

DRAFT ANNUAL BUSINESS PLAN 2021/22

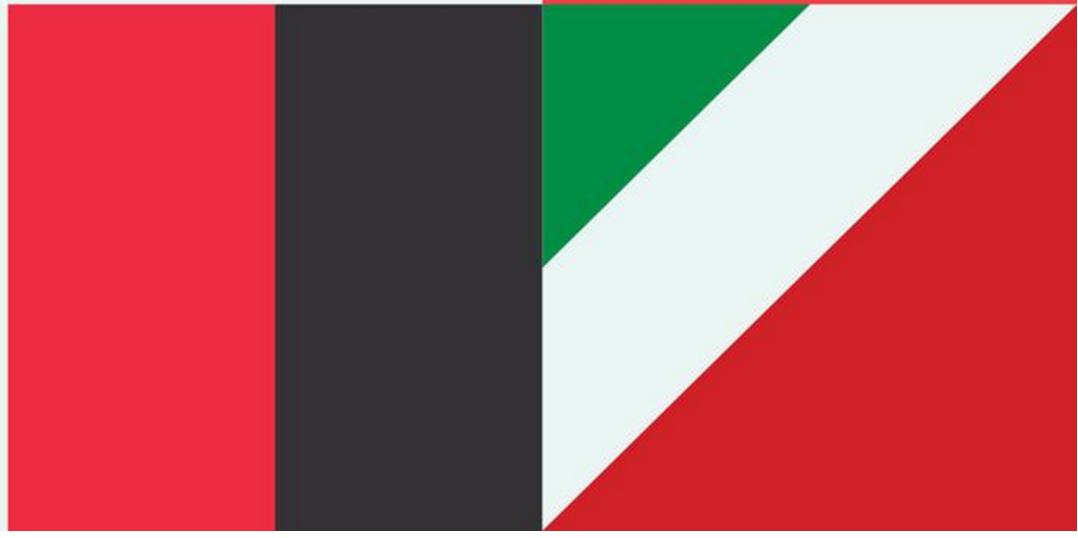
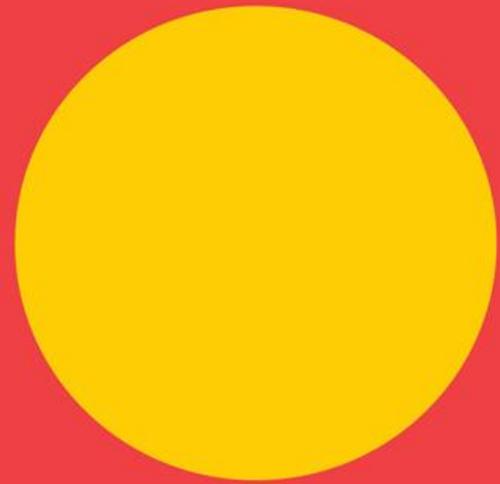
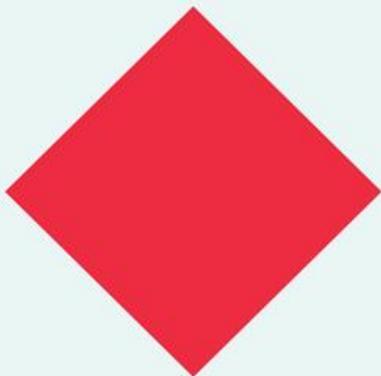


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Preamble

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, as adopted) and must be adopted before 31 August for the financial year.

Each council must therefore also prepare, as part of its budget development process, an Annual Business Plan. Each Council's Annual 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 Draft Annual Business Plan 2021/22 was adopted by the Council of the City of Charles Sturt at its meeting on Monday 12 April 2021 following endorsement by the Corporate Services Committee Meeting on the 6 April 2021.

Draft Annual Business Plan 2021/22

A Guide to Reading and Using This Plan

Introduction to the City of Charles Sturt

The introductory section of the 2021/22 Annual Business Plan provides a summary of the key characteristics of the City.

Strategic Context

This section provides a diagrammatical representation of how Council's various plans fit together to produce priorities and actions and identifies the key strategic issues facing the City.

Strategic Priorities for 2021/22

This section of the Business Plan sets out an easy reference list of the Community Plan objectives which provide the framework for Council's short and medium term focus. Examples are provided of Council initiatives to be implemented in 2021/22 in direct response to each of the objectives.

Financial Strategy – Long Term Financial Plan

This section provides an overview of the Long Term Financial Plan endorsed by Council for the period 2021/22 until 2030/31. It explains the strategy and key indicators used to evaluate its financial position and performance.

Proposed Budget Framework 2021/22

From the tabled Long Term Financial Estimates, the high level parameters for the budget 2021/22 are listed including forecasts for income, expenditure and rates.

What Services will we deliver to the Community?

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 A](#).

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 funded as part of the project budget. Proposed Annual Operating Projects under review for 2021/22 are listed in the section **Annual Operating Projects**.

Expenditure proposed on renewal/replacement and new/upgraded assets is discussed in the section **Capital Projects**.

Both annual operating projects and capital projects listings will be reviewed within the context of the Long Term Financial Plan parameters to determine a final list of projects for endorsement in the 2021/22 Annual Budget.

How Does Council propose to fund its Program?

This section identifies potential revenue sources for 2021/22 excluding rates.

What does it mean for Rates?

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

Measuring achievement of the 2021/22 Business Plan.

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

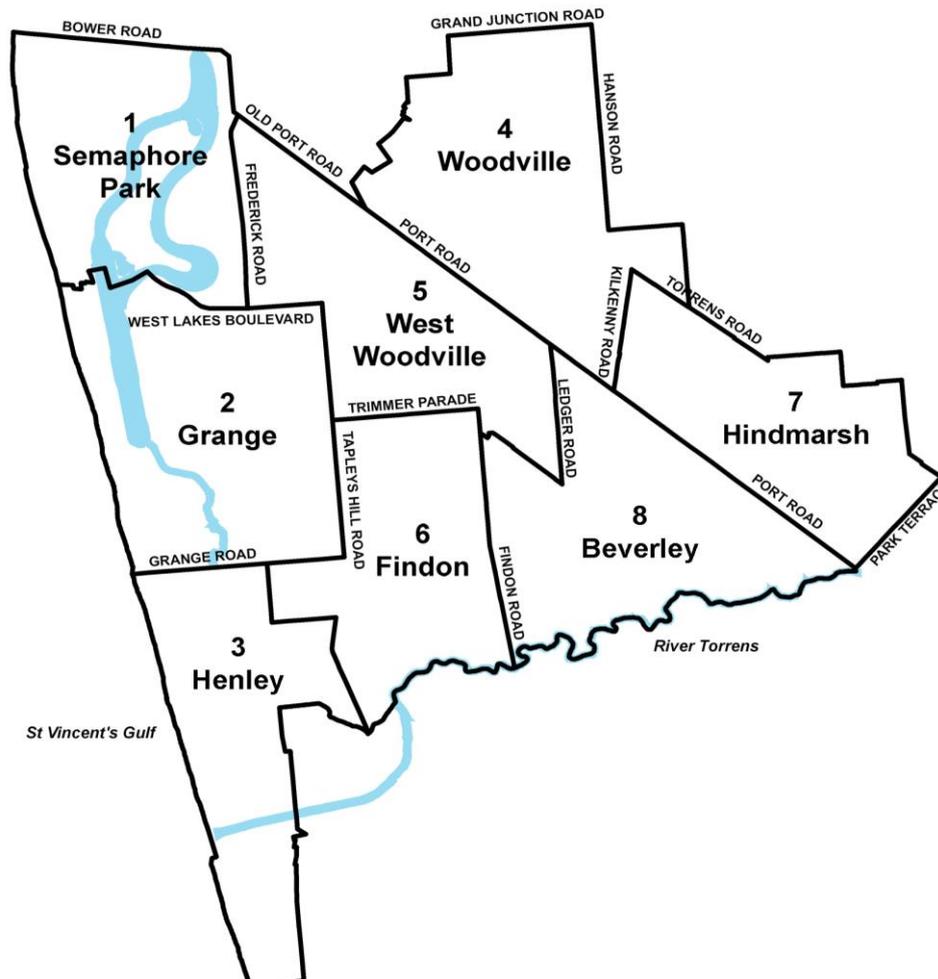
Introduction to the City of Charles Sturt

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, 56,000 rateable properties and 10,000 businesses. Charles Sturt Council has developed a reputation for being as diverse as it is large, with the city providing a wide range of opportunities for housing, business, sporting and leisure.

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

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

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



Strategic Context

This Draft Annual Business Plan 2021/22 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 outcomes.

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 2021/22 budget will impact on future budgets and ensure the impact of rates is spread equitably across generations of ratepayers so that Council is financially sustainable over the long term and planned service standards 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 document is as a result of a review in 2020.

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

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

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



A Vision for Charles Sturt – A Leading Liveable City

The ultimate role and responsibility of Council is to provide for and respond to the needs of its community. Our Community Plan is our public commitment to our City that we value our strong and connected community, are dedicated to providing a liveable City of great places, that we passionate about delivering an environmentally sustainable future, that our economic strategies are targeted and that our leadership is bold and progressive.

Key Strategic Issues for Charles Sturt

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

- Infrastructure demands
 - ongoing maintenance of existing infrastructure is required to ensure continued benefit to the community
 - provision of new infrastructure to facilitate growth in services to meet increased demand
- 30 Year Plan for Greater Adelaide – pursue amendments to the Planning Code to enable sustainable population growth and associated infrastructure requirements
- Introduction of the new Planning and Design Code which will provide the framework for development throughout the City
- Reducing the cost of waste and increasing the usage of recyclables including the operation of a Materials Recovery facility
- Balancing the expectations of keeping rates low against increasing service delivery and infrastructure responsibilities and unavoidable cost increases
- Long term financial pressures with the need to ensure that Council can continue to meet its financial obligations without leaving a financial impost for future generations
- Addressing our Climate Change emergency declaration and delivering Net Zero carbon emissions
- Implementation of the Economic Stimulus Strategy to encourage economic development and the need for employment-generating business growth
- Encourage growth of Digital Economy through smart cities and e-commerce initiatives
- Encouraging and supporting greater participation and active engagement by the community in facilitating outcomes

For these reasons and more it is vital that we understand the future our community aspires to and that we work 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.

Council's extensive review of its Strategic Planning Framework has resulted in our Community Plan 2020 – 2027 which is a statement of how we will work with the community to achieve our shared vision. Our Organisational Plan 2021-2025 is the second tier in our planning framework which identifies the actions that will deliver our Community Plan objectives and outcomes over the 4 years of the plan.

Strategic Priorities for Charles Sturt in 2021/22

Our Community Plan is based upon 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

Attached to each of these 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 2021/22 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"> 1. Develop mutually beneficial partnerships with key stakeholders that effectively respond to local needs and motivates and strengthens our community. 2. Creatively grow access to services in communities with limited or low access to existing services, facilities and programs 3. Reconfigure existing facilities to broaden their appeal, maximise resources, enhance/extend service offerings and remove barriers to participation. 4. Provide technology infrastructure and programs to support digital inclusion.
Charles Sturt is made up of strong and vibrant communities; we celebrate our identity, heritage and cultural diversity. People feel a	<ol style="list-style-type: none"> 1. Connect with traditional owners to identify, promote, respect and protect Kaurna heritage and culture. 2. Create a more inclusive and accessible City that celebrates, partners and advocates for people of diverse culture and abilities

Our Community Plan Outcomes	Our Organisational Plan Actions
sense of belonging, inclusion and social connectedness.	<ol style="list-style-type: none"> 3. Increase volunteer participation by promoting, creating and expanding volunteering opportunities
People embrace healthy living, physical activity and ageing well.	<ol style="list-style-type: none"> 1. Support citizens to age well in place and participate in community life. 2. Provide opportunities for formal and informal recreation, fitness and leisure experiences. 3. Develop activities with a key focus on healthy eating, healthy living and ageing well.
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	<ol style="list-style-type: none"> 1. Support community safety and positive public health outcomes through prevention, education, encouragement and enforcement activities. 2. Develop and support programs and activities that build individual, family and community resilience.
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.	<ol style="list-style-type: none"> 1. Create opportunities for the community to engage in a lifelong love of reading, learning and creative experiences. 2. Upskill sporting and community groups to build sustainability 3. Create a local leadership development program to grow and support local community leaders and young changemakers by 2022.

2. OUR LIVEABILITY – A Liveable City of Great places

Our Community Plan Outcomes	Our Organisational Plan Actions
<p>A well-designed urban environment that is adaptive to a diverse and growing City.</p>	<ol style="list-style-type: none"> 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. 2. Implement Your Neighbourhood Plan framework
<p>City assets and infrastructure are developed and enhanced on a strategic and equitable basis and coordinated with industry and government bodies.</p>	<ol style="list-style-type: none"> 1. Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing community needs. 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. 3. Develop and enhance assets in line with key Council strategies
<p>Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods.</p>	<ol style="list-style-type: none"> 1. Engage the community in the delivery of events in community and public spaces. 2. Develop destinations that cultivate art, culture, place making while recognising heritage principles 3. Develop and implement a program to promote street and place activation.
<p>Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections.</p>	<ol style="list-style-type: none"> 1. Continue to implement improvements to our transport network to improve road safety. 2. Invest in inclusive upgrades to the whole transport network to promote a balanced distribution of residents driving, walking, cycling and using public transport. 3. Continue to support and advocate for shared

Our Community Plan Outcomes	Our Organisational Plan Actions
	<p>transport options such as ride shares, car share, shared bike and scooter schemes</p> <p>4. Continue to support and advocate the uptake of electric vehicle ownership and usage</p>
<p>Enhance the diversity of open spaces to create innovative, accessible and flexible community spaces.</p>	<ol style="list-style-type: none"> 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. 2. Maximise the use of Council open space and sporting facilities. 3. Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils

3. OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City

Our Community Plan Outcomes	Our Organisational Plan Actions
Greenhouse gas emissions significantly reduce, and we adapt to our changing climate	<ol style="list-style-type: none"> 1. Implement our climate change mitigation and adaptation strategies including AdaptWest and Net Zero. 2. Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments
Our city is greener to reduce heat island effects and enhance our biodiversity	<ol style="list-style-type: none"> 1. Protect and enhance our urban tree canopy 2. Implement our Biodiversity Action Plan and identify opportunities in capital projects to enhance and protect biodiversity across Council reserves and land 3. Develop, manage and maintain green infrastructure, prioritising areas challenged by the urban heat island effect wherever practicable
Charles Sturt is recognised as a leading partner and educator in pursuing a sustainable future with our community	<ol style="list-style-type: none"> 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 2. Incorporate sustainable infrastructure into our community spaces and buildings
Reduce waste production across our city, and grow the circular economy	<ol style="list-style-type: none"> 1. Take back control of the community’s recyclables through construction and operation of our MRF jointly with the City of Port Adelaide Enfield. 2. Reduce waste to landfill across our City through education and improvements to the kerbside 3 bin service. 3. Educate and facilitate sound corporate practices to increase the use of recycled-content materials in Council operations.
We advocate for the protection of our coastal	<ol style="list-style-type: none"> 1. Develop and implement strategies and partnerships in response to coastal risks and

Our Community Plan Outcomes	Our Organisational Plan Actions
areas and enhancing biodiversity along our coast	influence government led initiatives. 2. Improve and increase biodiversity along our coast

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"> 1. Develop a regional promotion plan in collaboration with regional alliances to promote the western region economy. 2. Develop strategic and industry alliances to progress economic growth and resource sharing 3. Engage with business and key markets to encourage and support market development initiatives.
Local businesses and entrepreneurial activities flourish through the support, engagement and relationships that are developed and maintained.	<ol style="list-style-type: none"> 1. Support opportunities to 'buy local' in Charles Sturt through our procurement practices. 2. Increase local supply chain development through business support and promotions. 3. Support our community and economy through the COVID-19 period while remaining financially sustainable. 4. Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups. 5. Provide a supporting environment and streamlined approach to assist business with establishment, expansion and business advice.
Businesses and industry sectors continue to grow and diversify	<ol style="list-style-type: none"> 1. Promote, facilitate and attract businesses to employment lands and commercial precincts to support growth. 2. Educate and support local business to adapt to an increasingly changing environment
Our businesses and community have the skills for success to realise job opportunities	<ol style="list-style-type: none"> 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). 2. Attract and support events and experiences that link to local jobs.

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

Our Community Plan Outcomes	How will we achieve this?
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.	<ol style="list-style-type: none"> 1. Implement and embed our organisational values by taking a values-based approach to our decision making. 2. Analyse, identify and develop or change ways of delivering services to improve efficiencies, reduce red tape and ensure value for money. 3. Leverage strategic opportunities to work with other councils and external organisations to continue to innovate and achieve benefits for our community. 4. Modernise our IT applications to ensure optimised service delivery. 5. Ensure the services we are providing are meeting our community's expectations.
We provide excellence in customer experience by ensuring our customers are at the heart of everything we do.	<ol style="list-style-type: none"> 1. Develop and embed the Customer Experience Strategy. 2. Our workplaces and the way we work ensures our commitment to customer experience excellence.
We care about our people ensuring we support, develop and motivate our workforce to meet Community needs with capability and confidence.	<ol style="list-style-type: none"> 1. Develop and embed flexible ways of working for our workforce. 2. Continue to maintain and enhance our safety systems to provide our employees with safe and healthy work experience. 3. Ensure our people have the right skills, knowledge and capabilities to deliver quality outcomes for our community now and into the future. 4. Our people have role clarity, receive regular feedback and have the capability to undertake their roles safely and effectively

Our Community Plan Outcomes	How will we achieve this?
The management of our City is progressive, responsive and sustainable to ensure a united and unique place for future generations	<ol style="list-style-type: none"> 1. Review and continually update the Long-Term Financial Plan to ensure ongoing financial sustainability to meet future community expectations and legislative requirements. 2. Develop a central register and strategically pursue grant and co-funding opportunities.
5. Open and accountable governance	<ol style="list-style-type: none"> 1. Actively and effectively communicate Council decisions. 2. Actively engage our community on Council services, programs and infrastructure. 3. Our policies reflect the current legislation, are fit for purpose and enable decision making. 4. Our strategic plans reflect our communities' aspirations while meeting the current legislation 5. Our Community are updated on the progress and delivery of Council's projects for their community 6. Implement systems and frameworks to continuously improve management and performance 7. All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register. 8. Local Government Act 1999 reforms are implemented efficiently and effectively.

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 9 March 2021.

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 2021/22. 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 2021/22 the forecast renewal program is \$24.592m in 2021/22, increasing to \$30.074m 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.

The projects included in the LTFP for new/upgrade capital were presented to Council at a workshop on 1 March 2021.

In 2021/22 Council's contribution to the level of new/upgrade works is \$21.706m and then \$5.530m in 2022/23, \$9.485m in 2023/24 and finally \$13.785m in 2030/31. The increase in upgrade capital works in 2021/22 is due to significant projects for the Main Street/Military Road upgrade and Woodville Road streetscape projects after which the capital new/upgrade program is forecast to return to a more "business as usual" program.

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 \$52.095m in 2021/22 as the significant new/upgrade program nears completion and then reduces over the 10 year forecast period to nil in 2030/31.

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 growth. In 2021/22 a total rate rise of 1.14% plus projected property growth of 1.0% (new and developed properties) is assumed followed by increases of 1.91%, 2.35%, 2.19% and 2.19% plus growth of 1% annually.

For this level of projected rates income, annual operating projects or service level increases are forecast at \$3m, escalating by an approximation of CPI to \$3.658m per annum over 10 years.

In summary the high level parameters for 2021/22 which will be used to **guide** the development of the budget are:

- Total rates increase of forecast CPI of 1.14% plus assumed property growth (new properties) of 1.0%
- Total annual operating projects \$3.0m
- Total capital (renewal) \$24.592m
- Total capital New/Upgrade \$21.706m
- New Borrowings \$8m using existing CAD facilities
- Operating surplus ratio 0.9%
- Net Financial Liabilities ratio 63.1%
- Asset renewal funding ratio 100%
- Interest cover ratio 1.7%

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).

Scenario Summary table of key high level parameters used as basis for development of Annual Budget for 2021/22.

City of Charles Sturt

10 Year Financial Plan for the Years ending 30 June 2031 - High level Summary

	Audited 2019/20 \$'000	Adopted 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
CPI Increase - Deloitte Access Economics (DAE)			1.14%	1.91%	2.35%	2.19%	2.19%	2.19%	2.44%	2.43%	2.17%	2.18%
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			2.14%	2.91%	3.35%	3.19%	3.19%	3.19%	3.44%	3.43%	3.17%	3.18%

Profit and Loss Statement

Rates	109,730	110,289	114,344	117,603	121,542	125,420	129,421	133,549	138,143	142,881	147,411	152,098
Employee Costs	44,170	44,879	44,950	46,016	47,139	48,167	49,454	50,822	52,250	53,779	55,365	57,061
Depreciation	30,118	33,593	34,270	35,373	36,853	38,209	39,749	41,528	43,115	44,881	46,299	47,895
Operating Surplus	3,238	(175)	1,233	701	1,491	1,244	1,243	502	924	965	1,112	1,327

Balance Sheet

Infrastructure PP&E	1,277,343	1,300,600	1,320,338	1,331,030	1,336,149	1,342,476	1,360,326	1,364,050	1,373,390	1,375,146	1,379,115	1,389,953
Borrowings	50,800	45,473	52,095	49,731	45,167	37,778	34,934	26,283	16,076	7,422	2,113	-

KPI Ratios

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating Surplus	Traffic Light											
	Actual Ratio	-0.1%	0.9%	0.5%	1.1%	0.9%	0.8%	0.3%	0.6%	0.6%	0.7%	0.8%
Net Financial	Traffic Light											
	Actual Ratio	55.5%	63.1%	60.0%	55.1%	48.9%	45.9%	39.5%	32.2%	26.4%	23.0%	21.6%
Asset Renewal	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%
Interest Cover Ratio	Traffic Light											
	Actual Ratio	1.4%	1.7%	1.7%	1.5%	1.6%	1.4%	1.2%	0.8%	0.6%	0.4%	0.2%

Annual Operating Projects

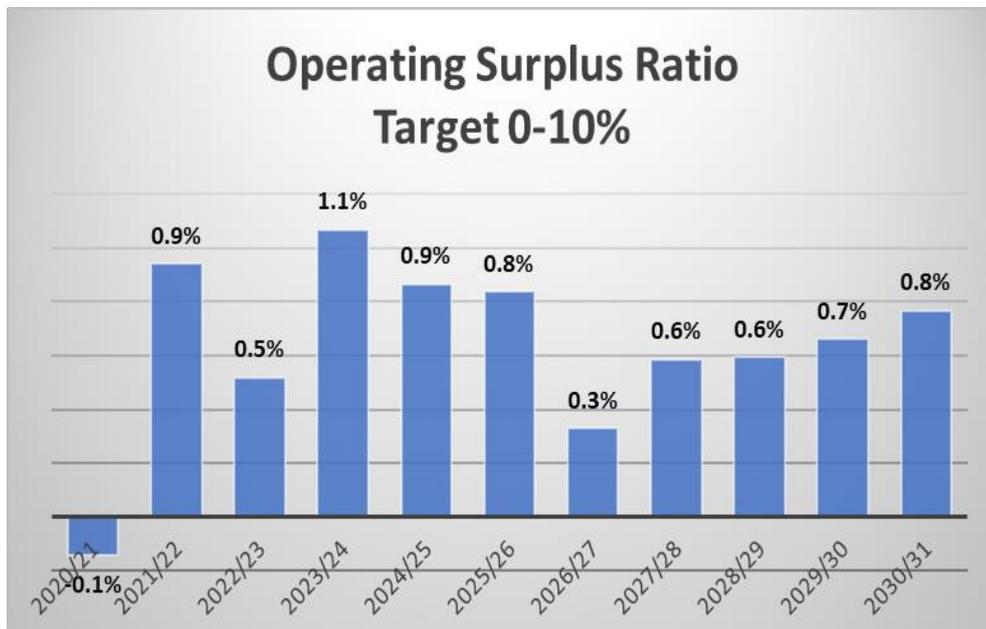
	2,306	3,000	3,057	3,129	3,198	3,268	3,339	3,421	3,504	3,580	3,658
Capital Program \$0,000											
Capital Renewal	24,850	24,592	28,766	24,865	26,042	29,431	27,742	28,161	28,317	28,541	30,074
Capital New	7,820	21,706	5,530	9,485	9,085	9,485	6,585	6,585	9,835	14,522	13,785
Capital	32,670	46,298	34,296	34,350	35,127	38,916	34,327	34,746	38,152	43,062	43,859

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, reinforcing Council's ability to maintain its sustainable operating surplus position. (Note that for 2020/21 Council forecast a one off operating deficit as a result of strategies to fund COVID19 financial hardship and economic stimulus measures)



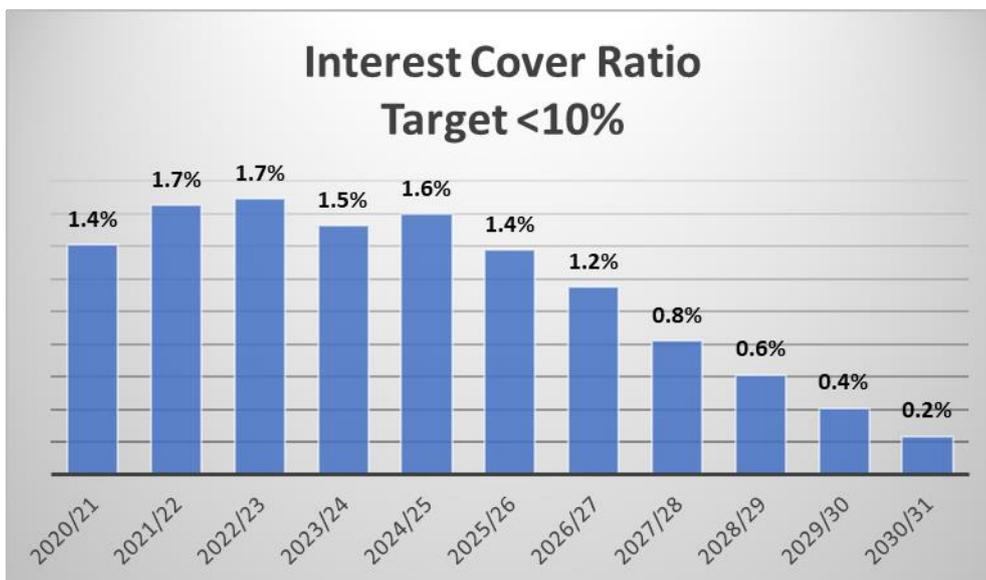
A council must also ensure its total debt does not exceed its ability to service this level of debt.

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 63.1% and an interest cover ratio less than 1.7% over the 10-year forecast period, all well within acceptable benchmarks.

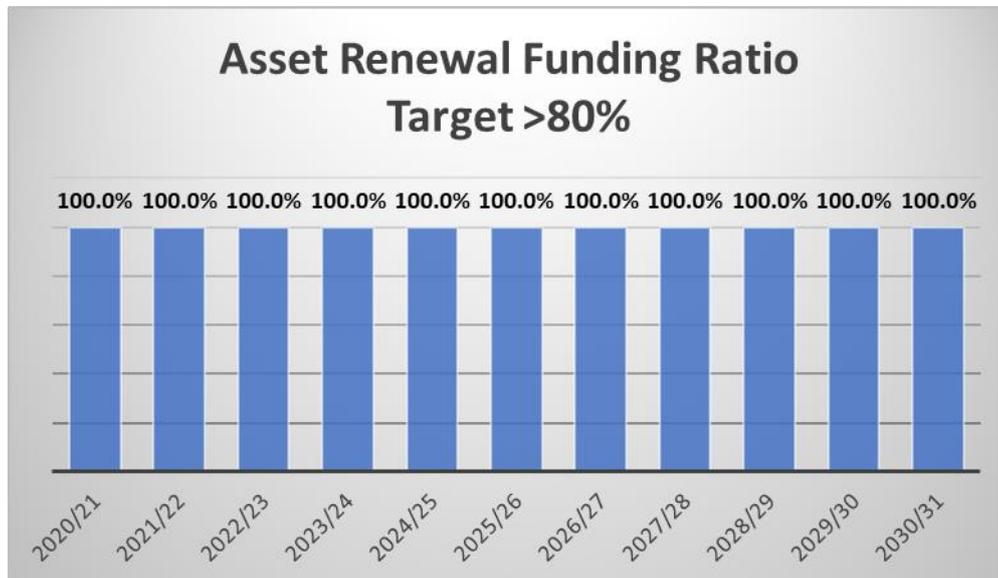
It should be noted that ideally renewal/replacement of existing infrastructure should be financed by current rate payers with any infrastructure backlog financed by an increase in debt to be repaid as quickly as possible by current ratepayers. New/upgrade capital expenditure should be financed by a long 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 continuing to be sustainable for council operations. Councils’ infrastructure works are met that address asset management plans and strategic management plans within acceptable benchmarks for council’s key financial targets including borrowings which are used to guide its decision making.

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

What services we will deliver to our community?

Recurrent Budget

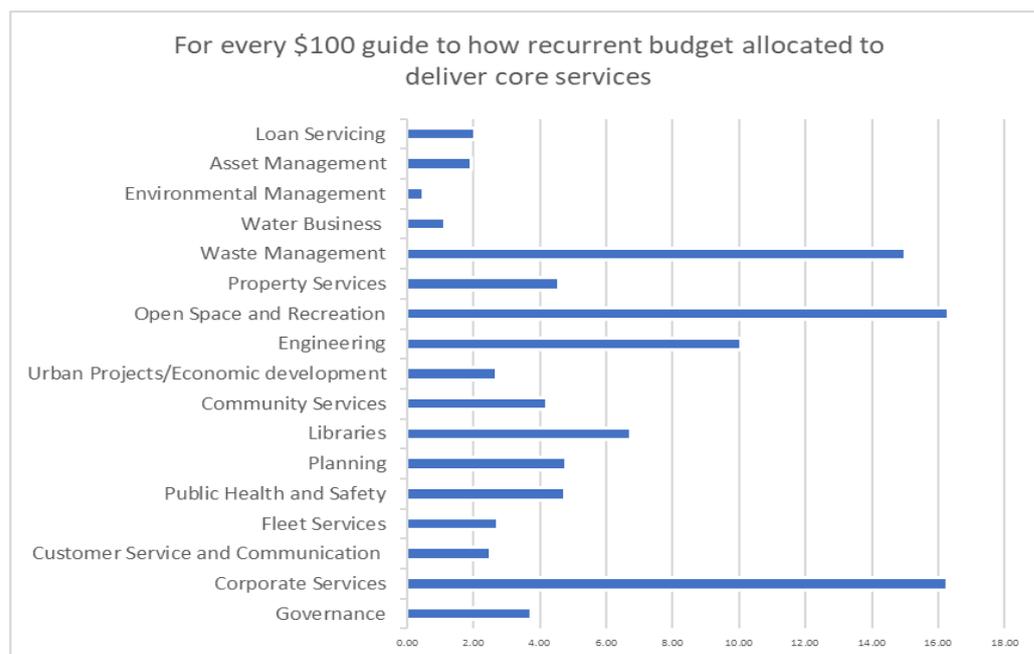
For 2021/22 it is forecast that Council will require approximately \$92.540m (operating expenses less depreciation) to deliver and maintain existing core services. It is forecast that excluding rates \$16.799m will be sourced from non - rates operating income.

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.



A comprehensive listing of Council’s core operational services as at June 2021 and which are funded by the recurrent budget is included as **Attachment A**.

Annual Operating Projects

In addition to Council's core activities monies are allocated to achieve a range of Annual Operating Projects. These activities support the current strategic focus of Council and /or which may be short term or one-off initiatives.

In 2021/22 the LTFP suggested for the high level parameters adopted, the funding of approximately **\$3.0m** in Annual Operating Projects. Council Members reviewed the list of potential annual operating projects and following its meeting 22 March 2021 Item 2.2 endorsed the following list of annual operating projects for consultation for a total of **\$3,215,089**.

Projects currently under consideration include:

Name	Budget Bid Description	Budget Bid Income \$ 2021/22	Budget Bid Expenses \$ 2021/22	Net Budget Bid \$ 2021/22
Council Owned Bus Shelter Major Maintenance 2021/22 Bid ID PBB-00001236	2019 Bus Shelter Condition Audit and CCS Transport AMP identified a large number of Council owned shelters that require immediate maintenance to ensure shelters are safe for users until they reach the end of their useful life. This budget bid forms year 2 of the 2 year major maintenance program.	\$0	\$100,000	\$100,000
West Lakes Catchment SMP 2021-22 Bid ID PBB-00001240	Completing final stages of the West Lakes SMP, including community consultation, which commenced in 2019/20.	\$15,000	\$45,000	\$30,000
Grange Recreation Reserve - Consultation & Concept Master Plan Bid ID PBB-00001247	Consultation and concept plan for the replacement of two club room buildings at Grange Recreation Reserve, which are reaching the end of their useful life. Clubrooms currently incorporate three existing tenants; Grange Cricket, South Australian Amateur Soccer League and Grange Hockey.	\$0	\$30,000	\$30,000

Asset Analyst - Operations	<p>The budget bid is to permanently maintain existing staff levels which have been increased over the last 3 years in Asset Management Planning as the business unit experiences both increased workload from numerous project initiatives including:</p> <ul style="list-style-type: none"> •CiA transition for project for EAM for 298,000 asset records & 9000 maintenance schedules •one council asset data transition for some 298,000 asset records •SAM predictive modelling •increased analytics for asset lifecycle management and operational efficiency •Increase requests for asset information and mapping services 	\$0	\$110,000	\$110,000
Bid ID PBB-00001248	<p>There will be substantial additional workload associated with requirements for change management and service level review within the Asset Management Planning Team with the proposed transition to a new service delivery model and the AMP team taking on responsibility for maintenance planning, scheduling, analytics and review of KPI's and dashboards in addition to current responsibilities.</p>	\$0	\$155,100	\$155,100
New Multi-Skilled Staff (x 2) - Parks	<p>New Multi-Skilled Staff (x 2) - for Parks maintenance of contributed assets within T2T, WEST Development and Ovingham Level Crossing Upgrade</p>	\$0	\$17,100	\$17,100
Fauna Boxes Port Road Drainage Project Zone	<p>100 Fauna boxes will be installed in the Port Road Drainage Project Zone from in the FY 20/21 (PBB-00001208). This bid is for the maintenance and monitoring of these</p>	\$0	\$17,100	\$17,100
Bid ID PBB-00001270				

	boxes.			
Discretionary Ward Allowance for Council Members Bid ID PBB-00001272	To provide Council with discretionary funds to assist eligible, not for profit individuals, groups and organisations within the City of Charles Sturt seeking financial support for programs, projects, events and activities within their community.	\$0	\$276,000	\$276,000
Live and Local Grant Program Bid ID PBB-00001275	Continuation of the economic support and stimulus package to run Live and Local programs to support local musicians, art industry and businesses through live events and venues across the City of Charles Sturt.	\$0	\$80,000	\$80,000
Street Tree Prioritiser and Tree Canopy Target Planner Bid ID PBB-00001277	Undertake tree planting and tree canopy modelling and analysis using proprietary third party tools Street Tree Prioritiser and Tree Planting Predictor tools: Street Tree Prioritiser - helps determine where the optimal locations along streets are for tree planting, primarily based on urban heat island data. Tree Planting Predictor - generates estimates of the number of trees (of different sizes) required to reach canopy cover targets by specific dates, and the budget required to do so.	\$0	\$86,000	\$86,000

<p>Low income cat desexing subsidy program</p> <p>Bid ID PBB-00001280</p>	<p>Creation of a subsidy fund to support desexing of cats to low income earners via the National Desexing Network who would administer the program. The Dog and Cat Management Act 1995 requires all cats born after 1 July 2018 who are older than 6 months to be desexed. This can create financial pressures for cat owners in our community.</p> <p>The proposed methodology is a co-contribution scheme whereby Council would subsidise 50% of costs of cat desexing up to \$50/cat, with the remainder being paid by the cat owner. The NDN would coordinate the program and residents apply directly to NDN for vouchers.</p>	<p>\$0</p>	<p>\$20,000</p>	<p>\$20,000</p>
<p>Business Support Program</p> <p>Bid ID PBB-00001282</p>	<p>Round 2 of Business Support Grants - Economic Stimulus Program grants to support business to reposition and grow with a digital focus.</p> <p>Entrepreneur Program - scholarships to participate in the Business SA Encore & SAYES programs.</p> <p>Maximum grant of \$2K per business to engage expert business consultants to provide business planning, website design and social media and marketing advice. This program was highly subscribed in 2020/21 and anticipated to continue through 2021/22 with reduction in Jobkeeper grants.</p>	<p>\$0</p>	<p>\$140,000</p>	<p>\$140,000</p>

<p>Heritage Conservation Grants Program</p> <p>Bid ID PBB-00001296</p>	<p>The Heritage Conservation Grants Program applies to property owners of local heritage places and contributory items as identified in Council's Development Plan and to owners of regulated and significant trees in the City of Charles Sturt. The Program provides financial assistance for conservation and restoration works to local heritage places and contributory items as well as to regulated and significant trees which require maintenance pruning. The Program has a recurrent budget of \$45,000 from last financial year. The additional operation budget of \$25,000 will provide additional funds to the Grant Program to meet the increasing demand in the Program.</p>	<p>\$0</p>	<p>\$25,000</p>	<p>\$25,000</p>
<p>Heritage Recognition Markers</p> <p>Bid ID PBB-00001303</p>	<p>Installation of Heritage Recognition Markers for the City's Heritage listed Places. The Heritage Recognition Markers project commenced in 2014/15. To date, the project has resulted in 59 markers, on key heritage properties in Woodville, Hindmarsh, Henley, Grange, Kilkenny, Bowden and Brompton. A further 6 markers have been committed for additional Heritage Places for 2020/21. The markers have been well received by property owners and the community as a valuable and effective means of educating and informing the public on significant sites.</p>	<p>\$0</p>	<p>\$15,000</p>	<p>\$15,000</p>

<p>Creative Cities Arts and Cultural Grants Program</p> <p>Bid ID PBB-00001305</p>	<p>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 best support our most impacted economic sectors, including our local arts and culture sector, as well as community led neighbourhood projects to improve local streets and public spaces.</p>	<p>\$0</p>	<p>\$80,000</p>	<p>\$80,000</p>
<p>Residential Streetscape Character Code Amendment</p> <p>Bid ID PBB-00001306</p>	<p>To commence a Residential Streetscape Character Code Amendment process in accordance with Council's previous decision and Minister's endorsement. The project seeks to investigate the introduction of planning policies to ensure future infill development within identified residential areas are designed to maintain the established streetscape character of local streets adjacent the Port Rd corridor. The investigation areas are included within the suburbs of Albert Park, Beverley, Brompton, Cheltenham, Croydon, Flinders Park, Pennington, West Croydon, Kilkenny, Woodville, Woodville Park, Woodville South, Woodville West and Semaphore Park.</p>	<p>\$0</p>	<p>\$25,000</p>	<p>\$25,000</p>
<p>Feasibility Study for Future Improvements at Woodlake Reserve, West Lakes</p> <p>Bid ID PBB-00001309</p>	<p>Feasibility study for future improvements at Woodlake Reserve, West Lakes, to seek feedback from the community on their preferred improvements and develop concept design to guide future budget bids.</p>	<p>\$0</p>	<p>\$20,000</p>	<p>\$20,000</p>

<p>#shoplocal Grants Program</p> <p>Bid ID PBB-00001314</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 #shoplocal grant in 2020/21 with a broadened scope following feedback from businesses regarding support to set up footpath activations such as outdoor dining, greening and artworks.</p> <p>Businesses will be supported in the following areas:</p> <ol style="list-style-type: none"> 1. Customer experience initiatives Grants of up to \$2,000 to businesses. Examples include online and in person events, workshops and discount initiatives. 2. Footpath trading activation <p>Up to \$8,000 per business on a 50% matched fund basis would be supported for façade improvement projects. Elements could include: outdoor dining/ street furniture/ street trading/ product display/ freestanding umbrellas/ pot plants/ planter boxes/ bicycle racks/ window displays/ façade paint or mural/ bollards/ creative lighting/ greening & other creative installations & attractors.</p>	<p>\$0</p>	<p>\$55,000</p>	<p>\$55,000</p>
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<p>Woodville Town Hall - Live & Local and Major Events</p> <p>Bid ID PBB-00001318</p>	<p>Attract and host two major events in line with Woodville Town Hall Business Plan Goals and Objective, for example a comedy show and a cabaret event with high profile local artists. Continuing on the momentum built through Foyer Fridays and its extended concert series, we will have 6 Friday night live music events aimed at creating a regular space for locals to connect and enjoy the arts, and support live and original music.</p>	<p>\$35,000</p>	<p>\$103,000</p>	<p>\$68,000</p>
<p>Collaborative Business Intelligence Data & Analytics Program</p> <p>Bid ID PBB-00001319</p>	<p>CCS is collaborating with COM and PAE on a joint D&A program to uplift capabilities and capacities for shared insights to drive performance improvements.</p> <p>This program commenced in 2020 with the recruitment of a Chief Data Officer to lead the program for the three councils. The program is a 3 year program initially.</p> <p>This bid is for year 2 of year 3 of the program.</p>	<p>\$0</p>	<p>\$109,000</p>	<p>\$109,000</p>
<p>Street Tree & Damaged Infrastructure Register</p> <p>Bid ID PBB-00001322</p>	<p>Create a register where tree species, maintenance records and costs are available at a street level which also includes details of tree related damage to Council infrastructure and the costs to repair.</p>	<p>\$0</p>	<p>\$80,000</p>	<p>\$80,000</p>

<p>Advanced Technology Pilot</p> <p>Bid ID PBB-00001323</p>	<p>This project proposes a pilot program of advanced technology to assist in city maintenance and service targeting. This may include leveraging technology such as satellite/drone imagery and AI/machine learning cameras on field vehicles to detect weeds, potholes, footpath damage and other issues and hazards. This may benefit from engagement with other Councils that have run similar pilots, such as the Moreton Bay Regional Council, or other Councils internationally including the City of Markham in Canada and Blackpool Council in England.</p>	<p>\$0</p>	<p>\$48,000</p>	<p>\$48,000</p>
<p>Workforce Replenishment Program - IT Traineeship</p> <p>Bid ID PBB-00001324</p>	<p>As a large public organisation, we have the resources and capabilities to provide young people in our diverse community with workplace skills to obtain meaningful future employment, whilst helping to address the technical skills shortage in South Australia.</p> <p>This bid is for a three-year Information Technology (IT) trainee program, combining a Certificate in IT, industry-recognised Microsoft certifications and paid work experience for the trainee.</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>
<p>Workforce Replenishment Program - Administrative Trainee</p> <p>Bid ID PBB-00001329</p>	<p>In 2020-21 we created the Workforce Replenishment Program with a focus on administrative trainees. We received budget for one Administrative Trainee, however, due to the pandemic the trainee was unable to commence their 12-month traineeship until December 2020. Executive endorsed the decision because of this to commence two trainees in</p>	<p>\$0</p>	<p>\$50,000</p>	<p>\$50,000</p>

	<p>2020-21 who will complete the first half of their traineeships.</p> <p>We are, therefore, seeking budget for 2021-22 to enable both trainees to complete their final six months of the traineeship which includes the completion of Certificate III in Business Administration.</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.</p>			
<p>Collaborative CiA Migration for Financials, Enterprise Budgeting, Purchasing and Stores</p> <p>Bid ID PBB-00001330</p>	<p>To progressively migrate from TechnologyOne Ci to Ci Anywhere in accordance with business readiness and priorities, technical and integration dependencies, and maturity of the vendor’s Ci Anywhere roadmap. Ci is being depreciated by the Vendor and CiA will be a full featured replacement.</p> <p>This project in 2021-22 will migrate Ci To CiA for the following modules:</p> <ul style="list-style-type: none"> - Financials - Enterprise Budgeting - Purchasing and Stores <p>The following project in 2022-2023 will migrate Ci to CiA for the Property & Rating modules per the CiA Migration Strategy & Roadmap 2019-2023.</p>	\$0	\$273,000	\$273,000
<p>Events and Festivals Sponsorship 2021/22</p> <p>Bid ID PBB-00001340</p>	<p>Festivals and events provide opportunities for social gatherings within our community to celebrate significant creative, cultural, food & sporting events. Includes ongoing funding for Christmas in the Square, Pink</p>	\$0	\$90,000	\$90,000

	<p>and Blue Swim & West Lakes Carols, in accordance with Council endorsed sponsorship agreements totalling \$40K. Events can be a very effective mechanism for promoting our brand and assets such as reserves, the coast and community and sporting facilities. Events can also be an effective tool to build our visitor economy. Events encourage community participation & engagement, civic pride and ownership and can build social cohesion. This program will provide funding to events that can demonstrate key economic, social, cultural and environmental benefits to the city.</p>			
<p>Collaborative IT Foundations (Network Trust) Bid ID PBB-00001346</p>	<p>City of Charles Sturt is collaborating with the Cities of Port Adelaide Enfield and Marion to establish the IT foundations for collaboration and communication, enabling teams across the councils to work together effectively and efficiently. A deliverable of the 2020/21 cross-council collaboration and productivity tools project (17228) was a technical roadmap to develop an IT trust relationship for the three councils to support collaboration activities and securely provide staff with approved access, the ability to login to their network from any council location.</p>	<p>\$0</p>	<p>\$27,200</p>	<p>\$27,200</p>

<p>Communications Advisor</p> <p>Bid ID PBB-00001348</p>	<p>The quality and level of communications required to connect with our 120,000 community members and our 500 employees has increased significantly over the last 18 months. From January 2020 until December 2020, the City of Charles Sturt published over 2,000 major external communications via our social media platforms, Kaleidoscope magazine, eNewsletters, videos and more, an increase of 500 on the previous 12 months. Within that same period, the City of Charles Sturt published over 170 (>2 per week) major internal communications via What'sApp, email, Intranet, Staff Forum and videos, an increase of over 100 communications on the previous 12 months. This was achieved within a fast moving COVID-19 environment, which has permanently changed the way local government provides information to its communities, and its employees. The ability to provide effective communications underpins our public commitment to providing open, honest and transparent information to our community, and develops a constructive workplace culture where our employees feel valued and empowered to provide excellence in customer experience for our community. Research demonstrates that effective communication can increase community and employee engagement and workplace productivity, and drives continuous improvement of business performance.</p> <p>One of the biggest challenges in</p>	<p>\$0</p>	<p>\$102,362</p>	<p>\$102,362</p>
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	2021, where local government information competes with consumer information, other government information, media information as well as community generated content, is for the City of Charles Sturt to continue to find genuine and meaningful ways to effectively speak to the community, and our employees.			
Henley Main Street Marketing and Activation Program Bid ID PBB-00001349	<p>This program is to fund the Main Street marketing and activation initiatives led by local traders at Henley Beach and facilitated through the Henley Beach Business Association. These initiatives include:</p> <p>Ongoing maintenance and hosting fees of the Henley website</p> <p>Coordination fee to create content for social media sites</p> <p>Coordination of SALA Round the Square</p> <p>Other similar marketing and activation activities that promote Henley that may arise seasonally or connected to state wide or local events.</p>	\$0	\$11,800	\$11,800
AdaptWest in Action 21/22 - Regional Climate Change Adaptation for Western Adelaide Bid ID PBB-00001350	<p>To continue AdaptWest in Action - the regional climate change adaptation program that runs jointly between the 3 councils in Adelaide's west (Cities of Charles Sturt, Port Adelaide Enfield and West Torrens).</p> <p>In 2019, all three councils approved the AdaptWest in Action Plan for 2019-2022 - this budget bid provides for the implementation of that plan.</p> <p>This bid covers year 4 of the program, with a review in year</p>	\$130,000	\$195,000	\$65,000

	4 or 5 of the program anticipated. The budget covers total expenditure across all 3 councils, and income from the Cities of West Torrens and Port Adelaide Enfield for their share of costs.			
Master Plan for Josiah Mitton Reserve and Brompton Green Bid ID PBB-00001352	Development of a detailed master plan to support the future upgrade of Josiah Mitton Reserve and Brompton Green Reserve, to maximise the use of these reserves.	\$0	\$40,000	\$40,000
Temporary 0.9 FTE increase - Waste and Sustainability Team Bid ID PBB-00001354	Council has declared a climate emergency, and endorsed a program of commitments to reduce its greenhouse gas emissions to Net Zero by 2025. A short-term FTE increase of 0.9 FTE for the Waste and Sustainability Team was put in place for 2020/21 to implement this work. This budget bid extends that existing increase until 30 June 2024.	\$0	\$112,967	\$112,967
Whole Street Planting 2022 Bid ID PBB-00001355	As part of the Whole Street Planting Program, a number of residential streets will be planted with semi advanced trees. A whole street approach provides a number of benefits to the residents of the street, Council and the community at large, including a consistent uniform planting which in time creates an 'avenue effect' of trees of a similar size, shape and appearance. The selection of streets is primarily based on the absence of trees in the street, the overall condition of the existing trees being in decline, whether the existing species are appropriate for the location and alignment with strategic documents (i.e Open Space Strategy, iTree Canopy Assessment, Urban Heat Island and Climate Change Plans). An	\$0	\$200,000	\$200,000

	integration approach with Engineering construction projects (i.e. road reconstruction and footpath programs) may also provide opportunity for street selection.			
Planet Ark and Trees for the Future 2021/22 Bid ID PBB-00001356	Planet Ark: To accommodate community and local schools' requests to participate in the National Tree Planting Day by planting juvenile trees and shrubs on Council reserves. In addition, to provide donations of plants to schools who wish to participate in this event with a preference to plant trees on school grounds. Trees for the Future To plant primarily native tree species on our reserves for future generations and to 'green' the City.	\$0	\$40,000	\$40,000
Records Management MS Teams Collaboration Tool Bid ID PBB-00001357	Microsoft Office 365 was implemented a couple of years ago, and after a short pilot Microsoft Teams was rolled out organisation-wide at the start of COVID-19. MS Teams has effectively superseded some elements of the corporate intranet and has been well adopted across CCS when collaborating on documents. Once a document becomes more than a collaboration document it must be captured as a record in Council's Record Management System, Content Manager. The implementation of a new 'Teams2Content Manager' app will provide staff with an easy and seamless way	\$0	\$33,560	\$33,560

	to capture and search records in Content Manager from within MS Teams.			
Collaborative Customer Relationship Management / Customer Experience Solution Bid ID PBB-00001362	The Customer Experience (CX) Strategies of PAE & CCS identify the CX vision to prioritise our customers first, live our values, follow our decision-making processes & to develop our CX Capabilities. To support the outcomes of the CCS & PAE CX Strategies, this initiative will ensure we have a contemporary customer relationship management system to strengthen Council's focus on customer service and customer experience, including a single view of the customer.	\$0	\$460,000	\$460,000
Rosetta Street West Croydon - 40km/h Speed Limit Review Bid ID PBB-00001364	This budget bid proposes to undertake community consultation and implementation into reviewing the current speed limit for the road environment along Rosetta Street at West Croydon.	\$0	\$15,000	\$15,000
Email Communications Consolidation Project Bid ID PBB-00001370	Consolidation of the City of Charles Sturt's existing email marketing accounts into one platform. Currently, the City of Charles Sturt sends multiple promotional/communications based emails and email newsletters per month to multiple different and varied databases, without any ability to track overall success, changes to details, content and more. We also have multiple email marketing accounts	\$0	\$30,000	\$30,000

	<p>across Council that we are paying individual monthly fees for.</p> <p>Create a central avenue for consolidated, tagged and segmented email databases and a streamlined process for frequently updating databases from each source into the single email marketing platform, or a strategic integration.</p>			
<p>Freshwater Lake - Viability Study & Review</p> <p>Bid ID PBB-00001371</p>	<p>Freshwater Lake was constructed the 1970's as a key water feature of the West Lakes Delfin Island Development. It was built to standards of that era and requires a high level of ongoing intervention to mitigate continuing community complaint and issues with poor water quality that arise by nature of its design and structure. A review of the AMP for this identifies that desludging in FY 21/22 is scheduled which is conservatively estimated to cost more than \$600,000, and would provide a limited (up to 5 year) but not permanent improvement to water quality which has triggered consideration of long-term cumulative costs of lake management.</p> <p>A viability study is considered prudent to consider whether it is fiscally and environmentally responsible to continue to manage the lake 'as is' by identifying the total cumulative financial and environmental cost to manage this asset in its current form and what other options could be considered such as re-engineering the lake form, or eliminating the water</p>	<p>\$0</p>	<p>\$30,000</p>	<p>\$30,000</p>

	body entirely and returning this as terrestrial passive open space			
Adelaide Free Bikes Bid ID PBB-00001372	Adelaide Free Bikes has been operating in CCS since 2012. Bike SA manage program delivery across four locations in Charles Sturt, including Discovery Park Semaphore (a non-CCS site) as well as Hindmarsh, West Lakes and Henley Beach Libraries, The program encourages an active healthy lifestyle and provides both visitors and residents with the opportunity to access FREE bike hire to enjoy an explore the City and surrounds. NOTE: the 2020/21 free bikes program was interrupted by COVID-19, which meant the program was unable to commence (with new hygiene protocols in place) until August 2020. Bike SA provided supporting training to library staff.	\$0	\$15,000	\$15,000
	Total	\$180,000	\$3,395,089	\$3,215,089

All annual operating projects submitted as part of budget bid process will be reviewed by Council following community consultation. Projects will be reviewed to ensure alignment with community and organisational plan outcomes and based on priority and ability to deliver within existing resources, having regard to the adopted LTFP parameters over the 2021/22 financial year.

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 practices 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 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. Where Asset Management Plans do not exist for a category of asset, we will fund a level of renewal/replacement expenditure for existing assets based on depreciation estimates.

For New and upgraded infrastructure, 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 such as the Woodville Road streetscape and Military/Main street road upgrades.

Capital projects included in the LTFP for New/Upgrade capital were presented to Council at a workshop on 1 March 2021.

In 2021/22 the Long Term Financial Plan suggests a net total capital program of approximately \$46.297m with approximately \$24.592m allocated to renewal/replacement of existing assets as prescribed in adopted asset management plans. New and upgraded infrastructure which includes funding for projects such as the Woodville Road streetscape upgrade is forecast at \$21.706m.

Council Members reviewed the list of potential Capital projects and following its meeting 22 March 2021, Item 2.2 (plus amendments CS 6 April 2021, item 4.17) endorsed a total net capital program for consultation of **\$46,271,052** comprising **\$22,730,483** for Council's contribution to renewal capital works and **\$23,540,569** for Council's contribution to new/upgrade capital projects.

Renewal Projects which are derived from Adopted Asset Management Plans and which forecast replacement of existing assets and infrastructure based on an independent assessment of condition and asset life can be found in [Attachment C](#).

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 extends the life beyond that which it had originally.

New/Upgrade Projects currently under consideration include:

Name	Budget Bid Description	Budget Bid Income \$ 2021/22	Budget Bid Expenses \$ 2021/22	Net Budget Bid \$ 2021/22	Nature of Works
New Paths Program 2021/22 Bid ID PBB-00001217	Design and construction of new paths on streets and reserves for the 2021/2022 financial year in response to community requests that have been assessed by staff as providing strategic benefit to the community. Project also includes design for 2022/2023 path projects if funding permits.	\$0	\$500,000	\$500,000	New
Street Light Upgrade Program 2021/22 - SAPN Infill and Improvement Program Bid ID PBB-00001218	Council recently undertook an audit of streets to identify where street lighting did not meet Australian Standard or community expectation. This project was included in the LED street light forward works program and LTFP as part of the endorsement of the DRAFT Public Lighting AMP. The project will	\$0	\$500,000	\$500,000	Upgrade

	continue the work being delivered in 20/21 to ensure street lighting complies with AS/NZS 1158 road lighting standards where reasonably possible.				
Bartley Terrace Streetscape Project - Stage 2 Construction - Greenfield Crs to Anglers Ct Bid ID PBB-00001220	Streetscape upgrade, road safety improvements and road reconstruction of Bartley Terrace between Greenfield Crescent and Anglers Court in Semaphore Park (Stage 2) .	\$0	\$920,000	\$920,000	New
Sporting Club Changeroom Upgrades - Matheson Reserve Clubrooms Bid ID PBB-00001221	Undertake upgrade works to existing change room facilities to ensure unisex change rooms are available to the sporting club users and that the council, as the building owner provides equality to male and female participants.	\$300,000	\$600,000	\$300,000	Upgrade
Sporting Club Changeroom Upgrades - Pennington Oval Clubrooms Bid ID PBB-00001224	Undertake upgrade to existing change room facilities to ensure unisex change rooms are made available to all sporting club users and that the Council as building owners provides equality to male and female Participants.	\$0	\$300,000	\$300,000	Upgrade
Parfitt Square Automated Public Toilet Installation Bid ID PBB-00001225	Install new Public toilet at Parfitt Square the work includes design for an appropriate Public toilet including sewer design, water supply and civil works for the toilet.	\$0	\$190,000	\$190,000	New

<p>Stage 2 - DDA access facility within the Woodville tennis and Bowling Club</p> <p>Bid ID PBB-00001226</p>	<p>Stage 2 - Design and construct a disability access facility within the Woodville Tennis and Bowling club to comply with the national construction code (NCC). In 2020/2021 change rooms upgrades were completed in this building and it is a requirement under the building code to install a compliance assess facility.</p>	\$0	\$120,000	\$120,000	Upgrade
<p>Carnegie Reserve Clubrooms DDA Access Facility</p> <p>Bid ID PBB-00001228</p>	<p>Stage 2 - Design and construct a disability access facility within the Carnegie reserve clubroom to comply with the national construction code (NCC). In 2020/2021 the commercial kitchen was upgraded in this building and it is a requirement under the building code to install a compliance assess facility.</p>	\$0	\$120,000	\$120,000	Upgrade
<p>Net Zero implementation - energy efficiency improvements at high energy use sites</p> <p>Bid ID PBB-00001233</p>	<p>An energy efficiency improvement program over two years at five of council's high electricity consuming sites - Beverley Centre/Depot, Cheltenham Community Centre, Bower Cottages Community Centre, 19 on Green (Brompton) Community Centre, Freshwater Lake (West Lakes).</p> <p>Works in the first year to include renewal of the lighting and heaters within the Beverly Centre Store -</p>	\$0	\$88,200	\$88,200	Upgrade

	Fleet Workshop, and Bower Cottages. Average pay-back period across the project is assessed as 6.5 years.				
New Public Lighting Program 2021/22 Bid ID PBB-00001235	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. - Grange Lakes Stage 4B Shared Use Path Upgrade Lighting (\$57,500) - Atkin Street Path construction (\$57,500) - St Clair Wetlands (Northern Loop) (127,500) - Point Malcolm Carpark Entrance Lighting (14,500) - Albert Greenshields Reserve Lighting (52,500)	\$0	\$310,000	\$310,000	New
Woodville Road Streetscape Upgrade Bid ID PBB-00001238	Woodville Road Streetscape upgrade between Port Road and Outer Harbor Rail corridor consistent with approved concept plan, activation of the precinct with - New kerbing and paths - Planted central median with trees - Irrigated verges with new trees - Dedicated right turn lanes - Art work - New streetscape and path lighting	\$0	\$7,550,000	\$7,550,000	Upgrade

Stormwater Minor Upgrade - flood mitigation Bid ID PBB- 00001239	To investigate (hydraulic modelling), develop options and design infrastructure to mitigate localised flooding issues Vicinity of Cudmore Tce, Henley Beach South and vicinity of 262 Military Road Henley Beach. Construction (upgrade) only if works are very minor or will be subject to future bid.	\$0	\$100,000	\$100,000	Upgrade
Woodville District Cricket Club - Practice Nets Upgrade Bid ID PBB- 00001241	WDCC are seeking to upgrade their current cricket practice net facilities at Woodville Oval for the benefit of the clubs growing participant base and the local community, This will include replacing the nets and retaining and widening the four existing turf practice pitches by removing an existing concrete slab and re-turfing the area. NOTE: this project is for a part-financial contribution only.	\$0	\$20,000	\$20,000	Upgrade
Henley South Tennis Club - Facility Upgrades Bid ID PBB- 00001242	Contribute towards significant club upgrades including tennis court resurfacing, new LED lighting, fencing and associated landscape elements.	\$0	\$125,000	\$125,000	Upgrade
Stormwater - Strategic Upgrade Investigation and Design Bid ID PBB- 00001243	Stormwater - Strategic Upgrade Investigation and Design following completion of West Lakes Catchment SMP	\$0	\$120,000	\$120,000	Upgrade

<p>Hindmarsh Precinct Streetscape Upgrade</p> <p>Bid ID PBB-00001245</p>	<p>This project includes the upgrade of Council infrastructure in the Hindmarsh Precinct in preparation for the FIFA Women's world cup and scheduled Hindmarsh Stadium upgrade.</p> <p>The budget bid includes;</p> <ul style="list-style-type: none"> - Holden Street Road reconstruction and streetscape upgrade (from Manton Street to Adam Street. - Milner Street and Mary Street Streetscape Improvements - Construction of a raised intersection at the intersection of Orsmond Street and Crawford Lane - Construction of an upgraded footpath in the Port Road median from Cheif Street to East Street - Streetscape upgrades of West Street and East Street 	\$1,750,000	\$3,500,000	\$1,750,000	Upgrade
<p>New Traffic Controls - Cudmore Terrace Wombat Pedestrian Crossing</p> <p>Bid ID PBB-00001249</p>	<p>Construction of a "Wombat" (Raised) pedestrian crossing on Cudmore Terrace, south of Harrison Street.</p>	\$0	\$110,000	\$110,000	New
<p>New Truck & Equipment - Parks</p> <p>Bid ID PBB-00001250</p>	<p>New Truck & Equipment for New Multi-Skilled Staff (x 2)</p> <ul style="list-style-type: none"> - required for T2T, WEST Development and Ovingham Level Crossing Upgrade contributed assets handover. 	\$0	\$149,000	\$149,000	New

Military Road and Main Street Upgrade - Construction Bid ID PBB-00001251	Construction of the Military Road (North Street to South Street) and Main Street (Military Road to East Terrace) Upgrade. Conversion of Main Street (Seaview Road to Military Road) to a pedestrian plaza (subject to income) - retaining driveway access and some car parking. Undergrounding of powerlines.	\$1,680,631	\$8,930,000	\$7,249,369	Upgrade
WSUD - Tracey Avenue Catchment Raingardens 2021/2022 Bid ID PBB-00001257	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
Sustainable Transport Infrastructure 2021/22 - Bicycle Links Through Road Closures Bid ID PBB-00001258	Bicycle link and path through a road closure at Coglin Street and Third Street. Consultation of a bicycle link through road closure at Seaview Road and Terminus Street.	\$0	\$30,000	\$30,000	New
West Lakes Lake Edge Path Wayfinding Project - Stage 1 Bid ID PBB-00001259	Installation of wayfinding signs along the Lake Edge Path at West Lakes. Stage 1 involves design and installation of signs along the southern Lake Edge walking loop (between West Lakes Boulevard and Trimmer Parade).	\$0	\$30,000	\$30,000	New

<p>West Lakes Lake Edge Master Plan - Path Upgrades</p> <p>Bid ID PBB-00001260</p>	<p>1. Construction of upgraded 2.0m-wide path in Annie Watt Circuit between Annie Watt Reserve and Rowing Club Reserve, West Lakes (approx 100 lineal metres).</p> <p>2. Design and consultation for upgraded 2.5m-wide Lake Edge path between Tiranna Reserve and West Lakes Boulevard, West Lakes (approx 900 lineal metres).</p> <p>3. Construction of upgraded 2.5m-wide Lake Edge path between Tiranna Reserve and Maramba Reserve, West Lakes (approx 300 lineal metres).</p> <p>4. Design and consultation for upgraded 2.5m-wide Lake Edge path between Aquatic Reserve and Mariners Reserve, West Lakes (approx 1km).</p>	\$0	\$265,000	\$265,000	Upgrade
<p>Pedestrian Safety Improvements - Hendon Primary School Emu Crossing</p> <p>Bid ID PBB-00001264</p>	<p>Construction of an Emu (children's) crossing in Risely Avenue, Hendon to service Hendon Primary school.</p>	\$0	\$25,000	\$25,000	New

Sustainable Transport Infrastructure - Grange Greenway - Stage 1 of Frederick Road to Grange Railway Station Bid ID PBB-00001265	Design and construction of stage 1 of the Grange Greenway connection between Frederick Road and the Grange Railway Line.	\$0	\$60,000	\$60,000	New
Pedestrian Safety Improvements - Cedar Avenue, Croydon Bid ID PBB-00001266	Construction of an Emu (children's) crossing to be installed in Cedar Avenue, Croydon to service the Australian Islamic College.	\$0	\$15,000	\$15,000	New
Fairford Terrace, West Lakes Shore / Semaphore Park - Traffic Safety Improvements Bid ID PBB-00001268	Design and construction of traffic safety improvements for the section of Fairford Terrace between Recreation Parade and Bower Road to be delivered in conjunction with planned road rehabilitation works.	\$0	\$50,000	\$50,000	New
Breakout Creek Stage 3 Redevelopment - funding contribution Bid ID PBB-00001269	The Breakout Creek Stage 3 Redevelopment project is jointly funded by the project partners, the City of Charles Sturt, the City of West Torrens, the Australian Government and the project lead, Green Adelaide. This bid forms Council funding contribution to the project of total value \$12 million.	\$0	\$1,000,000	\$1,000,000	New

DDA improvements - Club West Lakes Bid ID PBB-00001271	DDA improvements - improve disability access from car park to club west lakes building by widening existing decking and incorporating a ramp.	\$0	\$28,000	\$28,000	Upgrade
WSUD - Infrastructure associated with other Capital Projects Bid ID PBB-00001273	Construction of Water Sensitive Urban Design (WSUD) infrastructure in conjunction with other Capital Projects.	\$0	\$100,000	\$100,000	New
Grange Lakes Corridor Shared Use Path- Stage 4B - Construction Bid ID PBB-00001274	Construction of Stage 4B of the Grange Lakes Corridor Shared Use Path- Jetty Street to Napier Drive.	\$0	\$350,000	\$350,000	Upgrade
Public Toilet Facility along Grange Lake Corridor Shared Use Path Bid ID PBB-00001281	Public consultation and design will be undertaken for a new public toilet facility in the Grange Lakes Corridor. It is intended construction will occur in the following 22/23 financial year.	\$0	\$20,000	\$20,000	New
Jubilee Storage & Servery Refurbishment Bid ID PBB-00001284	Refurbishment of the Jubilee storage / servery building, primarily utilised by the Adelaide Jaguars Women's FC and North West junior soccer association (NWJSA) with Peninsula Pirates CC, Port Adelaide softball also utilising this storage space.	\$0	\$120,000	\$120,000	Upgrade

<p>Community Planting - Railway Corridors</p> <p>Bid ID PBB-00001294</p>	<p>Community Planting to be undertaken along the Rail Corridor - Day Tce - Sackville St Kilkenny to Thomas St Croydon</p> <p>Sections of Day Tce have been included as part of the Whole Street Planting programme in the past and significant Community Landscaping and ongoing maintenance has been carried out by Rosetta Street Greening, Westside BUG, and individual residents. Council has been approached by groups of residents to extend these community planting works along the full length of Day Terrace. 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 poorly maintained.</p>	<p>\$0</p>	<p>\$40,000</p>	<p>\$40,000</p>	<p>Upgrade</p>
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<p>Open Space Community Projects</p> <p>Bid ID PBB-00001295</p>	<p>Deliver four community initiated projects that result in the creation of new assets:</p> <p>1. Beach St Community Biodiversity project: A strategically planned project, on Beach St Grange, between Kircaldy Ave and Napier Drive.</p> <p>2. Gray Reserve, West Beach Permaculture Garden</p> <p>3. Cooke St (Wanda St Allotment) Findon - Community Gardening Project</p> <p>4. Woodville Greening Group - Woodville Park Open Space - Harvey Street Road Closure-</p>	\$0	\$25,000	\$25,000	Upgrade
<p>DDA access toilet Albert Greenshields Reserve Hall</p> <p>Bid ID PBB-00001298</p>	<p>Conversion of existing toilet to an accessible toilet including relocation of entry/ egress to bring into compliance with current building code. Works will involve relocation of hot water system, enclosing of thoroughfare under main roof, New entryways and refurbishment of existing toilet.</p> <p>The asset is utilised by a commercial tenant to provide support services and social programmes to ESL and aged clientele with varying mobility issues. Current toilet opens directly off kitchen so opportunity presents</p>	\$0	\$80,000	\$80,000	Upgrade

	to address outdated and therefore non-compliant access arrangements.				
Community Connections - Reconfiguration of The Brocas and Bower Cottages Community Centres Bid ID PBB-00001299	This project includes the design of 2 projects for Community Connections at The Brocas and Bower Cottages. It is proposed to upgrade the rear sheds at The Brocas to a multi use space for community use. At Bower Cottages the building will be reviewed and design improvements considered to ensure all areas are functional, fit for purpose to ensure the most efficient use of space	\$0	\$15,000	\$15,000	Upgrade
Public shower at Heysen Reserve Bid ID PBB-00001307	Installation of a new public shower at Heysen Reserve, West Lakes Shore, for recreational users of the lake.	\$0	\$30,000	\$30,000	New
New basketball half-court at Corcoran Reserve, West Lakes Bid ID PBB-00001308	New basketball half-court at Corcoran Reserve, West Lakes, including a concrete/asphalt base, basketball backboard and ring, and fencing.	\$0	\$30,000	\$30,000	New
Allenby Gardens Reserve - Separation fencing for Playspace Bid ID PBB-00001310	An additional fence to separate the playground from the main oval and will provide safe play for children using the play space from dogs that use the main oval.	\$0	\$15,000	\$15,000	New
Development of new Reserve at 1 Hurtle Street, Croydon (Hurtle	Development of new Reserve at 1 Hurtle Street, Croydon (Hurtle Street Reserve).	\$0	\$90,000	\$90,000	New

Street Reserve)					
Bid ID PBB-00001311					
Semaphore Tourist Railway- Concrete rectification Bid ID PBB-00001313	Railway sleepers in 30m of the Fort Glanville section of track have completely rotted away and the rails are increasingly compromised. Based on advice from engineers and officers of the National Railway Museum Inc., it is proposed to embed the section of rail in concrete to permanently negate (perishable) sleeper requirements.	\$0	\$66,000	\$66,000	Upgrade
Athol Park Community Garden Bid ID PBB-00001321	Provide the basic infrastructure for the establishment of a Community Garden on Fawk Reserve, Athol Park.	\$0	\$50,000	\$50,000	New
Landscaping - Shared Use Path - Atkin Street, Henley Beach Bid ID PBB-00001325	A shared use path is to be constructed in Atkin St, Henley Beach following the road reconstruction project, between the entry to Henley Memorial Oval and Cudmore Tce. These works will necessitate the removal and replacement of existing plantings and fencing adjacent the Henley and Grange Arts Society and along the perimeter of the reserve and will require that the path meanders between the existing trees. The budget amount allowed for by Engineering does not allow for replacement	\$0	\$30,000	\$30,000	Upgrade

	landscaping works.				
New Park Furniture and Shelter at Krista Reserve, Kidman Park Bid ID PBB-00001337	Installation of new park furniture and a shelter at Krista Reserve, Kidman Park.	\$0	\$35,000	\$35,000	New
New Park Furniture and Shelter at Glenwood Reserve, Kidman Park Bid ID PBB-00001338	Installation of new park furniture and a shelter at Glenwood Reserve, Kidman Park.	\$0	\$30,000	\$30,000	New
New Park Furniture and Shelter at Angley Reserve, Findon Bid ID PBB-00001339	Installation of new park furniture and a shelter at Angley Reserve, Findon.	\$0	\$30,000	\$30,000	New
Traffic Safety Improvements - Intersection of Sansom Road and Bower Road, Semaphore Park Bid ID PBB-00001345	Consultation, detailed design and construction of an entrance statement (raised median island and pavement marking) at the intersection of Sansom Road and Bower Road, Semaphore Park.	\$0	\$45,000	\$45,000	New
William Atkin Reserve various upgrades Bid ID PBB-00001347	Various upgrades at William Atkin Reserve, Henley Beach South, including a minor irrigation extension, new seat and new drinking fountain.	\$0	\$20,000	\$20,000	Upgrade

Additional Shade installation at Henley Square Bid ID PBB-00001351	Installation of additional shade Henley Square for community use, There will be ongoing requirement for operational staff to erect the shade and remove the shade daily to ensure safety and security of both the community and council infrastructure. These seasonal logistics are to be determined.	\$0	\$150,000	\$150,000	New
Mirani Court, Semaphore Park Coastal DDA Viewing Platform - Consultation and Design Bid ID PBB-00001363	Detailed design and consultation for construction in 2022/23 of a viewing platform for people with disability and mobility issues to rest and view the coast. The budget bid involves the consultation and detailed design for a viewing platform at Mirani Court, Semaphore Park	\$0	\$15,000	\$15,000	New
Fencing to prevent illegal fishing at Inlet Reserve, West Lakes Bid ID PBB-00001312	Removal of existing fencing and installation of new fencing to provide a physical barrier to minimise illegal fishing at Inlet Reserve, at the southern-most end of West Lakes.	\$0	\$30,000	30,000	Upgrade
Total		\$3,730,631	\$27,271,200	\$23,540,569	

All capital projects submitted as part of budget bid process will be reviewed by Council following community consultation. Projects will be reviewed to ensure alignment with Community and Organisational Plan outcomes and based on priority and ability to deliver within existing resources, having regard to the LTFP parameters over the 2021/22 financial year.

How does Council propose to fund its program?

Although rates provide the main source of income for Council to fund its operations and infrastructure requirements, other source 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 and rate arrears.

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 for new/upgraded assets

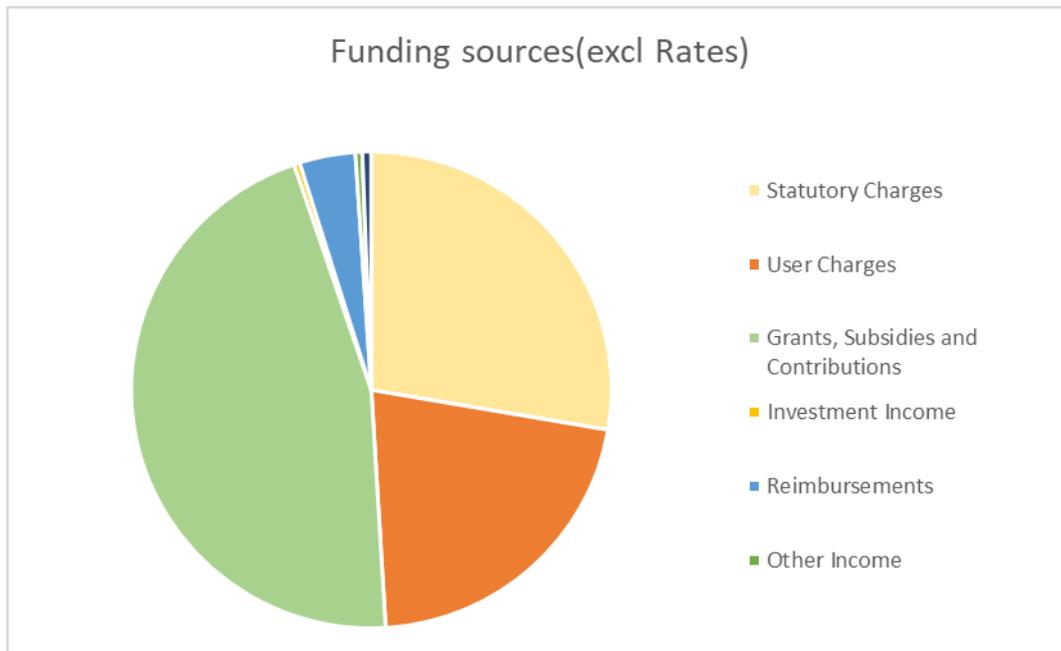
Amounts for new/upgraded assets include grants from State, Federal and community sources for the specific purpose of funding new capital expenditure.

Borrowings

Loan borrowings are considered an important source of funding for asset acquisition and upgrade. 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.

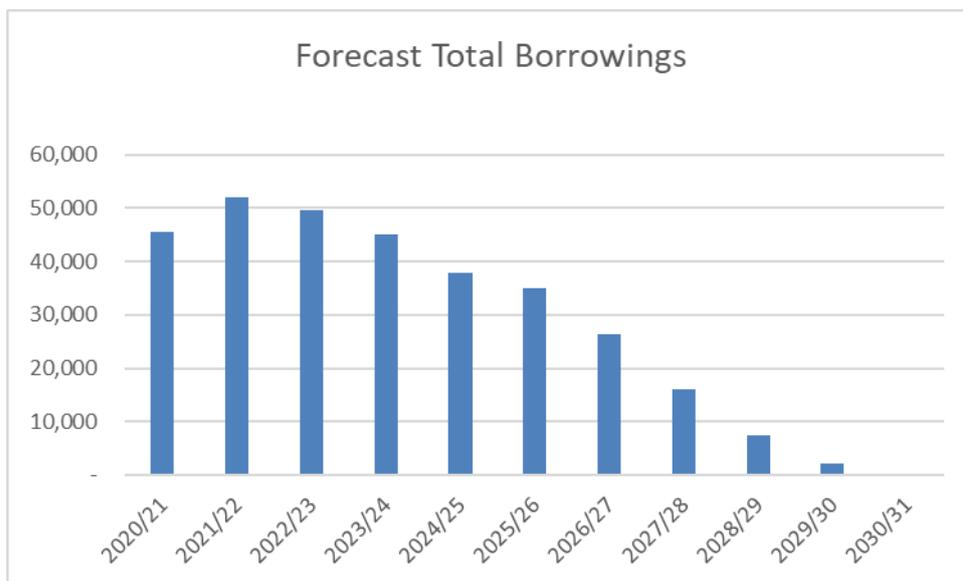
Infrastructure renewal/replacement should be financed by rates with ratepayers in any year paying for the resources they consume.

Under the adopted high level LTFP parameters for 2021/22, Income from Other Operating income sources (excluding net rates) is projected to be \$16.799m.



Total loan borrowings as a consequence of new/upgrade works are forecast at \$8m using the drawdown of existing CAD (Cash Advance Debenture interest only) facilities in 2021/22. (If we were to compare Councils' projected total loans to that of a ratepayer earning approximately \$100k this would equate to a total borrowing of approximately \$40k).

It must be noted however that the level of loans assumes a conservative level of works in progress at year end and assumes the effective use of its cash advance debentures (interest only loans) in line with Council's Treasury policy where surplus cash is used before considering any borrowings. Total borrowings are forecast to peak at \$52.095m and then decline to nil over the 10 year period.



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:

1. **Capital value** - value of land and all improvements
2. **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
3. **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 need to raise revenue and the effects of the tax on the community.

Rates are a property tax that provide an independent indication of the relative wealth of a ratepayer. The system of rate rebates, remissions and postponement is designed to enable issues of hardship and temporary incapacity to pay to be specifically targeted for special treatment amongst identified classes of ratepayer.

In determining how rates are applied and in determining the rate in the dollar Council's also have a number of options:

Single Rate. This is where the same rate in the dollar is applied to the value of properties from using a single rate in the dollar regardless of what the land is being used for.

Differential General Rate. This is where a council may charge a different rate in the dollar depending on whether the land is used for residential, commercial, primary production or other purposes.

A Minimum Amount. This provides a mechanism by which lower valued properties pay not less than a flat (minimum) amount determined by Council. No more than 35% of properties can be on the minimum.

Tiered Rates. This is where Council can adopt a tiered rating scale where rates can be altered for properties within specified valuation ranges.

A Fixed Charge. Under this system some revenue will be raised by applying a fixed charge (a flat amount) to all ratepayers to ensure everyone contributes a base equal amount. The remaining revenue is then collected from ratepayers based on the value of each ratepayer's property.

Charles Sturt uses a **differential rating system** with a **minimum** amount.

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 indicator of ability to pay rates, where property valuation increases across the city are inconsistent the effect of growth in one ratepayers' 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.

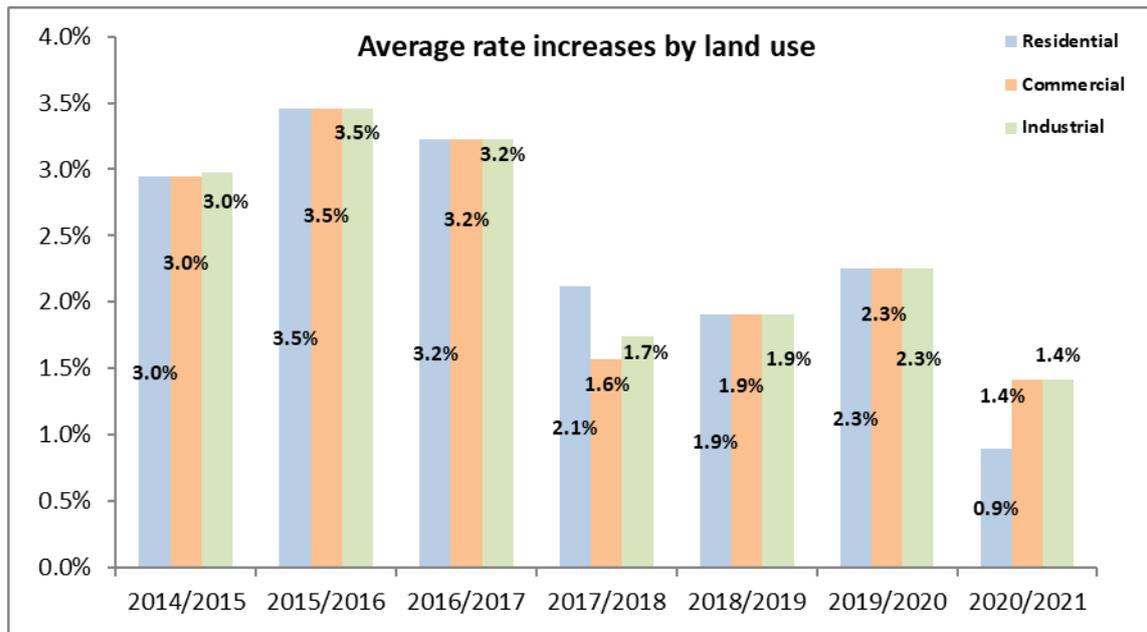
This is where rate rebates or remissions can be used. By targeting this rate relief Council endeavour to address potential inequities.

For 2021/22 the adopted LTFP forecasts we require a total rates increase of 1.14% (plus growth or forecast new properties of 1.0%) on 2020/21 to fund the high level parameters for the core service levels, projects and capital expenditure projected for 2021/22.

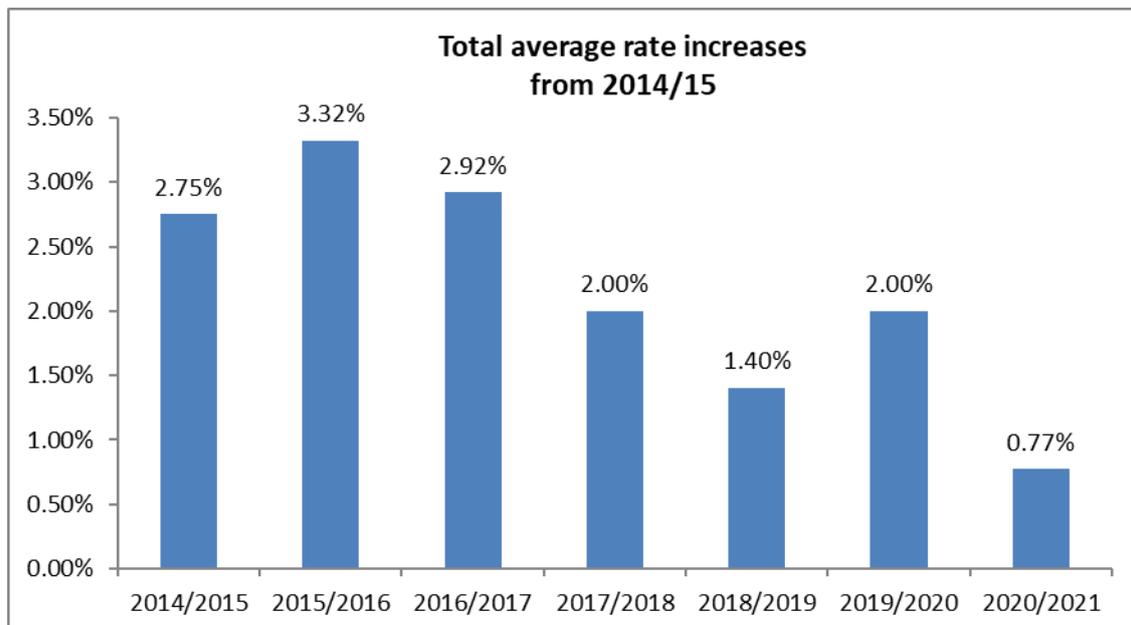
Although we are still to receive final valuations from the Valuer-General, based on modelling in previous years and general trends **we would expect "typical" ratepayers for each land use category to pay between a 0.5% and 1.5 % increase on 2020/21 rates.** This is against a forecast CPI (as provided by Access Economics for 2020/21 of 1.14% and The All Groups Adelaide CPI for December 2020 of 1.0% (Australia 0.9%) and a Local Government Price Index of 0% for the December quarter.

As with previous year's rating strategies it is proposed to continue to increase the minimum rate to ensure we remain within the legislated maximum of 35% of properties.

Average rate increases since 2014/2015



Since 2014/15 the average residential rate increase has been approximately 2.7% with the industrial 2.7% and commercial land use categories 2.6%. However, over the last 2 years the average residential increase has been 1.58%, commercial 1.84% and industrial 1.84% as Council seeks to drive efficiencies in service delivery and reduce the impost of rate increases. Council has endeavoured to ensure the relative distribution from all categories has been constant to ensure greater equity across all land uses in relative contributions. It is envisaged that this consistent relative contribution from all land use codes will continue and consequently the average increase from all land use codes will be uniform.



***note in 2019/20 the average rate rise was 1.4% preceeding the late announcement of the State government annual increase in zero waste levy of 40%**

Proposed Rate Relief

To address any potential inequities in how the rates are levied across the city the following rate relief options are proposed:

Rate Capping

This option will provide relief where a ratepayer is levied an increase in rates greater than 12.5% (after considering other rebates) and ensure no ratepayer will pay any more than 12.5% on the previous year in "rates". This rebate 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 as a result of a change in land use
- Ownership of the property has changed since July 2019
- The ratepayer is granted any other rebate of rates for 2021/2022 under the Local Government Act 1999 sections 159 to 166.

In 2020/21 the Valuer General had undergone a Major project called the Revaluation initiative. This is an in-depth data collection and analysis program undertaken to improve the accuracy of the General Valuation which is purchased by Councils and used to determine the relative contribution of rates from each rateable property. The Revaluation Initiative assesses individual properties identified through filtering and testing and does not necessarily equate to a blanket change in values for all properties. Due to zoning changes, improved structures, occupancy information or changes to a specific market segment, outlier properties are identified, reviewed, and where appropriate, corrections are applied. The routine General Valuation occurs annually with the Revaluation Initiative work contributing to improved accuracy within those assessments. We envisage there may be a number of corrective adjustments to a number of rateable properties across the City and this rebate will seek to reduce the financial impact in any one year of any corrective adjustments.

Residential construction

The vacant land rate in the dollar is usually three times higher than the residential rate and it is proposed to maintain that comparative for 2021/22. For the purposes of securing the proper development of the area a rebate however will be given to ratepayers who are assessed as vacant land as at 30 June 2021 but who build their new family home on that land and can demonstrate that they will live in this house for at least 1 year. If the footings are poured prior to 31 December 2021 a full rebate will be given. If the footings are poured after 31 December 2021 a 50% rebate will be granted. This rebate is designed only for principal ratepayers who build on vacant land and then live in that property and is not applicable to investment properties.

Postponement of rates

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

Hardship

Any ratepayer experiencing difficulties in meeting rates payments or experiencing financial hardship will be able to access payment plans tailored to meet their particular circumstances. All arrangements will be strictly confidential.

Measuring Achievement of the 2021/22 Annual 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 Organisational Plans. For each key action in Our Organisational 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. (Please note these are draft KPIs and will be finalised upon adoption of the Annual Business Plan and Budget 2021/22)

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 Kaurua 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 understory 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

Conclusion

The 2021/22 Annual Business Plan is presented in the context of the Council endorsed strategic directions for the City. The document reflects Council's continuing focus on ensuring that the physical infrastructure of the City is fit for use and maintained in a cost-effective way. Through implementation of this year's Annual Business Plan, we aim to deliver to residents and ratepayers a well-managed, sustainable City environment for current, as well as future generations.

The City of Charles Sturt is looking for your input into its 2021/22 budget development process.

The Long Term Financial Plan models Council's financial performance over the next 10 years. Based on this modelling the high level parameters of the 2021/22 budget are set including the proposed total rates increase.

This public consultation process provides you with the opportunity to have your input into the detail and budget priorities for 2021/22 **before** the final budget and list of capital and operating projects are finalised by Council.

It also enables you to comment on the rates increase proposed and the trade-off between the level of rates required to fund additional services and infrastructure provided, as well as the potential distribution of rates across the City and any rate relief options we should consider or issues we should be aware of when we model our valuation data and determine the distribution of rates for 2021/22.

Every dollar collected of your rates tax gets invested in your local community.

This is your chance to make sure these dollars are spent on delivering the community you want to live in.

We encourage you to take part in this community involvement process and look forward to your input.

Submissions will be accepted by 5.00pm Friday 5 May 2021, by email to:

council@charlessturt.sa.gov.au or by mail to:

2021/22 Budget Consultation
City of Charles Sturt
PO Box 1
Woodville SA 5011

We also encourage you also to go to our website www.charlessturt.sa.gov.au where you are able to make on line submissions and ask any questions you may have regarding the Draft Annual Business Plan and any projects under review.

All persons who may want to make a submission direct to Council (deputation) are invited to attend the Council meeting at 7.00pm on 27 April 2021 when you will be given the opportunity to address Council members on this Draft Annual Business Plan. You will need to contact Council on 8408 1213 (Brenda Julian) if you wish to make a deputation.

You are also welcome to attend an informal community drop in event to discuss any aspect of the Draft Annual Business Plan at Councils offices on May 3rd from 4.30 pm to 6pm

Attachment A**City of Charles Sturt Core Operational Services**

Below is a comprehensive listing of our core operational services as at June 2021.

Core Business	Key Outputs
Community Services	
<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> – Work with disadvantaged communities and other partners to provide support and to facilitate the coordination of services. – Assist community groups to seek out grant funding.
<ul style="list-style-type: none"> • Youth Services 	<ul style="list-style-type: none"> – Provide support staff in The Brocas a community space for young people. – Implement Council’s Youth Policy and Action Plan.
<ul style="list-style-type: none"> • Crime Prevention 	<ul style="list-style-type: none"> – Implement the Crime Prevention Through Environmental Design principles.
<ul style="list-style-type: none"> • Graffiti 	<ul style="list-style-type: none"> – Remove 15,600 square metres of graffiti from private property and bus shelters within 5 working days.
<ul style="list-style-type: none"> • Community Centres 	<ul style="list-style-type: none"> – Provide support staff in Community Centres at Findon, Cheltenham, Henley & Grange, Bower Cottages, 19 On Green and West Lakes; with 95,000 participants supported by 15,799 volunteer hours. – Implement and deliver on actions in the Community Plan 2016-17.
<ul style="list-style-type: none"> • Community Care – Transport 	<ul style="list-style-type: none"> – Assist 700 clients with transport. Provide 9,500 return trips to local shopping centres and social programs.
<ul style="list-style-type: none"> • Community Care – Volunteers 	<ul style="list-style-type: none"> – Coordinate the efforts of approximately 550 volunteers supporting various community service programs and donating around 46,000 hours per year.

Core Business

- Community Care – Aged & Disability Services
- Home Maintenance & Security

Contracted Services

- Cleaning Council Property
- Graffiti
- Herbicide & Pesticide Spraying
- Kerb and Gutter replacement
- Litter Bins
- Playground Maintenance
- Road Reseal Program
- Segmental Paved Footpaths
- Verge Mowing
- Waste Management

Key Outputs

- Implement Council's 'Ageing in Charles Sturt' action plan.
- Assist approximately 500 residents with 8,000 hours of domestic assistance.
- Provide 250 residents with 30,000 hours of social support and activities.
- Provide 3,500 hours of home maintenance and security to approximately 1,700 clients.
- Manage the contract for the cleaning of Council property, Halls etc.
- Manage the contract for the removal of Graffiti from Council owned property.
- Manage the contract for spraying of weeds by Contractors.
- Assist Engineering & Construction to manage the contract for kerb and gutter replacement work in conjunction with the Road Reseal Backlog program.
- Manage the contract for emptying the Street/Reserves/Foreshore litter bins, including bins on jetties
- Manage the contract for maintenance of Council playgrounds.
- Assist Engineering & Construction to manage the contract for road reseal works.
- Assist Engineering & Construction to manage the contract for the installation of segmental paved footpaths.
- Manage the contract for verge mowing which provides for mowing of verges on local roads up to 4 times per year and those on main roads up to 8 times per year.
- Manage the contract for waste management which provides for a weekly domestic waste collection, fortnightly recycling, fortnightly green waste service and an at call hard waste collection.

Core Business***Admin/Governance***

• Research & Analysis

- Provide coordinated research and business analysis support to all business units.
- Provides leadership/management of demographics information, provides research and analysis for major projects and customer service management.
- Provide procurement services, including tender preparation and evaluation.

• Information Services

- Establish, maintain and support all of Council's IT and administrative systems.

• Financial Services

- Manage Council's requirements for financial reporting, processing and internal controls.
- Manage administration of rates assessment book and collection of rates income.
- Manage Council's loan portfolio.
- Maintain base property and street numbering information.
- Deliver property certification for land transfers and sales.

• Governance & Risk

- Provide risk management advice and services in relation to Council's operations, goods and services.
- Ensure Council operates in line with good governance practices, legislative requirements and Council procedures.
- 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.

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 non work-related injuries and fitness for work process for employees.

Customer Experience

- Information Management

- Provide record management services for all administrative processes.

- 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.

- Asset Management

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

- Waste & Environment Sustainability Programs
 - Coordinate Council's environmental response by developing and implementing our environmental plan 'Living Green to 2020'.
 - 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.
 - Provide strategic direction/advice to Council Members on best practice waste and recycling services and environment sustainability issues and programs.
 - Coordinate programs to engage with the community for positive environmental outcomes.
 - Advocate and build partnerships with State and Federal Governments to secure funding and identify other opportunities.
 - Provide opportunities to build capacity and understanding of current environmental issues and programs for staff and Elected Members to inform decision making.

Engineering

- Road Maintenance
 - Manage and maintain 604kms of sealed local roads and associated infrastructure, including kerb and gutter.
 - Deliver projects in line with the approved Road Reseal/Reconstruction programs.
- Footpath Maintenance
 - Manage and maintain 1,012kms of concrete, paved and asphalt footpaths.
 - Deliver projects in line with the approved New Footpath and Footpath Reconstruction programs.

- Drainage Maintenance
 - Manage and maintain 431kms of stormwater drainage as well as 14,936 stormwater pits. Deliver projects in line with the approved Stormwater Management program.
 - Deliver projects in line with the approved Box Culvert Replacement program.
 - Deliver projects in line with the approved Pump Station Upgrade program.
 - Continue with the development of the Urban Stormwater Master Plan across the remainder of the City.
- Foreshore Maintenance
 - Manage and maintain 11.5kms of foreshore.
- Street Sweeping
 - Main roads swept weekly, residential roads every 6 weeks, with additional autumn and coastal sweepings done weekly.
- Traffic Management
 - 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.
- Public Lighting
 - Effectively respond to the community regarding the provision of public lighting along Council managed roads, reserves and walkways.
- Recycled water
 - Maintain and operate councils recycled water system and wetlands.
- Recycling and Waste Centre
 - Receives and recycles waste from both internal and external customers.
- Fleet Services
 - Manage Council's fleet requirements

Core Business***Library Services***

- Library Service

Key Outputs

- Deliver a range of library products and services including access to print and audio-visual collections and resources, community language collections, community information, internet and wireless service access, literacy programs, lifelong learning programs and recreational programs.
- Service a membership of near 50,000 people, over 500,000 visits and 1 million loans annually.
- Provide 5 branch libraries across the City plus a mobile library and home service.
- Provide services and programs to Culturally and Linguistically Diverse Communities.
- Deliver a selection of Council Customer Services, including a rate payment service.

Open Space, Recreation & Property

- Arboriculture
- Open Space Planning
- Sporting Club Support
- Urban design Projects
- Property Management
- Property Maintenance

- Undertake tree assessments and inspections as required under Council Policy and the Local Government Act.
- Natural Resource Management.
- Environmental Management.
- Development of social connections through open space community initiatives.
- 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.
- Design and deliver endorsed open space landscape and public place projects.
- 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.
- Maintain and repair Council property including bus shelters, public toilets, playgrounds and administration, recreation and sporting facilities.

Core Business***Planning & Development***

- Development Assessment
- Development Control
- Development Compliance

Emergency & After Hours Response

- Rapid Response
- After Hours Callout

Public Health & Safety

- Customer Contact
- Community Safety

Key Outputs

- Provide pre-lodgement advice and process Development Applications for approximately 3500 projects per year.
- Inspect approximately 40% of approvals per year to ensure compliance with the Building Code of Australia and conditions of approval.
- Respond to complaints and identify illegal activity related to land use and planning conditions.
- 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.
- Attends customer requests afterhours between the hours of 4.00pm and 7.00 am 7 days a week.
- Process approximately 34,000 transactions per year and provide general information to the community on both Council and community issues.
- Manage Council's call centre operations fielding approximately 128,000 calls per year within an average of 21 seconds.
- Monitor customer perceptions and satisfaction levels.
- Process 9,000 customer requests for service.
- Respond to approximately 8,000 complaints regarding parking, dogs, Local Government Act, Metropolitan Fire Services Act and general by-law issues.
- Respond to approximately 800 complaints in relation to trees overhanging footpaths, overgrown grass and illegal backyard burning.
- Attend to 2,000 reports of rubbish dumped on Council land.

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

- Community Safety
 - Respond to approximately 650 abandoned vehicle complaints and make arrangements for approximately 50 vehicles to be towed away.
 - Respond to 450 requests for installation of parking controls and attend to 1700 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.
 - Implement Council's by-laws and administer various legislation through education, encouragement and enforcement.
 - Respond to approximately 700 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 Urban Animal Management Plan.
 - Impound approximately 400 dogs.
 - Investigate approximately 170 dog attacks.
 - Investigate approximately 50 barking dog complaints.
 - Receive 360 barking dog enquiries.
 - Respond to approximately 1,000 dogs wandering at large complaints.
 - Respond to approximately 500 other complaints relating to dogs and approximately 100 complaints regarding cats.
 - Conduct compliance patrols for dog related issues particularly in high usage areas such as the foreshore and Linear Park.

Core Business**Key Outputs**

- Environmental Health
 - Undertake inspections of approximately 750 food premises in line with the Australian Food Safety Assessment system.
 - Inspect and audit approximately 65 High Risk Manufactured Water Systems (Cooling towers and Warm Water Systems).
 - Inspect facilities and undertake water quality analysis of 23 public swimming pools and spas.
 - Provide education material (Newsletter) to approximately 800 Food Businesses.
 - Facilitate 160 self-audits for hairdressing and beauty salons and facilitate self-audits for 60 low risk food businesses (alternating years)
 - Audit approximately 20 skin penetration premises.
 - Investigate approximately 350 public health complaints.
 - Investigate approximately 60 food complaints.
 - Investigate approximately 150 vermin complaints.
- Immunisation
 - Administer approximately 13,400 vaccines to clients attending 140 public clinics, 10 High School clinics, 33 workplace visits. Plus 2700 throat swabs.
- Environmental Management
 - Investigate approximately 50 incidents of stormwater pollution.
 - Assist in the development and implementation of Council's water strategy with a particular focus on water quality and community education initiatives.

Urban Projects

- Cultural Development
 - Deliver cultural projects and promote the value of built heritage.
 - Support community and cultural groups to preserve and build cultural identity.
 - Advocate for inclusion and recognition of Kurna heritage and role of Kurna Meyunna as the custodians of the City of Charles Sturt.

Core Business

Key Outputs

- Economic Development
 - Support the growth of local employment and export opportunities by engaging with major local businesses through the Western Business Leaders group and facilitating programs and initiatives.
 - Work collaboratively with the Western Region Councils through the Western Alliance to promote and facilitate economic development outcomes and grow local employment.
- Major Projects
 - Facilitate Council’s response to major projects and identify value adding opportunities to optimise outcomes.
 - Identify and promote economic development opportunities through major urban development projects.
- Planning Policy
 - Formulate planning policy that reflects the needs of the community and the State Planning Strategy and ensure Council’s Development Plan is relevant and up to date.
- Community Engagement
 - Manage corporate community engagement policy and procedures, tools and initiatives.
 - Conduct community engagement on key strategic project as determined.
- Place Making
 - 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.

Attachment B

Long Term Financial Plan

Executive Summary

This document details the City of Charles Sturt's current financial position and outlook to 2030/31 as at January 2021.

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

- A strong alignment with Council's Community and Organisational 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 renewal funding 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 within a framework of environmental sustainability .

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 2021.

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 Cash Flow Statement
- Summary Statement including financing transactions

These are detailed in [Schedule B](#)

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

Financial Indicators

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

- Operating surplus/deficit
 - This is an indication of whether Council's operations are generating an operating surplus or deficit. An operating surplus indicates the extent to which operating revenue is sufficient to meet all of Council's operating expenses and therefore not transferring a burden that will need to be met by future ratepayers. For the planning period council continues to forecast a break even position.
- Operating surplus ratio
 - This ratio expresses the operating surplus/deficit as a percentage of operating Income and where the ratio is negative indicates the percentage in operating income required to achieve a break even operating result. Ideally Council should be aiming to achieve a breakeven operating surplus ratio and over the forecast period council has continued to budget for this outcome. Council has set a range of >0% and <10% to ensure each generation is paying for its consumption equitably without overtaxing any generation.
- 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% (although 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 sustains its relative break even position.

Over the next 5 years total net rate increases (based on the assumptions detailed in [Schedule A](#)) and excluding growth estimates for new developments are projected to be commensurate with forecast CPI (as provided by Deloitte Access Economics) from 2021/22 at rate increases projected of 1.14%, 1.91%, 2.35%, 2.19%, and 2.19% until 2025/26.

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 \$1.344b in 2021/22 to \$1.406b in 2030/31. Over the planning period total liabilities are expected to decrease from \$88.257m in 2021/22 to \$44.386m in 2030/31 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 \$52.095m in 2021/22 after an expected peak in new/upgraded capital works following 4 years of a significant capital program and then decrease to nil in 2030/31.

Council's total equity or net assets is forecast to increase from \$1.256b in 2021/22 to \$1.362b in 2030/31.

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 decreases from 63.1% in 2021/22 to 21.6% in 2030/2031, well within the 100% ceiling. (This ratio effectively means if the Council had to pay out all of its liabilities in 2021/22 including all of its staff entitlements, borrowings etc it would only use 63.1% of its total income and 36.9% 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 39.8% in 2021/22 to nil% in 2030/31.

The interest cover ratio is also well within the accepted benchmark of 10% rising to a maximum ratio of 1.7% in 2021/22.

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 2021-2031

Schedule A – Assumptions

General Assumption Drivers

The Long Term Financial Plan is prospective information. Actual results are likely to vary from the information presented and the variations are likely to be material. The delineation of the Long Term Financial Strategy is financial forecast information; consequently, the information presented is prepared on the basis of best estimate assumptions as to future events which Council expects are likely to take place. These estimates arise from information known as at 31 January 2021.

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.

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

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.14%	1.91%	2.35%	2.19%	2.19%	2.19%	2.44%	2.43%	2.17%	2.18%
Rates Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Rates Revenue	2.14%	2.91%	3.35%	3.19%	3.19%	3.19%	3.44%	3.43%	3.17%	3.18%
Water	2.14%	4.91%	5.35%	5.19%	5.19%	5.19%	5.44%	5.43%	5.17%	5.18%
Maintenance	2.14%	4.91%	5.35%	5.19%	5.19%	5.19%	5.44%	5.43%	5.17%	5.18%
Waste	2.14%	5.41%	5.85%	5.69%	5.69%	5.69%	5.94%	5.93%	5.67%	5.68%
Insurance	1.64%	2.41%	2.85%	2.69%	2.69%	2.69%	2.94%	2.93%	2.67%	2.68%

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.
- A temporary increase in Recyclables gate fee of \$50 per tonne over a 6 month window, covering the time between a recyclables contract tending and The Joint Venture Material Recovery Facility being commissioned to receive CCS recyclables.
- Depreciation has an extra allowance of \$677k on 2020/21 for revaluations, assets that were previously additions, and assets received from other parties, such as Torrens to Torrens T2T, Port Road drainage, and Bowden development.

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" arrangement, 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 of \$3.0m are planned for 2021/22, increasing by forecast CPI each year of the plan. Last year’s projects (2020/21) undertaken by council has been factored into the budget with \$328k of recurrent expenditure.

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. The planned amounts for Capital renewal have been indexed in the LTFP, leading to an Asset Funding Sustainability Ratio returning a reading of greater than 100% in 2020/21.

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 1 March 2021.

Capital Program \$0,000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Capital Renewal	24,592	28,766	24,865	26,042	29,431	27,742	28,161	28,317	28,541	30,074
Capital New	21,706	5,530	9,485	9,085	9,485	6,585	6,585	11,535	16,259	13,785
Capital	46,298	34,296	34,350	35,127	38,916	34,327	34,746	39,852	44,799	43,859

Loans outstanding are due to the level of new/upgrade capital expenditure. Recent large projects include the Port Road Flood Mitigation program, the St Clair recreation centre, West Beach Rockwall, and SAPN lighting rollout. Borrowings increase in 2019/20 as these projects were paid for. Additionally, in 2021/22 The Woodville Road rejuvenation and West Lakes Hub projects will increase borrowings to \$52.1m, 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		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating Surplus	Traffic Light											
	Actual Ratio	-0.1%	0.9%	0.5%	1.1%	0.9%	0.8%	0.3%	0.6%	0.6%	0.7%	0.8%
Net Financial	Traffic Light											
	Actual Ratio	55.5%	63.1%	60.0%	55.1%	48.9%	45.9%	39.5%	32.2%	26.4%	23.0%	21.6%
Asset Renewal	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%
Interest Cover Ratio	Traffic Light											
	Actual Ratio	1.4%	1.7%	1.7%	1.5%	1.6%	1.4%	1.2%	0.8%	0.6%	0.4%	0.2%

Significant Assumption Risks:

Interest Rate Risk

Interest rate sensitivity over borrowings of \$50m is measured by the revenue required to compensate a 1.0% increase in interest rates. In 2021/22 such an increase to interest rates would necessitate a 0.5% increase to Rate Revenue.

Wage Growth Index Forecast Risk

With employee costs comprising approximately 35% of total operating expenditure a 1% error in anticipated wage growth can result in a \$0.5m misstatement in the 2021/22 operating result and up to a \$0.6m misstatement in the 2030/31 year.

Schedule B

City of Charles Sturt 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - CITY OF CHARLES STURT												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income												
Rates	109,730	110,289	114,344	117,603	121,542	125,420	129,421	133,549	138,143	142,881	147,411	152,098
Statutory Charges	3,973	4,001	4,650	5,066	5,502	5,601	5,724	5,849	5,992	6,137	6,271	6,407
User Charges	3,552	2,968	3,590	3,658	3,744	3,826	3,910	3,995	4,093	4,192	4,283	4,377
Grants, Subsidies and Contributions	8,436	7,889	7,683	7,830	8,014	7,946	8,120	8,298	8,501	8,707	8,896	9,090
Investment Income	62	80	65	66	68	69	71	72	74	76	77	79
Reimbursements	3,088	587	632	644	660	674	689	704	721	739	755	771
Other Income	122	72	79	80	82	84	86	88	90	92	94	96
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	128,963	125,885	131,043	134,947	139,612	143,620	148,020	152,556	157,614	162,825	167,787	172,919
Expenses												
Employee Costs	44,170	44,879	44,950	46,016	47,139	48,167	49,454	50,822	52,250	53,779	55,365	57,061
Materials, Contracts & Other Expenses	50,127	45,735	48,359	50,512	51,932	53,637	55,467	57,874	59,952	62,126	64,247	66,145
Depreciation, Amortisation & Impairment	30,118	33,593	34,270	35,373	36,853	38,209	39,749	41,528	43,115	44,881	46,299	47,895
Finance Costs	1,179	1,853	2,232	2,346	2,199	2,363	2,107	1,830	1,373	1,074	764	490
Net loss - Equity Accounted Council Businesses	131	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	125,725	126,060	129,810	134,247	138,122	142,376	146,777	152,054	156,690	161,860	166,675	171,592
Operating Surplus / (Deficit)	3,238	(175)	1,233	701	1,491	1,244	1,243	502	924	965	1,112	1,327
Asset Disposal & Fair Value Adjustments	(7,631)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	5,447	2,081	100	100	100	100	100	100	100	100	100	100
Physical Resources Received Free of Charge	11,431	200	200	200	200	200	200	200	200	200	200	200
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	12,485	2,106	1,533	1,001	1,791	1,544	1,543	802	1,224	1,265	1,412	1,627
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	56,297	7,231	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492
Total Other Comprehensive Income	56,297	7,231	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492
Total Comprehensive Income	68,782	9,337	6,848	8,370	10,949	11,063	17,650	10,151	15,384	10,231	9,399	13,119

City of Charles Sturt												
10 Year Financial Plan for the Years ending 30 June 2031												
BALANCE SHEET - CITY OF CHARLES STURT												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,512	3,804	500	500	500	500	500	500	500	500	500	519
Trade & Other Receivables	6,496	6,904	4,896	5,057	5,234	5,375	5,537	5,710	5,896	6,087	6,270	6,455
Inventories	160	119	126	131	135	140	144	151	156	162	167	172
Total Current Assets	10,168	10,827	5,522	5,688	5,869	6,015	6,181	6,360	6,551	6,749	6,937	7,145
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	1,277,343	1,300,600	1,320,338	1,331,030	1,336,149	1,342,476	1,360,326	1,364,050	1,373,390	1,375,146	1,379,115	1,389,953
Other Non-Current Assets	36,075	18,399	18,400	14,312	16,102	14,051	11,675	10,298	6,949	7,630	8,612	9,607
Total Non-Current Assets	1,313,418	1,318,999	1,338,738	1,345,342	1,352,251	1,356,527	1,372,001	1,374,349	1,380,339	1,382,777	1,387,728	1,399,560
TOTAL ASSETS	1,323,586	1,329,826	1,344,259	1,351,030	1,358,120	1,362,542	1,378,182	1,380,709	1,386,891	1,389,525	1,394,664	1,406,705
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	41,673	37,694	45,703	44,766	41,671	35,794	33,899	25,602	15,749	7,422	2,113	-
Trade & Other Payables	16,208	18,438	19,294	19,917	20,416	20,965	21,555	22,273	22,946	23,646	24,323	24,962
Borrowings	3,159	354	354	354	354	354	354	354	327	-	-	-
Provisions	8,965	9,208	9,299	9,420	9,595	9,764	9,973	10,236	10,519	10,822	11,139	11,475
Total Current Liabilities	70,005	65,694	74,651	74,457	72,036	66,877	65,781	58,465	49,541	41,891	37,575	36,437
Non-Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836	5,836
Borrowings	5,968	7,424	6,038	4,611	3,143	1,631	681	327	-	-	-	-
Provisions	1,843	1,600	1,616	1,637	1,668	1,698	1,734	1,780	1,830	1,883	1,938	1,997
Liability - Equity Accounted Council Businesses	116	116	116	116	116	116	116	116	116	116	116	116
Total Non-Current Liabilities	13,763	14,977	13,606	12,201	10,763	9,280	8,367	8,059	7,782	7,835	7,890	7,949
TOTAL LIABILITIES	83,768	80,671	88,257	86,658	82,799	76,157	74,148	66,524	57,322	49,725	45,465	44,386
Net Assets	1,239,818	1,249,155	1,256,003	1,264,373	1,275,322	1,286,384	1,304,034	1,314,185	1,329,569	1,339,800	1,349,199	1,362,319
EQUITY												
Accumulated Surplus	499,125	501,231	502,763	503,764	505,555	507,099	508,642	509,444	510,668	511,932	513,344	514,972
Asset Revaluation Reserves	740,693	747,924	753,239	760,609	769,767	779,285	795,392	804,741	818,901	827,868	835,855	847,347
Total Equity	1,239,818	1,249,155	1,256,003	1,264,373	1,275,322	1,286,384	1,304,034	1,314,185	1,329,569	1,339,800	1,349,199	1,362,319

City of Charles Sturt												
10 Year Financial Plan for the Years ending 30 June 2031												
CASH FLOW STATEMENT - CITY OF CHARLES STURT												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	-	107,887	116,385	117,509	121,429	125,308	129,305	133,430	138,011	142,745	147,280	151,963
Statutory Charges	-	4,469	4,606	5,038	5,473	5,594	5,715	5,841	5,982	6,128	6,262	6,398
User Charges	-	3,428	3,547	3,653	3,738	3,820	3,904	3,990	4,086	4,186	4,277	4,370
Grants, Subsidies and Contributions (operating purpose)	-	8,576	7,805	7,822	8,004	7,950	8,111	8,288	8,489	8,696	8,886	9,079
Investment Receipts	62	85	65	66	67	69	70	72	74	76	77	79
Reimbursements	-	1,045	631	644	659	674	688	703	721	738	754	771
Other	128,880	46	570	199	231	226	231	236	259	264	252	258
Payments:												
Payments to Employees	-	(43,884)	(44,839)	(45,826)	(46,883)	(47,923)	(49,152)	(50,453)	(51,854)	(53,355)	(54,923)	(56,590)
Payments for Materials, Contracts & Other Expenses	(95,774)	(44,518)	(50,267)	(50,199)	(51,705)	(50,939)	(55,106)	(57,399)	(59,542)	(61,697)	(63,829)	(65,770)
Finance Payments	(1,179)	(1,853)	(2,232)	(2,346)	(2,199)	(2,363)	(2,107)	(1,830)	(1,373)	(1,074)	(764)	(490)
Net Cash provided (or used in) Operating Activities	31,989	35,282	36,272	36,559	38,814	42,416	41,660	42,878	44,852	46,705	48,272	50,067
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	5,447	2,081	100	100	100	100	100	100	100	100	100	100
Sale of Replaced Assets	753	927	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	254	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(26,872)	(24,850)	(24,592)	(28,766)	(24,865)	(26,042)	(29,431)	(27,742)	(28,161)	(28,317)	(28,541)	(30,074)
Expenditure on New/Upgraded Assets	(31,135)	(7,820)	(21,706)	(5,530)	(9,485)	(9,085)	(9,485)	(6,585)	(6,585)	(9,835)	(14,522)	(17,961)
Capital Contributed to Equity Accounted Council Businesses	(131)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(51,684)	(29,662)	(46,198)	(34,196)	(34,250)	(35,027)	(38,816)	(34,227)	(34,646)	(38,052)	(42,962)	(47,935)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from CAD	-	-	8,009	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings	21,771	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	200	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of CAD	-	(3,979)	-	(937)	(3,096)	(5,877)	(1,894)	(8,297)	(9,853)	(8,327)	(5,309)	(2,113)
Repayments of Borrowings	(3,159)	(995)	(1,033)	(1,073)	(1,115)	(1,158)	(596)	-	-	-	-	-
Repayment of Lease Liabilities	-	(354)	(354)	(354)	(354)	(354)	(354)	(354)	(354)	(327)	-	-
Repayment of Aged Care Facility Deposits	(221)	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	18,591	(5,327)	6,622	(2,363)	(4,564)	(7,389)	(2,844)	(8,651)	(10,207)	(8,654)	(5,309)	(2,113)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,104)	292	(3,304)	-	19							
plus: Cash & Cash Equivalents - beginning of year	4,616	3,512	3,804	500								
Cash & Cash Equivalents - end of the year	3,512	3,804	500	519								
Cash & Cash Equivalents - end of the year	3,512	3,804	500	500	500	500	500	500	500	500	500	519
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	3,512	3,804	500	519								

City of Charles Sturt 10 Year Financial Plan for the Years ending 30 June 2031 EQUITY STATEMENT - CITY OF CHARLES STURT												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance	1,171,036	1,239,818	1,249,155	1,256,003	1,264,373	1,275,322	1,286,384	1,304,034	1,314,185	1,329,569	1,339,800	1,349,199
Net Surplus / (Deficit) for Year	12,485	2,106	1,533	1,001	1,791	1,544	1,543	802	1,224	1,265	1,412	1,627
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	56,297	7,231	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	56,297	7,231	5,315	7,369	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492
Total Comprehensive Income	68,782	9,337	6,848	8,370	10,949	11,063	17,650	10,151	15,384	10,231	9,399	13,119
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	1,239,818	1,249,155	1,256,003	1,264,373	1,275,322	1,286,384	1,304,034	1,314,185	1,329,569	1,339,800	1,349,199	1,362,319

City of Charles Sturt 10 Year Financial Plan for the Years ending 30 June 2031 UNIFORM PRESENTATION OF FINANCES - CITY OF CHARLES STURT												
	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Activities												
Income	128,963	125,885	131,043	134,947	139,612	143,620	148,020	152,556	157,614	162,825	167,787	172,919
less Expenses	(125,725)	(126,060)	(129,810)	(134,247)	(138,122)	(142,376)	(146,777)	(152,054)	(156,690)	(161,860)	(166,675)	(171,592)
Operating Surplus / (Deficit)	3,238	(175)	1,233	701	1,491	1,244	1,243	502	924	965	1,112	1,327
Capital Activities												
less (Net Outlays) on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(26,872)	(24,850)	(24,592)	(28,766)	(24,865)	(26,042)	(29,431)	(27,742)	(28,161)	(28,317)	(28,541)	(30,074)
add back Depreciation, Amortisation and Impairment	30,118	33,593	34,270	35,373	36,853	38,209	39,749	41,528	43,115	44,881	46,299	47,895
add back Proceeds from Sale of Replaced Assets	753	927	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	3,999	9,670	9,678	6,608	11,988	12,166	10,318	13,786	14,954	16,564	17,758	17,821
less (Net Outlays) on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(31,135)	(7,820)	(21,706)	(5,530)	(9,485)	(9,085)	(9,485)	(6,585)	(6,585)	(9,835)	(14,522)	(17,961)
add back Amounts Received Specifically for New and Upgraded Assets	5,447	2,081	100	100	100	100	100	100	100	100	100	100
add back Proceeds from Sale of Surplus Assets (including Investment Property & Real Estate Developments)	-	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(25,688)	(5,740)	(21,606)	(5,430)	(9,385)	(8,985)	(9,385)	(6,485)	(6,485)	(9,735)	(14,422)	(17,861)
Net Lending / (Borrowing) for Financial Year	(18,451)	3,756	(10,696)	1,878	4,094	4,425	2,175	7,803	9,393	7,794	4,448	1,288

Attachment C – Capital Renewal Projects

Name	Budget Bid Description	Budget Bid Income \$ 2021/22	Budget Bid Expenses \$ 2021/22	Net Budget Bid \$ 2021/22
Contribution for the West Beach Surf Life Saving Club Upgrade Bid ID PBB-00001024	Renewal of the West Beach Surf Lifesaving Club building in line with the PLEXUS model for the renewal of surf lifesaving clubs across the state. Council will contribute 33% of the total construction cost with the balance to be provided by Surf Life Saving Australia (56%) and the West Beach Club (11%) The new clubroom will remain at the existing location. Construction is anticipated to commence in the last quarter of the financial year with works undertaken over two financial years. The LTFP shows the work being done in 20/21.	\$0	\$1,600,000	\$1,600,000
Renewal of fire alarm panel, fire alarms and thermal detectors at Beverley Centre Bid ID PBB-00001209	Beverley Centre - Renewal of fire alarm panel, fire alarms and thermal detectors as they are over 10 years old and needs to be replaced as per regulation.	\$0	\$40,000	\$40,000
Asset Contingency Building Works Bid ID PBB-00001213	this Project is for the contingency funding across all Council building assets for emergency breakdowns, including hotwater services, electrical and gas stoves, whitegoods, switchboards and air conditioners. it also allows for emergency building works, building stormwater services,	\$0	\$130,000	\$130,000

	sewer and minor building works, in five aged care complexes (91 units), 50 sporting clubs, commercial properties civic and admin buildings, community centre and libraries, community halls and toilet facilities			
Office Furniture Renewals Bid ID PBB-00001214	There is a requirement to continually update office furniture in council operated properties, including Community Centres, libraries, the Beverley centre, The Civic Centre and other council occupied Facilities regularly. This is to ensure furniture remains safe and functional.	\$0	\$45,000	\$45,000
DDA Access Ramp Renewal Program 2021/22 Bid ID PBB-00001215	Renewal of access ramps associated with capital works road and path programs and in response to requests from the community for improved ramp access.	\$0	\$145,000	\$145,000
Path Renewal Program 2021/22 Bid ID PBB-00001216	Renewal of paths in line with CCS Transport Asset Management Plan recommendations and endorsed 4 year works program.	\$0	\$1,516,000	\$1,516,000
AMP Council Building Renewals Bid ID PBB-00001222	Council building renewal works based on the condition and the remaining life of the component. As listed in the description within the Property Services - Council Owned Buildings Asset Management Plan 19/129427 and the AMP renewals list 20/318163. The Building classes include: - Public toilets - Community Halls - Commercial Properties - Sporting clubs	\$0	\$877,000	\$877,000
Smith Reserve Girl Guide Hall - toilet renewal and external access path Bid ID PBB-00001230	Internal toilet renewal works including construction of external DDA access path	\$0	\$35,000	\$35,000

AMP Pedlar Reserve Clubrooms- Concept planning for whole of building renewal Bid ID PBB-00001231	Obtain concept and design documentation for whole of building renewal for Pedlar Reserve Clubrooms as per the program of works outlined in the Council Building Asset Management Plan (19/129427)	\$0	\$70,000	\$70,000
Public Lighting Renewal Program 2021/2022 Bid ID PBB-00001234	Renewal of lighting in the following areas with energy efficient LED lighting, including new poles, wiring and fittings: - George Jones Reserve RTLP - Tiranna Way (between Tirranna Reserve boundary and Maramba Reserve entrance)	\$0	\$200,000	\$200,000
Stormwater - Drain Renewal - Port Road West Hindmarsh Drain - Bertie Street to Bourn Avenue Bid ID PBB-00001246	Replace existing drain in poor service and structural condition between Bertie Street and Bourn Ave Hindmarsh	\$0	\$1,315,000	\$1,315,000
Bus Stop Renewals 2021/22 Bid ID PBB-00001254	Renew remaining bus stops, to bring them in line with the requirements of the Disability Discrimination Act (DDA), including adequate clear space, tactile ground surface indicators and access to the bus stop. Bus stops will be renewed in line with the Department for Infrastructure and Transport's standard layout where possible, or to meet DDA requirements as a minimum, which provides a boarding area and access to the stop, as required under the DDA legislation by 31/12/2022. The project includes a review of all bus stops and paths/ramps to the bus stops, and renewal of any additional assets in order to close the program.	\$0	\$180,000	\$180,000
21/22 Concrete and Block Paving Footpath and Kerb and Gutter Defect Program Bid ID PBB-00001255	Renewal of sections of footpaths and kerb and gutter in line with CCS Asset Management Plan recommendations and endorsed 4 year works program	\$0	\$1,800,000	\$1,800,000

Chief Street Brompton - Streetscape Renewal - Detailed Design Bid ID PBB-00001267	Detailed design for the section of Chief Street Hindmarsh/Brompton between Port Road and Hawker Street.	\$0	\$100,000	\$100,000
Stormwater - Drain Renewal Program 2021/2022 Bid ID PBB-00001285	Renewal of stormwater drains in line with the Draft Water Asset Management Plan recommendations and condition audits which have been scoped for renewal or which provide strategic benefit.	\$0	\$200,000	\$200,000
Stormwater - Pump Stations - Componentry Renewal Program 2021/2022 Bid ID PBB-00001286	Renewal of stormwater pump station components in line with the Draft Water Asset Management Plan recommendations and condition audits that have been scoped for renewal or which provide strategic benefit.	\$0	\$300,000	\$300,000
Carpark Renewal Program of Works 2021/22 Bid ID PBB-00001291	<p>Renewal of Carparks in accordance with the Asset Management Plan renewal and upgrade program which includes Pt Malcolm Carpark Upgrade and Henley & Grange Memorial Oval Carpar renewal.</p> <p>The following assets are included in this plan:</p> <p>All construction types of carpark surface (Asphalt, paving and rubble)</p> <p>Carpark kerb & gutter and wheel stops</p> <p>Access roads</p> <p>Access road kerb & gutter</p>	\$0	\$720,000	\$720,000

<p>Road Rehabilitation Program of Works 2021/22</p> <p>Bid ID PBB-00001292</p>	<p>Road Rehabilitation – involves the application of the following treatment to extend the useful life of road pavements:</p> <ul style="list-style-type: none"> • Crack Sealing • Kerb & Gutter Renewal • Rejuvenation treatment • Preservation treatment • Asphalt overlay treatment • Plane and Reinstatement treatment <p>The proposed Road Rehabilitation Program of works for 2021/22 include streets in Bowden, Croydon, Flinders Park, Fulham Gardens, Henley Beach, Henley Beach South, Kilkenny, Royal Park, Seaton, West Hindmarsh, West Lakes, West Lakes Shore, Woodville South and Woodville West.</p>	\$0	\$4,000,000	\$4,000,000
<p>Light Fleet Replacement Program</p> <p>Bid ID PBB-00001315</p>	<p>To replace Light Fleet that has reached the optimum replacement point in accordance with the Fleet Asset Management Plan (CL 25/05/2020, Part 2.2.1 Item 4.40) to provide fit for purpose vehicles.</p>	\$632,004	\$1,153,471	\$521,467
<p>AMP Playground Renewals 2021/22</p> <p>Bid ID PBB-00001326</p>	<p>To renew playgrounds in 2021/22, as outlined in the endorsed Open Space & Recreation Infrastructure Asset Management Plan (AMP), Locations include Pedlar Reserve, Collins Reserve, Smith Reserve, McMahon Reserve, John Keeley Reserve, Devonshire Reserve and Henley & Grange Memorial Oval.</p>	\$0	\$1,284,632	\$1,284,632
<p>AMP Irrigation Renewals 2021/22</p> <p>Bid ID PBB-00001328</p>	<p>Renewal of irrigation systems and controllers, in line with the endorsed Open Space and Recreation Asset Management Plan (AMP). 19/205581</p>	\$0	\$463,620	\$463,620

AMP Reserve & Street Furniture Renewals 2021/22 Bid ID PBB-00001331	Reserve & street furniture renewals as outlined in the endorsed Open Space & Recreation Infrastructure Asset Management Plan (AMP). 19/205581	\$0	\$56,719	\$56,719
Collaborative Wi-Fi Renewals Bid ID PBB-00001332	Cities of Marion and Charles Sturt have aging Wi-Fi infrastructure that requires updating and replacement with infrastructure that will support staff working flexibly across the organisation. Improved Wi-Fi infrastructure is required to support the increase in demand driven by wireless smart devices including laptops and 2-n-1 devices that require data-intensive, high-speed connections to business applications and services. This project will replace the existing Wi-Fi technology with modern infrastructure and will be a joint project with CoM and CCS.	\$0	\$134,500	\$134,500
AMP Fences, Walls & Bollards Renewals 2021/22 Bid ID PBB-00001333	Renewal of fences, walls & bollards in 2021/22, in accordance with the Open Space & Recreation Infrastructure Asset Management Plan (AMP).	\$0	\$276,378	\$276,378
Road Reconstruction Program of Works 2021/22 Bid ID PBB-00001336	The reconstruction of road pavements and associated kerb and gutters that have reached the end of their useful life and/ or due to poor pavement condition it cannot be rehabilitated. The proposed Road Reconstruction Program of Works for 2021/22 includes the following: <ul style="list-style-type: none"> • Fiveash Place & Wadham Street, Brompton • Drayton Street, Bowden • Curtis Street, Woodville South • Cedar Street, Woodville South • Crittenden Rd, Findon- DIT K&G • Port Rd, Woodville - DIT K&G 	\$0	\$5,045,000	\$5,045,000

<p>Replace High Definition Large Format Scanner in Planning and Development</p> <p>Bid ID PBB-00001341</p>	<p>A large format scanner for use by Planning and Development has approached end of life and requires replacing as per regular replacement schedule to ensure up to date technology is available to staff to perform their roles.</p>	\$0	\$30,000	\$30,000
<p>Replace Audio Visual equipment in various meeting rooms</p> <p>Bid ID PBB-00001342</p>	<p>Refresh audiovisual equipment in Meeting rooms CC1, C3 and 19 on Green as equipment is approaching end of life and requires upgrading to maintain audio visual (AV) in line with the asset replacement program.</p>	\$0	\$24,000	\$24,000
<p>Desktop PC and Laptop Replacement Program</p> <p>Bid ID PBB-00001343</p>	<p>Renew Council owned desktop PC and Laptops in accordance with Information Technology Asset Management Plan to ensure up to date technology is available to staff.</p>	\$0	\$285,000	\$285,000
<p>Collaborative Unified Communications (telephony system) Renewal</p> <p>Bid ID PBB-00001353</p>	<p>Council's telephony system (PABX, desk phones and Contact Centre telephony) has reached end of life and is due for renewal as per the Information Technology Asset Management Plan.</p> <p>The limitations of our current telephony system have been highlighted during COVID-19, which has demonstrated the importance of having suitable tools to support working flexibly, ensure business continuity and deliver a seamless experience for our customers.</p> <p>A cross-council procurement process is being undertaken early in 2021 with the Cities of Marion and Port Adelaide Enfield, to select a suitable Unified Communications service to meet each council's current and future needs and to potentially support further collaboration opportunities.</p>	\$0	\$250,000	\$250,000

Major Heavy Fleet Replacement Program Bid ID PBB-00001358	Major Heavy Plant Replacement Program to replace Council's major plant in accordance with Fleet Services Asset Management Plan 2018-2028. (CL 25/05/20, Part 2.2.1 Item 4.40)	\$326,582	\$1,412,749	\$1,086,167
	Total	\$958,586	\$23,689,069	\$22,730,483