00000115</p>	<p>Stage 2 of a 3 stage project to replace the Air conditioning plant at the Civic Centre and the Civic Library. The existing units are at the end of their useful life and the refrigerant gas is being phased out over the next 4 years.</p>	<p>\$230,000</p>	<p>Renewal</p>

<p>Council Building Renewals - 2016/2017</p> <p>Bid ID PBB-00000127</p>	<p>Renewal of building Components in Council owned buildings based on the remaining life of each component. Typical works include floor coverings, Kitchens, wet areas and painting as part of the overall project.</p> <p>Specific buildings include:</p> <p>Canino Reserve Public toilet block - \$16,500</p> <p>Civic Centre Floor Coverings - \$168,128</p> <p>Arch Patterson Community Centre \$35,786</p> <p>Other Minor works \$19,475</p> <p>Henley Library - \$1,920</p> <p>Hindmarsh Library \$33,780</p> <p>Jubilee Reserve Toilet Public toilet \$ 35,200</p>	<p>\$310,789</p>	<p>Renewal</p>
<p>Council Operated Buildings - Office Furniture Replacement 2016/2017</p> <p>Bid ID PBB-00000128</p>	<p>Ongoing WH&S requirement to update office furniture in council operated properties. These properties include Community Centres, Libraries, Beverley Centre, Civic Centre and other council occupied facilities.</p>	<p>\$45,000</p>	<p>Renewal</p>
<p>Community Centre Renewals - 2016/2017</p> <p>Bid ID PBB-00000130</p>	<p>Community Centre component renewal Henley Community Centre Arch Patterson Community Centres</p> <p>Henley Community Centre - 2016/17 Renew the Community Centre Toilet facilities \$105K</p> <p>2017/2018 - Arch Patterson Community Centre and the Henley Community Centre Kitchen Renewal - Trim Reference for the Food Safety Inspection from Henley Community Centre 15/362211 - Building Works for the Kitchen Renew and elevate the dishwasher for OH@S reasons, \$120K</p>	<p>\$105,000</p>	<p>Renewal</p>

<p>Bowden Brompton Community Centre Roof Replacment and minor building fitout 2016/2017</p> <p>Bid ID PBB-00000150</p>	<p>Due to the poor condition of the existing roof all areas of the roof require replacing. A condition report has been conducted and the following elements of the roof require replacing , replace the roof and flashings with new Zincalume material. Replace bullnose flashings, Replace capping on existing brickwork, Replace all downpipes and rainheads and install new sisalation blanket under the new roof material, Also workstations and office furniture will be purchased. Minor fencing works and minor building fitout. Endorsed by Council refer Bowden Brompton Community Centre report to Council 10 August 2015. \$ 250,000 requested in 2017/2018 for a wet area renewal has not been endorsed by council, This only a community services request</p>	<p>\$163,140</p>	<p>Renewal</p>
<p>Toogood Avenue Brick kilns - Stabilisation and Interpretive works</p> <p>Bid ID PBB-00000162</p>	<p>Renewal building works for the Heritage and Conservation work on the Toogood Avenue Brick kilns. A Heritage and Conservation plan has been completed by Heritage Architects in 2004 and it has identified various conservation works to be undertaken to preserve the structure as per the Heritage act. Heritage and Conservation Management plan 04/29322.</p>	<p>\$250,000</p>	<p>Renewal</p>
<p>AMP - Fences, Walls & Bollards</p> <p>Bid ID PBB-00000164</p>	<p>To renew existing assets within the Open Space & Recreation Asset Management Plan for fences, walls and bollards based on condition rating, risk and remaining useful life.</p>	<p>\$170,235</p>	<p>Renewal</p>
<p>AMP - Irrigation system upgrade</p> <p>Bid ID PBB-00000167</p>	<p>To renew existing irrigation systems and controllers to ensure that the system is working effectively for efficient use of our water resource as per the IPOS Code of Practice and legislative requirements set be SA Water. Locations set for renewal work include, Gleneagles, Smith, and Tiranna Reserves.</p>	<p>\$349,479</p>	<p>Renewal</p>

AMP- Playground renewals Bid ID PBB-00000169	To renew playgrounds throughout the City as identified within the Open Space and Recreation AMP. Reserves earmarked for renewal include: Willcocks Reserve (Seaton), Sid Knight Reserve (Henley Beach), Pine Lodge Reserve (Grange), Henley & Grange Memorial Oval (Henley Beach), Gleneagles Reserve (Seaton) and Brompton Green Reserve (Brompton). Heysen Reserve and Henley & Grange Community Centre play spaces.	\$300,000	Renewal
AMP- Reserve & Street Furniture Bid ID PBB-00000170	To renew existing reserve and street furniture as identified with the Open Space & Recreation Asset Management Plan. Renewal priorities are based on condition ratings and where maintenance can no longer return the asset to an acceptable level of service.	\$246,213	Renewal
Flinders Park Football Club - Sportsground Lighting Bid ID PBB-00000180	The Flinders Park Football Club have a licence over Flinders Park Oval. The club is made up of a Football Club, Cricket Club, they also have various Clubs affiliated with them including; Spartans American Gridiron, Super Rules and the Flinders Park Netball Club who all use facilities at the Oval. The existing sports ground lighting is inadequate for training and does not allow for any night time games to be played. The lighting needs to be upgraded significantly to ensure for player safety during training and also allow for night time activities to take place. The cost of the lighting upgrade is approximately \$140,000. The Club will apply to the State Government for funding of \$70,000, the Club will contribute \$35,000. They require Council to contribute \$35,000 towards this project.	\$35,000	Renewal
Bus Stop Renewal 2016/17 Bid ID PBB-00000206	Renew old bus stops as they reach the end of their useful life and to include DDA compliant design.	\$400,000	Renewal

Electronic Traffic Control Renewal - Fairford Terrace Semaphore Park Bid ID PBB-00000207	Renewal of existing Electronic School "Koala" Crossing located at Fairford Terrace adjacent Teal Grove at Westport Primary School.	\$100,000	Renewal
Irrigation Renewal - George Jones & Glenwood Reserves Bid ID PBB-00000215	To renew existing irrigation systems at both George Jones and Glenwood Reserves so that the systems work effectively for efficient use of our water resources as per the IPOS Code of practice and legislative requirements.	\$85,000	Renewal
Pathways to Prosperity - Year 1 Bid ID PBB-00000217	Bring forward path renewals identified in the Paths AMP.	\$1,000,000	Renewal
Desktop PC Replacement Program Bid ID PBB-00000233	This is the annual program to renew Council PC's including staff, community centre and library PC's. Prior to 2016/17, PC's were leased and the expenditure covered under the operating budget however with the transition towards virtual desktops, PC's are expected to last longer and cost less making leasing no longer the best financial option. For example, PC's normally last 3 years and cost around \$1500. VID PC's last 5-7 years and cost \$750.	\$135,000	Renewal
	Total	\$26,559,244	