

# ANNUAL BUSINESS PLAN AND BUDGET 2022/23



Rectangular Ship

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## A Guide to Reading and Using This Plan

### 1. **CEO Statement on Financial Sustainability**

This is a statement from the CEO in compliance with Section 122 4(a) of the Local Government Act 1999 to provide a report on council's long term financial performance and position.

### 2. **Preamble**

The introductory section of the 2022/23 Annual Business Plan and Budget sets out the statutory context for this document and the process followed in its preparation.

### 3. **Introduction to the City of Charles Sturt**

This section provides a summary of the key characteristics of the City.

### 4. **Strategic Context and Priorities**

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. Council initiatives to be implemented in 2022/23 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 2022/23 until 2031/32. 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 2022/23?**

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 **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 2022/23 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 2022/23 excluding rates.

**9. Annual Budget 2022/23**

The parameters for the budget 2022/23, 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 2022/23 and 2021/22.

**10. Analysis of Operating Budget**

This section provides an analysis of the expected operating revenues and expenses of the Council for the 2022/23 year in comparison to the adopted budget for 2021/22.

**11. Analysis of Cash Position**

This section analyses the expected cash flows for 2022/23 compared to the adopted budget 2021/22.

**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 2022/23 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 2022/23
- Organisational Chart and Divisional Functions
- Capital Projects for renewal of council's existing assets for 2022/23.

## 1. CEO Statement on Financial Sustainability

The City of Charles Sturt takes its commitment to our community to deliver our services in a financially sustainable way seriously. We do this by having a sound planning framework that takes account of our significant asset base of over \$1.3b, understanding our growing community expectations regarding service breadth and quality of services, as well as the aspirations around emerging issues. This is counterbalanced by an increasing sensitivity around increased rates.



CEO Paul Sutton

Our planning framework is depicted elsewhere in this Annual Business Plan, but at its apex is the Community Plan, this long-term strategy documents the vision for our City. Its five pillars shape who we are and guide how we work together as an organisation and community. Our Community Plan identifies the outcomes and aspirations for each pillar and how we will track and measure success. Our plan creates opportunities for the City of Charles Sturt to grow, to connect, and to enhance the western region and greater Adelaide. Supporting the Community Plan is our Organisation Plan, a range of Asset Mgt Plans, and a suite of other strategies that reflect particular areas of action including our approach to environmental issues and climate change.

Our Long Term Financial Plan (LTFP) translates the cost of these plans to ensure they can be realised. This ensures their viable fulfillment over the longer term and demonstrates not only short but long term financial sustainability. The LTFP by its nature requires forecasts and assumptions of the future economic climate. There will always be variability to the accuracy of these and hence we do our best and use the most up to date information available, while pitching this with an eye to financial conservatism. Through this we seek to deliver all we have planned and avoid economic shocks being transferred to our ratepayers.

Council has adopted and is guided by 3 key financial indicators used across our sector. This enables high level comparability and drives accountability, ensuring we “continue to meet long-term service and infrastructure levels and standards, without substantial increases in rates or cuts to services”

Section 5 of the Annual Business Plan and Budget 2022/23 provides an in-depth analysis of our Long Term Financial Plan and documents the forecast path forward including the assumptions on which it is based.

All key financial indicators show Council continues to be financially sustainable over the ensuing 10 years. While it is always the long term trend that is important, our current LTFP provides this while also being positive on all years through its term.

Council has established indicators with target ranges or parameters to guide its decisions. They are:

- The Operating surplus ratio is > 0%
- Asset Renewal funding ratio is > 80% and
- Net Financial liability ratio is less than 100% over the forecast period.

Each year the LTFP is updated to remain contemporary. It then has regard to changes in any assumptions and updates to the economic outlook as well as internal factors. This includes

changes that occur to asset management plans as they are refreshed as well as reflecting new strategies and initiatives adopted by Council. This enables Council to position itself to meet ongoing challenges while also enabling significant financial capacity to respond to external opportunities such as 'matched grant funding' while always remaining financially sustainable.

In the immediate term there are several challenges and opportunities facing the City today and into the future.

- Infrastructure demands with ongoing maintenance and replenishment of existing infrastructure and the provision of new infrastructure to facilitate growth in services to meet community demands and expectations
- 30 Year Plan for Greater Adelaide – pursue amendments to the Planning Code to enable sustainable population growth and associated infrastructure requirements
- Managing the cost of waste and increasing the usage of recyclables as we move toward a circular economy, including the operation of our Materials Recovery facility
- Addressing our Climate Change emergency declaration and delivering Net Zero carbon emissions
- Continuing to support the economy via implementation of our Economic Development Plans across the Western Region to create a prosperous community
- Digital transformation of business processes through collaboration with the City of Port Adelaide Enfield for modern IT systems with the customer as the core
- Encouraging and supporting greater participation and active engagement by the community in facilitating outcomes

In responding to these challenges, Year 1 of the LTFP lays the foundation for development of the Annual Budget to ensure alignment with the longer term plan, the high level parameters, and responsible rates increases.

The major budget categories:

- |                              |                       |
|------------------------------|-----------------------|
| - Recurrent Operating Budget | - Renewal Capex works |
| - New Capex works            | - Operating Projects  |

are evaluated within the context of the LTFP and each category works within the LTFP forecast. We maintain a strong correlation across the categories and between AMPs in each budget year.

This discipline enhances confidence in the realisation of Council's operations, projects, and ongoing financial sustainability.

As stated at the outset, we take the future our community aspires to and how we manage that seriously. We do this by working together to create opportunities for the City of Charles Sturt to grow, connect and to enhance the western region and greater Adelaide in a sustainable way.



**Paul Sutton**  
Chief Executive Officer

## 2. 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 2022/23 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 2022/23 was adopted by the Council of the City of Charles Sturt at its meeting on Monday, 11 July 2022.



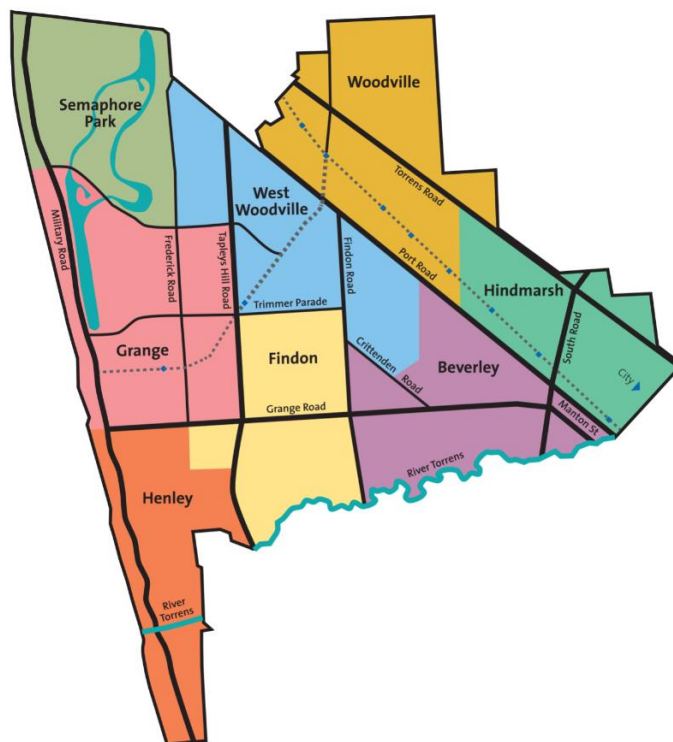
### 3. Introduction to the City of Charles Sturt

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 115,000 and 56,000 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, 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.



## 4. Strategic Context

The Annual Business Plan and Budget 2022/23 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 2022/23 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.

Our Community Plan 2020-2027 – *Charles Sturt – A Leading, liveable City*, is the lead document in council's strategic planning framework. Five pillars have been developed through extensive community consultation and reflect the community's aspirations, setting down the broad direction and emphasis that Council will pursue over the next 7 years.

Our Organisational Plan 2021-2025 is the next step in the delivery of that plan and details the actions and measures that will deliver, over the next 4 years, the first stage of our Community Plan. Progress and achievements from this Annual Business Plan will be reported each year through the Annual report.

As required by the Local Government Act 1999, Our Community Plan had been developed recognising our regional alliances and State Strategic Plans.

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 our Community Plan will not in themselves achieve the targets of the State Strategic Plan but will contribute to their achievement.

As per the Local Government Act 1999 Council's strategic planning documents must be reviewed within 2 years of a council's election and subsequently the current documents are as a result of a review in 2020. The next council election will be held November 2022.

Our Community plan and other relevant documents are all available from council's website: [www.charlessturt.sa.gov.au](http://www.charlessturt.sa.gov.au)

The following diagram depicts Council's strategic planning framework for the five pillars areas:

# CITY OF CHARLES STURT STRATEGIC PLANS & FRAMEWORKS - ALIGNMENT TO COMMUNITY PLAN PILLARS



This diagram depicts how Charles Sturt plans align with the state strategic directions



The five pillars that represent our City:

- ❖ ***Our Community*** – A strong and connected community
- ❖ ***Our Liveability*** – A liveable city of great places
- ❖ ***Our Environment*** – An environmentally responsible and sustainable city
- ❖ ***Our Economy*** – An economically thriving city
- ❖ ***Our Leadership*** – A leading and progressive Local Government organisation

are a range of outcomes 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 2022/23 financial year align with the strategies. The detail of these key actions and KPI’s which we will use to measure our success can also be found in the Charles Sturt Organisational Plan 2021-2025 document.

### **Objectives and Strategies**

#### **1. OUR COMMUNITY – A Strong and Connected Community**

Our Community Plan Outcomes	Our Organisational Plan Actions
In our City no one gets left behind; everyone has access to enough resources, services, programs, information and social infrastructure to fully participate in their community.	<ol style="list-style-type: none"> <li>1. Develop mutually beneficial partnerships with key stakeholders that effectively respond to local needs and motivates and strengthens our community.</li> <li>2. Creatively grow access to services in communities with limited or low access to existing services, facilities and programs</li> <li>3. Reconfigure existing facilities to broaden their appeal, maximise resources, enhance/extend service offerings and remove barriers to participation.</li> <li>4. Provide technology infrastructure and programs to support digital inclusion.</li> </ol>
Charles Sturt is made up of strong and vibrant communities; we celebrate our identity, heritage and cultural diversity. People feel a sense of belonging, inclusion and social connectedness.	<ol style="list-style-type: none"> <li>1. Connect with traditional owners to identify, promote, respect and protect Kurna heritage and culture.</li> <li>2. Create a more inclusive and accessible City that celebrates, partners and advocates for people of diverse culture and abilities</li> <li>3. Increase volunteer participation by promoting, creating and expanding volunteering opportunities</li> </ol>

Our Community Plan Outcomes	Our Organisational Plan Actions
<p>People embrace healthy living, physical activity and ageing well.</p>	<ol style="list-style-type: none"> <li>1. Support citizens to age well in place and participate in community life.</li> <li>2. Provide opportunities for formal and informal recreation, fitness and leisure experiences.</li> <li>3. Develop activities with a key focus on healthy eating, healthy living and ageing well.</li> </ol>
<p>Charles Sturt is a place where people feel safe in their homes, neighbourhoods and public places; they are resilient and manage shocks and stresses to build a stronger community</p>	<ol style="list-style-type: none"> <li>1. Support community safety and positive public health outcomes through prevention, education, encouragement and enforcement activities.</li> <li>2. Develop and support programs and activities that build individual, family and community resilience.</li> </ol>
<p>People learn throughout their lives; they have the skills and abilities to achieve great outcomes for themselves, their families and the opportunity to become leaders in their communities.</p>	<ol style="list-style-type: none"> <li>1. Create opportunities for the community to engage in a lifelong love of reading, learning and creative experiences.</li> <li>2. Upskill sporting and community groups to build sustainability</li> <li>3. Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.</li> </ol>

## 2. *OUR LIVEABILITY – A Liveable City of Great places*

Our Community Plan Outcomes	Our Organisational Plan Actions
A well-designed urban environment that is adaptive to a diverse and growing City.	<ol style="list-style-type: none"> <li>1. Support diversity of new and renewal developments which complement and enhance the character and liveability of our city through master planning, policy and development assessment.</li> <li>2. Implement Your Neighbourhood Plan framework</li> </ol>
City assets and infrastructure are developed and enhanced on a strategic and equitable basis and coordinated with industry and government bodies.	<ol style="list-style-type: none"> <li>1. Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing community needs.</li> <li>2. Manage maintenance service levels and asset lifecycles to optimise asset life and achieve service efficiency in line with community needs and diverse urban densities.</li> <li>3. Develop and enhance assets in line with key Council strategies</li> </ol>
Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods.	<ol style="list-style-type: none"> <li>1. Engage the community in the delivery of events in community and public spaces.</li> <li>2. Develop destinations that cultivate art, culture, place making while recognising heritage principles</li> <li>3. Develop and implement a program to promote street and place activation.</li> </ol>
Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections.	<ol style="list-style-type: none"> <li>1. Continue to implement improvements to our transport network to improve road safety.</li> <li>2. Invest in inclusive upgrades to the whole transport network to promote a balanced distribution of residents driving, walking, cycling and using public transport.</li> <li>3. Continue to support and advocate for shared transport options such as ride shares, car share, shared bike and scooter schemes</li> <li>4. Continue to support and advocate the uptake of electric vehicle ownership and usage</li> </ol>

Our Community Plan Outcomes	Our Organisational Plan Actions
<p>Enhance the diversity of open spaces to create innovative, accessible and flexible community spaces.</p>	<ol style="list-style-type: none"> <li>1. Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.</li> <li>2. Maximise the use of Council open space and sporting facilities.</li> <li>3. Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils</li> </ol>

**3. OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City**

Our Community Plan Outcomes	Our Organisational Plan Actions
<p>Greenhouse gas emissions significantly reduce, and we adapt to our changing climate</p>	<ol style="list-style-type: none"> <li>1. Implement our climate change mitigation and adaptation strategies including AdaptWest and Net Zero.</li> <li>2. Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments</li> </ol>
<p>Our city is greener to reduce heat island effects and enhance our biodiversity</p>	<ol style="list-style-type: none"> <li>1. Protect and enhance our urban tree canopy</li> <li>2. Implement our Biodiversity Action Plan and identify opportunities in capital projects to enhance and protect biodiversity across Council reserves and land</li> <li>3. Develop, manage and maintain green infrastructure, prioritising areas challenged by the urban heat island effect wherever practicable</li> </ol>
<p>Charles Sturt is recognised as a leading partner and educator in pursuing a sustainable future with our community</p>	<ol style="list-style-type: none"> <li>1. Facilitate opportunities and educate, promote and implement environmentally sustainable business practices to minimise our adverse impact on the environment and to provide learning to the community</li> <li>2. Incorporate sustainable infrastructure into our community spaces and buildings</li> </ol>



Our Community Plan Outcomes	Our Organisational Plan Actions
Reduce waste production across our city, and grow the circular economy	<ol style="list-style-type: none"> <li>1. Take back control of the community’s recyclables through construction and operation of our MRF jointly with the City of Port Adelaide Enfield.</li> <li>2. Reduce waste to landfill across our City through education and improvements to the kerbside 3 bin service.</li> <li>3. Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.</li> </ol>
We advocate for the protection of our coastal areas and enhancing biodiversity along our coast	<ol style="list-style-type: none"> <li>1. Develop and implement strategies and partnerships in response to coastal risks and influence government led initiatives.</li> <li>2. Improve and increase biodiversity along our coast</li> </ol>

**4. OUR ECONOMY – An Economically Thriving City**

Our Community Plan Outcomes	Our Organisational Plan Actions
The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community	<ol style="list-style-type: none"> <li>1. Develop a regional promotion plan in collaboration with regional alliances to promote the western region economy.</li> <li>2. Develop strategic and industry alliances to progress economic growth and resource sharing</li> <li>3. Engage with business and key markets to encourage and support market development initiatives.</li> </ol>
Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained.	<ol style="list-style-type: none"> <li>1. Support opportunities to ‘buy local’ in Charles Sturt through our procurement practices.</li> <li>2. Increase local supply chain development through business support and promotions.</li> <li>3. Support our community and economy through the COVID-19 period while remaining financially sustainable.</li> <li>4. Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.</li> </ol>

Our Community Plan Outcomes	Our Organisational Plan Actions
	<ol style="list-style-type: none"> <li>5. Provide a supporting environment and streamlined approach to assist business with establishment, expansion and business advice.</li> </ol>
<p>Businesses and industry sectors continue to grow and diversify</p>	<ol style="list-style-type: none"> <li>1. Promote, facilitate and attract businesses to employment lands and commercial precincts to support growth.</li> <li>2. Educate and support local business to adapt to an increasingly changing environment</li> </ol>
<p>Our businesses and community have the skills for success to realise job opportunities</p>	<ol style="list-style-type: none"> <li>1. Build capability and skills for our community by facilitating connections and support programs and raising awareness of training and development programs (both internal and external).</li> <li>2. Attract and support events and experiences that link to local jobs.</li> </ol>

**5. OUR LEADERSHIP – A leading and progressive Local Government organisation**

Our Community Plan Outcomes	How will we achieve this?
<p>Our values, leadership and collaborative approach are bold and courageous and enables us to deliver value for our Community and create a leading liveable City.</p>	<ol style="list-style-type: none"> <li>1. Implement and embed our organisational values by taking a values-based approach to our decision making.</li> <li>2. Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money.</li> <li>3. Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community.</li> <li>4. Modernise our IT applications to ensure optimised service delivery.</li> <li>5. Ensure the services we are providing are meeting our community’s expectations.</li> </ol>
<p>We provide excellence in customer experience by ensuring our customers are at the heart of everything we do.</p>	<ol style="list-style-type: none"> <li>1. Develop and embed the Customer Experience Strategy.</li> <li>2. Our workplaces and the way we work ensures our commitment to customer experience excellence.</li> </ol>

Our Community Plan Outcomes	How will we achieve this?
<p>We care about our people ensuring we support, develop and motivate our workforce to meet Community needs with capability and confidence.</p>	<ol style="list-style-type: none"> <li>1. Develop and embed flexible ways of working for our workforce.</li> <li>2. Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience.</li> <li>3. Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future.</li> <li>4. Our people have role clarity, receive regular feedback and have the capability to undertake their roles safely and effectively</li> </ol>
<p>The management of our City is progressive, responsive and sustainable to ensure a united and unique place for future generations</p>	<ol style="list-style-type: none"> <li>1. Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to meet future community expectations and legislative requirements.</li> <li>2. Develop a central register and strategically pursue grant and co-funding opportunities.</li> </ol>
<p>5. Open and accountable governance</p>	<ol style="list-style-type: none"> <li>1. Actively and effectively communicate Council decisions.</li> <li>2. Actively engage our community on Council services, programs and infrastructure.</li> <li>3. Our policies reflect the current legislation, are fit for purpose and enable decision making.</li> <li>4. Our strategic plans reflect our communities' aspirations while meeting the current legislation</li> <li>5. Our Community are updated on the progress and delivery of Council's projects for their community</li> <li>6. Implement systems and frameworks to continuously improve management and performance</li> <li>7. All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register.</li> <li>8. Local Government Act 1999 reforms are implemented efficiently and effectively.</li> </ol>

## 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. Council's long-term financial performance and position is considered to be financially sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The Long Term Financial Plan (LTFP) 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 so we can be financially sustainable over the long term.

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 actual results are likely to vary from the information contained in the Long Term Financial Plan, 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.

Council Members were asked to review a scenario using a standard number of base assumptions to forecast future financial performance over the next 10 years. Following an analysis of key financial indicators and review of the impact on long term financial sustainability this scenario was adopted on 15 March 2022.

The scenario adopted identifies the high level parameters for total rates, borrowings, level of capital expenditure, annual operating projects and recurrent budget forecasts for development of the annual budget for 2022/23. As the actual inputs are refined over the budget process a comparison to the LTFP high level parameters adopted will determine any changes required to those high level parameters and a review of the impact on future financial forecasts.

Asset Management Plans (AMP) have been produced and reviewed regularly as required for asset renewal/replacement of each major asset category and which 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 assessments of useful life and condition. In 2022/23 the forecast renewal program is \$26.123m, increasing to \$30.492m in 2030/31.

Council's ongoing commitment to infrastructure, as reinforced in its Budget Principles, requires that an amount equal to that identified in relevant Asset Management Plans will be applied when possible to the rehabilitation and/or renewal of existing infrastructure with the balance of any funds applied to new/upgrade capital works.

Council staff have 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.

In 2022/23 Council's contribution to the level of new/upgrade works is forecast at \$8.255m and then \$11.825m in 2023/24, \$17.925m in 2024/25 and finally \$10.325m in 2025/26. The increase in upgrade capital works in 2024/25 is due to significant projects such as the Chief Street Brompton Streetscape Upgrade (AMC 21/09/2020 item 4.7)

The modelling assumes that Council will continue to use debt where relevant as a mechanism for funding of its new/upgrade capital program to avoid unacceptable rates increases over the short term and as a way of achieving inter-generational equity.

Debt levels will be within the constraints dictated by Council's Borrowing Policy such that Council's total indebtedness or net financial liabilities ratio is less than 100%.

Although renewal capital expenditure is funded by rates, the level of new/upgrade works which is largely funded by loan borrowings over the life of these assets will impact the level of loan borrowings required over the forecast 10-year period. This means to fund these significant projects Council will need to make use of borrowings in spreading the cost across the generation of users but the increase is well within Council's borrowing limits.

Borrowings therefore are expected to peak at \$42.83m in 2024/25 as the significant new/upgrade program nears completion and then reduces over the 10 year forecast period to nil in 2031/32. This translates to a net financial liabilities ratio that peaks in 2024/25 of 51.5% against a benchmark of 100% and interest cover ratio of 1.0% in 2022/23 against the benchmark of 10%.

Current depreciation rates for Council's assets have been applied and depreciation expense is based on adherence to Australian Accounting Standards.

Rateable property growth or new properties from development is based on achieving a continuing trend of 1% and is verified by council's Planning and Development department annually.

CPI forecasts are obtained from Deloitte Access Economics in an effort to obtain expert and independent assessments.

Wages forecasts are based on currently endorsed Enterprise Bargaining agreements and where they are not in place are based on Deloitte Access Economics predictions for wages growth in SA.

Other assumptions regarding items such as utilities costs are based on either known information or from discussions with relevant staff having regard to existing trends in performance.

The scenario modelled is based on maintaining existing council services over the 10 year period. It assumes forecast rates over the 10 years are equivalent to forecast CPI (Access Economics) plus an extra impost to ensure financial sustainbilty plus assumed property

growth of 1%. In 2022/23 a total rate rise of 2.48% (forecast CPI 2.18% plus 0.3%) plus projected property growth of 1.0% (new and developed properties) is assumed. This is followed by forecast CPI increases plus growth of 1% plus an additional impost over the next 3 years of 0.5%, 0.5% and 0.3% at a time when Council is reviewing its ERP system (CL 24/01/2022 item 6.01).

This translates to rates increases of 2.73% in 2023/24, 2.84% in 2024/25, 2.67% in 2025/26 and 2.26% in 2026/27 plus new property growth annually and allows Council to not compromise on its service delivery due to the ERP implementation .

For this level of projected rates income, annual operating projects or service level increases are forecast at \$2.5m plus 50% of the projected ERP system plus the allowance for LG elections , esclating by an approximation of CPI to \$3.078m per annum over 10 years.

In summary the high level parameters for 2022/23 which were used to **guide** the development of the budget are:

- Total rates increase of 2.48% plus assumed property growth (new properties) of 1.0%
- Total annual operating projects \$3.409m
- Total capital (renewal) \$26.123m
- Total capital New/Upgrade \$8.255m
- Using existing CAD facilities for borrowings required
- Operating surplus of \$343k
- Operating surplus ratio 0.3%
- Net Financial Liabilities ratio 51.0%
- Asset renewal funding ratio 100%
- Interest cover ratio 1.0%

All assumptions used for the LTFP forecasts are detailed in [Schedule A](#) (located in attachment B) and are 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 renewal funding 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% and <10%** 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

needed to cost effectively maintain service levels in line with its asset management plans. (**asset renewal funding 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).

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

**City of Charles Sturt**

**10 Year Financial Plan for the Years ending 30 June 2032 - High level Summary. Exec endorsed 14/2/22**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CPI Increase - Deloitte Access Economics (DAE)			2.18%	2.23%	2.34%	2.37%	2.26%	2.50%	2.39%	2.34%	2.37%	2.26%
Extra Impost			0.30%	0.50%	0.50%	0.30%						
Rates Price Increase			<b>2.48%</b>	<b>2.73%</b>	<b>2.84%</b>	<b>2.67%</b>	<b>2.26%</b>	<b>2.50%</b>	<b>2.39%</b>	<b>2.34%</b>	<b>2.37%</b>	<b>2.26%</b>
Rates Growth			1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Rates Income Increase			3.48%	3.73%	3.84%	3.67%	3.26%	3.50%	3.39%	3.34%	3.37%	3.26%

**Profit and Loss Statement**

Rates	112,324	112,836	118,270	122,634	127,284	131,904	136,172	140,901	145,634	150,451	155,476	160,509
Employee Costs	44,099	46,550	49,908	51,061	52,545	54,174	55,630	57,167	58,816	60,484	62,408	64,409
Depreciation	32,171	33,920	35,082	36,177	37,220	38,441	39,846	41,221	42,527	43,901	45,089	46,757
<b>Operating Surplus</b>	<b>10,753</b>	<b>955</b>	<b>343</b>	<b>1,243</b>	<b>1,689</b>	<b>1,759</b>	<b>1,275</b>	<b>2,012</b>	<b>2,097</b>	<b>2,080</b>	<b>1,557</b>	<b>1,584</b>

Borrowings	36,405	38,467	38,669	37,934	42,825	41,687	36,786	29,820	20,018	10,402	2,542	-
CAWRA Guarantee	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901

**KPI Ratios**

		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
<b>Operating Surplus Ratio</b>	Traffic Light											
	Actual Ratio	0.7%	0.3%	0.9%	1.2%	1.2%	0.8%	1.3%	1.3%	1.2%	0.9%	0.9%
<b>Net Financial Liabilities</b>	Traffic Light											
	Actual Ratio	52.1%	51.0%	49.2%	51.5%	49.7%	45.6%	40.2%	33.6%	27.5%	22.9%	11.8%
<b>Asset Renewal Funding</b>	Traffic Light											
	Actual Ratio	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Interest Cover Ratio</b>	Traffic Light											
	Actual Ratio	1.3%	1.0%	0.9%	0.9%	0.9%	0.9%	0.7%	0.6%	0.4%	0.2%	0.0%



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 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 Operating Income with a negative ratio highlighting the additional revenue percentage required to ensure current ratepayers are paying for their current consumption of resources. This ratio is positive over the forecast period for the adopted LTFP and within benchmarks set by Council ie >0% and <10%.



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 with a peak at 51.5% and an interest cover ratio less than 1.3% 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.

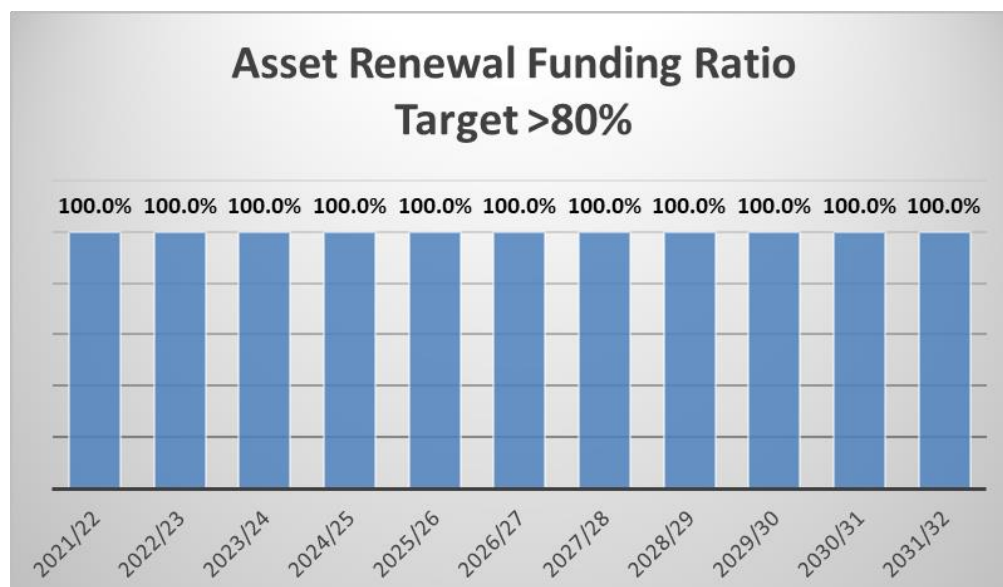




Charles Sturt is the caretaker for more than \$1.0 billion of community assets and is responsible for maintaining the value of these assets.

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 assessment of condition and the useful life of those assets.

The asset renewal funding 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 which assumes the renewal of infrastructure equates to that identified in its adopted Asset Management Plans.



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 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 including borrowings which are used to guide its decision making.

It should be noted that the LTFP was developed over a period where CPI is fluctuating due to pressure on fuel prices and housing. Access Economics forecasts have been used (purchased subsequent to release of December CPI) but it is an ever evolving situation exacerbated by the war in Ukraine, COVID and supply chain impacts. The Adelaide CPI for December 2021 was 3.3% and for March 2022 4.7% with it predicted to rise to approximately 5% for June 2022. The forecasts from Access Economics assume the current pressure will ease over 2022/23 and CPI will reduce down to a forecast 2.18%. This is the basis on which the budget was formulated. However, if those forecasts are not realised for 2022/23, the potential for a one off deficit may arise if the costs of council continue to rise over and above budget expectations. This risk was modelled for the Council prior to adoption of the LTFP that was used to develop the annual budget for 2022/23.

A full copy of the Long Term Financial Plan 2021-2031 is included as [Attachment A](#)

**Please note year 1 (2022/2023) of this adopted LTFP provided the basis for development of the annual budget and high level parameters. The final budget 2022/2023 was adopted following consultation feedback and finalisation of actual inputs for the recurrent budget and level of capital and annual operating projects, having regard to the high level parameters. The final budget demonstrated strong alignment to the high level parameters with the next LTFP iteration to be updated with the actual budget adopted for 2022/2023.**

## 6. What Services Will We Deliver to our Community in 2022/23?

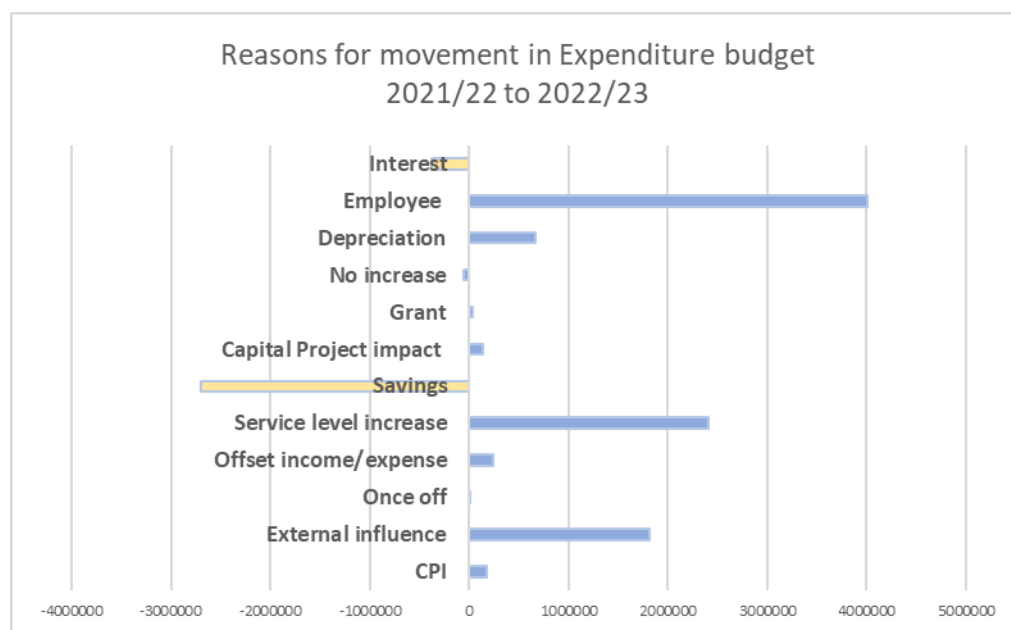
All councils have basic responsibilities under the Local Government Act 1999 and other relevant legislation. These include:

- 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.

Budget managers developed their recurrent budget requirements following a zero based approach and having regard to previous years trends, noting that effectively reductions in budgets (savings) were used to offset the cost of external influences, wage increases and service level increases to ensure the rates increase remained in line with the high level parameters for the adopted LTFP used to guide development of the annual budget.

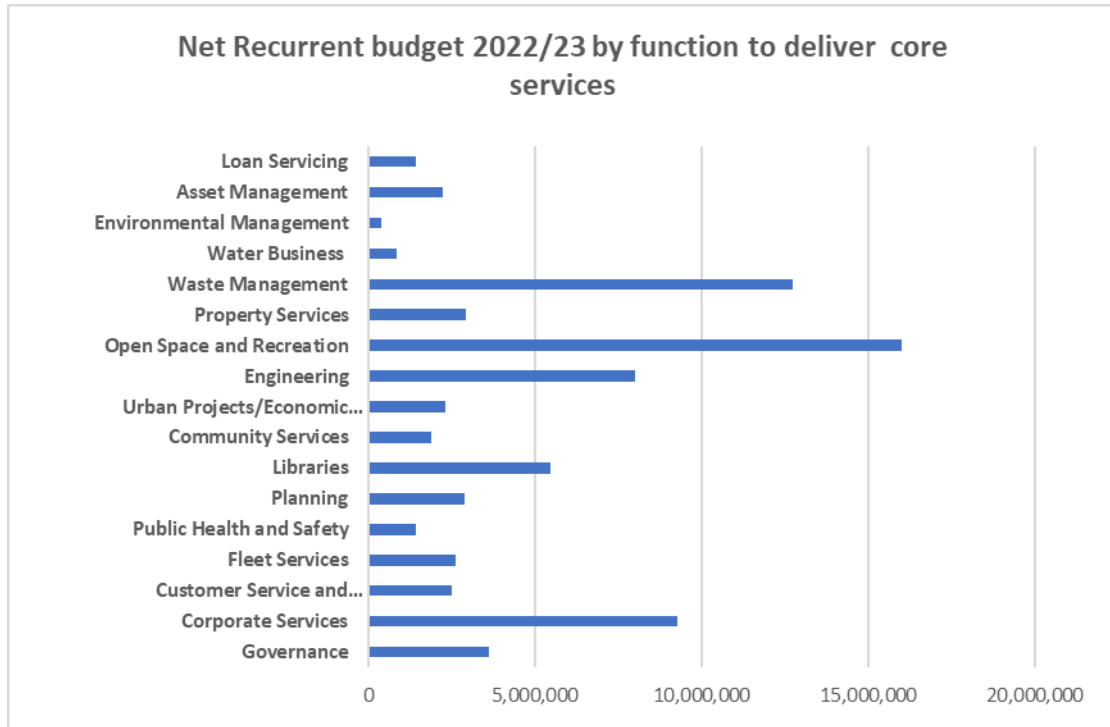


The actual recurrent operating budget surplus in 2022/23 to deliver core services including “rates income levied” of \$118.714m offset by rate relief and rebates of \$3.581m and including depreciation (non cash) of \$34.582 is **\$3.887m**.

A comprehensive listing of our core operational services (recurrent budget) provided to the community as at June 2022 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 \$
Governance		(99,934)	3,738,613	3,638,679
Corporate Services		(6,611,838)	15,879,551	9,267,713
Customer Service and Communication		0	2,527,609	2,527,609
Fleet Services		(17,500)	2,660,753	2,643,253
Public Health and Safety		(3,111,600)	4,554,689	1,443,089
Planning		(1,580,000)	4,486,444	2,906,444
Libraries		(962,400)	6,420,666	5,458,266
Community Services		(2,107,800)	3,992,139	1,884,339
Urban Projects/Economic development		(247,429)	2,554,824	2,307,395
Engineering		(2,622,182)	10,633,482	8,011,300
Open Space and Recreation		(170,951)	16,198,724	16,027,773
Property Services		(1,386,410)	4,322,502	2,936,092
Waste Management		(1,153,300)	13,907,478	12,754,178
Water Business		(276,000)	1,114,270	838,270
Environmental Management		0	412,750	412,750
Asset Management		0	2,242,087	2,242,087
Loan Servicing		0	1,420,193	1,420,193
<b>Total excluding depreciation and rates</b>		<b>(20,347,344)</b>	<b>97,066,774</b>	<b>76,719,430</b>
Depreciation		0	34,582,340	34,582,340
<b>Total including depreciation</b>		<b>(20,347,344)</b>	<b>131,649,114</b>	<b>111,301,770</b>
Rates levied		(118,770,593)	0	(118,770,593)
less Rate relief, rebates and remissions		3,581,368	0	3,581,368
Net rates		(115,189,225)		(115,189,225)
<b>Total</b>		<b>(135,536,569)</b>	<b>131,649,114</b>	<b>(3,887,455)</b>

**\*Corporate Services includes support services such as Information Systems, Organisational Development, rates management, finance, 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 2022/23 it is proposed to fund **\$3,537,869** in annual operating projects comprising \$463,602 in income and \$4,001,471 in expenditure.

This is greater than the annual operating projects consulted of net \$3,477,869 due to the addition of 2 projects that were incorrectly classified as new/upgrade capital in the Draft Annual Business Plan for a total of \$60,000 (PBB 1521 and PBB 1555) per CL 14/06/2022 item 2.2.2:4.17

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



Name	Budget Bid Description	Budget Bid Income \$ 2022/23	Budget Bid Expenses \$ 2022/23	Net Budget Bid \$ 2022/23
<b>Discretionary Ward Allowance for Council Members</b>  <b>Bid ID PBB-00001423</b>	To provide Council with discretionary funds to assist eligible, Not for Profit individuals, groups and organisations within the community who are seeking financial support for programs, projects and activities. Under the Council Caretaker Policy no application can be assessed after 1 July on the year of an Election. Council Elections will be held in 2022	\$0	\$138,000	\$138,000
<b>Beverley Recycling and Waste Centre 1.0 FTE</b>  <b>Bid ID PBB-00001430</b>	1.0 FTE Beverley Recycling and Waste Centre Operator is required due to the increased external customer demand.	\$0	\$80,000	\$80,000
<b>Tree Canopy Improvement Strategy Implementation - Year 1</b>  <b>Bid ID PBB-00001441</b>	Implement the first year of actions from the endorsed Tree Canopy Improvement Strategy to improve the amount of tree canopy city wide for the benefit of our community and environment in the face of a changing climate.	\$0	\$65,000	\$65,000
<b>Recycling improvement grants</b>  <b>Bid ID PBB-00001445</b>	The grant program would offer community groups, not for profit (NFP) organisations and sporting clubs the opportunity to apply to Council for funds to support the purchase of internal bin infrastructure and equipment (e.g. internal bins for waste and recycling stations, compostable bags etc) to help improve their recycling efforts.	\$0	\$20,000	\$20,000

<b>Irrigation Maintenance Technician FTE</b> <b>Bid ID PBB-00001453</b>	<p>Since 2019 Council has taken on an additional 48ha of irrigated turf through new contributed assets, internal capital works and increased levels of services. During this time the resourcing for our internal irrigation maintenance technicians has not been increased to reflect this change. Our irrigation maintenance technicians currently maintain 44ha each, this is double the area of maintenance compared to other Councils.</p>	\$0	\$85,000	\$85,000
<b>Weekly FOGO trial</b> <b>Bid ID PBB-00001454</b>	<p>The project aims to test the community's willingness to transition to alternative collection frequencies, to reduce landfill disposal of food and other organic material. It will also test the economic implications of this through reduced landfill costs that should offset any increased collection complexity costs caused by any opt-out households.</p> <p>Trial will be across 1000 households across 2 distinct locations (one higher socio-economic area and one low socio-economic area)</p>	\$40,000	\$80,000	\$40,000
<b>AdaptWest in Action 22/23 - Regional Climate Change Adaptation for Western Adelaide</b> <b>Bid ID PBB-00001479</b>	<p>To continue regional implementation of the AdaptWest Climate Change Adaptation Plan (2016) for Western Adelaide with the Cities of Charles Sturt, Port Adelaide Enfield and West Torrens.</p> <p>Projects undertaken in 22/23 will align with the priorities of Green Adelaide and be informed by internal review of the AdaptWest program.</p>	\$130,000	\$195,000	\$65,000
<b>Carparking feasibility studies for future carpark expansions across City of Charles Sturt</b> <b>Bid ID PBB-00001480</b>	<p>Investigation into the feasibility, future demand and options for carpark expansions at SMOSH football club and Collins reserve.</p>	\$0	\$15,000	\$15,000
<b>Local Government Elections 2022</b> <b>Bid ID PBB-00001488</b>	<p>The community elect their council members every four years in accordance with the Local Government Act and the Local Government (Elections) Act. The next periodic election is to occur in November 2022.</p>	\$0	\$619,087	\$619,087

<b>Planet Ark and Trees for the Future 2022/23</b> <b>Bid ID PBB-00001492</b>	Planet Ark: To provide donations of native plants to schools who wish to participate in the National Tree Planting Day and to plant trees and shrubs on school grounds. Trees for the Future :To plant primarily native tree species on our reserves for future generations and to 'green' the City.	\$0	\$30,000	\$30,000
<b>Road Safety Initiatives - 40km/h Precincts</b> <b>Bid ID PBB-00001493</b>	Consultation on 40km/h speed limits, reporting to Council on the consultation results and then installation of speed limit changes (incl signage) to support the CCS Road Safety Improvement Strategy.	\$0	\$20,000	\$20,000
<b>Henley &amp; Grange Oval - Sporting Infrastructure Feasibility Study</b> <b>Bid ID PBB-00001495</b>	The preparation of a comprehensive feasibility study to equitably determine the potential needs and provision of future sporting facilities and infrastructure for the many stakeholders using Henley & Grange Memorial Oval.	\$0	\$30,000	\$30,000
<b>Whole Street Planting 2023</b> <b>Bid ID PBB-00001503</b>	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.	\$0	\$200,000	\$200,000
<b>Collaborative CRM / Single View of Customer 2022-2023 - Year 2</b> <b>Bid ID PBB-00001519</b>	This budget bid is for year 2 of the collaborative CRM Project. The Customer Experience (CX) Strategies of PAE and CCS identify the CX vision to prioritise our customers first, live our values, follow our decision-making processes and to develop our CX capabilities.	\$0	\$347,735	\$347,735
<b>Repairs to two tennis courts at Carnegie Reserve (south)</b> <b>Bid ID PBB-00001521</b>	Maintenance and repairs (crack sealing and painting ) of tennis courts at Carnegie Reserve (south).	\$0	\$20,000	\$20,000

<p><b>Heritage Recognition Markers</b></p> <p><b>Bid ID PBB-00001522</b></p>	<p>Installation of Heritage Recognition Markers for the City's Heritage listed Places. The Heritage Recognition Marker project commenced in 2014/15. To date, the project has resulted in 66 markers, on key heritage properties in Woodville, Hindmarsh, Henley, Grange, Kilkenny, Bowden, Woodville West.</p>	<p>\$0</p>	<p>\$7,000</p>	<p>\$7,000</p>
<p><b>Collaborative ERP Software as a Service (SaaS) Program</b></p> <p><b>Bid ID PBB-00001528</b></p>	<p>Technology One's announcement "to move all on-premise customers to SaaS by 2024 and turn off on-premise support on 1 October 2024" has triggered a review of the Cities of Port Adelaide Enfield (PAE) and Charles Sturt (CCS) Technology One Ci Anywhere migration plans and Enterprise Resource Planning (ERP) Strategy.</p> <p>The Executive team have developed a collaborative vision to standardise processes, improve efficiencies and futureproof our organisations. This vision will be enabled by common systems across PAE and CCS and the ERP Software as a Service (SaaS) Strategy</p>	<p>\$0</p>	<p>\$591,000</p>	<p>\$591,000</p>
<p><b>Operation "Healthy Pets Helping Hand"</b></p> <p><b>Bid ID PBB-00001529</b></p>	<p>Assistance with dog and cat desexing for low income earners.</p> <p>Current limited budget exists for cat desexing assistance, this budget bid aims to extend this budget to also include assistance for desexing of dogs for low income earners.</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>
<p><b>Business Support Program</b></p> <p><b>Bid ID PBB-00001544</b></p>	<p>As part of the City of Charles Sturt Business Support and Stimulus</p> <p>Package adopted by Council on 11 May 2020, Council resolved to establish a Business Support Program and provide grants to approved businesses impacted by COVID-19 to access free business advice from pre-qualified business advisors.</p>	<p>\$0</p>	<p>\$140,000</p>	<p>\$140,000</p>

<p><b>Digital Capabilities Resource (Beverley)</b> <b>Bid ID PBB-00001547</b></p>	<p>Mobile devices and IT applications have been used by CCS field-based staff for several years, however usage is accelerating to meet the demand for communication and productivity improvements. This budget is for the improvement of digital capabilities for field-based staff.</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>
<p><b>#shoplocal Grants Program</b> <b>Bid ID PBB-00001548</b></p>	<p>This Grant sets out to support the future of retail through creative business led approaches, collective main street approaches and visitor attraction experiences. This is a continuation of the 2021/22 #shoplocal grant.</p>	<p>\$0</p>	<p>\$55,000</p>	<p>\$55,000</p>
<p><b>Events and Festivals Sponsorship 2022/23</b> <b>Bid ID PBB-00001551</b></p>	<p>Festivals and events provide opportunities for our community to celebrate significant creative, cultural, food and sporting events.</p>	<p>\$0</p>	<p>\$95,000</p>	<p>\$95,000</p>
<p><b>Improving the Tree Screen at Park Terrace, Ovingham</b> <b>Bid ID PBB-00001555</b></p>	<p>Improving the tree screen at Park Terrace, Ovingham.</p>	<p>\$0</p>	<p>\$40,000</p>	<p>\$40,000</p>
<p><b>Torrens Outlet Mural</b> <b>Bid ID PBB-00001556</b></p>	<p>Original artwork on the southern Torrens Outlet Wall to creatively highlight the presence of the Hooded Plover and Red Capped Plover nesting site at the location. As well as bring attention to the new by-law to have dogs on a lead within 100m of the endangered species nesting site.</p>	<p>\$0</p>	<p>\$6,316</p>	<p>\$6,316</p>
<p><b>Cyber Security – Endpoint Detection and Response</b> <b>Bid ID PBB-00001559</b></p>	<p>Protecting access to information, systems and technology related assets is critical to maintain the integrity of the City of Charles Sturt’s (CCS) technology environment and to proactively identifying any vulnerabilities that might be actively exploited across the IT environment. This budget bid is required to implement prevention controls to protect data, information assets and facilities that are vulnerable to any malicious code.</p>	<p>\$0</p>	<p>\$88,500</p>	<p>\$88,500</p>

<b>Creative Cities Program</b>  <b>Bid ID PBB-00001560</b>	Combining the 21/22 Creative Cities and Live and Local budgets under one program the Creative Cities Program is a funding stream of the City of Charles Sturt's COVID-19 Economic Support and Stimulus package to refocus council initiatives to support our most impacted economic sectors, including the arts, culture and music sectors. In addition, the program supports creative initiatives that connect our community to the economic business community delivering for our community cultural, social, health and wellbeing outcomes that engagement with the arts provides.	\$0	\$140,000	\$140,000
<b>Woodville Town Hall - Annual Program of Events 2022-23</b>  <b>Bid ID PBB-00001574</b>	Run an annual program of live music and events in line with Woodville Town Hall Business Plan Goals and Objectives	\$293,602	\$378,066	\$84,464
<b>TRDA Catchment SMP - GPT upgrades - Contribution to PAE</b>  <b>Bid ID PBB-00001575</b>	Contribution to Port Adelaide Enfield (PAE) for design and construction of upgrades to the Range Road wetland Gross Pollutant Trap (GPT) within PAE council area required under the Torrens Road Drainage Authority (TRDA) Stormwater Management Plan (SMP).	\$0	\$40,000	\$40,000
<b>TRDA Catchment SMP – Eastern Parade channel – Design &amp; investigation - Contribution to PAE</b>  <b>Bid ID PBB-00001576</b>	Contribution to Port Adelaide Enfield (PAE) for design and investigation of the Eastern Parade channel upgrades within PAE council area required under the Torrens Road Drainage Authority (TRDA) Stormwater Management Plan (SMP).	\$0	\$96,000	\$96,000
<b>Customer Experience</b>  <b>Bid ID PBB-00001577</b>	Continuing the Customer Experience Strategy and organisation wide approach to putting customers at the heart of everything we do.	\$0	\$113,767	\$113,767
<b>0.9 FTE - Environmental Management Officer (Climate Emergency Response)</b>  <b>Bid ID PBB-00001580</b>	Council declared a Climate Emergency in 2021 and endorsed a program of commitments to reduce its greenhouse gas emissions to Net Zero by 2025. A short term (3 year) position within the Open Space & Recreation portfolio (previously as part of the Waste and Sustainability team) was endorsed by Council on 25th January 2021 (item 6.01) to extend until June 2024.	\$0	\$116,000	\$116,000

<p><b>Workplace Replenishment Program</b>  <b>Bid ID PBB-00001582</b></p>	<p>The project is for year 2 of 3 for the Field Services indigenous apprenticeship program to assist with succession planning, an ageing workforce and skills shortage in Council's arboriculture area.</p> <p>As a large public organisation we have the resources and capabilities to provide opportunities for young local people in our communicate to gain work skills that should place them in a good position to gain meaningful future employment and assist disadvantaged communities..</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>
<p><b>TOTAL</b></p>		<p><b>\$463,602</b></p>	<p><b>\$4,001,471</b></p>	<p><b>\$3,537,869</b></p>

## 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 the Woodville Street and Military and Main street upgrades plus 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 2022/23 it is proposed to fund a council contribution of **\$33,664,230** in a total capital program comprising \$5,407,669 in income and \$39,071,899 in total expenditure.

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

The capital program adopted comprises \$23,941,230 net in renewal capital projects with \$1,867,169 in income and \$25,808,399 in expenditure based on adopted asset management plans and which are detailed in [Attachment F](#) and \$9,723,000 net in new/upgraded capital projects with \$3,540,500 in income and \$13,263,500 in expenditure which are listed below.



Name	Budget Bid Description	Budget Bid Income \$ 2022/23	Budget Bid Expenses \$ 2022/23	Net Budget Bid \$ 2022/23	Nature of Works
<b>Beverley Recycling and Waste Centre Safety Upgrade</b>  <b>Bid ID PBB-00001425</b>	This project aims to increase safety, customer experience, amenities and tree canopy at the Beverley Waste and Recycling Centre. This includes sealing the existing unsealed undulating concrete treated rubble holding bay area and associated drainage, upgrade of amenities for community and staff use, increase of tree canopy around the site boundary and a direct connection to recycled water.	\$0	\$150,000	\$150,000	Upgrade
<b>Woodville Road Streetscape Upgrade 2022-23</b>  <b>Bid ID PBB-00001426</b>	Woodville Road Streetscape Upgrade - Stages 1 and 3 - Construction continuation from previous years	\$0	\$3,480,000	\$3,480,000	Upgrade
<b>New Public Lighting Program 2022/23</b>  <b>Bid ID PBB-00001427</b>	Design and installation of new LED public lighting on the following car parks, paths and reserves as identified or as requested by the Community.  Projects are listed in order of priority. - St Clair Wetlands - Southern Loop - North of Hill Smith Boulevard - Semaphore Park Reserve Car park - Henley Memorial Oval Northern Car park Project also includes allowance for	\$0	\$310,000	\$310,000	New

	planning and design for 23/24 projects.				
<b>St Clair Community Garden</b> <b>Bid ID PBB-00001429</b>	Provide the basic Infrastructure for the establishment of a Community Garden at St Clair. The St Clair community have been requesting that a Community Garden be established in the development for over two years.	\$0	\$58,500	\$58,500	New
<b>Grange Lakes Corridor Shared Use Path - Consultation and Detailed Design of Stages 7,8 &amp; 9</b> <b>Bid ID PBB-00001431</b>	Grange Lakes Corridor Shared Use Path - Consultation and Detailed Design of Stage 7 and 8 (Marlborough Street to Atkin Street) and Stage 9 (Atkin Street to Henley Beach Road).	\$0	\$75,000	\$75,000	Upgrade
<b>New Paths Program 2022/23</b> <b>Bid ID PBB-00001433</b>	Design and construction of new paths on streets and reserves for the 2022/2023 financial year and design of new paths for future financial years in response to community requests that have been assessed by staff as providing strategic benefit to the community.	\$0	\$100,000	\$100,000	New
<b>Street Light Upgrade Program 2022/23</b> <b>SAPN Infill and Improvement Program</b> <b>Bid ID PBB-00001436</b>	The project will continue to ensure street lighting complies and is upgraded to meet AS/NZS 1158 road lighting standards where reasonably possible by completing the street lighting infill and improvement program (zone 9, 10 and 11) and begin planning for high volume road LED roll outs.	\$0	\$500,000	\$500,000	Upgrade

<b>New Traffic Control Program 2022/23</b>  <b>Bid ID PBB-00001437</b>	Design and construction of new traffic control devices on local streets for the 2022/2023 financial year in response to community requests that have been assessed by staff as being 'high priority' and providing strategic benefit to the community.	\$0	\$550,000	\$550,000	New
<b>Footpath Upgrades - Fairford Terrace Semaphore Park</b>  <b>Bid ID PBB-00001443</b>	Widening of footpath on eastern side of Fairford Terrace from Manly Circuit to Bartley Terrace to improve access between the Uniting SA Housing complex and the Bartley Tce shops and also to support cycling activity.	\$0	\$100,000	\$100,000	Upgrade
<b>Horticultural Centre Upgrade</b>  <b>Bid ID PBB-00001447</b>	Currently vehicle parking and storage is at capacity across the Horticulture centre and the Beverley centre. This project uses the acquired adjoining land to create additional car parking for the community and internal staff use. This project will include a reconfiguration of the existing centre layout to create additional truck parking, safer traffic flow and increased storage for our tree and shrub holding bay area.	\$0	\$90,000	\$90,000	Upgrade
<b>Sustainable Transport Infrastructure - Construction of Pedestrian and Cyclist Facilities</b>  <b>Bid ID PBB-00001451</b>	Infrastructure to support walking and cycling including (1) Troubridge Drive pedestrian crossing, and (2) Seaview/Terminus bicycle link	\$20,000	\$100,000	\$80,000	New

<b>Woodville Hockey Club - Lighting Upgrade</b> <b>Bid ID PBB-00001452</b>	Upgrade of existing lighting to LED lighting for the hockey playing field west of the clubrooms at the Robert Haigh Reserve, Council's contribution is to provide 50% funding contribution only to the overall project, with the club project managing all aspects.	\$0	\$100,000	\$100,000	Upgrade
<b>Ngutungka Henley Hub</b> <b>Bid ID PBB-00001458</b>	The construction of a blended service model facility at Henley combining the Henley Library, Community Centre and the existing heritage Town Hall.	\$3,500,000	\$4,000,000	\$500,000	Upgrade
<b>Grange Lakes Automated Public Toilet</b> <b>Bid ID PBB-00001459</b>	Installation off an automated public toilet following public consultation undertaken in the 2021/22 financial year along the Grange Lakes Shared Use Path at Grange Lakes Reserve North.	\$0	\$230,000	\$230,000	New
<b>WSUD - Tracey Avenue Catchment Raingardens 2022/2023</b> <b>Bid ID PBB-00001460</b>	Construction of raingardens on Thistle Avenue, designed in 2019/20, as part of the Water Sensitive Urban Design water quality improvement strategy in the Tracey Avenue Catchment area.	\$0	\$100,000	\$100,000	New
<b>Findon Skid Kids Unisex Changeroom Upgrade - Stage 2</b> <b>Bid ID PBB-00001461</b>	Findon Skid Kids Unisex changeroom Upgrade - Stage 2  In the 2021/22 Financial year the Findon Skid Kids stage 1 Toilet Facilities were upgraded as part of the AMP Renewal works. Within these works a two staged approach was required to complete the work on the toilet	\$0	\$140,000	\$140,000	Upgrade

	<p>facilities whilst intending to complete the remaining change room portion in the 2022/23 financial year.</p>				
<p><b>Smith Reserve &amp; Club West Lakes DDA Legislative Upgrades</b>  <b>Bid ID PBB-00001462</b></p>	<p>Smith Reserve Hall DDA toilet Upgrade. Designs were done as part of budget bid PB-00001230 in 2021/2022. The design makes the toilets DDA compliant and more user friendly for all occupants of the hall. The current toilet arrangement is not suitable for the user groups or DDA patrons of the building.</p> <p>DDA Upgrade at Club West Lakes including two (2) main access door ways within Club West Lakes, one into the DDA access toilet and one from the tennis courts, which are not suitable for DDA access. Club West Lakes has been working with Tennis Australia on hosting disability tennis events over several years which are becoming more frequent in nature.</p>	<p>\$0</p>	<p>\$200,000</p>	<p>\$200,000</p>	<p>Upgrade</p>

<p><b>Woodville Bowling &amp; Tennis Club Legislative DDA/Fire Upgrades</b></p> <p><b>Bid ID PBB-00001464</b></p>	<p>The proposed works in this scope are the third stage of renewal/upgraded works at the Woodville Bowling and Tennis Club as required by the National Construction Code (NCC) and as part of the development approval which was issued for the original phases of work.</p> <p>The requirement of the NCC is to upgrade external doorways with appropriate ramping requirements to ensure that disabled occupants have access and egress requirements that meet current construction codes and Australian standards. These upgrades also trigger the need for fire hydrant works to meet code. This scope is required and must be carried out as per Development approval number - 21023589</p>	<p>\$0</p>	<p>\$180,000</p>	<p>\$180,000</p>	<p>Upgrade</p>
<p><b>WSUD - Infrastructure associated with other Capital Projects</b></p> <p><b>Bid ID PBB-00001466</b></p>	<p>Construction of Water Sensitive Urban Design (WSUD) infrastructure in conjunction with other Capital Projects.</p>	<p>\$0</p>	<p>\$100,000</p>	<p>\$100,000</p>	<p>New</p>
<p><b>Stormwater - New access pits for inspection/maintenance</b></p> <p><b>Bid ID PBB-00001468</b></p>	<p>Installation of new Junction Boxes to existing stormwater drains in line with the Water Asset Management Plan recommendations to enable access to undertake condition audits and regular maintenance.</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>	<p>New</p>
<p><b>Stormwater Minor Upgrade - flood mitigation</b></p>	<p>Flood mitigation in the vicinity 262 Military Road, Henley Beach including re-shaping a section of</p>	<p>\$0</p>	<p>\$375,000</p>	<p>\$375,000</p>	<p>Upgrade</p>

<p><b>Bid ID PBB-00001469</b></p>	<p>road and installation of new drainage.</p>				
<p><b>Stormwater - Strategic Upgrade - Meakin Terrace sub catchment - West Lakes (The Lake) Catchment</b></p> <p><b>Bid ID PBB-00001470</b></p>	<p>Stormwater - Strategic upgrade - Meakin Terrace sub catchment detailed design</p>	<p>\$0</p>	<p>\$120,000</p>	<p>\$120,000</p>	<p>Upgrade</p>
<p><b>The Brocas Community Connections Fit Out - Stage 01</b></p> <p><b>Bid ID PBB-00001472</b></p>	<p>Stage -1 This project includes the construction of the project for Community Connections at The Brocas House Stage 1 . It is proposed to upgrade the rear sheds at the Brocas to a multi use space for community use. Stage 1 includes the fitout and building modification to a section of the rear sheds, The Work will include removal of the heavy roller doors and install aluminium glazing and fitout works to accommodate youth computer training and a Band/Music space Stage 2 proposed for 2023/2024 includes a Youth hospitality training space</p>	<p>\$0</p>	<p>\$60,000</p>	<p>\$60,000</p>	<p>Upgrade</p>
<p><b>Sam Johnson and Henley Memorial Oval Unisex Changeroom Upgrade - Stage 01- Design</b></p> <p><b>Bid ID PBB-00001473</b></p>	<p>Design and planning for upgrade works to the Sam Johnson Reserve Club Room and Henley Memorial Oval changerroom facilities to ensure unisex changerrooms are available to the sporting club users and that council, as the building owner, provides equality to male and female participants.</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>	<p>Upgrade</p>

<p><b>Net Zero - Energy and Emissions Reductions and Solar Installations at Council Facilities</b></p> <p><b>Bid ID PBB-00001475</b></p>	<p>To meet council's Net Zero (carbon emissions) target to 'Continuously improve energy efficiency and solar PV uptake for existing buildings based on 2017/18 levels', the following 4 sites have been selected for energy and emissions reductions actions at the Civic Centre, Arch Paterson Community Centre, The Brocas and Hindmarsh Library.</p> <p>Works include solar installations at Arch Paterson Community Centre (13kW), The Brocas (13kW), and Hindmarsh Library (37kW) and energy efficiency measures at Hindmarsh Library and Civic Centre Complex (two of council's highest electricity consuming sites).</p>	<p>\$0</p>	<p>\$138,000</p>	<p>\$138,000</p>	<p>Upgrade</p>
<p><b>DDA Compliant Automated Door Installation at the Beverley Depot</b></p> <p><b>Bid ID PBB-00001476</b></p>	<p>Parts of the Civic Centre are currently inaccessible for those living with disability due to heavy glass manually opening doors which only function for able bodied people and similarly the doors into the lunch room at the Beverley Depot are only suitable for able bodied people.</p> <p>This Bid comprises of the first year of works which will comprise of an auto door being installed at the Beverley Depot to the lunch room area with the second year to be proposed in 2023/24 for the Civic Centre door installation for three</p>	<p>\$0</p>	<p>\$8,000</p>	<p>\$8,000</p>	<p>Upgrade</p>



	sets of auto doors.				
<b>New Audiovisual solution at Murree Smith Hall and The Brocas Warehouse</b> <b>Bid ID PBB-00001477</b>	Murree Smith Hall which is attached to the Town Hall and The Brocas Warehouse are frequently used council sites by the Community and is in great need of audiovisual solution at both sites to make sites more attractive to hirers and the community.	\$0	\$20,000	\$20,000	New
<b>Point Malcom Beach Access Way DDA access upgrade</b> <b>Bid ID PBB-00001481</b>	Consultation and detailed design of a Disability Discrimination Act compliant access ramp on the existing Point Malcolm reserve boardwalk in preparation for construction in 2023/24	\$0	\$50,000	\$50,000	Upgrade
<b>Construction of DDA Viewing Platform at Mirani Court Semaphore Park</b> <b>Bid ID PBB-00001484</b>	Detailed design and construction of a Disability Discrimination Act compliant viewing platform in Mirani Reserve to be located near the end of the Mirani Court cul-de-sac for people with mobility issues to view the coastline.	\$0	\$100,000	\$100,000	New
<b>Euston Terrace, Croydon Traffic Calming and Road Safety Improvements</b> <b>Bid ID PBB-00001485</b>	Feasibility, consultation, detailed design and installation of traffic cushions/humps on Euston Terrace between Rosetta Street and Queen Street.	\$0	\$40,000	\$40,000	New

<p><b>Fitzroy Community Club - Lighting Upgrade</b> <b>Bid ID PBB-00001486</b></p>	<p>Upgrade of sports lighting to existing light poles and head frames on Sam Johnson Oval 1, and new light poles and head frames on Oval 2. Council's contribution is to provide approximately 50% funding contribution only to the overall project, with the club / their contractor managing all aspects.</p>	<p>\$0</p>	<p>\$100,000</p>	<p>\$100,000</p>	<p>Upgrade</p>
<p><b>Club West Lakes - Storage shed and shade Structure 2022/2023</b> <b>Bid ID PBB-00001491</b></p>	<p>Club West Lakes - New storage shed and shade for the use of the bowling club and users of the facility</p>	<p>\$17,500</p>	<p>\$35,000</p>	<p>\$17,500</p>	<p>New</p>
<p><b>Open Space Community Projects</b> <b>Bid ID PBB-00001497</b></p>	<p>Deliver three community initiated projects that result in the creation of new assets: Athol Park - Community Tree Planting and Planter Boxes  Increased accessibility and inclusion in community gardens:  Albert Turnbull Reserve - Ovingham:  Opportunities for community connection and interaction, community use, including planting and maintaining a butterfly garden, mosaic artwork, more shade and seating.</p>	<p>\$0</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>New</p>

<p><b>Grange Lawn Tennis Club &amp; Grange Uniting Netball Club - extension of court surface and lighting upgrade</b></p> <p><b>Bid ID PBB-00001498</b></p>	<p>The extension of an existing hard court, relocation of existing lighting and the erection of additional lighting at the facility on Kentdale Street in Grange (Grange Lakes Reserve), will allow for two clubs to operate from a single venue simultaneously.</p>	<p>\$0</p>	<p>\$160,000</p>	<p>\$160,000</p>	<p>New</p>
<p><b>West Lakes - Croquet Club Shade and Shelter 2022/2023</b></p> <p><b>Bid ID PBB-00001499</b></p>	<p>West Lakes Croquet club - relocation of the existing storage shed to accommodate a free standing shelter for Croquet member use</p>	<p>\$0</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>New</p>
<p><b>Community Planting - Railway Corridor</b></p> <p><b>Bid ID PBB-00001501</b></p>	<p>Community Planting to be undertaken along the Rail Corridor Belmore and Russell Terraces Woodville Park</p> <p>Significant Community Landscaping and ongoing maintenance has been carried out by Woodville Greening and individual residents. Council has been approached by groups of residents to extend these community planting works along Belmore Terrace to Kilkenny Road.</p> <p>This budget bid is to ensure continuity and consistency in both the planting and maintenance of this railway corridor whilst creating a biodiversity corridor in a section of space otherwise un-maintained.</p>	<p>\$0</p>	<p>\$40,000</p>	<p>\$40,000</p>	<p>Upgrade</p>

<p><b>Grange Recreation Reserve Masterplan - consultation &amp; detailed design</b></p> <p><b>Bid ID PBB-00001502</b></p>	<p>Undertake formal community consultation on the draft Grange Recreation Masterplan and options developed in 2020/21. The masterplan options will look at clubroom renewals and additional playing fields and facilities. Following consultation, detailed design plans will be prepared for the chosen option.</p>	<p>\$0</p>	<p>\$250,000</p>	<p>\$250,000</p>	<p>New</p>
<p><b>Woodville Bowling Club - Verandah 2022/2023</b></p> <p><b>Bid ID PBB-00001505</b></p>	<p>Woodville Bowling Club new Veranda - Install a new verandah to the north of the existing clubroom, The existing verandah would remain and additional verandah would be designed and constructed between the green and existing verandah</p>	<p>\$0</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>New</p>
<p><b>Upgrade of Laneway between Irene Ave and Tapleys Hill Rd, Fulham Gardens</b></p> <p><b>Bid ID PBB-00001513</b></p>	<p>Upgrade of laneway between Irene Ave and Tapleys Hill Rd, Fulham Gardens.</p>	<p>\$0</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>New</p>
<p><b>New BBQ, shelter and furniture at Woodville Oval Dog Club</b></p> <p><b>Bid ID PBB-00001516</b></p>	<p>New BBQ, shelter and furniture at Woodville Oval Dog Obedience Club.</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>	<p>New</p>
<p><b>New BBQ and furniture at Carnegie Reserve (south), Royal Park</b></p> <p><b>Bid ID PBB-00001517</b></p>	<p>New BBQ and furniture at Carnegie Reserve (south), Royal Park.</p>	<p>\$0</p>	<p>\$30,000</p>	<p>\$30,000</p>	<p>New</p>

<p><b>Tapleys Hill Road Streetscaping at Hendon and Royal Park - Concept Plan</b></p> <p><b>Bid ID PBB-00001518</b></p>	<p>Tapley's Hill Road Streetscaping at Hendon and Royal Park - (Your Neighbourhood Plan), Community Engagement, Concept Design, Costing and Council Signoff - scope comprises Hendon and Royal Park Suburban and Business Activity Zone Areas along Tapleys Hill Road. Streetscaping plans include verge renewals, shop front greening for outdoor dining and safety, public art, large and medium canopy street tree planting, pedestrian crossing renewal, irrigation system, selected street lighting upgrade</p>	<p>\$0</p>	<p>\$20,000</p>	<p>\$20,000</p>	<p>Upgrade</p>
<p><b>Water Proofing the West - Extension - Reduction in Potable Water</b></p> <p><b>Bid ID PBB-00001523</b></p>	<p>Reduce the reliance on potable water by expansion of the Water Proofing the West system. This includes recycled water connections to Robert Haigh Reserve and Penington Oval and design and modelling of the Semaphore area.</p>	<p>\$0</p>	<p>\$150,000</p>	<p>\$150,000</p>	<p>New</p>
<p><b>Additional inclusive play equipment at Heysen Reserve, West Lakes Shore</b></p> <p><b>Bid ID PBB-00001524</b></p>	<p>Additional inclusive play equipment at Heysen Reserve, West Lakes Shore.</p>	<p>\$0</p>	<p>\$15,000</p>	<p>\$15,000</p>	<p>Upgrade</p>
<p><b>Design and consultation for a new playground at Montgomery Reserve, Flinders Park</b></p> <p><b>Bid ID PBB-00001526</b></p>	<p>Design and consultation for a new playground at Montgomery Reserve, Flinders Park.</p>	<p>\$0</p>	<p>\$20,000</p>	<p>\$20,000</p>	<p>New</p>
<p><b>New Fitness Equipment at Harold &amp; Cynthia Anderson Reserve, West Beach</b></p> <p><b>Bid ID PBB-00001527</b></p>	<p>New fitness equipment at Harold &amp; Cynthia Anderson Reserve, West Beach.</p>	<p>\$0</p>	<p>\$80,000</p>	<p>\$80,000</p>	<p>New</p>

<p><b>West Lakes Lake Edge Master Plan 2022/23 - Consultation and Detailed Design</b></p> <p><b>Bid ID PBB-00001531</b></p>	<p>1. Year 2 of 2 of design and consultation for an upgraded 2.5m-wide lake edge path between Maramba Reserve and West Lakes Boulevard (approx. 650 lineal metres).</p> <p>2. Year 2 of 2 of design and consultation for an upgraded 2.5m-wide lake edge path between Aquatic Reserve and Mariners Reserve (approx. 1050 lineal metres).</p> <p>3. Consultation, design and negotiation of licence agreement for new 2.5m-wide path in Brebner Drive (Westfield section) and Midcourse Reserve, between Sportsmans Drive and lake edge (approx. 250 lineal metres).</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>	<p>Upgrade</p>
<p><b>Design and Consultation for a new public toilet at Sam Johnson Reserve</b></p> <p><b>Bid ID PBB-00001532</b></p>	<p>Design and Consultation for a new public toilet at Sam Johnson Reserve.</p>	<p>\$0</p>	<p>\$15,000</p>	<p>\$15,000</p>	<p>New</p>
<p><b>Council Fleet Telemetry System</b></p> <p><b>Bid ID PBB-00001533</b></p>	<p>The purchase and installation of telemetry &amp; dashcam devices on all council trucks, utes, pool vehicles, commuter use vehicles, and equipment that is regularly driven on the road (dashcam to be truck &amp; selected commuter use and pool cars only). This system will provide GPS (map) location of all vehicles fitted with the system, trip history, reporting of vehicle use &amp; trends, and allow</p>	<p>\$0</p>	<p>\$110,000</p>	<p>\$110,000</p>	<p>New</p>

	geofencing of vehicles /equipment and provide alerts if vehicles or equipment is used outside of certain areas or times.				
<b>David Terrace Local Activity Centres Kilkenny - Concept Plan</b> <b>Bid ID PBB-00001536</b>	Consultation and Concept Planning and preliminary costing for local walkable linked community places where residents and workers can meet, eat and relax. Focus on group of shop fronts at 39 David Terrace Woodville Park, Local Activity Centre at 58-60 David Terrace Kilkenny and Wilpena Terrace south of Pinda Street.	\$0	\$18,000	\$18,000	Upgrade
<b>Lighting Improvements - Western Athletics</b> <b>Bid ID PBB-00001537</b>	Replacement of existing lights with HID equivalents (LED) and maintenance of some associated lighting infrastructure to improve lighting for little athletics training/competition, while also significantly increasing on-site safety and security for the Western Athletics Club and their facilities at Henley Oval.	\$3,000	\$20,000	\$17,000	Upgrade
<b>Improvements at John Mitchell Reserve (outer), Henley Beach</b> <b>Bid ID PBB-00001538</b>	Improvements at John Mitchell Reserve (outer), Henley Beach.	\$0	\$25,000	\$25,000	New
<b>Park Furniture Improvements at Devonshire Reserve, Fulham Gardens</b> <b>Bid ID PBB-00001539</b>	Park furniture improvements at Devonshire Reserve, Fulham Gardens.	\$0	\$25,000	\$25,000	New

<b>New shade structure at Airdrie Reserve, Findon</b> <b>Bid ID PBB-00001546</b>	New shade structure at Airdrie Reserve, Findon	\$0	\$30,000	\$30,000	New
<b>Improvements at Croydon Avenue Reserve, West Croydon</b> <b>Bid ID PBB-00001562</b>	Improvements at Croydon Avenue Reserve, West Croydon.	\$0	\$60,000	\$60,000	New
<b>New BBQ and picnic facilities at Albert Turnbull Reserve, Ovingham</b> <b>Bid ID PBB-00001563</b>	New BBQ and picnic facilities at Albert Turnbull Reserve, Ovingham.	\$0	\$25,000	\$25,000	New
<b>Additional Light Fleet Vehicles</b> <b>Bid ID PBB-00001568</b>	3employees that are eligible to and opting to take up the a Salary Sacrifice Council vehicle. The new vehicles will therefore be part funded by salary sacrifice arrangements with relevant staff.	\$0	\$135,000	\$135,000	New
<b>Upgrades at Josiah Mitton Reserve and Woodlake Reserve - Detailed Design and Consultation</b> <b>Bid ID PBB-00001570</b>	Detailed design and community consultation to inform future improvements at Josiah Mitton Reserve and Woodlake Reserve.	\$0	\$30,000	\$30,000	New
<b>Battery Powered Concrete Vibe Screed</b> <b>Bid ID PBB-00001573</b>	Purchase of 2 X Battery Powered Vibrating Screeds with attachments. The Vibration Screed replaces the need for using a traditional concrete screed in the majority of situations and assists with worker safety and increased efficiencies.	\$0	\$11,000	\$11,000	New
<b>Henley Square Pavement Cleaner</b> <b>Bid ID PBB-00001578</b>	New plant required to improve the cleanliness of the paved area in the Henley Square precinct.	\$0	\$50,000	\$50,000	New



<b>Investigation of Traffic Safety Options Corner Findon Road and Winona Street</b>  <b>Bid ID PBB-00001589</b>	Investigation and consultation of Traffic Safety Options Corner Findon Road and Winona Street.	\$0	\$15,000	\$15,000	New
<b>TOTAL</b>		<b>\$3,540,500</b>	<b>\$13,263,500</b>	<b>\$9,723,000</b>	

**Summary of the total capital program:**

	Income	Expenditure	Net
Renewal of existing assets	1,125,000	22,345,587	21,220,587
Sale of replaced assets	742,169	3,462,812	2,720,643
New/Upgrade assets	3,540,500	13,263,500	9,723,000
<b>TOTAL</b>	<b>5,407,669</b>	<b>39,071,899</b>	<b>33,664,230</b>

**Changes in capital projects proposed from the Draft Annual Business Plan 2022/23**

Following the consultation on the Draft Annual Business Plan 2022/23 the following capital projects included in the Draft were deferred or modified due to feedback from consultation and /or having regard to current market conditions. These changes also ensured alignment to the adopted LTFP framework – refer CL 14/06/2022 item 2.2.2:4.17

**Capital Renewal**

- PBB 1435 Road reconstruction – (defer Albermarle Street, West Hindmarsh to 2023/24)
- PBB 1448 AMP Pedlar Reserve clubroom (split over 2 years and recognise state govt grant)
- PBB 1455 Stormwater drain (included in Breakout creek scope)

**Capital New/Upgrade**

- PBB 1443 Footpath Upgrade – Fairford Terrace (reduce scope Bartley to Manly circuit)
- PBB 1447 Horticultural centre upgrade (split over 2 years)
- PBB 1475 Net zero solar installation (Henley square component deferred to 2023/24 due to investigations required)
- PBB 1539 Add new project Devonshire reserve shelter

2 Projects were misclassified (PBB 1521 and PB 1555) and are now included in final list of annual operating projects.

## 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, Beverley.

### ***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.

Infrastructure renewal/replacement should be financed by rates with ratepayers in any year paying for the resources they consume.

Council uses cash advance debenture (CAD) facilities as per its adopted Borrowings Policy and effective treasury management strategy to fund temporary cash requirements due to delays in the timing of cash inflows.

**Summary**

Overall for 2022/23 net rates income is \$118,714,625 (rates levied of \$118,770,593 less rebates, remissions of \$3,581,368 plus rates fines, interest, legal costs of \$364,900 and Regional Landscape levy of \$3,160,500). Other recurrent operating income sources is \$16,821,944 which primarily includes Statutory fees charges; \$4,450,400, User charges; \$3,639,420, Operating grants; \$8,162,863, Investment income \$72,000 and Other revenues of \$497,261.

Revenues associated with the total capital works program include \$5,407,669 which comprises \$3,540,500 for Amounts for New/Upgraded assets, \$742,169 is forecast from the Sale of Plant and Replaced Vehicles and \$1,125,000 from Operating Grants for the renewal of Pedlar Reserve Clubrooms.

Revenues associated with annual operating initiatives include \$463,602 comprising \$78,000 in Operating grants, \$130,000 in Reimbursements and \$255,602 in User charges.

Any borrowings required will be a use of existing cash advance debenture facilities

<b>Total Funding sources</b>	<b>"000"</b>
Rates	\$118,715
Statutory charges	\$4,450
User Charges	\$3,895
Operating Grants	\$9,366
Investment Income	\$72
Other revenues	\$627
Amounts for new/upgraded assets	\$3,541
Sale of replaced assets	\$742
<b>Total</b>	<b>\$141,408</b>

## 9. Corporate Budget 2022/23

### 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 a 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 2022/23 with the previously endorsed budget for 2021/22 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 2021/22 a revised forecast balance sheet and budget for 2021/22 has been used and reflected in Council approved budget reviews over the year and in the updated LTFP 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 2022/23 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 4.7% for the 12 months ending 31 March 2022
- Forecast CPI using predictive information from Access Economics for the year ended June 2023 of 2.18%
- Local Government Price Index for 2022/23 of 4%
- The impact of the economy on interest rates for the current loan portfolio and on interest earned on average cash balances
- Rising costs of waste disposal and zero waste levy
- Increase in super guarantee from 10% to 10.5%

- Increase in costs of fuel impacted by current market conditions
- Increase in cost of insurance and recognition of increase in cyber fraud.
- Ageing well program and change in funding on a revised schedule of rates
- Rising costs with issues with supply chain and market conditions impacted by war in Ukraine and other external global factors

### **9.2.2 Internal Influences**

As well as the external influences there were also a number of internal influences arising from the 2021/22 year which have had a significant impact on the setting of the recurrent budget for 2022/23. These include:

- The impact on salary and wage costs of potential Enterprise Bargaining Agreements (EBAs) for staff covered by the ASU and AWU
- 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 and Cloud migration including Digital Future SaaS strategy
- Resourcing to generate greater usage of the Woodville Town Hall
- Additional staff and expenditure approved through adopted annual operating projects 2021/22 which impact recurrent budget 2022/23.
- Ongoing rollout and transfer to LED lighting for public lighting
- Impact of operational efficiencies
- Collaboration projects with Marion and Port Adelaide Enfield councils
- Endorsement of climate emergency and Net zero initiative
- Ngutungka community hub operational and closure of West lakes library
- Cessation of existing Verge maintenance contract

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

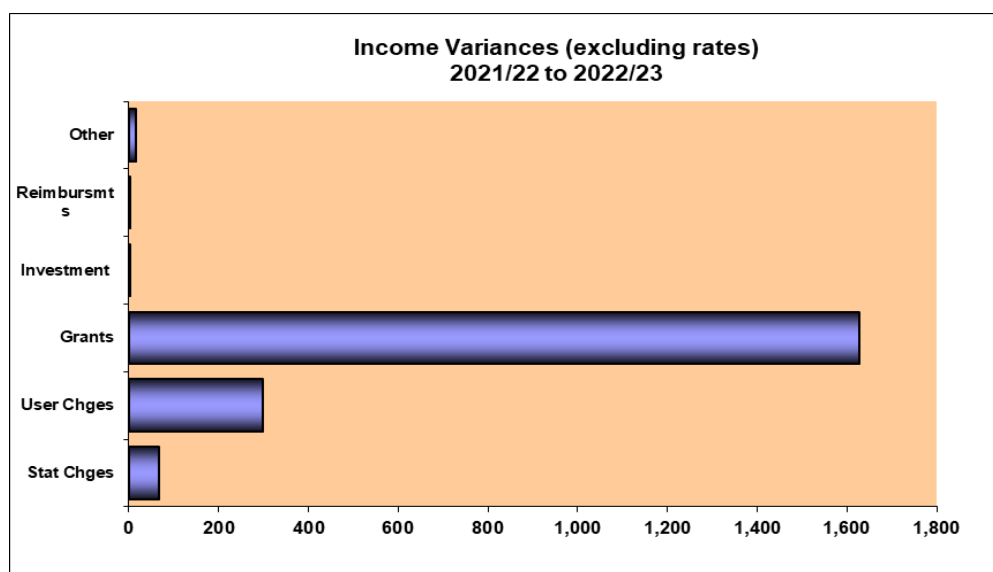
Budget guidelines were also distributed to all Council officers with budget responsibilities. These guidelines set out the principles upon which the officers were to prepare the budgets. These principles include:

- 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 2021/22 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 and an annual operating project bid approved through the budget process
- 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 2021/22 to be preserved, and
- operating revenues and expenses arising from completed 2021/22 capital projects and annual operating projects are to be included.

## 10. Operating Budget Analysis

### 10.1 Operating Revenue

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Variance (decrease) \$'000
Rates	112,836	118,715	5,879
Statutory Changes	4,383	4,450	67
User Charges	3,596	3,895	299
Grants	7,738	9,366	1,628
Investment Income	70	72	2
Reimbursements	528	530	2
Other Income	80	97	17
<b>Total Operating Revenue</b>	<b>129,231</b>	<b>137,125</b>	<b>7,894</b>



#### 10.1.1 Rates (\$5.879m increase)

It is expected that the total rate income levied will increase by 3.74% comprising an increase of 2.48% plus new property growth of 1.26% or \$4.281m over 2020/21.

The Regional Landscape levy collected by councils on behalf of the Green Adelaide Board will increase by 2.91% or \$89.5k over the budgeted estimates from 2021/22. This is based on advice received from the Board on amounts to be levied for 2022/23.

Council rebates will reduce by \$1.575m as a result of the one off rebate given to Commercial and Industrial businesses as a result of the Revaluation



Initiative on 2021/22 which skewed the distribution due to the massive decrease in shopping centre valuations, plus an allowance for capping and residential construction rebates for 2022/23.

Mandatory and discretionary community land rebates will increase by \$69.5k or 2.48% based on the average rate increase.

Section 13. *What Does This Mean for Rates?* Includes a more detailed analysis of the rates and charges to be levied for 2022/23.

#### **10.1.2 Statutory Charges (\$67k 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 1.54% or \$67.7k on 2021/22 largely as a result of additional income expected from dog registrations of \$50k and \$21k from by-law expiations for community safety and dog expiations.

#### **10.1.3 User Charges (\$299k increase)**

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 increase by 8% on 2021/22 budget estimates and are based on the fees and charges endorsed by Council in the Fees and Charges Register which can be inspected at the Council offices or on Council's website.

The increase is largely due to an increase of \$61k based on the trends in performance of the Waste Transfer Station plus income from the annual operating project for the Woodville Annual Program of events of \$220k

#### **10.1.4 Grants (\$1,628k increase)**

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

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

ratepayers and include contributions from other parties towards property development costs.

Overall the level of grants is expected to increase by 21% with CPI increases largely as a result of CPI increases forecast of \$280k for the Financial Assistance Grant (FAG), R2R and Public library funding plus \$160k for the increase in Ageing Well funding based on the revised schedule of rates. \$1.215m is for the capital renewal of Pedlar reserve clubrooms and \$63k is the net increase in grants for annual operating grants.

The following table summarises the significant movements in budgeted grant funding between 2021/22 and 2022/23.

	<b>Budget 2021/22 \$'000</b>	<b>Budget 2022/23 \$'000</b>	<b>Variance (decrease) \$'000</b>
<b>State Grants</b>			
Financial Assistance Grants (FAG)	2,519.5	2,651.1	131.6
Immunisation	104.34	136.2	31.86
Urban Local Road (ULR)	1,316.0	1,392.0	76.0
Median Maintenance	69.0	85.9	16.9
PLAIN Library	864.8	888.7	23.9
Pest Control	3.0	3.0	0.0
Revegetation maintenance	5.0	5.0	0.0
West Lakes Stormwater mgt plan (AOP)	15.0	0	(15.0)
FOGO trial (AOP)	0	40.0	40.0
AMP Renewal Pedlar Reserve Clubrooms (capital)	0	1,125	1,125
<b>SUB TOTAL</b>	<b>4,896.64</b>	<b>6,326.9</b>	<b>1,430.26</b>
<b>Commonwealth Grants</b>			
Community Visitor Scheme	53.2	53.2	0.0
Immunisation	13.2	12.5	(0.7)
Roads to Recovery	1,215.2	1,215.2	0.0
Ageing Well	1,559.5	1,720.1	160.6
WTH annual program of events (AOP)	0	38.0	38.0
<b>SUB TOTAL</b>	<b>2841.10</b>	<b>3,039.0</b>	<b>197.9</b>
<b>Total</b>	<b>7,737.74</b>	<b>9,365.9</b>	<b>1,628.16</b>

**10.1.5 Investment Income (\$2k increase)**

Investment income includes interest on investments and rates in arrears. Interest on investments is forecast to increase by 2.86% or \$2k based on expectations of forecast cash balances similar to 2021/22 where bank accounts are swept daily to pay off loan balances to ensure borrowings are kept to a minimum.

**10.1.6 Reimbursements (\$2k increase)**

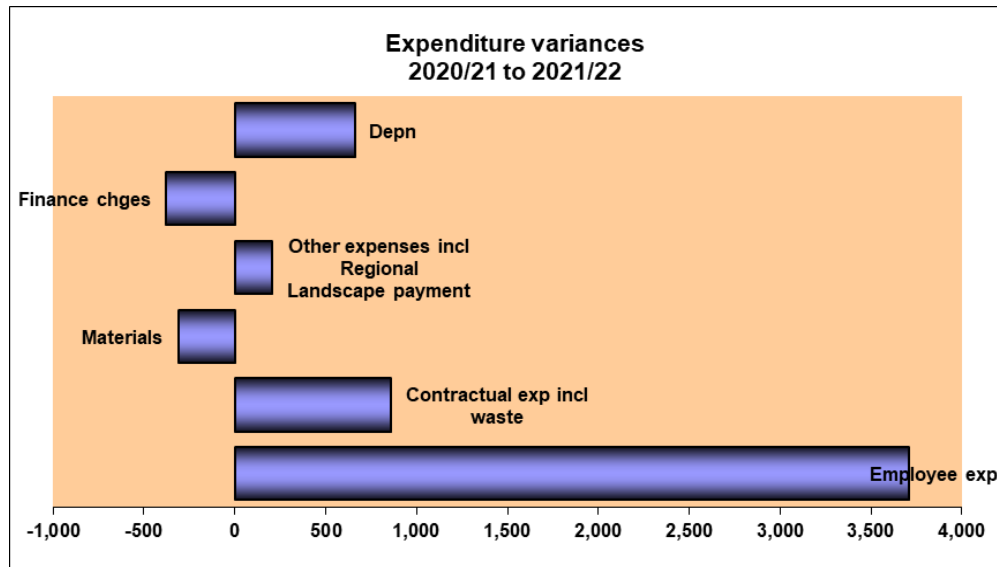
This includes income from recouping specific costs incurred for Council activities and private works. Reimbursement income projections are expected to remain consistent with 2021/22 budget expectations.

**10.1.7 Other revenues (\$17k 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 21.88% or \$17.5k with an increase of \$35k in the sale of steel and other recycled materials from the Waste Transfer Station offset by a \$25k reduction in bus shelter advertising to the new provider as per Confidential item 21/2/2022 item 9.01.

**10.2 Operating Expenditure**

	<b>Budget 2021/22 \$'000</b>	<b>Budget 2022/23 \$'000</b>	<b>Variance (decrease) \$'000</b>
Employee Expenses	<b>46,550</b>	<b>50,257</b>	<b>3,707</b>
Materials, Contracts, Other	<b>46,010</b>	<b>49,391</b>	<b>3,381</b>
Finance Charges	<b>1,796</b>	<b>1,420</b>	<b>(376)</b>
Depreciation	<b>33,920</b>	<b>34,582</b>	<b>662</b>
<b>Total Operating Expenses</b>	<b>128,276</b>	<b>135,650</b>	<b>7,374</b>



**10.2.1 Employee Expenses (\$3,707k 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.

Salaries and wages costs are forecast to increase by 8% due to the impact of adopted EB wages increase for 2020/21 which was greater than the adopted budget of 1.5% with the increase aligned to June 2021 CPI of 2.8% , increments and allowance for items such as parental leave, long service leave. The forecast increase for 2022/23 is based on the EB endorsed of 1.5% or June CPI which ever is the greater.

The wages increases are based on the current base FTE establishment, including grant funded positions and allowance for 6 additional positions adopted as part of the budget 2021/22 from annual operating projects.

Increases in Superannuation have been impacted by the increase in the super guarantee from 10.0% to 10.5%.

Annual operating projects for 2022/23 will cost \$637k.

**10.2.2 Materials, Contracts and Other Expenses (\$3,381k 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 Regional Landscape levy and other miscellaneous expenditure.

Materials, Contractors and Other expenses are expected to increase by \$3,381k or 7%.

Contractual service costs are forecast to increase by 6% compared to the 2021/22 Budget.

The major increases in expenditure are due to increases forecast for existing contracts for services such as verge maintenance, public toilets, playground maintenance, graffiti removal and domestic collection of \$1,158k including dumping costs, noting that the verge contract is up for renewal and we anticipate a significant cost increase to continue to maintain this service. Other increases include consultants of \$47k for future planning code amendments and the Kurna advisory group, \$45k for external fleet plant hire requirements with an ageing fleet and the impact of delays in replacement, dumping costs for the Waste Transfer station of \$95k, property maintenance costs of \$75k and IT software licensing of \$72k.

The increases are offset by reduction for agency staff of \$133k in Fleet and the Waste Transfer station and by \$78k for the net reduction in West lakes library rent offset by increases for Findon and Hindmarsh and strata fees for Ngutungka.

Materials are forecast to increase by 10%. Increases are largely for fuel of \$261k, water of \$156k including for irrigation of reserves, concrete for footpath maintenance of \$72k and steel for street signs with increased damage and maintenance of \$18k. Mechanical spares for Fleet are expected to increase by \$95k. These cost increases are offset by an expected reduction in electricity of \$119k.

Other Expenses are forecast to increase by 9%. Material increases include \$35k for communication and data charges with unified communications, \$25k for an increase in service level for Heritage grants (based on adopted AOP 2021/22), Payment of the Regional Landscape levy of \$89.5k, Insurance of \$206k based on advice from the LGRS Scheme and training for WHS and elected members following the election of \$30k.

Total annual operating projects adopted for 2022/23 as compared to 2021/22 also contributes an increase of \$1.007m in expenditure across Material, Contractual and Other expense categories, impacted by the Local government elections (held only every 4 years) of \$619,087 and the Collaborative ERP and CRM projects of \$938,735.

### 10.2.3 Finance Charges (\$376k decrease)

Finance charges relate to interest charged by financial institutions on borrowed funds. Borrowing costs have reduced by 20.92% and are based on Council's expected loan portfolio, based on current LGFA interest rates.

### 10.2.4 Depreciation (\$662k 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 are based on capitalisation forecasts for Councils capital works program having regard to current depreciation forecasts for 2021/22.

## 11. Analysis of Cash Position

This section of the report provides an analysis of the expected cash flows for the 2021/22 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.

### 11.1 Budgeted Cashflow Statement

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Variance (Outflow) \$'000
<i>Operating Activities</i>			
Receipts	131,810	137,229	5,419
Payments	96,382	102,629	6,247
<b>Net cash inflow (outflow)</b>	<b>35,428</b>	<b>34,600</b>	<b>(828)</b>
<i>Financing Activities</i>			
Receipts	5,595	2,116	(3,479)
Payments	1,887	1,927	40
<b>Net cash inflow (outflow)</b>	<b>3,708</b>	<b>189</b>	<b>(3,519)</b>

<i>Investing Activities</i>			
Receipts	4,690	4,283	(407)
Payments	47,130	39,072	(8,058)
<b>Net cash inflow (outflow)</b>	<b>(42,440)</b>	<b>(34,789)</b>	<b>7,651</b>
<b>Net Increase (decrease) in cash held</b>	<b>(3,304)</b>	<b>0</b>	<b>3,304</b>
Cash at beginning of year	3,804	500	(3,304)
<b>Cash at end of year</b>	<b>500</b>	<b>500</b>	<b>0</b>

#### **11.1.1 Operating Activities (\$828k increase)**

The increase in net cash inflows from operating activities is \$828k. This is largely due to a reduction in rate rebates from the Revaluation Initiative unique to 2020/21.

#### **11.1.2 Financing Activities (\$3,519k decrease)**

Financing activities includes the principal component of loan repayments for the year and new loans required. The levels of financing required in 2022/23 has decreased as a result of an reduction in major capital works projects for 2022/23 with issues in supply chain and pricing.

#### **11.1.3 Investing Activities (\$7,651k decrease)**

Investment in capital projects for the City has decreased by approximately \$7.6m consistent with the long term financial plan projections for capital expenditure and reduction in the overall capital works program having regard to issues with supply chain and the unavailability of contractors.

#### **11.1.4 Cash at End of the Year (\$nil)**

Overall, cash at year end is forecast to remain the same as the 2021/22 forecast budget, reflective of the pattern in Council cash position at year end to be kept minimal. Surplus cash is used to mitigate outstanding borrowings as per Councils borrowings policy.

## 12. Analysis of Budgeted Financial Position

This section of the budget report provides an analysis of the anticipated movements in assets, liabilities and equity between the adopted budget 2021/22 and forecast budget for 2022/23.

### 12.1 Budgeted Statement of Financial Position

	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Variance \$'000
Assets	5,564	4,892	(672)
Non-current assets	1,338,796	1,413,730	74,934
<b>Total assets</b>	<b>1,344,360</b>	<b>1,418,622</b>	<b>74,262</b>
Liabilities	37,056	34,599	(2,457)
Non-current liabilities	47,949	38,890	(9,059)
<b>Total Liabilities</b>	<b>85,005</b>	<b>73,489</b>	<b>(11,516)</b>
<b>Net assets</b>	<b>1,259,355</b>	<b>1,345,133</b>	<b>85,778</b>
<b>Equity</b>			
Accumulated surplus	506,116	522,422	16,306
Reserves	753,239	822,711	69,472
<b>Total Equity</b>	<b>1,259,355</b>	<b>1,345,133</b>	<b>85,778</b>

#### 12.1.1 Current Assets (\$4,892k decrease)

The decrease in current assets on budget estimates for 2022/23 is mainly due to the decrease in outstanding debtors including rates.

#### 12.1.2 Non-current assets (\$74,934k increase)

The increase in non current assets is the net result of the forecast capital works program and revaluations over successive years.

#### 12.1.3 Current Liabilities (\$2,457k decrease)

Current liabilities, that is the obligations Council must pay within the next year, is forecast to decrease on the 2021/22 forecasts largely due to an expected decrease in payables and accrued expenses.



**12.1.4 Non-Current Liabilities (\$9,059k decrease)**

Non current liabilities, that is the obligations Council must pay beyond the next year, is forecast to decrease by \$9m. The decrease largely reflects a reduction in forecast loans following an improved result for 2021/22 with delays in forecast capital expenditure due to current market conditions.

**12.1.5 Equity (\$85,778k increase)**

The increase in equity is the result of the capitalisation of assets expenditure, revaluations across successive years plus 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 ratepayers 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 2022/23**

To meet the requirements of Council's community plan, Long Term Financial Plan and Annual Business Plan and Budget for 2022/23, Council needs to levy rate income of \$118,770,593 (which equates to an increase of 2.48% plus new property growth of 1.26% = 3.74%).

This total rates increase is as per the Draft Annual Business Plan 2022/23 plus the adjustment per CL 14/06/2022 item 11.05 and in line with the 2.48% proposed overall increase forecast in the Draft Annual Business Plan excluding growth.

For 2022/23 \$3.581m has been allocated towards rate relief options including rebates, remissions and appeals for City of Charles Sturt ratepayers which equates to approximately 3% of the total rates levied.

There are a number of issues that have been considered in developing Council's rating strategy for 2022/23:

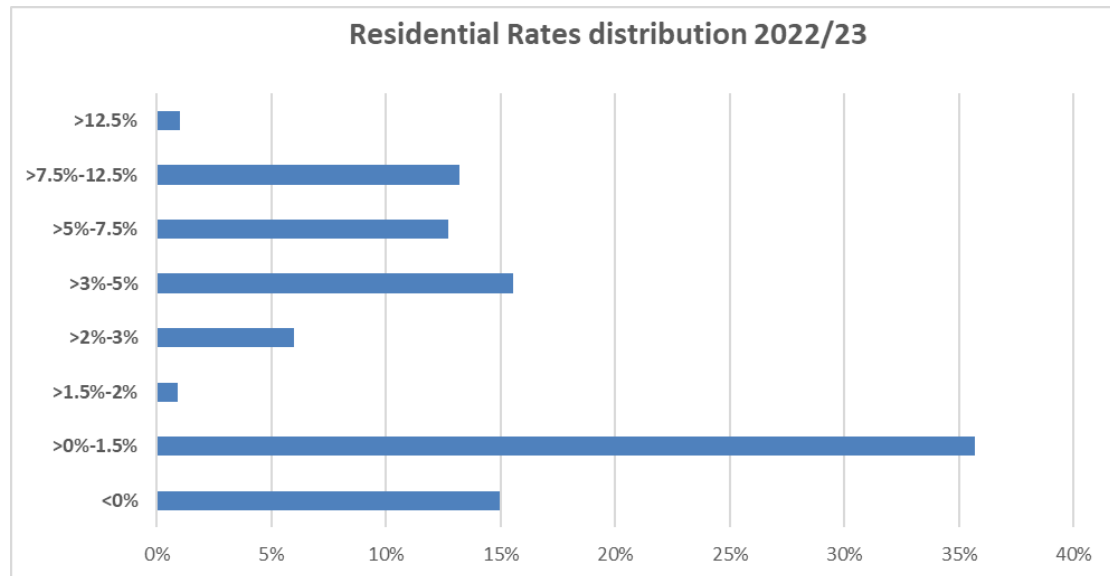
- The latest reports from the Valuer General have indicated property valuations for residential have increased by an average of 22.85%, industrial by 14.69%, commercial 10.47% and vacant 12.98%
- As provided by the Valuer General, property growth (additional properties) is around 1.26% as against our LTFP prediction of 1.0% and reflects the continued property development throughout the City. This reduces the overall average increase required on existing ratepayers.
- The increase in CPI (All Groups Adelaide) for the twelve months to 31 March 2022 is 4.7% and for all capital cities 5.1%. This is against a forecast CPI for 2022/23 of 2.18% by Access Economics
- The increase in the Local Government Price Index (LGPI) for 2022/23 is forecast at 4.0% , noting that the LGPI for March 2022 is 4.5%. 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 2022/23 Council has adopted a strategy that will see Council continue to be financially sustainable over the next 10 years but that will deliver a modest operating surplus with an overall average rates increase of less than CPI. Mindful of expectations of low rate increases expected by the community, Council's strategy is to still maintain equity for average rates increases across all land use codes whilst still maintaining the minimum rate to ensure approximately 35% of ratepayers fall within the legislative threshold.

To maintain the number of ratepayers at the legislative minimum of 35% the minimum will be increase from \$1,105 to \$1,109 (0.36% increase).

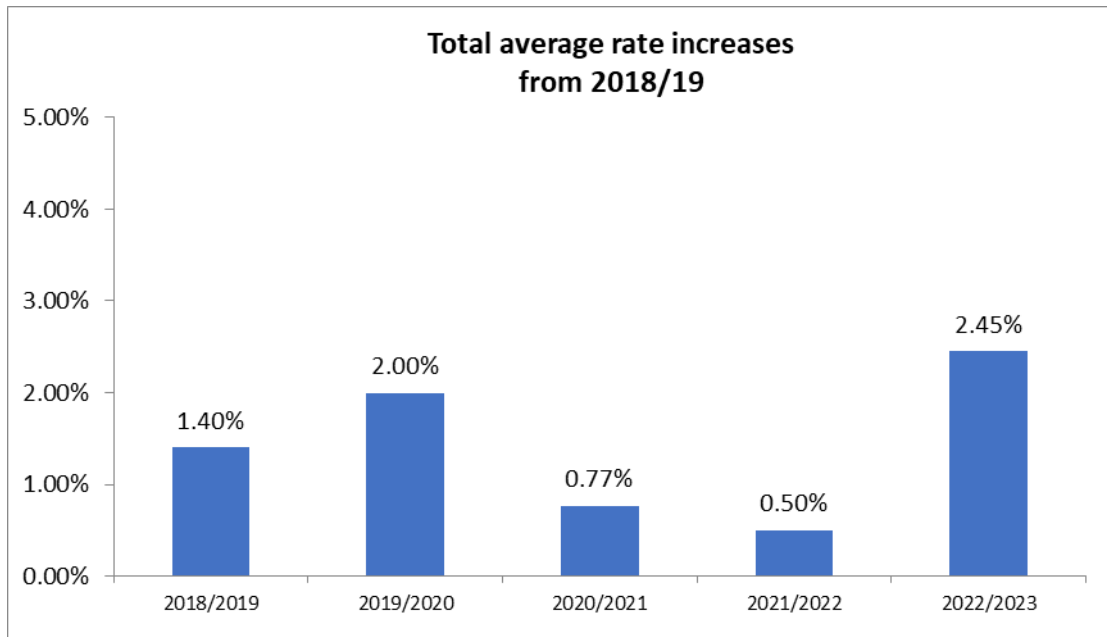
With final valuations received the overall average increase across the City is 2.45% with the average increase for residential 2.69%, commercial, industrial 2.69% and vacant land 2.69% to ensure all land use codes have a consistent average increase, noting those on the minimum will have had increase of 0.36% (noting under the Local Government Act 1999 only 35% can be on the minimum).

For a “typical” residential ratepayer (with a median property valued at \$656,176) they will be paying approximately \$1,690 p.a. or \$4.63 per day to invest in the services and infrastructure benefits laid down in the annual budget. This translates to an increase of approx 0.78 cents per week or \$40.56 per annum.

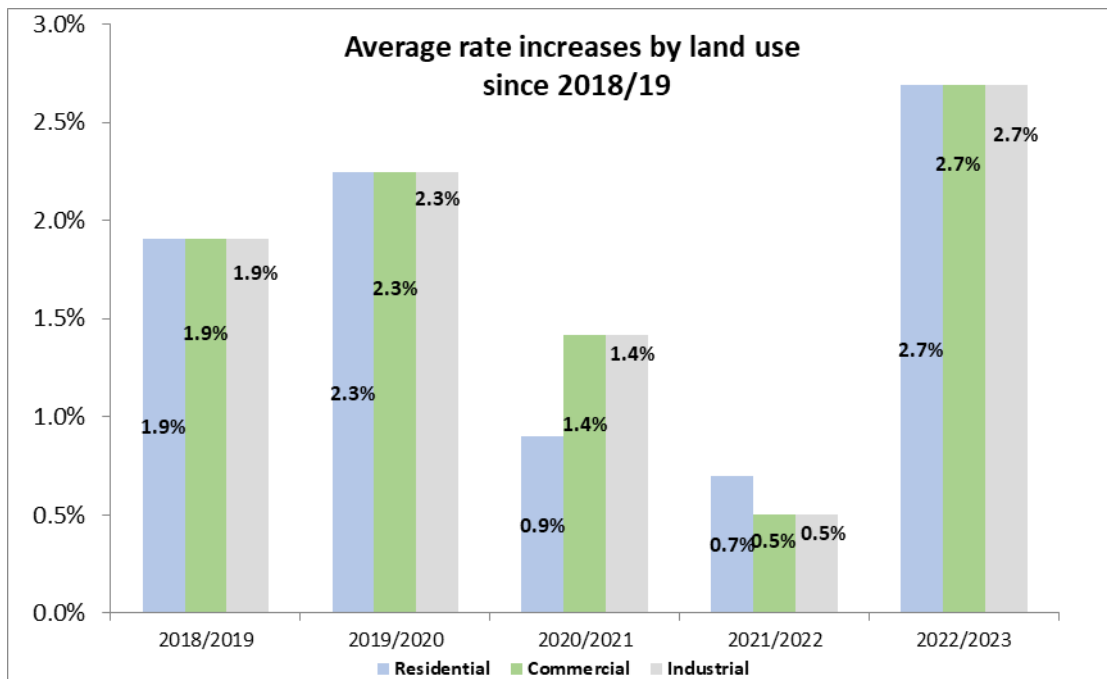


The above distribution of rates increases across the City shows 73% of residential ratepayers will have a rates increase of less than 5% (approx current CPI) with 15% of those residential ratepayers having a reduction in rates.

***Overall the total average rates increase across the City of 2.45% is well below current CPI forecasts.***



*\*In 2019/20 the average rate rise was 1.4% preceding the late announcement of the State government annual increase in zero waste levy of 40%.*



From 2018/19 and including 2022/23 the overall average increase in rates has been 1.4% with residential 1.7% and commercial /industrial 1.8% .

With final valuations received from the Valuer General final modelling was undertaken. A summary of this model is shown 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.

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

- **Rate capping**

Limits the amount paid in rates in 2022/23 to a 12.5% increase on rates paid (excluding Regional Landscape levy and pensioner concessions) in 2021/22 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 2021

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.

- **Hardship**

Any ratepayer 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 2022 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 2022 a full rebate will be given. If the footings are poured after 31 December 2022 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.

This rebate is only applicable to those who intend to live in Charles Sturt as owner/occupiers and who are not building properties for investment purposes. It is the intention of this rebate to only apply to one dwelling and to the ratepayer who will reside in Charles Sturt and consequently where multiple dwellings are proposed on Land (with or without division of the land occurring) the rate rebate will apply to only one of the dwellings, on a pro-rata basis. If the principal ratepayer is a body

corporate the rebate will only be applied if one of the directors or office holders will reside in the dwelling.

**Residential construction rebates will be by application where eligible ratepayers will have until the 30 June 2023 to apply.**

- **Postponement of Rates - Seniors**

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.



### 13.2 Rating Structure

Council has established the following rating structure for 2022/23:

Rate Type	2021/22 Cents in \$	2021/22 Ave Rate	Rates Income 2021/22	2022/23 Cents in \$	2022/23 Ave Rate	2022/23 Ave % Increase	No of Rateable Props	No on Min Rate	Rate Income 2022/23
Res'l - Charles Sturt	0.251333205	1440.98	79,876,328	0.209613845	1479.72	2.69%	56,224	20,843	83,196,047
Comm'l - Charles Sturt	0.8257940730	7,672.96	24,783,645	0.7677619490	7,879.24	2.69%	3,269	247	25,757,224
Industrial - Charles Sturt	0.9786911610	10,563.90	5,070,674	0.8762431000	10,848.16	2.69%	475	5	5,152,874
Primary Prod'n - Charles Sturt	0.5126956430	2,503.40	12,517	0.5226429479	2,570.75	2.69%	4	0	10,283
Vacant Land - Charles Sturt	0.810320568	3,573.03	3,197,862	0.737237120	3,669.04	2.69%	826	9	3,030,628
Other - Charles Sturt	0.3829083540	6,533.07	1,548,337	0.3389847530	6,708.83	2.69%	242	19	1,623,537
<b>Overall Average</b>	<b>N/A</b>	<b>1,899.32</b>	<b>\$114,489,363</b>		<b>1,945.78</b>	<b>2.45%</b>	<b>61,040</b>	<b>21,283</b>	<b>\$118,770,593</b>

	2021/22	2022/23	% Change
<b>Minimum Rate - Charles Sturt</b>	\$1,105.00	\$1,109.00	0.36%
<b>% on Minimum</b>	34.16%	34.6%	

### **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 2022/23 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 2022/23 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, if required.

In the Long Term Financial Plan which has been used as the framework for developing the 2022/23 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.

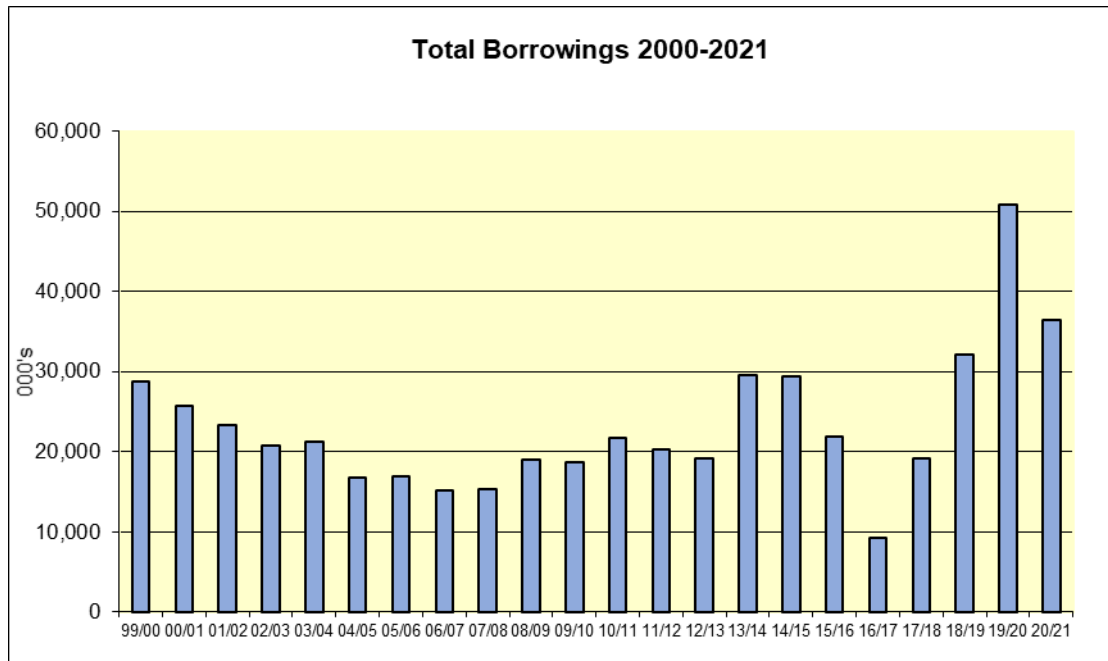
Council has in place a number of Cash Advance Debenture facilities which allow Council to have access to funds when required and which they can repay in part or in full at any time as Council's cash position allows. No charges are incurred on these Cash Advance facilities if the funds are not drawn. Consequently Council is prudently using the facility to fund cash requirements whilst awaiting cash injections from rates income. As at June 2022 Council has access to \$88.5m in CAD facilities which can be drawn and repaid as required.

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.

To minimise the requirement for loans Council also uses income from unbudgeted asset sales to be used to offset budgeted loans, 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.



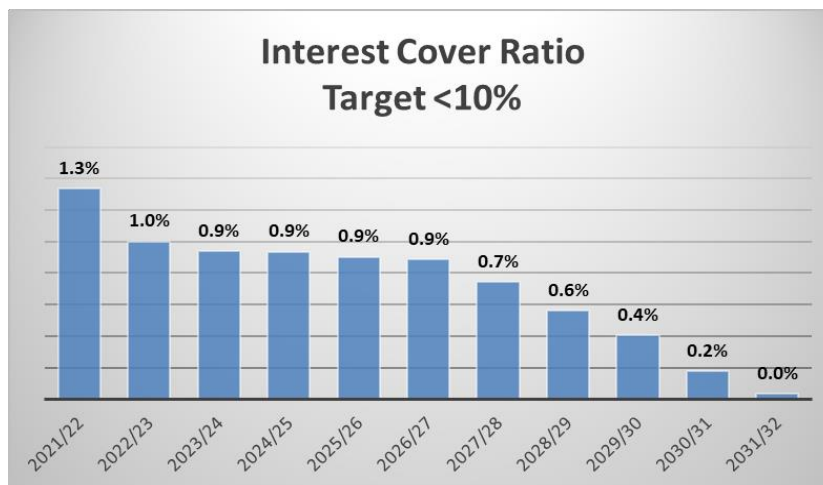
For 2022/23 Council is forecasting total borrowings of \$38.6m (28% of total revenue)

Council, however uses a Net Financial Liabilities ratio as a measure of Council’s ability to meets all of its liabilities which include borrowings as well as other liabilities including provisions for employee entitlements from its operating revenue. The forecast budgeted ratio for the 2022/23 is 50.1% and demonstrates Council can comfortably meet all of its existing liabilities from its operating revenue. (ie if Council had to pay out all its liabilities including all its staff from its total revenue it could comfortably and then would also be able to return 49.9% of its revenue back to its residents as a dividend). Council has set a constraint on its borrowings threshold for funding asset new and upgrade works within the constraints of a net financial liabilities ratio of less than 100% of Council’s operating revenue.

Over the forecast 10 year period Council’s net financial liabilities ratio is well within the industry benchmark of 100%.



An interest cover ratio which measures the extent to which interest costs associated with borrowings can be met from its operating revenue is forecast at 1.0%, also well within the industry benchmark of 10% and shows funding of councils borrowings is not a significant impost on council revenues.



The borrowings and net financial ratios budgeted projections for 2022/23 are aligned with the high level parameters of the adopted LTFP (per Section 5).

## 15. Infrastructure Strategy

### 15.1 Strategy

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

Our Vision:

***CHARLES STURT – A LEADING, LIVEABLE CITY***

Our Objective:

‘City assets and infrastructure are developed and enhanced on a strategic and equitable basis and coordinated with industry and government bodies’

In the coming period we will focus our activities in the following areas;

- Our asset renewal is in line with Asset Management Plans and community needs
- Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing demand
- Review & manage maintenance service levels and asset lifecycles to optimise design life and achieve service efficiency in line with community needs and diverse urban densities
- Make informed decisions that realise informed planning
- Make sound financial decisions

**All Asset Management Plans are endorsed by Council 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 \$2.0bn in replacement value. Due to the nature of services provided, the asset class mix is quite diverse. These can be broadly grouped as;

Transport (roads including kerb & gutter, carparks, paths, lighting, traffic controls, bus stops, bridges)

Water Infrastructure (recycled water supply & stormwater management)

Council Owned Buildings

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, revaluation and asset works.

**Key Asset Management Planning achievements between July 2021 to June 2022 include:**

#### **Asset Management Strategy, Plans and Governance**

- The Asset Management Services Management Team comprise multi-disciplinary representatives across Council who meet on a regular basis to ensure a coordinated approach to asset management planning.
- Completed the review of Infrastructure Asset Management Plans for major asset classes triggered by condition audits and revaluations.
- Conducted condition audits and revaluations on a rolling scheduler carried out to ensure requirements under Australian Accounting Standards are met into the future.

#### **Asset Systems and Processes**

- Continued implementation and refinement of the Strategic Asset Management module.
- Continued the use and development of the Ci Anywhere module for Asset Lifecycle Management
- Continued to use the budget bid process to automatically generate work orders for capital works projects which capture activities and all associated costs against the project and assets in question.
- Promoted the use of geospatial systems for integrated planning and placemaking by leveraging asset information.
- Continued the asset data transition & migration to the One Council data structure.

**A key focus for Asset Management in 2022/23 will be to:**

- Continue to refine Integrated Asset Planning activities across all Divisions of Charles Sturt
- Review of maintenance service levels and asset lifecycles to optimise design life and achieve service efficiency in line with community expectations.
- Collaborate with other Councils & organisations to knowledge share and ensure best practice.
- Provide better access to relevant asset data through the use of reports and dashboards from the EAM system and geospatial tools available



- Refine the development of Ci Anywhere module for Asset Lifecycle Management.
- Complete the asset data transition & migration to the One Council data structure
- Maintain a high confidence level in data accuracy across major infrastructure asset class assets
- Continue the internal review cycle of the Asset Management Plans for major asset classes in accordance with our review framework.

## **15.2 Roads**

Road assets include the road seal, road pavement, Kerb and gutter assets and traffic control devices.

Road assets and their associated strategy from 2019 were included in the Transport Assets Asset Management Plan endorsed by Council in September 2020.

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

The past 18 months have seen a condition audit of road kerb and gutter assets and a revaluation of all road assets. The combined data will be loaded into the Strategic Asset Management solution to provide extensive analysis with the outcomes and updated service strategy included in an upcoming revision of the Transport Asset Management Plan.

## **15.3 Paths**

The detailed analysis of path condition data in 2019/20 was used to develop and implement updated maintenance and intervention strategies to avoid full path replacement keeping the cost of path management within sustainable levels. This was included in the Transport Assets Asset Management Plan endorsed by Council in September 2020.

This program of works is also coordinated with other works where possible (e.g. access ramp & bus stop renewal, 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 and Recycled water)**

A major revision of the Water Infrastructure Asset Management Plan was endorsed in November 2021. This revision combined both recycled water and stormwater

assets into a single AMP with a holistic integrated Asset Management Strategy for all Council Water Assets.

Council continues to undertake water projects in coordination with the proposed road program to provide a greater integration of works and a more effective and efficient expenditure of available funds.

The Stormwater Management Plan for West Lakes (the lake) catchment was recently endorsed by Council and is now in the process of being gazetted. This will enable Council to access funding from the Stormwater Management Authority (SMA). The highest priority action from the SMP was Stage 1 of Gleneagles Reserve detention basin. Preliminary investigation work is well underway with detailed design to commence in 22/23FY, and construction to commence in 23/24FY.

Council continues to implement Water Sensitive Urban Design (WSUD) into capital projects throughout the city to improve the quality of stormwater being discharged into the River Torrens and the coast.

An internal condition audit of GPTs has commenced and will continue into the 22/23FY, with conditions audits of our major outlet structures to be staged over the coming years. The results of these audits will shape future renewal strategies for these assets.

The use of alternative water to replace potable water demand continues to expand. In 2022/23FY, additional groundwater supplies and continuous improvement to the automated harvesting and storage of stormwater is planned. These upgrades will enable the supply of water to increase to meet internal irrigation and third-party customer demands. In tandem, supply improvements will continue for the St Clair development, in accordance with Development Act and Planning and Design Code requirements.

A Water Strategy to guide future decisions is in the process of being developed, with a draft expected in early 2023.

## **15.5 Bridges & Boardwalks**

Charles Sturt currently has 68 bridges. Bridges have a long service life if maintained correctly. In the 2017 Bridge Asset Management Plan Charles Sturt established a planned bridge maintenance program to ensure maintenance work is completed to bridges on a cyclic basis.

A condition audit and valuation of bridge assets was undertaken in 2017/18 which has informed a revision of bridge asset data and renewal strategy for the asset class.

Bridge assets and their associated maintenance and renewal strategy have been included in the Transport Assets, Asset Management Plan endorsed by Council in

September 2020. A revision of the bridge renewal program (due to changes in timing and priorities of major bridge projects) will be included in a future revision of the transport asset management plan

A detailed condition audit of beach accessways is scheduled for 2022/23, the results of the audit will be included in a future revision of the transport asset management plan as boardwalk assets.

## **15.6 Public Lighting**

A major revision of Public Lighting Strategies has been undertaken to produce the first endorsed Public lighting Asset Management plan (AMP). The AMP was endorsed by Council in October 2021 at the conclusion of a 4-week consultation period with the community to understand community expectations for the proposed service level of Public Lighting Assets.

The AMP proposes a continuation in investment in the LED technology for Council owned lights (except in special circumstances, such as sports field lighting and projects with existing lighting in good condition) and completing the Street light LED replacement program with SAPN for stage 3 of local roads, vehicle category roads and roads with shared lighting with DIT.

The AMP also proposes to continue investing and completing the Street light Infill upgrade program to ensure lighting compliance on local streets.

## **15.7 Land and Buildings**

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

In 2021/22 works were completed on the West Lakes Hub project, the Woodville Hockey Club Upgrade, changeroom upgrades at Flinders Park, DDA upgrades at Don Klæbe Reserve Clubrooms and emergency repairs to roof trusses at Henley Library.

Sustainability initiatives were also completed on Council buildings including the Bower Cottages. Beverley Depot Fleet Workshop heater and light replacement and solar installations at various sites.

In 2022/23, besides minor capital works across numerous sites, Council will commence major redevelopment projects at the Grange Recreation Reserve, West Beach SLSC, SMOSH West Lakes Clubrooms, Henley RSL and Pedlar Reserve Clubrooms and club and changeroom upgrades at Findon Skid kids, Woodville District Cricket Club, Woodville South Football Club and Carnegie Reserve.

In 2022/23 another condition audit will commence on Council Buildings with a focus on refining maintenance and intervention strategies for building assets informing the future capital renewal and upgrade programmes for these assets.

### **15.8 *Open Space and Recreation***

In 2021/22 Council completed an extensive audit of Open Space assets which will improve data quality and inform a major revision of the Open Space and Recreation Infrastructure Asset Management Plan and optimise strategy, decision making and delivery of future works and services.

The open space capital works and annual operating program is based on a combination of actions arising from the Open Space Strategy and Open Space and Recreation Infrastructure Asset Management Plan. Many parks have numerous assets including playgrounds, irrigation systems, seating, barbecues, shade structures, lighting, footpaths, toilets and community courts with each of the asset types having different estimated useful lives.

In 2022/23 major works planned include detailed design for reserve upgrades at Josiah Mitton & Woodlake Reserves, creation of a new reserve in Albert Park, construction of new netball courts at Flinders Park Oval and construction of new soccer facilities & lighting at St Clair Oval.

Other projects include playground renewals across various sites, AMP Fencing, Sport Accessories & Furniture renewal works.

## 16. Measuring Achievement of the 2022/23 Business Plan

Measuring performance is an important factor in ensuring Council is delivering on the community's aspirations as expressed in Charles Sturt's Community and Corporate Plan. For each key objective in the Corporate Plan, Council has identified a number of key indicators to measure and track our success.

This range of indicators, in addition to progress against our annual operating and capital project outcomes are monitored via regular reports presented to Council and through our Annual report.

Below are our current indicators used to measure our performance.

### 1. *OUR COMMUNITY – A Strong and Connected Community*

*Outcome - In our City no one gets left behind; everyone has access to enough resources, services, programs, information and social infrastructure to fully participate in their community.*

*We will know we have succeeded by...*

- ❖ Create up to five new partnerships per annum that tangibly support outcome delivery.
- ❖ Deliver five 'pop up' service points per annum in areas with low participation.
- ❖ Annual 10% increase in the number of people accessing services and programs.
- ❖ Annual increase in the number of people participating in our outreach services.
- ❖ Annual increase in the number of people who utilise our facilities (e.g. libraries, community centres and halls).
- ❖ Satisfaction of community facilities maintains or exceeds 85% annually
- ❖ Digital inclusion within our City continues to increase.
- ❖ Annual increase in the number of people participating in digital literacy and learning activities.
- ❖ At least a 10% per annum increase in utilisation of available technology.

***Outcome - Charles Sturt is made up of strong and vibrant communities; we celebrate our identity, heritage and cultural diversity. People feel a sense of belonging, inclusion and social connectedness.***

***We will know we have succeeded by...***

- ❖ In partnership and collaboration with the City of Port Adelaide Enfield, identify, support and implement at least four projects and events annually across the two cities that recognise and celebrate Kaurna led community building.
- ❖ A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.
- ❖ An annual increase in the percentage of our community who feel a sense of community and belonging.
- ❖ Increase of 5% per annum in number of active volunteers.

***Outcome - People embrace healthy living, physical activity and ageing well.***

***We will know we have succeeded by...***

- ❖ The number of residents over 65 years participating in Ageing Well programs is increasing annually.
- ❖ The membership of clubs utilising CCS sporting facilities is increasing annually.
- ❖ The number of participants attending activities promoting healthy eating, healthy living and ageing well is increasing.

***Outcome - Charles Sturt is a place where people feel safe in their homes, neighbourhoods and public places; they are resilient and manage shocks and stresses to build a stronger community***

***We will know we have succeeded by...***

- ❖ By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase. (community survey)
- ❖ The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.
- ❖ Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025
- ❖ Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.
- ❖ Building compliance is achieved by inspecting at least 66% of dwellings during construction annually.
- ❖ Building compliance is achieved by inspecting 90% of class 2-9 buildings during construction annually

- ❖ More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance
- ❖ Measure and grow our community resilience
- ❖ An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate

***Outcome - People learn throughout their lives; they have the skills and abilities to achieve great outcomes for themselves, their families and the opportunity to become leaders in their communities.***

***We will know we have succeeded by...***

- ❖ At least a 10% annual increase in combined library loans (physical and online).
- ❖ At least a 10% annual increase in library and community centre program participation.
- ❖ The number of participants in sporting and community clubs is maintained or increasing
- ❖ An annual increase of sports clubs participating in Council's professional development program.  
Annual increase in number of participants in the community leadership development program.
- ❖ Annual increase in number of participants in the Young Changemakers Program.

## ***2. OUR LIVEABILITY – A Liveable City of Great Places.***

***Outcome - A well-designed urban environment that is adaptive to a diverse and growing City.***

***We will know we have succeeded by...***

- ❖ An annual increase in population growth. (indirect)
- ❖ The number of new dwellings approved annually will deliver housing choice in the City (indirect)
- ❖ Increased community satisfaction of amenity within the neighbourhood plan catchment areas.

***Outcome – City assets and infrastructure are developed and enhanced on a strategic and equitable basis and coordinated with industry and government bodies***

***We will know we have succeeded by...***

- ❖ Our Asset Management plans are fully funded and aligned to changing community expectations.
- ❖ Develop operational service level standards for key public Infrastructure assets by 2025
- ❖ 90% of assets are maintained at the desired service level standards
- ❖ 85% project completion for Capital and Annual Operating projects annually  
Note: (excluding issues outside on Councils control).
- ❖ 70% of our community is satisfied with our assets

***Outcome - Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods.***

***We will know we have succeeded by...***

- ❖ Increase in the number of collaborative partners involved in delivering events
- ❖ Number of outdoor dining seats is increasing across our city annually
- ❖ At least 90% of our community agree that our city is a great place to live (Community survey).
- ❖ The heritage grant program is 100% allocated each year
- ❖ The Woodville Town Hall has a 10% annual increase in activation (total attendance numbers).
- ❖ Number of street and place activation events increases annually

***Outcome - Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections.***

***We will know we have succeeded by...***

- ❖ Develop a Road Safety strategy by June 2022 in response to the State Government Road Safety Strategy to be released in 2021.
- ❖ At least 80% of our community feels safe using our local streets (community survey)
- ❖ The number of road crashes on Council managed roads is reducing annually
- ❖ An annual increase in our community utilising active transport (walking, riding and cycling) and public transport.
- ❖ An annual increase of community satisfaction in major transport assets (roads and paths) (community survey)



- ❖ Number of trips made by shared transport solutions increases annually
- ❖ The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years with an annual increase in usage.

***Outcome - Enhance the diversity of open spaces to create innovative, accessible and flexible community spaces.***

***We will know we have succeeded by...***

- ❖ Our public spaces receive at least 90% satisfaction by 2025 by surveyed residents (community survey)
- ❖ An annual increase of programmed tree pruning is completed within service level standards
- ❖ An annual increase of programmed reserve mowing completed within service level standards is increasing annually
- ❖ 90% of residents will live within 300m of useable open space by 2025.
- ❖ Our School Holiday Sports program is increasing in participation numbers annually
- ❖ Access to additional recreation facilities and open space increases annually due to successful Joint Use Agreements.

### ***3. OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City***

***Outcome - Greenhouse gas emissions significantly reduce, and we adapt to our changing climate***

***We will know our we have succeeded by...***

- ❖ Net zero corporate emissions achieved by 2025 and annual targets achieved.
- ❖ Develop a Water Strategy to guide future decision making by June 2023
- ❖ Increase of our open space use of recycled water by 2025

***Outcome - Our city is greener to reduce heat island effects and enhance our biodiversity***

***We will know our we have succeeded by...***

- ❖ Our tree canopy cover (city, public and private land) increases annually and is greater than 16% by 2025
- ❖ The number of understorey plants planted in open space and biodiversity sites increases annually.
- ❖ Our Biodiversity score is improved at the next measure in 2022 and 2025

- ❖ Our Whole Street Planting program is completed annually
- ❖ Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.
- ❖ A verge renewal framework to guide greening our capital works programs infrastructure is completed by June 2022.
- ❖ Boucatt Reserve is reinvented by 2022 and is cooler in temperature.

*Outcome - Charles Sturt is recognised as a leading partner and educator in pursuing a sustainable future with our community*

*We will know our we have succeeded by...*

- ❖ 85% of our community are aware of Councils environmental efforts (community survey – currently 59%)
- ❖ An increase percentage of our community surveyed has awareness of and is taking action to reduce impacts of climate change. (new community survey question as per AdaptWest survey).
- ❖ All capital works and renewal programs adhere to Councils ecologically sustainable design guidelines and responds to long term risks of climate change.

*Outcome - Reduce waste production across our city, and grow the circular economy*

*We will know our we have succeeded by...*

- ❖ Our Material Recovery Facility (MRF) is constructed and operational by June 2022
- ❖ Diversion of household recyclable and compostable waste from landfill through Council's 3 bin system improves annually.
- ❖ Increase in the annual tonnes of material received for recycling at the Beverley Recycling and Waste Centre by 2025
- ❖ Tonnes of waste to landfill (kerbside 3 bin service) is reducing per household
- ❖ Increase in percentage of food waste diverted from landfill with a target of 60% by 2025
- ❖ We will track and increase our purchase of recycled content materials (by weight) to 50% of the contents of kerbside recycling bins by 2025.

***Outcome - We advocate for the protection of our coastal areas and enhancing biodiversity along our coast***

***We will know our we have succeeded by...***

- ❖ Partnerships are in place and staff representation at coastal reference groups to ensure the protection of our coast
- ❖ 80% satisfaction with our management and support of environmental efforts (community survey)
- ❖ The number of indigenous and native plants planted along the coastal reserve increases annually.

#### ***4. OUR ECONOMY – An Economically Thriving City***

***Outcome - The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community***

***We will know we have succeeded by...***

- ❖ The western region Councils deliver a regional promotion plan by December 2022.
- ❖ 30% of our Charles Sturt businesses are WBL members by 2025.
- ❖ At least four joint economic development projects or events delivered annually between two or more Councils.
- ❖ 80% satisfaction from Western Region businesses participating in business development events.
- ❖ At least one targeted industry specific communication and event for key sectors in Western Adelaide annually.
- ❖ Positive feedback from businesses from at least four sectors who have developed market opportunities as a direct result of Council initiatives annually.

***Outcome - Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained.***

***We will know we have succeeded by...***

- ❖ Annual increase of 2.5% of local spend by Council
- ❖ All tenders are promoted through the Charles Sturt LinkedIn site.
- ❖ Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism and construction. (indirect KPI)
- ❖ Annual increase in B2B engagement fostered by CCS.
- ❖ Deliver Councils Economic Stimulus and Support package through to 30 June 2022.

- ❖ Net increase in the annual number of business start-ups. (indirect)
- ❖ Annual increase in number of business in CCS. (indirect)
- ❖ Increased promotion and utilisation of Council co-working space (civic, community and private) annually.
- ❖ Continue to support entrepreneur Scholarships annually
- ❖ Support at least two social enterprises through CCS procurement practices by 2025.
- ❖ 80% of surveyed Charles Sturt businesses that have received assistance and advice are satisfied with Council support by 2025 with % increase annually.

***Outcome - Businesses and industry sectors continue to grow and diversify***

***We will know we have succeeded by...***

- ❖ An annual increase in employment in the key focus sectors in CCS; advanced manufacturing, defence, health, tourism and construction. (indirect)
- ❖ Growth in annual development application value by sector (residential, commercial / industrial).
- ❖ CCS businesses who have engaged with council are 5% more positive regarding the business outlook than other businesses.
- ❖ The number of businesses participating in digital solutions programs, adaptation and change programs in increasing annually.

***Objective - Our businesses and community have the skills for success to realise job opportunities***

***We will know we have succeeded by...***

- ❖ 80% satisfaction with CCS events by 2025.
- ❖ 80% of attendees at CCS Events achieve job placements or acceptance to further skill development program after attending a CCS programs.
- ❖ Councils supports at least one project per annum that upskills Charles Sturt residents.
- ❖ The number of events that council hosts or supports that provide a direct link to local employment and skills supply.
- ❖ Major events are located in our City that draws visitors to the region and delivers CCS branding to the wider community
- ❖ Growth in annual employment numbers. (indirect)
- ❖ Percentage of our community that have qualifications continues to grow(indirect)

## **5. OUR LEADERSHIP – A Leading and Progressive Local Government Organisation**

***Outcome - Our values, leadership and collaborative approach are bold and courageous and enables us to deliver value for our Community and create a leading liveable City.***

***We will know we have succeeded by...***

- ❖ Organisational values are developed and communicated to all employees by February 2021.
- ❖ Values based decision making is applied and visible across the organisation at all levels by June 2021 (measured by our pulse survey).
- ❖ Our values are understood, lived and embedded in our People Experience by June 2021.
- ❖ At least 2 service reviews undertaken each year with recommendations implemented.
- ❖ At least 4 internal audits undertaken each year with recommendations implemented.
- ❖ 50% or procurements are undertaken with other Councils or local government bodies by 2025 with an average of 10 tenders annually.
- ❖ At least 10 tenders a year negotiate value add (cost savings, additional scope)
- ❖ Increase our strategic networks by having 30% leadership staff representation on industry networking organisations or boards by 2025
- ❖ Every year our cross-council collaboration projects are identified, reviewed, prioritised and action plans implemented.
- ❖ 50% cloud base software applications by 2025 with at an average of two migrations or implementations each financial year.
- ❖ Over 75% of our Residents are satisfied with Council's overall performance annually (community survey)
- ❖ Over 80% of our residents are satisfied with the services and/or programs that we provide
- ❖ Over 75% of our residents recognise our refreshed brand and link it to services we provide by 2025.

***Objective - We provide excellence in customer experience by ensuring our customers are at the heart of everything we do.***

***We will know we have succeeded by...***

- ❖ The Customer Experience Strategy is developed and communicated by 30 June 2021.
- ❖ Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.

- ❖ 80% of Customer Requests are resolved within their allocated time frames.
- ❖ Our Net Promoter Score is >8 by 2025

*Outcome - We care about our people ensuring we support, develop and motivate our workforce to meet Community needs with capability and confidence.*

*We will know we have succeeded by...*

- ❖ Flexible ways of working are embedded by June 2021
- ❖ Monthly pulse surveys are undertaken to ensure opportunities and challenges are identified and team discussions occur within a month.
- ❖ Recommendations are considered and where relevant actioned within six months.
- ❖ 75% of our Portfolios are demonstrating the benchmark level of constructive culture measured bi-annually.
- ❖ The Annual KPI WHS Action Plan is developed by October each year and a 100% compliance is achieved.
- ❖ Monthly pulse surveys incorporate questions in relation to employee safety and wellbeing to enable the organisation to continue to evolve its systems and employee support offerings by March 2021.
- ❖ Reduction in Lost Time Frequency Rate
- ❖ An annual development and capability plan is developed and implemented each to enable our workforce to perform work safely and effectively.
- ❖ A Workforce Strategy is developed by June 2022 to implement workforce planning and talent management processes to identify and respond to current and future requirements and capabilities, ensuring skills and knowledge are acquired and transferred within the organisation.
- ❖ Each portfolio has a portfolio plan which enables line of sight to Our Community Plan and our Vision within 12 months of the adoption of Our Community Plan.
- ❖ Employee development plans are reviewed and updated at least annually.
- ❖ Feedback on our People Experience is sought at least quarterly from our workforce and improvement actions identified and implemented via our pulse survey.

***Objective - The management of our City is progressive, responsive and sustainable to ensure a united and unique place for future generations***

***We will know we have succeeded by...***

- ❖ Our Long-Term Financial Plan positions council for anticipated community expectations.
- ❖ Our end of year actual financial sustainability ratios are within adopted target benchmarks
  - Operating surplus ratio is  $\geq 0\%$  and  $< 10\%$ .
  - Net financial liabilities ratio is  $< 100\%$ .
  - Asset renewal funding ratio is  $> 80\%$ .
- ❖ Over 60% of residents believe Charles Sturt Council Rates deliver value for money annually. (community survey)
- ❖ A central register for grant and co-funding opportunities has been developed by 2022.
- ❖ Annual increase in number of applications for grants and co-funding.

***Objective - Open and accountable governance***

***We will know we have succeeded by...***

- ❖ Less than 3% of Council and Committee items considered in confidence.
- ❖ Each year over 50% of our residents feel as though they have a say on important issues in their area. (source Community Survey results)
- ❖ A 20% net increase in the number of community members signed up to *Your Say Charles Sturt* each year. (source Your Say Charles Sturt metrics)
- ❖ A 10% net increase in the number of unique online visitors to *Your Say Charles Sturt* each year. (source Your Say Charles Sturt metrics)
- ❖ Our policies are accessible to the public and reviewed bi-annually.
- ❖ Our strategic documents align to Our Community Plan, are accessible to the public and reviewed within legislative timeframes and our policy framework.
- ❖ Provide quarterly reports to Council and Community on overall project progress and major projects.
- ❖ 85% project completion for Capital and Annual Operating projects annually  
Note: (excluding issues outside on Councils control).
- ❖ A Cross-Council Data and Analytics program is implemented and embedded by June 2024.
- ❖ Once established, the Cross-Council Data and Analytics program identifies at least six opportunities for service improvements annually
- ❖ Development of Project Management Framework completed by December 2021.
- ❖ Complete a review of the end of month reporting process and implement recommendations by December 2021.

- ❖ All Portfolio/Business Unit participate in an annual review of their Corporate Risks and endorsed by Executive and presented to the Audit Committee.
- ❖ All Local Government reforms are implemented within the legislative timeframes



## 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
<a href="#">Attachment A</a>	Commentary and detail of Long Term Financial Plan Includes: <ul style="list-style-type: none"> <li>- <a href="#">Schedule A</a> – Assumptions for LTFP</li> <li>- <a href="#">Schedule B</a> – Forecast Financial Statements over planning period</li> <li>- <a href="#">Schedule C</a> – Budget Principles</li> </ul>
<a href="#">Attachment B</a>	Core Operational Services
<a href="#">Attachment C</a>	Budgeted Financial Statements for 2022/23 <ul style="list-style-type: none"> <li>- Statement of Comprehensive Income</li> <li>- Cash flow Statement</li> <li>- Balance Sheet</li> <li>- Statement of Changes in Equity</li> <li>- Summary of operating and capital investment activities</li> <li>- Key Financial Indicators</li> </ul> This section sets out the budgeted financial statements for 2022/23 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.
<a href="#">Attachment D</a>	Rating Policy
<a href="#">Attachment E</a>	Organisational Chart and Divisional Functions.
<a href="#">Attachment F</a>	Capital Projects for renewal of council's existing assets for 2022/23.

## ***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 2031/32 as at January 2022 and was developed to guide the development of the annual budget.

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 2022.

### **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 small operating surplus 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 an operating surplus ratio >0 % and <10% 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 Renewal funding 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%, noting it budgets for 100%

## **Commentary**

### **Long Term Financial Plan**

The Statement of Comprehensive Income forecasts small operating surpluses over the forecast period (operating surplus ratio is 0% and <10%) as Council ensures it remains financially sustainable.

Over the next 5 years total net rate increases (based on the assumptions detailed in **Schedule A**) and excluding growth estimates for new developments of 1% annually are projected to be forecast CPI plus an extra impost to ensure financial sustainability. In 2022/23 a total rate rise of 2.18% plus an extra 0.3% is assumed for a total of 2.48%. This is followed by forecast CPI increases plus additional impost over 3 years of 0.5%, 0.5%, 0.3% at a time when Council is reviewing its ERP system (24/01/2022 item 6.01).

This translates to rates increases of 2.73%, 2.84%, 2.67% and 2.26% plus 1% new property growth annually.

Although the Local Government basket of goods and increasing cost pressures with imposed legislation, government levies, utilities, governance and infrastructure material costs has put pressure on Council's budget, through long term planning Council has been able to position itself to be able to meet these pressures coupled with effective cost control and quarantining of operational efficiencies.

The Balance Sheet forecasts an increase in total assets from \$1.414b in 2022/23 to \$1.498b in 2031/32. Over the planning period total liabilities are expected to decrease from \$73.206m in 2022/23 to \$44.366m in 2031/32 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.

Loan borrowings are forecast at \$38.671m in 2022/23 and then increase to \$42.825m in 2024/25 and then decrease to nil in 2031/32.

Council's total equity or net assets is forecast to increase from \$1.341b in 2022/23 to \$1.454b in 2031/32.

### 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 without imposing an additional rate 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 51% in 2022/23 to 51.6% in 2023.24 and then reduced to 11.8 % in 2031/2032, well within the 100% ceiling. (This ratio effectively means if the Council had to pay out all of its liabilities in 2022/23 including all of its staff entitlements, borrowings etc it would only use 51% of its total income and 49% of its total income would then be available to be repaid to its ratepayers).

Of its total net financial liabilities, net borrowings as a percentage of income decreases from 28.7% in 2022/23 to nil% in 2031/32.

The interest cover ratio is also well within the accepted benchmark of 10% rising to a maximum ratio of 1.0% in 2022/23.

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 renewal 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.

It should be noted 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, however the forward plan demonstrates Council has an ability to meet any capital new/upgrade opportunities presented.

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 2022-2032

### Schedule A – Assumptions

#### General Assumption Drivers

The Long Term Financial Plan is forward looking information. Actual results can vary from the information presented and the variations could be material. Long Term Financial Strategy is financial forecast information; consequently, it 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 February 2022.

Rates income to Council is a product of price and quantity. The number of rateable properties has consistently risen by an average of 1.0% in the recent past. These growth forecasts are verified by council's Planning and Development department annually.

Salary and Wage forecasts for the next 10 years are based on an Enterprise Bargaining Agreement (EBA) where it exists, and a Wages Price Increase (WPI) based on Deloitte Access Economics SA average weekly earnings growth projections where it doesn't. The current EBA is 1.5% or an uncapped June CPI%, whichever is greater.

Cost Price Index (CPI) Forecasts are the South Australian CPI projections. These indices are purchased from Deloitte Access Economics (DAE), experts in the field, providing a scale of increments that this LTFP model is based on.

CPI forecasting has been difficult this year. Usually management purchases the DAE forecasts in November. DAE revised their forecasts in January 2022 in response to the December (Australia and Adelaide) CPI volatility.

Current CPI (Dec 2021) is 3.5% for Australia and 3.3% for Adelaide, affected by higher petrol prices, higher house prices and disruptions to global and domestic supply chains. Decreased supply moved the price point higher up the demand curve, which means there are less goods around, but people are prepared to pay more to purchase them. The Reserve Bank of Australia (RBA) expects this situation to correct back to around the 2.75% level but could take months.

A table of all uplift indices used in the LTFP is below.

Unique Indices	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CPI	2.18%	2.23%	2.34%	2.37%	2.26%	2.50%	2.39%	2.34%	2.37%	2.26%
Rates Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Rates Impost	0.30%	0.50%	0.50%	0.30%						
Rates Revenue	3.48%	3.73%	3.84%	3.67%	3.26%	3.50%	3.39%	3.34%	3.37%	3.26%
Wages EB/WPI	3.61%	2.19%	2.42%	2.70%	2.69%	2.75%	2.86%	2.84%	3.12%	3.19%
Water	5.18%	5.23%	5.34%	5.37%	5.26%	5.50%	5.39%	5.34%	5.37%	5.26%
Power	5.18%	5.23%	5.34%	5.37%	5.26%	5.50%	5.39%	5.34%	5.37%	5.26%
Maintenance	5.18%	5.23%	5.34%	5.37%	5.26%	5.50%	5.39%	5.34%	5.37%	5.26%
Waste	6.48%	6.73%	6.84%	6.67%	6.26%	6.50%	6.39%	6.34%	6.37%	6.26%
Insurance	5.18%	5.23%	5.34%	5.37%	5.26%	5.50%	5.39%	5.34%	5.37%	5.26%

Where knowledge exists of a change in price or quantity of a revenue or expense that Council incurs in the provision of services to the community, that change is factored into the LTFP. Examples of these are:

- Superannuation increases from 9.5% to 12.0% in 0.5% increments over a 5 year period commencing 2021/22.
- An increase in recurrent operational expense of \$332k as a result of last year’s 2021/22 Annual Operating Projects AOP.
- Local Government Elections, and extra \$601k in 2023, \$625k in 2027 and \$650k in 2031. These are one offs.

Interest is calculated on loans outstanding. Council has one \$10m loan at fixed interest rate of 3.85% and the remainder of funding is achieved via an “overdraft” arrangements, Cash advance Debentures (CAD) at a competitive variable interest rate. Council’s variable funding rate is the reserve Bank of Australia (RBA) cash rate plus a modest margin. Council is financed through the Local Government Finance Authority (LGFA).

Annual Operating Projects AOP of \$2.5m are planned for 2022/23, increasing by forecast CPI each year of the plan. Last year’s projects (2021/22) undertaken by council has been factored into the budget with \$332k of recurrent expenditure. AOP capacity from 2022/23 to 2025/26 will be reduced by the proposed Enterprise Resource Planning ERP project forecast at a total cost of \$3.77m spread over four years.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
<b>Annual Operating Projects AOP</b>	<b>2,500</b>	<b>2,556</b>	<b>2,616</b>	<b>2,677</b>	<b>2,738</b>	<b>2,807</b>	<b>2,874</b>	<b>2,941</b>	<b>3,010</b>	<b>3,078</b>
LG Election (in addn to AOP)	601				625				650	
ERP Project	615	1331	905	919						
ERP Project 50% funded outside AOP)	-308	-666	-453	-460						
<b>Adjusted AOP</b>	<b>3,409</b>	<b>3,221</b>	<b>3,068</b>	<b>3,137</b>	<b>3,363</b>	<b>2,807</b>	<b>2,874</b>	<b>2,941</b>	<b>3,660</b>	<b>3,078</b>

Depreciation increases as brand new infrastructure is completed and also as the remainder is revalued to contemporary replacement cost. Depreciation is a non-cash-flow item that represents an allocation of historical costs over the useful lives of the assets. Depreciation isn’t a proxy for future asset replacement costs, but rather asset management plans indicate future funding requirements.

Council’s Budget Principles don’t support the reliance on gains made from asset sales to fund core services.

Operating cash surpluses are used to fund Capital Expenditure on Renewal & Replacement and then New & Upgraded Assets. The balance of available surplus funds will be used to pay down debt or offset the use of new debt.

Capital expenditure for asset renewal is determined by Council’s adopted Asset Management Plan (AMP). They are reviewed annually and presented to Council for review and endorsement.

All AMPs will be reviewed within 2 years of the LG elections as per LG act 1999. These reviews will include a more comprehensive response and updated projections to the delivery of its Net Zero strategy.

New and Upgrade forecasts are based on current Strategic Management Plans and Council in principle adopted projects. These projects will be presented to Council at the workshop in March 2022. Please note the Henley Hub project is not included in the LTFP projections.

Capital Program \$0,000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Capital Renewal	26,123	25,622	26,723	29,651	28,441	29,653	29,155	27,623	30,492	21,779
Capital New & Upgrade	8,255	11,825	17,925	10,325	8,700	7,525	6,675	9,775	9,475	7,750
<b>Total</b>	<b>34,378</b>	<b>37,447</b>	<b>44,648</b>	<b>39,976</b>	<b>37,141</b>	<b>37,178</b>	<b>35,830</b>	<b>37,398</b>	<b>39,967</b>	<b>29,529</b>

Loans outstanding are due to the level of new/upgrade capital expenditure. Borrowings increase as significant projects are undertaken with a peak of \$42.8m in 2024/25, after which the LTFP shows a reducing borrowings profile with the lower forecast capital expenditure on new infrastructure. As with previous years’ experience on project delivery a consistent amount of works in progress is assumed (20%) and reflected in level of borrowings forecast.

**Key Outcomes**

Importantly the current LTFP demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the Strategic Plan.

This includes:

- Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of infrastructure assets
- Meeting the ongoing expectations of service delivery to our community
- Managing the impact of cost shifting from other levels of government
- The appropriate use of debt as a means of funding asset upgrade and renewal
- Ensuring the financial sustainability of Council’s operations.

Financial sustainability has been demonstrated through adherence to the agreed target ranges in all of the following three key ratios:

- Operating Surplus Ratio, target range 0% to 10%
- Net Financial Liabilities Ratio, target range 0% to 100%
- Asset sustainability Ratio, target range 80% to 110%

KPI Ratios		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
<b>Operating Surplus Ratio</b>	Traffic Light											
	Actual Ratio	0.7%	0.3%	0.9%	1.2%	1.2%	0.8%	1.3%	1.3%	1.2%	0.9%	0.9%
<b>Net Financial Liabilities</b>	Traffic Light											
	Actual Ratio	52.1%	51.0%	49.2%	51.6%	49.7%	45.6%	40.3%	33.6%	27.5%	22.9%	11.8%
<b>Asset Renewal Funding</b>	Traffic Light											
	Actual Ratio	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Interest Cover Ratio</b>	Traffic Light											
	Actual Ratio	1.3%	1.0%	0.9%	0.9%	0.9%	0.9%	0.7%	0.6%	0.4%	0.2%	0.0%



***Significant Assumption Risks:******Interest Rate Risk***

Interest Rate Risk would be significant when Financial Liabilities of approximately \$80 Million such that a 1.4% interest rate rise would require approximately an additional 1% increase in rate revenue.

***Wage Growth Index Forecast Risk***

With employee costs comprising approximately 37% of total operating expenditure a 1% error in anticipated wage growth can result in a \$0.5m misstatement in the 2022/23 operating result and up to a \$0.6m misstatement in the 2031/32 year.

***CPI forecast risk***

The 2022/23 Operating Surplus of \$343k is sensitive to the level CPI rate during the year. A 1.0% increase in CPI will have a \$600k unfavourable impact on the Operating Surplus.

*Schedule B*

City of Charles Sturt												
10 Year Financial Plan for the Years ending 30 June 2032												
STATEMENT OF COMPREHENSIVE INCOME -												
Scenario: Rolled over from V12 (20/21 as base year)												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates	112,324	112,836	118,269	122,633	127,283	131,903	136,171	140,900	145,633	150,450	155,475	160,508
Statutory Charges	4,316	4,383	4,478	4,578	4,685	4,796	4,905	5,027	5,147	5,268	5,392	5,514
User Charges	3,588	3,596	3,675	3,757	3,844	3,935	4,024	4,125	4,224	4,322	4,425	4,525
Grants, Subsidies and Contributions	11,275	7,738	7,722	7,895	7,836	8,022	8,203	8,409	8,609	8,810	9,019	9,223
Investment Income	65	70	72	73	75	77	78	80	82	84	86	88
Reimbursements	2,987	528	540	552	565	578	591	606	621	635	650	665
Other Income	118	80	82	84	86	88	90	92	94	96	98	101
Net gain - equity accounted Council businesses	804	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>135,477</b>	<b>129,231</b>	<b>134,838</b>	<b>139,571</b>	<b>144,374</b>	<b>149,399</b>	<b>154,063</b>	<b>159,240</b>	<b>164,410</b>	<b>169,666</b>	<b>175,146</b>	<b>180,624</b>
<b>Expenses</b>												
Employee Costs	44,099	46,550	49,908	51,061	52,545	54,174	55,630	57,167	58,816	60,484	62,408	64,409
Materials, Contracts & Other Expenses	47,293	46,010	48,085	49,705	51,496	53,600	55,869	57,578	59,962	62,434	65,697	67,724
Depreciation, Amortisation & Impairment	32,171	33,920	35,082	36,177	37,220	38,441	39,846	41,221	42,527	43,901	45,088	46,757
Finance Costs	1,161	1,796	1,420	1,386	1,425	1,426	1,443	1,262	1,009	769	396	152
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>124,724</b>	<b>128,276</b>	<b>134,495</b>	<b>138,329</b>	<b>142,685</b>	<b>147,641</b>	<b>152,789</b>	<b>157,228</b>	<b>162,314</b>	<b>167,587</b>	<b>173,589</b>	<b>179,041</b>
<b>Operating Surplus / (Deficit)</b>	<b>10,753</b>	<b>955</b>	<b>343</b>	<b>1,243</b>	<b>1,689</b>	<b>1,758</b>	<b>1,275</b>	<b>2,012</b>	<b>2,096</b>	<b>2,079</b>	<b>1,557</b>	<b>1,583</b>
Asset Disposal & Fair Value Adjustments	(1,543)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	1,828	3,831	100	100	100	100	100	100	100	100	100	100
Physical Resources Received Free of Charge	2,505	200	200	200	200	200	200	200	200	200	200	200
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>13,543</b>	<b>4,986</b>	<b>643</b>	<b>1,543</b>	<b>1,989</b>	<b>2,058</b>	<b>1,575</b>	<b>2,312</b>	<b>2,396</b>	<b>2,379</b>	<b>1,857</b>	<b>1,883</b>
<b>Other Comprehensive Income</b>												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	69,334	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>69,334</b>	<b>5,315</b>	<b>7,369</b>	<b>9,158</b>	<b>9,519</b>	<b>16,107</b>	<b>9,348</b>	<b>14,160</b>	<b>8,967</b>	<b>7,987</b>	<b>11,492</b>	<b>8,448</b>
<b>Total Comprehensive Income</b>	<b>82,877</b>	<b>10,301</b>	<b>8,012</b>	<b>10,701</b>	<b>11,507</b>	<b>18,165</b>	<b>10,923</b>	<b>16,472</b>	<b>11,363</b>	<b>10,366</b>	<b>13,349</b>	<b>10,331</b>

City of Charles Sturt												
10 Year Financial Plan for the Years ending 30 June 2032												
STATEMENT OF FINANCIAL POSITION -												
Scenario: Rolled over from V12 (20/21 as base year)												
	Actuals	Current Year	Projected Years					Projected Years				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,304	500	500	500	500	500	500	500	500	500	500	17,857
Trade & Other Receivables	4,773	3,996	3,966	4,097	4,225	4,368	4,504	4,648	4,798	4,951	5,117	5,271
Inventories	162	136	142	146	152	158	165	170	177	184	194	200
<b>Total Current Assets</b>	<b>6,239</b>	<b>4,632</b>	<b>4,607</b>	<b>4,743</b>	<b>4,877</b>	<b>5,026</b>	<b>5,169</b>	<b>5,318</b>	<b>5,475</b>	<b>5,635</b>	<b>5,811</b>	<b>23,328</b>
<b>Non-Current Assets</b>												
Equity Accounted Investments in Council Businesses	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985
Infrastructure, Property, Plant & Equipment	1,356,448	1,381,960	1,392,997	1,400,679	1,414,946	1,438,654	1,446,348	1,460,373	1,463,112	1,464,483	1,470,540	1,464,047
Other Non-Current Assets	23,823	16,204	14,624	17,621	20,559	14,774	14,020	10,347	10,167	10,572	11,241	9,191
<b>Total Non-Current Assets</b>	<b>1,382,256</b>	<b>1,400,149</b>	<b>1,409,607</b>	<b>1,420,285</b>	<b>1,437,490</b>	<b>1,455,413</b>	<b>1,462,353</b>	<b>1,472,704</b>	<b>1,475,264</b>	<b>1,477,040</b>	<b>1,483,765</b>	<b>1,475,224</b>
<b>TOTAL ASSETS</b>	<b>1,388,495</b>	<b>1,404,781</b>	<b>1,414,214</b>	<b>1,425,028</b>	<b>1,442,367</b>	<b>1,460,439</b>	<b>1,467,522</b>	<b>1,478,022</b>	<b>1,480,739</b>	<b>1,482,676</b>	<b>1,489,576</b>	<b>1,498,551</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Cash Advance Debenture	28,917	32,075	33,705	34,439	40,843	40,655	36,109	29,497	20,023	10,408	2,549	-
Trade & Other Payables	11,957	16,853	17,672	18,268	18,925	19,646	20,375	21,021	21,804	22,610	23,592	24,333
Borrowings	2,515	2,177	1,469	1,512	950	354	354	327	-	-	-	-
Provisions	9,475	9,473	9,813	10,026	10,267	10,543	10,825	11,121	11,437	11,761	12,126	12,511
<b>Total Current Liabilities</b>	<b>52,864</b>	<b>60,578</b>	<b>62,658</b>	<b>64,246</b>	<b>70,984</b>	<b>71,198</b>	<b>67,662</b>	<b>61,966</b>	<b>53,265</b>	<b>44,779</b>	<b>38,267</b>	<b>36,844</b>
<b>Non-Current Liabilities</b>												
Trade & Other Payables	5,351	5,351	5,351	5,351	5,351	5,351	5,351	5,351	5,351	5,351	5,351	5,351
Borrowings	4,973	4,215	3,497	1,985	1,035	681	327	-	-	-	-	-
Provisions	1,639	1,641	1,701	1,738	1,780	1,828	1,877	1,929	1,984	2,040	2,104	2,171
<b>Total Non-Current Liabilities</b>	<b>11,963</b>	<b>11,207</b>	<b>10,548</b>	<b>9,073</b>	<b>8,166</b>	<b>7,860</b>	<b>7,555</b>	<b>7,280</b>	<b>7,335</b>	<b>7,391</b>	<b>7,455</b>	<b>7,522</b>
<b>TOTAL LIABILITIES</b>	<b>64,827</b>	<b>71,786</b>	<b>73,206</b>	<b>73,319</b>	<b>79,150</b>	<b>79,058</b>	<b>75,217</b>	<b>69,246</b>	<b>60,600</b>	<b>52,170</b>	<b>45,722</b>	<b>44,366</b>
<b>Net Assets</b>	<b>1,323,668</b>	<b>1,332,996</b>	<b>1,341,008</b>	<b>1,351,709</b>	<b>1,363,216</b>	<b>1,381,382</b>	<b>1,392,305</b>	<b>1,408,777</b>	<b>1,420,139</b>	<b>1,430,506</b>	<b>1,443,855</b>	<b>1,454,186</b>
<b>EQUITY</b>												
Accumulated Surplus	511,695	517,654	518,297	519,839	521,828	523,886	525,461	527,773	530,169	532,548	534,405	536,288
Asset Revaluation Reserves	810,027	815,342	822,711	831,870	841,388	857,495	866,844	881,004	889,971	897,958	909,450	917,898
<b>Total Equity</b>	<b>1,321,722</b>	<b>1,332,996</b>	<b>1,341,008</b>	<b>1,351,709</b>	<b>1,363,216</b>	<b>1,381,382</b>	<b>1,392,305</b>	<b>1,408,777</b>	<b>1,420,139</b>	<b>1,430,506</b>	<b>1,443,855</b>	<b>1,454,186</b>

City of Charles Sturt												
10 Year Financial Plan for the Years ending 30 June 2032												
STATEMENT OF CASH FLOWS -												
Scenario: Rolled over from V12 (20/21 as base year)												
	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26	Projected Years		2028/29	2029/30	2030/31	2031/32
	2020/21	2021/22	\$'000	\$'000	\$'000	\$'000	2026/27	2027/28	\$'000	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates Receipts	-	112,886	118,448	122,777	127,436	132,055	136,312	141,056	145,789	150,609	155,641	160,674
Statutory Charges	-	4,629	4,472	4,571	4,678	4,789	4,897	5,019	5,139	5,259	5,384	5,506
User Charges	-	3,804	3,669	3,751	3,838	3,929	4,018	4,118	4,217	4,315	4,418	4,518
Grants, Subsidies and Contributions (operating purpose)	-	8,233	7,902	7,887	7,839	8,013	8,195	8,399	8,600	8,801	9,009	9,213
Investment Receipts	65	74	71	73	75	77	78	80	82	84	86	88
Reimbursements	-	840	540	552	564	578	591	606	620	635	650	664
Other	139,707	89	82	83	85	87	89	92	94	96	98	101
<b>Payments:</b>												
Payments to Employees	-	(45,497)	(49,393)	(50,771)	(52,211)	(53,794)	(55,249)	(56,767)	(58,388)	(60,047)	(61,914)	(63,888)
Payments for Materials, Contracts & Other Expenses	(96,949)	(43,661)	(50,295)	(49,457)	(51,224)	(53,294)	(55,547)	(57,297)	(59,613)	(62,070)	(65,251)	(67,388)
Finance Payments	(1,175)	(1,796)	(1,420)	(1,386)	(1,425)	(1,426)	(1,443)	(1,262)	(1,009)	(769)	(396)	(152)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>41,648</b>	<b>39,601</b>	<b>34,075</b>	<b>38,081</b>	<b>39,656</b>	<b>41,014</b>	<b>41,942</b>	<b>44,044</b>	<b>45,530</b>	<b>46,913</b>	<b>47,725</b>	<b>49,336</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Amounts Received Specifically for New/Upgraded Assets	1,828	3,831	100	100	100	100	100	100	100	100	100	100
Sale of Replaced Assets	946	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	3,292	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Expenditure on Renewal/Replacement of Assets	(21,724)	(24,592)	(26,123)	(25,622)	(26,723)	(29,651)	(28,441)	(29,653)	(29,155)	(27,623)	(30,492)	(21,779)
Expenditure on New/Upgraded Assets	(11,243)	(21,706)	(8,255)	(11,825)	(17,925)	(10,325)	(8,700)	(7,525)	(6,675)	(9,775)	(9,475)	(7,750)
Capital Contributed to Equity Accounted Council Businesses	(1,297)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(28,198)</b>	<b>(42,467)</b>	<b>(34,278)</b>	<b>(37,347)</b>	<b>(44,548)</b>	<b>(39,876)</b>	<b>(37,041)</b>	<b>(37,078)</b>	<b>(35,730)</b>	<b>(37,298)</b>	<b>(39,867)</b>	<b>(29,429)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from CAD	-	3,158	1,629	735	6,404	-	-	-	-	-	-	-
Repayments of CAD	-	-	-	-	-	(188)	(4,546)	(6,611)	(9,474)	(9,615)	(7,859)	(2,549)
Repayments of Borrowings	(13,751)	(1,032)	(1,073)	(1,115)	(1,158)	(596)	-	-	-	-	-	-
Repayment of Principal Portion of Lease Liabilities	(643)	(64)	(354)	(354)	(354)	(354)	(354)	(354)	(327)	-	-	-
Repayment of Aged Care Facility Deposits	(485)	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	(779)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(15,658)</b>	<b>2,062</b>	<b>203</b>	<b>(734)</b>	<b>4,892</b>	<b>(1,138)</b>	<b>(4,900)</b>	<b>(6,965)</b>	<b>(9,801)</b>	<b>(9,615)</b>	<b>(7,859)</b>	<b>(2,549)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(2,208)</b>	<b>(804)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,357</b>
plus: Cash & Cash Equivalents - beginning of year	3,512	1,304	500	500	500	500	500	500	500	500	500	500
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>1,304</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>17,857</b>
Cash & Cash Equivalents - end of the year	1,304	500	500	500	500	500	500	500	500	500	500	17,857
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>1,304</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>17,857</b>

City of Charles Sturt 10 Year Financial Plan for the Years ending 30 June 2032 STATEMENT OF CHANGES IN EQUITY - Scenario: Rolled over from V12 (20/21 as base year)												
	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	Projected Years					
							2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
Opening Balance	1,239,818	1,322,695	1,332,996	1,341,008	1,351,709	1,363,216	1,381,382	1,392,305	1,408,777	1,420,139	1,430,506	1,443,855
Net Surplus / (Deficit) for Year	13,543	4,986	643	1,543	1,989	2,058	1,575	2,312	2,396	2,379	1,857	1,883
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	69,334	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448
Other Comprehensive Income	69,334	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448
Total Comprehensive Income	82,877	10,301	8,012	10,701	11,507	18,165	10,923	16,472	11,363	10,366	13,349	10,331
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	1,322,695	1,332,996	1,341,008	1,351,709	1,363,216	1,381,382	1,392,305	1,408,777	1,420,139	1,430,506	1,443,855	1,454,186

City of Charles Sturt 10 Year Financial Plan for the Years ending 30 June 2032 UNIFORM PRESENTATION OF FINANCES - Scenario: Rolled over from V12 (20/21 as base year)												
	Actuals 2020/21 \$'000	Current Year 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	Projected Years					
							2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000
<b>Operating Activities</b>												
Income	135,477	129,231	134,838	139,571	144,374	149,399	154,063	159,240	164,410	169,666	175,146	180,624
less Expenses	(124,724)	(128,276)	(134,495)	(138,329)	(142,685)	(147,641)	(152,789)	(157,228)	(162,314)	(167,587)	(173,589)	(179,041)
Operating Surplus / (Deficit)	10,753	955	343	1,243	1,689	1,758	1,275	2,012	2,096	2,079	1,557	1,583
<b>Capital Activities</b>												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(21,724)	(24,592)	(26,123)	(25,622)	(26,723)	(29,651)	(28,441)	(29,653)	(29,155)	(27,623)	(30,492)	(21,779)
add back Depreciation, Amortisation and Impairment	32,171	33,920	35,082	36,177	37,220	38,441	39,846	41,221	42,527	43,901	45,088	46,757
add back Proceeds from Sale of Replaced Assets	946	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	11,393	9,328	8,959	10,555	10,496	8,790	11,405	11,568	13,372	16,278	14,597	24,978
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets												
(including Investment Property & Real Estate Developments)	(11,243)	(21,706)	(8,255)	(11,825)	(17,925)	(10,325)	(8,700)	(7,525)	(6,675)	(9,775)	(9,475)	(7,750)
add back Amounts Received Specifically for New and Upgraded Assets	1,828	3,831	100	100	100	100	100	100	100	100	100	100
add back Proceeds from Sale of Surplus Assets												
(including Investment Property & and Real Estate Developments)	3,292	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(6,123)	(17,875)	(8,155)	(11,725)	(17,825)	(10,225)	(8,600)	(7,425)	(6,575)	(9,675)	(9,375)	(7,650)
Net Lending / (Borrowing) for Financial Year	16,023	(7,593)	1,147	73	(5,640)	323	4,079	6,154	8,893	8,682	6,778	18,911

**NOTE : this adopted LTFP provided the basis for development of the annual budget and high level parameters, noting that the final budget for 2022/23 was adopted following consultation feedback and finalisation of actual inputs for recurrent budget and level of capital and annual operating projects having regard to the LTFP high level parameters and which will be updated in the next LTFP iteration.**

### ***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. *OUR COMMUNITY – A Strong and Connected Community***
- 2. *OUR LIVEABILITY – A Liveable City of Great Places.***
- 3. *OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City.***
- 4. *OUR ECONOMY – An Economically Thriving City***
- 5. *OUR LEADERSHIP – A Leading and Progressive Local Government Organisation***

#### **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 2022.

<b>Core Business</b>	<b>Key Outputs</b>
<b><i>Community Services</i></b>	
<ul style="list-style-type: none"> <li>• Community Development</li> </ul>	<ul style="list-style-type: none"> <li>– Work with disadvantaged communities and other partners to provide support and to facilitate the coordination of services.</li> <li>– Assist community groups to seek out grant funding.</li> </ul>
<ul style="list-style-type: none"> <li>• Youth Services</li> </ul>	<ul style="list-style-type: none"> <li>– Provide support staff in The Brocas a community space for young people.</li> <li>– Implement Council's Youth Policy and Action Plan.</li> </ul>
<ul style="list-style-type: none"> <li>• Crime Prevention</li> </ul>	<ul style="list-style-type: none"> <li>– Implement the Crime Prevention Through Environmental Design principles.</li> </ul>
<ul style="list-style-type: none"> <li>• Graffiti</li> </ul>	<ul style="list-style-type: none"> <li>– Remove graffiti from private property and bus shelters within 5 working days.</li> </ul>
<ul style="list-style-type: none"> <li>• Community Centres</li> </ul>	<ul style="list-style-type: none"> <li>– Provide support staff in Community Centres at Findon, Cheltenham, Henley &amp; Grange, Bower Cottages, 19 On Green and Seaton North ; with 89,000 participants supported by 13,337 volunteer hours.</li> <li>– Implement and deliver on actions in the Community Plan 2020-2027.</li> </ul>
<ul style="list-style-type: none"> <li>• Ageing Well – Transport</li> </ul>	<ul style="list-style-type: none"> <li>– Provide 10,200 return trips to local shopping centres and social programs.</li> </ul>
<ul style="list-style-type: none"> <li>• Ageing Well – Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>– Coordinate the efforts of approximately 100 volunteers supporting various community service programs and donating around 8,000 hours per year.</li> </ul>



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

- Ageing Well – Commonwealth Home Support Programme

**Key Outputs**

- Review Council’s ‘Ageing in Charles Sturt’ action plan.
- Provide 5,896 hours of domestic assistance.
- Provide 1700 hours of Flexible Respite.
- Provide \$27,100 of Home Modifications.
- 27,595 hours of social support and activities.
- Provide 7,500 hours of home maintenance and security.

- Home Maintenance & Security

***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 Spraying

- 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.

- Playground Maintenance

- Manage the contract for maintenance of Council playgrounds.

- Road Reseal 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 5 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 domestic waste collection, recycling, green waste service and an at call hard waste collection service.

**Core Business*****Admin/Governance***

- Procurement Services
- Information Services
- Financial Services

- Governance & Risk

**Key Outputs**

- Provide collaborative procurement services, including tender preparation and evaluation across three councils to ensure best value.
- Establish, maintain and support all of Council's IT and administrative systems.
- Manage Council's requirements for financial and management reporting, processing and internal controls.
- Manage administration of rates assessment book and collection of rates income.
- Manage Council's loan portfolio.
- Maintain base property and street numbering information.
- Deliver property certification for land transfers and sales.
- 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.
- Provide support to Council Members.
- Maintain electoral roll information.
- Manages the Work Health and Safety of our employees.
- Manages Workers Compensation claims and employee rehabilitation programs.
- Manage Council Discretionary Ward Allowance Grant Program.

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

- Human Resource Management

**Key Outputs**

- Supports and guides People and Culture issues that meet both the human resource needs of the organisation and the satisfaction and development needs of staff.
- Ensure staff are paid accurately and on time.
- Manage employment records and documentation.
- Manage and ensures compliance with the industrial instruments relating to employment conditions.
- Manages fitness for work process for employees.

***Customer Experience***

- Information Management

- Provide record management services for all administrative processes.
- Manage Freedom of Information Requests.

- Marketing, Media & Communications

- Manage Council's communication activities including media liaison.
- Provide 4 Council newsletters 'Kaleidoscope'.
- Assist business units with undertaking effective community consultation.
- Management of Council's website and digital mediums.

**Core Business**  
**Customer Experience (cont.)**

- Asset Management
  - To provide coordination for the implementation of asset management across council
  - To develop, review and implement asset management plans, strategy, policy and process
  - Functional administration and support of the Enterprise Asset Management (EAM) solution
  - Maintain, update and reconcile Physical Asset Register
  - All asset related data capture, storage, validation and analysis including a key role in the structure and use of the ArcGIS and IntraMap systems
  - Asset maintenance scheduling and programming
  
- Waste & Environment Sustainability Programs
  - Coordinate Council's environmental response by developing and implementing 'Net Zero – our map to net zero corporate emissions 2020-2025'.
  - Implement the AdaptWest Climate Change Adaptation Program in partnership with the Cities of Port Adelaide Enfield and West Torrens, to identify and manage risks and opportunities presented by a changing climate.
  - Coordinate programs to reduce environmental impacts from Council operations.
  - Coordinate programs to engage with the community for positive environmental outcomes.
  - Provide opportunities to build capacity and understanding of current environmental issues and programs for staff and Elected Members to inform decision making.

**Core Business  
Engineering**

## • Road Maintenance

## • Path Maintenance

## • Drainage Maintenance

## • Foreshore Maintenance

## • Street Sweeping

## • Traffic Management

## • Public Lighting

**Key Outputs**

- Manage and maintain approximately 700kms of sealed local roads and associated infrastructure, including approximately 1,400km of kerb and gutter.
- Deliver projects in line with the approved Road Reseal/Reconstruction programs.
- Manage and maintain approximately 1,300kms of concrete, paved and asphalt paths and over 10,000 kerb access ramps.
- Deliver projects in line with the approved New Path and Path Renewal programs.
- Manage and maintain 433kms of stormwater drains as well as 14,500 stormwater pits, 14 stormwater pump stations and 21 detention basins.
- 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.
- Manage and maintain 12.5kms of foreshore.
- Main roads swept weekly, residential roads every 6 weeks, with additional autumn and coastal sweepings done weekly.
- 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.

**Core Business**  
***Engineering (cont.)***

- Recycled water
  
- Beverley Waste and Recycling Centre
  
- Fleet Services
  
- Bridge Maintenance
  
- Bus Stops
  
- Car Parks

**Key Outputs**

- Maintain and operate councils recycled water system and wetlands.
  
- Receives and recycles waste from both internal and external customers.
  
- Manage Council's fleet requirements
  
- Manage and maintain 70 bridge assets.
  
- Manage and maintain 583 bus stops.
  
  
- Manage and maintain 139 off-street carparks.
  
  
- Deliver projects in line with the approved car park renewal and upgrade programs.

## Core Business

### *Library Services*

- Library Service

## Key Outputs

- Deliver integrated service delivery within the Community Connections Portfolio and the creation of Community Hubs.
- Deliver a range of library resources and services including 24/7 access to digital library, access to diverse collections and resources, including community language collections, community information, internet and wireless service access as well as literacy, lifelong learning, digital literacy and recreational programs.
- Service a membership of over 30,000 people, over 400,000 visits and near 700,000 physical loans , over 120,000 e-resource loans annually.
- Provide 3 branch libraries and 2 community hubs across the City plus a mobile library and home service.
- Average of over 200 new borrower registrations every month.
- Provide services and programs to Culturally and Linguistically Diverse Communities.
- Deliver a selection of Council Customer Services, including a rate payment service.

### *Open Space, Recreation & Property*

- Arboriculture
  - Undertake tree assessments and inspections as required under Council Policy and the Local Government Act.
- Reserves & Sporting Grounds
  - Management, renewal and maintenance of reserves and sporting grounds including infrastructure, turf, vegetation & irrigation.
- Open Space Planning
  - Natural Resource Management.
  - Environmental Management.
  - Development of social connections through open space and community led Place Making initiatives.
- Sporting Club Support
  - Maximise the use of Council's 70 sporting facilities and 49 clubrooms.
  - Provide support to around 65 sporting clubs operating on community land in the City.

## Core Business

## Key Outputs

### ***Open Space, Recreation & Property (cont.)***

- Open Space & Property Projects
  - Design and deliver endorsed open space and property projects.
  - To provide advice, liaise and manage interactions with developers regarding land developments through planning, design and construction phases.
  - Provide advice in relation to landscape components of Development Applications, DPA, input to Master Plans and attendance at meetings as required.
- Property Management
  - Manage over 300 Council properties including commercial, community and residential properties. Manage the acquisition and disposal process of properties. Management and maintain Council's Community Land Management Plan register. 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.
- Litter Bins
  - City Clean Team empties the Street/Reserve/Foreshore litter bins including bins on jetties.

### ***Planning & Development***

- Development Assessment
  - Provide pre-lodgement advice and process Development Applications for approximately 3200 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.



**Core Business****Key Outputs*****Emergency & After Hours Response***

- 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 Monday to Friday and 24 hour/day service on Saturdays and Sundays.

***Public Health & Safety***

- Customer Contact
  - Process approximately 20,000 customer transactions per year at Council's Civic Centre Front Counter and provide general information to the community on both Council and community issues.
  - Manage Council's call centre operations fielding approximately 120,000 calls and 3,500 online chats per year..
  - Monitor customer experience and satisfaction levels.
  - Create 21,000 customer requests for service.
  - Respond to approximately 4,000 individual incoming correspondence requesting information or a request for service.
- Community Safety
  - Respond to approximately 9,200 complaints regarding parking, dogs, Local Government Act, Metropolitan Fire Services Act and general by-law issues.
  - Attend to 2,250 reports of rubbish dumped on Council land.
  - Respond to approximately 500 abandoned vehicle complaints.
  - Respond to 300 requests for installation of parking controls and attend to 2,100 requests regarding illegally parked vehicles in addition to proactive parking patrols of peak demand areas.
  - Undertake School Safety Program to address safety related parking offences around 44 schools within the City.

**Core Business*****Public Health & Safety (cont.)***

- Community Safety
  - Implement Council’s by-laws and administer various legislation through education, encouragement and enforcement.
  - Respond to approximately 600 Local Nuisance Requests.
  -
- Animal Management
  - 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 Animal Management Plan.
  - Respond to approximately 550 dogs wandering at large.
  - Investigate approximately 150 dog attacks.
  - Investigate approximately 25 barking dog complaints.
  - Receive 350 barking dog enquiries.
  - Respond to approximately 200 other complaints relating to dogs and approximately 60 complaints regarding cats.
  - Conduct compliance patrols for dog related issues particularly in high usage areas such as the foreshore and Linear Park.
- Immunisation
  - Administer approximately 15,000 vaccines to 7,500 clients attending the St Clair Public Immunisation Clinic, High School clinics and workplace visits.

**Key Outputs**

## Core Business

### Urban Projects

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Economic Development</li> </ul> | <ul style="list-style-type: none"> <li>– Support the growth of local employment and export opportunities by engaging with local businesses through the marketing and communications, business engagement, events, seminars, training programs and initiatives.</li> <li>– Provide grants and essential support to small to medium size businesses to upskill and pivot towards more on line and social media target market reach.</li> <li>– Work collaboratively with the Western Region Councils through the Western Alliance to promote and facilitate economic development outcomes and grow local employment.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Major Projects</li> </ul>       | <ul style="list-style-type: none"> <li>– Facilitate Council’s response to major projects and identify value adding opportunities to optimise outcomes.</li> <li>– Provide neighbourhood and concept planning for urban renewal initiatives and council assets that attract external funding, stakeholder engagement and council investment</li> <li>– Identify and promote economic development opportunities through major urban development projects.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Planning Policy</li> </ul>      | <p>Formulate planning policy that reflects the needs of the community, creates opportunities for investment and urban renewal through Planning Design Code Amendments in partnership with key stakeholders.</p>   |
| <ul style="list-style-type: none"> <li>• Community Engagement</li> </ul> | <ul style="list-style-type: none"> <li>– Manage corporate community engagement policy and procedures, tools and initiatives.</li> </ul>   |

**Core Business**

***Urban Projects***

**Key Outputs**

- Provide a focused approach to enhancing the public realm in key locations across the city.
- Collaborate with businesses and communities to create social and economic opportunities through advice, marketing community engagement and funding.
- Provide grants and support for recipients in the arts, music, cultural events and small business sectors that offer opportunities for social cohesion and arts sector support
- Establish and deliver an arts and cultural plan that enhances community life
- Ensure the Woodville Town Hall prospers and remains a leading arts and cultural venue in Western Adelaide.

## **Attachment C – Budgeted Financial Statements for 2022/2023**

### **Schedule 1: Statement of Comprehensive Income**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Revenue</b>		
Rates	118,715	112,836
Statutory Charges	4,450	4,383
User Charges	3,895	3,596
Grants, Subsidies and Contributions	9,366	7,738
Investment Income	72	70
Reimbursements	530	528
Other revenues	97	80
<b>Total Revenues</b>	<b>137,125</b>	<b>129,231</b>
<b>Expenses</b>		
Employee Costs	50,257	46,550
Materials, Contracts and Other	49,391	46,010
Finance Costs	1,420	1,796
Depreciation, Amortisation and Impairment	34,582	33,920
Net Loss Equity Accounted businesses	195	-
<b>Total Expenses</b>	<b>135,845</b>	<b>128,276</b>
<b>Operating Surplus/(Deficit)</b>	<b>1,280</b>	<b>955</b>
<b>Capital Amounts</b>		
Physical resources received free of charge	200	200
Amounts specifically for new or upgraded asset	3,541	3,731
	<b>3,741</b>	<b>3,931</b>
<b>Net Surplus/(Deficit)</b>	<b>5,021</b>	<b>4,886</b>
<b>Other Comprehensive income</b>	<b>0</b>	<b>0</b>
<b>Total Comprehensive Income</b>	<b>5,021</b>	<b>4,886</b>

**Schedule 2: Cashflow Statement**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
	<b>Inflows(outflows)</b>	<b>Inflows(outflows)</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash Flows from Operating Activities</b>		
Operating Receipts	137,157	131,740
Investment receipts	72	70
Operating Payments to suppliers and employees	(101,209)	(94,586)
Finance payments	(1,420)	(1,796)
Net Cash Flows provided by (used in) Operating Activities	<b>34,600</b>	<b>35,428</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts</b>		
Proceeds from Borrowings	1,616	5,095
Proceeds from Aged care Facility deposits	500	500
<b>Payments</b>		
Repayments of Borrowings	(1,427)	(1,387)
Repayment of Aged care Facility Deposits	(500)	(500)
<b>Net Cash provided for (used in ) Financing Activities</b>	<b>189</b>	<b>3,708</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts</b>		
Sale of replaced assets	742	959
Grants specifically for new of upgraded assets	3,541	3,731
	4,283	4,690
<b>Payments</b>		
Expenditure on renewal/replacement of assets	(25,808)	(23,559)
Expenditure on new/upgraded assets	(13,264)	(23,571)
	(39,072)	(47,130)
Net Cash used in Investment Activities	<b>(34,789)</b>	<b>(42,440)</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>0</b>	<b>(3,304)</b>
Cash and cash equivalents at Beginning of Reporting Period	500	3,804
<b>Cash and cash equivalents at End of Reporting Period</b>	<b>500</b>	<b>500</b>

**Schedule 3: Balance Sheet**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash equivalents	500	500
Trade and Other receivables	4,246	4,944
Inventories	146	120
<b>Total Current Assets</b>	<b>4,892</b>	<b>5,564</b>
<b>Non-Current Assets</b>		
Equity accounted investments in council business	1,539	0
Infrastructure, Property, plant and equipment	1,395,806	1,320,270
Other non-current assets	16,385	18,526
<b>Total Non-Current assets</b>	<b>1,413,730</b>	<b>1,338,796</b>
<b>TOTAL ASSETS</b>	<b>1,418,622</b>	<b>1,344,360</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade and Other Payables	23,317	18,955
Borrowings	1,469	6,038
Provisions	9,813	9,299
<b>Total Current Liabilities</b>	<b>34,599</b>	<b>34,292</b>
<b>Non-Current Liabilities</b>		
Long Term Borrowings	37,189	43,145
Long Term Provisions	1,701	1,616
Trade and Other Payables	0	5,836
Equity accounted investments in council business	0	116
<b>Total Non-Current liabilities</b>	<b>38,890</b>	<b>50,713</b>
<b>TOTAL LIABILITIES</b>	<b>73,489</b>	<b>85,005</b>
<b>Net Assets</b>	<b>1,345,133</b>	<b>1,259,355</b>
<b>EQUITY</b>		
Accumulated Surplus	522,422	506,116
Reserves	822,711	753,239
<b>TOTAL EQUITY</b>	<b>1,345,133</b>	<b>1,259,355</b>

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

**2023**

	<b>Accumulated Surplus \$'000</b>	<b>Asset revaluation reserve \$'000</b>	<b>Total Equity \$'000</b>
<b>Accumulated Surplus</b>			
Balance at end of previous reporting period	517,401	822,711	1,240,112
Net Result for year	5,021		5,021
Other Comprehensive income		0	0
<b>Balance at end of period</b>	<b>522,422</b>	<b>822,711</b>	<b>1,345,133</b>

**2022**

	<b>Accumulated Surplus \$'000</b>	<b>Asset revaluation reserve \$'000</b>	<b>Total Equity \$'000</b>
<b>Accumulated Surplus</b>			
Balance at end of previous reporting period	501,230	753,239	1,254,469
Net Result for year	4,886		4,886
Other Comprehensive income		0	0
<b>Balance at end of period</b>	<b>506,116</b>	<b>753,239</b>	<b>1,259,355</b>



**Schedule 5: Summary of Operating and Capital Investment Activities**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Operating Revenue</b>	137,125	129,231
<b>Less Operating Expenses</b>	(135,845)	(128,276)
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<u>1,280</u>	<u>955</u>
<b>Less</b>		
<b>Net Outlays on Existing Assets</b>		
Capital expenditure on renewal and replacement of existing assets	25,808	23,559
Less Depreciation, Amortisation and Impairment	(34,582)	(33,920)
Less proceeds from sale of Replaced Assets	(742)	(959)
	<u>(9,516)</u>	<u>(11,320)</u>
<b>Less</b>		
<b>Net Outlays on new and Upgraded Asses</b>		
Capital expenditure on New and Upgraded assets	13,264	23,571
Less amounts received specifically for New and Upgraded assets	(3,541)	(3,731)
Less proceeds from Sale of Surplus Assets	0	0
	<u>9,723</u>	<u>19,840</u>
<b>Equals</b>		
<b>Net Lending / (Borrowing) for Financial year</b>	<u><b>1,073</b></u>	<u><b>(7,565)</b></u>

**Schedule 6: Statement of Financial Indicators**

	<b>Key Financial Indicators</b>	
	<b>2023</b>	<b>2022</b>
<b>Operating surplus/deficit - \$'000</b>	1,280	955
<b>Operating surplus ratio</b>	0.9%	0.7%
<b>Net Financial Liabilities - \$'000</b>	68,743	79,561
<b>Net Financial Liabilities ratio</b>	50.1%	61.6%
<b>Interest cover ratio</b>	1.0%	1.3%
<b>Asset sustainability ratio (AMP)</b>	98.8%	95.8%



**Attachment D - Rating Policy**

# Rating Policy

<b>Reference Number:</b>	4.24
<b>Type:</b>	Council
<b>Category:</b>	Finance Policy
<b>Relevant Community Plan Outcome:</b>	<ul style="list-style-type: none"> <li>• Adaptive and sustainable management of the City’s finances</li> <li>• Practise transparent and accountable governance</li> </ul>
<b>Responsible Officer(s):</b>	Manager Financial Services
<b>First Issued/Approved:</b>	June 2001
<b>Minutes Reference:</b>	CI 11/7/2022 Item x.xx
<b>Last Reviewed:</b>	June 2022
<b>Next Review Due:</b>	June 2023
<b>Applicable Legislation:</b>	Local Government Act 1999 Local Government (Financial Management) Regulations 2011
<b>Related Policies:</b>	Nil
<b>Related Procedures:</b>	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
- Regional Landscape 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 2022/23 financial year Council has considered the following:

- its Community Plan 2020-2027 Charles Sturt – A Leading, Liveable City;
- its Long Term Financial Plan Estimates 2022-2032;
- its Budget Principles;
- the current economic climate;
- the specific issues faced by our community;
- the Annual Business Plan and Budget for the 2022/2023 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](http://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 Office of the Valuer General is 101 Grenfell Street, Adelaide SA 5000 (GPO Box 1354, Adelaide SA 5001) and the telephone number is 1300 653 346 (general 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) ;
- 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](http://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 11 July 2022 Council decided to raise rate revenue of \$118,770,593 in a total operating revenue budget of \$137,125,171. The Council has set the following differential general rates.

- (a) 0.209613845 cents in the dollar on rateable land of category (a) residential;
- (b) 0.7677619490 cents in the dollar on rateable land of categories (b) Commercial – shop; (c) Commercial - Office and (d); Commercial – other use;
- (c) 0.8762431000 cents in the dollar on rateable land of rateable land of categories (e) Industry – Light and (f); Industry – other;
- (d) 0.5226429479 cents in the dollar on rateable land of category (g) Primary Production;
- (e) 0.737237120 cents in the dollar on rateable land of category (h) Vacant Land;
- (f) 0.3389847530 cents in the dollar on rateable land of category (i) Other.

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 Contact Officers on phone number 8408 1111 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 \$1,109. The reason for imposing a minimum rate is to ensure that all residents contribute towards the provision of basic services at a reasonable level.

## **REGIONAL LANDSCAPE LEVY**

The City of Charles Sturt is within the area covered by the Green Adelaide Board and is required under the Landscape South Australia Act 2019 to fund the operations of the Board. It does so by imposing a separate rate against rateable properties within its area of 0.007838000 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 Green Adelaide 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. 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 or at [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions).

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. 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 or at [www.sa.gov.au/concessions](http://www.sa.gov.au/concessions).

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 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\*
- Ngutungka West Lakes , 9 Charles Street 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 B-pay and Bpay view through your participating bank
- Phone NAB 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](http://www.charlessturt.sa.gov.au)
- or Australia Post at [www.postbillpay.com.au](http://www.postbillpay.com.au)

By Direct Debit:

- Quarterly
- Fortnightly

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 1111 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 2022/23 financial year has not yet been declared. When the interest rate is declared the Council will publish the rate on its public website.

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 10 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](http://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 2022/23 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 2023; and
- (b) a dwelling has been substantially commenced on the property by 30 June 2023, 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 2022 a full rebate will be given but if the footings are poured after 31 December 2022 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.

It is the intention of this rebate to only apply to one dwelling and to the ratepayer who will reside in Charles Sturt and consequently where multiple dwellings are proposed on Land (with or without division of the land occurring) the rate rebate will apply to only one of the dwellings, on a pro-rata basis. For example, if four dwellings are being constructed on the Land, provided the above criteria is met, the owner will

be entitled to 25% of the applicable rebate (being the rebate determined according to when the footings are poured).

If the principal ratepayer is a body corporate the rebate will only be applied if one of the directors or office holders will reside in the dwelling for at least 1 year.

### **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 2022/23 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 2021/22 financial year (after any rebate was applied) and the amount of general rates imposed for the 2022/23 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 2022/23 financial year and the amount of general rates in monetary terms payable for the 2021/22 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 2022/23 financial year than on the date the Council declared its general rates for the 2021/22 financial year, or
- (d) the ownership of the rateable property has changed since 1 July 2021

### **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.

### **Applications**

All applications for rebates, remissions or postponements must be in writing, addressed to the Chief Executive Officer, 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](http://www.charlessturt.sa.gov.au).

Further information on rebates is available from a Customer Contact 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, 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 Contact 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](mailto: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.

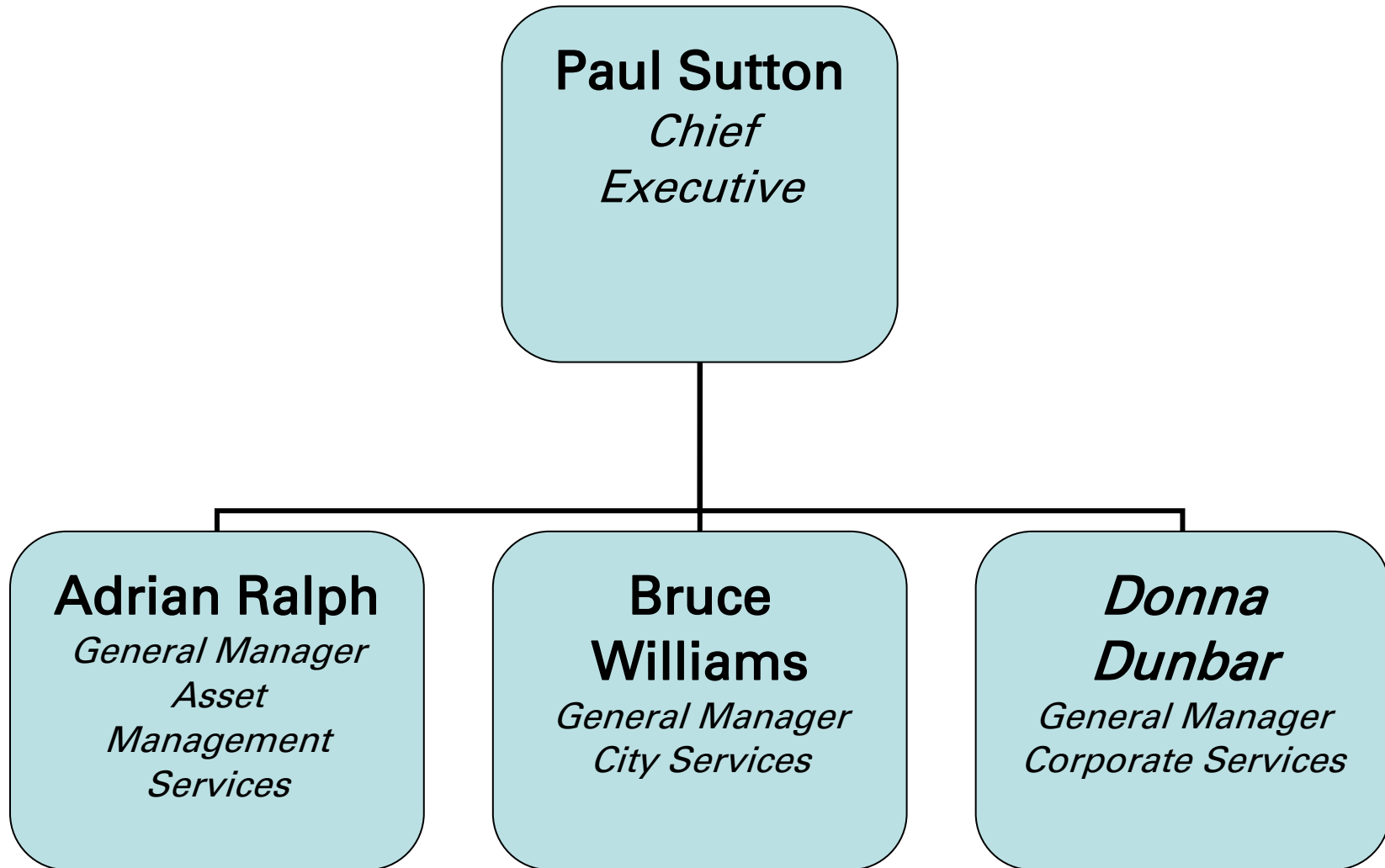
**Note:** A copy of the Local Government Act 1999 is available for inspection at the Charles Sturt Civic Centre, 72 Woodville Road, Woodville or on the SA State Government website at [www.legislation.sa.gov.au](http://www.legislation.sa.gov.au)

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

**Attachment F – Capital Projects for renewal of council’s existing assets for 2022/23**

<b>Name</b>	<b>Budget Bid Income \$ 2022/23</b>	<b>Budget Bid Expenses \$ 2022/23</b>	<b>Net Budget Bid \$ 2022/23</b>
Bridge Renewal Program 2022/23 - Henley Square Boardwalk  Bid ID PBB-00001219	\$0	\$200,000	\$200,000
Path Renewal Program 2022/23  Bid ID PBB-00001422	\$0	\$2,600,000	\$2,600,000
Road Rehabilitation Program of Works 2022/23  Bid ID PBB-00001424	\$0	\$4,500,000	\$4,500,000
Public Lighting Renewal Program 2022/23  Bid ID PBB-00001428	\$0	\$660,000	\$660,000
Road Reconstruction Program of Works 2022/23  Bid ID PBB-00001435	\$0	\$5,030,000	\$5,030,000
Carpark Renewal Program of Works 2022/23  Bid ID PBB-00001438	\$0	\$150,000	\$150,000
DDA Access Ramp Renewal Program 2022/23  Bid ID PBB-00001439	\$0	\$200,000	\$200,000
Replacement of Council Member IT Equipment  Bid ID PBB-00001440	\$0	\$100,000	\$100,000
Replacement of Community Safety Infringement Devices  Bid ID PBB-00001442	\$0	\$41,100	\$41,100
Audiovisual Refresh for meeting rooms  Bid ID PBB-00001444	\$0	\$18,000	\$18,000
AMP Pedlar Reserve Clubrooms - Construction building renewal  Bid ID PBB-00001448	\$1,125,000	\$2,000,000	\$875,000
Asset Contingency Building Works 2022/2023  Bid ID PBB-00001449	\$0	\$130,000	\$130,000
Office furniture Renewals 2022/2023  Bid ID PBB-00001450	\$0	\$45,000	\$45,000
Stormwater - Drain Renewal Program 2022/2023  Bid ID PBB-00001455	\$0	\$200,000	\$200,000
AMP Council Building Renewals 2022/23  Bid ID PBB-00001456	\$0	\$377,000	\$377,000

<b>GPT and Major Outlet Structure Renewal Program 2022/2023</b> Bid ID PBB-00001457	\$0	\$150,000	\$150,000
<b>State Heritage site - Brocas Structural Remediation</b> Bid ID PBB-00001465	\$0	\$80,000	\$80,000
<b>Model T Ford Club Building future use investigation</b> Bid ID PBB-00001467	\$0	\$100,000	\$100,000
<b>Port Road Bandstand Rotunda Structural Remediation</b> Bid ID PBB-00001471	\$0	\$30,000	\$30,000
<b>Replacement Desktop Scanner, Large Format scanner and Print server</b> Bid ID PBB-00001478	\$0	\$119,000	\$119,000
<b>Desktop and Laptop Replacement Program</b> Bid ID PBB-00001482	\$0	\$421,225	\$421,225
<b>Replacement of AMS Field devices and Mobility App</b> Bid ID PBB-00001483	\$0	\$315,000	\$315,000
<b>AMP Playground Renewals 2022/23</b> Bid ID PBB-00001508	\$0	\$811,319	\$811,319
<b>AMP Fences, Walls and Bollard Renewals 2022/23</b> Bid ID PBB-00001509	\$0	\$189,300	\$189,300
<b>AMP Open Space Furniture Renewals 2022/23</b> Bid ID PBB-00001510	\$0	\$149,044	\$149,044
<b>AMP Sport Accessories Renewals 2022/23</b> Bid ID PBB-00001511	\$0	\$272,996	\$272,996
<b>AMP Irrigation Renewals 2022/23</b> Bid ID PBB-00001512	\$0	\$1,250,803	\$1,250,803
<b>Chief Street Brompton - Streetscape Renewal - Detailed Design</b> Bid ID PBB-00001514	\$0	\$100,000	\$100,000
<b>Beach Access Stairs Renewal - Henley Beach</b> Bid ID PBB-00001543	\$0	\$200,000	\$200,000
<b>Footpath and Kerb and Gutter Defect Program</b> Bid ID PBB-00001558	\$0	\$1,650,000	\$1,650,000
<b>Renewal of IT Server &amp; Storage Arrays (remaining on premise)</b> Bid ID PBB-00001564	\$0	\$67,000	\$67,000

<b>Heavy Fleet Replacement Program 22/23 Financial year</b> <b>Bid ID PBB-00001565</b>	\$442,954	\$2,779,004	\$2,336,050
<b>Light Fleet Replacement Program 22/23 Financial Year</b> <b>Bid ID PBB-00001566</b>	\$299,215	\$683,808	\$384,593
<b>Network Infrastructure Refresh (Switches and Routers)</b> <b>Bid ID PBB-00001567</b>	\$0	\$152,800	\$152,800
<b>Replacement Letter Folder/Insertor Machine</b> <b>Bid ID PBB-00001572</b>	\$0	\$36,000	\$36,000
	<b>\$1,867,169</b>	<b>\$25,808,399</b>	<b>\$23,941,230</b>