

# DRAFT ANNUAL BUSINESS PLAN 2022/23



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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 2022/23 will be adopted by the Council of the City of Charles Sturt at its meeting on Monday 11 April 2022 following endorsement by the Corporate Services Committee Meeting on the 4 April 2022.

## **Draft Annual Business Plan 2022/23**

### ***A Guide to Reading and Using This Plan***

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

The introductory section of the 2022/23 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 2022/23**

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 2022/23 in direct response to each of the objectives.

#### **Financial Strategy – Long Term Financial Plan and Proposed Budget Framework 2022/23**

This section provides an overview of the Long Term Financial Plan endorsed by Council for the period 2022/23 until 2031/32. It explains the strategy and key indicators used to evaluate its financial position and performance. (Also refer [Attachment B](#)).

From the tabled Long Term Financial Estimates, the high level parameters for the budget 2022/23 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 2022/23 are listed in the section **Annual Operating Projects**.

Expenditure proposed on renewal/replacement (refer [Attachment C](#)) 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 2022/23 Annual Budget.

### **How Does Council propose to fund its Program?**

This section identifies potential revenue sources for 2022/23 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 2022/23 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.

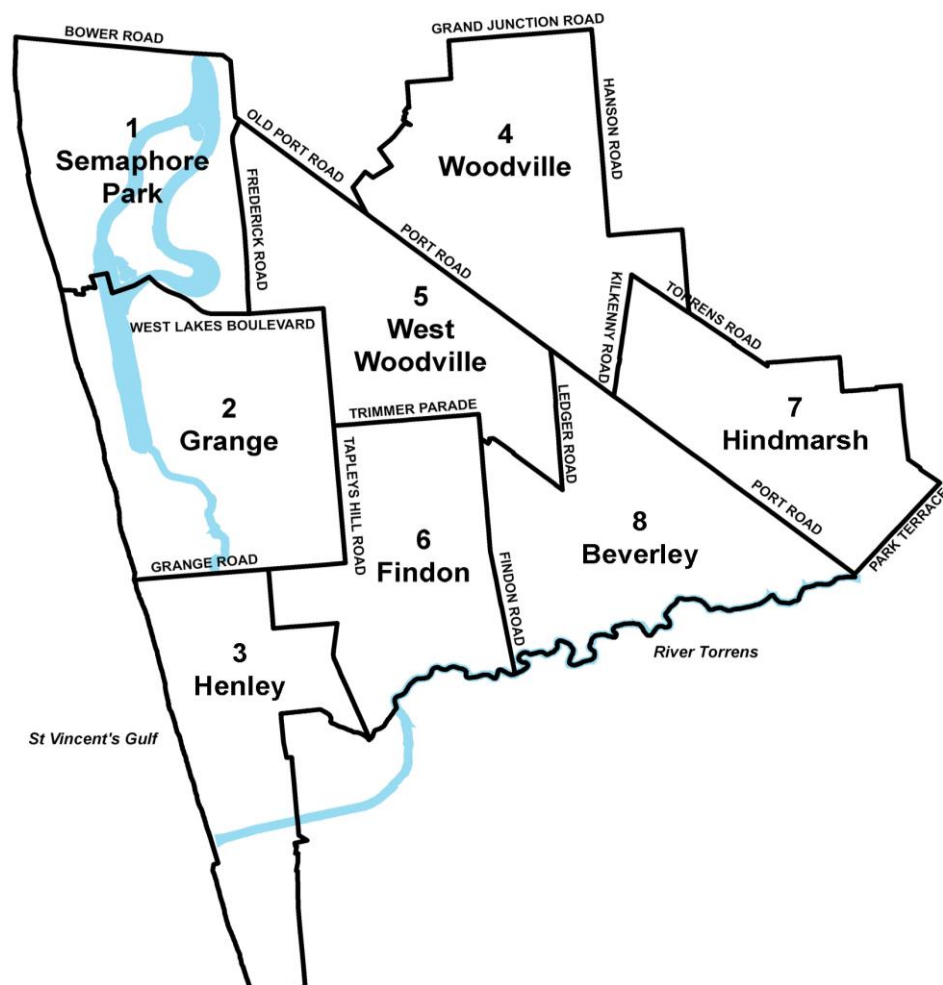
## Introduction to the City of Charles Sturt

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 2022/23 for the City of Charles Sturt has been developed within an overall planning framework which sets the strategic directions for the Council over the medium and long term and converts these into annual actions and 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 2022/23 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](http://www.charlessturt.sa.gov.au)

The following diagram depicts Council's strategic planning framework for the five 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 2022/23

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

## Objectives and Strategies

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

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

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

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

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

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"> <li>1. Create public and open spaces in conjunction with our community that are engaging, inclusive, safe and connected, and meet diverse and changing community needs.</li> <li>2. Maximise the use of Council open space and sporting facilities.</li> <li>3. Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils</li> </ol>

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

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

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

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

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

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

## Long Term Financial Plan

Council uses financial modelling tools to examine the potential impact of its decisions over the long term in determining what the community can afford for a level of rates, debt and services. Council's long-term financial performance and position is considered to be financially sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services. The Long Term Financial Plan (LTFP) modelling provides a high level budget framework to guide us when preparing the budget detail and ensure we understand the impact of decisions made today on our future so we can be financially sustainable over the long term.

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

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

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

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

Asset Management Plans (AMP) have been produced and reviewed regularly as required for asset renewal/replacement of each major asset category and which have been presented to Council for endorsement. These are used as the basis for predicting Council's ongoing commitment to infrastructure spending on asset renewal and replacement of its existing asset infrastructure based on independent assessments of useful life and condition. In 2022/23 the forecast renewal program is \$26.123m, increasing to \$30.492m in 2030/31.

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

Council staff have also been gathering financial forecast information on new/upgrade capital projects derived from existing strategic managements plans such the Open Space Strategy, Council resolutions supporting new projects and major project initiatives.

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

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

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

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

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

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

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

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

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

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

The scenario modelled is based on maintaining existing council services over the 10 year period. It assumes forecast rates over the 10 years are equivalent to forecast CPI (Access Economics) plus an extra impost to ensure financial sustainability plus assumed property growth of 1%. In 2022/23 a total rate rise of 2.48% (forecast CPI 2.18% plus 0.3%) plus projected property growth of 1.0% (new and developed properties) is assumed. This is followed by forecast CPI increases plus growth of 1% plus an additional impost over the next 3 years of 0.5%, 0.5% and 0.3% at a time when Council is reviewing its ERP system (CL 24/01/2022 item 6.01).

This translates to rates increases of 2.73% in 2023/24, 2.84% in 2024/25, 2.67% in 2025/26 and 3.26% in 2026/27 plus new property growth annually and allows Council to not compromise on its service delivery due to the ERP implementation .

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

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

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

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

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

- 1) operating revenues are sufficient to meet operating expenses such that ratepayers are paying for their consumption of resources in that year (**operating sustainability ratio >0% and <10%** calculated as operating surplus/deficit divided by total operating income)
- 2) that Council is ensuring it maintains the value of its asset stock by renewing or replacing council's assets such as buildings, footpaths, roads compared with what is needed to cost effectively maintain service levels in line with its asset management plans. (**asset renewal funding ratio >80%** calculated as capital expenditure on renewal of existing assets divided by renewal expenditure from Asset Management Plans) and;
- 3) that it is managing the total indebtedness of the Council including borrowings to ensure its liabilities and associated costs can be met comfortably from council's operating revenues without the prospect of disruptive service cuts and/or excessive rate increases (**net financial liabilities ratio <100%** calculated as total liabilities less financial assets divided by total operating income)

- 4) Council also uses the interest cover ratio as an indicator to ensure the interest costs associated with borrowings for new/upgrade capital works are not a significant impost on council revenues (interest cover ratio  $<10\%$  calculated as net interest expenses divided by total operating income).

**Scenario Summary table of key high level parameters used as basis for development of Annual Budget for 2022/23.****City of Charles Sturt****10 Year Financial Plan for the Years ending 30 June 2032 - High level Summary. Exec endorsed 14/2/22**

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

**Profit and Loss Statement**

Rates	112,324	112,836	118,270	122,634	127,284	131,904	136,172	140,901	145,634	150,451	155,476	160,509
Employee Costs	44,099	46,550	49,908	51,061	52,545	54,174	55,630	57,167	58,816	60,484	62,408	64,409
Depreciation	32,171	33,920	35,082	36,177	37,220	38,441	39,846	41,221	42,527	43,901	45,089	46,757
<b>Operating Surplus</b>	<b>10,753</b>	<b>955</b>	<b>343</b>	<b>1,243</b>	<b>1,689</b>	<b>1,759</b>	<b>1,275</b>	<b>2,012</b>	<b>2,097</b>	<b>2,080</b>	<b>1,557</b>	<b>1,584</b>
Borrowings	36,405	38,467	38,669	37,934	42,825	41,687	36,786	29,820	20,018	10,402	2,542	-
CAWRA Guarantee	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901	22,901

**KPI Ratios**

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



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

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

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

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



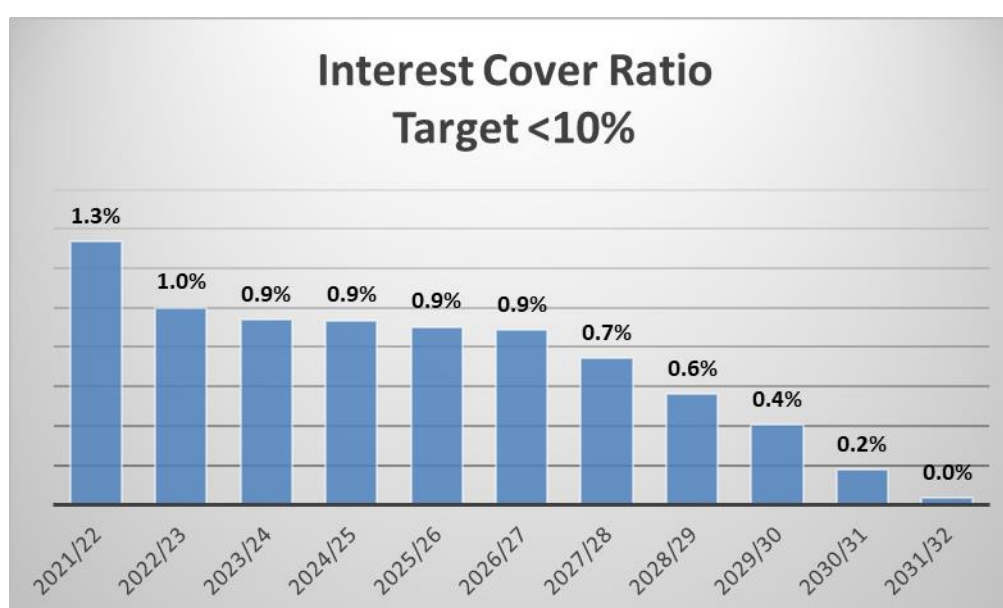
A council must also ensure its total debt does not exceed its ability to service this level of debt.

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

The Local Government endorsed ratios for a council's indebtedness is for net financial liabilities as a percentage of operating revenue with acceptable limits between 0% and 100% and for an interest cover ratio with interest costs as a percentage of operating revenues within an acceptable benchmark of less than 10%.

The preferred scenario delivers a net financial liabilities ratio with a peak at 51.5% and an interest cover ratio less than 1.3% over the 10-year forecast period, all well within acceptable benchmarks.

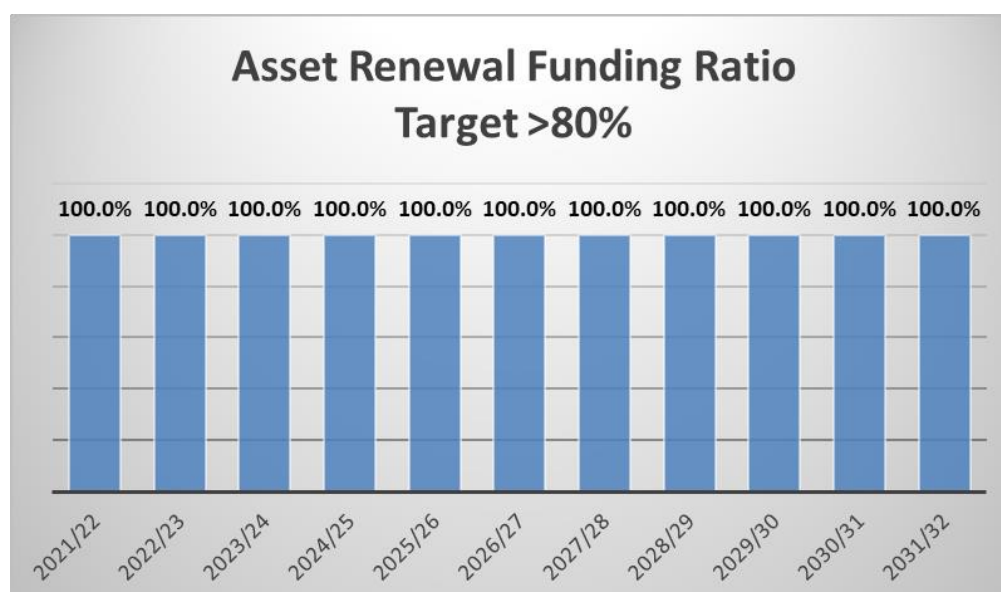
It should be noted that ideally renewal/replacement of existing infrastructure should be financed by current rate payers with any infrastructure backlog financed by an increase in debt to be repaid as quickly as possible by current ratepayers. New/upgrade capital expenditure should be financed by a long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



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

Asset Management Plans have now been produced for all major asset classes and these have been used to more accurately predict Council's ongoing commitment to infrastructure spending on renewal of Council's existing assets based on assessment of condition and the useful life of those assets.

The asset renewal funding ratio indicates whether a council is renewing or replacing existing infrastructure assets compared with what is needed to cost effectively maintain service levels as prescribed by its adopted Asset Management Plans. The scenario endorsed by Council shows a ratio which assumes the renewal of infrastructure equates to that identified in its adopted Asset Management Plans.



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

(It should be noted that the LTFP was developed over a period where CPI is fluctuating due to pressure on fuel prices and housing. Access Economics forecasts have been used (purchased subsequent to release of December CPI) but it is an ever evolving situation exacerbated by the war in Ukraine, COVID and supply chain impacts. The current CPI (December 2021) is 3.3% and predicted to escalate to 3.6% by June 2022. The forecasts from Access Economics assume the current pressure will ease over 2022/23 and CPI will reduce down to a forecast 2.18%. This is the basis on which the budget will be formulated. However, if those forecasts are not realised for 2022/23, the potential for a one off deficit may arise if the costs of council continue to rise over and above budget expectations. This risk was modelled for the Council prior to adoption of the LTFP which will be used to develop the annual budget for 2022/23.)

A full copy of the Long Term Financial Plan 2022 -2032 is included as [Attachment B](#).

## What services we will deliver to our community?

### Recurrent Budget

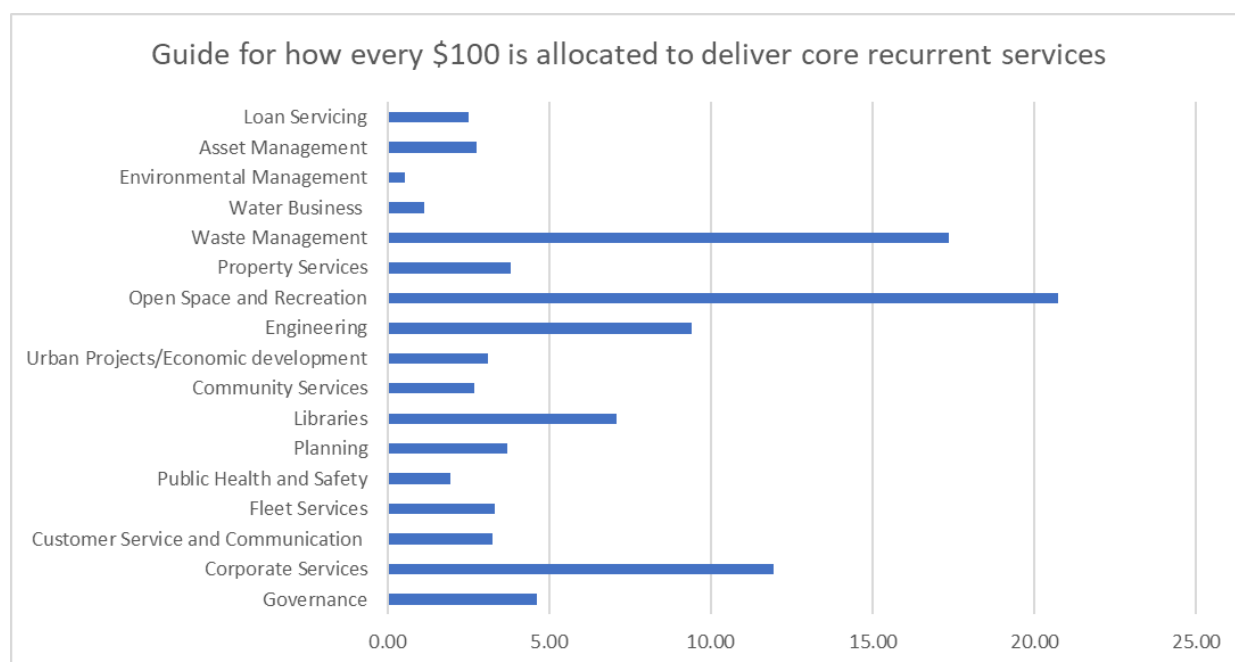
For 2022/23 it is forecast that Council will require approximately \$99.413m (operating expenses less depreciation) to deliver and maintain existing core services. It is forecast that excluding rates \$16.569m will be sourced from non - rates operating income.

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 2022 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 2022/23 the LTFP suggested for the high level parameters adopted, the funding of approximately **\$3.409m** in Annual Operating Projects. Council Members reviewed the list of potential annual operating projects and following its meeting 28 March 2022 Item 2.2.3 and 6.22 endorsed the following list of annual operating projects for consultation for a total of **net \$3,477,869** comprising \$463,602 in income and \$3,941,471 in expenditure. This level of expenditure is \$68,869 greater than LTFP parameters.

Projects currently under consideration include:

Name	Budget Bid Description	Budget Bid Income \$ 2022/23	Budget Bid Expenses \$ 2022/23	Net Budget Bid \$ 2022/23
<b>Discretionary Ward Allowance for Council Members</b>  <b>Bid ID PBB-00001423</b>	To provide Council with discretionary funds to assist eligible, Not for Profit individuals, groups and organisations within the community who are seeking financial support for programs, projects and activities. Under the Council Caretaker Policy no application can be assessed after 1 July on the year of an Election. Council Elections will be held in 2022 therefore this see only 6 months of the year that applications can be considered therefore reducing the funds required.	\$0	\$138,000	\$138,000
<b>Beverley Recycling and Waste Centre 1.0 FTE</b>  <b>Bid ID PBB-00001430</b>	1.0 FTE Beverley Recycling and Waste Centre Operator is required due to the increased external customer demand. Since 2018/19 external customer visits have increased on average 18% year on year. In 2021/22 the centre is on forecast to 26,900 visits for 2021/22. This 66% increase requires extra	\$0	\$80,000	\$80,000

	resource to assist with customer service and increased recycling demand as when the customer demand exceeds the staff capacity recycling reduces as the priority becomes removing waste as fast as possible to not exceed waste capacity. This increases dumping costs due to the larger amount of waste going to landfill.			
<b>Tree Canopy Improvement Strategy Implementation - Year 1</b>  <b>Bid ID PBB-00001441</b>	Implement the first year of actions from the endorsed Tree Canopy Improvement Strategy to improve the amount of tree canopy city wide for the benefit of our community and environment in the face of a changing climate.	\$0	\$65,000	\$65,000
<b>Recycling improvement grants</b>  <b>Bid ID PBB-00001445</b>	The grant program would offer community groups, not for profit (NFP) organisations and sporting clubs the opportunity to apply to Council for funds to support the purchase of internal bin infrastructure and equipment (e.g. internal bins for waste and recycling stations, compostable bags etc) to help improve their recycling efforts.  As part of the grant program groups would first need to engage with our Cleanaway education officer who would help them to undertake as assessment of what type of waste and recycling streams they are generating and provide guidance on how to set up internal systems that will maximise recycling.  The grant money could only be used to purchase equipment and set up of internal systems. Council will not fund the ongoing collection costs for waste and	\$0	\$20,000	\$20,000

	recycling service (i.e. commercial bulk bin waste services).			
<b>Irrigation Maintenance Technician FTE</b>  <b>Bid ID PBB-00001453</b>	<p>Since 2019 Council has taken on an additional 48ha of irrigated turf through new contributed assets, internal capital works and increased levels of services. During this time the resourcing for our internal irrigation maintenance technicians has not been increased to reflect this change. Our irrigation maintenance technicians currently maintain 44ha each, this is double the area of maintenance compared to other Councils.</p> <p>Staff are at capacity and current services levels cannot be met. This creates a stressful working environment and increases the risk of injury due to work demands. An additional irrigation maintenance technician FTE is required.</p>	\$0	\$85,000	\$85,000
<b>Weekly FOGO trial</b>  <b>Bid ID PBB-00001454</b>	<p>The project aims to test the community's willingness to transition to alternative collection frequencies, to reduce landfill disposal of food and other organic material. It will also test the economic implications of this through reduced landfill costs that should offset any increased collection complexity costs caused by any opt-out households.</p> <p>The trial will include:</p> <ul style="list-style-type: none"> <li>• food and garden organics (FOGO) bins to be collected weekly (instead of fortnightly)</li> <li>• waste (rubbish) bins to be collected fortnightly (instead of weekly)</li> </ul>	\$40,000	\$80,000	\$40,000

	<ul style="list-style-type: none"> <li>• Residents in the trial area would be given the option to opt-out of the trial, and continue their existing collection frequency (weekly waste, fortnightly organics and recycling)</li> <li>• 360 litre recycling bins also offered to trial households as an incentive to participate and to increase recycling (participating trial households only)</li> <li>• Willingness across different demographic groups will also be assessed to determine potential variance in diversion rates and contamination etc.</li> <li>• Trial will be across 1000 households across 2 distinct locations (one higher socio-economic area and one low socio-economic area).</li> </ul>			
<b>AdaptWest in Action 22/23 - Regional Climate Change Adaptation for Western Adelaide</b>  <b>Bid ID PBB-00001479</b>	<p>To continue regional implementation of the AdaptWest Climate Change Adaptation Plan (2016) for Western Adelaide with the Cities of Charles Sturt, Port Adelaide Enfield and West Torrens.</p> <p>Projects undertaken in 22/23 will align with the priorities of Green Adelaide and be informed by internal review of the AdaptWest program including:</p> <ul style="list-style-type: none"> <li>- Rewilding our urban landscapes through coordinated strategies and initiatives</li> <li>- Greening our streets, open spaces and back yards through the development of regional resources and tools in conjunction with State</li> </ul>	\$130,000	\$195,000	\$65,000



	<p>Government</p> <ul style="list-style-type: none"> <li>- Build industry and community capacity to design cooler, greener and biodiverse urban infrastructure</li> <li>- Ongoing involvement in the Resilient Assets Management Project to improve the resilience of our communities to the risks posed by climate change by integrating climate risk into our asset management processes</li> <li>- Projects identified in the 2022 AdaptWest Review</li> </ul> <p>This budget bid covers total expenditure for the regional program across the three councils, and income from the Cities of Port Adelaide Enfield and West Torrens for their share of the costs.</p>			
<p><b>Carparking feasibility studies for future carpark expansions across City of Charles Sturt</b></p> <p><b>Bid ID PBB-00001480</b></p>	Investigation into the feasibility, future demand and options for carpark expansions at SMOSH football club	\$0	\$15,000	\$15,000
<p><b>Local Government Elections 2022</b></p> <p><b>Bid ID PBB-00001488</b></p>	The community elect their council members every four years in accordance with the Local Government Act and the Local Government (Elections) Act. The next periodic election is to occur in November 2022.	\$0	\$619,087	\$619,087
<p><b>Planet Ark and Trees for the Future 2022/23</b></p> <p><b>Bid ID PBB-00001492</b></p>	<p>Planet Ark: To provide donations of native plants to schools who wish to participate in the National Tree Planting Day and to plant trees and shrubs on school grounds.</p> <p>Trees for the Future To plant primarily native tree species on our reserves for future generations and to 'green' the City.</p>	\$0	\$30,000	\$30,000

<b>Road Safety Initiatives - 40km/h Precincts</b>  <b>Bid ID PBB-00001493</b>	Consultation on 40km/h speed limits, reporting to Council on the consultation results and then installation of speed limit changes (incl signage) to support the CCS Road Safety Improvement Strategy.	\$0	\$20,000	\$20,000
<b>Henley &amp; Grange Oval - Sporting Infrastructure Feasibility Study</b>  <b>Bid ID PBB-00001495</b>	The preparation of a comprehensive feasibility study to equitably determine the potential needs and provision of future sporting facilities and infrastructure for the many stakeholders using Henley & Grange Memorial Oval. Things to consider as part of the study will include demographic and participation trends (for the relevant sports) design and preliminary costings, life cycle and maintenance costs of assets, other case studies and funding opportunities.	\$0	\$30,000	\$30,000
<b>Whole Street Planting 2023</b>  <b>Bid ID PBB-00001503</b>	As part of the Whole Street Planting Program, a number of residential streets will be planted with semi advanced trees. A whole street approach provides a number of benefits to the residents of the street, Council and the community at large, including a consistent uniform planting which in time creates an 'avenue effect' of trees of a similar size, shape and appearance. 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 integration approach with Engineering	\$0	\$200,000	\$200,000

	construction projects (i.e. road reconstruction and footpath programs) may also provide opportunity for street selection.			
<b>Collaborative CRM / Single View of Customer 2022-2023 - Year 2</b>  <b>Bid ID PBB-00001519</b>	<p>This budget bid is for year 2 of the collaborative CRM Project. The Customer Experience (CX) Strategies of PAE and CCS identify the CX vision to prioritise our customers first, live our values, follow our decision-making processes and to develop our CX capabilities.</p> <p>To support the outcomes of the CCS CX Strategy 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.</p>	\$0	\$347,735	\$347,735
<b>Heritage Recognition Markers</b>  <b>Bid ID PBB-00001522</b>	<p>Installation of Heritage Recognition Markers for the City's Heritage listed Places. The Heritage Recognition Marker project commenced in 2014/15. To date, the project has resulted in 66 markers, on key heritage properties in Woodville, Hindmarsh, Henley, Grange, Kilkenny, Bowden, Woodville West. 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>	\$0	\$7,000	\$7,000

<p><b>Collaborative ERP Software as a Service (SaaS) Program</b></p> <p><b>Bid ID PBB-00001528</b></p>	<p>Technology One's announcement "to move all on-premise customers to SaaS by 2024 and turn off on-premise support on 1 October 2024" has triggered a review of the Cities of Port Adelaide Enfield (PAE) and Charles Sturt (CCS) Technology One Ci Anywhere migration plans and Enterprise Resource Planning (ERP) Strategy.</p> <p>Subsequently a joint Executive team decision was made in October 2021 to approach the open market for the combined PAE and CCS Technology One ERP footprint, to ensure competitive pricing and position the Councils technologically for the future.</p> <p>The Executive team have developed a collaborative vision to standardise processes, improve efficiencies and futureproof our organisations. This vision will be enabled by common systems across PAE and CCS and the ERP Software as a Service (SaaS) Strategy (Council Presentation 24 Jan 2022 Ref: 22/27640).</p> <p>This program has been initiated to support a market approach via an Expression of Interest (EOI) / Request for Proposal (RFP) to inform the preparation of a business case for a future combined ERP investment roadmap.</p>	\$0	\$591,000	\$591,000
<p><b>Operation "Healthy Pets Helping Hand"</b></p> <p><b>Bid ID PBB-00001529</b></p>	<p>Assistance with dog and cat desexing for low income earners.</p> <p>Current limited budget exists for cat desexing assistance, this budget bid aims to</p>	\$0	\$50,000	\$50,000

	extend this budget to also include assistance for desexing of dogs for low income earners.			
<b>Business Support Program</b>  <b>Bid ID PBB-00001544</b>	<p>As part of the City of Charles Sturt Business Support and Stimulus</p> <p>Package adopted by Council on 11 May 2020, Council resolved to establish a Business Support Program and provide grants to approved businesses impacted by COVID-19 to access free business advice from pre-qualified business advisors.</p>	\$0	\$140,000	\$140,000
<b>Digital Capabilities Resource (Beverley)</b>  <b>Bid ID PBB-00001547</b>	<p>Digital technologies are rapidly being adopted across the organisation, particularly since the global pandemic and the move to flexible working arrangements.</p> <p>Mobile devices and IT applications have been used by CCS field-based staff for several years, however usage is accelerating to meet the demand for communication and productivity improvements. This budget is for the improvement of digital capabilities for field-based staff.</p>	\$0	\$50,000	\$50,000

<p><b>#shoplocal Grants Program</b></p> <p><b>Bid ID PBB-00001548</b></p>	<p>This Grant sets out to support the future of retail through creative business led approaches, collective main street approaches and visitor attraction experiences. This is a continuation of the 2021/22 #shoplocal grant.</p> <p>Businesses will be supported in the following areas:</p> <p><b>1. Customer experience initiatives</b> Grants of up to \$2,000 to businesses. Examples include online and in person events, workshops and discount initiatives.</p> <p><b>2. Footpath trading activation</b></p> <p>Up to \$5,000 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 &amp; other creative installations &amp; attractors.</p>	\$0	\$55,000	\$55,000
<p><b>Events and Festivals Sponsorship 2022/23</b></p> <p><b>Bid ID PBB-00001551</b></p>	<p>Festivals and events provide opportunities for our community to celebrate significant creative, cultural, food and sporting events. Events can be a very effective mechanism for promoting Council's brand and assets such as reserves, the coast and community and sporting facilities. Events can also be an affective tool to build our visitor economy.</p>	\$0	\$95,000	\$95,000

	Events encourage community participation and 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.			
<b>Torrens Outlet Mural</b>  <b>Bid ID PBB-00001556</b>	Original artwork on the southern Torrens Outlet Wall to creatively highlight the presence of the Hooded Plover and Red Capped Plover nesting site at the location. As well as bring attention to the new by-law to have dogs on a lead within 100m of the endangered species nesting site.	\$0	\$6,316	\$6,316
<b>Cyber Security – Endpoint Detection and Response</b>  <b>Bid ID PBB-00001559</b>	Protecting access to information, systems and technology related assets is critical to maintain the integrity of the City of Charles Sturt's (CCS) technology environment and to proactively identifying any vulnerabilities that might be actively exploited across the IT environment. This budget bid is required to implement prevention controls to protect data, information assets and facilities that are vulnerable to any malicious code.	\$0	\$88,500	\$88,500
<b>Creative Cities Program</b>  <b>Bid ID PBB-00001560</b>	Combining the 21/22 Creative Cities and Live and Local budgets under one program the Creative Cities Program is a funding stream of the City of Charles Sturt's COVID-19 Economic Support and Stimulus package to refocus council initiatives to support our most impacted economic sectors, including the arts, culture and music sectors. In addition, the program	\$0	\$140,000	\$140,000

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



<b>Workplace Replenishment Program</b>	The project is for year 2 of 3 for the Field Services indigenous apprenticeship program to assist with succession planning, an ageing workforce and skills shortage in Council's arboriculture area.	\$0	\$50,000	\$50,000
<b>Bid ID PBB-00001582</b>	As a large public organisation we have the resources and capabilities to provide opportunities for young local people in our communicate to gain work skills that should place them in a good position to gain meaningful future employment and assist disadvantaged communities..			
	<b>Total</b>	<b>\$463,602</b>	<b>\$3,941,471</b>	<b>\$3,477,869</b>

***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 2022/23 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.

In 2022/23 the Long Term Financial Plan suggests a net total capital program of approximately \$34.378m with approximately \$26.123m allocated to renewal/replacement of existing assets as prescribed in adopted asset management plans. New and upgraded infrastructure is forecast at \$8.255m.

Council Members reviewed the list of potential Capital projects and following its 28 March 2022 Item 2.2.3 and 6.22 endorsed a total net capital program for consultation of **\$36,744,510** comprising **\$26,198,230** for Council's contribution to renewal capital works and **\$10,546,280** for Council's contribution to new/upgrade capital projects.

This is \$2,291,280 greater than the LTFP high level parameters.

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 \$ 2022/23	Budget Bid Expenses \$ 2022/23	Net Budget Bid \$ 2022/23	Nature of Works
<b>Beverley Recycling and Waste Centre Safety Upgrade</b>  <b>Bid ID PBB-00001425</b>	This project aims to increase safety, customer experience, amenities and tree canopy at the Beverley Waste and Recycling Centre. This includes sealing the existing unsealed undulating concrete treated rubble holding bay area and associated drainage, upgrade of amenities for community and staff use, increase of tree canopy around the site boundary and a direct connection to recycled water.	\$0	\$150,000	\$150,000	Upgrade
<b>Woodville Road Streetscape Upgrade 2022-23</b>  <b>Bid ID PBB-00001426</b>	Woodville Road Streetscape Upgrade - Stages 1 and 3 - Construction continuation from	\$0	\$3,480,000	\$3,480,000	Upgrade

	previous years				
<b>New Public Lighting Program 2022/23</b>  <b>Bid ID PBB-00001427</b>	Design and installation of new LED public lighting on the following car parks, paths and reserves as identified or as requested by the Community. Projects are listed in order of priority. - St Clair Wetlands - Southern Loop - North of Hill Smith Boulevard - Semaphore Park Reserve Car park  - Henley Memorial Oval Northern Car park  Project also includes allowance for planning and design for 23/24 projects.	\$0	\$310,000	\$310,000	New
<b>St Clair Community Garden</b>  <b>Bid ID PBB-00001429</b>	Provide the basic Infrastructure for the establishment of a Community Garden at St Clair. The St Clair community have been requesting that a Community Garden be established in the development for over two years.	\$0	\$58,500	\$58,500	New
<b>Grange Lakes Corridor Shared Use Path - Consultation and Detailed Design of Stages 7,8 &amp; 9</b>  <b>Bid ID PBB-00001431</b>	Grange Lakes Corridor Shared Use Path - Consultation and Detailed Design of Stage 7 and 8 (Marlborough Street to Atkin Street) and Stage 9 (Atkin Street to Henley Beach Road).	\$0	\$75,000	\$75,000	Upgrade

<b>New Paths Program 2022/23</b>  <b>Bid ID PBB-00001433</b>	Design and construction of new paths on streets and reserves for the 2022/2023 financial year and design of new paths for future financial years in response to community requests that have been assessed by staff as providing strategic benefit to the community.	\$0	\$100,000	\$100,000	New
<b>Street Light Upgrade Program 2022/23</b> <b>SAPN Infill and Improvement Program</b>  <b>Bid ID PBB-00001436</b>	Council recently undertook an audit of streets to identify where street lighting did not meet Australian Standard or community expectation.  The project will continue to ensure street lighting complies and is upgraded to meet AS/NZS 1158 road lighting standards where reasonably possible by completing the street lighting infill and improvement program (zone 9, 10 and 11) and begin planning for high volume road LED roll outs.	\$0	\$500,000	\$500,000	Upgrade
<b>New Traffic Control Program 2022/23</b>  <b>Bid ID PBB-00001437</b>	Design and construction of new traffic control devices on local streets for the 2022/2023 financial year in response to community	\$0	\$550,000	\$550,000	New

	requests that have been assessed by staff as being 'high priority' and providing strategic benefit to the community.				
<b>Footpath Upgrades - Fairford Terrace Semaphore Park</b>  <b>Bid ID PBB-00001443</b>	Widening of footpath on eastern side of Fairford Terrace from Bower Road to Bartley Terrace to accommodate cycling activity.	\$0	\$300,000	\$300,000	Upgrade
<b>Horticultural Centre Upgrade</b>  <b>Bid ID PBB-00001447</b>	Currently vehicle parking and storage is at capacity across the Horticulture centre and the Beverley centre. This project uses the acquired adjoining land to create additional car parking for the community and internal staff use. This project will include a reconfiguration of the existing centre layout to create additional truck parking, safer traffic flow and increased storage for our tree and shrub holding bay area.	\$0	\$618,280	\$618,280	Upgrade
<b>Sustainable Transport Infrastructure - Construction of Pedestrian and Cyclist Facilities</b>  <b>Bid ID PBB-00001451</b>	Infrastructure to support walking and cycling including (1) Troubridge Drive pedestrian crossing, and (2) Seaview/Terminus bicycle link	\$20,000	\$100,000	\$80,000	New
<b>Woodville Hockey Club - Lighting Upgrade</b>  <b>Bid ID PBB-00001452</b>	Upgrade of existing lighting to LED lighting for the hockey playing field west of the	\$0	\$100,000	\$100,000	Upgrade

	clubrooms at the Robert Haigh Reserve, Council's contribution is to provide 50% funding contribution only to the overall project, with the club project managing all aspects.				
<b>Ngutungka Henley Hub</b>  <b>Bid ID PBB-00001458</b>	The construction of a blended service model facility at Henley combining the Henley Library, Community Centre and the existing heritage Town Hall.	\$3,500,000	\$4,000,000	\$500,000	Upgrade
<b>Grange Lakes Automated Public Toilet</b>  <b>Bid ID PBB-00001459</b>	Installation off an automated public toilet.  Public consultation was undertaken in the 2021/22 financial year for an automated public toilet facility along the Grange Lakes Shared Use Path at Grange Lakes Reserve North, as per budget bid PB-00001281, with the intention to construct the amenities in the 2022/23 financial year.	\$0	\$230,000	\$230,000	New
<b>WSUD - Tracey Avenue Catchment Raingardens 2022/2023</b>  <b>Bid ID PBB-00001460</b>	Construction of raingardens on Thistle Avenue, designed in 2019/20, as part of the Water Sensitive Urban Design water quality improvement strategy in the Tracey Avenue Catchment area.	\$0	\$100,000	\$100,000	New

<b>Findon Skid Kids Unisex Changeroom Upgrade - Stage 2</b>  <b>Bid ID PBB-00001461</b>	Findon Skid Kids Unisex changeroom Upgrade - Stage 2  In the 2021/22 Financial year the Findon Skid Kids stage 1 Toilet Facilities were upgraded as part of the AMP Renewal works. Within these works a two staged approach was required to complete the work on the toilet facilities whilst intending to complete the remaining change room portion in the 2022/23 financial year.	\$0	\$140,000	\$140,000	Upgrade
<b>Smith Reserve &amp; Club West Lakes DDA Legislative Upgrades</b>  <b>Bid ID PBB-00001462</b>	Smith Reserve Hall DDA toilet Upgrade. Designs were done as part of budget bid PB-00001230 in 2021/2022. The design makes the toilets DDA compliant and more user friendly for all occupants of the hall. The current toilet arrangement is not suitable for the user groups or DDA patrons of the building.  DDA Upgrade at Club West Lakes including two (2) main access door ways within Club West Lakes, one into the DDA access toilet and one from the tennis courts, which are not	\$0	\$200,000	\$200,000	Upgrade



	suitable for DDA access. Club West Lakes has been working with Tennis Australia on hosting disability tennis events over several years which are becoming more frequent in nature.				
<b>Woodville Bowling &amp; Tennis Club Legislative DDA/Fire Upgrades</b>  <b>Bid ID PBB-00001464</b>	<p>The proposed works in this scope are the third stage of renewal/upgraded works at the Woodville Bowling and Tennis Club as required by the National Construction Code (NCC) and as part of the development approval which was issued for the original phases of work.</p> <p>The requirement of the NCC is to upgrade external doorways with appropriate ramping requirements to ensure that disabled occupants have access and egress requirements that meet current construction codes and Australian standards. These upgrades also trigger the need for fire hydrant works to meet code. This scope is required and must be carried out as per Development approval number - 21023589</p>	\$0	\$180,000	\$180,000	Upgrade

<b>WSUD - Infrastructure associated with other Capital Projects</b>  <b>Bid ID PBB-00001466</b>	Construction of Water Sensitive Urban Design (WSUD) infrastructure in conjunction with other Capital Projects.	\$0	\$100,000	\$100,000	New
<b>Stormwater - New access pits for inspection/maintenance</b>  <b>Bid ID PBB-00001468</b>	Installation of new Junction Boxes to existing stormwater drains in line with the Water Asset Management Plan recommendations to enable access to undertake condition audits and regular maintenance.	\$0	\$50,000	\$50,000	New
<b>Stormwater Minor Upgrade - flood mitigation</b>  <b>Bid ID PBB-00001469</b>	Flood mitigation in the vicinity 262 Military Road, Henley Beach including re-shaping a section of road and installation of new drainage.	\$0	\$375,000	\$375,000	Upgrade
<b>Stormwater - Strategic Upgrade - Meakin Terrace sub catchment - West Lakes (The Lake) Catchment</b>  <b>Bid ID PBB-00001470</b>	Stormwater - Strategic upgrade - Meakin Terrace sub catchment detailed design	\$0	\$120,000	\$120,000	Upgrade
<b>The Brocas Community Connections Fit Out - Stage 01</b>  <b>Bid ID PBB-00001472</b>	Stage -1 This project includes the construction of the project for Community Connections at The Brocas House Stage 1 . It is proposed to upgrade the rear sheds at the Brocas to a multi use space for community use. Stage 1 includes the fitout and buiding modification to a section of the rear sheds, The Work will include removal	\$0	\$60,000	\$60,000	Upgrade

	of the heavy roller doors and install aluminium glazing and fitout works to accomodate youth computer training and a Band/Music space Stage 2 proposed for 2023/2024 includes a Youth hospitallity training space				
<b>Sam Johnson and Henley Memorial Oval Unisex Changeroom Upgrade - Stage 01- Design</b>  <b>Bid ID PBB-00001473</b>	Design and planning for upgrade works to the Sam Johnson Reserve Club Room and Henley Memorial Oval changerroom facilities to ensure unisex changerrooms are available to the sporting club users and that council, as the building owner, provides equality to male and female participants.	\$0	\$50,000	\$50,000	Upgrade
<b>Net Zero - Energy and Emissions Reductions and Solar Installations at Council Facilities</b>  <b>Bid ID PBB-00001475</b>	To meet council's Net Zero (carbon emissions) target to 'Continuously improve energy efficiency and solar PV uptake for existing buildings based on 2017/18 levels', the following 5 sites have been selected for energy and emissions reductions actions at the Civic Centre, Henley Square, Arch Paterson Community Centre, The Brocas and Hindmarsh Library.	\$0	\$198,000	\$198,000	Upgrade

	Works include solar installations at Arch Paterson Community Centre (13kW), The Brocas (13kW), Hindmarsh Library (37kW) and Henley Square (39kW - dependent on feasibility study being undertaken in 21/22) and energy efficiency measures at Hindmarsh Library and Civic Centre Complex (two of council's highest electricity consuming sites).				
<b>DDA Compliant Automated Door Installation at Civic Centre and Beverley Depot</b>  <b>Bid ID PBB-00001476</b>	<p>Parts of the Civic Centre are currently inaccessible for those living with disability due to heavy glass manually opening doors which only function for able bodied people and similarly the doors into the lunch room at the Beverley Depot are only suitable for able bodied people.</p> <p>This Bid comprises of the first year of works which will comprise of an auto door being installed at the Beverley Depot to the lunch room area with the second year to be proposed in 2023/24 for the Civic Centre door installation for</p>	\$0	\$8,000	\$8,000	Upgrade

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

<b>Bid ID PBB-00001485</b>	cushions/humps on Euston Terrace between Rosetta Street and Queen Street.				
<b>Fitzroy Community Club - Lighting Upgrade</b> <b>Bid ID PBB-00001486</b>	Upgrade of sports lighting to existing light poles and head frames on Sam Johnson Oval 1, and new light poles and head frames on Oval 2. Council's contribution is to provide approximately 50% funding contribution only to the overall project, with the club / their contractor managing all aspects.	\$0	\$100,000	\$100,000	Upgrade
<b>Club West Lakes - Storage shed and shade Structure 2022/2023</b> <b>Bid ID PBB-00001491</b>	Club West Lakes - New storage shed and shade for the use of the bowling club and users of the facility	\$17,500	\$35,000	\$17,500	New
<b>Open Space Community Projects</b> <b>Bid ID PBB-00001497</b>	<p>Deliver three community initiated projects that result in the creation of new assets:</p> <p>Athol Park - Community Tree Planting and Planter Boxes</p> <p>Local community have initiated this project and are keen to see improved amenity in the area. The project provides opportunity for a community planting day and ongoing</p>	\$0	\$30,000	\$30,000	New

	<p>community maintenance which will also provide opportunity for community connections.</p> <p>Increased accessibility and inclusion in community gardens:</p> <p>A number of our Community Gardens have evolved with good intention, however, there are varying levels of accessibility which need to be addressed to ensure our gardens are inclusive and welcoming for all.</p> <p>Albert Turnbull Reserve - Ovingham: Local residents have been meeting to discuss possible projects on the reserve that will increase opportunities for community connection and interaction, community use, including planting and maintaining a butterfly garden, mosaic artwork, more shade and seating.</p>				
<b>Grange Lawn Tennis Club &amp; Grange Uniting Netball Club - extension of court surface and lighting</b>	The extension of an existing hard court, relocation of existing lighting and the erection of	\$0	\$160,000	\$160,000	New

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



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

<b>Tapleys Hill Road Streetscaping at Hendon and Royal Park - Concept Plan</b>  <b>Bid ID PBB-00001518</b>	Tapley's Hill Road Streetscaping at Hendon and Royal Park - (Your Neighbourhood Plan), Community Engagement, Concept Design, Costing and Council Signoff - scope comprises Hendon and Royal Park Suburban and Business Activity Zone Areas along Tapleys Hill Road. Streetscaping plans include verge renewals, shop front greening for outdoor dining and safety, public art, large and medium canopy street tree planting, pedestrian crossing renewal, irrigation system, selected street lighting upgrade	\$0	\$20,000	\$20,000	Upgrade
<b>Repairs to two tennis courts at Carnegie Reserve (south)</b>  <b>Bid ID PBB-00001521</b>	Maintenance and repairs (crack sealing and painting ) of tennis courts at Carnegie Reserve (south).	\$0	\$20,000	\$20,000	New
<b>Water Proofing the West - Extension - Reduction in Potable Water</b>  <b>Bid ID PBB-00001523</b>	Reduce the reliance on potable water by expansion of the Water Proofing the West system. This includes recycled water connections to Robert Haigh Reserve and Penington Oval and design and modelling of the Semaphore area.	\$0	\$150,000	\$150,000	New
<b>Additional inclusive play equipment at Heysen Reserve, West Lakes Shore</b>	Additional inclusive play equipment at Heysen Reserve, West Lakes Shore.	\$0	\$15,000	\$15,000	Upgrade

<b>Bid ID PBB-00001524</b>					
<b>Design and consultation for a new playground at Montgomery Reserve, Flinders Park</b> <b>Bid ID PBB-00001526</b>	Design and consultation for a new playground at Montgomery Reserve, Flinders Park.	\$0	\$20,000	\$20,000	New
<b>New Fitness Equipment at Harold &amp; Cynthia Anderson Reserve, West Beach</b> <b>Bid ID PBB-00001527</b>	New fitness equipment at Harold & Cynthia Anderson Reserve, West Beach.	\$0	\$80,000	\$80,000	New
<b>West Lakes Lake Edge Master Plan 2022/23 - Consultation and Detailed Design</b> <b>Bid ID PBB-00001531</b>	<p>1. Year 2 of 2 of design and consultation for an upgraded 2.5m-wide lake edge path between Maramba Reserve and West Lakes Boulevard (approx. 650 lineal metres).</p> <p>2. Year 2 of 2 of design and consultation for an upgraded 2.5m-wide lake edge path between Aquatic Reserve and Mariners Reserve (approx. 1050 lineal meters).</p> <p>3. Consultation, design and negotiation of licence agreement for new 2.5m-wide path in Brebner Drive (Westfield section) and Midcourse Reserve, between Sportsmans Drive and lake edge (approx. 250 lineal metres).</p>	\$0	\$50,000	\$50,000	Upgrade

<b>Design and Consultation for a new public toilet at Sam Johnson Reserve</b>  <b>Bid ID PBB-00001532</b>	Design and Consultation for a new public toilet at Sam Johnson Reserve.	\$0	\$15,000	\$15,000	New
<b>Council Fleet Telemetry System</b>  <b>Bid ID PBB-00001533</b>	The purchase and installation of telemetry & dashcam devices on all council trucks, utes, pool vehicles, commuter use vehicles, and equipment that is regularly driven on the road (dashcam to be truck & selected commuter use and pool cars only). This system will provide GPS (map) location of all vehicles fitted with the system, trip history, reporting of vehicle use & trends, and allow geofencing of vehicles/equipment and provide alerts if vehicles or equipment is used outside of certain areas or times.	\$0	\$110,000	\$110,000	New
<b>David Terrace Local Activity Centres Kilkenny - Concept Plan</b>  <b>Bid ID PBB-00001536</b>	Consultation and Concept Planning and preliminary costing for local walkable linked community places where residents and workers can meet, eat and relax. Focus on group of shop fronts at 39 David Terrace Woodville Park, Local Activity Centre at 58-60 David Terrace Kilkenny and Wilpena Terrace	\$0	\$18,000	\$18,000	Upgrade

	south of Pinda Street.				
<b>Lighting Improvements - Western Athletics</b>  <b>Bid ID PBB-00001537</b>	Replacement of existing lights with HID equivalents and maintenance of some associated lighting infrastructure to improve lighting for little athletics training/competition, while also significantly increasing on-site safety and security for the Western Athletics Club and their facilities at Henley Oval.	\$3,000	\$20,000	\$17,000	Upgrade
<b>Improvements at John Mitchell Reserve (outer), Henley Beach</b>  <b>Bid ID PBB-00001538</b>	Improvements at John Mitchell Reserve (outer), Henley Beach.	\$0	\$25,000	\$25,000	New
<b>New shade structure at Airdrie Reserve, Findon</b>  <b>Bid ID PBB-00001546</b>	New shade structure at Airdrie Reserve, Findon  This bid is not supported by the CCS Open Space Strategy (OSS) as it is a neighbourhood reserve, shelters are generally only installed on district & regional reserves.	\$0	\$30,000	\$30,000	New
<b>Improving the Tree Screen at Park Terrace, Ovingham</b>  <b>Bid ID PBB-00001555</b>	Improving the tree screen at Park Terrace, Ovingham.	\$0	\$40,000	\$40,000	New
<b>Improvements at Croydon Avenue Reserve, West Croydon</b>  <b>Bid ID PBB-00001562</b>	Improvements at Croydon Avenue Reserve, West Croydon.	\$0	\$60,000	\$60,000	New

	This bid is not supported by the CCS Open Space Strategy (OSS) as it is a neighbourhood reserve, BBQ's are generally only installed on district & regional reserves.				
<b>New BBQ and picnic facilities at Albert Turnbull Reserve, Ovingham</b>  <b>Bid ID PBB-00001563</b>	New BBQ and picnic facilities at Albert Turnbull Reserve, Ovingham.  Bid not supported by the Open Space Strategy (OSS) as it is a neighbourhood reserve, BBQ's are generally installed only on district & regional reserves.	\$0	\$25,000	\$25,000	New
<b>Additional Light Fleet Vehicles</b>  <b>Bid ID PBB-00001568</b>	We have had three employees that are eligible to and opting to take up the a Salary Sacrifice Council vehicle. The new vehicles will therefore be part funded by salary sacrifice arrangements with relevant staff. These vehicles will also be available in the Council vehicle pool for all employees to use during work hours.	\$0	\$135,000	\$135,000	New
<b>Upgrades at Josiah Mitton Reserve and Woodlake Reserve - Detailed Design and Consultation</b>  <b>Bid ID PBB-00001570</b>	Detailed design and community consultation to inform future improvements at Josiah Mitton Reserve and Woodlake Reserve.	\$0	\$30,000	\$30,000	New

<b>Battery Powered Concrete Vibe Screed</b>  <b>Bid ID PBB-00001573</b>	Purchase of 2 X Battery Powered Vibrating Screeds with attachments.  The Vibration Screed replaces the need for using a traditional concrete screed in the majority of situations and assists with worker safety and increased efficiencies.	\$0	\$11,000	\$11,000	New
<b>Henley Square Pavement Cleaner</b>  <b>Bid ID PBB-00001578</b>	New plant required to improve the cleanliness of the paved area in the Henley Square precinct.	\$0	\$50,000	\$50,000	New
<b>Investigation of Traffic Safety Options Corner Findon Road and Winona Street</b>  <b>Bid ID PBB-00001589</b>	Investigation and consultation of Traffic Safety Options Corner Findon Road and Winona Street.	\$0	\$15,000	\$15,000	New
<b>Total</b>		<b>\$3,540,500</b>	<b>\$14,086,780</b>	<b>\$10,546,280</b>	

***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 2022/23 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.

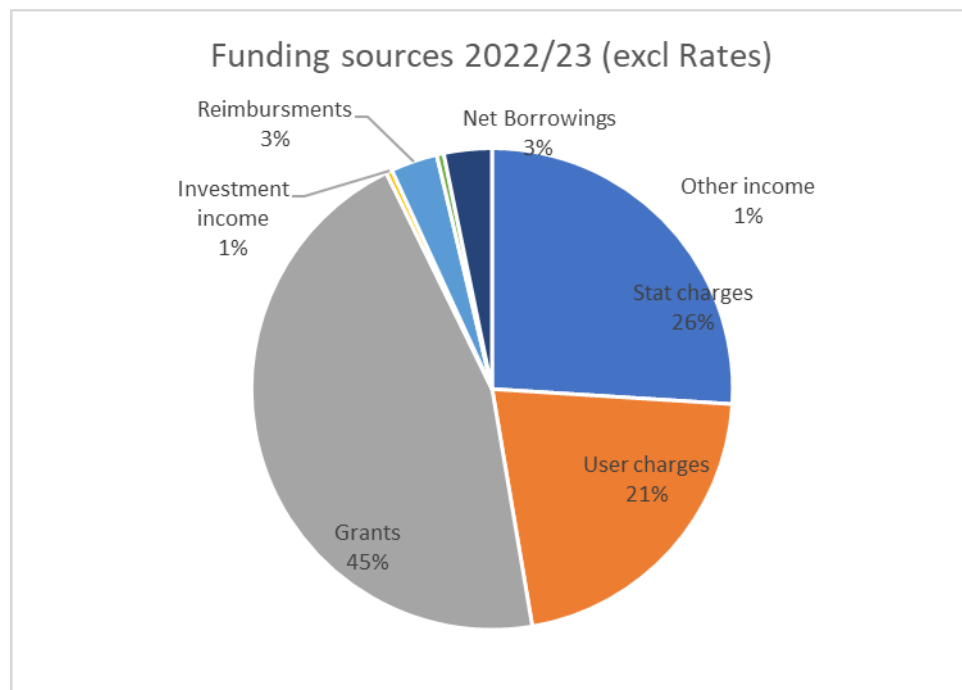
### ***Borrowings***

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.

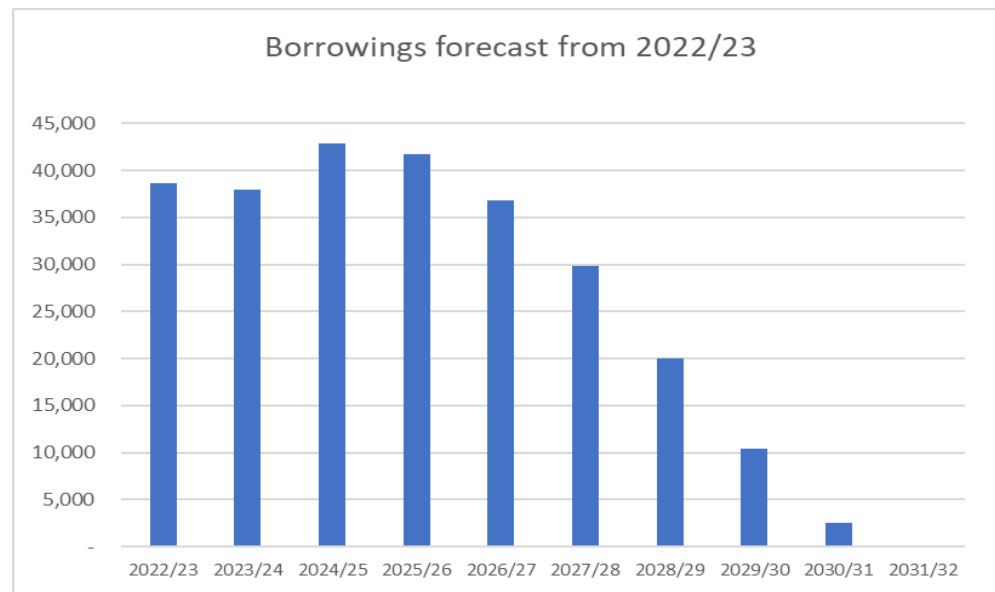


Under the adopted high level LTFP parameters for 2022/23, Income from Other income sources (excluding net rates) is projected to be \$17.225m with approx. \$4.478m forecast from Statutory charges, \$3.675m User Charges, \$7.822m in Grants , \$72k Investment income, \$622 Other income and reimbursements.



Total loan borrowings as a consequence of new/upgrade works will utilise the existing drawdown of CADs (Cash Advance Debenture interest only) facilities in 2022/23 for net draw down of \$556k.

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 at \$38.669m in 2022/23 based on the assumptions and high level parameters in the LTFP and forecast to peak in 2024/25 at \$42.825m 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.

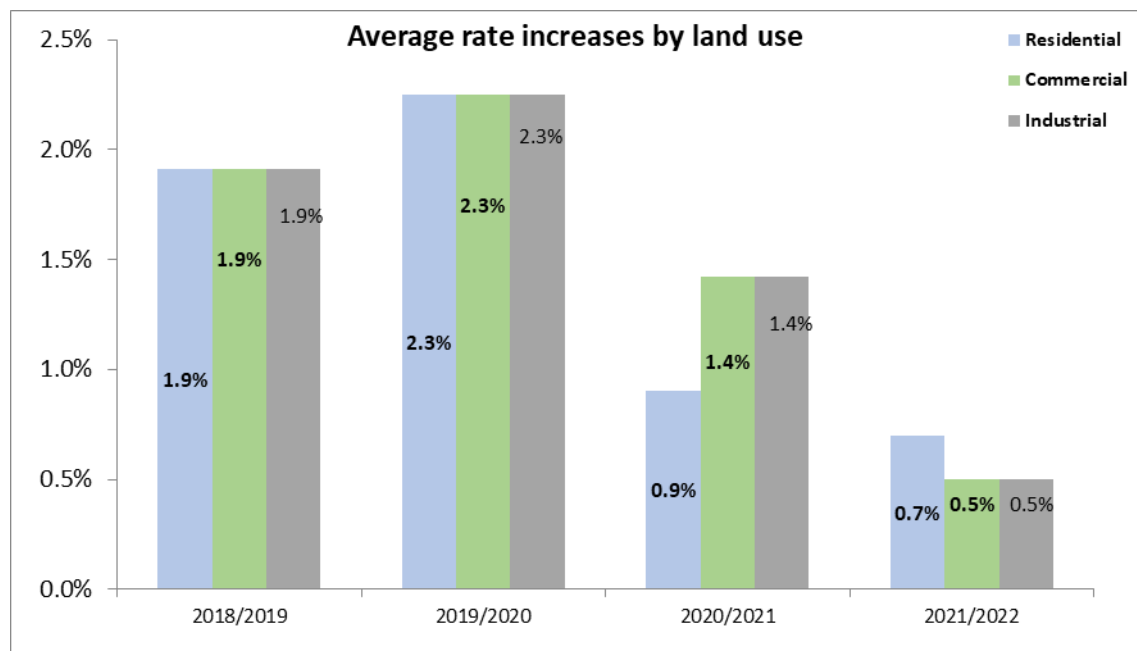
This is where rate rebates or remissions can be used. By targeting this rate relief Council endeavour to address potential inequities.

**For 2022/23 the adopted LTFP forecasts we require a total rates increase of 2.48%** (plus growth or forecast new properties of 1.0%) for a total of 3.48% on 2021/22 rates levied to fund the high level parameters for the core service levels, projects and capital expenditure projected for 2022/23. This rates increase is based on forecast CPI as provided by Deloitte Access Economics of 2.18% plus 0.3% to ensure ongoing financial sustainability and having regard to the impost of the 4 year project for a total cost of \$3.77m to review/implement the ERP system (CI 24/01/2022 item 6.01)

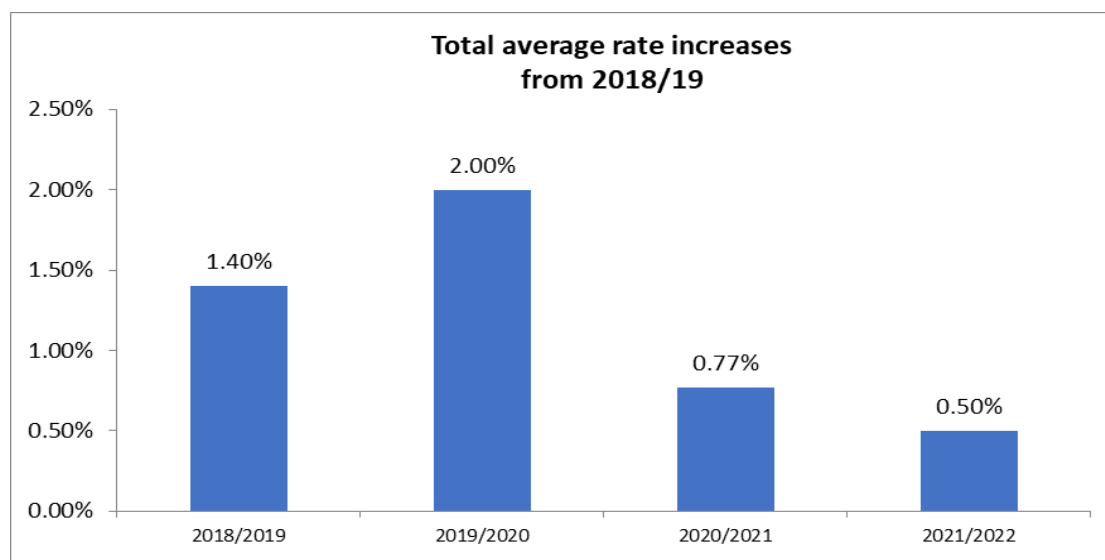
Although we are still to receive final valuations from the Valuer-General, based on modelling in previous years and general trends **we would expect "typical" ratepayers for each land use category to pay between a 2.2% and 2.6% increase on 2021/22 rates.** This would equate to an approximate 2.48% average increase for each land use category and is as against a forecast CPI (as provided by Access Economics for 2022/23 of 2.18, The All Groups Adelaide CPI for December 2021 of 3.3% (Australia 3.5%) and a Local Government Price Index of 4% forecast for 2022/23.

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 2018/2019***



Since 2018/19 the average residential rate increase has been approximately 1.4% with the industrial 1.5% and commercial land use categories 1.5% 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 announcment 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 2021
- The ratepayer is granted any other rebate of rates for 2022/2023 under the Local Government Act 1999 sections 159 to 166.

### ***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 2022 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 2022 a full rebate will be given. If the footings are poured after 31 December 2022 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 2022/23 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 Kaurna led community building.
- ❖ A Disability Access and Inclusion Plan (DAIP) is developed and endorsed by June 2021.
- ❖ An annual increase in the percentage of our community who feel a sense of community and belonging.
- ❖ Increase of 5% per annum in number of active volunteers.

***Outcome - People embrace healthy living, physical activity and ageing well.******We will know we have succeeded by...***

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

***Outcome - Charles Sturt is a place where people feel safe in their homes, neighbourhoods and public places; they are resilient and manage shocks and stresses to build a stronger community******We will know we have succeeded by...***

- ❖ By 2025 at least 75% of our citizens feel safe in their homes, neighbourhoods and public places with an annual increase. (community survey)
- ❖ The City of Charles Sturt childhood immunisation coverage rates are equal to or greater than the South Australian State average.
- ❖ Responsible dog ownership is reflected by 95% dogs being registered and microchipped by 2025
- ❖ Community safety is ensured by inspecting 100% of swimming pools and their safety barriers at time of construction.
- ❖ Building compliance is achieved by inspecting at least 66% of dwellings during construction annually.
- ❖ Building compliance is achieved by inspecting 90% of class 2-9 buildings during construction annually
- ❖ More than 65% of routine food premise inspections do not require a follow-up inspection to address non-compliance
- ❖ Measure and grow our community resilience
- ❖ An annual increase in number of programs offered with a focus on building resilience with an 75% participant positive-impact rate

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

- ❖ At least a 10% annual increase in combined library loans (physical and online).
- ❖ At least a 10% annual increase in library and community centre program participation.
- ❖ The number of participants in sporting and community clubs is maintained or increasing



- ❖ An annual increase of sports clubs participating in Council's professional development program.
- Annual increase in number of participants in the community leadership development program.
- ❖ Annual increase in number of participants in the Young Changemakers Program.

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

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

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

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

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

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

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

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

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

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

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

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

- ❖ Develop a Road Safety strategy by June 2022 in response to the State Government Road Safety Strategy to be released in 2021.
- ❖ At least 80% of our community feels safe using our local streets (community survey)
- ❖ The number of road crashes on Council managed roads is reducing annually
- ❖ An annual increase in our community utilising active transport (walking, riding and cycling) and public transport.
- ❖ An annual increase of community satisfaction in major transport assets (roads and paths) (community survey)
- ❖ Number of trips made by shared transport solutions increases annually
- ❖ The number of public electric vehicle charging stations installed within CCS increases by 15% annually for the next 4 years with an annual increase in usage.

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

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

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

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

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

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

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

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

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

- ❖ Our tree canopy cover (city, public and private land) increases annually and is greater than 16% by 2025
- ❖ The number of understorey plants planted in open space and biodiversity sites increases annually.
- ❖ Our Biodiversity score is improved at the next measure in 2022 and 2025
- ❖ Our Whole Street Planting program is completed annually
- ❖ Water Sensitive Urban Design (WSUD) principles are considered in all capital projects.
- ❖ A verge renewal framework to guide greening our capital works programs infrastructure is completed by June 2022.
- ❖ Boucatt Reserve is reinvented by 2022 and is cooler in temperature.

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

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

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

***Outcome - Reduce waste production across our city, and grow the circular economy******We will know our we have succeeded by...***

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

***Outcome - We advocate for the protection of our coastal areas and enhancing biodiversity along our coast******We will know our we have succeeded by...***

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

***4. OUR ECONOMY – An Economically Thriving City******Outcome - The Western Region economy is promoted through leadership and collaboration across all stakeholders and our community******We will know we have succeeded by...***

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

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

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

- ❖ Annual increase of 2.5% of local spend by Council
- ❖ All tenders are promoted through the Charles Sturt LinkedIn site.
- ❖ Annual increase in Gross Regional Product (CCS) overall, with focus on targeted sectors of advanced manufacturing, defence, health, tourism and construction. (indirect KPI)
- ❖ Annual increase in B2B engagement fostered by CCS.
- ❖ Deliver Councils Economic Stimulus and Support package through to 30 June 2022.
- ❖ Net increase in the annual number of business start-ups. (indirect)
- ❖ Annual increase in number of business in CCS. (indirect)
- ❖ Increased promotion and utilisation of Council co-working space (civic, community and private) annually.
- ❖ Continue to support entrepreneur Scholarships annually
- ❖ Support at least two social enterprises through CCS procurement practices by 2025.
- ❖ 80% of surveyed Charles Sturt businesses that have received assistance and advice are satisfied with Council support by 2025 with % increase annually.

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

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

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

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

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

- ❖ 80% satisfaction with CCS events by 2025.
- ❖ 80% of attendees at CCS Events achieve job placements or acceptance to further skill development program after attending a CCS programs.
- ❖ Councils supports at least one project per annum that upskills Charles Sturt residents.
- ❖ The number of events that council hosts or supports that provide a direct link to local employment and skills supply.

- ❖ Major events are located in our City that draws visitors to the region and delivers CCS branding to the wider community
- ❖ Growth in annual employment numbers. (indirect)
- ❖ Percentage of our community that have qualifications continues to grow(indirect)

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

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

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

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

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

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

- ❖ The Customer Experience Strategy is developed and communicated by 30 June 2021.
- ❖ Customer Experience strategy initiatives are embedded in core IT applications and business processes by December 2025.
- ❖ 80% of Customer Requests are resolved within their allocated time frames.
- ❖ Our Net Promoter Score is >8 by 2025

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

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

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

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

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

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

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

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

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





## Conclusion

The 2022/23 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 2022/23 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 2022/23 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 2022/23 **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 2022/23.

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 6 May 2022, by email to:  
[council@charlessturt.sa.gov.au](mailto:council@charlessturt.sa.gov.au) or by mail to:

2022/23 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](http://www.charlessturt.sa.gov.au) where you are able to make online 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 7.15pm on 26 April 2022 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 (Jodie Phillips) 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 Council's offices on May 2nd 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 2022.

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

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

- Ageing Well – Commonwealth Home Support Programme

- Home Maintenance & Security

***Contracted Services***

- Cleaning Council Property

- Graffiti

- Herbicide & Pesticide Spraying

- Kerb and Gutter replacement

- Playground Maintenance

- Road Reseal Program

- Segmental Paved Footpaths

- Verge Mowing

- Waste Management

**Key Outputs**

- Review Council's 'Ageing in Charles Sturt' action plan.
- Provide 5,896 hours of domestic assistance.
- Provide 1700 hours of Flexible Respite.
- Provide \$27,100 of Home Modifications.
- 27,595 hours of social support and activities.
- Provide 7,500 hours of home maintenance and security.
- 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 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 5 times per year and those on main roads up to 8 times per year.
- Manage the contract for waste management which provides for a domestic waste collection, recycling, green waste service and an at call hard waste collection service.

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

- Procurement Services
- Information Services
- Financial Services

- Governance & Risk

**Key Outputs**

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

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

- Human Resource Management

**Key Outputs**

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

***Customer Experience***

- Information Management

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

- Marketing, Media & Communications

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

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

- Asset Management

**Key Outputs**

- To provide coordination for the implementation of asset management across council
- To develop, review and implement asset management plans, strategy, policy and process
- Functional administration and support of the Enterprise Asset Management (EAM) solution
- Maintain, update and reconcile Physical Asset Register
- All asset related data capture, storage, validation and analysis including a key role in the structure and use of the ArcGIS and IntraMap systems
- Asset maintenance scheduling and programming

- Waste & Environment Sustainability Programs

- Coordinate Council's environmental response by developing and implementing 'Net Zero – our map to net zero corporate emissions 2020-2025'.
- Implement the AdaptWest Climate Change Adaptation Program in partnership with the Cities of Port Adelaide Enfield and West Torrens, to identify and manage risks and opportunities presented by a changing climate.
- Coordinate programs to reduce environmental impacts from Council operations.
- Coordinate programs to engage with the community for positive environmental outcomes.
- Provide opportunities to build capacity and understanding of current environmental issues and programs for staff and Elected Members to inform decision making.

**Core Business  
Engineering**

- Road Maintenance

- Path Maintenance

- Drainage Maintenance

- Foreshore Maintenance

- Street Sweeping

- Traffic Management

- Public Lighting

**Key Outputs**

- Manage and maintain approximately 700kms of sealed local roads and associated infrastructure, including approximately 1,400km of kerb and gutter.
- Deliver projects in line with the approved Road Reseal/Reconstruction programs.
- Manage and maintain approximately 1,300kms of concrete, paved and asphalt paths and over 10,000 kerb access ramps.
- Deliver projects in line with the approved New Path and Path Renewal programs.
- Manage and maintain 433kms of stormwater drains as well as 14,500 stormwater pits, 14 stormwater pump stations and 21 detention basins.
- Deliver projects in line with the approved Stormwater Management program.
- Deliver projects in line with the approved Box Culvert Replacement program.
- Deliver projects in line with the approved Pump Station Upgrade program.
- Continue with the development of the Urban Stormwater Master Plan across the remainder of the City.
- Manage and maintain 12.5kms of foreshore.
- Main roads swept weekly, residential roads every 6 weeks, with additional autumn and coastal sweepings done weekly.
- Effectively respond to the community regarding the management of traffic and transport across the City.
- Deliver projects in line with the approved Traffic Management program.
- Effectively respond to the community regarding the provision of public lighting along Council managed roads, reserves and walkways.



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

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

**Key Outputs**

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

**Core Business*****Library Services***

- Library Service

**Key Outputs**

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

***Open Space, Recreation & Property***

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

**Core Business****Key Outputs*****Open Space, Recreation & Property (cont.)***

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

***Planning & Development***

- Development Assessment
  - Provide pre-lodgement advice and process Development Applications for approximately 3200 projects per year.
- Development Control
  - Inspect approximately 40% of approvals per year to ensure compliance with the Building Code of Australia and conditions of approval.
- Development Compliance
  - Respond to complaints and identify illegal activity related to land use and planning conditions.

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

- Rapid Response
  - Attend to over 5,000 customer requests per year to make the roads and footpaths safe for residents, undertake minor pruning of street trees and collect dumped litter and waste.
- After Hours Callout
  - Attends customer requests afterhours between the hours of 4.00pm and 7.00 am Monday to Friday and 24 hour/day service on Saturdays and Sundays.

***Public Health & Safety***

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

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

- Community Safety

- Implement Council's by-laws and administer various legislation through education, encouragement and enforcement.
- Respond to approximately 600 Local Nuisance Requests.
- 

- Animal Management

- Ensure compliance with the Dog & Cat Management Act, by handling complaints regarding barking dogs, wandering at large, dog attacks and other dog related complaints.
- Maximising dog registration - register 16,000 dogs per year.
- Implement the Animal Management Plan.
- Respond to approximately 550 dogs wandering at large.
- Investigate approximately 150 dog attacks.
- Investigate approximately 25 barking dog complaints.
- Receive 350 barking dog enquiries.
- Respond to approximately 200 other complaints relating to dogs and approximately 60 complaints regarding cats.
- Conduct compliance patrols for dog related issues particularly in high usage areas such as the foreshore and Linear Park.

- Immunisation

- Administer approximately 15,000 vaccines to 7,500 clients attending the St Clair Public Immunisation Clinic, High School clinics and workplace visits.

**Core Business*****Urban Projects***

- Economic Development

- Major Projects

- Planning Policy

- Community Engagement

**Key Outputs**

- Support the growth of local employment and export opportunities by engaging with local businesses through the marketing and communications, business engagement, events, seminars, training programs and initiatives.
- Provide grants and essential support to small to medium size businesses to upskill and pivot towards more on line and social media target market reach.
- Work collaboratively with the Western Region Councils through the Western Alliance to promote and facilitate economic development outcomes and grow local employment.
- Facilitate Council's response to major projects and identify value adding opportunities to optimise outcomes.
- Provide neighbourhood and concept planning for urban renewal initiatives and council assets that attract external funding, stakeholder engagement and council investment
- Identify and promote economic development opportunities through major urban development projects.
- 
- Formulate planning policy that reflects the needs of the community, creates opportunities for investment and urban renewal through Planning Design Code Amendments in partnership with key stakeholders.
- Manage corporate community engagement policy and procedures, tools and initiatives.

## **Core Business**

### ***Urban Projects***

## **Key Outputs**

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

## ***Attachment B***

# **Long Term Financial Plan**

## **Executive Summary**

This document details the City of Charles Sturt's current financial position and outlook to 2031/32 as at January 2022.

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 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 2022.

## **LTFP**

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

- Estimated Statement of Comprehensive Income
- Estimated Balance Sheet
- Estimated 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 from 2022/23 are projected to be 2.48%, 2.73%, 2.84%, 2.67% and 3.26% until 2026/27. These forecast increases are based on Access Economics forecasts increases for CPI plus an extra impost from 2022/23 to ensure financial sustainability of 0.3%, 0.5%, 0.5% and 0.3% to allow for Councils anticipated expenditure of \$3.77m over 4 years on its ERP system (CL 24/01/2022 item 6.01)

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

The Balance Sheet forecasts an increase in total assets from \$1.414b in 2022/23 to \$1.498b in 2031/32. Over the planning period total liabilities are expected to decrease from \$73.206m in 2022/23 to \$44.366m in 2031/32 as the impact of borrowings reduces with the increasing ability of rates levied available to fund capital expenditure over and above depreciation without increasing Council's level of net financial liabilities or total debt.

Loan borrowings are forecast at \$38.669m in 2022/23 and increase to \$42.825 in 2024/25 after an expected peak in new/upgraded capital works and then decrease to nil in 2031/32.

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

## Key Performance Indicators

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

Council continues to sustain its break even operating position without imposing an additional rate burden on future ratepayers.

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

The Net Financial Liabilities ratio increases from 51% to 51.5% in 2024/25 and then reduces to 11.8% in 2031/2032, well within the 100% ceiling. (This ratio effectively means if the Council had to pay out all of its liabilities in 2022/23 including all of its staff entitlements, borrowings etc it would only use 51% of its total income and 49% of its total income would then be available to be repaid to its ratepayers).

Of its total net financial liabilities, net borrowings as a percentage of income decreases from 28.6% in 2022/23 to nil% in 2031/32.

The interest cover ratio is also well within the accepted benchmark of 10% rising to a maximum ratio of 0.9% in 2025/26.

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

It should be noted that forecasts for capital are based on currently available information and recognise that staff planning is more accurate over the first 4 year planning period with the level of capital expenditure most difficult to predict especially for new/upgrade components. These estimates will continually be revisited based on competing priorities, however the forward plan demonstrates Council has an ability to meet any capital new/upgrade opportunities presented.

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

## Long Term Financial Plan 2022-2031

### Schedule A – Assumptions

#### General Assumption Drivers

The Long Term Financial Plan is forward looking information. Actual results can vary from the information presented and the variations could be material. Long Term Financial Strategy is financial forecast information; consequently, it is prepared on the basis of best estimate assumptions as to future events which Council expects are likely to take place. These estimates arise from information known as at February 2022.

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

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

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

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

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

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

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

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

- Superannuation increases from 9.5% to 12.0% in 0.5% increments over a 5 year period commencing 2021/22.

- An increase in recurrent operational expense of \$332k as a result of last year's 2021/22 Annual Operating Projects AOP.
- Local Government Elections, and extra \$601k in 2023, \$625k in 2027 and \$650k in 2031. These are one offs.

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

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

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

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

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

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

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

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

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

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

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

### Key Outcomes

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

This includes:

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

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

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

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

### Significant Assumption Risks:

#### Interest Rate Risk

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

#### Wage Growth Index Forecast Risk

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

#### CPI forecast risk

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



**Schedule B**

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



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

## City of Charles Sturt

10 Year Financial Plan for the Years ending 30 June 2032

## STATEMENT OF CASH FLOWS -

Scenario: Rolled over from V12 (20/21 as base year)

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

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

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

**Attachment C – Capital Renewal Projects**

Name	Budget Bid Description	Budget Bid Income \$ 2022/23	Budget Bid Expenses \$ 2022/23	Net Budget Bid \$ 2022/23
<b>Bridge Renewal Program 2022/23 - Henley Square Boardwalk</b>  <b>Bid ID PBB-00001219</b>	Renewal of Henley Square Timber Boardwalk	\$0	\$200,000	\$200,000
<b>Path Renewal Program 2022/23</b>  <b>Bid ID PBB-00001422</b>	Renewal of paths in line with CCS Transport Asset Management Plan recommendations and endorsed 4 year works program.	\$0	\$2,600,000	\$2,600,000
<b>Road Rehabilitation Program of Works 2022/23</b>  <b>Bid ID PBB-00001424</b>	Road Rehabilitation – involves the application of the following asset renewal and treatments to extend the useful life of road pavements: <ul style="list-style-type: none"> <li>• Crack Sealing</li> <li>• Kerb &amp; Gutter Renewal</li> <li>• Rejuvenation treatment</li> <li>• Preservation treatment</li> <li>• Asphalt overlay treatment</li> </ul>	\$0	\$4,500,000	\$4,500,000
<b>Public Lighting Renewal Program 2022/23</b>  <b>Bid ID PBB-00001428</b>	Renewal of lighting in the following areas with energy efficient LED lighting , including new poles, wiring and fittings/ luminaires  - Point Malcolm Reserve Car Park - RTLP - Frogmore (George Jones Reserve - Circuit 2&3) - Maramba West Reserve - Grange Jetty Precinct - Lake Edge Path, Aquatic Reserve to Rapid Court Project also includes allowance for planning and design for 23/24 projects.	\$0	\$660,000	\$660,000

<p><b>Road Reconstruction Program of Works 2022/23</b></p> <p><b>Bid ID PBB-00001435</b></p>	<p>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 2022/23 (PMP CM 21/298337) includes the following:</p> <ul style="list-style-type: none"> <li>• Jetty Street, Grange</li> <li>• Bridgman Road, Findon</li> <li>• Pitman Street, Woodville West</li> <li>• Windsor Avenue, Woodville Park</li> <li>• Oxford Street, Woodville Park</li> <li>• DIT Roads – Kerb &amp; Gutter Renewal</li> </ul> <p>This bid includes \$1,000,000 for water assets related to capital works and development (identified in Water AMP). It also includes Traffic Control Devices as identified in the Road Safety Devices AMP associated with this program.</p> <p>The Road Reconstruction Renewal Program of Works and budget is included in CM 21/298337.</p>	\$0	\$5,890,000	\$5,890,000
<p><b>Carpark Renewal Program of Works 2022/23</b></p> <p><b>Bid ID PBB-00001438</b></p>	<p>Renewal of Carparks in accordance with the Asset Management Plan renewal program. The Carpark Renewal Program of Works 2022/23 is included in PMP CM 21/301896.</p> <p>The following assets are included in the plan:</p> <p>All construction types of carpark surface (asphalt, paving, permeable pavers and rubble)</p> <p>Carpark kerb &amp; gutter and wheel stops</p> <p>Access roads</p> <p>The 2022/23 program of works is purely preservation</p>	\$0	\$150,000	\$150,000

	treatments, no full carpark renewals.			
<b>DDA Access Ramp Renewal Program 2022/23</b>  <b>Bid ID PBB-00001439</b>	Renewal of access ramps associated with capital works for road and path programs and in response to requests from the community for improved ramp access.  The DDA Access Ramp Renewal Program 2022/23 and budget is included in CM 21/301900.	\$0	\$200,000	\$200,000
<b>Replacement of Council Member IT Equipment</b>  <b>Bid ID PBB-00001440</b>	Replace Council Member, Elected Member room and Mayors Office IT Equipment as per replacement schedule, for new Council elected in 2022 for 4 year period.	\$0	\$100,000	\$100,000
<b>Replacement of Community Safety Infringement Devices</b>  <b>Bid ID PBB-00001442</b>	Replace end of life mobile devices and Bluetooth printers for Community Safety Officers to issue expiation notices with devices, allowing officers to issue an infringement in the field, take a photo of the vehicle and upload the information to Council's systems.	\$0	\$41,100	\$41,100
<b>Audiovisual Refresh for meeting rooms</b>  <b>Bid ID PBB-00001444</b>	Renewal of 3 audiovisual facilities used in meeting rooms located at Beverley Centre and Seaton North Neighbourhood Centre, which are at the end of their useful life.	\$0	\$18,000	\$18,000
<b>AMP Pedlar Reserve Clubrooms - Construction building renewal</b>  <b>Bid ID PBB-00001448</b>	AMP Pedlar Reserve Clubroom Renewal as per the buildings asset management plan (19/129427). The scope includes the part demolition of the existing building and construction of new changerooms and associated facilities. The building will be reconfigured and renewed to ensure the building meets the immediate and future needs of the club and the community.	\$0	\$2,172,000	\$2,172,000

<b>Asset Contingency Building Works 2022/2023</b>  <b>Bid ID PBB-00001449</b>	This project is for building contingency funding across all council building assets for emergency breakdowns including hot water services, electrical equipment, whitegoods and air conditioners. It also allows for emergency building works, building stormwater services, sewer and minor building remediation works. The Council building assets include five aged care complexes, (91 units). 50 Sporting Clubs, Commercial properties, Civic and admin building, community centres, libraries, community halls and public toilets	\$0	\$130,000	\$130,000
<b>Office furniture Renewals 2022/2023</b>  <b>Bid ID PBB-00001450</b>	There is a requirement to continually update office furniture in council operated properties including Community Centres, Libraries, Beverley Centre, Civic Centre and other council occupied facilities facilities regularly. This is to ensure furniture remains safe and functional	\$0	\$45,000	\$45,000
<b>Stormwater - Drain Renewal Program 2022/2023</b>  <b>Bid ID PBB-00001455</b>	Renewal of stormwater drains in line with the Water Asset Management Plan recommendations and condition audits which have been scoped for renewal or which provide strategic benefit	\$0	\$300,000	\$300,000
<b>AMP Council Building Renewals 2022/23</b>  <b>Bid ID PBB-00001456</b>	<p>Council building renewal works based on the condition and remaining life of the components as listed in the description within the Property Services - Council Owned Buildings Asset Management Plan 19/129427 and the AMP renewals list 21/310474.</p> <p>The Building Classes include: Public Toilets Community Halls Commercial Properties</p>	\$0	\$377,000	\$377,000

<b>GPT and Major Outlet Structure Renewal Program 2022/2023</b>  <b>Bid ID PBB-00001457</b>	Renewal of Gross Pollutant Traps and Major Outlet Structures in line with the Water Asset Management Plan recommendations and condition audits which have been scoped for renewal or which provide strategic benefit.	\$0	\$150,000	\$150,000
<b>State Heritage site - Brocas Structural Remediation</b>  <b>Bid ID PBB-00001465</b>	Within the 2021/22 AMP works schedule was the rectification of cracking in several locations at the Brocas House. It was discovered that the cause of the cracking is being caused by movement which requires investigation,  A report is currently under way through Swanburry Penglase Architects who have previously done extensive remediation works at the Brocas House which will determine the extent of the damage and methodology moving forward on steps needed to rectify the movement and cracking issues.	\$0	\$80,000	\$80,000
<b>Model T Ford Club Building future use investigation</b>  <b>Bid ID PBB-00001467</b>	Feasibility and further Investigation of the future use of the building. At present the Model T Ford Club occupy the Council owned building - It has been identified that the existing building has extensive structural damage and the building cannot be occupied due to safety concerns, A structural engineer and building has investigated and a report has been prepared that identifies in detail action required to make safe CM reference 21/314940	\$0	\$100,000	\$100,000
<b>Port Road Bandstand Rotunda Structural Remediation</b>  <b>Bid ID PBB-00001471</b>	Through the 2021/22 financial year it was identified by Property Services that there are issues with the flooring and brickwork at the Bandstand Rotunda. This has resulted in the rotunda not being safe for use due to the flooring not being structurally sound.	\$0	\$30,000	\$30,000



	The works to make safe and preserve the heritage asset include treating salt damp, re point brick work, re plaster sections, replace water effected joists and replace all rotting timber and paint.			
<b>Replacement Desktop Scanner, Large Format scanner and Print server</b>  <b>Bid ID PBB-00001478</b>	It has been identified through the IT Asset Management Plan that the following equipment is end of life - Desktop scanners used to scan hard copies into Content Manager, Large format scanner used predominately by Engineering, Open Space and Planning and Planning and Development.	\$0	\$119,000	\$119,000
<b>Desktop and Laptop Replacement Program</b>  <b>Bid ID PBB-00001482</b>	Renew Council owned desktop PC and mobile devices in accordance with the Information Technology Asset Management Plan adopted 19/2/2019 by Council / Asset Management Committee.	\$0	\$421,225	\$421,225
<b>Replacement of AMS Field devices and Mobility App</b>  <b>Bid ID PBB-00001483</b>	Replace Council owned mobile field devices in accordance with Information Asset Management Plan. Replace field devices with tablets suitable for new technology in CiAnywhere where it delivers entire enterprise suite on smart mobile devices, being able to access and move from one device to another ensuring the data being accessed flows onto the device.	\$0	\$315,000	\$315,000
<b>AMP Playground Renewals 2022/23</b>  <b>Bid ID PBB-00001508</b>	Playground renewals at various locations outlined in the endorsed Open Space & Recreation Infrastructure Asset Management Plan (AMP), including Wilford Reserve, George Jones Reserve, Nedford Reserve, Wastell Reserve, Croydon Avenue Reserve and Santiago Reserve.	\$0	\$811,319	\$811,319
<b>AMP Fences, Walls and Bollard Renewals 2022/23</b>	To renew fences, walls and bollard assets at various locations as outlined in the	\$0	\$189,300	\$189,300

<b>Bid ID PBB-00001509</b>	Open Space & Recreation Infrastructure Asset Management Plan (AMP).			
<b>AMP Open Space Furniture Renewals 2022/23</b>	Renewal of open space furniture in accordance with the endorsed	\$0	\$149,044	\$149,044
<b>Bid ID PBB-00001510</b>	Open Space & Recreation Infrastructure Asset Management Plan (AMP).			
<b>AMP Sport Accessories Renewals 2022/23</b>	Renewal of sports accessories in accordance with the endorsed	\$0	\$272,996	\$272,996
<b>Bid ID PBB-00001511</b>	Open Space & Recreation Infrastructure Asset Management Plan (AMP).			
<b>AMP Irrigation Renewals 2022/23</b>	Renewal of irrigation infrastructure in accordance with Council's endorsed Open Space & Recreation Infrastructure Asset Management Plan (AMP).	\$0	\$1,250,803	\$1,250,803
<b>Bid ID PBB-00001512</b>				
<b>Chief Street Brompton - Streetscape Renewal - Detailed Design</b>	Detailed design for the section of Chief Street between Port Road and Hawker Street in Hindmarsh/Brompton.	\$0	\$100,000	\$100,000
<b>Bid ID PBB-00001514</b>				
<b>Beach Access Stairs Renewal - Henley Beach</b>	Replacement of unsafe beach access stairs using composite materials adjacent no 201 and 203 Esplanade Henley Beach	\$0	\$200,000	\$200,000
<b>Bid ID PBB-00001543</b>				
<b>Footpath and Kerb and Gutter Defect Program</b>	Renewal of sections of footpaths and kerb and gutter in line with CCS Asset Management Plan recommendations and endorsed 4 year works program	\$0	\$1,650,000	\$1,650,000
<b>Bid ID PBB-00001558</b>				
<b>Renewal of IT Server &amp; Storage Arrays (remaining on premise)</b>	Although many core applications have migrated to the cloud Infrastructure as a Service (IaaS) or Software as a Service (SaaS) offerings, the Council still hosts some server data. CSS current hardware has reached its limitation and should be replaced as part of periodic life cycle asset replacement. This budget bid is to replace remaining hardware in the server rooms at both Civic and Beverley sites,	\$0	\$67,000	\$67,000
<b>Bid ID PBB-00001564</b>				

<b>Heavy Fleet Replacement Program 22/23 Financial year</b>  <b>Bid ID PBB-00001565</b>	As part of the Heavy Fleet Replacement Program to replace Council's Heavy plant in accordance with Fleet Services Asset Management Plan 2018-2028. 20/164834	\$442,954	\$2,779,004	\$2,336,050
<b>Light Fleet Replacement Program 22/23 Financial Year</b>  <b>Bid ID PBB-00001566</b>	As part of the Light Fleet Replacement Program to replace Council's Light Fleet in accordance with Fleet Services Asset Management Plan 2018-2028. Refer 20/164834	\$299,215	\$683,808	\$384,593
<b>Network Infrastructure Refresh (Switches and Routers)</b>  <b>Bid ID PBB-00001567</b>	<p>This budget bid is to for the replacement of network switches. All data must flow through the core gateway device (a security router).</p> <p>Every switch carries critical data every day, and the network switches within our datacentre have 48 ports per switch (all at or near) capacity. Switch infrastructure has recommended that there is a lifecycle of approximately 5-6 years. CCS current environment has equipment that has surpassed 7 years and is due for hardware replacement.</p>	\$0	\$152,800	\$152,800
<b>Replacement Letter Folder/Inserter Machine</b>  <b>Bid ID PBB-00001572</b>	<p>Council's current letter folder/insert machine which was purchased in 2014 and has reached the end of its life and needing replacing. Due to its age and extended use in its life cycle (inserted 600,000 items), it has been having multiple breakdown issues, has become less reliable and is no longer a supported manufactured model, with replacement parts not available.</p> <p>The machine is used up to multiple times a week by divisions such as Engineering, Community Safety, Community Connections, Planning and Development, Libraries and Open Space Recreation and</p>	\$0	\$36,000	\$36,000

	Property and allows teams to quickly and easily fold correspondence for consultations, reminders letters etc. and place into envelopes - rather than needing to outsource to an external contractor or staff/volunteers spending time manually folding and enveloping. On average it will process over 9,000 items per month.			
	<b>Total</b>	<b>\$742,169</b>	<b>\$26,940,399</b>	<b>\$26,198,230</b>