

DRAFT ANNUAL BUSINESS PLAN 2024/25



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Legislative Context

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 by a council after 31 May for the ensuing financial year and, except in a case involving extraordinary administrative difficulty, before 15 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 2024/25 will be adopted by the Council of the City of Charles Sturt at its meeting on Monday 8 April 2024.

Introduction to the City of Charles Sturt

Acknowledgment To Country

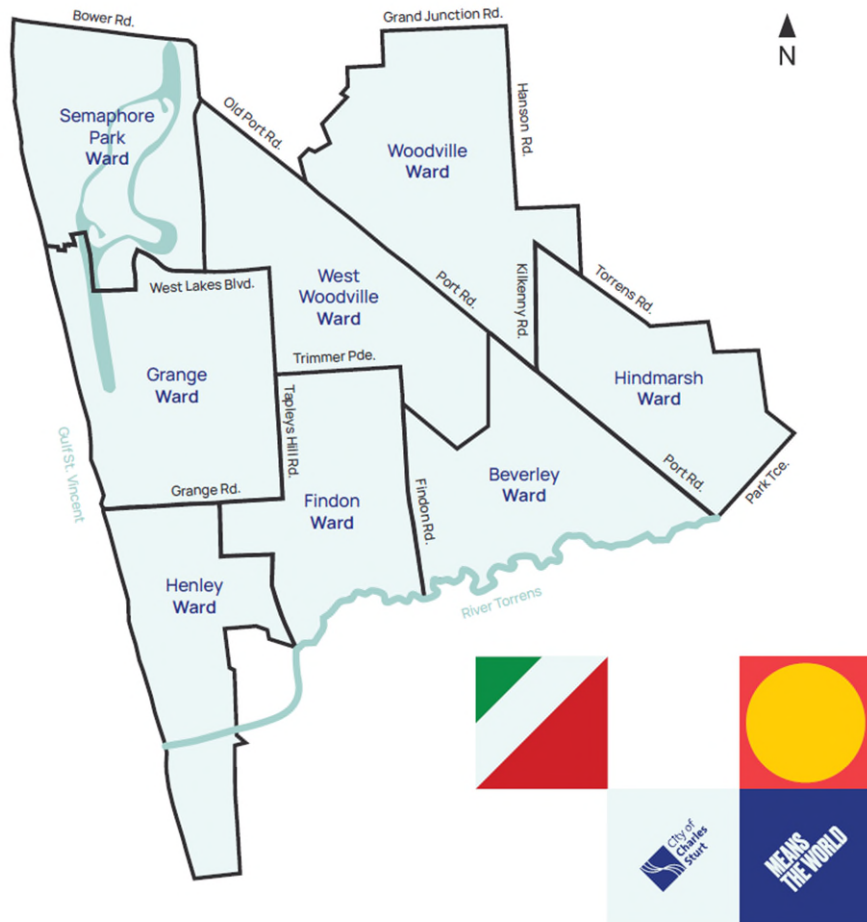
Niina Marni is Kurna for 'Welcome'. The City of Charles Sturt acknowledges and pays respect to the traditional custodians of the land, the Kurna people of the Adelaide plains. We pay our respect to Elders past, present and emerging. We respect their spiritual beliefs and connections to land which are of continuing importance to the Kurna people of today. We acknowledge the contributions and important role that Aboriginal people continue to play within our local community in Charles Sturt. We also respect the culture of Aboriginal people visiting from other areas of South Australia and Australia.

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 2024/25 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 2023/24 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 strategic documents are currently being reviewed with our Draft Community plan and vision 20240 endorsed for community consultation 25 March 2024.

Following consultation on the revision of the Community Plan and associated Organisational Plan and objectives/ strategies for next 4 years and beyond relevant information will be updated in our Final Annual Business Plan and Budget 2024/25 document.

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

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



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 a reduction in 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.

Strategic Priorities for Charles Sturt in 2024/25

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 2024/25 financial year align with the strategies. The detail of these key actions and KPI's which we will use to measure our success can also be found in the Charles Sturt Organisational Plan 2021-2025 document.

Objectives and Strategies

1. OUR COMMUNITY – A Strong and Connected Community

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

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

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

Our Community Plan Outcomes	Our Organisational Plan Actions
A well-designed urban environment that is adaptive to a diverse and growing City.	<ol style="list-style-type: none"> 1. Support diversity of new and renewal developments which complement and enhance the character and liveability of our city through master planning, policy and development assessment. 2. Implement Your Neighbourhood Plan framework
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"> 1. Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing community needs. 2. Manage maintenance service levels and asset lifecycles to optimise asset life and achieve service efficiency in line with community needs and

Our Community Plan Outcomes	Our Organisational Plan Actions
	<p>diverse urban densities.</p> <p>3. Develop and enhance assets in line with key Council strategies</p>
<p>Support diverse events and experiences that bring people together and contribute to the history, culture and vitality of our neighbourhoods.</p>	<p>1. Engage the community in the delivery of events in community and public spaces.</p> <p>2. Develop destinations that cultivate art, culture, place making while recognising heritage principles</p> <p>3. Develop and implement a program to promote street and place activation.</p>
<p>Drive an integrated, responsive transport system and well-maintained network of roads and paths that facilitate safe, efficient and sustainable connections.</p>	<p>1. Continue to implement improvements to our transport network to improve road safety.</p> <p>2. Invest in inclusive upgrades to the whole transport network to promote a balanced distribution of residents driving, walking, cycling and using public transport.</p> <p>3. Continue to support and advocate for shared 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>	<p>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.</p> <p>2. Maximise the use of Council open space and sporting facilities.</p> <p>3. Facilitate provision of and access to recreation facilities by collaborating with schools and clubs and adjoining councils</p>

3. OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City

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

4. OUR ECONOMY – An Economically Thriving City

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

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

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

Our Community Plan Outcomes	How will we achieve this?
	grant and co-funding opportunities.
5. Open and accountable governance	<ol style="list-style-type: none"> 1. Actively and effectively communicate Council decisions. 2. Actively engage our community on Council services, programs and infrastructure. 3. Our policies reflect the current legislation, are fit for purpose and enable decision making. 4. Our strategic plans reflect our communities' aspirations while meeting the current legislation 5. Our Community are updated on the progress and delivery of Council's projects for their community 6. Implement systems and frameworks to continuously improve management and performance 7. All Portfolios have considered their Corporate risks, and these are integrated into the Corporate Risk Register. 8. Local Government Act 1999 reforms are implemented efficiently and effectively.

Long Term Financial Plan

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

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

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

Council Members were asked to review a number of LTFP scenarios using a standard number of base assumptions which were reviewed by the Audit committee at its meeting 20 February 2024 to forecast future financial performance over the next 10 years. Following feedback from the Audit committee, Council workshop and Corporate Services committee review on 4 March 2024, the Council at its meeting 12 March 2024 following an analysis of key financial indicators and review of the impact on long term financial sustainability adopted the LTFP based on a preferred scenario.

The LTFP 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 2024/25. 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. All infrastructure AMPs are currently out for consultation. Capital renewal for 2024/25 is projected at \$38.226m, increasing to \$41.872m in 2025/26 and then reducing to \$30.46m in 2033/34.

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

Council staff have also been gathering financial forecast information on new/upgrade capital projects derived from existing strategic managements plans such the Open Space Strategy, Council resolutions supporting new projects and major project initiatives. The projects identified in the LTFP for new/upgrade capital are only those for which Council has given in principle support through council resolutions and/or council reports. In 2024/25 forecast new/upgrade capital is \$14.05m, increasing to \$20.123m in 2025/26 and then reducing to \$2.4m in 2033/34 with minimal projects identified in later years of the plan.

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%.

It should be noted that the level of loans assumes a consistent level of works in progress at year end in line with previous years trends and assumes the effective use of its cash advance debenture facilities (interest only loans) in line with Council's Treasury Policy.

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 \$70.688m in 2025/26 as the significant new/upgrade program nears completion and then reduces over the 10 year forecast period to \$10.775m in 2033/34. This translates to a net financial liabilities ratio that peaks in 2025/26 of 65.2% against a benchmark of 100% and interest cover ratio of 1.8% against the benchmark of 10% in 2026/27.

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. Deloitte Access Economics forecasts a CPI of 2.75% over the 2024/25 budget development process. This is as against a current CPI December 2023 of 4.8% for Adelaide, 4.1% for Australia and a LGPI as at December 2023 of 4.4%. Access Economics are therefore forecasting that for 2024/25 the CPI is expected to continue to reduce over the next 18 months. This is the basis on which the LTFP has been developed.

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 specific cost drivers which increase greater than CPI such as maintenance, waste, insurance and utilities costs are based on either known information or from discussions with relevant staff having regard to existing trends in performance.

The adopted LTFP including any scenario modelling strives to ensure that the current generation of ratepayers is paying for what it consumes and “living within its means” for the level of rates it is prepared to be levied. The operating surplus ratio therefore must have sufficient capacity so that Council can respond to unforeseen impacts on its operating costs without having to resort to a rates “shock” and /or cuts to services. This is especially important at a time when the traditional economic indicators are fluctuating significantly and risks such as climate change, technology, supply chain will have cost implications into the future all of which are becoming increasingly difficult to predict with any certainty.

The adopted LTFP, based on the assumptions includes the 0.5% rates impost for the previously adopted Digital Futures project in 2024/25 and 0.3% in 2025/26. There is a rate increase of 1% in 2024/25 and 0.5% from 2025/26 to 2027/28 with rising technology and infrastructure costs as identified in the base assumptions. A Tree canopy initiative adopted by Council in October 2023 (CL 23/10/2023 item 6.101) with an objective to increase the amount of shade to 25% across the City by 2045 with an additional 3,000 trees is funded by a 2% rate rise in 2024/25.

Overall this translates to a forecast rate increase in 2024/25 of 4.25% plus 2% tree canopy initiative = 6.25% plus new property growth 1%.

For this level of projected rates income, annual operating projects or service level increases are forecast at \$2.2m plus 50% of the projected ERP system plus the allowance for LG elections which occur every 4 years and Tree canopy project, with \$3.814m allowed for in 2024/25.

In summary the high level parameters for 2024/25 which will be used to **guide** the development of the budget are:

- Operating surplus ratio 2.4%
- Net Financial Liabilities ratio 53.7%
- Asset renewal funding ratio 100%
- Interest cover ratio 1.3%
- Operating surplus of \$3.791m
- Proposed rates increase 6.25% which includes 2% for tree canopy
- New property growth assumed of 1%
- Total annual operating projects \$3.814m
- Total capital (renewal) \$38.226m
- Total capital New/Upgrade \$14.05m
- Using existing CAD facilities for borrowings required with forecast borrowings of \$48.345m

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 2024/25.**City of Charles Sturt - LTFP Scenario****10 Year Financial Plan for the Years ending 30 June 2034**

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
CPI Deloitte Access Economics	3.09%	2.75%	2.50%	2.51%	2.48%	2.35%	2.25%	2.30%	2.44%	2.49%	2.48%
Rates Impost 2022/23	0.50%	0.50%	0.30%								
Rates Impost 2023/24	3.78%										
Rates Tree Canopy		2.00%	0.00%	0.00%	0.00%						
Rates Impost 2024/25		1.00%	0.50%	0.50%	0.50%						
Rates Increase	7.37%	6.25%	3.30%	3.01%	2.98%	2.35%	2.25%	2.30%	2.44%	2.49%	2.48%
Rates Growth	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	0.00%
Rates Revenue	8.37%	7.25%	4.30%	4.01%	3.98%	3.35%	3.25%	3.30%	3.44%	3.49%	2.48%
Profit and Loss Statement											
Rates	129,266	138,570	144,358	150,086	156,002	161,190	166,384	171,830	177,693	183,845	190,198
Employee Costs	55,498	58,434	60,538	62,522	64,408	66,649	68,717	71,148	73,375	75,934	78,357
Depreciation	35,949	36,950	38,060	39,205	40,375	41,527	42,668	43,863	45,152	46,502	47,888
Operating Surplus	5,695	3,791	4,176	4,692	7,415	7,610	8,271	7,590	9,037	9,408	10,433
Borrowings	37,139	48,345	70,688	66,906	66,082	59,392	58,775	51,382	40,676	32,125	10,775
KPI Ratios											
Operating Surplus Ratio											
Net Financial Liabilities Ratio											
Asset Renewal Funding Ratio											
Interest Cover Ratio											
Annual Operating Projects											
Tree Canopy	2,190	2,200	2,255	2,312	2,369	2,425	2,479	2,536	2,598	2,663	2,729
LG Election (in addn to AOP)		1,214	1,376	1,661	1,711	2,127	2,170	2,746	2,801	3,293	3,359
DFP Project	1,428	801	919	650				675			
DFP Project 50% funded outside	-714	-401	-460								
Total AOP	2,904	3,814	4,091	4,622	4,080	4,552	4,649	5,957	5,399	5,956	6,088
Capital Program \$0,000											
Capital Renewal	25,808	38,226	41,872	28,843	31,433	30,234	32,292	28,128	30,268	32,984	30,460
Capital New & Upgrade	13,264	14,050	22,279	11,456	15,656	11,421	16,292	13,649	9,959	9,899	2,399
Delete NEW		0	0	0							
Total	39,072	52,276	64,151	40,299	47,089	41,655	48,584	41,777	40,227	42,883	32,859

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

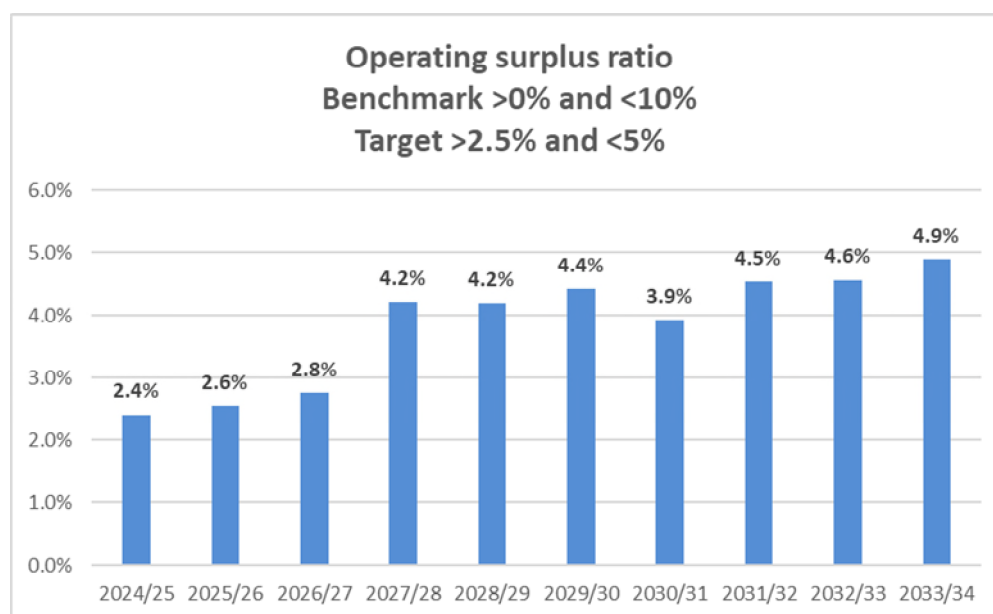
Operating deficits are not sustainable or equitable in the long term as they result in services consumed by current ratepayers being paid for by future ratepayers. A fair and equitable tax system is one in which taxes paid by each generation is in proportion to the benefits that generation receives.

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

The Operating surplus ratio expresses the level of operating surplus/deficit as a percentage of Operating Income with a negative ratio highlighting the additional revenue percentage required to ensure current ratepayers are paying for their current consumption of resources.

The council to ensure long term sustainability needs to ensure it has a plan to pay off debt over time as well as position itself to respond to future impacts without a rates shock and given feedback from the Audit committee has determined an operating surplus ratio of between 2.5% and 5% is a preferable target.

This ratio for the adopted LTFP is positive over the forecast period for the adopted LTFP and within 2.4% and 4.9% over the 10 years (>0% and <10%)



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

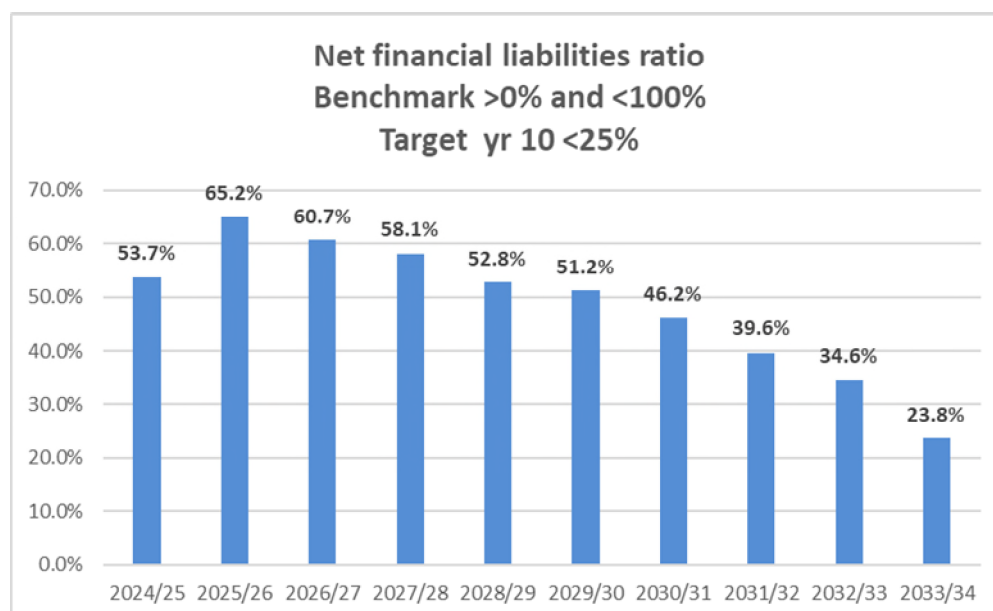
Net financial liabilities measure Council's total indebtedness and includes not only its loans but its obligations for leave entitlements and provisions.

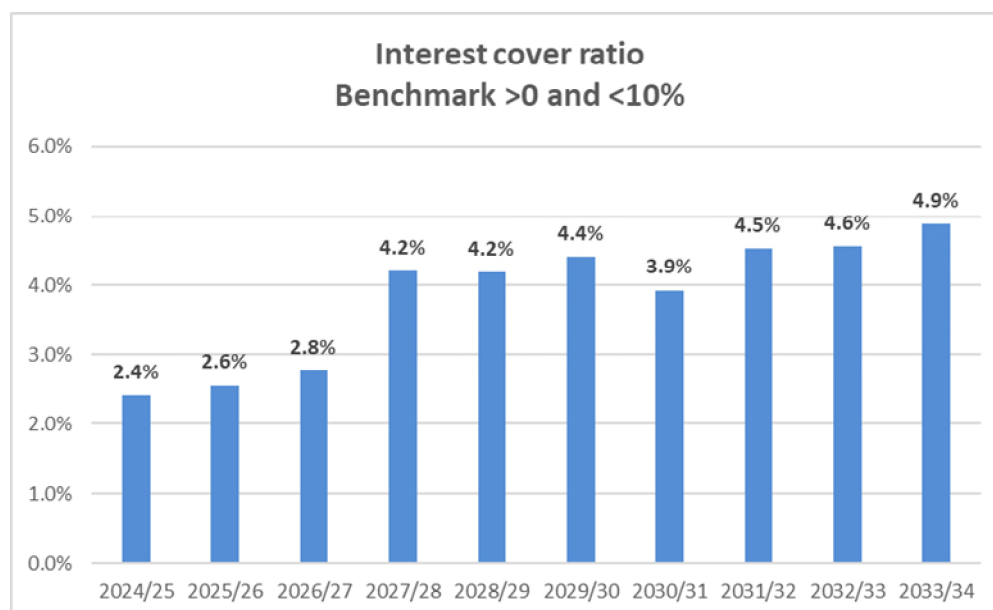
The Local Government endorsed ratios for a council's indebtedness is for net financial liabilities as a percentage of operating revenue with acceptable limits between 0% and 100% and for an interest cover ratio with interest costs as a percentage of operating revenues within an acceptable benchmark of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

Council in seeking to ensure it has a plan to repay its indebtedness over time seeks to ensure in year 10 its net financial liabilities ratio is <25%.

The adopted LTFP delivers a net financial liabilities ratio with a peak at 65.2% in 2024/25 reducing to 23.8% in 2033/24 and an interest cover ratio less than 1.8% 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.

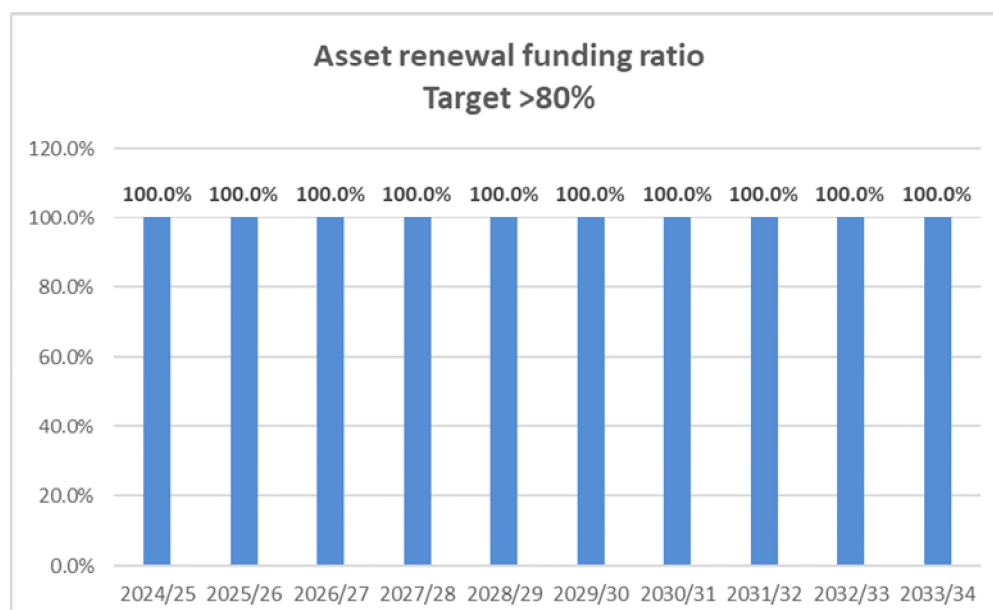




Charles Sturt is the caretaker for more than \$1.0 billion of community assets and is responsible for maintaining the value of these assets.

Asset Management Plans (AMPs) have 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 AMPs are updated in line with legislative requirements with the forecast financial information reviewed annually. Any changes to forecast financial information are presented to Council for endorsement.

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 including its commitment to a tree canopy program that increases the amount of shade to 25% across the City by 2045 in line with its strategy to address Climate change and reduce emissions.

An operating surplus ratio is achieved across the planning period to ensure the generation of ratepayers is paying for the consumption of resources and Councils' asset management plans are fully funded to meet planned infrastructure works that address asset renewal and new/upgrade projects within acceptable benchmarks for council's key financial targets including borrowings which are used to guide its decision making.

A full copy of the Long Term Financial Plan 2024 -2034 is included as [Attachment B](#).

CEO Statement on Financial Sustainability

The City of Charles Sturt takes its commitment to our community to deliver our services in a financially sustainable way seriously. We do this by having a sound financial and asset planning framework to guide the management of over \$1.3b of assets. It also ensures we have a clear understanding of our communities' expectations of the services we deliver. This includes emerging priorities and aspirations. We balance this with sensitivity around the rates we charge and making sure that we are efficient in delivery and that each generation makes a fair contribution toward longer term asset management.



CEO Paul Sutton

Our planning framework is led from our Community Plan (currently under review), which outlines the strategy and vision for our City. Its five themes shape who we are and guide how we work together as an organisation and community. This Plan also identifies the outcomes and aspirations for each theme and how we will track and measure success. Our plan creates opportunities for the City of Charles Sturt to grow, to connect, and to enhance the western region and greater Adelaide. Supporting the Community Plan is our Organisation Plan, a range of Asset Mgt Plans, and a suite of other strategies that reflect particular areas of action including our approach to environmental issues and climate change.

Our Long Term Financial Plan (LTFP) translates the cost of these plans to ensure they can be realised. This ensures their viable delivery and demonstrates not only short but long term financial sustainability. The LTFP has a variety of inputs, forecasts and assumptions of the future economic climate. Given the future nature of these there will always be some variability in these to what actually occurs, hence we do our best and use the most up to date information available. Through this we seek to deliver all we have planned and avoid economic shocks being transferred to our ratepayers.

Council applies the 3 key financial indicators used across our sector and has set target ranges or parameters for each indicator. These indicators enable high level comparability among Council's and drives accountability, ensuring we "continue to meet long-term service and infrastructure levels and standards, without substantial increases in rates or cuts to services".

They are:

- The Operating surplus ratio is > 0% and <10% and
- Asset Renewal funding ratio is > 80% and
- Net Financial liability ratio is less than 100% over the forecast period.

Our current LTFP shows Council to be financially sustainable across all three financial indicators over the 10 year horizon.

Council also ensures ongoing financial sustainability by budgeting for an Operating Surplus ratio between 2.5% and 5% over the 10 years and a Net Financial Liabilities ratio in year 10 being no greater than 25% of revenue. This ensures we are positioned to respond to future opportunities or challenges while ensuring repayment program for capital works infrastructure borrowings.

Each year the LTFP is updated to remain contemporary. This updates any changes to assumptions and updates to the economic outlook as well as internal factors and adds a new year to the long term horizon. Changes also occur to asset management plans which impact the

LTFP as they are refreshed, as well as new strategies and initiatives adopted by Council are also incorporated.

The volatility of the recent economic climate including increases in the cost of delivery of infrastructure and services has had an influence on the rates increases required for 2024/25. Council has also actively supported initiatives to increase tree canopy by planting an additional 3,000 trees (total of 6,000 trees) per annum. This long term strategy has been funded via an additional 2% rate rise in 2024/25 and has been included in our forecast projections. The endorsed LTFP and assumptions results in a forecast rate rise of 6.25% plus new property growth in 2024/25.

The current December Adelaide CPI is 4.8% and there is an assumption that the CPI will reduce over 2024/25 and that is the basis on which the LTFP has been developed. Deloitte Access Economics are used as an independent source of CPI projections and are currently forecasting a CPI of 2.75% over the 2024/25.

Council is mindful of the current economic uncertainty and given there is some risk of variability we continue to look for cost efficiencies within our service delivery to ensure our projected rates increases aligns with the forecasts and as best as possible community expectations.

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

- Infrastructure demands with ongoing maintenance with escalating costs and replenishment responsibilities of existing infrastructure and the provision of new infrastructure to meet community demands and expectations.
- Managing the cost of waste and the processing of organic materials and increasing the use of recyclables as we move toward a circular economy, including the operation of our Materials Recovery Facility.
- Addressing our Climate Change emergency declaration and delivering a reduction in carbon emissions across a range of initiatives.
- Continuing to support the economy via implementation of our Economic Development Plans across the Western Region to create a prosperous community.
- Digital transformation of business processes for modern IT systems with the customer as the core.
- Encouraging and supporting greater participation and active engagement by the community in facilitating outcomes.
- The uncertainty in the current economic climate.

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

The major budget categories are:

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

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

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

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

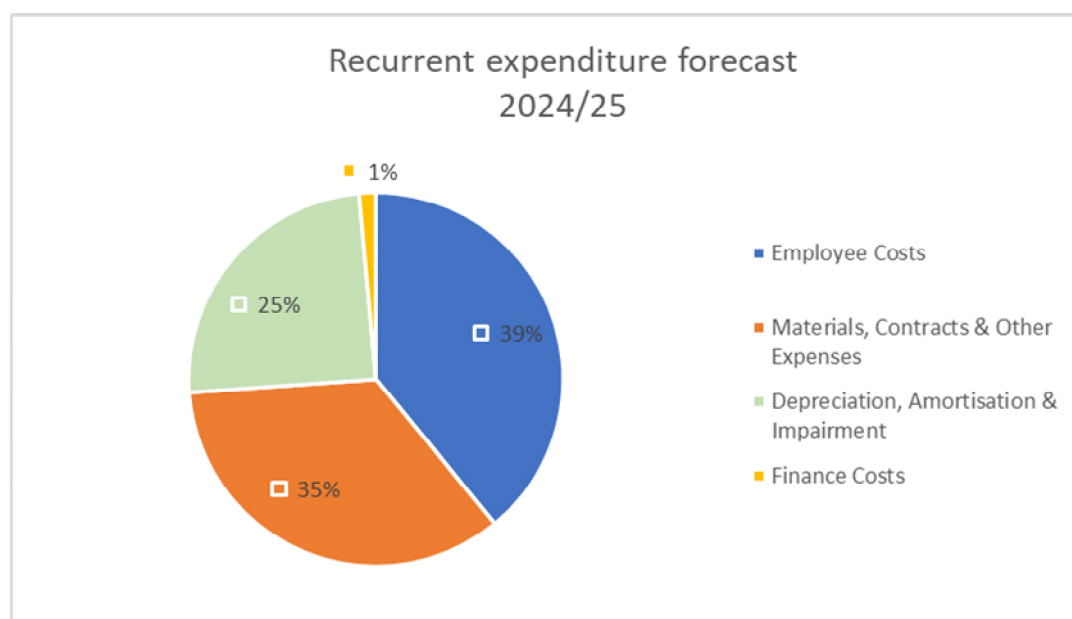


Paul Sutton
Chief Executive Officer

What services we will deliver to our community?

Recurrent Budget

For 2024/25 it is forecast that Council will require approximately \$149.628m (operating expenses \$112.678m plus depreciation \$36.950m) to deliver and maintain existing core services. The actual recurrent budget will be prepared by staff over March/April having regard to the LTFP forecasts with any sustainable savings quarantined, to be assessed against the high level parameters of year 1 of the LTFP in determining any potential reduction in rates forecast.

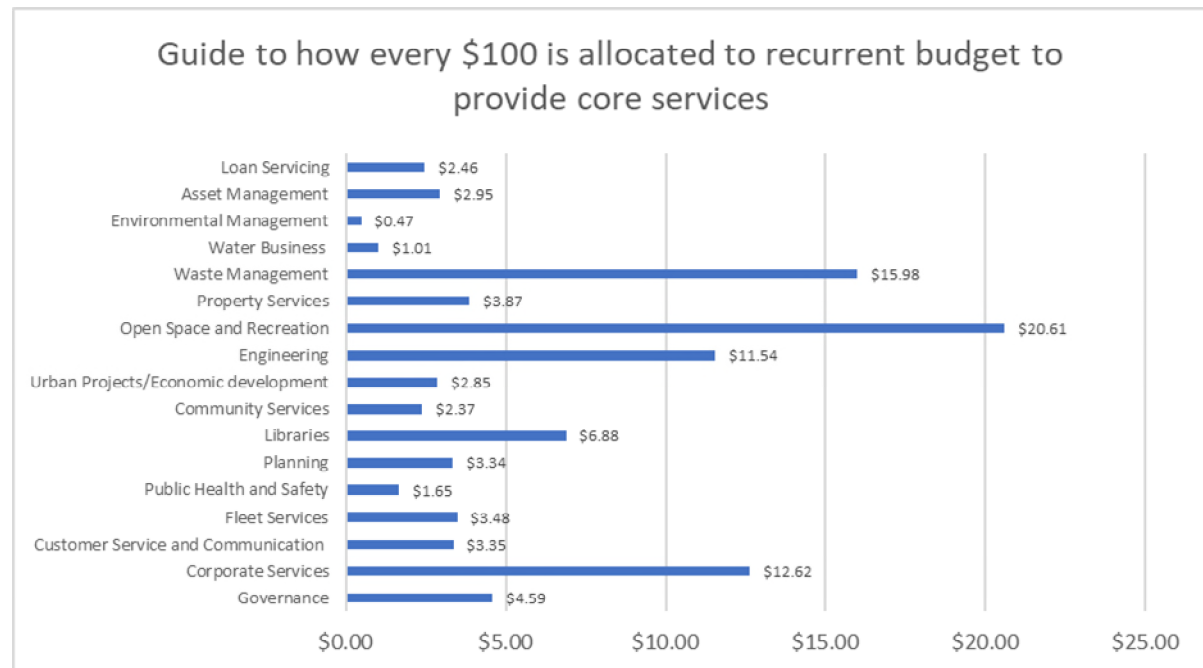


All councils have basic responsibilities under the Local Government Act 1999 and other relevant legislation. These include:

- 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.



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 2024/25 the LTFP suggested for the high level parameters adopted, the funding of approximately **\$3.814m** in Annual Operating Projects. Council Members reviewed the list of potential annual operating projects and following its meeting 8 April 2024 endorsed the following list of annual operating projects for consultation for a total of **net \$3,903,991** comprising \$278,150 in income and \$4,182,141 in expenditure.

The list of projects for consultation are greater than the LTFP framework adopted by \$89,991.

Projects currently under consideration include:

Name	Budget Bid Description	Budget Bid Income \$ 2024/25	Budget Bid Expenses \$ 2024/25	Net Budget Bid \$ 2024/25
Digital Capabilities Resource - (Year 2/3) Bid ID PBB-00001880	This budget bid provides year 2 of the 3 year funding for a fixed term employee to uplift the digital capabilities of field based staff and facilitate on-site IT support for staff based at the Beverley site.	\$0	\$100,000	\$100,000
Tree Canopy - Tree Maintenance Scheduler - 1.0 FTE Bid ID PBB-00001883	Tree Canopy Improvement Strategy endorsed outcome - to fund 1.0 FTE personnel to be responsible for scheduling of external and internal customer request, programs and projects to provide efficient and effective resource management necessary for ongoing Tree Maintenance and ensuring the Tree Unit is resourced for the increased tree planting of the tree canopy Improvement Strategy. This position will be responsible for efficient scheduling of works for 6 work teams that is forecasted to rapidly increase in teams throughout the duration of the tree canopy improvement strategy.	\$0	\$114,944	\$114,944

Tree Canopy Lead - 1.0 FTE Bid ID PBB-00001888	To fund 1.0 FTE personnel to be responsible for the coordination and implementation of actions, programs and projects that are necessary for achievement of the Tree Canopy Improvement Strategy and council land tree planting program of 6000 trees per annum	\$0	\$125,000	\$125,000
Discretionary Ward Allowance for Council Members Bid ID PBB-00001894	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.	\$0	\$176,000	\$176,000
Tree Canopy - Tree Establishment Team Member - 2.0 FTE Bid ID PBB-00001895	To fund 2.0 FTE personnel to be responsible for street tree watering and small tree maintenance for the Tree Canopy Improvement Strategy. The actions outlined in the Tree Canopy Improvement Strategy has been endorsed to increase our tree canopy cover to 25% by 2045 extended and intensive tree planting programme over many decades requiring initial tree watering and maintenance tasks to ensure the establishment rate of trees is at its optimum.	\$0	\$168,997	\$168,997
Tree Canopy - Planting and Maintenance (Street and Reserve) Bid ID PBB-00001906	Council Endorsed Tree Canopy Improvement Strategy - To implement a significantly enhanced tree planting program, planting an additional 3000 trees in 24/25 and every year thereafter until 2036/37 to deliver the Tree Canopy Improvement Strategy and providing for their ongoing maintenance.	\$0	\$805,000	\$805,000
Tree Canopy - Treebate: Tree Rebate Scheme Bid ID PBB-00001913	A tree planting rebate scheme for land holders to increase the amount of trees planted on private land across the City to increase our Tree Canopy Cover towards our 25% target by 2045.	\$0	\$20,000	\$20,000
Permanent resource to effectively manage city-wide parking controls Bid ID PBB-00001923	A second dedicated Community Safety Parking Officer was engaged on a fixed term contract for the 2023/24 year to aid in the effective management of Council's parking controls. The position has been delivered with no cost to the organisation, as income generated through statutory charges being able to offset the expenditure associated to the additional resource.	\$100,000	\$100,000	\$0
Arborist apprentice - replenishment program Bid ID PBB-00001932	The project is for a continuation of an existing Field Services apprentice and the inclusion of an additional apprentice within the Tree Maintenance and Parks areas to assist with the delivery of the endorsed Tree Canopy project. This project also assists with succession planning, supplementing an ageing workforce and skills shortage.	\$0	\$50,000	\$50,000

Soft Plastics Recycling Pilot - Phase 2 Bid ID PBB-00001934	<p>Council has been working with CAWRA and the Australian Food And Grocery Council (AFGC) on a soft plastic collection trial utilising the kerbside yellow bin. This budget bid will build on the initial trial to see the pilot expand to an opt-in model rather than limited to only households in a designated geographic area. Council's funding contribution will go towards delivery of starter packs (special orange bags), additional resources to recovery the bags at the MRF, and audits to asses performance of the pilot.</p>	\$0	\$26,000	\$26,000
Whole Street Planting 2025 Bid ID PBB-00001941	<p>As part of the Whole Street Planting Program, a number of residential streets will be planted with approximately 800 semi advanced trees. An integration approach with Engineering construction projects (i.e. road reconstruction and footpath programs) may also provide opportunity for street selection.</p>	\$0	\$200,000	\$200,000
Extension of weekly FOGO trial Bid ID PBB-00001947	<p>The 12 month weekly FOGO trial commenced on the 1 May 2023 and was due to concluded on 30 May 2024. The trial aimed to test the communities willingness and ability to transition to alternative collection frequencies of weekly FOGO collections, fortnightly waste and recycling collections. During the mid-term review it was identified that there was community support for weekly FOGO collections. Work has commenced to investigate potential council wide models and while council works through weekly FOGO models for City wide implementation this budget bid will facilitate the continuation of the current trial in Tennyson and Seaton. The budget bids also demonstrates Council's intention to move forward with weekly FOGO collection across the whole City should business case outcomes be favourable and there are no legislative barriers to implements a fair an equitable service.</p>	\$0	\$54,000	\$54,000
Business Support Program Bid ID PBB-00001965	<p>To provide a business support program that provides grants to businesses to access free business advice from pre-qualified business advisors who can help them to adapt and innovate in response to changing market conditions.</p> <p>Building upon the success of the 2023/24 program, this program will also assist our businesses who have limited education about environmental sustainability helping them to take actions in their business delivering positive environmental benefits.</p> <p>The 2024/25 program will also include specialist advisors in cyber resilience and mental health and wellbeing.</p>	\$0	\$140,000	\$140,000

Arts and Cultural Grants Program Bid ID PBB-00001977	The Arts and Cultural Program is provided to the arts, culture and music sectors and aimed at inspiring and supporting new projects, ideas and energy within our City.	\$10,000	\$110,000	\$100,000
Events and Festivals Sponsorship Fund Bid ID PBB-00001982	This sponsorship fund has been established to support community organisations, residents and event organisers to hold events within the City of Charles Sturt. Applicants must demonstrate how they meet key economic, social, cultural and environmental benefits to the city. Applications are assessed by a selection panel and presented to Council for approval. One-off events and multi-year event agreements can be provided.	\$0	\$125,000	\$125,000
Shop Local Improvement Grants Bid ID PBB-00001983	This bid is to be a catalyst for improvement and to stimulate investment and improvements by multiple property owners within the same area. The improvement of façade features such as the architecture or heritage features, improve disability access into premises, signage or activities in front of the business, develops a uniqueness for the business which has been found to add more value to the businesses through continued customer attraction. Funding will be offered on a 50% match funding basis and a contribution up to a maximum of \$5,000 will be supported. The aim of the customer experience component of the grant funding is to support businesses to run new activations and experiences that bring both new and existing customers into local businesses and to create more options for our residents to shop locally and keep more dollars in the local economy. Funding up to a maximum of \$2,000 will be supported.	\$0	\$70,000	\$70,000
AdaptWest in Action 24/25 - Regional Climate Change Response for Western Adelaide Bid ID PBB-00001992	To implement the refreshed strategic directions for the AdaptWest Regional Climate Partnership with the SA Government, Cities of Charles Sturt, Port Adelaide Enfield and West Torrens and program delivery partners to deliver collaborative climate change responses across western Adelaide.	\$130,000	\$195,000	\$65,000
Pet Desexing and Microchipping Program Bid ID PBB-00001995	Continuation of the pet desexing and microchipping program for dogs and cats by incorporating funds to deliver the program within the Community Safety' recurrent operating budget. The program will continue to provide low income residents for cat desexing in partnership with the National Desexing Network.	\$0	\$20,000	\$20,000

West Beach Road Place Making - Lighting and Art Bid ID PBB-00001997	This budget bid proposes some temporary place making interventions on the western section of West Beach Road between Military and Seaview Roads, namely the lighting of the palm trees .	\$0	\$17,500	\$17,500
Replenishment Program - Graduate Program Bid ID PBB-00002002	This bid is for the continuation of a graduate program to attract high performing university graduates to CCS and the local government sector. Positions will be allocated through regular and ongoing workforce planning to identify areas of need and to ensure that the graduates are placed in areas with meaningful, relevant work with defined outcomes to be achieved.	\$0	\$213,668	\$213,668
Development Officer - Building Inspector to support the inspection of Certificate of Occupancy for Class 1 dwellings Bid ID PBB-00002013	<p>The state government are introducing the need to issue a certificate of occupancy for all dwellings as of October 2024. This will involve approximately 700 new dwellings per annum requiring inspection on completion to ensure required aspects of the development have been delivered and then issue a certificate to occupy. Most of these are likely to be processed by council staff as certifiers are less likely to take on the work due to the low fee for service associated with the work. The current fee is \$54.50 for a certificate of occupancy.</p> <p>While there may be some scope for existing staff to pick up a small portion of the certificate of occupancy work, they will not be able to deliver the entire additional inspection workload and thus this position is required to deliver suitable resourcing to achieve the legal obligation under the new provisions of the PDI Act.</p>	\$38,150	\$124,032	\$85,882
Transition of Technology One enterprise software (ERP) to Software as a Service (SaaS) Bid ID PBB-00002018	The project transitions the Technology One ERP to the vendor's cloud (SaaS), enabling CCS to remain on supported software post-October 2024 when the vendor's support ceases.	\$0	\$675,000	\$675,000
Cyber Security SIEM/SOC Services Bid ID PBB-00002019	To meet the need for cyber security maturity and follow the endorsed roadmap that is strategically aligned with the current document 2022 to 2024 (year 3 of 3) The SOC will help the City of Charles Sturt to stay one step ahead of cybercriminals by proactively identifying and mitigating potential risks before they can cause significant harm.	\$0	\$155,000	\$155,000

CRM Consolidation 2024-2025	This project is stage 4 of a 4 year program to deliver a modern customer relationship management system. Through modernising our digital platforms it will provide efficiencies and community value by improving the view of the customer and enhancing our processes. Investment will continue to strengthen Council's focus on customer service and customer experience for years to come.	\$0	\$397,000	\$397,000
Bid ID PBB-00002022				
	Total	\$278,150	\$4,182,141	\$3,903,991

Project shaded in green are for Tree canopy projects per LTFP assumption.

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 2024/25 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 2024/25 the Long Term Financial Plan suggests a net total capital program of approximately \$52.276m with approximately \$38.226m allocated to renewal/replacement of existing assets as prescribed in adopted asset management plans. New and upgraded infrastructure is forecast at \$14.05m.

Council Members reviewed the list of potential Capital projects and following its 8 April 2024 endorsed a total net capital program of **\$52,367,630** comprising **\$40,826,973** for Council's contribution to renewal capital works and **\$11,540,657** for Council's contribution to new/upgrade capital projects.

Renewal Projects 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.

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.

The Capital New/Upgrade Program for consultation is greater than the endorsed LTFP by \$91,630.

New/Upgrade Projects currently under consideration include:

Name	Budget Bid Description	Budget Bid Income \$ 2024/25	Budget Bid Expenses \$ 2024/25	Net Budget Bid \$ 2024/25	Nature of Works
Sustainable Transport Infrastructure 2024/25 Bid ID PBB-00001877	Projects to provide new sustainable transport infrastructure to encourage active travel for recreation and transport.	\$0	\$100,000	\$100,000	New
New Traffic Control Devices 2024/25 Bid ID PBB-00001878	Design, consultation and construction of new traffic control devices at identified high risk locations in line with our Road Safety Assessment Procedure.	\$0	\$650,000	\$650,000	New
Tree Canopy - Vehicle Bid ID PBB-00001889	To purchase a vehicle to support the operations required for Tree Canopy coordination and implementation of actions, programs and projects that are necessary for achievement of the Tree Canopy Improvement Strategy such as site scoping, on site liaison with community, scoping and plantings to support the outcomes endorsed by Council (CL 23/10/23 Item 6.101).	\$0	\$50,000	\$50,000	New
New Path Program 2024/25 Bid ID PBB-00001897	Design and construction of new paths on streets and reserves for the 2024/2025 financial year and design of new paths for future financial years that have been assessed	\$0	\$330,000	\$330,000	New

	by staff as being consistent with current Path Policy and providing strategic benefit to the community.				
Street Light Upgrade Program 2024/25 SAPN Infill and Improvement Program Bid ID PBB-00001898	The project will continue to ensure street lighting complies and is upgraded to meet AS/NZS 1158 road lighting standards where reasonably possible by upgrading street lighting associated with road reconstruction and transport projects.	\$0	\$200,000	\$200,000	Upgrade
Chief Street Brompton - Streetscape Renewal - PLEC - Undergrounding of Powerlines Bid ID PBB-00001904	Council contribution (year 2 of project) for the undergrounding of powerlines and associated works on Chief Street between the rail crossing and Hawker Street in Brompton. Powerlines to be placed underground and new street lighting columns installed in preparation for future streetscape works.	\$0	\$1,000,000	\$1,000,000	Upgrade
Tree Canopy Establishment - Spray Ute Bid ID PBB-00001905	To purchase a vehicle (Spray Ute) to support the operations required for Tree Canopy Establishment and implementation of actions, programs and projects that are necessary for achievement of the Tree Canopy Improvement Strategy. This Spray Ute is required for vegetation management of new plantings to support the outcomes endorsed by Council (CL 23/10/23 Item 6.101).	\$0	\$66,000	\$66,000	New
Local Centre Revitalisation Upgrade Program - Royal Park & Hendon Bid ID PBB-00001907	This project is one of a series of strategic Local Activity Centre upgrades identified to: - address gaps in local walkable centres across the City; and - leverage from major private investment nearby; and - respond to upcoming Code Amendments in the City - be a shovel ready project for grant consideration	\$0	\$100,000	\$100,000	Upgrade

	2024/25 scope of works includes detailed design for upgrade works on Tapleys Hill Road between Kauper Street and Davidson Avenue in Royal Park and Hendon. The project is also included in the endorsed Albert Park and Hendon Your Neighbourhood Plan.				
Gleneagles Reserve stormwater Detention Upgrade 2024/25 Bid ID PBB-00001910	Upgrade of existing stormwater detention basin in Gleneagles Reserve. Year 2 of multi year upgrade project which commenced construction in 23/24	\$1,225,000	\$2,500,000	\$1,275,000	Upgrade
St Clair Oval no. 2 drainage improvements Bid ID PBB-00001912	Sub surface drainage improvements at St Clair Oval no. 2, in addition to planned irrigation renewal works. The sub-surface drainage works were never completed during the St Clair redevelopment due to budget constraints at the time. Now that high level soccer is now being played at the ground this drainage requirement has become critical to the longevity of the playing surface. Without this we will be re-turfing the pitch after every season.	\$0	\$200,000	\$200,000	New
New Minor Open Space Infrastructure Bid ID PBB-00001914	Provision of new minor open space infrastructure in response to approved community requests.	\$0	\$30,000	\$30,000	New
Additional play equipment for older children at Wilford Reserve Bid ID PBB-00001915	Additional play equipment for older children at Wilford Reserve, Seaton.	\$0	\$45,000	\$45,000	New
Stormwater - Local Area Flood Mitigation 2024/2025 Bid ID PBB-00001926	Investigation, design and construction of localised flood protection works associated with the Local Area Flood Mitigation program.	\$0	\$100,000	\$100,000	Upgrade
Trimmer Parade Stormwater Upgrade Stage 1 Bid ID PBB-	Trimmer Parade Stormwater Upgrade Stage 1 of 5 - Between Greenview Drive and Frederick Road, Grange -	\$0	\$500,000	\$500,000	Upgrade

00001927	West Lakes SMP Priority Flood Mitigation Project				
Stormwater - New access pits for inspection/maintenance 2024/2025 Bid ID PBB-00001928	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
WSUD - Tracey Avenue Catchment Raingardens 2024/2025 Bid ID PBB-00001930	Design and construction of raingardens as part of the Water Sensitive Urban Design water quality improvement strategy in the Tracey Avenue Catchment area.	\$0	\$170,000	\$170,000	New
Fawk Reserve Automated Public Toilet - Construction Bid ID PBB-00001935	Demolition of existing toilet block, detailed design & construction of a new automated public toilet in alternate location	\$0	\$350,000	\$350,000	Upgrade
New shade structures at playgrounds - 2024/25 Bid ID PBB-00001936	New shade structures at playgrounds - 2024/25 program.	\$0	\$80,000	\$80,000	New
Point Malcom Reserve - Public Toilet, Changing Places & DDA Amenities Bid ID PBB-00001939	Construction - Point Malcom Reserve - New Public Toilet, Changing Places & DDA Amenities and refurbishment of existing public toilets adjoining Semaphore SLSC	\$0	\$610,800	\$610,800	New
Fulham Cricket Club – Southern Nets Upgrade Bid ID PBB-00001942	<p>Fulham Cricket Club is seeking to upgrade their southern cricket practice nets at Collins Reserve. The current nets present some safety concerns and no longer comply with Australian Cricket community facility standards.</p> <p>The club is seeking 50% co-funding for this nets upgrade from Council = \$9,760 (exc GST) with the remaining \$9,760 (exc. GST) balance to come from the Australian Cricket Infrastructure Fund (ACIF) managed locally by SACA.</p> <p>Note: This budget bid is</p>	\$0	\$9,760	\$9,760	Upgrade

	subject to a successful grant funding application in the 24/25 financial year.				
John Mitchell Reserve - Turf Wicket Upgrade Bid ID PBB-00001948	West Torrens District Cricket Club is seeking to upgrade the turf wicket at John Mitchell Reserve, to improve the safety and condition of these pitches for shared users (including Grange CC and Henley High). The club seeking a small contribution from Council (\$9,244 exc GST) with the bulk of funds coming via triangular funding from the Australian Cricket Infrastructure Fund (ACIF) = \$26,600 (funding already approved); Club/Volunteer contributions = \$4,625 and an ORSR funding application being considered for \$27,750. Note: This budget bid is subject to successful grant funding applications in the 24/25 financial year.	\$0	\$9,244	\$9,244	Upgrade
Henley & Grange Baseball – Home Run fence upgrade Bid ID PBB-00001949	Henley & Grange Baseball Club - Ancillary facilities improvement (home run fence upgrade). The Club has applied for 50% funding via ORS&R grants (Community Recreation & Sporting Facilities). The Club will manage the project. Total Project cost - \$10,174. (Council Contribution - \$5,087) Note: This budget bid is subject to a successful grant funding application in the 24/25 financial year.	\$0	\$5,087	\$5,087	Upgrade
Flinders Park Football Club – Electronic Scoreboard Bid ID PBB-00001953	Flinders Park Football Club- Ancillary facility improvements - scoreboard upgrade. The Club has applied for 50% funding via ORS&R grants (Community Recreation & Sporting Facilities). The Club will manage the project. Total Project cost - \$67,950. (Council Contribution - \$33,975) Note: This budget bid is	\$0	\$33,975	\$33,975	New

	subject to a successful grant funding application in the 24/25 financial year.				
Flinders Park Tennis – Court & Lighting Upgrade Bid ID PBB-00001954	<p>Flinders Park Tennis Club is seeking to upgrade their four courts including resurfacing, new fencing, new LED lighting to improve environmental sustainability, and DDA compliant concrete paths to improve drainage and protect the ongoing integrity of the new court surface. NOTE: this bid was identified via Councils Ancillary Infrastructure Application process, as per the Sporting & Community Club Policy. The club is seeking 50% co-funding from Council = \$299,361.71 (excl GST) with \$62K via a Tennis Australia Court Rebate, \$100K from the Expand Together multi-cultural Grants program, and the remaining balance (\$137,361.71) from an ORSR funding application.</p> <p>This bid is dependent upon the clubs success in obtaining grant money.</p>	\$0	\$299,362	\$299,362	Upgrade
Seaside Tennis Club – Southern Court Upgrade Bid ID PBB-00001962	<p>Seaside Tennis Club has 12 courts and is seeking to upgrade their 6 Southern courts (only) in 2024/25, including court resurfacing & new sports fencing. The club also intends to engage a civil engineer to undertake an engineering survey to address pavement issues, and an electrical & lighting design to support a future club sports lighting upgrade. NOTE: the club will seek potential upgrade of the remaining 6 courts & other infrastructure at a future date. NOTE: this bid was initially identified via Councils Ancillary Infrastructure Application process (via the Sporting & Community Club Policy) however, is now being progressed as a Staff Budget Bid as it recieved the lowest ranking of all</p>	\$0	\$289,194	\$289,194	Upgrade

	<p>projects against the criteria for the Ancillary Infrastructure program (and would result in the Ancillary Infrastructure funding allocation being exceeded).</p> <p>The club is seeking co-funding from Council = \$289,194 (excl GST) a future matched funding application of \$289,194 (excl GST) from the Office of Recreation and Sport (ORS) and a club contribution of \$15K towards the project.</p>				
Model T Clubroom - Loose Furniture, Fittings and Equipment Bid ID PBB-00001964	Model T Clubroom Loose Furniture fitting and Equipment (FF&E) for use within the new facility. The Club will purchase the FF&E and the financial contribution will be paid direct to the club in accordance with the pass through financial agreement terms and conditions	\$0	\$30,000	\$30,000	New
New shelter and seating at Semapaw Park dog park (northern section) Bid ID PBB-00001966	Installation of a new all-weather shelter, picnic setting (or similar furniture), seat and minor associated concrete works at Semapaw Dog Park (northern section).	\$0	\$35,000	\$35,000	New
Parkway Reserve, Fulham Gardens additional landscaping Bid ID PBB-00001968	The creation of drip-irrigated landscaped garden beds along the eastern boundary line of Parkway Reserve.	\$0	\$60,000	\$60,000	New
Security Upgrades - Beverley, St Clair, & Recycled Water Pump/Bore Stations Bid ID PBB-00001969	Security camera system upgrades to Beverley Depot, Henley Square precinct & St Clair recreation centre precinct (external only) given vandalism, break ins or theft at Beverley and water pumps and public concern regarding safety at St Clair	\$0	\$180,000	\$180,000	Upgrade
New bird bath at MJ McInerney Reserve Bid ID PBB-00001973	New bird bath at MJ McInerney Reserve, West Croydon.	\$0	\$10,000	\$10,000	New

Improvements at Croydon Avenue Reserve (additional requested works to compliment 2022/23 upgrade) Bid ID PBB-00001974	<p>Improvements at Croydon Avenue Reserve including a new BBQ, including a new BBQ and additional play equipment for older children.</p> <p>Croydon Avenue Reserve is a neighbourhood reserve and BBQ facilities aren't consistent with the Open Space Strategy for this reserve type, but has been requested by local residents.</p> <p>The basketball court is due for renewal in 2026/27.</p>	\$0	\$56,000	\$56,000	New
Future improvements at Bowden Village Reserve and Kevin Taylor Reserve (potential stage 2) Bid ID PBB-00001976	<p>Community consultation to inform potential future improvements at Bowden Village Reserve and Kevin Taylor Reserve, and relocation of public art.</p> <p>Additional inclusive play equipment is being installed in 2023/24 and this bid will inform Council of the communities desire to continue the improvements in future years.</p>	\$0	\$15,000	\$15,000	New
PPA Solar Panels for Council buildings Bid ID PBB-00001978	<p>Supply and installation of solar panels on Council buildings to supply electricity into the PPA system and supply power to Council & Sporting Club operations.</p> <p>This bid is contingent on the outcomes of the PPA Tender but is needed if one of the tenderers is successful with their proposal.</p> <p>The bid will drive significant cost reductions in electricity supply to Council operations (circa \$600,000, subject to confirmation once proposals are received) while ensuring the supply is 100% renewable energy.</p>	\$0	\$2,500,000	\$2,500,000	New
Euston Terrace and Garnet Street Intersection	<p>Intersection improvements at the Garnet Street and Euston</p>	\$0	\$60,000	\$60,000	Upgrade

Streetscape Upgrade Bid ID PBB-00001979	Terrace intersection. The improvements will improve public amenity, pedestrian and cyclist access and safety.				
Future improvements at Sinclair Reserve, Grange Bid ID PBB-00001981	Investigation of potential future improvements at Sinclair Reserve, Grange.	\$0	\$15,000	\$15,000	New
Playground improvements in Woodville Ward Bid ID PBB-00001984	Playground improvements in Woodville Ward, including shade at Fawk Reserve and shade at Windsor Reserve staged over 2 years	\$0	\$45,000	\$45,000	New
New compliant footpath at Tatura Reserve, Fulham Gardens Bid ID PBB-00001985	New compliant footpath and relocation of an existing picnic setting at Tatura Reserve, Fulham Gardens, to enable improved access.	\$0	\$15,000	\$15,000	New
Legislative Defibrillator Installation Council Owned Buildings Bid ID PBB-00001989	As per the requirements detailed in new legislation that is being implemented within the Automated External Defibrillators (Public Access) Act 2022, Council is required to provide defibrillator units within public facilities/buildings and sporting facilities that don't already have them (31 facilities). This bid will utilised to ensure that defibrillators are located within all required buildings by January 2025 as required by legislation.	\$0	\$50,000	\$50,000	New
Purchase of high pressure cleaning trailer unit Bid ID PBB-00001991	To purchase a high pressure cleaning trailer unit, to be a shared resource between City Maintenance and Property Maintenance. This equipment will have the ability to efficiently scrub large concrete areas such as Henley Square as well as use jetting attachments to clear blockages in council owned toilets to improve amenity add cleanliness.	\$0	\$40,000	\$40,000	New
Open Space Community Projects Bid ID PBB-	Deliver six community initiated, delivered, and maintained projects of high environmental,	\$0	\$50,000	\$50,000	Upgrade

00001999	amenity and community wellbeing value: 1. Woodville Greening ;2. Dixon Street Residents Group - Dixon Street Royal Park Screen;3. Friends of Colin Sellars Reserve Biodiversity and Habitat project:Wright Street, Henley Beach; 4. William Street Croydon Group;5. Riverway Biodiversity Group; 6. Henley Beach Greening - Military Road, Johns Reserve, Pioneer Reserve and surrounds				
Community Gardens Access and Inclusion Bid ID PBB-00002003	Improving accessibility and inclusion in our Community Gardens changes and increases the membership of our gardens focusing on inclusion and accessibility. By undertaking modifications within our existing community garden facilities we can ensure they are accessible and inclusive. Some work has been completed in 2023/24, Stage 2 will see all gardens modified for increased accessibility.	\$0	\$38,000	\$38,000	Upgrade
Community Rail Corridor Planting Bid ID PBB-00002005	Community Planting to be undertaken along the Rail Corridor to connect the many sites currently developed and maintained by our community.	\$0	\$45,000	\$45,000	New
Pennington Oval - Sports lighting Upgrade Bid ID PBB-00002006	The South Australian Amateur Soccer League (SAASL) recently took over the licence at Pennington Oval and are seeking to upgrade the existing sports lighting to meet current Australian Standards. The Association is seeking a contribution from Council to assist with the renewal of the existing sportsground lighting.	\$0	\$100,000	\$100,000	Upgrade
St Clair Ovals No 2 Contribution Towards Community Facility and Sports Lighting	New Sports Lighting on St Clair Oval No 2 and a New Community & Vipers Clubroom facility State Government funding	\$1,350,000	\$2,093,235	\$743,235	New

Bid ID PBB-00002011	has been received for new sports lighting and a new community/clubroom facility on St Clair Oval No 2. Additional funding is required to complete the full scope of the project as insufficient. Note: **This budget bid is subject to community consultation regrading the Community Facility (Vipers Clubrooms) and a Council decision based on the community consultation results. If Council decides not to go ahead with building the Community Facility based on the community consultation results then this budget bid and project will not proceed.**				
Woodville South Sports Club - Contribution Stage 1 Changeroom upgrade Bid ID PBB-00002012	Woodville South Sports and Community Club financial contribution towards Changeroom upgrade. State Government funding has been received for two new uni-sex changerooms (\$750k). This election pledge for additional changing facilities at the Ledger Reserve location is not sufficient to deliver project outcomes. Additional funds are now required to deliver changerooms that comply with both the AFL Design Standards and the Australian Building Code.	\$750,000	\$1,615,000	\$865,000	Upgrade
Security upgrade at Fawk Reserve Bid ID PBB-00002021	Installation of security cameras at Fawk Reserve, Athol Park to deter anti-social behaviour issues and assist SAPOL in identifying offenders.	\$0	\$35,000	\$35,000	New
Total		\$3,325,000	\$14,865,657	\$11,540,657	

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 2024/25 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

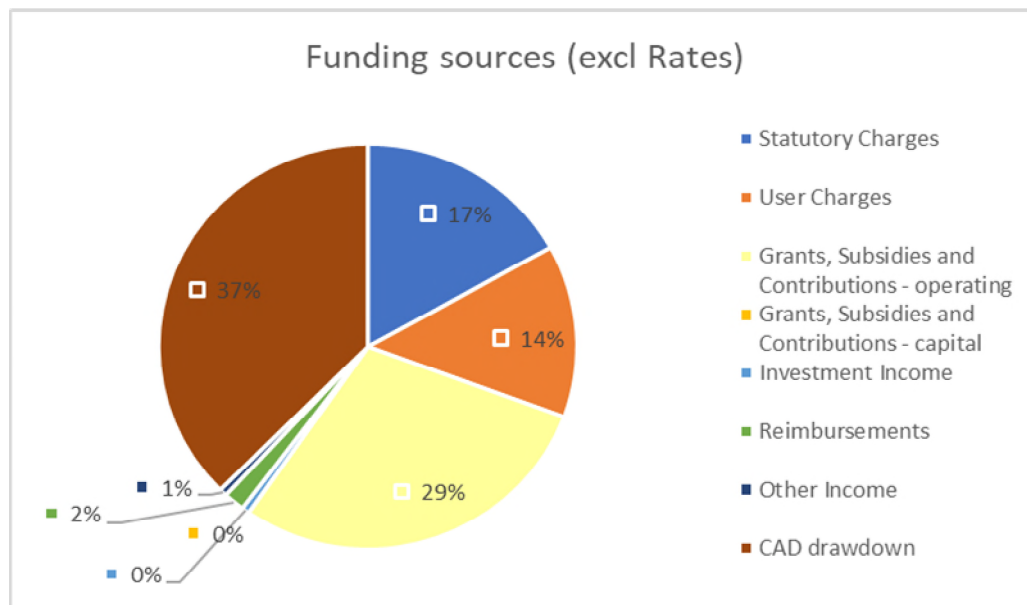
Amounts for new/upgraded assets include grants from State, Federal and community sources for the specific purpose of funding new capital expenditure.

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.

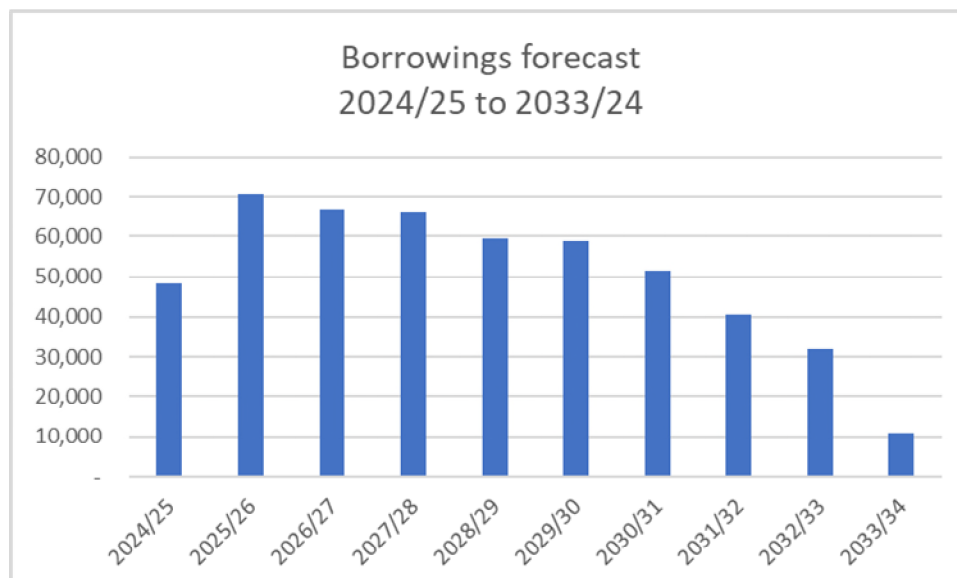
Infrastructure renewal/replacement should be financed by rates with ratepayers in any year paying for the resources they consume.

Under the adopted high level LTFP parameters for 2024/25, Income from Other income sources (excluding net rates) is projected to be \$18.664m with approx. \$5.054m forecast from Statutory charges, \$4.101m User Charges, \$8.666m in Operating Grants, \$176k Investment income, \$667k 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 2024/25 for a draw down forecast of \$11.206m.

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 \$48.345m in 2024/25 based on the assumptions and high level parameters in the LTFP with borrowings forecast to peak at \$70.688m in 2025/26.



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 2024/25 the adopted LTFP forecasts we require a total rates increase of 6.25% (plus growth or forecast new properties of 1.0%) for a total of 7.25% on 2023/24 rates levied to fund the high level parameters for the core service levels, projects and capital expenditure projected for 2023/24. This rates increase comprises forecast CPI as provided by Deloitte Access Economics of 2.75% plus 2.0% for the Tree Canopy project to increase the canopy by 25% by 2045 plus 1.5% to ensure ongoing financial sustainability given increasing costs of infrastructure and funding of the Digital strategy.

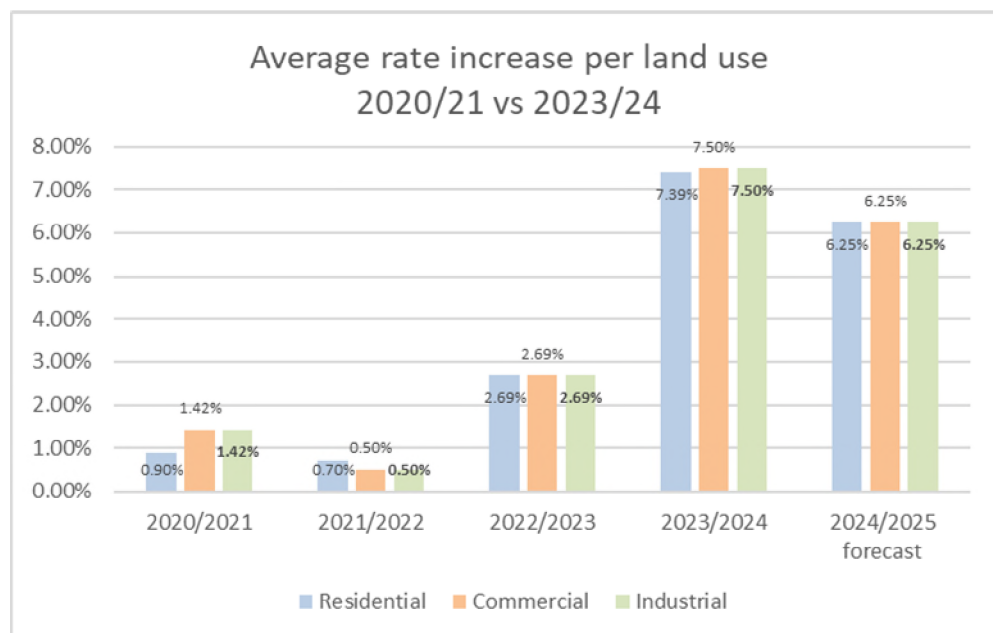
This rates increase forecast for 2024/25 of 4.25% plus 2% Tree Canopy (excluding growth) is as against the Adelaide CPI for December 2023 of 4.8% and LGPI of 4.4%.

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 an 5.8% and 6.5% increase on 2024/25 rates. This would equate to an approximate 6.25% average increase for each land use category provided growth in new

properties is approx. 1%. For residential ratepayers this increase would equate to an increase in rates of approximately \$99 per annum or an additional \$8.28 per month.

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 2020/2021



From 2020/21 to 2023/24 the average residential rate increase has been approximately 2.92% with the industrial 3.03% and commercial land use categories 3.03% 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.

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 2023
- The ratepayer is granted any other rebate of rates for 2024/2025 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 2024/25. 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 2024 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 2024 a full rebate will be given. If the footings are poured after 31 December 2024 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 2024/25 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.

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 2024/25 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 2024/25 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 2024/25 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 2024/25 **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 2024/25.

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 3 May 2024, by email to:
council@charlessturt.sa.gov.au or by mail to:

2024/25 Budget Consultation
City of Charles Sturt
PO Box 1
Woodville SA 5011

We also encourage you also to go to our website www.charlessturt.sa.gov.au where you are able to make 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 22 April 2024 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 Councils offices on May 1st from 4 pm to 5.30 pm

Attachment A

Long Term Financial Plan

Executive Summary

This document details the City of Charles Sturt's current financial position and outlook to 2033/34 as at January 2024.

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 2024.

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% over the medium term 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 target is >2.5% and <5% within the 0% and <10% benchmark) 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 2024/25 are projected to be 6.25%, 3.3%, 3.01%, 2.98% and 2.35% until 2028/29. These forecast increases are based on Access Economics forecasts increases for CPI plus an extra impost from 2024/25 to ensure financial sustainability of 1.5%, 0.8%, 0.5% and 0.5% to allow for Councils anticipated expenditure on its Digital Projects (DFP) and rising infrastructure costs plus an additional 2% in 2024/25 for the rollout of councils tree canopy project to increase the canopy to 25% by 20240 across the City.

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 \$1.671b in 2024/25 to \$1.806b in 2033/34. Over the planning period total liabilities are expected to decrease from \$89.519m in 2024/25 to \$57.287m in 2033/34 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 \$49.295m in 2024/25 and increase to \$71.042 in 2025/26 after an expected peak in new/upgraded capital works and then decrease to \$10.775m in 2033/34.

Council's total equity or net assets is forecast to increase from \$1.581b in 2024/25 to \$1.748b in 2033/34.

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 in ensuring ratepayers are paying for the consumption of resources.

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 53.7% in 2024/25 to 65.2% in 2025/26 and then reduces to 23.8% in 2033/2034, well within the 100% ceiling. (This ratio effectively means if the Council had to pay out all of its liabilities in 2024/25 including all of its staff entitlements, borrowings etc it would only use 53.7% of its total income and 46.3% of its total income would then be available to be repaid to its ratepayers).

The interest cover ratio is also well within the accepted benchmark of 10% rising to a maximum ratio of 1.8% in 2026/27

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 more 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. It should be noted that following a review of all AMPs over 2023/24 and impact of rising infrastructure costs an additional \$67.3m of capital asset renewal and new /upgrade was provided for in the latest iteration of the LTFP, an increase on the previously adopted LTFP of approx. \$30.7m in renewal and \$36.6m in new /upgrade over the 10 years.

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 2024-2034

Schedule A – Assumptions

General Assumption Drivers

The Long Term Financial Plan is forward looking information. Actual results may vary from the information presented and the variations could be material. Long Term Financial Strategy is financial forecast information; it is best estimate assumptions as to future events which Council expects are likely to take place. These estimates arise from information known as at February 2024.

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 and are expected to continue into the foreseeable future.

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, still in negotiations, extends for 3 years and has been included based on information from CCS People and Culture Portfolio.

Salaries and Wages are based on the current base establishment of staff.

Superannuation increases from 9.5% to 12.0% in 0.5% increments over a 5 year period commencing 2021/22 as per Federal Legislation. In 2024/25 superannuation will be 11.5%.

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 has been volatile and high in recent times (of magnitude 7-8%) but is being corrected by the Reserve Bank of Australia's Monetary Policy which has been to increase interest rates thus arresting the increasing CPI.

Council's costs have experienced this escalating CPI growth with some costs exceeding this.

A table of all uplift indices used in the LTFP is below for costs which are forecast to increase greater than the CPI forecast from Access Economics of 2.75%.

Unique Indices	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
CPI Deloitte Access Economics	2.75%	2.50%	2.51%	2.48%	2.35%	2.25%	2.30%	2.44%	2.49%	2.48%
Wages EB/WPI	5.29%	4.00%	2.98%	3.01%	3.04%	3.12%	3.14%	3.15%	3.11%	3.21%
Maintenance	5.75%	5.50%	5.51%	5.48%	5.35%	5.25%	5.30%	5.44%	5.49%	5.48%
Waste	5.25%	5.00%	5.01%	4.98%	4.85%	4.75%	4.80%	4.94%	4.99%	4.98%
Insurance	5.75%	5.50%	5.51%	5.48%	5.35%	5.25%	5.30%	5.44%	5.49%	5.48%

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

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) are at a competitive variable interest rate. Council's variable funding rate is the

reserve Bank of Australia (RBA) cash rate plus a modest margin which has been forecast at 6.15% for 2024/25 and decreasing over time. Council is financed through the Local Government Finance Authority (LGFA).

A Tree Canopy initiative was adopted by Council in October 2023, (CL 23/10/23 Item 6.101) with an objective to increase the amount of shade to 25% across the City by 2045. The impact of this is to increase operating expenses by \$1,213,950 in 2024/25 and rising to \$3,358,743 in 2033/24. Additional costs do extend out to 2044/45, beyond the scope of this 10 year LTFP. This initiative is funded by a 2.0% increase to rates. The Tree Canopy costs have been included in the AOP table below.

Annual Operating Projects AOP of \$2.2m are planned for 2024/25, this budgeted allocation is increased by forecast CPI each year of the plan. Last year's projects (2023/24) undertaken by council has been factored into the budget with \$359k of recurrent expenditure arising from those initiatives. AOP capacity from 2024/25 to 2025/26 will be reduced by the proposed Enterprise Resource Planning ERP project forecast at a remaining cost of \$1.72m (\$801k + \$919k) spread over two remaining years.

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Annual Operating Projects	2,190	2,200	2,255	2,312	2,369	2,425	2,479	2,536	2,598	2,663	2,729
Tree Canopy		1,214	1,376	1,661	1,711	2,127	2,170	2,746	2,801	3,293	3,359
LG Election (in addn to AOP)				650				675			
DFP Project	1,428	801	919								
DFP Project 50% funded outside AOP)	-714	-401	-460								
Total AOP	2,904	3,814	4,091	4,622	4,080	4,552	4,649	5,957	5,399	5,956	6,088

Drain and stormwater unblocking has been performed by council staff and the use of a "JetVac" truck and a cameravan. It has been determined from a business case that council outsource this service. Additional ongoing contractors expense of \$245,376 in 2024/25 are offset by the redeployment of 4 FTE to other work areas, negating the need to hire new staff. Sale proceeds for the plant is estimated at \$656k and the saving in depreciation is \$79k per year.

Councils joint venture with Port Adelaide Enfield council, the Central Adelaide Waste Management Authority CAWRA is projected to have equity of \$772k, CCS 50% share is \$386k as at June 2024 from latest update provided from the September 2023 budget review. There are no further projections provided to date.

Depreciation increases as brand new infrastructure is completed and also as existing infrastructure 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 the endorsed Asset Management Plans indicate future funding requirements.

Other significant items that have been included in the 2024/25 LTFP are set out in the table below:

List of significant adjustments in LTFP 2024/25	
	Expenses
Software as a Service SaaS	274,368
Decoupling	10,000
Boomi	85,000
ESCOSA Audit	40,000
	409,368

Council's Budget Principles and Policy do not 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 is 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's (AMP's). They are reviewed annually and presented to Council for review and endorsement.

Capital Renewal of the Beverley Centre, previously totalled \$11m in 2024/25 has now been re-phased over two years, with \$7.1m moved from 2024/25 to 2025/26. This differs from the Capital Renewal reviewed and noted by Audit Committee.

All AMPs will be reviewed within 2 years of the LG Elections as per LG Act 1999. For 2024/25 all Infrastructure AMPs have been reviewed by Council and updated projections are included in renewal forecasts.

New and Upgrade forecasts are based on current Strategic Management Plans and Council in principle adopted projects via a Council resolution including amounts included in updated AMPs, including consideration of Councils response to addressing climate change.

Capital Renewal and New & Upgrade spends over the 10-year duration has increased by \$67.3m since the last iteration of the LTFP, impacted by the review of Infrastructure AMPs.

Capital Program \$0,000	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Capital Renewal	25,808	38,226	41,872	28,843	31,433	30,234	32,292	28,128	30,268	32,984	30,460
Capital New & Upgrade	13,264	14,050	20,123	9,894	15,656	11,421	16,292	13,649	9,959	9,899	2,399
Total	39,072	52,276	61,994	38,737	47,089	41,655	48,584	41,777	40,227	42,883	32,859

The increased level of Capital spend has required two (2) changes to the assumptions of previous LTFPs:

1. That all debt is not paid off by year10 without significant additional increase in rates of 4% in 2024/25, and
2. That additional rates increase will is required to be included to bring debt outstanding at year 10 to a modest level.

Loans outstanding are due to the increased level of new/upgrade capital expenditure. Borrowings increase as significant projects are undertaken. 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 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%

Significant Assumption Risks:

Interest Rate Risk

Interest Rate Risk would be significant when Financial Liabilities of approximately \$117 Million (10-year average) such that a 1.0% interest rate rise would require approximately an additional 1% increase in rate revenue.

Wage Growth Index Forecast Risk

With employee costs comprising approximately 38% (10-year average) of total operating expenditure a 1% error in anticipated wage growth can result in a \$0.6m misstatement in the 2024/25 operating result and up to a \$0.8m misstatement in the 2033/34 year.

CPI forecast risk

The 2024/25 Operating Surplus is sensitive to the level CPI rate during the year. A 1.0% increase in CPI, after Rates have been struck, will have a \$1.34m unfavourable impact on the Operating Surplus.

Schedule B

City of Charles Sturt
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF COMPREHENSIVE INCOME

	Actuals 2022/23	Current Year 2023/24	2024/25	2025/26	2026/27	2027/28	Projected Years					
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Income												
Rates	119,327	129,266	138,570	144,358	150,086	156,002	161,190	166,384	171,830	177,693	183,845	190,198
Statutory Charges	4,851	4,724	5,054	5,181	5,311	5,443	5,571	5,696	5,827	5,969	6,118	6,269
User Charges	4,081	3,991	4,101	4,203	4,309	4,416	4,520	4,621	4,728	4,843	4,964	5,087
Grants, Subsidies and Contributions - operating	10,958	12,566	8,666	8,883	9,106	9,332	9,551	9,766	9,991	10,234	10,489	10,749
Grants, Subsidies and Contributions - capital	2,024	-	-	-	-	-	-	-	-	-	-	-
Investment Income	408	74	176	78	80	82	84	86	88	90	92	94
Reimbursements	3,498	607	490	502	515	528	540	552	565	579	593	608
Other Income	115	75	177	182	186	191	195	200	204	209	214	220
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	145,262	151,303	157,233	163,386	169,592	175,993	181,651	187,304	193,232	199,617	206,315	213,225
Expenses												
Employee Costs	51,271	55,498	58,434	60,538	62,522	64,408	66,649	68,717	71,148	73,375	75,934	78,357
Materials, Contracts & Other Expenses	54,278	51,988	55,900	57,850	60,102	61,514	63,713	65,736	68,840	70,528	73,222	75,751
Depreciation, Amortisation & Impairment	34,112	35,949	36,950	38,060	39,205	40,375	41,527	42,668	43,863	45,152	46,502	47,888
Finance Costs	1,513	2,081	2,158	2,762	3,070	2,281	2,152	1,912	1,791	1,524	1,248	796
Net loss - Equity Accounted Council Businesses	490	92	-	-	-	-	-	-	-	-	-	-
Total Expenses	141,664	145,608	153,442	159,210	164,899	168,578	174,041	179,033	185,642	190,580	196,907	202,792
Operating Surplus / (Deficit)	3,598	5,695	3,791	4,176	4,692	7,415	7,610	8,271	7,590	9,037	9,408	10,433
Asset Disposal & Fair Value Adjustments	(5,512)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	6,288	4,039	100	100	100	100	100	100	100	100	100	100
Physical Resources Received Free of Charge	2,440	200	200	200	200	200	200	200	200	200	200	200
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	6,814	9,935	4,091	4,476	4,992	7,715	7,910	8,571	7,890	9,337	9,708	10,733
Other Comprehensive Income												
Amounts which will not be reclassified subsequently to operating result												
Changes in Revaluation Surplus - I,PP&E	-	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448	8,659	10,440
Share of Other Comprehensive Income - Equity Accounted Council Businesses	207,053	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified subsequently to operating result												
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instru	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	207,053	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448	8,659	10,440
Total Comprehensive Income	213,867	19,093	13,610	20,583	14,341	21,875	16,877	16,558	19,382	17,785	18,367	21,174

City of Charles Sturt
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF FINANCIAL POSITION

	Actuals 2022/23 \$'000	Current Year 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	Projected Years					
							2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,773	500	500	500	500	500	500	500	500	500	500	500
Trade & Other Receivables	10,335	4,643	4,563	4,727	4,895	5,060	5,217	5,372	5,544	5,713	5,899	6,088
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	167	188	202	209	217	222	230	237	248	255	264	273
Other Current Assets	-	4,679	5,031	5,207	5,409	5,536	5,734	5,916	6,196	6,348	6,590	6,818
Non-current assets classified as "Held for Sale"	2,286	2,286	2,286	2,286	2,286	2,286	2,286	2,286	2,286	2,286	2,286	2,286
Total Current Assets	19,561	12,296	12,581	12,928	13,308	13,604	13,967	14,311	14,774	15,101	15,539	15,965
Non-Current Assets												
Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Equity Accounted Investments in Council Businesses	1,287	382	382	382	382	382	382	382	382	382	382	382
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,578,996	1,605,139	1,629,528	1,671,926	1,682,568	1,703,643	1,713,917	1,730,256	1,742,746	1,750,226	1,760,539	1,760,853
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	28,572	28,572	28,572	28,572	28,572	28,572	28,572	28,572	28,572	28,572	28,572	28,572
Total Non-Current Assets	1,608,855	1,634,093	1,658,482	1,700,880	1,711,522	1,732,597	1,742,871	1,759,210	1,771,700	1,779,180	1,789,493	1,789,807
TOTAL ASSETS	1,628,416	1,646,389	1,671,063	1,713,808	1,724,830	1,746,201	1,756,839	1,773,522	1,786,474	1,794,281	1,805,032	1,805,772
LIABILITIES												
Current Liabilities												
Cash Advance Debenture	29,208	37,139	48,345	70,688	66,906	66,082	59,392	58,775	51,382	40,676	32,125	10,775
Trade & Other Payables	31,685	24,103	25,472	26,241	27,058	27,733	28,510	29,253	30,216	30,943	31,879	32,795
Borrowings	1,682	1,512	950	354	354	327	-	-	-	-	-	-
Provisions	11,134	10,917	10,917	10,917	10,917	10,917	10,917	10,917	10,917	10,917	10,917	10,917
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	73,709	73,671	85,685	108,200	105,235	105,059	98,819	98,944	92,514	82,536	74,921	54,487
Non-Current Liabilities												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,192	2,894	1,944	1,590	1,236	909	909	909	909	909	909	909
Provisions	1,674	1,891	1,891	1,891	1,891	1,891	1,891	1,891	1,891	1,891	1,891	1,891
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,866	4,785	3,835	3,481	3,127	2,800	2,800	2,800	2,800	2,800	2,800	2,800
TOTAL LIABILITIES	79,575	78,455	89,519	111,681	108,362	107,859	101,619	101,744	95,314	85,336	77,721	57,287
Net Assets	1,548,841	1,567,934	1,581,544	1,602,127	1,616,467	1,638,342	1,655,219	1,671,778	1,691,160	1,708,944	1,727,311	1,748,485
EQUITY												
Accumulated Surplus	531,761	541,696	545,787	550,263	555,255	562,970	570,880	579,451	587,341	596,678	606,386	617,119
Asset Revaluation Reserves	1,017,080	1,026,238	1,035,757	1,051,864	1,061,212	1,075,373	1,084,339	1,092,326	1,103,818	1,112,266	1,120,925	1,131,366
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	1,548,841	1,567,934	1,581,544	1,602,127	1,616,467	1,638,342	1,655,219	1,671,778	1,691,160	1,708,944	1,727,311	1,748,485

City of Charles Sturt
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CASH FLOWS

	Actuals 2022/23 \$'000	Current Year 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	Projected Years		2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Cash Flows from Operating Activities														
Receipts:														
Rates Receipts	-	123,587	138,985	144,617	150,341	156,266	161,422	166,615	172,073	177,955	184,120	190,482		
Statutory Charges	-	5,605	5,026	5,170	5,300	5,431	5,560	5,685	5,816	5,957	6,105	6,257		
User Charges	-	4,731	4,091	4,195	4,300	4,407	4,511	4,613	4,719	4,833	4,953	5,076		
Grants, Subsidies and Contributions (operating purpose)	-	14,335	8,840	8,873	9,096	9,322	9,542	9,757	9,981	10,224	10,478	10,738		
Investment Receipts	408	151	174	80	80	82	84	86	88	90	92	94		
Reimbursements	-	1,427	497	501	914	527	539	551	564	578	592	607		
Other	147,984	30	152	181	186	190	195	199	204	209	214	219		
Payments:														
Payments to Employees	-	(55,517)	(58,383)	(60,502)	(62,487)	(64,375)	(66,100)	(68,681)	(71,106)	(73,336)	(75,890)	(78,315)		
Payments for Materials, Contracts & Other Expenses	(102,328)	(58,768)	(55,589)	(57,895)	(59,923)	(61,402)	(63,538)	(65,575)	(68,593)	(70,394)	(73,006)	(75,550)		
Finance Payments	(1,513)	(2,981)	(2,158)	(2,762)	(3,070)	(2,281)	(2,152)	(1,912)	(1,791)	(1,524)	(1,248)	(796)		
Net Cash provided (or used in) Operating Activities	44,551	33,501	41,636	42,658	44,335	48,167	49,552	51,338	51,954	54,590	56,407	58,812		
Cash Flows from Investing Activities														
Receipts:														
Amounts Received Specifically for New/Upgraded Assets	8,312	5,236	290	100	100	100	100	100	100	100	100	100		
Grants utilised for capital purposes	-	448	-	-	-	-	-	-	-	-	-	-		
Sale of Replaced Assets	2,044	-	-	-	-	-	-	-	-	-	-	-		
Sale of Surplus Assets	10	1,230	656	-	-	-	-	-	-	-	-	-		
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Non Current Assets "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-		
Net Disposal of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Real Estate Developments	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Repayments of Loans by Community Groups	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Distributions Received from Equity Accounted Council Businesses	-	813	-	-	-	-	-	-	-	-	-	-		
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
Payments:														
Expenditure on Renewal/Replacement of Assets	(30,218)	(36,687)	(38,226)	(41,872)	(28,843)	(31,433)	(30,946)	(33,778)	(30,070)	(33,095)	(36,896)	(34,819)		
Expenditure on New/Upgraded Assets	(22,592)	(17,277)	(14,092)	(22,279)	(11,456)	(15,656)	(11,689)	(17,042)	(14,591)	(10,889)	(11,070)	(2,742)		
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-		
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-		
Development of Real Estate for Sale	-	-	-	-	-	-	-	-	-	-	-	-		
Expenditure on Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-		
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-		
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-		
Net Cash provided (or used in) Investing Activities	(42,444)	(46,237)	(51,330)	(64,051)	(40,199)	(46,989)	(42,538)	(50,720)	(44,561)	(43,884)	(47,896)	(37,462)		
Cash Flows from Financing Activities														
Receipts:														
Proceeds from CAD	-	7,931	11,206	22,343	-	-	-	-	-	-	-	-		
Proceeds from Borrowings	3,972	-	-	-	-	-	-	-	-	-	-	-		
Receipt of Funds from Leases	-	-	-	-	-	-	-	-	-	-	-	-		
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-		
Proceeds from Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-		
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-		
Payments:														
Repayments of CAD	-	-	-	-	(3,782)	(824)	(6,690)	(618)	(7,393)	(10,705)	(8,581)	(21,350)		
Repayments of Borrowings	-	(1,114)	(1,158)	(596)	-	-	-	-	-	-	-	-		
Repayment of Principal Portion of Lease Liabilities	(330)	(354)	(354)	(354)	(354)	(354)	(327)	-	-	-	-	-		
Repayment of Aged Care Facility Deposits	(64)	-	-	-	-	-	-	-	-	-	-	-		
Repayment of Bonds & Deposits	(22)	-	-	-	-	-	-	-	-	-	-	-		
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-		
Net Cash Flow provided (used in) Financing Activities	3,547	6,463	9,695	21,393	(4,136)	(1,178)	(7,017)	(618)	(7,393)	(10,705)	(8,581)	(21,350)		
Net Increase/Decrease in Cash & Cash Equivalents	5,654	(6,273)	-	-	-	-	-	-	-	-	-	-		
plus: Cash & Cash Equivalents - beginning of year	1,119	6,773	500	500	500	500	500	500	500	500	500	500		
Cash & Cash Equivalents - end of the year	6,773	500	500	500	500	500	500	500	500	500	500	500		
Cash & Cash Equivalents - end of the year	6,773	500	500	500	500	500	500	500	500	500	500	500		
Cash & Cash Equivalents & Investments - end of the year	6,773	500	500	500	500	500	500	500	500	500	500	500		

City of Charles Sturt
10 Year Financial Plan for the Years ending 30 June 2034
STATEMENT OF CHANGES IN EQUITY

	Actuals 2022/23 \$'000	Current Year 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Opening Balance	1,334,974	1,548,841	1,567,934	1,581,544	1,602,127	1,616,467	1,638,342	1,655,219	1,671,778	1,691,160	1,708,944	1,727,311
Net Surplus / (Deficit) for Year	6,814	9,935	4,091	4,476	4,992	7,715	7,910	8,571	7,890	9,337	9,708	10,733
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	207,053	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448	8,659	10,440
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	207,053	9,158	9,519	16,107	9,348	14,160	8,967	7,987	11,492	8,448	8,659	10,440
Total Comprehensive Income	213,867	19,093	13,610	20,583	14,341	21,875	16,877	16,558	19,382	17,785	18,367	21,174
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	1,548,841	1,567,934	1,581,544	1,602,127	1,616,467	1,638,342	1,655,219	1,671,778	1,691,160	1,708,944	1,727,311	1,748,485

City of Charles Sturt
10 Year Financial Plan for the Years ending 30 June 2034
UNIFORM PRESENTATION OF FINANCES

	Actuals 2022/23 \$'000	Current Year 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	Projected Years					
							2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000
Income												
Rates	119,327	129,266	138,570	144,358	150,086	156,002	161,190	166,384	171,830	177,693	183,845	190,198
Statutory Charges	4,851	4,724	5,054	5,181	5,311	5,443	5,571	5,696	5,827	5,969	6,118	6,269
User Charges	4,081	3,991	4,101	4,203	4,309	4,416	4,520	4,621	4,728	4,843	4,964	5,087
Grants, Subsidies and Contributions - operating	10,958	12,566	8,666	8,883	9,106	9,332	9,551	9,766	9,991	10,234	10,489	10,749
Grants, Subsidies and Contributions - capital	2,024	-	-	-	-	-	-	-	-	-	-	-
Investment Income	408	74	176	78	80	82	84	86	88	90	92	94
Reimbursements	3,498	607	490	502	515	528	540	552	565	579	593	608
Other Income	115	75	177	182	186	191	195	200	204	209	214	220
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	145,262	151,303	157,233	163,386	169,592	175,993	181,651	187,304	193,232	199,617	206,315	213,225
Expenses												
Employee Costs	51,271	55,498	58,434	60,538	62,522	64,408	66,649	68,717	71,148	73,375	75,934	78,357
Materials, Contracts & Other Expenses	54,278	51,988	55,900	57,850	60,102	61,514	63,713	65,736	68,840	70,528	73,222	75,751
Depreciation, Amortisation & Impairment	34,112	35,949	36,950	38,060	39,205	40,375	41,527	42,668	43,863	45,152	46,502	47,888
Finance Costs	1,513	2,081	2,158	2,762	3,070	2,281	2,152	1,912	1,791	1,524	1,248	796
Net loss - Equity Accounted Council Businesses	490	92	-	-	-	-	-	-	-	-	-	-
Total Expenses	141,664	145,608	153,442	159,210	164,899	168,578	174,041	179,033	185,642	190,580	196,907	202,792
Operating Surplus / (Deficit)	3,598	5,695	3,791	4,176	4,692	7,415	7,610	8,271	7,590	9,037	9,408	10,433
Timing adjustment for grant revenue	(2,024)	-	-	-	-	-	-	-	-	-	-	-
Adjusted Operating Surplus / (Deficit)	1,574	5,695	3,791	4,176	4,692	7,415	7,610	8,271	7,590	9,037	9,408	10,433
Net Outlays on Existing Assets												
Capital Expenditure on Renewal and Replacement of Existing Assets	(30,218)	(36,687)	(38,226)	(41,872)	(28,843)	(31,433)	(30,946)	(33,778)	(30,070)	(33,095)	(36,886)	(34,819)
add back Depreciation, Amortisation and Impairment	34,112	35,949	36,950	38,060	39,205	40,375	41,527	42,668	43,863	45,152	46,502	47,888
add back Proceeds from Sale of Replaced Assets	2,044	-	-	-	-	-	-	-	-	-	-	-
Total Net Outlays on Existing Assets	5,938	(738)	(1,276)	(3,812)	10,362	8,942	10,581	8,890	13,794	12,057	9,616	13,069
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(22,592)	(17,277)	(14,050)	(22,279)	(11,456)	(15,656)	(11,689)	(17,042)	(14,591)	(10,889)	(11,070)	(2,742)
add back Amounts Received Specifically for New and Upgraded Assets	8,312	5,236	290	100	100	100	100	100	100	100	100	100
add back Proceeds from Sale of Surplus Assets (including Investment Property, Real Estate Developments & non-current assets held for sale)	10	1,230	656	-	-	-	-	-	-	-	-	-
Total Net Outlays on New and Upgraded Assets	(14,270)	(10,810)	(13,104)	(22,179)	(11,356)	(15,556)	(11,589)	(16,942)	(14,491)	(10,789)	(10,970)	(2,642)
Annual Net Impact to Financing Activities (surplus / (deficit))	(6,758)	(5,853)	(10,589)	(21,815)	3,698	800	6,602	219	6,892	10,305	8,054	20,860

