10.4. Report from Audit and Risk Committee - Strategic Management Plans

C049/02/25

Moved Cr Margaret Gardner seconded Cr Bill Coomans

That Council:

1. **Receive the public consultation outcomes on the suite of A2040 Strategic Management Plans undertaken from 7 November to 4 December 2024.**
2. **Adopt, in accordance with section 122 of the Local Government Act 1999, the Strategic Management Plans:**
    a. **A2040 Community Strategic Plan – Long Term Vision 2020-2040 contained at Attachment 1 to this agenda report,**
    b. **Strategic Asset Management Plan 2025-2035 contained at Attachment 2 to this agenda report, and**
3. **Note Council's resolution C008/01/25 for the timeline to redevelop the Long Term Financial Plan 2025-2035**
4. **Note the status of the A2040 Community Strategic Plan – Four Year Delivery Plan 2025-2029 provided in this report.**

CARRIED UNANIMOUSLY

10.4. Report from Audit and Risk Committee - Strategic Management Plans

Decision Report

Responsible Officer: Tash Hunt (General Manager Corporate)

Report Author: Lachlan Miller (Manager Governance and Communications), Trish Kirkland (Project Manager), Andrew Alderson (Chief Finance Officer), Jonathan Smyth (Manager Assets)

Previous Decisions: ACM20893/02/21, ACM20894/02/21, ACM20895/02/21, ACM221700/11/22, C24112/03/24, C24226/05/24, C24181/04/24, C24445/09/24, C24555/11/24, C24614/12/24, C008/01/25

Report Purpose

The purpose of this report is to receive recommendations from the Audit and Risk Committee (Committee) for agenda item *6.3 Strategic Management Plans Review* from its meeting held on 7 February 2025, and to consider the public consultation outcomes on the suite of Strategic Management Plans undertaken from 7 November to 4 December 2024 and recommendations from Administration.

The public agenda and minutes from this Committee meeting can be located on Council's website at Audit and Risk Committee meeting agenda and minutes.

Recommendation

That Council

1. **Receive the public consultation outcomes on the suite of A2040 Strategic Management Plans undertaken from 7 November to 4 December 2024.**
2. **Adopt, in accordance with section 122 of the Local Government Act 1999, the Strategic Management Plans:**
    a. **A2040 Community Strategic Plan – Long Term Vision 2020-2040 contained at Attachment 1,**
    b. **Strategic Asset Management Plan 2025-2035 contained at Attachment 2, and**
3. **Note Council's resolution C008/01/25 for the timeline to redevelop the Long Term Financial Plan 2025-2035**
4. **Note the status of the A2040 Community Strategic Plan – Four Year Delivery Plan 2025-2029 provided in this report.**

Background

At its meeting held 7 February 2025 the Audit and Risk Committee considered a report titled *6.3 Strategic Management Plans Review* which included a recommendation from Administration to:

1. Review the Strategic Management Plans and recommend to Council for their adoption:
    a. A2040 Community Strategic Plan – Long Term Vision 2020-2040 contained at Attachment 1
    b. Strategic Asset Management Plan 2025-2035 contained at Attachment 2
    c. Long Term Financial Plan 2024-2034 contained at Attachment 3
2. Note Council's resolution C008/01/25 for the timeline to redevelop the Long Term Financial Plan 2025-2035.
3. Note the status of the A2040 Community Strategic Plan – Four Year Delivery Plan 2025-2029 provided in this report.

After consideration of the report, the Audit and Risk Committee resolved (ACAC004/01/25):

1. Recommend to Council the adoption of:
    a. A2040 Community Strategic Plan – Long Term Vision 2020-2040 contained at Attachment 1
    b. Strategic Asset Management Plan 2025-2035 contained at Attachment 2
2. Note Council's resolution C008/01/25 for the timeline to redevelop the Long Term Financial Plan 2025-2035
3. Note the status of the A2040 Community Strategic Plan – Four Year Delivery Plan 2025-2029 provided in this report

The Committee has not included in their recommendation to Council the adoption of the Long Term Financial Plan 2024-2034 (LTFP 2024-2034). Discussions held by the Committee included the:

- need to 'redevelop' and strategically align the A2040 Four Year Delivery Plan 2025-2029
- imminent redevelopment of the Long Term Financial Plan for 2025-2035 (LTFP 2025-2035) alongside the Annual Business Plan and Budget Development with the timeline as noted by Council's resolution C008/01/25
- requirement to ensure the A2040 Four Year Delivery Plan 2025-29 and new Long Term Financial Plan are appropriately integrated
- Council has a current Long Term Financial Plan 2022-2031 (LTFP 2022-2031) that has been recently reviewed and its revised Financial Statements adopted in June 2024.

The LTFP 2022-2031's consolidated Financial Statements were considered by the Committee at the same meeting as part of the 2024-25 Second Quarter Budget Review agenda item. It is relevant to note that the current LTFP 2022-2031 has not been aligned to the SAMP 2025-2035 to accommodate the $62m increase in infrastructure asset renewal expenditure over the 10-year life of the plan.

Should Council not adopt the LTFP 2024-2034, alignment to the SAMP 2025-2035 will need to be considered again by the LTFP 2025-2035 development process.

Current Strategic Management Plans

Council's current suite of Strategic Management Plans (SMPs) were adopted on 21 February 2021 (ACM20893, ACM20894, ACM20895), and include:

- Community Strategic Plan:
    - A2040 Long Term Vision (A2040 Vision)
    - A2040 Four Year Plan 2020-2024 (A2040 Delivery Plan 2020-2024)
- Asset Management Plan 2022-2031 (AMP 2022-2031)
- Long Term Financial Plan 2022-2031 (LTFP 2022-2031) *****

LTFP 2022-2031

***** Since its adoption in February 2021, the LTFP 2022-2031 has had its Appendix A, B and C - Financial Statements - updated with the following:

- Audited Financial Statement 2021-22 and 2022-23 results (ACM221700, C24112)
- 2023-24 Annual Budget as revised by Third Quarter Budget Review 2023-24 (C24226)
- 2024-25 Annual Budget (C24338)
- Revised forecast depreciation figures from 2023-24 onwards following the condition assessment and revaluation of the transport assets class in 2022-23 (C24184)
- Increases in the rate revenue assumptions (C24184), as below:

	2024-25 Year 4	2025-26 Year 5	2026-27 Year 6	2027-28 Year 7	2028-29 Year 8
Rate revenue increase assumptions	CPI + 3.5%	CPI + 3%	CPI + 3%	CPI + 3%	CPI + 3%

The updated LTFP 2022-2031 Financial Statements were adopted by Council (C24340), after consideration of a report titled *'4.1 Annual Business Plan and Budget Adoption and Rate Declaration 2024/25 Financial Year'* at the Special Meeting held 24 June 2024.

A copy of these adopted LTFP 2022-2031 Financial Statements can be viewed in the 2024-2025 Annual Business Plan at Appendix C.

As a 'live' plan, the LTFP 2022-2031 is updated regularly and since the adoption of the LTFP 2022-2031 updated Financial Statements in June 2024, the Audited Financial Statements 2023-24 results (C24614) and Second Quarter Budget Review 2024-25 are now incorporated and provided in this meeting Agenda at item 10.3 *Report from Audit and Risk Committee – Second Quarter Budget Review.* The financial performance ratios, after updates, are set out below:

- Operating Surplus Ratio

	Jun-25 Year 4	Jun-26 Year 5	Jun-27 Year 6	Jun-28 Year 7	Jun 29 Year 8
LTFP 2022-2031	(4%)	(4%)	(2%)	0%	2%
Target	(2) to 1	(2) to 1	(2) to 1	0 to 2	0 to 2

- Net Financial Liabilities Ratio

	Jun-25 Year 4	Jun-26 Year 5	Jun-27 Year 6	Jun-28 Year 7	Jun 29 Year 8
LTFP 2022-2031	70%	69%	63%	52%	38%
Target	<=120	<=120	<=120	<=100	<=100

- Asset Renewal Funding Ratio

	Jun-25 Year 4	Jun-26 Year 5	Jun-27 Year 6	Jun-28 Year 7	Jun 29 Year 8
LTFP 2022-2031	128%	87%	88%	89%	89%
Target	90-110	90-110	90-110	90-110	90-110

Strategic Management Plans Review

Local Government Act 1999 (the Act) requires Council to *'undertake a comprehensive review of its Strategic Management Plans within 2 years after each general election of Council'* and to '*adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans'.*

At the Ordinary Meeting held 16 September 2024, Council considered a report titled *8.14 Strategic Management Plan Review – Section 122*, and resolved (C24445):

That Council:

1. *endorse the phased process to review Council's Strategic Management Plans (A2040 Strategic Community Plan, Infrastructure and Asset Management Plan, and Long Term Financial Plan) as set out below:*
2. *Phase 1 – Dec-Jul 2024 – Project Prerequisites*
3. *Phase 2 – Aug 2024 – Project Planning*
4. *Phase 3 – Aug-Sep 2024 – Challenges and Opportunities*
5. *Phase 4 – Sep-Oct 2024 – Draft Strategic Management Plans*
6. *Phase 5 – Nov 2025 – Community Engagement*
7. *Phase 6 – Dec-Feb 2025 – Final Strategic Management Plans*
8. *Phase 7 – Mar 2025 – Adoption*
9. *receive a report for approval to proceed to community engagement at the commencement of Phase 4*

At the Special Meeting held 4 November 2024 , Council considered a report titled 4.1 Strategic Management Plans Review – Commence Community Engagement, and resolved (C24555):

That Council:

1. *receive and note the Strategic Management Plans Review report.*
2. *commence public consultation, in accordance with the Community Engagement Plan at Attachment 1 contained in this meeting agenda, on the following draft Strategic Management Plans, pursuant to sections 50 and 122 of the Local Government Act 1999:*
    a. *A2040 Long Term Community Vision at Attachment 3 of this report contained in this meeting agenda.*
    b. *A2040 Four Year Delivery Plan 2025-2029 at Attachment 4 of this report, supported by the visual Plan on a Page at Attachment 5 of this report contained in this meeting agenda.*
    c. *Strategic Asset Management Plan 2025-2035 at Attachment 6 of this report contained in this meeting agenda.*
    d. *Long Term Financial Plan 2024-2034 at Attachment 7 of this report contained in this meeting agenda.*
3. *authorise Administration to make minor technical, editorial and graphic design changes to the draft Strategic Management Plans.*
4. *receive a community engagement outcomes report at the end of Phase 6 of the Strategic Management Plan review process.*

Discussion

Public consultation

Public consultation on the draft SMPs was conducted from 7 November 2024 to 4 December 2024, with a range of engagement opportunities for members of the public to be involved in the review process:

- My Say Alexandrina
    - Online survey
    - Downloadable copies of each plan
    - Insights Paper
    - Online presentation of each plan
- Drop-in information sessions
    - Goolwa
    - Mt Compass
    - Strathalbyn
- Other activities
    - Direct mail invitations to neighbouring councils, community clubs, local businesses, Council Committee members, First Nations communities, and regional authorities.
- Written submissions
    - Via letter or email

The community engagement was promoted by:

- Public notices in the Fleurieu Sun and Southern Argus on 17 October and 7 November 2024
- Articles in Victor Harbor Times on 12 November, and the Southern Argus and the Courier on 20 November 2024.
- Emails to community and stakeholder networks
- Facebook and Instagram posts on 17 October, 1, 7, 13, 18, 19, 21 and 27 November.

The following public consultation version of the SMPs are available for viewing at Council's MySay website at the Strategic Management Plans Review:

- A2040 Community Strategic Plan – Long Term Community Vision (A2040 Vision)
- A2040 Community Strategic Plan – A2040 Four Year Delivery Plan 2025-2029 (A2040 Delivery Plan)
- Strategic Asset Management Plan 2025-2035 (SAMP 2025-2035)
- Long Term Strategic Plan 2024-2035 (LTFP 2024-2034)

The Community Engagement Outcomes Report is also available at Council's MySay website and a summary of outcomes is set out below.

- Drop-in information sessions

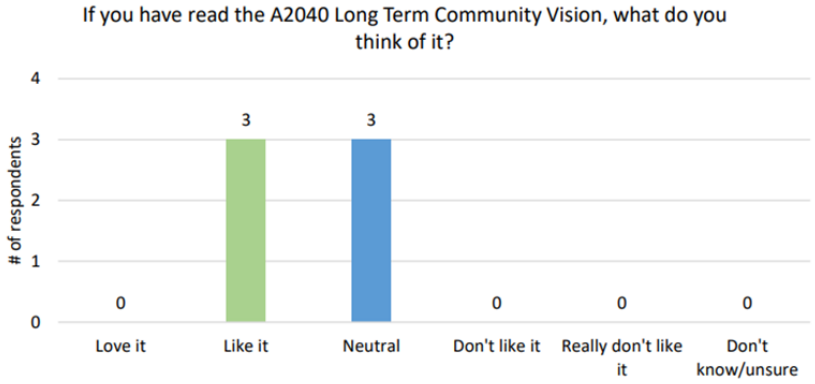
Ward	South Goolwa	West Mount Compass	North Strathalbyn	Total
People	5	14	9	28

- Written submissions - nil received
- Survey responses

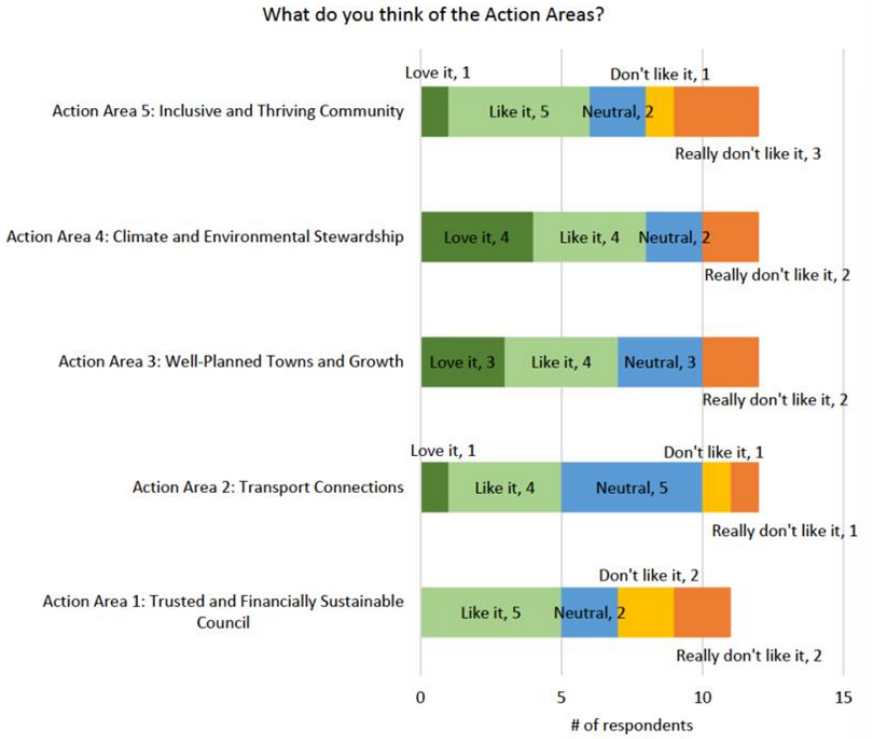
Plan	Total	A2040 Vision	SAMP	LTFP
Respondents	16 *	6	4	8

* 15 of the 16 respondents are ongoing resident ratepayers.

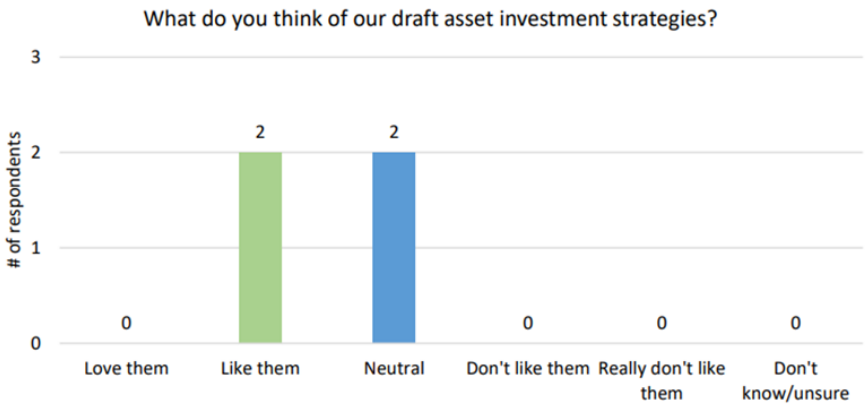
- A2040 Vision - responses tended to be rated more positive or neutral

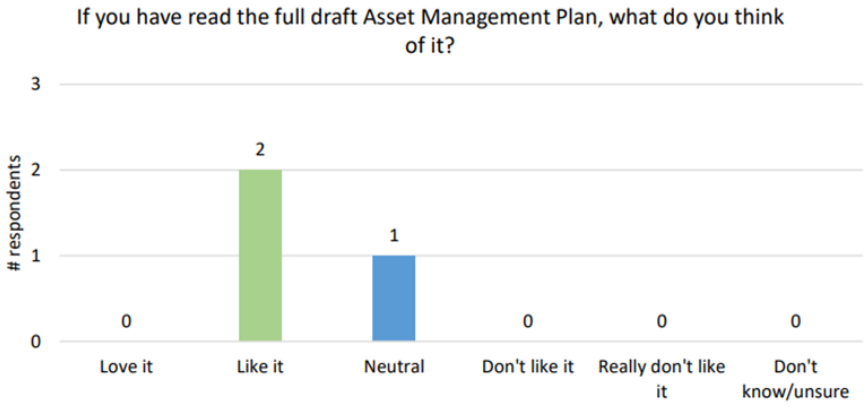


- A2040 Vision's Themes (action areas) responses tended to be rated more positive to neutral

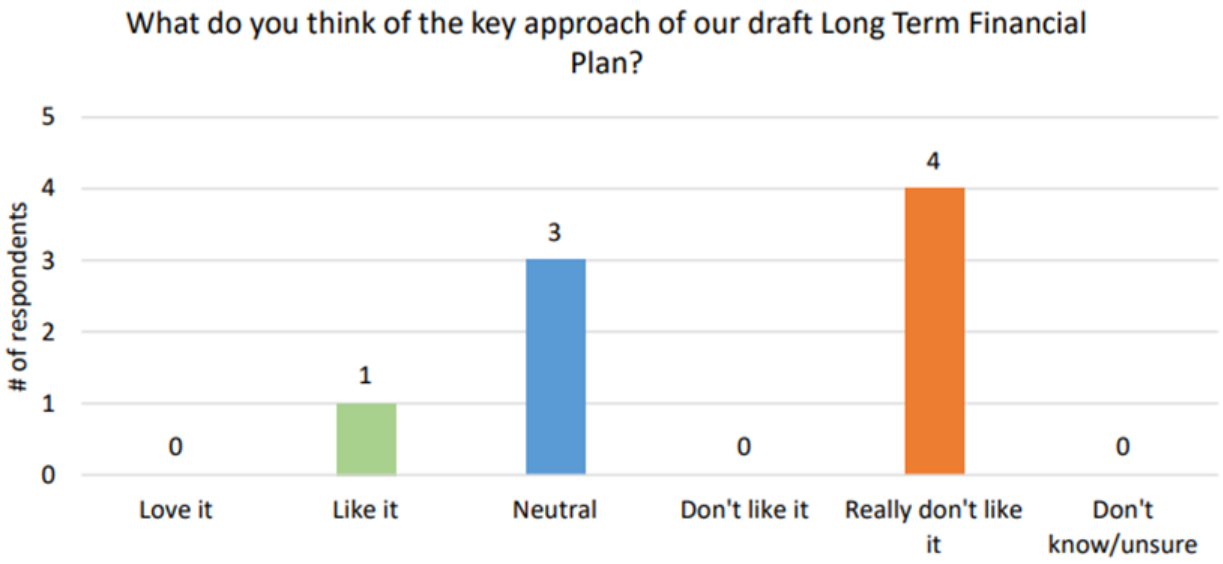


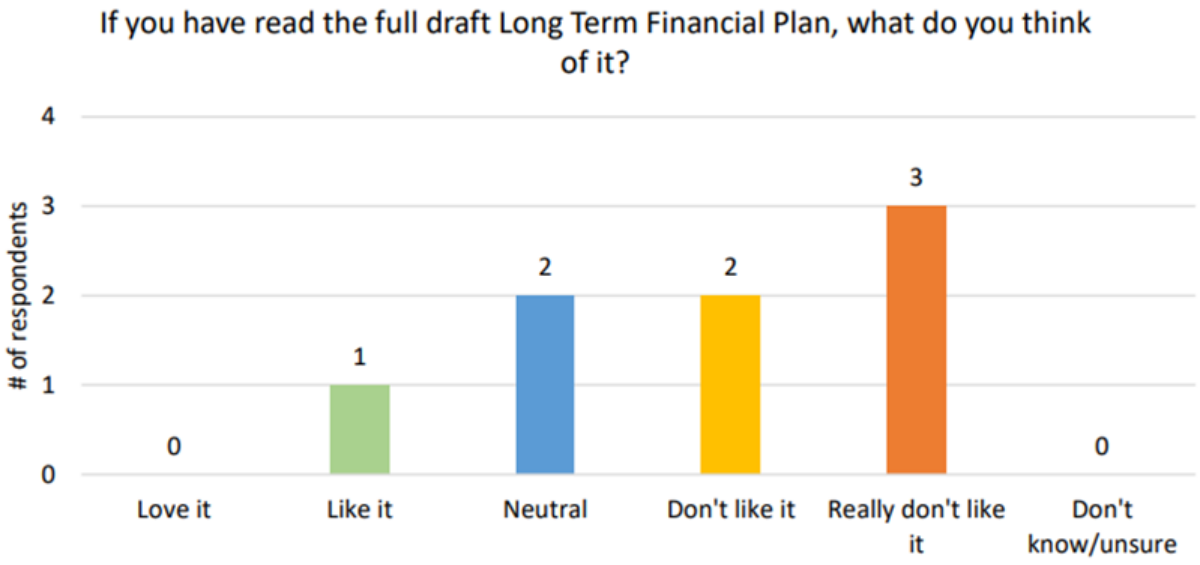
- Strategic Asset Management Plan responses tended to be rated more positive or neutral





- Long Term Financial Plan responses tended to be rated more negative or neutral





- Key topics arising from respondent comments

Topic	Synopsis of respondent comments
Affordability	keep rates affordable, less financial waste/spending, more transparency, don't build new assets, don't sell landmark buildings
Council's role	is not to support business, industry or tourism; nor responding to climate change or delivering the Encounter Bikeway
Supportive of	township greening, arts and culture, public transport, Middleton by-pass, maintaining existing assets, farming and local food sustainability

- Changes to the SMPs in response to the public consultation outcomes

Due to low number of respondents, the results are not statistically sufficient to be considered an indication of the wider community's views. However, we are appreciative of those who participated and their input has been considered, and several changes have been made to the SMPs in response to comments received, as set out below.

- A2040 Vision

Response	Why
Update text on page 14: Many more people **are living here for our affordable lifestyle or** commuting to jobs, events and community spaces within our region. This growth defined our district as **diverse housing** and jobs were created, including what still feels new in secondary and tertiary education, arts and culture, digital enterprise, regenerative agriculture and nature-based tourism.	References comments about desire for affordability and acknowledges that residential population growth is happening.
Update Transport Connection Action Area description, page 25: Alexandrina is a region with accessible, road, pedestrian, cycle and public transport networks that make it easy to get around, **do business**, commute or explore.	Addresses comment about need to reference importance of road network for business delivery. Also references the importance of road and street design for main street business.

The revised A2040 Vision document, post community engagement, is provided at Attachment 1.

- SAMP 2025-2035

Response	Why
No change proposed. The Asset Management Plan contains guiding principles, which include: *'We will plan and manage using evidence-based decision making, to prioritise our infrastructure investment based on quality data, robust planning processes and insight driven decision-making tools to provide best whole of life outcomes.'* It is a preferred approach to benchmark condition target range using the sector average (currently 62%) and consider the optimal condition targets within the individual asset class management plans, once complete and asset criticality structures finalised.	Addresses comment about including a guiding principle that restrains expenditure on new assets until existing assets are maintained at a 70% to 80% condition range

The new SAMP 2025-2035 document, post community engagement, is provided at Attachment 2.

- LTFP 2024-2034

Response	Why
Change 2023/24 actuals column to reflect the 2023/24 financial results: 2023/24 Actual column and associated indicators have been updated to reflect the 2023/24 Financial Statements as they were finalised, audited and adopted after the public consultation period in December (C24614).	Addresses comment about the starting figures being wrong and not reflective of how the 2023/24 'blowout' will affect the forecast figures over the life of the plan.
No change proposed. The LTFP 2024-34 includes increases above CPI at 3% for the first three years, decreasing to 2% above CPI at year four for a gradual return to surplus, and then removes the increase above CPI in subsequent years. The sensitivity analysis, included in the LTFP 2024-34, shows the significant negative impact on Council's operating result and borrowings with CPI only increases, without first having completed the body of work directed by Council (C24185) to revise the A2040 Delivery Plan to target: a) the reduction of operating expenses, b) perform service delivery reviews, c) increase asset disposals, d) increase revenue raising opportunities, e) conduct a rating review, f) review capital expenditure and staffing costs, and g) address relevant recommendations made by Essential Services Commission of SA (ESCOSA) in its Feb/Mar 2025 report. In the interim, it is important to note that: 1. the LTFP is a living document that is updated regularly at each Quarter Budget Review and development of the Annual Business Plan and Budget – these processes provide opportunities to put downwards pressure on forecast rate revenue increases; 2. a new approach to the development of the 2025-2026 Annual Business Plan and Budget, and LTFP 2025-2035 has been established (C008/01/25) and is underway.	Addresses comment about not increasing rating revenue above CPI.

Strategic Management Plan Review Process

At its meeting held 16 September 2024, Council considered the proposed scope of the SMPs review and constraints experienced due to unplanned key staff changes, difficulties in attracting appropriate project management resources, and consequently a very condensed timeframe to finalise the review. The table below sets out the intended outcomes and improvement areas of the review process, and the status of each.

SMPs Review Scope and Status

Status	Improvement	Why	What SMP
●	Demonstrate strong linking between plan objectives	Show strong linking of strategic themes and objectives between each plan for improved strategic alignment	A2040 Vison A2040 Delivery Plan SAMP LTFP
●	Include the role and planning horizon of each plan	Clear and consistent role description of each strategic plan within the integrated strategic framework to improve understanding of each plan's role and purpose	A2040 Vison A2040 Delivery Plan SAMP LTFP
●	Redevelop the LTFP	Redevelop the LTFP for 2024-2034 using the new LTFP Model, review and update economic assumptions and align to the reviewed A2040 and new SAMP	LTFP
●	Include the CEO's statement of financial sustainability	Required by legislation	LTFP
●	Review existing five themes / objectives to achieve the A2040 Vision	Review the five themes/objectives of Appropriate Growth, Climate Response, Community Inclusion, Environmental Innovation, and Transport Connection for appropriate updates in response to the Insights Paper findings.	A2040 Vision
●	Include a civic leadership strategic objective	Provide a civic leadership 'strategic pillar' for the financial, governance, corporate and civic leadership strategies and priority actions of Council	A2040 Vision
●	Develop and integrate village planning into the integrated planning framework	Develop and integrate the Township Plans (formally Village Plans) into the integrated planning framework as part to ensure linking to the A2040 Vision and Objectives, and to improve asset management and financial planning	A2040 Delivery Plan
●	Map service areas to strategic objectives	Map service areas (and related budget cost centres) to each strategic theme and objective	A2040 Delivery Plan

Status	Improvement	Why	What SMP
🟢	Include Council's role for priority actions	Include Council's role for each priority action to be taken for improved clarity about responsibilities of different levels of government, transparency and performance reporting	A2040 Delivery Plan
🟠	Include key strategies and priority actions that Council will take	Include the key strategies linked to the A2040 Vision Objectives, and the priority actions that Council will take for improved performance reporting and transparency*	A2040 Delivery Plan
🟠	Include specific major projects as priority actions	Include major new/upgrade capital projects and asset renewal works into as specific priority actions~	A2040 Delivery Plan
🔴	Include performance measures and targets	Establish outcomes, performance measures and targets for each Key Strategy and Priority Action for improved strategic alignment and develop a performance reporting framework for improved accountability and transparency to the community	A2040 Delivery Plan
🔴	Identify and include priority actions from Informing Strategies and Plans	Rationalise and align current informing strategies and plans with A2040 and include Priority Action for improved transparency, strategic alignment, performance reporting and financial planning	A2040 Delivery Plan

* 12 priority actions identified via community engagement and Council Members' consultation. Does not include all priority actions as the informing strategies and associated actions have not been integrated.

~ 10 major new/upgraded capital projects across the eight (8) Township Plans funded via capital works within the LTFP have been included but not yet mapped as Priority Actions. Capital funded major asset renewal works are not yet established for inclusion as Priority Actions.

Two documents make up the Community Strategic Plan called Alexandrina 2040 Our Plan to Thrive (A2040).

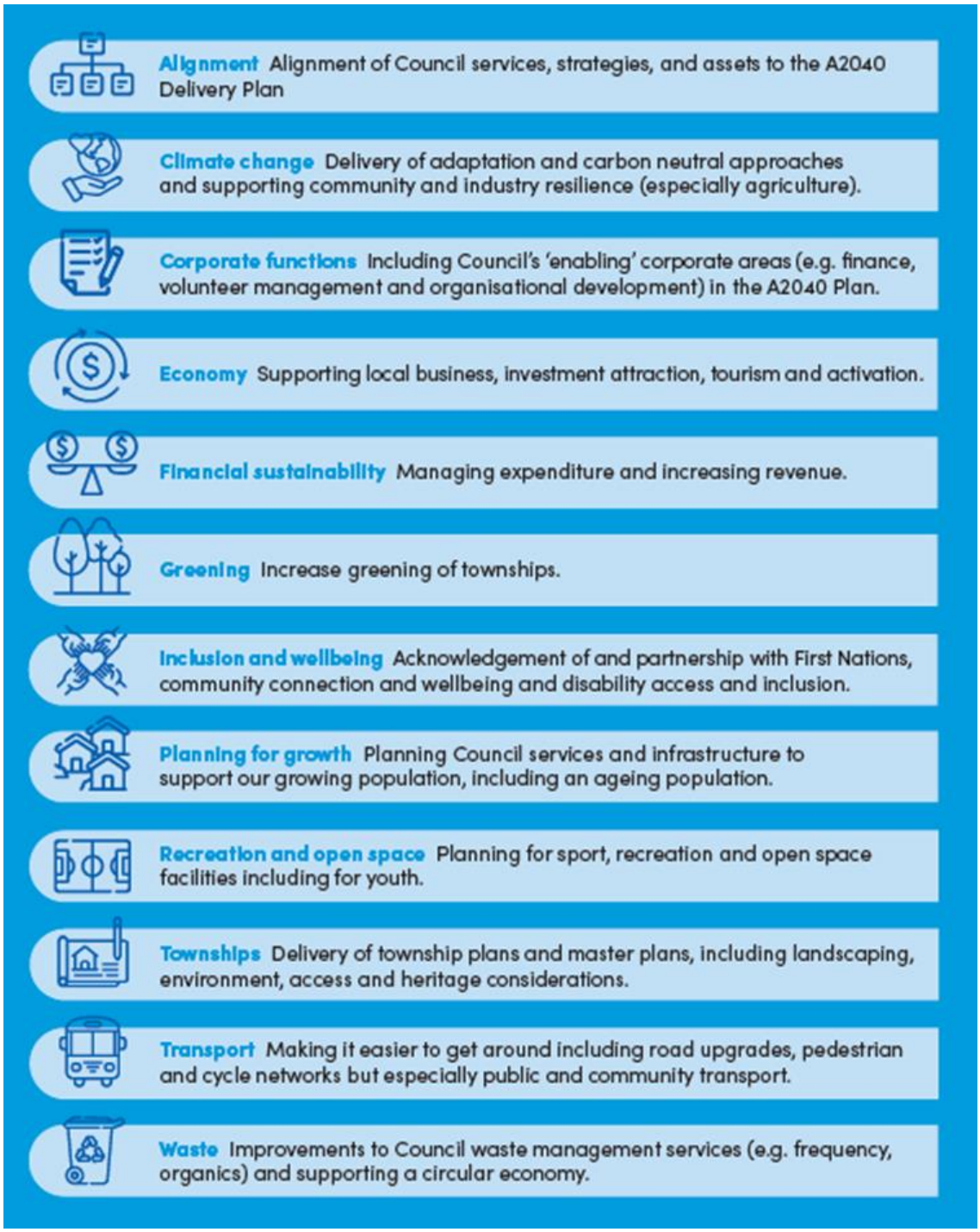
A2040 Vision

The initial A2040 Community Strategic Plan was developed with a 'place-led, community-fed' approach for extensive consultation that engaged the community, council members and workforce during 2020. This enabled the development of a 'future thinking' narrative document that sets out the community's 2040 vision for Alexandrina of 'Liveable. Green. Connected.'

The A2040 Vision document was revised as part of this SMPs review and examined the following areas (as set out in more detail in the A2040 Community Strategic Plan Review Insights Paper):

- Alexandrina area's statistics
- Relevant local and state policy documents
- Feedback and ideas for the future from our communities during 2021 and 2023 Village Conversations and other engagement activities
- Contributions from Council Members
- Topics (as shown in Table 2 – Topics that informed the 2024 revision) arising from the consultation process and research that have been used to inform changes to the A2040 Vision document and preparation of the A2040 Delivery Plan

Topics that informed the 2024 revision of the A2040 Community Strategic Plan



The review realised that the community's vision to be 'Liveable. Green. Connected.' as identified in the initial 2020 Vision was still strong and appropriate. This review has adjusted the Themes and Objectives to which Council will focus its efforts to work towards the A2040 Vision.

These revised Themes and Objectives are provided below.

Revised A2040 Themes and Objectives

Themes	Objectives	Vision
Trusted and financially sustainable Council	Alexandrina Council is a trusted, transparent and committed organisation that listens, advocates and delivers value for our community in a financially sustainable way.	Liveable
Well-planned towns and growth	Alexandrina is a liveable region of well-planned towns and growth areas with coordinated infrastructure, services and opportunities that support our growing population, rural heritage and lifestyle.	Liveable
Climate and environmental stewardship	Alexandrina is a climate resilient community that values our natural assets, adopts and encourages new ways to reduce our environmental impact and support new circular economies	Green
Inclusive and thriving community	Alexandrina is a welcoming community and prosperous economy with places and opportunities that support the wellbeing, creativity, active participation and quality of life of all people.	Connected
Transport connections	Alexandrina is a region with accessible roads, pedestrian, cycle an public transport networks that make it easy to get around, do business, commute and explore.	Connected

The A2040 Vision document, post consultation version, is contained at Attachment 1 of this report.

A2040 Delivery Plan

The A2040 Delivery Plan has been redeveloped based on the adjusted Themes and Objectives set out in the A2040 Vision, shown at Table 3. Several improvements have been finalised. However, as shown in Table 1 – Review Scope and Status, the new A2040 Delivery Plan does not yet include several important elements:

- Identify and include priority actions from 'Informing Plans'
- Rationalise and align current informing strategies and plans with A2040 Delivery plan and include Priority Action for strategic alignment, performance reporting and financial planning. These 'informing plans' include:
- Mandatory Plans:
    - Disability Access and Inclusion Plan 2021-2024 *
    - Animal Management Plan 2018-2023 *
    - Regional Public Health and Wellbeing Plan 2022-27

* require review, updating and re-adoption.

- Discretionary Plans:
    - Revenue Strategy 2025-2028
    - Public Toilet Management Plan 2024-2034
    - Community Land Management Plan 2023-2028
    - Heritage Strategy and Action Plan 2023-2030
    - Master Plan for Ratalang Basham Beach Conservation Reserve 2018
    - Master Plan for Port Elliot Township (2024)
    - Master Plan for Middleton Township (2024)

    - Master Plan for Milang Township (2024)
    - Carbon Neutral Plan (2022)
    - Coastal Adaption Plan (2022)
    - Climate Emergency Action Plan (2040)
    - Economic Development Strategy 2022-2027
    - Community Wellbeing Action Plan 2022-2026
    - Wooden Boat Strategy 2022-2026
- Include performance measures and targets
- Establish outcomes, performance measures and targets for each Key Strategy and Priority Action for improved strategic alignment and performance reporting to improve our accountability and transparency to the community.

A body of work is still required to achieve these important improvements, and a Council Information Sessions was held on Monday, 3 February to workshop with the Council Members the appetite and approaches for:

- Fully integrating our strategic planning framework,
- Changing our approach to implementing and reporting on the 'informing strategic plans,' and
- Methods to integrate key strategies, outcomes, priority actions, and measures into the A2040 Delivery plan.

This report recommends that Council note the status of the A2040 Delivery Plan and receive a report about the redevelopment of the A2040 Community Strategic Plan – Four Year Delivery Plan 2025-2029.

Strategic Asset Management Plan 2025-2035 (SAMP 2025-2035)

The SAMP 2025-2035 sets out how Council delivers services to the community on a long-term sustainable basis through the effective utilisation of infrastructure and assets that underpin its service delivery.

The draft SAMP has been prepared to:

- demonstrate responsible management of assets (and services provided from assets)
- ensure our assets continue to remain sustainable
- remain compliant with legislation
- establish the necessary steps to continuously improve management of our assets
- describe funding to provide the required levels of service projected over a 10-year period, being:
    - Capital Renewal Expenditure $148 million
    - Capital New and Upgrade Expenditure $55.7 million
    - Operating Maintenance Expenditure $140.2 million

The SAMP 2025-2035, post consultation version, is contained at Attachment 2 of this report.

Long Term Financial Plan 2024-2034 (LTFP 2024-2034)

The LTFP 2024-2034 (and key economic assumptions have been reviewed and fully incorporates the $14.8 million in today's dollars (indexed in the LTFP) each year of the plan for the asset renewal requirements of the ten-year life of the SAMP 2025-2035.

With the $62 million increase in the funding of renewal expenditure over the life of the LTFP, peak debt in year four (4) is anticipated to exceed the current approved $50 million limit with the Local Government Finance Authority (LGFA). It is anticipated with the return to surplus demonstrated in year four of the LTFP 2024-2034, the commitment to asset renewal funding and having a Net

Financial Liabilities Ratio that is peaking at 75%, it is likely the LGFA will fund the shortfall.

The LTFP 2034-2034 has repurposed the existing “new initiatives” fund to create an ‘Priority Actions Operating Fund’ of $1.5 million in operating expenditure for the delivery of the A2040 priority actions. As part of the 2025-2026 Annual Business Plan and Budget preparation, a process to review and evaluate priorities will be created to ensure the transparency and accountability of the utilisation of the funding.

The LTFP 2024-2034 is guided by the forward projection of Adelaide CPI from the Reserve Bank, which suggests the Adelaide CPI will be 3.5% for 2024/25, decreasing over 2025/26 to 2.75% and subsequent years to 2.5%.

The first three years of the LTFP 2024-2034, requires an annual rate revenue increase of CPI + 3% sustainability with the fourth year reducing to 2% and in subsequent years the rate increases returning to CPI only.

The LTFP 2024-2034 forecasts rate revenue from new property development to grow by 1.75% in 2025/26, 1.5% in 2026/27 and then 1.3% over the residual years. The council area is expected to see continued growth in new development in the coming years. This has been recognised by the proposed South Coast Growth Strategy currently under review by the Council and by the State Government’s Draft Greater Adelaide Regional Plan (draft GARP). The draft GARP contains projections of the growth in residential properties of approximately 270 dwellings a year, between 1.5%-1.8% increase annually. The draft GARP currently projects much of the growth to occur in the latter years and beyond of the LTFP 2024-2034.

The LTFP 2024-2034 forecasts an operating deficit, outside the target Operation Surplus Ratio, for year two (2) and a return to surplus in year four (4), being 2027/28.

The LTFP 2024-2034 brings together a series of improvement work that has occurred over the past 12 months, consolidates Council's recent decisions into a revised LTFP document, which includes an update, for the first time, of the document's ‘front end’. It is now legislatively compliant and includes:

- updated financial statements for 10-year planning period (2024 to 2034)
- financial performance indicators (short, medium, long term)
- updated economic assumptions
- infrastructure asset renewal expenditure aligned with the SAMP 2025-2035 (an increase of $62m)
- new sensitivity analysis
- CEO's statement of financial sustainability

Set out below is a set of tables providing consolidated performance ratios and other data from the LTFP 2024-2034, for the four year period 2025-29:

- Rate revenue increase assumptions

	Jun-26 **Year 2**	**Jun-27** **Year 3**	**Jun-28** **Year 4**	**Jun 29** **Year 5**
LTFP 2034-2035	CPI + 3%	CPI + 3%	CPI + 3%	CPI + 2%

- Operating Surplus Ratio

	Jun-26	Jun-27	Jun-28	Jun 29
LTFP 2034-2035	(3.9%)	(1%)	1.3%	3%
Target	(2) to 1	(2) to 1	0 to 2	0 to 2

- Net Financial Liabilities Ratio

	Jun-26	Jun-27	Jun-28	Jun 29
LTFP 2034-2035	72%	71%	85%	59%
Target	<=120	<=120	<=100	<=100

- Asset Renewal Funding Ratio

	Jun-26	Jun-27	Jun-28	Jun 29
LTFP 2034-2035	100%	100%	100%	100%
Target	90-110	90-110	90-110	90-110

If adopted, the LTFP 2024-2034 will become Council's living and breathing Long Term Financial Plan, which we will then be updated with the financial results of the 2024-25 Second Quarter Budget Review – showing the continued improvement of Council's financial performance.

The LTFP 2024-2034, post consultation version, is contained at Attachment 3 of this report.

A new approach for the LTFP 2025-2035

Under the leadership of the new CEO, Council will commence a new approach for the development of the Annual Business Plan and Budget 2025-26 and annual review of the Long Term Financial Plan 2025-2035 (LTFP 2025-2035)

To ensure that Council Members can effectively influence the development of the Annual Business Plan and Budget 2025-26 and the LTFP 2025-2035 from the outset, a program of activities has been developed with the timeline, including a series of progressive information sessions and decision points to guide this body of work.

At its Ordinary Meeting held 20 January 2025, Council considered a report titled *9.1 Annual Business Plan and Budget and LTFP 2025 Timeline'* that advised the timeline for the development of the LTFP 2025-2035 in conjunction with the development of the 2025-2026 Annual Business Plan and Budget, and resolved (C008/01/25*):*

That Council receives and notes the attached timeline for the development of Council's 2025/26 Annual Business Plan & Budget and 2025-2035 Long-Term Financial Plan, noting that activities and sessions may be subject to change.

The new approach for the development of the LTFP 2025-2035 will commence alongside the Annual Business Plan and Budget 2025-26 process and be provided to future Audit and Risk committee and Council Meetings in accordance with the timeline.

Financial Implications

The financial implications of adopting the recommendations are considered moderate as adoption of the SAMP 2025-2035 increases asset renewal expenditure by $62m for the 10 year life of the plan, and has not been aligned to the current LTFP 2022-2031 to demonstrate Council's long term financial sustainability. This risk is mitigated by the establishment of a timeline to deliver a new LTFP 2025-2035 in early July 2025, which will consider the funding options for the asset renewal expenditure contained in the SAMP 2025-2035.

Risk Implications

In accordance with Council's Risk Assessment Matrix, the risk of adopting this recommendation is considered moderate as it does not satisfy the requirements of s122(1b) that states *'the financial projections in a long-term financial plan adopted by a council must be consistent with those in the infrastructure and asset management plan adopted by the council'*. There is also a reputational risk associated with inconsistency of integration between the SAMP 2025-2035 with the LTFP 2022-2031. This risk is mitigated by the establishment of a timeline to deliver a new LFTP2025-2035 in early July 2025, which will consider the consistency of the financial projections contained in the SAMP 2025-2035.

Attachments

Attachment 1 – A2040 Long Term Community Vision

Attachment 2 – Strategic Asset Management Plan 2025-2035

Attachment 3 – Long Term Financial Plan 2024-2034.

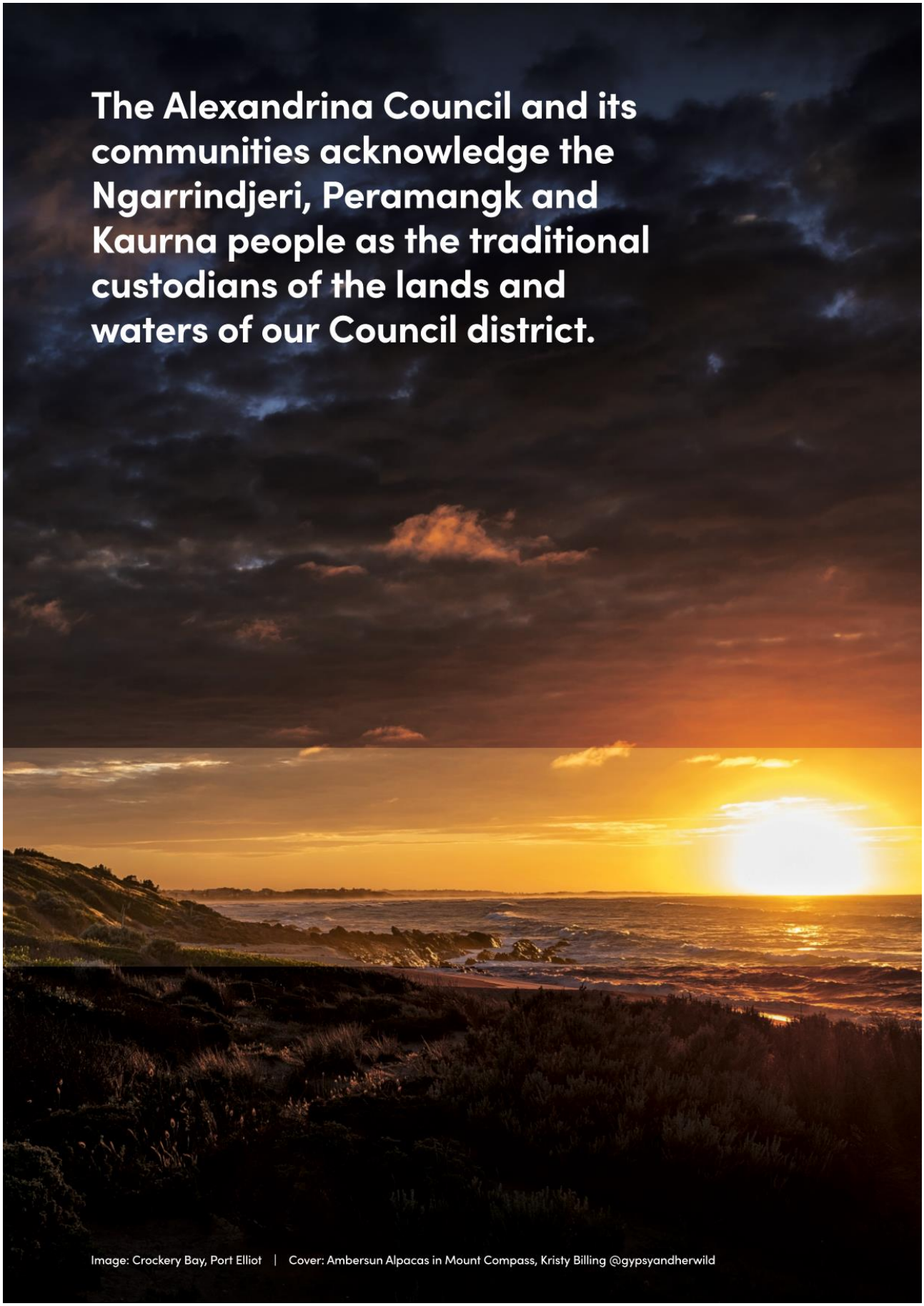
Alexandrina 2040

Liveable. Green. Connected.

Our plan to thrive

Long Term
Community Vision
2020–2040




The Alexandrina Council and its communities acknowledge the Ngarrindjeri, Peramangk and Kaurna people as the traditional custodians of the lands and waters of our Council district.
Image: Crockery Bay, Port Elliot | Cover: Ambersun Alpacas in Mount Compass, Kristy Billing @gypsyandherwild

Foreword

We are delighted to share Alexandrina 2040, our community's vision for 2040. This narrative and accompanying Four Year Delivery Plan present a comprehensive vision and action plan for our residents, businesses, community organisations, partners and collaborators.

As part of the Alexandrina 2040 process, we have fully embraced the philosophy to 'think globally and act locally' and take the 'place-led, community-fed' approach. This helped us to be ambitious about the future and, importantly, to plan proactively. A 'futures thinking' mindset has helped us to raise our sights beyond the horizon; beyond the next 12 months and beyond the next term of Council, to consider the decades ahead.

Alexandrina's future will be influenced not only by today's challenges, but by major social, environmental and economic trends, such as population growth, climate change, an ageing population and rapid technological change. With everyone working together, we'll each have our part of a story in 2040 that reveals a liveable, green and ever more connected community than the Alexandrina of today.

A2040 is a call to action for Council. There is only so much we can do alone; as a local government organisation we are best placed to advocate for and support a future defined by rewarding partnerships, and proactive approaches to growth for our economy and communities.

Alexandrina is a collaborator. Over the next 20 years, we will pursue advocacy and partnerships to progress our community's 2040 vision, including seeking funding and good policy from State and Federal Governments.

Mayor Keith Parkes



Integrated strategic management framework

Integrated strategic management planning is a continuous cycle of consultation and engagement with the community to develop the community's long-term vision; and the objectives and activities for the strategic management plans to realise the vision.

Collectively, the strategic management plans provide readers with an understanding of:

- the community's vision
- the objectives, for at least four years, for realising the community's vision – including how the objectives align with other spheres of government and how any overlapping services are shared
- the priority actions to be taken to achieve the objectives
- the ongoing financial sustainability status of Council, including estimates of the income and expenditure needed to maintain high priority expenditure programs and projects
- the measures used to assess Council's performance.

Council reports on its performance against the objectives and priority actions to the community via Annual Reports.



Strategic management plans

Strategic management plans	Role	Planning horizon
A2040 Community Strategic Plan - Vision	The community's long-term vision for Alexandrina – 'Liveable. Green. Connected.' to thrive into the future.	20 years
A2040 Community Strategic Plan - Four Year Delivery Plan	Details what Council will do over the four year period to work towards the community's long-term vision - Liveable. Green. Connected.	Four years
Strategic Asset Management Plan	Supports the delivery of A2040 Community Strategic Plan by providing long-term asset management scenario modelling about when Council will intervene to improve assets based on the condition assessments and service levels determined with the community, and details the objectives, practices and actions for asset management improvements.	10 years
Long Term Financial Plan	Supports the delivery of the A2040 Community Strategic Plan by setting the short, medium and long-term priorities, based on resourcing and funding capabilities – setting out the longer-term impact on the financial sustainability of delivering the A2040 Vision.	10 years
Annual Business Plan	Annual statement of intended programs and priority actions for the year and links to the A2040 Four Year Delivery Plan. It also links to Council's Annual Budget to the longer term planning of resource allocations for the year and establishes the basis for performance review over the year that is included in the Annual Report.	One year



Southern Surf Festival, Middleton

About this plan

This Community Vision document is one of two documents that make up Alexandrina's Community Strategic Plan, called Alexandrina 2040 Our Plan to Thrive (A2040):

1. **A2040 Our Plan to Thrive Long Term Community Vision (A2040 Vision) – this document**
   Outlines our long-term vision for Alexandrina – to be 'Liveable. Green. Connected.' to thrive into the future. It is a story developed with our community representing what we want Alexandrina to be like in 2040 and includes the objectives that Council will focus its efforts on.

2. **A2040 Our Plan to Thrive Four Year Delivery Plan (A2040 Delivery Plan)**
   Outlines what Council will do over the four years in each of the A2040 Objectives to work towards the community's long term vision of Liveable. Green. Connected.

A2040 is used by Council to guide the management of its services, assets and budgets through its Long Term Financial Plan, Strategic Asset Management Plan, and the Annual Business Plan.



Port Milang Historic Railway Museum

How this plan was prepared

A2040, the Community Strategic Plan, was first adopted in 2020 following extensive engagement with our community including face-to-face Village Conversations across our townships.

The Community Strategic Plan is legislatively required to be reviewed every four years. This A2040 Long Term Vision document was revised from a 2024 review of A2040.

The 2024 review examined:

- Alexandrina area's statistics
- Relevant local and state policy documents
- Ideas for the future from our communities during Village Conversations and other engagement activities
- Council strategies and plans
- Contributions from Council Members.

It identified topics (see following page) that were used to inform changes to this A2040 Vision document and to prepare the A2040 Delivery Plan.

The review realised that the community's vision to be 'Liveable. Green. Connected.' as identified in the original 2020 plan (A2040 Vision) was still strong and appropriate.

The 2024 review has adjusted the Objectives to which Council will focus its efforts and are aspirational statements of what Alexandrina will be like in 2040. These objectives are provided at the end of this document in the section 'Bringing the A2040 vision to life'.

Community engagement was undertaken on this draft A2040 Vision document in November 2024.

Topics that informed the 2024 revision of the A2040 Community Strategic Plan



Alignment Alignment of Council services, strategies, and assets to the A2040 Delivery Plan



Climate change Delivery of adaptation and carbon neutral approaches and supporting community and industry resilience (especially agriculture).



Corporate functions Including Council's 'enabling' corporate areas (e.g. finance, volunteer management and organisational development) in the A2040 Plan.



Economy Supporting local business, investment attraction, tourism and activation.



Financial sustainability Managing expenditure and increasing revenue.



Greening Increase greening of townships.



Inclusion and wellbeing Acknowledgement of and partnership with First Nations, community connection and wellbeing and disability access and inclusion.



Planning for growth Planning Council services and infrastructure to support our growing population, including an ageing population.



Recreation and open space Planning for sport, recreation and open space facilities including for youth.



Townships Delivery of township plans and master plans, including landscaping, environment, access and heritage considerations.



Transport Making it easier to get around including road upgrades, pedestrian and cycle networks but especially public and community transport.



Waste Improvements to Council waste management services (e.g. frequency, organics) and supporting a circular economy.

Alexandrina's story: past and present

What we call Alexandrina is a great deal more than the sum of its parts. Every town, every pocket of the region is unique. Every place and every person has a story to tell.



Farmland and coastal landscape in Alexandrina



Canoe Tree, Currency Creek

This story is told through 11 townships and the many places in between. It's in the scrub, paddocks, beaches and dunes. Our story is on the ocean winds and deep in our fertile soils. It's in, under and on the waters of the ocean; in our wetlands, streams and in the Angas, Bremer and Finniss rivers, sinuous siblings for the River Murray and the Coorong, where the waters meet.

Alexandrina 2040 – our story as a community – will be told for generations to come.

People in this region have told these stories for more than 40,000 years, back before an ice age when we were connected to what we now call Kangaroo Island. You may have heard the Ngarrindjeri tale of Murrunduri, the great River Murray, with its creation by Ngurunderi who chased Pondi, the giant cod. Ngurunderi created the Lower Murray, the Coorong and our southern coasts and islands. Mount Compass is where many ancient paths and trade routes intercept. Aboriginal people have connected here, moving from nearby Nangkita (place of Grubs in the trees) on the ancient route to Currency Creek and the Finniss, then on to Lake Alexandrina.

> We have to recognise who we are and who we have been as a nation. We should also recognise who we can be.
>
> **RAUKKAN COMMUNITY ELDER**

Our story has been told by millions of people across millennia and each day brings a fresh chorus of voices to our collected history. These stories recall a time that lives in our land and waters, one that's carved in timber, hewn in stone and forged in steel. Today, in this digital era, Alexandrina's story is shared across screens in our homes, at work and on the devices that accompany us almost everywhere.

Each one of our stories lives with the wildlife and wild places; with the animals of our farms and the beloved companions in our homes.

Our farms and vineyards have grown to bring so much from the paddock to fill the plates and glasses of neighbours and friends, old and new. Langhorne Creek's reputation as one of the world's leading wine regions continues to grow. We are close enough to major ports to export Alexandrina's sought-after produce, from both land and waters, especially to our neighbours in Asia.

We can see the enduring attraction of the inland towns of Mount Compass and Currency Creek and the charms of places like Port Elliot for families and tourists alike; the mix of historic streets and buildings, lifestyle businesses and so many things to do in one of the most walkable and creative coastal villages in South Australia. The stately buildings and curios of Strathalbyn, one of South Australia's oldest towns, remain as vital testament to our strength and character through two centuries of war, depression, drought and plagues.

Every year, we share Alexandrina with visitors from around the world, from across Australia and from just down the road. Most linger and many return to satisfy curiosity piqued by their first experience, ready for a new surprise. It's easy to welcome people back and just as easy to see why it's hard for them to say goodbye. Increasing numbers of visitors decide they're ready to make Alexandrina home for the rest of their days.

There is so much to admire about the people and places of Alexandrina. It is also true that much of what we love needs us now, more than ever before, to care for and support this region and its future generations. This is our challenge for the years ahead as we work together for the Alexandrina of 2040.

> The smell of the sea and river. The history in the present day, in the crafting of historic vessels, true to our nature.
>
> **GOOLWA LOCAL**



Vineyards, Langhorne Creek



Goolwa Beach, South Australian Tourism Commission

Realism and optimism

Our climate is changing before our eyes, with increasing degrees of ferocity. The devastating fires of late 2019 are only part of this picture. In 2020, a health pandemic has disrupted our ways of life and for many, our ways to make a living. Both crises have brought undeniable hardship that will test our resilience for many years.

Cracks have opened, exposing gaps in the way we do things, vulnerabilities in our relationships and with the way we earn, spend and save money. The crises have shown us the fragility of life, nature and notably our own physical and mental wellbeing.

For our region, the crises have also revealed our strengths, the advantages of our unique and connected communities. We've been able to see, some of us for the first time, that we have so much of the 'good life' here – local produce, nature on every doorstep, good-natured sporting rivalries, cultural experiences and businesses and community organisations with impressive spirit and ingenuity.

Here we have been able to celebrate the lifestyle and open air as we work from home with our 'knowledge economy' making the leap to digital, something epitomised by the Business Hub in Goolwa, launched in 2020.

Through difficult times, we've celebrated the courage of those keeping us safe, and shown compassion for those who have found a lifeline in our communities. Our ethos of kindness has kept us connected.

> Let's be realistic about the challenges, but optimistic about the opportunities.
>
> MAYOR OF ALEXANDRINA

Since 2020, we have opened our arms to our fellow South Australians, we have also opened our wallets to support local enterprises. In many ways, Alexandrina has been at its best.

In creating Alexandrina 2040, we have listened to the passionate communities, staff and leaders of the region. We've explored some exciting possibilities for the decades ahead. More than 1,800 people have had their say.

Today more than 30,300 people call Alexandrina home and our population is expected to reach up to 40,000 by 2041 with land surrounding some townships identified for growth in State Plans.

Our region is already one of the day-trip capitals of South Australia with 2.8 million visitors a year, many joining us in the warmer months. While we have natural and agricultural riches that compare to anywhere in the nation, tourists are a vital part of our future. They have also added their voices to our story.


Clayton Bay

Our Vision
Alexandrina in 2040:
Liveable. Green. Connected.

It's natural to be proud of every bit of what we call Alexandrina. We want to move forward into the future protecting what we love and embracing the best parts of change. Let's imagine we are in the Alexandrina of 2040. We are thriving because we stayed true to our aspirations to be the most liveable, green and connected community we could be.

There is plenty that is familiar. Alexandrina's townships and rural areas retain their unique identity, heritage and charm. Good planning; active spaces, including playspaces, ovals and parks; and accessible, low-emissions transport bring people together to celebrate, connect and enjoy all that Alexandrina has to offer.

Many more people are living here for our affordable lifestyle or commuting to jobs, events and community spaces within our region. This growth defined our district as diverse housing and jobs were created, including what still feels new in secondary and tertiary education, arts and culture, digital enterprise, regenerative agriculture and nature-based tourism.

We can see different faces, enterprises and influences in the Alexandrina of 2040, adding even more character and delight to our reputation for hospitality.

It's a place that's easy and enjoyable for people of all ages and abilities.

Generations of families that have shaped Alexandrina's agriculture and agribusiness continue to be vital partners in growing our regional economy. Our elder Alexandrians lead the way, especially those from our First Nations communities, benefiting from the philosophy of 'equity in partnership', as it's described by the Ngarrindjeri.

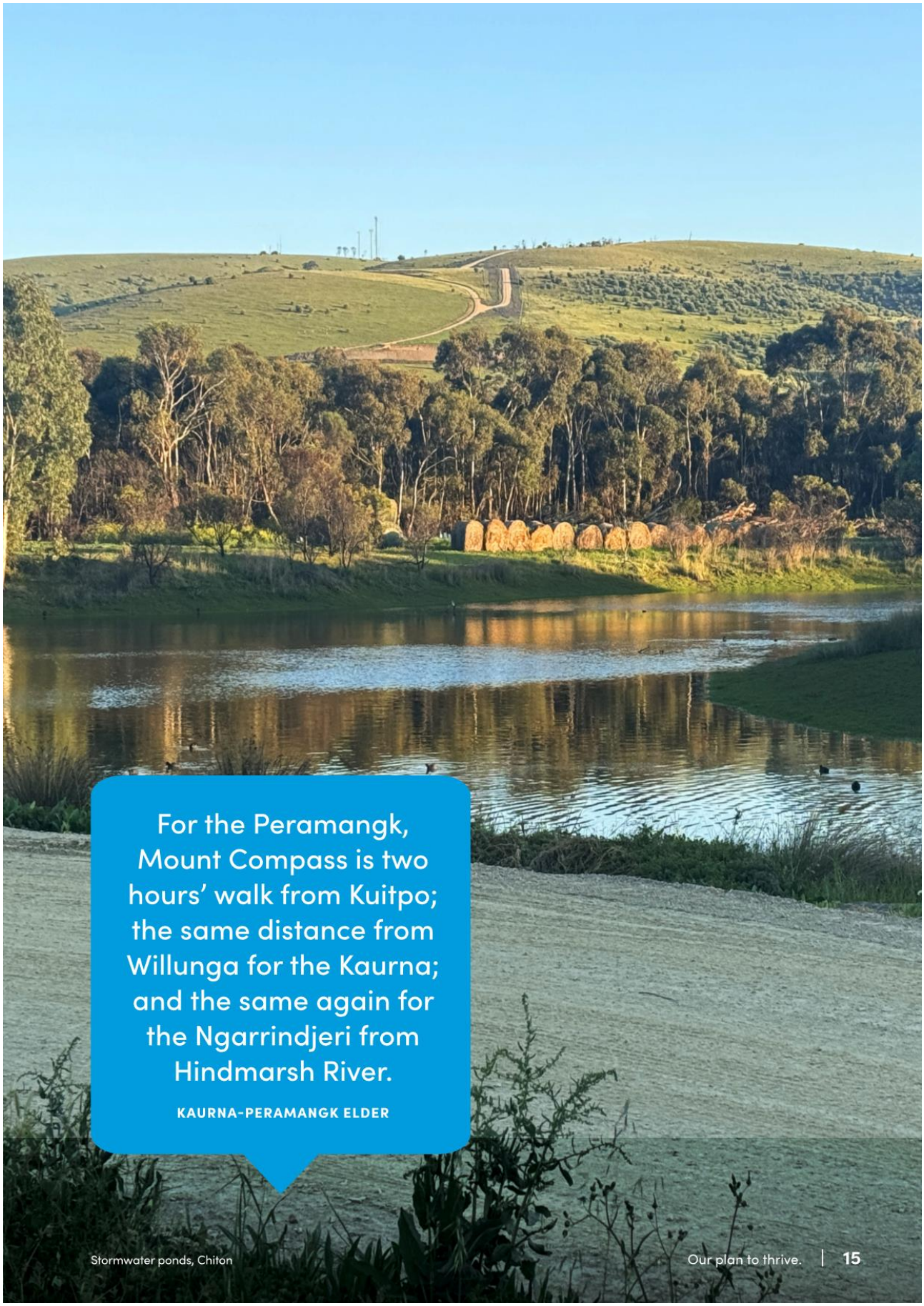
It feels like we have been able to close a time loop, linking our past to a future that feels authentic and exciting in equal measure.

Well-planned Towns and Growth

Well-planned towns and development relies on the best available social and physical infrastructure and services. It supports residents, farmers, businesses, community organisations and the many visitors central to job creation and our economic destiny.



The Strand, Port Elliot



Stormwater ponds, Chiton

Embracing nature and new energy

Every year since 2000 has been warmer than the hottest years last century. In Alexandrina during this time, days hotter than 35ºC increased by nearly a third, while rainfall decreased by 5%.

In 2040 it is even hotter and drier. Conditions are projected to worsen, long before they get better, with emissions heating our planet and bringing more fires, flooding, erosion, drought and storm events than ever before. In many Australian cities, the urban heat island effect is having a dramatic impact on our most vulnerable people. Fortunately, Alexandrina is one of the first local government areas in the nation to emit less carbon than we capture and store in our natural systems (not everyone believed we could be 'carbon negative'). Our strong advocacy for fair use of water in the Murray-Darling system has ensured the Murray Mouth, Coorong and lakes Alexandrina and Albert have retained their status as wetlands of international significance. These places continue to be cooling refuges for native fish, plants and the waterfowl and migratory waders that continue to attract bird lovers from all over the world.

We committed to act in 2019. Alexandrina was one of the councils to declare a Climate Emergency. We worked hard to transform our approach to power generation and use, including the energy required to support our way of life.

In 2020, most of our emissions came from electricity generation, transport, street lighting and agriculture. In the 2020s and 2030s, the acceleration in use of renewable energy, electric and hydrogen-power for cars and buses has made a difference. It's now also so natural to 'telecommute', with video conferencing the main medium of engagement for our knowledge economy. Our work to integrate cycling, walking and other forms of active transport has turned our fortunes around and had a measurable influence on the way we feel in body and mind. The leadership of the agricultural communities of Ashbourne, Woodchester, Hartley, Milang and of course Strathalbyn are often heard in conversations about the future of sustainable farming for this new century.



Olive fields, Tooperang. Photographer, Harry Vick



Strathalbyn Soldiers Memorial Gardens

Communities re-energised

In 2040, a bird's-eye view of Alexandrina now reveals three times the number of photovoltaic panels glinting in the sunlight than two decades ago. Along our coasts, waves surge above tidal power generation. We have benefited from exploring biofuel, hydrogen and waste-to-energy projects near our world-class population centres.

Renewable energy generation feeds into electricity microgrids and the national network. Virtual solar power plants and batteries at hundreds of households dramatically reduce energy costs and stabilise power infrastructure; they have even empowered residents with solar and batteries to share energy with neighbours or others in need.

Responsive energy systems connect electrified transport to charging stations. The updated fleet of Council vehicles have driven this renewal and catalysed opportunities for the shuttle buses and emission-free transport that so many people dreamt about years ago.

It's now quite literally a buzz to have scooters and e-bikes, buggies and other mobility vehicles traversing our renowned network of well-maintained trails and footpaths.

Greener towns and developments

The development and construction of low-footprint, water-sensitive dwellings, green back yards and community gardens and verges is encouraged. Now we can see a mix of housing options in our population centres that was almost non-existent in 2020. For every new development world-class stormwater and wastewater systems is plumbed in, networked to wetlands that are recreational and community gathering points. Every home is digitally connected and much more future focused than we ever imagined. The streets of every town, from Port Elliot in the west, to Langhorne Creek in the east and Woodchester in the north, benefit from shady trees and enjoy the cooling effect of parks, verges, gardens and buildings covered in greenery.

In 2040, we all acknowledge that our natural areas have been vital in our changing climate.

We took the responsibility to preserve and improve the native vegetation in our district that is a vital refuge for native animals, including numerous species that were at real risk of extinction.

Our dunes and beaches are home to so many of the creatures that delight locals and visitors young and old. They also provide us with vital protection as sea levels continue to rise. The wetlands and lakes about Clayton Bay and Milang continue to cool breezes that revive plains, valleys and parklands across the region.

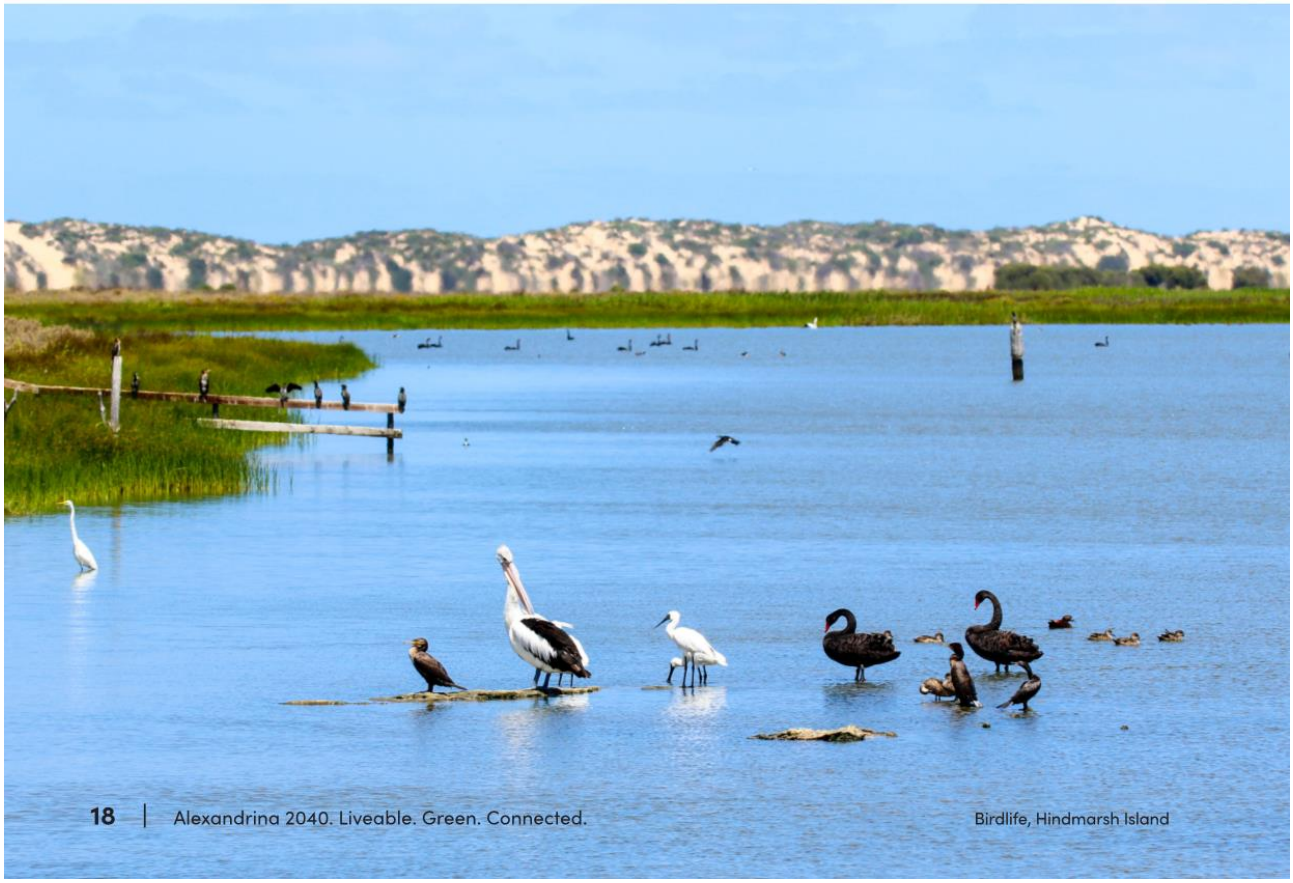
We are now also more responsive to the unique weather patterns of our inland towns and places and considered this in our planning and programs, including festivals and other recreational events and competitions in places like Mount Compass and Currency Creek that also celebrate their connection to our natural world.

The circular economy goes on

In partnership with other councils on the Fleurieu, waste volumes to landfill have been dramatically reduced. We increased our recycling, continuing the improvements we saw in the early 2020s. We moved away from wasteful behaviours and our recycling now happens much closer to home. We have China and other nations to thank for this; it was their refusal to process hard-to-recycle materials in 2019 that jump-started our circular economy.

Single-use plastics have been banned in South Australia for 20 years, though we needed a local revolution in our own ways of life to phase out non-compostable plastics. Some of our villages have brought what we now call 'resource' management to a single street or premises and now proudly operate upcycling facilities and social enterprises run by local volunteers and staff. Shops in our main streets sell these products and replenish the virtuous spending cycle with in-store resource collection points.

Local governments across South Australia signed up to a 'buy it back' program for recycled products 20 years ago. This provided Alexandrina with



Birdlife, Hindmarsh Island



Ringbalin Festival, Goolwa

the chance to take the lead. Strong community support for better waste storage, processing, reuse and recycling brought people together, transforming waste. This collaborative enterprise brought industry, community organisations and local government together, transforming waste into new products, including materials for making roads, pathways, or seats; mulch and compost for farming and gardens; and even some of the waste-to-energy projects that showed such early promise.

It is hard to remember when we didn't have our blossoming network of community gardens, orchards and shared farming plots. These bustling wellbeing hubs nourish close relationships between neighbours, even as our population grows. This has improved our social interaction and vitally cut down on the transport and packaging associated with many commercially available foods, especially when it comes to fruit, vegetables and herbs (which we now also support with revolutionary approaches to sustainable packaging and transport).

Climate and Environmental Stewardship

Climate Change is the issue of greatest concern to the people of Alexandrina. Increasingly frequent adverse events, the fragility of our ecosystems and the security of our water supplies led to our Climate Emergency declaration in 2019.

It is clear that we can go well beyond the management of waste, water and energy and extend to circular resource systems, regenerative farming, aquaculture and nature-based recreation and ecotourism.

> I love connection to the local Indigenous people and celebration of art and community connection.
>
> GOOLWA LOCAL

> In 20 years, what will be important to me is a walkable, liveable, vibrant and accessible environment and community. We will be responding to climate change and its effects.
>
> GOOLWA LOCAL

Celebrating our people and places

Everyone loves the rural feel and friendliness of Alexandrina, so back in 2020 it was important we were serious about the potential impacts of growth. Being able to live, learn and work locally is important for so many in our community, regardless of age or location.

The world continues to change at such a dramatic pace, so it is also clear that we need to keep modernising. We will continue to do more to develop, promote and support local learning and business opportunities. This is a never-ending and always-rewarding process, one we recognised long enough ago to plan for change.

Planning towns, protecting nature

Population growth presented opportunities to expand our open space and infrastructure network in ways that added value to our existing communities. We listened when our communities told us how much the buildings, streets and industries of the past meant for the character of our future. We advocated to protect what matters most as our areas grew.

This builds on the legacy of Cittaslow Goolwa and other community-led initiatives to preserve and celebrate our towns and hinterlands.

We sensibly consolidated growth at our existing townships, including programs to activate underused and empty commercial and community spaces. While areas beyond the fringes of Adelaide have lost much of their best agricultural land to urban development, we safeguarded our farming land with a focus on the growing demand on food production. We enjoy and appreciate farmland and wilderness between our special towns. This is a point of difference on the Peninsula.

> Everyone's friendly. If you get hurt at the skate park, you've got someone who cares for you.
>
> **MOUNT COMPASS LOCAL**



Mount Compass Recreation Park

Opportunities for young and old

For many people, Alexandrina is a lifestyle choice. This was as true for our older locals in the 2020s, as it is for the many young adults and families who also call this region home today. We are still the Council of choice for quality places to grow older and we're finding a balance with imaginative approaches across the generations.

In 2040 there are great prospects for young people in both our townships and rural areas. We have enjoyed great improvements in recent years, thanks in large measure to investment partnerships in education and research, pathways for employment in care and social services and an expansion of festivals, events and creative initiatives. These efforts have built on the natural advantages of Alexandrina and attracted new people to our region. Young people are better off than 20 years ago, when one in six of our 16-year-olds didn't go to high school and far too many young people needed access to mental health services (much more than in metropolitan Adelaide).

Cultural shifts can take generations to realise, but the signs of this change can be seen everywhere. Our rural centres and villages are known by their given and First Nations names. Each is now more culturally and ethnically diverse than back in 2020, with much more in common with the cities and nations that many of our newer residents once called home.

Thanks to everything activated by A2040, we have met many of the community needs highlighted in the 2020s.

We enjoy better aged care and more flexible independent living opportunities supported by increased health and medical services and facilities. Our more comprehensive community transport options, and social, retail and recreation services and facilities for families have sustained the community through the many years of hard work. This is a place where our elders are at the heart of our social and economic success.

Over the 2020s and 2030s, Alexandrina presented a compelling option for tertiary education providers and research organisations. They delivered on the exciting potential to partner strategically and we have become home to centres of excellence in First Nations culture, health, wetland ecology, climate research, regenerative agriculture and ecotourism.

We also really love our high schools in Goolwa, Mount Compass and Strathalbyn, with so many graduates setting up shop across Alexandrina, often partnering with older volunteers on exciting start-ups and social enterprises.



'EFS Journey Mural' at Eastern Fleurieu R-12 School, Strathalbyn Campus. Created by artist Cedric Varcoe along with the students.

Vibrant places for lively lifestyles

As well as the extraordinary growth in employment associated with our older community, we found ways to attract younger families and meet demand for places to create and socialise together.

Youth forums certainly helped show us how to value and care for our wild and tamed natural places – the surf and turf essential to the active lifestyles that so many of us love.

Feedback 20 years ago also identified that greater intergenerational connection could arise through central community precincts and embracing a vibrant calendar of cultural, artistic and historical celebrations, sporting events and tournaments, markets and festivals.

Our traditional acknowledgment and respect for the custodians whose ancestral lands we call Alexandrina flourished through the 2020s and 30s. It's easy now to recognise the celebration of First Nations' culture and enterprise in our places, events and language. This is a source of pride for all and a talking point for visitors and neighbours alike.

In 2040, we still connect with our heritage in farming dairy and beef cattle, sheep, horses, alpacas, crops, bees, grapes and all of the associated products and our exciting partnerships in First Nations cuisine have brought so much more to this, including several native plant nurseries.

Inclusive and Thriving Community

Bringing generations and communities together, welcoming visitors into our region and embracing diversity will support our growing population, stimulate spending and attract investment. An inclusive and thriving community will be defined by events and gatherings in our villages, beaches, open and community spaces, and vibrant main streets and businesses that meet the needs of residents and visitors alike.



First Nations Smoking Ceremony, Goolwa

Going places

Over 20 years ago, anyone entering our district through the gateway township of Mount Compass, or the South Coast, Adelaide Hills or Murraylands will have understood our heavy reliance on cars and our road networks.

With the hundreds of thousands of visitors we welcome each year, it's little wonder so many in the community asked not only for well-maintained roads, but also other options for commuting, freight haulage and a far better community transport network, including shuttles and a variety of driverless vehicles. It was important that we responded to these needs.

Reliable, affordable options to get around are a basic necessity, not only to shop or go to work or school, but to ensure that everybody, regardless of physical ability, has the opportunity to get out to see other people, or perhaps, like so many tourists who visit, to get away from it all. We had only one percent of Alexandrina locals using public transport back in 2020; now 10 times that number jump on e-buses that ply familiar routes that are also a major drawcard for backpackers and other visitors.

Thanks to our passionate advocacy and work with Federal and State Governments, rail connection to Adelaide has never been busier.

The smarter ways to collect and map data about the movement of people and vehicles across the district that we adopted and applied these last 20 years intelligently informed the way we plan and maintain roads, paths and verges. The internet of things – sensors linked with the technology and skills to interpret what we detect – helped Alexandrina and other government infrastructure investments go much further, so much faster.

We have always been comfortable balancing the old with the new – wooden boats, steam-powered trains and paddle steamers, the wharfs and boardwalks of our waterways are still all special Alexandrina attractions. With imagination, we blended the past with a much more mobile future. Goolwa Airport realised its promise and the visionary runway expansion brought greater numbers of innovators and visitors here. It has also helped enormously with our exports of high-value perishable products, including wild caught and aquaculture produce.

Transport Connections

Our community needs a high-quality road, water, rail and trail network that is safe, well maintained and supportive of healthy lifestyles and environmental sustainability. Better transport connections within the region and with major centres and cities like Mount Barker and Adelaide requires focused advocacy, planning and investment.

> We need to encourage intergenerational connection and support for those that need it.
>
> **STRATHALBYN LOCAL**



Anzac Park, Milang

What we achieved together

In 2040, Alexandrina's natural places have absorbed many of the shocks and cumulative challenges of our hotter, drier climate. These systems and community-driven projects continue to support our collective commitment to sustainable living.

Our townships have retained their identity embracing their unique qualities and storytelling through grassroots innovation and placemaking. They are more accessible and when things do go wrong; things are resolved more swiftly than many of us remember.

Our collaborative efforts have led to improved social and health care services, including community, recreation, education and medical facilities. Faster, more efficient telecommunications technology has proven to be fundamental to the prosperity of the district. We celebrate excellence in intergenerational innovation and opportunity for our young people, now attracting them from Adelaide and other regional centres here and across state borders. Our design of services, technology and places for the people with the greatest need has turned out, unsurprisingly, to benefit everyone.

Our creative townships and places reward curiosity; they brim with the opportunity to learn, work and enjoy life. Local and artisan businesses thrive and the Goolwa Wharf Precinct is now the heart of Goolwa, a bustling attraction loved by locals and tourists alike. The regional economy supports our way of life because we made sure we were ready for healthy, managed growth that balanced the necessity for progress, with deep respect for our rural and First Nations heritage. Our shared determination to strive and thrive got us this far. Now as we look to 2040, this is our community's vision brought to life.

> The Cockle Train runs through my back yard. I love imagining that my future grandchildren could hear its whistle as they paddle in the shallows of Horseshoe Bay.
>
> PORT ELLIOT LOCAL



Port Elliot Railway Station

This liveable, green, connected place is far greater than the passage of time. It is more than the sum of its parts. It's the story of our lives. It's our story.

Bringing the A2040 vision to life

To work towards the A2040 Vision - Liveable. Green. Connected. We will focus our efforts on five themes to bring our vision to life. These themes are shown below, with an objective statement that describes what success will look like by 2040.

The A2040 Delivery Plan sets out these themes and objectives, and shows:

- our ongoing service areas
- the results we will see if we are successful
- the key strategic approaches we will take
- the detailed actions to deliver the key strategies
- the methods we will use to measure achievements and to determine if we have hit our targets

Themes		Objectives	Vision
	**Trusted and financially sustainable Council**	Alexandrina Council is a trusted, transparent and committed organisation that listens, advocates and delivers value for our community in a financially sustainable way.	Liveable
	**Well-planned towns and growth**	Alexandrina is a liveable region of well-planned towns and growth areas with coordinated infrastructure, services and opportunities that support our growing population, rural heritage and lifestyle.	Liveable
	**Climate and environmental stewardship**	Alexandrina is a climate resilient community that values our natural assets, adopts and encourages new ways to reduce our environmental impact and support new circular economies	Green
	**Inclusive and thriving community**	Alexandrina is a welcoming community and prosperous economy with places and opportunities that support the wellbeing, creativity, active participation and quality of life of all people.	Connected
	**Transport connections**	Alexandrina is a region with accessible roads, pedestrian, cycle an public transport networks that make it easy to get around, do business, commute and explore.	Connected

How to contact us

11 Cadell Street, Goolwa
PO Box 21, Goolwa, SA, 5214
www.alexandrina.sa.gov.au
08 8555 7000
alex@alexandrina.sa.gov.au

Alexandrina 2040

Liveable. Green. Connected.

Our plan to thrive

Strategic Asset Management Plan 2025-2035



The Alexandrina Council and its communities acknowledge the Ngarrindjeri, Peramangk and Kaurna people as the traditional custodians of the lands and waters of our Council district.

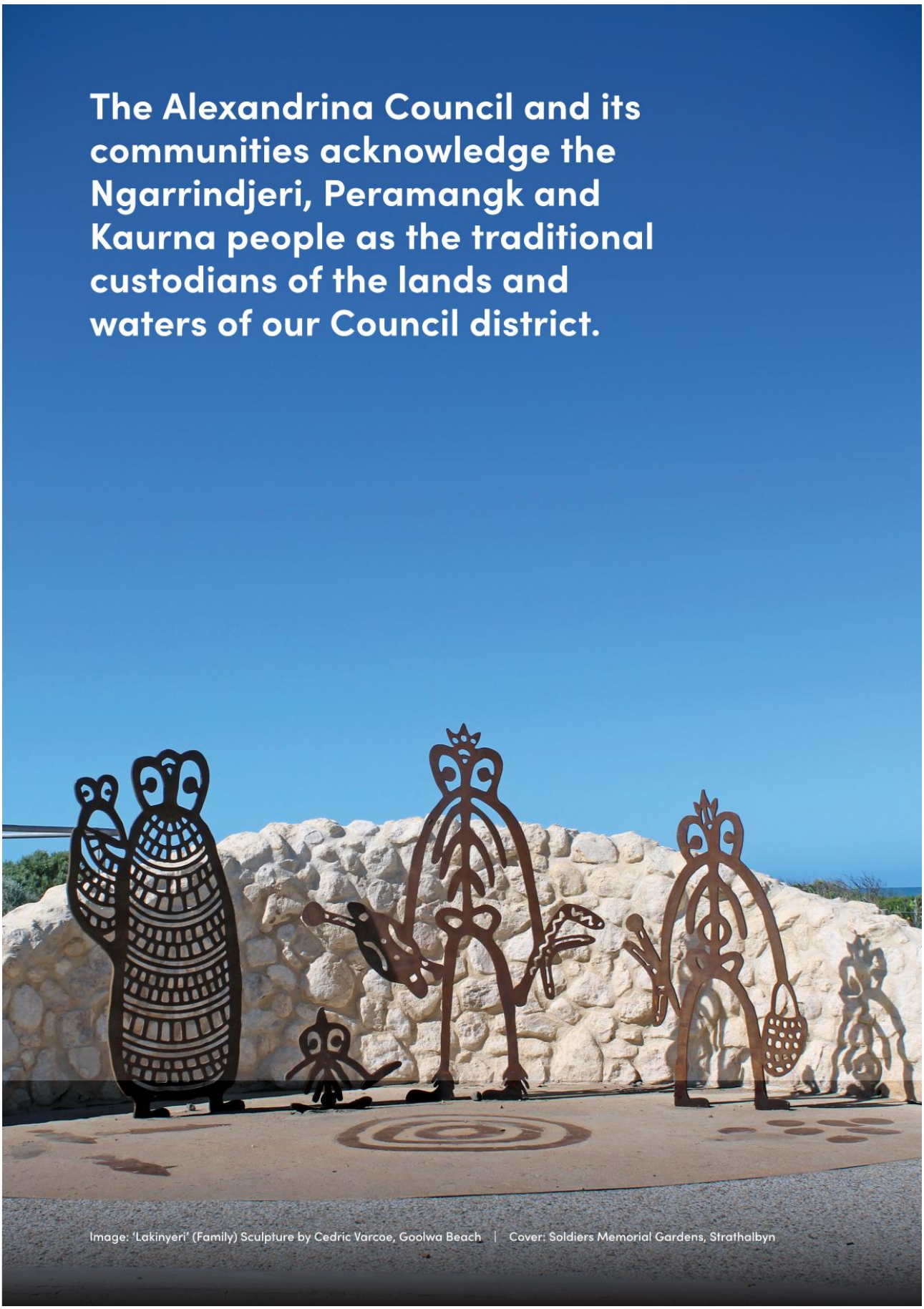


Image: 'Lakinyeri' (Family) Sculpture by Cedric Varcoe, Goolwa Beach | Cover: Soldiers Memorial Gardens, Strathalbyn

Table of Contents

Foreword **5**

Our Assets Story on a Page **6**

Our Plan 6

Integrated Strategic Management Framework **7**

Strategic Management Plans 8

About this Plan **9**

Our Strategic Planning 9

Community Engagement 10

Our Community Snapshot 10

Topics that informed the 2024 revision of the A2040 Community Strategic Plan 11

Our Asset Base 12

Asset Management Planning **14**

Lifecycle Approach 15

1. Planning and design 15
2. Creation and acquisition 15
3. Maintenance and operations 15
4. Renewal and upgrade 15
5. Disposal and rationalisation 15

Strategic Asset Management Targets 16

Strategic Alignment to A2040 Vision and Objectives 17

Trusted and Financially Sustainable Council 17

Well-planned Towns and Growth 18

Climate and Environmental Stewardship 19

Inclusive and Thriving Community 20

Transport Connections 21

Asset Management Planning Principles 22

How we manage our Assets **23**

Our Assets Support Our Services 24

How Our Assets Support Community Needs 25

Asset Management Maturity 27

The State of Our Assets **29**

Transport Infrastructure 31

Stormwater Drainage Infrastructure 35

Buildings and Facilities 38

Recreation and Open Space 41
Water and Wastewater Management Systems (CWMS) 44
Funding for the future 48
Integration with the Long Term Financial Plan 48
Our asset investment strategies 48
Asset investment categories 49
Lifecycle Costs 49
Monitoring and Improvement Plan 51
Strategic Asset Management Plan reviews and updates 51
Reporting 51
Continuous Improvement 51
Asset Management Improvement Road Map 51
Appendix 1 - Asset Management Improvement Plan 52
Appendix 2 - Long Term Investment Plan 61
Key Terms and Definitions 65

Foreword

Alongside the A2040 Community Strategic Plan and the Long Term Financial Plan, this Strategic Asset Management Plan (the Plan) serves as a strategic roadmap for managing and using resources to maximise value and efficiency. This Plan aligns assets with organisational goals, ensuring sustainability and mitigating risks for ratepayers. By addressing 'intergenerational equity', it ensures that future generations benefit fairly. The Plan aids decision-making and optimises resource allocation, enhancing operational efficiency and supporting long-term term success.

Council manages over 48,345 public assets worth approximately $789 million that benefit our communities. As our region grows and attracts more people, our existing infrastructure wears out, increasing the demand for new assets.

To determine what we can afford, we must understand how population growth and challenges like climate change impact long-term asset maintenance and renewal costs. As assets degrade and community expectations change, we must be transparent about our service standards and levels to balance economic, social, cultural, and environmental factors within a limited budget.

This ensures our assets support the services and amenities that our community needs and expects, both now and in the future, providing sustainable and ongoing benefits.

Our Assets Story on a Page

Our Assets

Asset	Replacement Value ($,000)	Current Worth ($,000)	Annual Depreciation ($,000)	Current Health (%)
Sealed Roads	$277,235	$187,940	$6,483	68%
Unsealed Roads	$41,028	$25,439	$2,255	62%
Footpaths	$24,910	$16,829	$736	68%
Kerb and Gutter	$62,393	$41,552	$1,001	67%
Bridges and Major Culverts	$63,284	$30,696	$561	49%
Buildings and Facilities	$115,805	$53,681	$2,067	46%
Recreation and Open Space	$42,341	$30,300	$1,221	72%
Stormwater	$65,648	$44,386	$827	68%
Water	$1,534	$552	$11	36%
Wastewater	$84,807	$50,979	$1,573	60%

Our Plan

Long Term Decision Making

- Balancing community needs with responsible spending
- Optimising available funding to reduce long term risk
- Transparency in allocating funding to individual program
- Prioritising New, Upgrade and Renewals with the focus on future needs

Long Term Financial Planning

- Average annual capital expenditure = $20M
- Infrastructure value per capita = $25K
- Infrastructure spend per capita = $650
- Asset Funding Renewal Ratio 78%
- Consumption Ratio= 62%

Challenges and Opportunities

- Ageing Infrastructure Asset Base
- Balancing community expectations against available budgets and affordability
- Climate change impacts
- Population growth and demographic shift

Strategic Improvement Initiatives

- Deliberative Community Engagement
- Ensuring Assets are utilised, fit for purpose and sustainable
- Shift to a Service Centric model of delivery
- Adopt annual level of service vs cost review approach
- Implement a climate resilient infrastructure plan
- Implement a district wide infrastructure growth plan

Integrated Strategic Management Framework

Integrated strategic management planning is a continuous cycle of consultation and engagement with the community to develop the community's long-term vision; and the objectives and activities for the strategic management plans to realise the vision.

Collectively, the strategic management plans provide readers with an understanding of:

- the community's vision
- the objectives, for at least four years, for realising the community's vision - including how the objectives align with other spheres of government and how any overlapping services are shared
- the priority actions to be taken to achieve the objectives
- the ongoing financial sustainability status of Council, including estimates of the income and expenditure needed to maintain high-priority expenditure programs and projects
- the measures used to assess Council's performance.

Council reports on its performance against the objectives and priority actions to the community via Annual Reports.



Strategic Management Plans

Strategic Management Plans	Role	Planning Horizon
A2040 Community Strategic Plan - Vision	The community's long-term vision for Alexandrina – 'Liveable. Green. Connected.' to thrive into the future	20 years
A2040 Community Strategic Plan - Four Year Delivery Plan	Details what Council will do over the four-year period to work toward the community's long-term vision – 'Liveable. Green. Connected.'	Four years
Strategic Asset Management Plan	Supports the delivery of A2040 Community Strategic Plan by providing long-term asset management scenario modelling about when Council will intervene to improve assets based on the condition assessments and service levels determined with the community, and details the objectives, practices and actions for asset management improvements	10 years
Long Term Financial Plan	Supports the delivery of the A2040 Community Strategic Plan by setting the short, medium and long-term priorities, based on resourcing and funding capabilities – setting out the longer-term impact on the financial sustainability of delivering the A2040 Vision	10 years
Annual Business Plan	Annual statement of intended programs and priority actions for the year and links to the A2040 Four Year Delivery Plan. It also links Council's Annual Business Plan and Budget to the longer-term planning of resource allocations for the year and establishes the basis for performance review over the year that is included in the Annual Report.	One year

About this Plan

The purpose of this Strategic Asset Management Plan (Plan) is to inform Council's commitment to best practice asset management and provide principles for sound asset investment decision-making.

The Plan for Council outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring sustainable stewardship for current and future generations. It is intended to be a public facing document, which informs the community on how Council will manage community assets to achieve the A2040 Community Strategic Plan objectives and vision - 'Liveable. Green. Connected.'

The Plan details how we will optimise capital and maintenance requirements, balance new assets and growth with current infrastructure to deliver services in line with evolving community needs and expectations.

Our aim is to support consistent, evidence-based decision-making, engage community in asset management performance reporting, improve links between costs and levels of service, and articulate our challenges and risks. All of this will result in more informed community engagement and best use of Council assets in the interest of the community.

The Plan addresses the challenges of balancing economic, social, cultural, and environmental factors within a finite budget.

> *This Plan also provides our current Asset Management Maturity and an action plan to address the gaps.*

The Plan provides expenditure forecasts that will guide future maintenance, renewal programs, and capital projects, impacting long-term financial planning and annual budgets.

Our Strategic Planning

Our planning process will include a line of sight covering the A2040 Community Strategic Plan, Long Term Financial Plan, this Plan and the Annual Business Plan and Budget.

This Plan sits alongside the A2040 Vision, A2040 Four Year Delivery Plan and the Long Term Financial Plan.

In addition to these Strategic Management Plans, the following supporting plans and policies guide our strategic asset management planning.

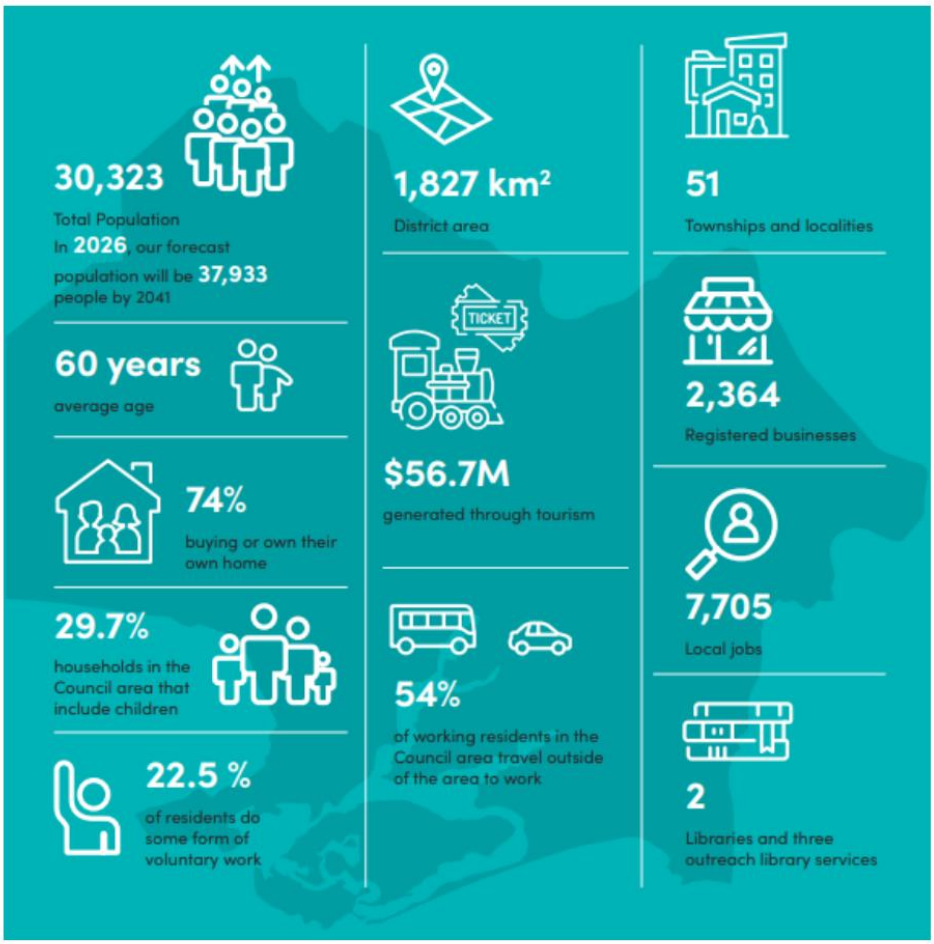
Supporting Plans and Policies	Role	Planning Horizon
Asset Management Policy	Sets the principles for consistent and appropriate asset management practices, processes and systems across the portfolio and sets the strategic intent for the sustainable management of Council's assets	Annual Review
Asset Class Plans	For each major asset class: • transport, buildings and facilities • recreation and open space • stormwater drainage infrastructure • community water • wastewater management	20 years

Community Engagement

In line with Council's Public Consultation Policy, we will engage with our community in relation to decisions that affect asset and service delivery. We will use community engagement practices in the development of key strategic asset management strategies. All community engagement projects will be facilitated on Council's My Say platform (mysay.alexandrina.sa.gov.au).

> "Our Region is dedicated to informed decision-making, leveraging the best available evidence and engaging the community. We prioritise transparency, accountability, and continuous improvement in our processes, ensuring that all decisions are well-founded and reflect the community's needs and perspectives."
>
> Alexandrina Mayor, Keith Parkes
>
> "We are creating a long-term investment plan for our assets to ensure they are fit-for-purpose, delivering necessary services that meet community expectations and are affordable for ratepayers."
>
> Chief Executive Officer, Andrew MacDonald

Our Community Snapshot



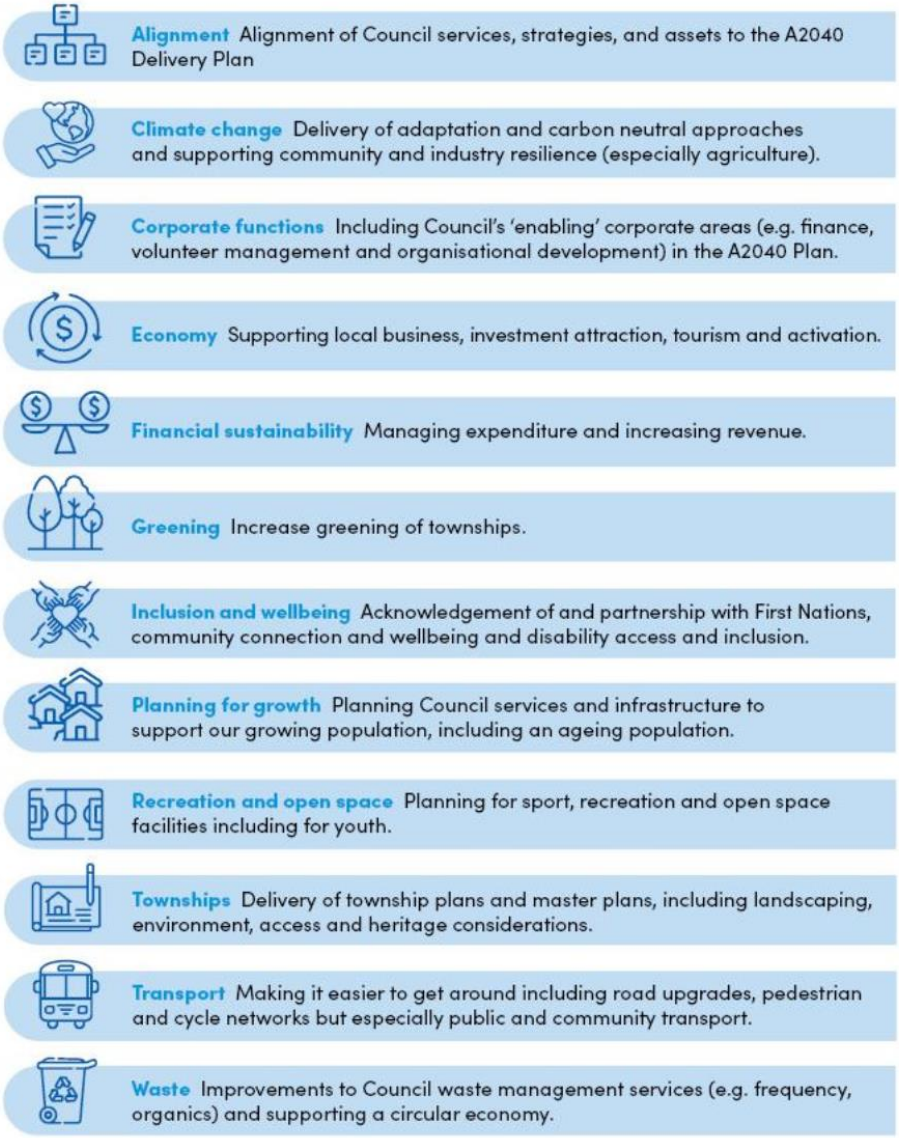
Topics that informed the 2024 revision of the A2040 Community Strategic Plan

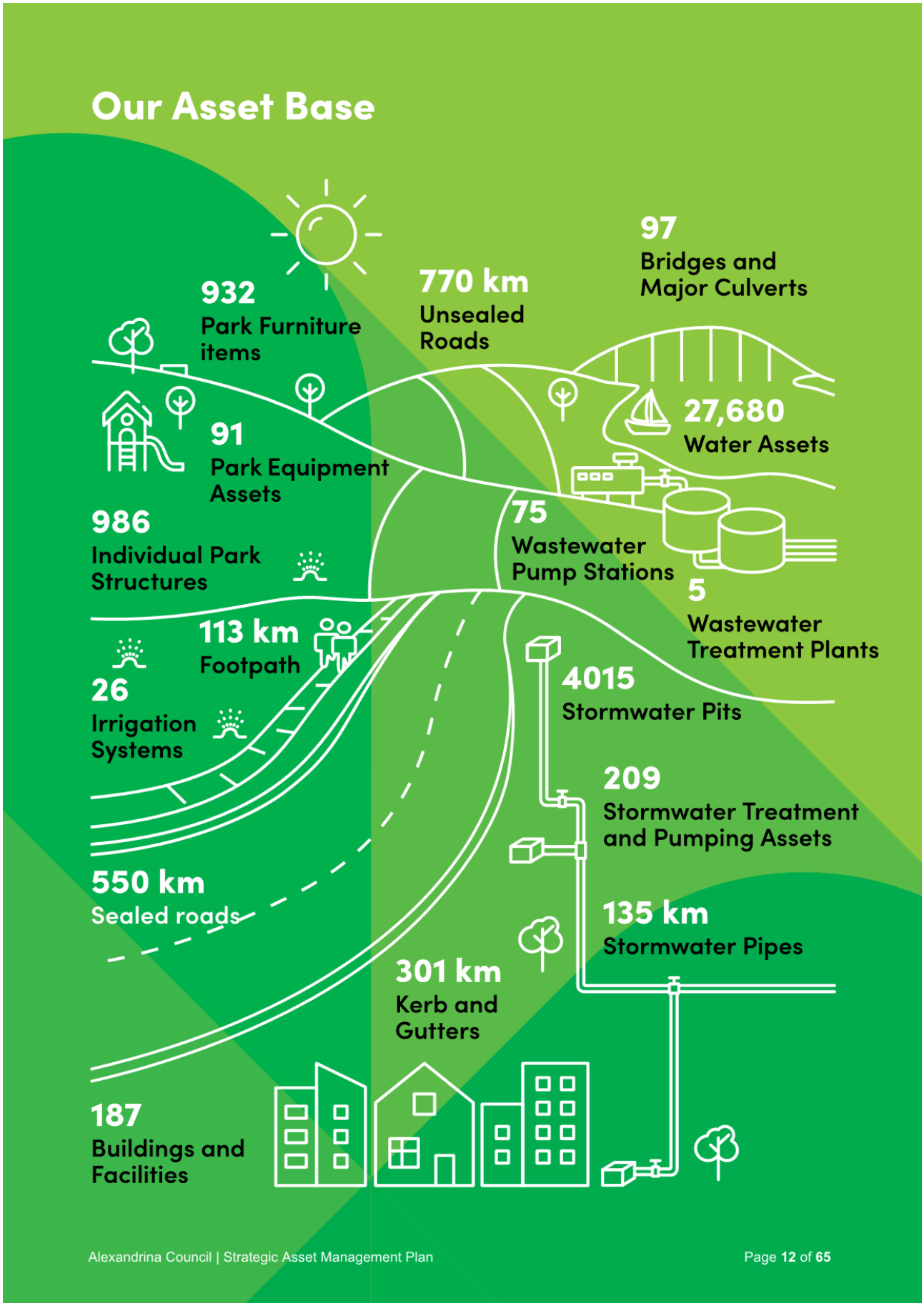
Council's various strategies are developed and published as part of a commitment to strengthening our economic and social attributes. They provide guiding principles for Council and the community by setting objectives to achieve the A2040 Vision.

The development of objectives within the Plan has considered the focus area insights from the 2024 review that informed updates to the A2040.

Over the last four years, Council has continued to work with our communities, planning township by township. Village Conversations were held in 2021 and 2023 in eight key townships to enable their communities to develop a vision for their townships and ideas for their future.

The topics derived from these consultations are set out below.



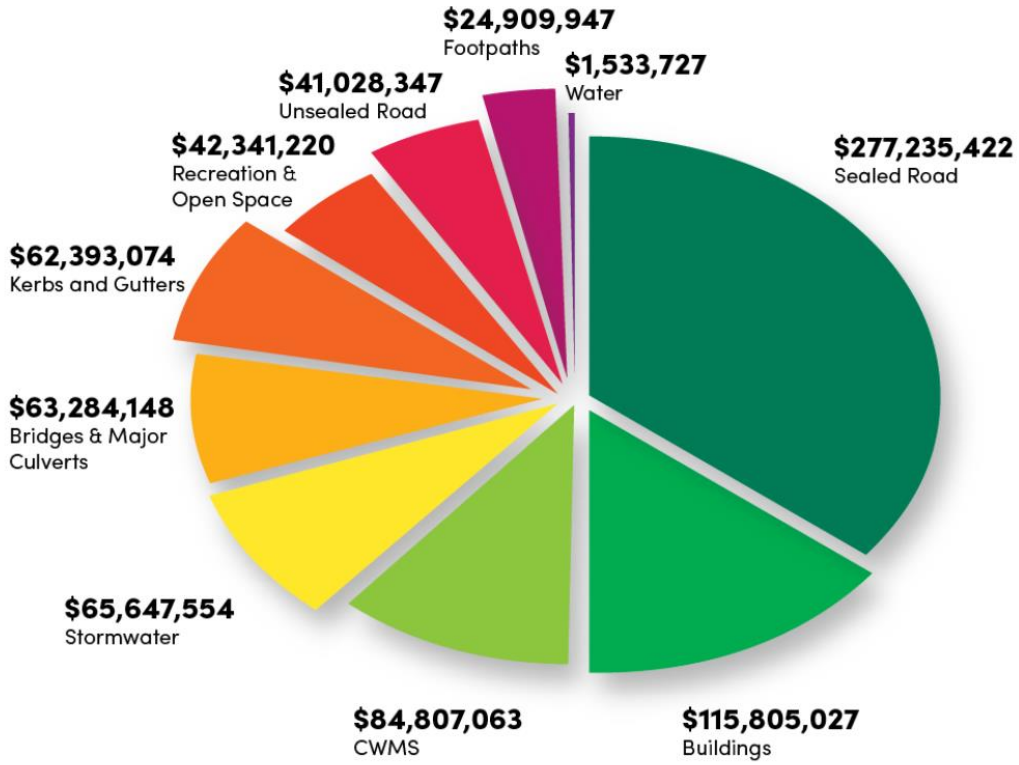

Our Asset Base
932
Park Furniture items
770 km
Unsealed Roads
97
Bridges and Major Culverts
91
Park Equipment Assets
27,680
Water Assets
986
Individual Park Structures
75
Wastewater Pump Stations
5
Wastewater Treatment Plants
113 km
Footpath
26
Irrigation Systems
4015
Stormwater Pits
209
Stormwater Treatment and Pumping Assets
550 km
Sealed roads
135 km
Stormwater Pipes
301 km
Kerb and Gutters
187
Buildings and Facilities
Alexandrina Council | Strategic Asset Management Plan
Page 12 of 65

The assets owned and operated by Council cross five major asset classes totalling over $779 million in replacement costs:

- Transport
- Stormwater Drainage
- Buildings and Facilities
- Recreation and Open Space
- Community Water and Wastewater Management

The mix of infrastructure is detailed in the diagram below as a percent of the total replacement value. These infrastructure assets support nearly every aspect of our day-to-day activities. They keep us safe, healthy, connected, and employed.

Distribution of Council's asset portfolio by asset class and replacement value



The annual rate of depreciation of this asset base is $16 million per annum and Council, at the time of preparing this Plan, is spending approximately $8.8 million on capital renewal works to keep these assets at a desirable level of service.

In 2024, Council has approximately 3% of its assets in very poor condition, which is consistent with the national average of 3%[1].

Asset Management Planning

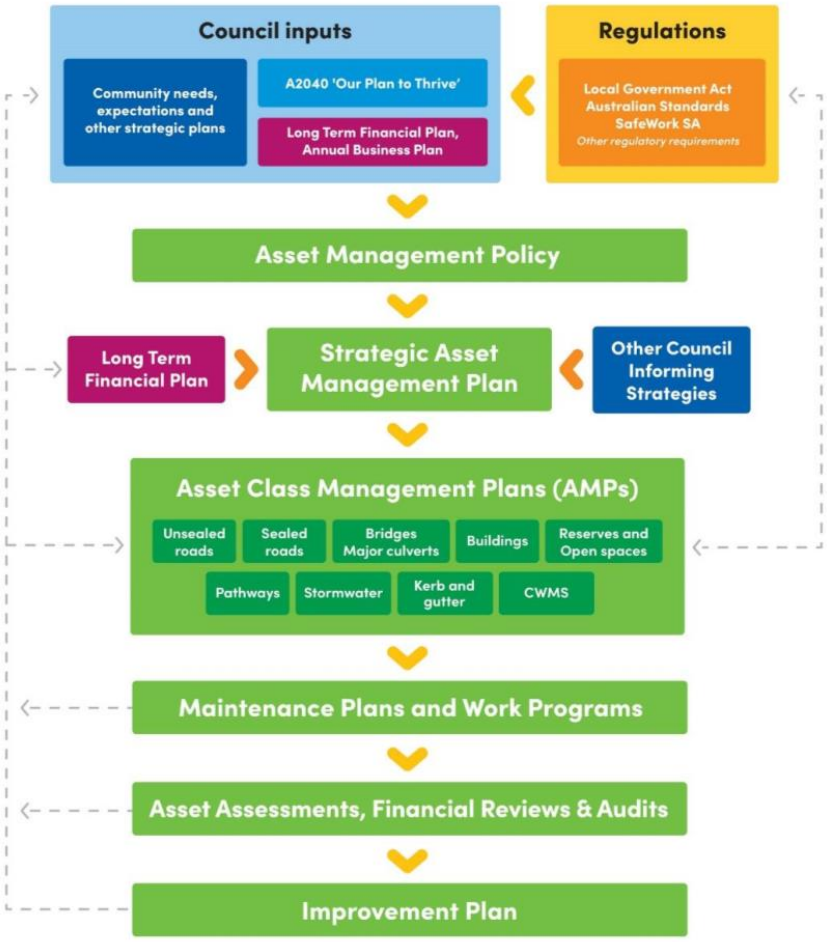
Council takes a lifecycle management approach to asset management planning, considering the resourcing requirements to operate, maintain, rehabilitate and renew assets to meet service level requirements and asset useful life expectancy.

To ensure we get the best possible return on our asset spending, we take a lifecycle approach to asset management that considers the costs of an asset over its useful life – that is from the time a new asset is built or acquired to the time it is replaced or disposed of. This approach allows us to get the most out of our assets by meeting required levels of service in the most cost-effective way.

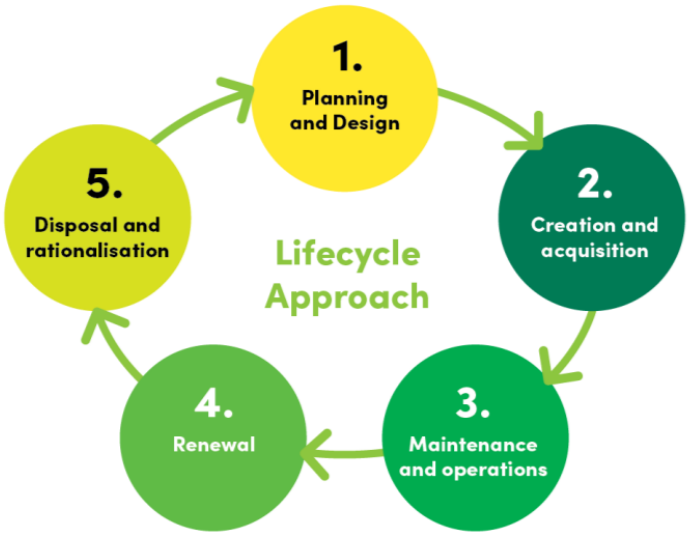
Council's asset management practices are also governed internally by the Asset Management Policy, this Plan and other supporting plans. The planning process is supported by important enablers such as technology, data, processes and people.

Council's Asset Management Framework is outlined below.

Asset Management Framework



Lifecycle Approach



1. **Planning and design**

When identifying asset requirements that meet service delivery needs over the long term, whole-of-life costs and other factors such as affordability, equity, maintainability and the environment are considered.

2. **Creation and acquisition**

Before constructing, expanding, upgrading or acquiring a new asset, alternative service delivery solutions are considered such as leasing or strategic partnerships. Any new build should align to an endorsed management plan or strategy and is supported by a lifecycle cost that informs the Long Term Financial Plan for long-term maintenance and renewal needs.

3. **Maintenance and operations**

Each asset's operations are monitored consistently over their useful life. A program of planned condition assessments, maintenance and servicing is undertaken to minimise ongoing costs and the risk of asset failure and to ensure the asset remains operational, safe and compliant, and meet current maintenance levels of service intervention targets.

4. **Renewal and upgrade**

Existing assets are replaced only when they have reached their intervention state– that is, they no longer support the required level of service delivery. Prioritisation of such works is based on criticality of the service and associated assets.

5. **Disposal and rationalisation**

Where an asset no longer directly supports the required level of service delivery, decommissioning or rationalisation of the asset to reduce lifecycle costs is considered as part of long-term financial planning.

Asset information – inventory, condition, functionality and capacity are recorded in our enterprise systems. Our funding is based on scenario planning using a service level-based approach.

Strategic Asset Management Targets

The target state, where we want to be, has been set based on several key considerations. From an asset management perspective, Council aims to set our intervention standards to hold assets in a manageable state, where we are not creating a burden for future generations.

The factors we've considered in establishing these targets include:

- National State of the Assets points at a national target to keep the number of assets in *Poor and Very Poor Condition* (PVP) below 5%.
- Australian Industry guidelines set a target to keep the Asset Funding Renewal Ratio greater than 80%.
- Assessing each operational individual asset class management plan, the recommended scenarios and indicators for each class, balancing these plans at the portfolio level.
- Considering affordability and achievability – that the capital works plan we can deliver across the 10 years must be affordable.

Current State	Future State
62% Asset Health[2]	>60 % Asset Health
78% Asset Renewal Funding Ratio	>80% Asset Funding Renewal Ratio
10.68% PVP[3] in 2024	<5% PVP in 10 years

Strategic Alignment to A2040 Vision and Objectives

The following tables outline the action areas and how assets help support the delivery of the A2040 Vision. Over the next 10 years we will focus on the following objectives that will contribute to our A2040 Vision of 'Liveable. Green. Connected.'



Trusted and Financially Sustainable Council

A2040 Objective	Asset Related Service Areas	Asset Classes Supporting Service Areas	Asset Examples	How
Alexandrina Council is a trusted, transparent and committed organisation that listens, advocates and delivers value for its community in a financially sustainable way	Governance Risk Management Advocacy and Strategic Planning and Reporting Property Management Sustainable Procurement Corporate and Administration Services Financial Management Infrastructure and Depot Operations Digital Transformation and ICT	Buildings and Facilities Recreation and Open Space Stormwater Drainage Infrastructure Transport Infrastructure Community Water and Wastewater Management Systems	Council offices, depot, operations, plant and fleet Local roads and kerbs Bridges and major culverts Footpaths and cycle paths CWMS schemes Open space/parks	Devote our attention to financial sustainability through appropriate long-term planning, revenue generation and ensuring the value for money of our services and assets Through the Annual Business Plan and Long Term Financial Plan, support and inform the sustainability of Council



Well-planned Towns and Growth

A2040 Objective	Asset Related Service Areas	Asset Classes Supporting Service Areas	Asset Examples	How
Alexandrina is a liveable region of well-planned towns and growth areas with coordinated infrastructure, services and opportunities that support its growing population, rural heritage and lifestyle.		Transport Infrastructure Buildings and Facilities Recreation and Open Space Stormwater Drainage Infrastructure Community Water and Wastewater Management Systems	Local roads and kerbs Bridges Pedestrian structures Footpaths and cycle paths Off-street carparks Open space/parks Natural/bushland reserves Street trees and streetscapes Sporting facilities	Open space, bushland reserves and the foreshores provide places for people to visit and recreate Car parks and urban/ shopping precincts provide spaces for people to access and visit Well-defined transport strategy and advocacy enables a connected community Support the development of an Infrastructure Growth Plan based on agreed levels of service



Climate and Environmental Stewardship

A2040 Objective	Asset Related Service Areas	Asset Classes Supporting Service Areas	Asset Examples	How
Alexandrina is a climate resilient community that values our natural assets, adopts and encourages new ways to reduce our environmental impact and support new circular economies	Coastal Protection Waste Management Natural Resource Management Climate Adaption Wastewater Planning and Management Stormwater Management	Buildings and Facilities Recreation and Open Space Stormwater Drainage Infrastructure Transport Infrastructure Community Water and Wastewater Management Systems	Open space/parks Natural/bushland reserves Foreshore and wetlands Street trees Streetscapes Park furniture Stormwater drains, pipes and pits Water sensitive assets (rainwater harvesting, sediment basins) CWMS Schemes Road pavement upgrades	Parks, open space, bushland reserves, the foreshore and wetland assets provide areas for the protection of biodiversity and the environment. They actively support efforts to address climate change The stormwater drainage network and water sensitive assets support the treatment of stormwater runoff prior to entering the bay. Stormwater harvesting assets also reduce the demand on drinking water for irrigation and other uses Future Improvement initiative to include climate response into asset modelling Future Improvement initiative to improve biodiversity through careful management of land, water and ecosystems that protect and enhance our native flora, fauna and bio links Road upgrade projects by reusing and stabilising existing pavements and using recycled materials where viable



Inclusive and Thriving Community

A2040 Objective	Asset Related Service Areas	Asset Classes Supporting Service Areas	Asset Examples	How
Alexandrina is a welcoming community and prosperous economy with places and opportunities that support the wellbeing, creativity, active participation and quality of life of all people.	Facilities and Open Space Asset Management Caravan Park Management Cemeteries Management Community Engagement Customer Service Library Services Community Development Arts and Culture Sport and Recreation Facilities Tourism and Visitor Services Communications	Transport Infrastructure Buildings and Facilities Recreation and Open Space	Cultural facilities Street trees Streetscapes Open space reserves Park infrastructure	Foster a healthy, connected and inclusive community through libraries, community centres, recreation and sport facilities, open space, programs and information that enable people of all ages, backgrounds and abilities to participate in community life Buildings and facilities provide spaces for arts and culture programs, libraries, community meetings and activities Townships and car parks provide spaces for urban revitalisation programs



Transport Connections

A2040 Objective	Asset Related Service Areas	Asset Classes Supporting Service Areas	Asset Examples	How
Alexandrina is a region with accessible roads, pedestrian, cycle and public transport networks that make it easy to get around, do business, commute and explore.	Asset Management Traffic Investigations and Planning Fleet Management Community Transport Capital Infrastructure Planning and Delivery	Transport Infrastructure Stormwater Drainage Infrastructure	Local roads and kerbs Bridges and major culverts Footpaths and cycle paths Off-street carparks Open space/parks Street trees Streetscapes	Local roads, bridges and pathways provide an extensive transport network to keep the community connected Optimise capital and maintenance spend to maintain and improve our road networks and advocate for safety and accessibility improvements Using condition-based modelling prioritises walking and cycling through safe, accessible and well-connected pathways

Asset Management Planning Principles

These guiding principles reflect our commitment to a best practice contemporary approach to asset management and support the A2040 Vision of 'Liveable. Green. Connected.'

We will be driven by an asset management framework aligned with Council's vision and objectives, legislative, statutory and best practice requirements



Asset Management Framework



Service Delivery Needs

We will ensure service delivery needs form the basis of asset management within the context of best value – balancing services, financial, environmental, and social aspects

We will remain financial sustainable to deliver AM practices that are sustainable and meet the need of our diverse and changing



Financial Sustainability



Environmental Sustainability

We will aspire towards environmental sustainability, to ensure efficient use of resources and protection of the natural environment and will embed practices into the asset life-cycle planning process to support the environmental sustainability and climate change response objectives of the Council.

We will plan and manage using evidence-based decision making, to prioritise our infrastructure investment based on quality data, robust planning processes and insight driven decision-making tools to provide best whole-of-life



Evidence- based Decision Making



Continuous Improvement

Through innovation and continuous improvement. To implement our Asset Management System in line with the requirements of international standards (ISO 55001), supported by a culture that fosters innovation and continuous improvement

How We Manage Our Assets



Our Assets Support Our Services

Our assets are valuable and tangible physical elements within the region that are essential for delivering effective services and enhancing public well-being.

These assets, both heritage and new, built and natural, belong to all our communities and contribute to providing opportunities for current and future generations to work, live, play and thrive in a safe and habitable environment.

Over time, these assets degrade through natural wear and tear, calamities, damage or obsolescence.

Balancing our ratepayer dollars to ensure these assets are maintained to their fullest potential is integral to our long-term financial sustainability.

What assets are covered in this plan?

For the purposes of this Plan 'assets' refers to the portfolio of public assets that Council is responsible for managing. To make it easier for our community to understand what these assets are, we have grouped them according to the services they provide and the functions they belong to:

Transportation Services	Stormwater Management Services	Active and Passive Recreation	Community Services	Water and Wastewater Management
The infrastructure needed for movement, within or beyond our region and as part of our day-to-day activities, whether by vehicle or bike or as a pedestrian	The infrastructure we need to direct stormwater run-off, mitigating flooding and improves water quality in line with EPA standards	The locations and environments we frequent while enjoying the natural surroundings or engaging in recreational and leisure activities	The locations and areas we use when accessing community services or participating in recreational, cultural, or social activities	The infrastructure responsible for managing and maintaining the Community Wastewater Management Schemes (CWMS) for the townships of Goolwa, Strathalbyn, Port Elliot, Mount Compass, Hindmarsh Island, and Milang, as well as the Finniss Water Scheme.
Includes roads and streets, bridges, footpaths, trails, roundabouts, speed humps and traffic management devices	Includes swales, drains and pipes, pits, pump stations, sedimentation ponds, dams, wetlands, gross pollutant traps and water-sensitive urban design elements	Includes parks and gardens (trees, flower beds, fences, gates), playgrounds, skateparks, waterways, sports fields, stadiums, public furniture and amenity assets (seats, barbecues, pergolas, shade sails)	Includes town halls, leisure and aquatic centres, sports pavilions, libraries, community centres, and other buildings that house community services, public toilets and shelters	Includes community wastewater management scheme (CWMS) and water supply to the Finniss Township

Assets not covered in this plan

Council is not responsible for the provision of schools, hospitals, medical facilities, childcare or emergency and safety facilities. However, we can and do play a support and advocacy role in these areas.

Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, amenity and accessibility and to support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with what our community can afford.

Over time, our community needs, and expectations are bound to change as demographics, climate and technology are constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to asset management is necessary to ensure a fair and fiscally prudent Long Term Financial Plan.

How Our Assets Support Community Needs

Our assets exist to support the delivery of Council services and public amenity that, in turn, support our community's social and economic needs.

When making decisions about renewal or maintenance of our assets and/or prioritising our new asset investments, we always undertake lifecycle analysis and what the appropriate levels of service are for an asset prior to setting budgets.

Levels of Service



Budget

Our Service Levels are defined by our expectations of the standard at which an asset needs to perform.

We define our service levels with respect to:

- Availability of the service
- Quality of the service
- Risk posed by service deficiency
- Accessibility of the service
- Comfort level of the service.

This is illustrated in the examples below. We acknowledge that where a higher service level provision is required due to higher utilisation and need, it will mean higher the criticality of the asset providing the service.

How often do we mow our parks or sweep our streets depending on their priority and criticality?	What hours are our libraries open, and does it vary with utilisation and frequency of use?	How many public toilets do we provide across the region and what standards are they maintained to?
		
How quickly do we respond to a customer request based on the nature of the issue?	On what basis do we replace, repair, and renew our assets?	Do our facilities and public places meet all abilities access standards?
		

Service levels are set by the Council based on community expectation, legislated levels of service and subject matter standards and detailed within the respective Asset Management Plans balanced against affordability.

Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilisation and available resources.

When determining appropriate service levels, we focus on the following key considerations:

- appropriate intervention level
- the ongoing investment needed to fund minimum levels and then
- finding the balance based on priority, risk and utilisation.

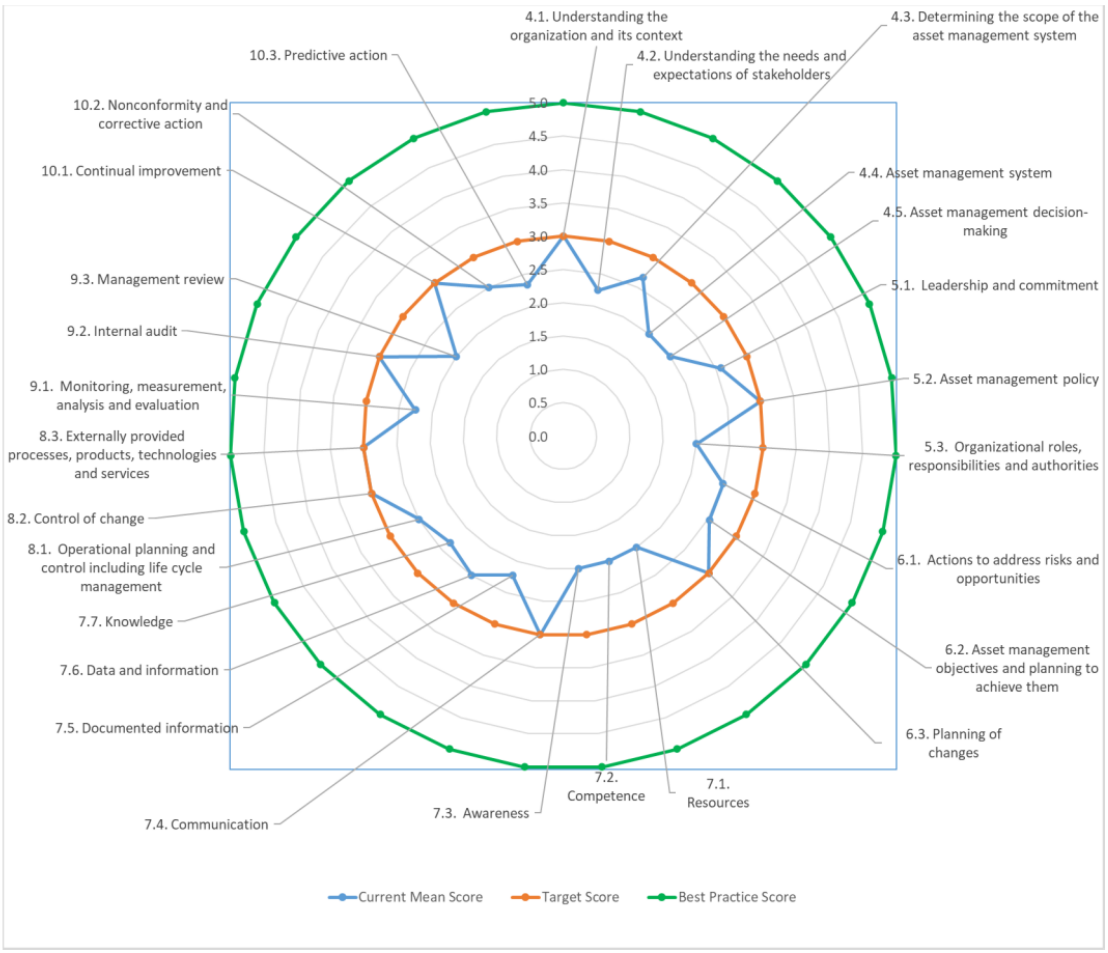
Asset Management Maturity

The 2024 Asset Management Maturity Assessment was conducted by an external advisory organisation qualified as a Certified Asset Management Assessor to assess Council's current state AM maturity and develop a roadmap for improving processes, people and systems.

The review rated Council's compliance against the requirements of ISO 55001 as shown below. The assessment was based on interviews with Council staff, documentation and literature review.

Rating	Description
1 - Aware	The organisation has no or inadequate processes in place to enable it to impact asset management outcomes or is done ad hoc.
2 - Developing	The organisation has identified the need for this requirement, and there is evidence of intent to progress it. Some elements may be done on an as needed basis for critical programs and activities.
3 - Competent	The organisation has identified the means of systematically and consistently achieving the requirements and can demonstrate that these are being progressed with credible and resourced plans in place.
4 - Optimising	The organisation identifies all requirements necessary for a successful asset management outcome, has document processes and has trained its people in these processes.
5 - Excellent	The organisation provides an exemplary level of capability which may be seen as a benchmark for good performance

Asset Management Maturity Ranking



Council's Asset Management Maturity has been assessed as 'Developing to Competent' in most areas. Note that this reflects the Asset Management Maturity at a point in time when the assessment was carried out, and several improvement plan initiatives have already been delivered leading to incremental improvements.

Council aspires to achieve alignment to ISO55001 and at least a maturity score of three (3) at the next maturity assessment, to be conducted upon completion of the Asset Management Improvement Actions detailed in Appendix 1.

Key improvement initiatives have been through a high-level prioritisation considering each item's value, ease, dependencies, and strategic fit with business objectives.

The State of Our Assets

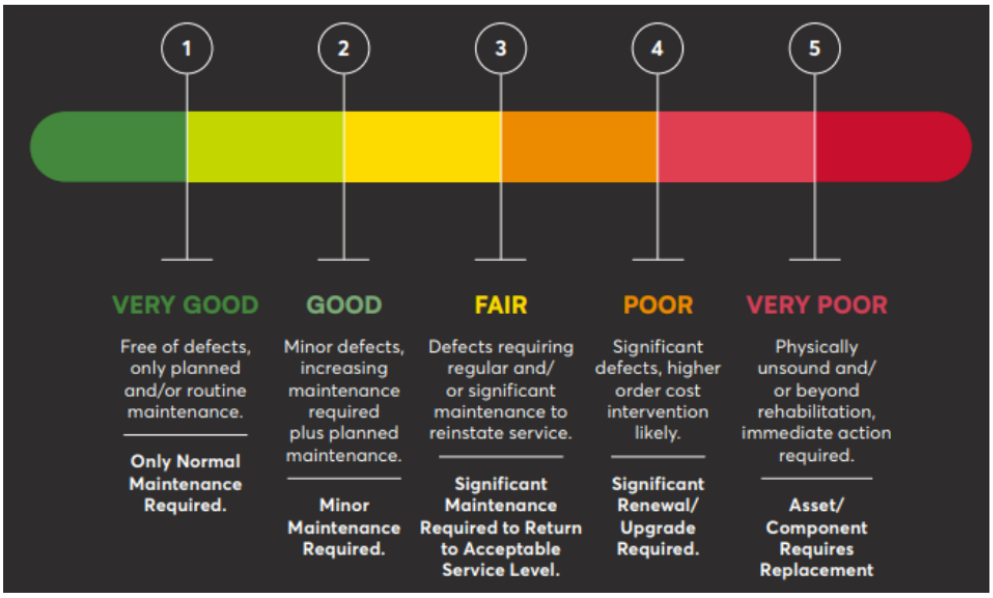


Council is responsible for delivering services to the community. Many of these services rely on a large and diverse portfolio of physical assets for delivery. Understanding the current state of these assets, their service performance, costs, and risks; enables us to plan and prioritise maintenance and management to best meet the needs of the community. To better manage their unique characteristics and challenges, assets are categorised into asset classes.

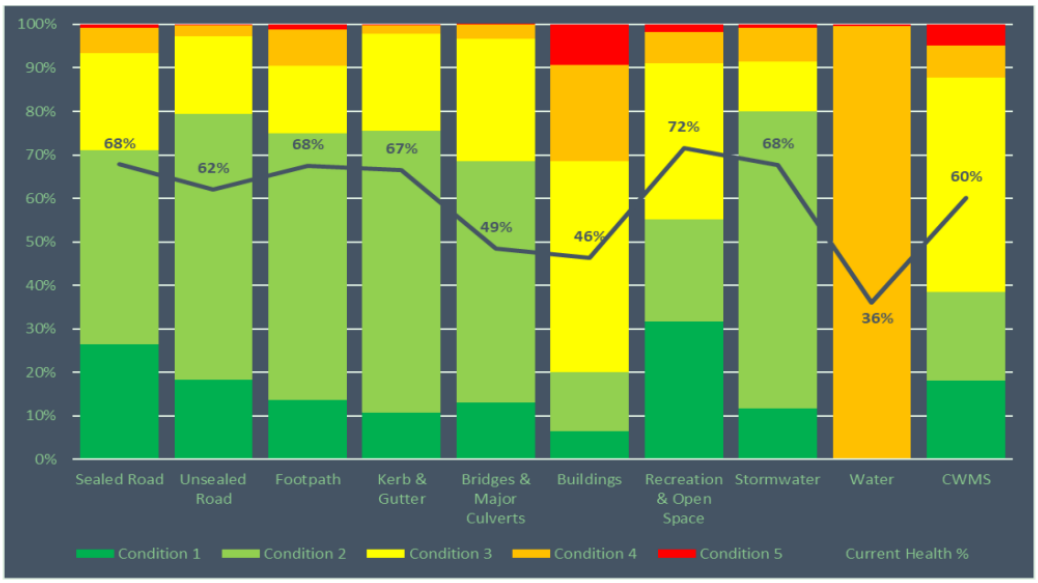
This Plan presents a high-level summary of the state of the assets and their sustainability. Detailed data on each asset class, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset management plan.

When we consider asset performance, we consider current state but, most importantly, take a long-term view to ensure future sustainability and minimise any burden on future generations. This section presents the anticipated performance of our **$779 million** asset portfolio over the next 10 years.

The condition for all asset classes is reported using a 1 to 5 rating system (IPWEA, 2015, IIMM, Section 2.5.4, p 280) as shown below.



Condition Distribution and Asset Health by Current Replacement Cost as at 30 June 2024



Key notes to draw attention to from these figures:

- Condition of assets is predominantly in healthy state, which indicates that most assets are in a serviceable condition.
- Council is enhancing its approach from where current condition is used to identify immediate and short-term investment needs to one where predictive modelling techniques forecast asset condition over a longer-term period. This enables the determination of effective lifecycle management strategies for each asset class to manage risk and proactively support portfolio decision-making.

Transport Infrastructure

Includes:

- Sealed roads and streets
- Unsealed roads
- Bridges and major culverts
- Kerb and gutter
- Footpaths
- Trails
- Signs
- Roundabouts
- Speed humps, etc.

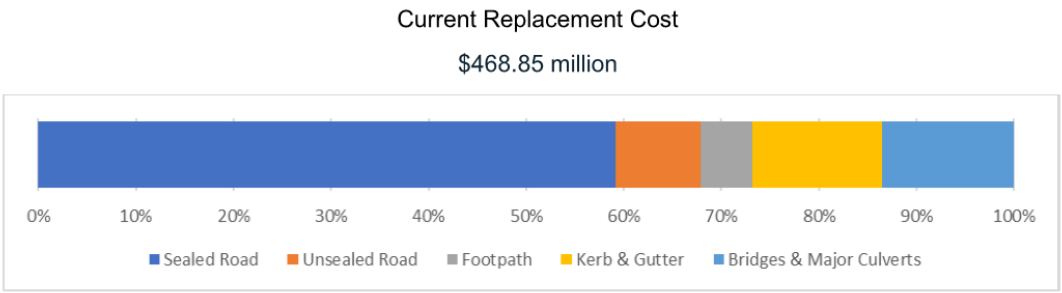


Figure x: Asset Class Distribution by Replacement Value

Why do we have these assets?

Our transport assets enable people to move safely and efficiently around our region, whether as a driver or rider or as a pedestrian.

What does our work involve?

Renewal

- resurfacing of existing roads
- road reconstruction or major patching of road failures
- replacement of sections of existing pathways to an equivalent standard.

Upgrade and Growth

- new constructed and gifted assets by developers
- road safety improvements such as installation of crash barriers, intersection upgrades, etc
- sealing of unsealed roads
- traffic calming treatments such as construction of roundabouts and installation of speed humps
- extension of existing pathway network to address gaps in connectivity.

Recurrent (Maintenance and Operations)

- maintenance and repairs to roads such as patching potholes, crack sealing and path grinding
- annual grading programs
- operational servicing such as street sweeping, vegetation management and weed spraying.

How much do we plan to spend over the next 10 years?

Projected expenditure ($'000) 2025-2035

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Recurrent costs	$4,458	$4,458	$4,458	$4,458	$4,458	$4,458	$4,458	$4,458	$4,458	$4,458	**$44,577**
Renewal costs	$8,196	$8,196	$8,196	$8,196	$8,196	$8,196	$8,196	$8,196	$8,196	$8,196	**$81,962**
Growth costs	$1,000	$750	$2,500	$1,950	$1,750	$750	$1,000	$750	$1,000	$750	**$12,200**
Total	**$13,654**	**$14,904**	**$14,854**	**$14,154**	**$13,654**	**$13,404**	**$13,654**	**$13,404**	**$13,654**	**$13,404**	**$138,739**

What does our Long Term Financial Plan achieve?

Over the next 10 years we expect to spend around $138 million on maintaining, renewing and improving the region's transport system. We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road network to retain the current average network condition of 'Good'.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our transport assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensures that each asset class is assessed for condition every three years.

What are future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and Compliance
The increased demand on local roads and their connections with State Government and collector roads due to population growth and increased dwelling density	The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings		The need to ensure compliance with the *Road Traffic Act 1961* The need to meet the requirements of our Road Asset Management Plan The need to ensure clarity on which roads are the responsibility of Council

What key actions will we take, including significant projects?

- update Transport Asset Management Plan including technical and community levels of service
- footpath masterplan delivery and development of maintenance plans
- continue re-sheeting unsealed roads
- continue asset data maintenance and data cleansing
- continue trials of innovative products to progress towards a circular economy.
- continue to implement annual major patching and reseal programs
- continue to implement annual renewal programs based on asset condition assessment data
- continue to implement road safety initiatives
- path and trail renewal program.

Asset Category	Bridges and Major Culverts ($'000)	Sealed Road ($'000)	Unsealed Road ($'000)	Footpath ($'000)	Kerb and Gutter ($'000)
Total Capital Costs	$1,147	$63,450	$16,525	$8,559	$4,481
Total Recurrent Costs	$566	$28,291	$14,035	$967	$717
Total Cost	$1,714	$91,741	$30,560	$9,527	$5,198
Average Condition at Start	2.22	2.10	2.04	2.22	2.15
Average Condition at End	2.79	2.29	2.83	2.72	2.92
Asset Health at Start	70%	73%	74%	70%	71%
Asset Health at End	55%	68%	54%	57%	52%
Average Annual Lifecycle Cost	$171	$9,174	$3,056	$953	$520

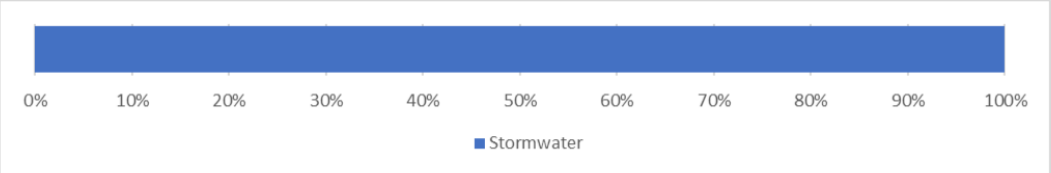
Stormwater Drainage Infrastructure

Includes:

- open drains,
- drains and pipes
- drainage pits
- stormwater harvesting and re-use
- other drainage infrastructure
- wetlands
- gross Pollutant Traps (GPTs).

Current Replacement Cost

$65.6 million



Why do we have these assets?

Stormwater assets help to manage the rainfall on our region.

What does our work involve?

Renewal

- replacement of pits, pipes, storm water pump stations and other drainage infrastructure

Upgrade and Growth

- replacement of pipes to a higher hydraulic capacity
- extension of the stormwater drainage network
- installation of stormwater quality improvement devices, such as rain gardens and litter traps
- expansion of our stormwater harvesting network
- upgrade of stormwater systems (GPTs and outflow points) to environmental standards.

Recurrent (Maintenance and Operations)

- pit cleaning
- pipe cleansing and removal of debris and sediment
- removal of litter from GPTs
- programmed inspections.

How much do we plan to spend over the next 10 years?

Projected expenditure ($'000) 2025-2035

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Recurrent costs	$156	$156	$156	$156	$156	$156	$156	$156	$156	$156	**$1,555**
Renewal costs	$554	$554	$554	$554	$554	$554	$554	$554	$554	$554	**$5,536**
Growth costs	$1,000	$2,000	$900	$0	$1,000	$2,000	$0	$0	$0	$0	**$6,900**
Total	**$1,709**	**$2,709**	**$1,609**	**$709**	**$1,709**	**$2,709**	**$709**	**$709**	**$709**	**$709**	**$13,992**

What does our Long Term Financial Plan achieve?

We will continue to work on better understanding the performance of our drainage network to make sure that we continue allocating sufficient funds towards the management of our stormwater drainage assets.

As we better understand the capacity of the network under climate change scenarios, we may identify areas that may need improvement. We will continue to monitor the condition of the drainage network.

Improved information on the performance of the stormwater drainage network will enable more accurate lifecycle costs to be determined that will be reflected in future revisions of this Plan and our Long Term Financial Plan.

What are the future challenges and opportunities?

Development density	Ageing infrastructure	Climate change	Environmental sustainability
The need to upgrade our existing drainage network to mitigate localised flooding due to increased volumes of stormwater run-off caused by continued urban consolidation The need to implement stormwater quality improvement initiatives to protect receiving waterways and coastal outflows affected by continued urban consolidation	The need to upgrade some of our older stormwater assets that are currently under capacity to improve flood immunity The need to deal with more frequent and extreme flooding events The ability to fund the timely renewal and upgrade of stormwater assets that are in poor condition	The projected reduction in current levels of service with respect to flood protection and accessibility due to more frequent and more extreme weather events that lead to more flooding Expansion of our stormwater harvesting network for water re-use	The increased need to expand provision of infrastructure for the capture, treatment and reuse of stormwater to enable us to make use of stormwater run-off as a sustainable resource

What key improvement actions will we take, including significant projects?

- expansion of our network at critical locations to prevent localised flooding
- update the Stormwater Asset Management Plan including identification of technical and community levels of service
- undertake criticality and functionality assessments of our stormwater assets
- continue to update Council's asset register by collecting stormwater asset information
- update Council's Stormwater Management Plan
- progress the region's major flood mitigation projects.

Asset Category	Stormwater Assets ($'000)
Total Capital Costs	$12,436
Total Recurrent Costs	$1,555
Total Cost	$13,992
Average Condition at Start	2.32
Average Condition at End	2.45
Asset Health at Start	67%
Asset Health at End	64%
Average Annual Lifecycle Cost	$1,399

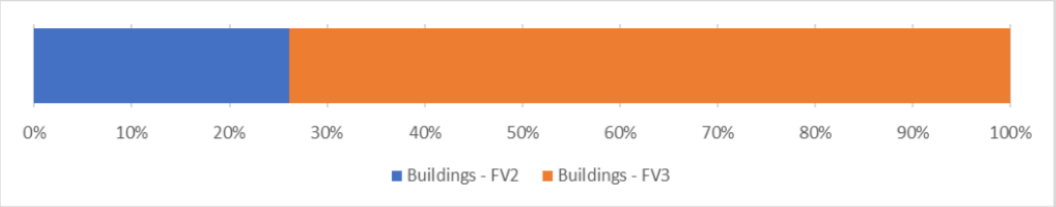
Buildings and Facilities

Buildings, including:

- libraries
- leisure centres
- community halls
- civic centres
- sports pavilions
- heritage buildings
- public toilets.

Current Replacement Cost

$115.8 million



Why do we have these assets?

Our buildings provide suitable accessible, inclusive, and welcoming spaces in which we can provide services both to and for the community.

What does our work involve?

Renewal

- major structural repairs
- replacement of roof, plumbing, cooling system or other building components
- replacement of heating and cooling systems.

Upgrade and Growth

- building extensions
- sustainability improvements such as solar systems, water harvesting and reuse systems
- construction of a new building to cater for increased or changing demand.

Recurrent

- minor repairs to building components due to failure or vandalism
- unblocking drains, service checks, carpet repairs
- safety, compliance, and condition inspections.

How much do we plan to spend over the next 10 years?

Projected expenditure ($'000) 2025-2035

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Recurrent costs	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	**$24,962**
Renewal costs	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	**$37,180**
Growth costs	$180	$800	$500	$500	$0	$500	$500	$1,750	$1,750	$500	**$6,980**
Total	**$6,394**	**$7,014**	**$6,714**	**$6,714**	**$6,214**	**$6,714**	**$6,714**	**$7,964**	**$7,964**	**$6,714**	**$69,123**

What does our Long Term Financial Plan achieve?

Our projections indicate that we will spend approximately $70 million on our buildings over the next ten (10) years. We will also fund the maintenance of our buildings as they age and deteriorate. We will need to provide facilities that are of a contemporary standard, making sure that they are accessible, environmentally sustainable, and meet the service needs of our growing and changing population.

What are the future challenges and opportunities?

Changing population	Climate change	Financial	Legislation and compliance
The need to improve access for all genders and abilities and other underrepresented communities The need to meet diverse – and often competing – community demand and expectations for facilities	The increased risk of damage to our buildings and facilities due to more frequent and more extreme weather events The challenge of ensuring we meet our targets	The need to maximize the use of existing facilities and to manage assets that are surplus to need The unplanned maintenance liabilities associated with facilities that community groups are no longer able to manage	The need to ensure compliance with all relevant legislation such as in relation to accessibility, fire safety, and occupational health and safety The need to ensure buildings are provided in line with the National Construction Code The need to ensure lease obligations are met

What key improvement actions will we take, including significant projects?

- an identified evidence-based program of works to ensure compliance with the building code
- update the Building Asset Management Plan including technical and community levels of service
- update condition assessments of council buildings
- Community Infrastructure Plan implementation
- review the Public Toilet Strategy

- continue to invest in building related carbon reduction initiatives.

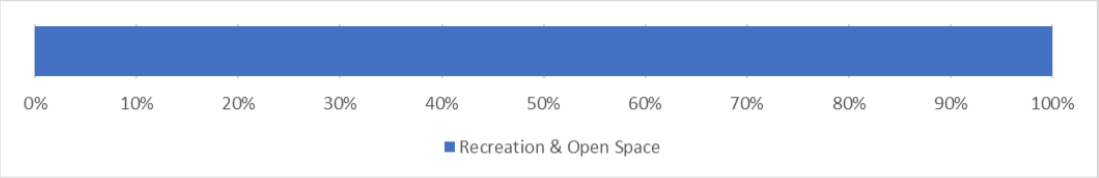
Asset Category	Buildings and Facilities ($'000)
Total Capital Costs	$44,160
Total Recurrent Costs	$24,962
Total Cost	$69,123
Average Condition at Start	3.14
Average Condition at End	2.61
Asset Health at Start	46%
Asset Health at End	60%
Average Annual Lifecycle Cost	$6,912

Recreation and Open Space

- play spaces including:
- playgrounds
- skate parks
- fitness stations
- sports reserves
- sports courts including netball, tennis
- other items such as park benches, picnic settings, barbeques, litter bins and public lighting.

Current Replacement Cost

$42.3 million



Why do we have these assets?

Parks and recreation assets allow us to enjoy many outdoor aspects of our region.

What does our work involve?

Renewal

- replacement of playground equipment
- replacement of park furniture
- rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard.

Upgrade and Growth

- playing court extension
- replacement of playground equipment to a higher standard
- development of new park or reserve.

Recurrent (Maintenance and Operations)

- hazard/defect inspections
- mowing, vegetation and weed control
- garden bed maintenance
- litter collection and facility cleaning
- graffiti removal.

How much do we plan to spend over the next 10 years?

Projected expenditure ($'000) 2025-2035

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Recurrent costs	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	**$26,008**
Renewal costs	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	**$12,093**
Growth costs	$250	$500	$500	$500	$250	$1,000	$1,000	$1,000	$1,000	$1,000	**$7,000**
Total	**$4,060**	**$4,310**	**$4,310**	**$4,310**	**$4,060**	**$4,810**	**$4,810**	**$4,810**	**$4,810**	**$4,810**	**$45,100**

What does our Long Term Financial Plan achieve?

The Council is known for some of its key open space areas, as well as smaller community open spaces. The open space network provides a diverse range of opportunities for residents and visitors as well as the preservation of significant natural environments and features. Approximately $45 million will be allocated to our open space assets.

A significant proportion of this allocation is planned to be spent on the day-to-day activities that we undertake to maintain and care for our parks, playgrounds, sportsgrounds, and gardens.

What are the future challenges and opportunities?

Changing population	Open space provision	Participation trends	Environmental sustainability
The increased demand for specific outdoor recreation facilities and settings as well as new open spaces	The increased expectation that we are working towards expanding our open space network Managing the balance between Council and community owned facilities	The increased demand for specific outdoor recreation facilities and settings as well as new open spaces	

What key improvement actions will we take, including significant projects?

- update the Parks and Open Space Asset Management Plan including technical data and community levels of service
- implementation of regular open space related maintenance programs
- develop Council's Recreation, Open Space and Sports Strategy.

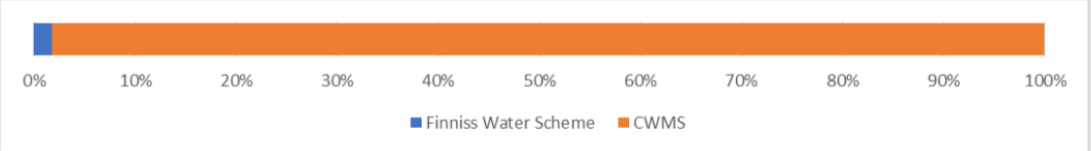
Asset Category	Recreation and Open Space Assets ($'000)
Total Capital Costs	$19,093
Total Recurrent Costs	$26,008
Total Cost	$45,100
Average Condition at Start	2.24
Average Condition at End	2.51
Asset Health at Start	69%
Asset Health at End	62%
Average Annual Lifecycle Cost	$4,510

Water and Wastewater Management Systems (CWMS)

Assets responsible for managing and maintaining the Community Wastewater Management Schemes (CWMS) as well as the Finniss Water Scheme. These assets include wastewater treatment plants, pump stations, water reticulation and valves.

Current Replacement Cost

$42.3 million



Why do we have these assets?

Alexandrina Council currently owns and operates five CWMS schemes, which are located at Goolwa/Hindmarsh Island, Port Elliot, Milang, Mount Compass and Strathalbyn. Recycled wastewater is used to irrigate racecourses, agricultural land and local turf farms to ensure compliant, beneficial, and sustainable water reuse.

Council also supplies non-potable water to a restricted number of properties in Finniss using a tank and pump system. This is known as the Finniss Water Scheme and is currently fully subscribed.

What does our work involve?

Renewal

- wastewater pump stations and pipes
- manholes and chambers
- automation and electrical
- irrigation (as it relates to recycled wastewater disposal)
- Waste Water Treatment Plant (WWTP)l.

Upgrade and Growth

- strategic planning to build capacity, resiliency and risk mitigation storage lagoons upgrades and expansion
- land acquisitions for recycled wastewater disposal and storage
- electrical and automation upgrades
- construction of emergency wastewater storage
- wastewater pump station and irrigation upgrades and expansion
- WWTP upgrade, expansion and optimisation
- integration of emerging technology
- augmentation of legacy wastewater assets and processes to contemporary standards.

Recurrent (Maintenance and Operations)

- automation and electrical servicing

- hazard/defect inspections
- 24/7 operational and emergency response management
- preventative maintenance schedules
- mechanical and technical equipment servicing.
- waste water industry compliance and reporting
- Operational Technology (OT) and support systems
- biosolids processing
- development assessments and approvals
- infrastructure design and project delivery
- process analytics and optimisation.

How much do we plan to spend over the next 10 years?

Projected expenditure ($'000) 2025-2035

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Recurrent costs	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	**$43,100**
Renewal costs	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	**$11,304**
Growth costs	$2,264	$2,735	$3,262	$2,376	$1,971	$1,426	$1,828	$2,248	$2,248	$2,248	**$22,606**
Total	**$7,704**	**$8,175**	**$8,702**	**$7,816**	**$7,411**	**$6,866**	**$7,268**	**$7,688**	**$7,688**	**$7,688**	$77,010

What does our Long Term Financial Plan achieve?

Approximately $77 million will currently be allocated to the management, maintenance, renewal and growth of our Water and Wastewater assets.

The current LTFP provides adequate funding to ensure current assets are operated and renewed in a timely manner, reducing risk to customer service disruption, public health, environment and the organisation.

However, it is noted that Recurrent costs do not reflect the significant infrastructure expansion that has occurred across the utility. Although this will be adequate in the short-term improvement plans will need to address the inherent risk to sustainably build the business for the future.

Growth costs for the wastewater business will service known and scoped levels of upgrades and expansion. The need to update and improve the strategic planning of the asset class, noting the possible significant growth of housing and population in the district, will likely require consideration of changes to the Growth costs within the LTFP. To stay ahead of this growth is essential to providing , compliant and adequate wastewater services into the future.

What are the future challenges and opportunities?

Growth and Financial Viability	Regulatory and Governance	Emerging Technology	Leadership, capability and resourcing
Improve strategic planning and funding commitments to meet probable growth demands. Develop long-term infrastructure plans (30+ years) and regional master plans which are needed to adequately model financial and service sustainability. Mitigate the adoption of third-party competitors (private sector) by developers which pose long-term regional risks to funding and sustainability. Explore business models for more effective governance, strategic execution and risk mitigation for both Council and the utility. Continue to undertake financial reform and restructuring of the wastewater & water utility to meet contemporary frameworks and comply with regulatory transparency standards. Provision of adequate on ground resources and funding to ensure new development is assessed, audited and delivered to Alexandrina Wastewater infrastructure standards, and to manage and maintain gifted assets and an expanding asset base.	Plan for and fund the need to meet the expected increase in regulatory requirements and greater compliance scrutiny. Adequately resource and increase our service standards to align essential service expectations. Undertake critical control points (CCP) and failure mode analysis at individual asset level. Invest in beneficial, sustainable and compliant wastewater reuse. Ensure internal service standards to align with the risk and timeliness of outcomes for the utility. Adaptation solutions are required to meet climate change and impact from extreme weather events. Improve integration of gifted and acquisitioned assets into Council systems. Critically to deal with a backlog of gifted assets. Develop systems that support full lifecycle management of utility assets and processes. Work towards maturing approach to risk governance, strategic alignment and documented improvements. Enhance emergency response plans developed for high-risk facilities and infrastructure.	Information and Communication Technology (ICT) & Operational Technology (OT) systems and infrastructure are needed for high availability, reliability and flexibility. Continue to build automation and integrate technology to maximise staff and financial investments. Invest in contemporary and advanced analytics and optimisation solutions. Develop strategies that maximise access to data and objective decision-making. Ensure security of high availability OT systems are governed to industry standards. Prioritise systems and field applications to support improved business analysis for investment. Ensure technology renewal safeguards against technical obsolescence. Look at opportunities to better manage complex componentry and its asset management integration.	Resource and deliver strategic feasibility analysis for long-term infrastructure plans. Decisive and strategic leadership decisions for long-term regional sustainability. Build workforce plans that attract and retain wastewater industry professionals. Develop policies that ensure service reliability and risk is delegated for agile decision making Maintain our internal intellectual property for reduced risk high resiliency. Imbed resource investment with asset expansion. Invest in industry engagement and development at all levels. Management of increased customer expectations will be needed. Performance standards should be benchmarked external to SA.

What key improvement actions will we take, including significant projects?

Capital Prioritisation

- Invest in Wastewater Treatment Plant (WWTP) performance improvements
- Build network resiliency with upgrade and expansion of key infrastructure
- Plan for and undertake strategic land purchases, expansion of storage and wastewater irrigation infrastructure for risk mitigation
- Improve quality assurance of development assessments and approvals for gifted assets
- Collaborate with others on regional feasibility assessments for optimal infrastructure investment, including regional WWTP expansions to meet design capacity, compliance expectations and reduce organisational risks
- Regional WWTP expansions to meet design capacity, compliance expectations and reduce organisational risks
- Vacuum facility upgrades and expansion.

Operational Prioritisation

- Development of regional infrastructure master plans
- Advance engineering models leveraging installed monitoring and sensory technologies
- Investigations into Wastewater Business governance models
- Continuing financial reform and strategic implementation
- Spatial and financial integration of gifted assets backlog
- Digitalisation of field/operational environments
- Review and consolidation of regulatory obligations and approvals
- Development of emergency response plans
- ICT and OT strategic review, including enhancing redundancy and disaster recovery improvements
- Review and development of a revised asset class management plan
- Development of Strategic Execution and Workforce Plans.

Asset Category	Wastewater and Water Assets ($'000)
Total Capital Costs	$33,910
Total Recurrent Costs	$43,100
Total Cost	$77,010
Average Condition at Start	3.30
Average Condition at End	3.12
Asset Health at Start	42%
Asset Health at End	47%
Average Annual Lifecycle Cost	$7,701

Funding for the future

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community's needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our assets requires ongoing balancing of service levels, risk and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability.

Integration with the Long Term Financial Plan

To ensure the resources required to manage our assets are provided in our Long Term Financial Planning instruments, integration of this Plan and the Long Term Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge. Underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

Our Plan has considered a minimum of two options, linked to Community Levels of Service. The adopted expenditure included in this Plan is consistent with our affordability after considering a least two scenarios per service/class.

All funding requirements identified for each asset portfolio have been allocated in the Long Term Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change which will require adjustment to this Plan and our Long Term Financial Plan.

Our asset investment strategies

Looking ahead to the next 10 years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management.

This means that we will aim to plan our assets so that they will continue to support quality living, economic development, and the environmental sustainability in the long-term.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet current and future demand across the region as we grow and change.

Maintaining integration between this Plan and our Long Term Financial Plan is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment strategies align with our asset management and long-term financial planning principles.

We will aspire to:

- optimise asset life through timely and effective maintenance
- continue placing a high priority on renewing our ageing assets
- managing the impacts of growth by being strategic in how we plan for our future asset needs
- comply with our obligations by actioning legislated standards in strategic asset management planning and development
- provide affordable services by balancing community needs and aspirations with what ratepayers can afford
- build resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment.

Asset investment categories

For the purposes of this Plan, our asset spending is categorised in a way that helps us to plan our budgets and track how we spend our money on assets and services.

Expenditure category	Activity	Description
Recurrent costs	Maintenance	The ongoing expenditure required to keep an asset performing at the required level of service
	Operations	The recurrent (continuous) expenditure required to provide a service
Renewal costs	Renewal	The expenditure required to return the service potential or the life of an asset to its original state
Growth costs	Upgrade	The expenditure required to make improvements to an existing asset to enable a higher level of service
	Expansion	The expenditure required to extend or expand an existing asset to provide a service to a new group of users at the same standard as is currently enjoyed by existing users
	New	The expenditure required to create a new asset to provide a service that does not currently exist

Lifecycle Costs

Lifecycle costs refer to how much money we will need to spend on an asset over the course of its useful life. That is, from the time a new asset is built or acquired to the time it is replaced or disposed of. The cost to create, operate and maintain an asset adds up so future costs need to be spread over the long-term so we can plan to budget for this expenditure in coming years.

When determining when and how much we need to allocate to fund the lifecycle cost of an asset we consider costs according to the following categories.

Lifecycle costs	Description
Recurrent costs	These include asset maintenance and operations and are determined according to levels of service and frequency of various activities such as mowing parks and street sweeping
Renewal costs	These are determined using our analysis tools that predict when an asset needs to be replaced based on its current condition and our understanding of how it ages and deteriorates over time
Growth costs	The amount and the level of priority we need to allocate to improve our assets are guided by our various strategies, plans and community expectations. A discretionary project must pass through our investment evaluation processes before it is selected for consideration in our capital works program.

What will it cost?

Over the next 10 years we expect to spend:

- **$148 million** renewing our assets
- **$55 million** improving existing assets and creating new ones
- **$140 million** operating and maintaining our assets

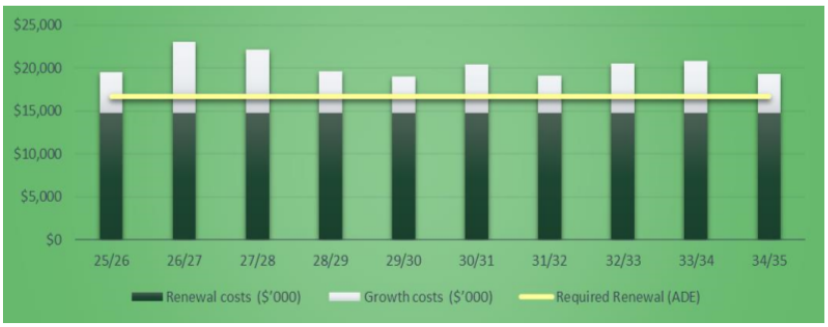
Which equates to a combined investment of **$343.9 million** making sure our assets remain safe and fit-for-purpose. This represents approximately a third of the Council's total annual expenditure. A detailed breakdown of what we expect to spend on each asset function over the next 10 years is provided in the individual asset profiles listed in Appendix 2. A summary of the planned total expenditure by asset function for the 2025-2035 period is shown in the table below.

Service Group	Recurrent costs ($'000)	Renewal costs ($'000)	Growth costs ($'000)	Total ($'000)
Transport Infrastructure	$44,577	$81,962	$12,200	$138,739
Buildings and Facilities	$24,962	$37,180	$6,980	$69,123
Recreation and Open Space	$26,008	$12,093	$7,000	$45,100
Stormwater Drainage Infrastructure	$1,555	$5,536	$6,900	$13,992
Water and Wastewater Management Systems	$43,100	$11,304	$22,606	$77,010
Total Lifecycle Costs	**$140,202**	**$148,076**	**$55,686**	**$343,964**

The following graph shows the planned expenditure across the infrastructure assets included in this Plan over the next 10 years and the forecast required renewal based on the Annual Depreciation Expense (ADE) as an indicator of forecast renewal ratio.

This indicates, forecasts included in this Plan for the projected asset expenditure is consistent with our Long Term Financial Plan and covers the planned asset activities for the next 10 years. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change and require adjustment to both this Plan and our Long-Term Long Term Financial Plan.

Total Forecast Expenditure



Monitoring and Improvement Plan

Strategic asset management planning is not a set and forget process. It needs to be flexible to ensure our assets and levels of service are responsive to changes in population and demographics and the ongoing challenge of climate change. It needs to be able to capitalise on emerging trends and opportunities and continue to meet agreed requirements as priorities change over time.

Strategic Asset Management Plan reviews and updates

This Plan will be formally reviewed and updated every four years in line with the new Council term to provide opportunities for the new Council to make any required changes.

Intermediary reviews may be undertaken to provide the opportunity to reflect improvements achieved, major financial decisions made, the consideration of any relevant external factors, or changes to long-term capital works programs to ensure it is responsive to our available financial resources over time.

Reporting

Our Asset Management Plan will have a life of four years in line with the Council election cycle. The Plan will be fully reviewed and updated within two years of each Council election. The Plan is also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

Reporting on service levels and other performance measures is undertaken as part of our Annual Report.

Continuous Improvement

We acknowledge that significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably and Council is committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this Plan are based on existing data, processes, systems, processes and standards. Council is committed to identifying ways to achieve a more robust evidence-based analysis and to improving our practices to achieve this. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable over the long-term.

Asset Management Improvement Road Map

The Asset Management Improvement (AMIP what does the P stand for?) roadmap highlights 12 action item opportunities that Council can prioritise and implement to improve the capabilities in this Plan within the context of the organisation's overall Asset Management System. One of the key outcomes of the AMIP is to improve alignment between the asset management planning process and the Long Term Financial Plan.

Appendix 1 - Asset Management Improvement Plan



AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
1	Review and implement a responsibility matrix with a view to streamline roles and responsibilities. Identify critical AM functions and key staff positions responsible for those	Council specific Critical AM functions identified that are based on ISO principles, and key staff positions identified Communication and consultation are paramount	An endorsed Roles and Responsibility Matrix	2025	Six (6) months with multiple internal deliberations. External support recommended for peer review as a minimum	High	Internal staff commitment, executive endorsement and it must be aligned to the responsibilities within the AM Policy
2	Develop a Capital Project Prioritisation Framework forCouncil	Capital Project Prioritisation Framework developed and implemented to provide consistent, structured and fit-for-purpose guidance to support Council in methodically undertaking robust analysis of infrastructure projects to inform Capital investment decision making.	An endorsed Capital Project Prioritisation Framework that has been tested internally on sample projects.	2025/26 Pilot Year and 2026/27 is embedded in practice; typically, should include new projects from the informing strategies and plans.	Framework Development – six to eight months, Implementation pilot year during budget preparation.	Moderate	Staff time commitment, in particular Finance and Project teams. EMT endorsement and commitment from Council Members via Policy endorsement. Must have least human bias from competing departments

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
3	Revise and update the Strategic Asset Management Plan	This revision is focused on converting the strategy into a strategic SAM Plan (? Isn't this a strategic plan?) which is linked to council plan and asset management objectives and strategic council objectives have mapped intersections. This includes the development of Council's asset management objectives.	Strategic Asset Management Plan	2024/25	Six (6) Months	High	Internal consultation to derive AMP Objectives aligned to SCP and progress creation of individual asset class data and interactive dashboards to feed the strategy.
4	Introduce asset management story telling in the format of interactive digital asset management dashboards	Propose using buildings compliance audit to create the process template for such interactive dashboards. Whilst we will become self-sufficient in creating our own storyboards over time, right now this specialist task is best outsourced.	Asset Class Dashboards (to supersede AMP Documents)	2024/25 buildings, 2025 transport, 2026 open space and drainage 2027	Four (4) months each asset class 2024/25/26	High	Staff time commitment. Executive endorsement. Condition and functionality assessments on Transport, Open Space and Drainage to enable such

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
							Interactive Story Boards.
4.a	Review and finalise Buildings Asset Management Plan Dashboard	Procurement of either software package or consultant to develop dashboard	Buildings AMP Dashboard	2024/2025	Four (4) months each asset class 2024/25/26/27	Moderate	Building Compliance Audit completed
4.b	Revise, update and finalise Transport Asset Management Plan Dashboard	Staff proficient in the use of dashboard software	Transport AMP Dashboard	2025/26	Four (4) months each asset class 2024/25/26/27	Moderate	
4.c	Revise, update and finalise Parks and Open Space Asset Management Plan Dashboard	Staff proficient in the use of dashboard software	Open Space plus Drainage AMP Dashboard	2026/27	Four (4) Months each asset class 2024/25/26/27	Moderate	
5	Undertake analysis to identify future service level demand requirement needs and impact on existing infrastructure assets	Comprehensive list of stakeholders formally documented. Asset Management Plans to include future demand projections and forecasts based on population and demographic projections, as well as allowances for DEI,	Advanced SAMP and LTFP are now a way of life with informed decision-making driving outcomes	2027 onwards	18-24 months	Moderate	Item 7

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
		Climate Change and ensure demand management is considered in project decisions					
6	Review and improve the rolling program for infrastructure asset valuations and ensure conformance with AASB requirements.	Valuation of assets will continue to occur over a three-year rolling program and will be undertaken so that the carrying amount of assets does not differ materially from a fair value calculation at reporting date, in accordance with the Council's Asset Accounting Policy	Robust Accounting Policy for Assets and streamlining of condition assessments and valuations in a schedule	2024-onwards	Ongoing, annual review	Moderate	Rolling audit program to undertake condition assessment/audit.
7	Develop Asset Management Plans for each asset class to document and incorporate mature Business Process Manual that supports the lifecycle management of each asset class. Covers	AMP's form the basis of revaluations, condition assessments and long-term capital plans/short term maintenance plans	Business Process Manuals (AMP) per class	2025 Onwards	Six to eight (6-8) Months per AMP once commenced	Moderate	Roles and Responsibility Matrix for accountability of content of AMP and endorsements

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
	levels of service, condition and functionality frameworks and becomes the basis of valuations and long-term scenario budgeting.						
8	Continue the scheduled network assessment audit program that is funded (annual recurring budget item) to help drive the forward program/models and optimal service delivery	Condition Assessment Program developed and carried out on rolling basis (existing)	Updated Condition Data	2024 ongoing	Rolling and each pickup requires a Six (6) month minimum lead time	Moderate	Linked to Item 6 and Condition Assessments integrated into CiA and work planning modules
8	Document Condition Assessment Methodology for all asset classes and undertake condition Audit Program	Condition Audit Program implemented and continued	Updated Condition Data	2025 onwards	Three (3) months pick up by contractors	Moderate	Linked to Item 6
9	Promote cross-	Provide suitable training and mentoring programs to ensure	Subject Matter Capacity Build	2025 onward	Ongoing, annual review	Moderate	Executive Commitment and

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
	functional collaboration and continual improvement within the organisation	skills level are up to date or current and that cross-functional collaboration is promoted via quarterly AM Project briefings	for self-sustaining position for items like modelling, in-house data capture etc				endorsement. AM Awareness training is first step. Ongoing
10	Review financial forecasts annually as better data becomes available, update and submit any supporting budget proposals	Financial forecasts are annually reviewed	SAMP and LTFP are now a way of life	2025 onwards	Ongoing, annual review	Moderate	Asset Management Policy Principle endorsed
10.a	Maintain and enhance lifecycle models for Buildings Assets that inform the LTFP and Annual Works Plan	Optimised decision-making processes are implemented and inform the financial and annual works plans. SAMP and LTFP are a way of life - a clear process that supports the development of an LTFP that is informed by SAMP for each class	Advanced SAMP and LTFP are now a way of life	2025 onwards	Three (3) months per year	Moderate	Items 1,2,3, and 4

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
10.b	Maintain and enhance lifecycle models for Transport Assets that inform the LTFP and Annual Works Plan	Optimised decision-making processes are implemented and inform the financial and annual works plans. SAMP and LTFP are a way of life - a clear process that supports the development of an LTFP that is informed by SAMP for each class	Advanced SAMP and LTFP are now a way of life	2026 onwards	Three (3) months per year	Moderate	Items 1,2,3, and 4
10.c	Maintain and enhance lifecycle models for Open Space and Drainage Assets that inform the LTFP and Annual Works Plan	Optimised decision-making processes are implemented and inform the financial and annual works plans. SAMP and LTFP are a way of life - a clear process that supports the development of an LTFP that is informed by SAMP for each class	Advanced SAMP and LTFP are now a way of life	2027 onwards	Three (3) months per year	Moderate	Items 1,2,3, and 4

AMIP Action Item No.	Improvement Action Description	Success Criteria	Outcome Output or Collateral	Year of Effort	Proposed Timeframe / Duration	Priority	Dependencies / Comment
11	In order to keep information up-to-date and relevant, Council should develop processes to ensure timely update and currency of asset data and where required develop new process	Processes and frameworks developed and implemented. Data updates occurring on a regular and timely basis. Security and data recovery requirements considered	Robust asset data and information management process in place	2025 onward 2025 onward	Six (6) Months Ongoing, annual review	High High	
12	Review the Councillor Induction Pack to consider the inclusion of Infrastructure Asset Management Planning for Elected Members Training like that run by IPWEA	Asset Management Planning included in the Councillor Induction Pack	Advanced SAMP and LTFP are now a way of life with informed decision-making driving outcomes	2026 onward	Ongoing, annual review	Moderate/Low	

Appendix 2 - Long Term Investment Plan



Projected Renewal Expenditure ($'000)											
SAMP Group	Asset Category	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Transport Infrastructure	Bridges and Major Culverts	$119	$115	$115	$115	$115	$115	$115	$115	$115	$115
Transport Infrastructure	Sealed Road	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000
Transport Infrastructure	Unsealed Road	$1,652	$1,652	$1,652	$1,652	$1,652	$1,652	$1,652	$1,652	$1,652	$1,652
Transport Infrastructure	Footpath	$356	$356	$356	$356	$356	$356	$356	$356	$356	$356
Transport Infrastructure	Kerb and Gutter	$73	$73	$73	$73	$73	$73	$73	$73	$73	$73
Buildings and Facilities	Buildings	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718	$3,718
Recreation and Open Space	Recreation and Open Space	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209	$1,209
Stormwater Drainage Infrastructure	Stormwater	$554	$554	$554	$554	$554	$554	$554	$554	$554	$554
Water and Wastewater Management Systems	CWMS	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130	$1,130
TOTAL		**$14,808**	**$14,808**	**$14,808**	**$14,808**	**$14,808**	**$14,808**	**$14,808**	**$14,808**	**$14,808**	**$14,808**

Projected Growth Expenditure ($'000)											
SAMP Group	Asset Category	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Transport Infrastructure	Bridges and Major Culverts	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transport Infrastructure	Sealed Road	$0	$0	$1,500	$1,200	$750	$0	$0	$0	$0	$0
Transport Infrastructure	Unsealed Road	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transport Infrastructure	Footpath	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Transport Infrastructure	Kerb and Gutter	$500	$250	$500	$250	$500	$250	$500	$250	$500	$250
Buildings and Facilities	Buildings	$180	$800	$500	$500	$0	$500	$500	$1,750	$1,750	$500
Recreation and Open Space	Recreation and Open Space	$250	$500	$500	$500	$250	$1,000	$1,000	$1,000	$1,000	$1,000
Stormwater Drainage Infrastructure	Stormwater	$1,000	$2,000	$900	$0	$1,000	$2000	$0	$0	$0	$0
Community Water and Wastewater Management Systems	CWMS	$2,264	$2,735	$3,262	$2,376	$1,971	$1,426	$1,828	$2,248	$2,248	$2,248
TOTAL		**$4,694**	**$8,285**	**$7,362**	**$4,876**	**$4,221**	**$5,676**	**$4,328**	**$5,748**	**$5,998**	**$4,498**

Projected Recurrent Expenditure ($'000)											
SAMP Group	Asset Category	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Transport Infrastructure	Bridges and Major Culverts	$57	$57	$57	$57	$57	$57	$57	$57	$57	$57
Transport Infrastructure	Sealed Road	$2,829	$2,829	$2,829	$2,829	$2,829	$2,829	$2,829	$2,829	$2,829	$2,829
Transport Infrastructure	Unsealed Road	$1,404	$1,404	$1,404	$1,404	$1,404	$1,404	$1,404	$1,404	$1,404	$1,404
Transport Infrastructure	Footpath	$97	$97	$97	$97	$97	$97	$97	$97	$97	$97
Transport Infrastructure	Kerb and Gutter	$72	$72	$72	$72	$72	$72	$72	$72	$72	$72
Buildings and Facilities	Buildings	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496	$2,496
Recreation and Open Space	Recreation and Open Space	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601	$2,601
Stormwater Drainage Infrastructure	Stormwater	$156	$156	$156	$156	$156	$156	$156	$156	$156	$156
Community Water and Wastewater Management Systems	CWMS	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310	$4,310
TOTAL		**$14,020**	**$14,020**	**$14,020**	**$14,020**	**$14,020**	**$14,020**	**$14,020**	**$14,020**	**$14,020**	**$14,020**

Key Terms and Definitions

Terminology	Description
Infrastructure Assets	Stationary systems forming a network and serving whole communities where the system as a whole is intended to be maintained indefinitely by continuing replacement and refurbishment of its components, for example roads, facilities, footpaths, drains, and parks.
Capital Expenditure	Expenditure for new infrastructure and for the renewal or upgrade of existing assets that enhances the service potential of the assets.
Maintenance	Expenditure that is incurred to ensure that the asset continues to provide its pre-determined service capacity and quality and achieves its expected useful life. Maintenance expenditure is of a regular and ongoing nature.
Long Term Financial Plan	A Long Term Financial Plan based on a Service Level Target that produces a year-by-year forecast of the investment needed in capital renewals, capital upgrades, new infrastructure and ongoing maintenance.
Financial Ratios	Reporting ratios in Financial Statements - Renewal Funding Ratio, Lifecycle Indicator and Consumption Ratio.
Renewal Funding Ratio	Planned renewal budget for the next 10 years and desired renewal costs for the next 10 years (as per the desired service level). Recommended target = 90 - 110%
Lifecycle Indicator	Planned 10-year LTFP / Desired 10-year LTFP costs (maintenance, renewal, upgrade and new expenditure for desired service level). Recommended target = 90 – 110%
Consumption Ratio	Written down value of an asset/gross replacement costs measured using the remaining life of an asset or its component. Recommended target = 60 – 85%.
Asset Health	Asset Health refers to the life expectancy and serviceability of the asset portfolio
Service Centric Approach	An approach where the characteristics, locations, condition and functional fitness of future assets are defined by the services that Council intends to provide and the levels at which these services are targeted.
Intervention Level	A physical state of an asset defined by its condition, capacity or functionality at which Council will determine a treatment action.

How to contact us

11 Cadell Street, Goolwa
PO Box 21, Goolwa, SA, 5214
www.alexandrina.sa.gov.au
08 8555 7000
alex@alexandrina.sa.gov.au

Alexandrina 2040

Liveable. Green. Connected.

Our plan to thrive

Long Term Financial Plan 2025-2035



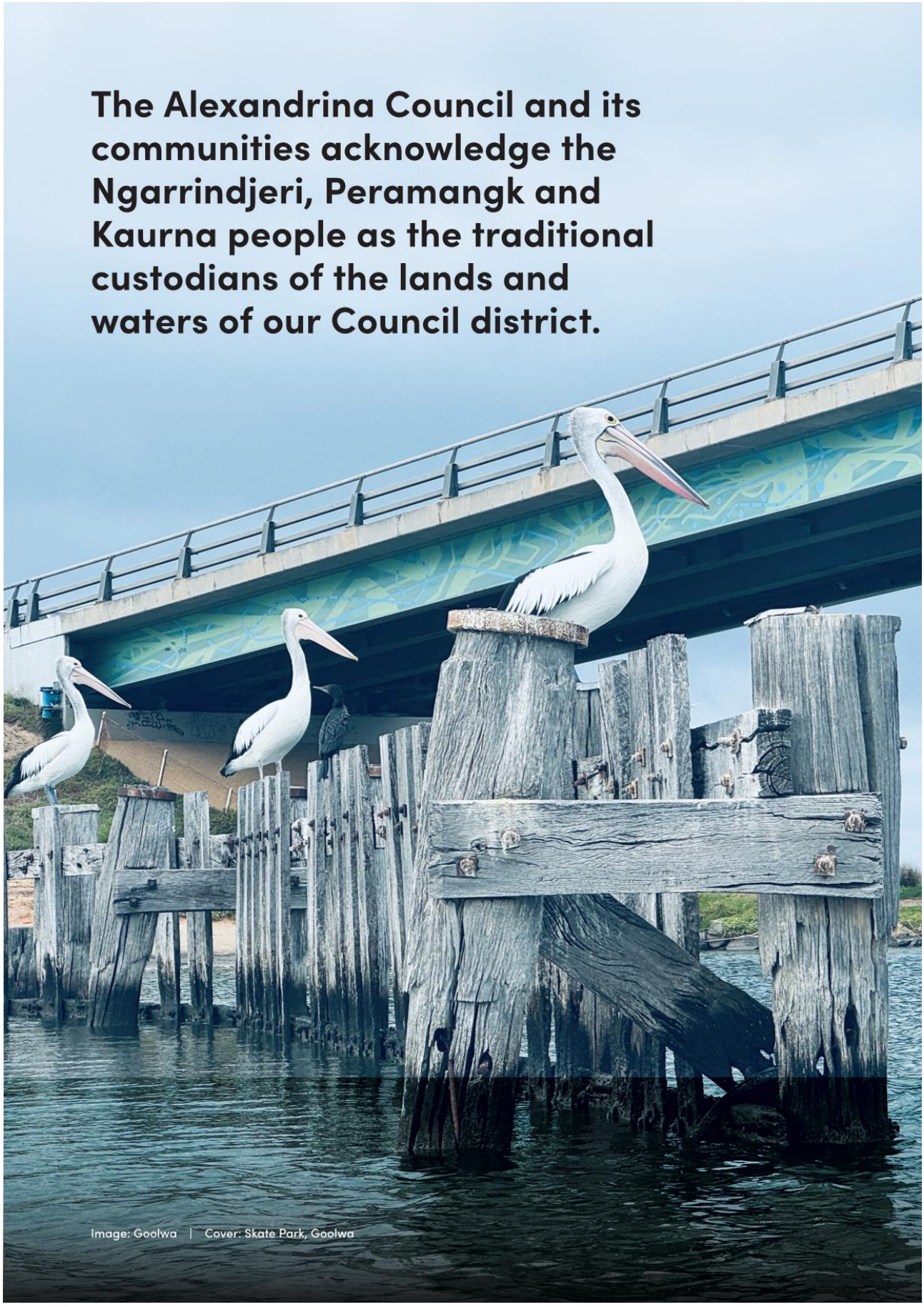

The Alexandrina Council and its communities acknowledge the Ngarrindjeri, Peramangk and Kaurna people as the traditional custodians of the lands and waters of our Council district.
Image: Goolwa | Cover: Skate Park, Goolwa

Table of Contents

Foreword 2
Integrated Strategic Management Framework 3
Strategic Management Plans 4
About this Plan 6
CEO's Statement of Financial Sustainability 7
Measuring Our Performance 9
Operating Surplus / (Deficit) Ratio 9
Net Financial Liabilities Ratio 10
Asset Renewal Ratio 10
LTFP Performance 11
Key Influences 12
External Influences – items outside of Council influence 12
Internal Influences – items inside Council influence 12
Rating Strategy 13
New development growth 13
LTFP Assumptions 14
Sensitivity Analysis 15
Appendix 1 - Financial Statements Consolidated 18
Appendix 2 - Financial Statements excluding CWMS 23
Appendix 3 - Financial Statements CWMS 28
Appendix 4 – Asset and Operating Project Funding '000s 33

Foreword

Our community have expressed their desire for Alexandrina to thrive in the coming decade. Whilst there are always challenges to address, we can ensure Alexandrina is liveable, green, and connected for current and future generations to thrive.

This Long-Term Financial Plan (LTFP) outlines our roadmap for the future, aligning with the A2040 Vision.

Under section 122 (1a) of the *Local Government Act 1999* a council must, in conjunction with its strategic management plans, develop and adopt a LTFP for a period of at least 10 years along with the Strategic Asset Management Plan.

The financial projections contained within this LTFP provide an indication of Council's direction and financial capacity, rather than predicting the future financial performance and position of the Council. As a strategic planning tool, the LTFP guides our actions, quantifies the costs of long-term decisions, and assesses our financial sustainability. It is a dynamic document, reviewed annually to reflect changing priorities and circumstances.

The LTFP has been prepared based on several objectives and assumptions that are outlined in this document. Strategies, priorities, issues, and risks are all dynamic influences which impact upon forward planning and, as such, the LTFP is reviewed and adjusted annually, following the adoption of the Annual Business Plan and Budget to reflect material changes.

Our Revenue Strategy aims for a balanced approach between rates and other income streams, ensuring rates are affordable while supporting our community's needs and strategic goals.

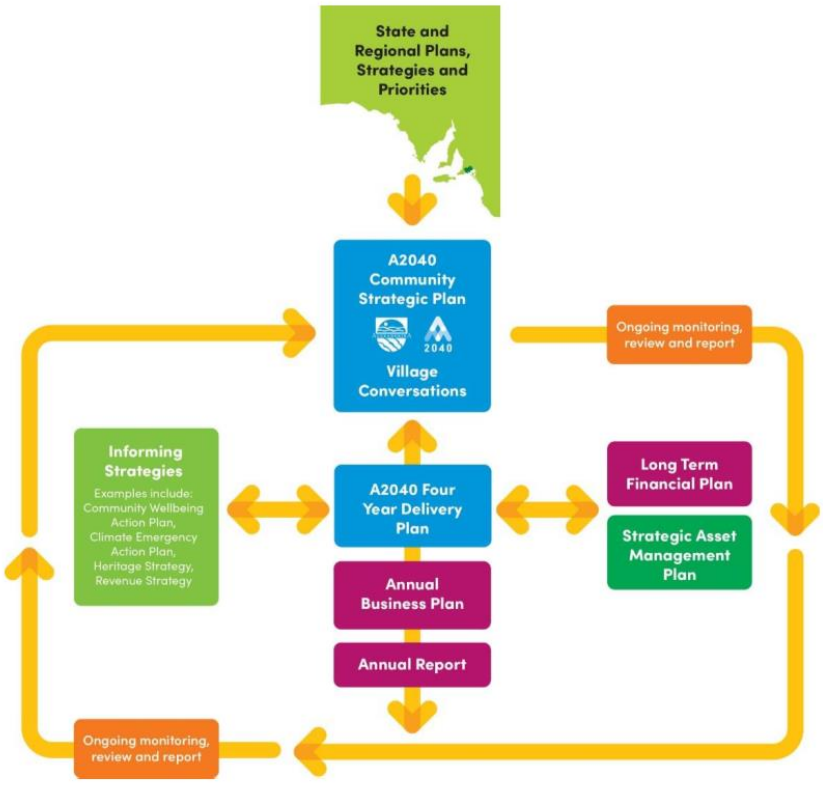
Integrated Strategic Management Framework

Integrated strategic management planning is a continuous cycle of consultation and engagement with the community to develop the community's long-term vision; and the objectives and activities for the strategic management plans to realise the vision.

Collectively, the strategic management plans provide readers with an understanding of:

- the community's vision
- the objectives, for at least four years, for realising the community's vision - including how the objectives align with other spheres of government and how any overlapping services are shared
- the priority actions to be taken to achieve the objectives
- the ongoing financial sustainability status of Council, including estimates of the income and expenditure needed to maintain high-priority expenditure programs and projects
- the measures used to assess Council's performance.

Council reports on its performance against the objectives and priority actions to the community via Annual Reports.



Strategic Management Plans

Strategic Management Plans	Role	Planning Horizon
A2040 Community Strategic Plan - Vision	The community's long-term vision for Alexandrina – 'Liveable. Green. Connected.' to thrive into the future	20 years
A2040 Community Strategic Plan - Four Year Delivery Plan	Details what Council will do over the four-year period to work toward the community's long-term vision of being 'Liveable. Green. Connected.'	Four years
Strategic Asset Management Plan	Supports the delivery of the A2040 Community Strategic Plan by providing long-term asset management scenario modelling about when Council will intervene to improve assets based on the condition assessments and service levels determined with the community, and details the objectives, practices, and actions for asset management improvements	10 years
Long Term Long Term Financial Plan	Supports the delivery of the A2040 Community Strategic Plan by setting the short, medium, and long-term priorities, based on resourcing and funding capabilities – setting out the longer-term impact on the financial sustainability of delivering the A2040 Vision	10 years
Annual Business Plan	Annual statement of intended programs and priority actions for the year and links to the A2040 Four Year Delivery Plan. It also links Council's Annual Budget to the longer-term planning of resource allocations for the year and establishes the basis for performance review over the year that is included in the Annual Report.	One year

Topics that informed the 2024 revision of the A2040 Community Strategic Plan

Council's various strategies are developed and published as part of a commitment to strengthening our economic and social attributes. They provide guiding principles for Council and the community by setting objectives to achieve the A2040 Vision.

The development of objectives within the Plan has considered the focus area insights from the 2024 review that informed updates to the A2040.

Over the last four years, Council has continued to work with our communities, planning township by township. Village Conversations were held in 2021 and 2023 in eight key townships to enable their communities to develop a vision for their townships and ideas for their future.

The topics derived from these consultations are set out below.



About this Plan

The LTFP outlines Council's financial strategies and commitments. It ensures the organisation can meet its obligations now and in the future by considering services, workforce, finances, and assets.

Financial sustainability means having sufficient funds to maintain current service levels without significantly increasing rates or cutting services. The Council aims to keep operating expenses below associated revenues over time. Financial sustainability implies equity between generations, to ensure that today's ratepayers pay only for their share of the Council's assets. Intergenerational equity is primarily achieved by funding the cost of renewing and replacing assets though revenue sources including rates. This means the cost of replacing assets which benefit existing ratepayers are being funded by those ratepayers.

The Council has continued the advancement of the improvement of its asset management plans. The recent revision to the strategic asset management plan sees the Council committing approximately $180 million to funding to the enhanced program of asset renewals over the next 10 years whilst continuing to build financial capacity into the future by adherence to Council's Treasury Management policy.

The LTFP focuses on delivering enhanced services efficiently, limiting the cost growth in these areas. Additionally, the LTF focuses on funding the priorities of A2040 Community Strategic Plan and other endorsed strategies and plans with the new initiatives fund. This funding is for items that are not initially recurrent in nature, but should they need to be funded on an ongoing future basis this will either be from savings or rate revenue.

Key Financial Indicators (KFIs) align with established benchmarks and are used to assess and maintain the Council's long-term financial sustainability. The return to an Operating Surplus is being undertaking with the goal of easing the affordability of the council rates on ratepayers whilst maintaining the community's expectations of council services.

The following pages detail the assumptions the LTFP is based upon and Council's financial goals and outcomes. It demonstrates the long-term financial sustainability of Council.

CEO’s Statement of Financial Sustainability

In accordance with the requirements of the Local Government Act 1999, Council’s Strategic Management Plans are to be comprehensively reviewed within two years of a general election and then each following year. This allows Council to ensure an integrated strategic planning approach where the LTFP supports the delivery of the A2040 Community Strategic Plan based on resources and funding capability, sets out longer term financial impacts, and allows Council to reassess potential impacts on the organisation’s financial sustainability due to internal and external influences.

A financially sustainable council is one that has the resources to deliver its strategic projects, maintain ongoing services, support community infrastructure, and manage debt responsibly.

Ensuring long-term financial sustainability involves:

- Fair Distribution of Resources: Public resources are allocated equitably between current and future ratepayers, achieving inter-generational equity.
- Asset Management: Adequate funding is dedicated to maintaining, renewing, and upgrading assets to deliver consistent service levels to the community.
- Consistent Service Delivery: Essential community services and infrastructure development are provided reliably and efficiently.
- Stable Rates: Council rates remain stable and predictable, ensuring fairness for current and future ratepayers.

The Council adopts a strategic approach to financial planning, influenced by the current and projected economic environment, its financial position, and internal and external impacts. This approach aims to balance growing community demands for services and facilities, the ongoing costs of operations, limited revenue growth from non-rate sources, and the need to renew and replace aging infrastructure.

The LTFP demonstrates the Council's improving financial position over a 10-year period, with key performance ratios returning to target levels. The LTFP includes a significant focus on asset renewal, with $163 million allocated to maintaining the existing asset base and an additional $90 million for expansion and upgrades.

In formulating the LTFP, Council has been mindful of the cost-of-living pressures on the community, and this was front of mind when considering which major projects to support and how to best fund their delivery over the life of this LTFP. Council has forecasted rate increases above the Reserve Bank of Australia (RBA) targeted inflation figures for a gradual return to surplus by 2027/28, with surplus project each year afterwards, with forecast rate increases consistent with the RBA inflation figures.

In delivering community services across the townships, asset maintenance and renewal programs and major projects, Council will increase its borrowings from approximately $41.5 million in 2024 to approximately $52 million in 2027/28. These borrowings are well within Council’s responsible borrowing levels, with borrowings expected to decrease to approximately $32 million in 2033/34.

To measure long-term financial sustainability, the Council employs several financial ratios, with the Net Financial Liabilities Ratio being particularly relevant. This ratio accounts for the Council's debt

levels, which, when managed responsibly, support inter-generational equity. Under this LTFP, the Net Financial Liabilities Ratio is projected to remain between 70% and 80% in the first four years before decreasing to 36% by year ten.

Regarding operating performance, the plan projects a gradual return to surplus by year three, followed by moderate surpluses through to year ten. These surpluses will contribute to the Council's ongoing financial sustainability and resilience.

Overall, Council is responsible to the community for the efficient and effective delivery of its services, for the maintenance and renewal of its assets and for ensuring the Township is positioned for future success. This Plan demonstrates that Council can continue to deliver these important community outcomes, as well as sustainably deliver on major recreational projects over the coming years.

This LTFP demonstrates that Council will remain financially sustainable over the life of the Plan.



Andrew MacDonald

Chief Executive Officer

Measuring Our Performance

Key Financial Indicators (KFIs) enable an assessment of Council's financial position and long-term performance.

To ensure we achieve our strategic goals and meet our financial objectives, Council has endorsed a range of short to long term KFIs, refer Table 1, to guide revenue and expenditure decisions, overall budget strategies.

Table 1 - Key Financial Indicators

Ratios	Target % Short-Term Years 1-3	Medium-Term Years 4-6	Long-Term Years 7-10
Operating Surplus/(Deficit)	(2) to 1	(0) to 2	3 to 6
Net Financial Liabilities	≤120*	≤110*	≤80*
Asset Renewal Funding	90-110	90-110	90-110

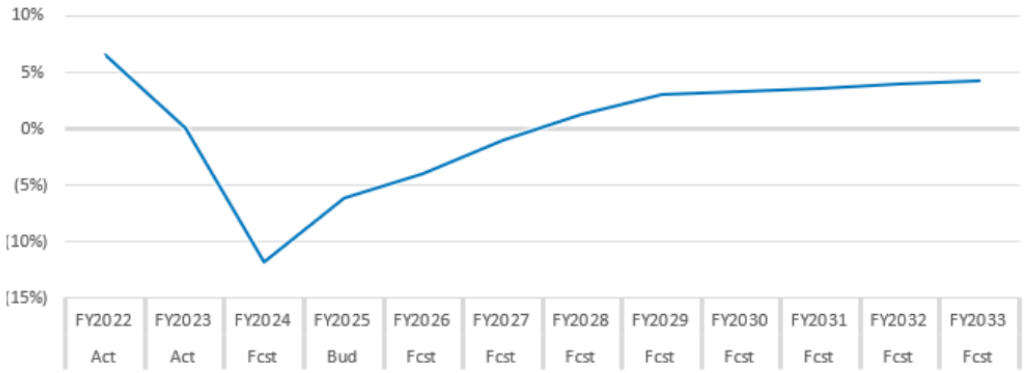
* Includes an allocation for Community Wastewater Management Scheme (CWMS) borrowing

These KFIs support a positive forward outlook, adherence over the longer term to Council's financial sustainability, and guide revenue and expenditure decisions, overall budget strategies and future decision-making.

Operating Surplus / (Deficit) Ratio

The Operating Surplus / (Deficit) Ratio expresses the operating surplus or deficit as a percentage of total income. A positive ratio indicates the portion of income available to fund capital expenditures beyond what is needed for depreciation, or the capacity to reduce net financial liabilities.

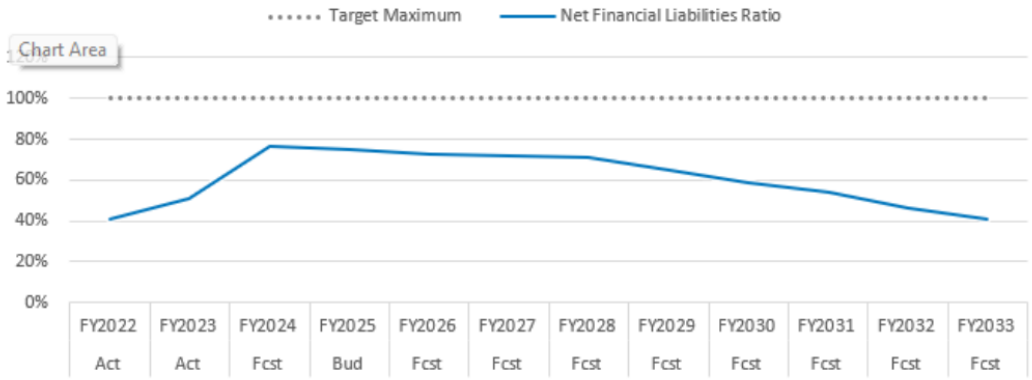
Operating Surplus / Deficit Ratio – this LTFP



Net Financial Liabilities Ratio

The Net Financial Liabilities Ratio assesses Council's ability to service its net financial obligations (loans, accounts payable, etc.) using its total operating income. This ratio shows how comfortably income can cover outstanding debts.

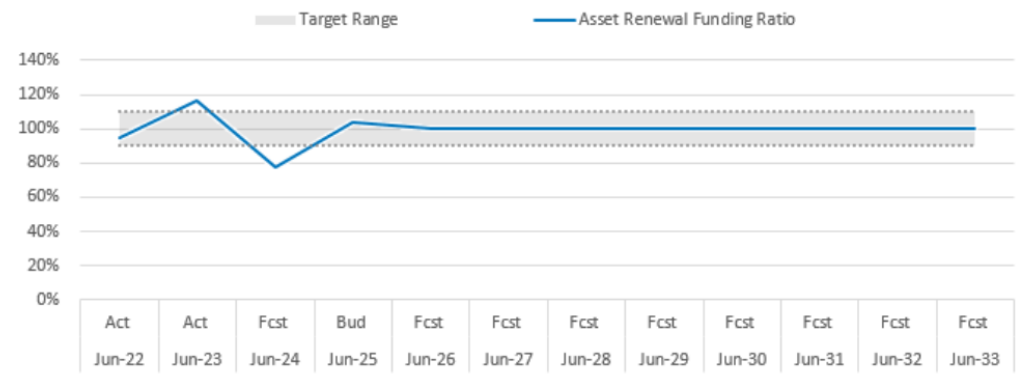
Net Financial Liabilities Ratio – this LTFP



Asset Renewal Ratio

The Asset Renewal Ratio measures how effectively Council is renewing its non-financial assets (buildings, equipment, etc.) in line with the depreciation (capital expenditure on renewals), compared to the average funding recommended by the Asset Management Program. This ratio shows if Council is reinvesting enough to maintain its assets over time.

Asset Renewal Ratio – this LTFP



LTFP Performance

A summary of the LTFP performance to these indicators is set out in Table 2

Table 2 – Performance – this LTFP

	Actual	Budget	Forecast								
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Operating Surplus Ratio											
Snapshot	↓	↓	↓	✓	✓	↑	↑	↑	✓	✓	✓
Actual Ratio	(11.8%)	(6.1%)	(3.9%)	(1.0%)	1.3%	3.0%	3.3%	3.6%	3.9%	4.2%	4.5%
Net Financial Liabilities Ratio											
Snapshot	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	77%	75%	73%	72%	71%	65%	59%	54%	46%	41%	36%
Asset Renewal Ratio											
Forecast	↓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	74%	104%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operating Surplus											
Forecast	(7,067)	(4,082)	(2,788)	(763)	1,052	2,537	2,881	3,259	3,652	4,044	4,436
Balance of Cash Advance Debenture @ 30 June ('000s)											
Forecast	41,598	46,324	47,451	49,977	52,213	50,426	47,042	44,297	39,530	35,696	31,956

↓ Below target ✓ Within target ↑ Above target

Key Influences

This LTFP generates information that is used to guide decisions about Council operations into the future. However, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into three main groups, as set out below.

External Influences – items outside of Council influence

- Unforeseen economic changes or circumstances such as:
    - interest rates fluctuations
    - localised economic growth – residential development and new business
    - Consumer Price Index (All Groups Adelaide)
    - Local Government Price Index (LGPI)
    - cost of natural resources such as electricity, fuel, and water
    - increases in cost of construction and capital expenditure.
- Unforeseen political changes or circumstances such as:
    - cost-shifting with changing levies and services requirements
    - a change in the level of legislative compliance
    - changes in specific programs such as Federal Assistance Grants.
- Variable Climatic Conditions such as:
    - Climate change adaptation
    - Storm, flooding, bushfire, and drought events.

Internal Influences – items inside Council influence

- delivery of A2040 priorities
- service review outcomes
- infrastructure asset management, including revaluation increase
- efficiencies in service delivery and administrative support
- workforce planning to identify the workforce required to meet current and future service needs
- debt and treasury management

Council reviews and updates the assumptions of the LTFP regularly and ensures that the most recent economic data and forecasts are being used.

Rating Strategy

Rates income is a critical source of funding for local government and is used to provide a range of essential services to the community. The services funded by rates income include road rehabilitation, footpath repairs and maintenance, stormwater drainage, collection of rubbish and recyclable materials, ongoing maintenance of parks, gardens, and buildings, streetlighting, street cleaning, libraries, animal control, and planning and enforcement of local laws.

Council takes a comprehensive approach to setting rates by considering the A2040 Community Strategic Plan (A2040), the LTFP and Asset Management Plan to ensure that rate revenue is being used effectively to support the community's needs and aspirations.

Council is mindful of keeping rate increases to a minimum, while still being able to deliver the services required by the community. The use of "user pays" cost recovery systems can also help to ensure that those who benefit from services are the ones who contribute towards their costs.

For several years, during and after the COVID pandemic, increases to Rate Revenue were below those forecast in the LTFP. Following a comprehensive revaluation of transport assets in the 2022/23 financial year, resulting in an increase to forecast depreciation and operating deficit, Council resolved – to ensure a return to surplus within five years; for 2024/25 to increase the LTFP sustainability percentage from 1.5% above CPI to 3.5% above CPI; and then 3% above CPI for the following four years. The assumptions of this LTFP have revised this down from 3% to 2% in 2028/29 as an affordable change, and this is shown in the assumptions section that follows.

New development growth

The Alexandrina Council area is expected to see continued growth in new development in the coming years. This has been recognised by the proposed South Coast Growth Strategy currently under review by the Council and by the State Governments Greater Adelaide Regional Plan (GARP). The GARP contains projections of the growth in residential properties of approximately 270 dwellings a year, between 1.5%-1.8% increase. In consideration of these projections LTFP contains the following assumptions for new development growth across the entire rates base.

- 2025/26 1.75%
- 2026/27 1.50%
- 2027-2033 1.30%

LTFP Assumptions

The LTFP assumptions are set out in Table 3

Table 3 – Economic Assumptions

	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Consumer Price Index (Adelaide CPI projection)	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Revenue excluding from Development Growth	6.50%	6.00%	5.50%	4.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CPI increase	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Sustainability and Major Projects	3.00%	3.00%	3.00%	2.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Projected Rate Revenue from new development	1.75%	1.50%	1.30%	1.30%	1.30%	1.30%	1.30%	1.30%	1.30%
Increase non-Rate Revenue excluding Grant Income.	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grant Income Indexation excluding roads to recovery funding	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Increase in Operating Expenditures	4.40%	3.10%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
excluding Employee costs, Finance Cost and Depreciation									
Increase in Employee Costs	5.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%	4.30%
increase in superannuation guarantee to 12% 25/26 salary increases (grade rises) in line with enterprise agreements. increases of approximately 1 FTE to accommodate increase service level requirement due to population growth									
Interest Rate Projections	5.50%	5.25%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
incorporates Treasury Management policy with some fixed rate borrowings									
Asset Revaluation	Fluctuation in Asset Valuation is linked to CPI in the Long-Term Financial Plan. Asset classes recorded at cost and not revalued under policy are not indexed								
Initiatives and Township Priorities Fund	This fund has been created to ensure that actions arising from A2040, existing and future Council strategies and plans can be funded								
Service and Asset Review	Impacts from future reviews of services and asset base have not been accounted for in the LTFP given the uncertainty with respect to the timing and benefits derived								

Sensitivity Analysis

The figures in the LTFP are based on several assumptions about economic indicators over the life of the Plan. While these assumptions are based on the best data available, by their nature they are hard to predict and subject to some variability. Variations in these assumptions can have a material impact on Council's predicted results. Areas that could have a significant impact on Council if these variations occurred include, but are not limited to:

- the rate increase above CPI each year
- future CPI movements
- changes in the level of population growth, and the cost of providing current services to additional population
- the amount of future capital expenditure (both new and replacement)
- the level of fees and charges we can levy
- future wage increases
- future interest rates
- future grant funding received

The biggest individual area of influence on the outcome of the LTFP is alteration to the revenue profile.

Rate Revenue above CPI

The LTFP model assumes Rate increases of 3% above CPI per annum for the first three years of the plan and 2% in year four. The impact on Council's operating result and borrowings of returning this to CPI is significant.

Table 4 – Impact to KFI of rate revenue

	Actual	Budget	Forecast								
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Operating Surplus Ratio											
Snapshot	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual Ratio	(11.8%)	(6.1%)	(6.2%)	(5.6%)	(5.5%)	(5.5%)	(5.7%)	(5.8%)	(6.0%)	(6.2%)	(6.4%)
Net Financial Liabilities Ratio											
Snapshot	↓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

	Actual	Budget	Forecast								
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Actual Ratio	77%	82%	83%	88%	94%	97%	99%	102%	103%	106%	110%
Asset Renewal Ratio											
Forecast	↓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	74%	104%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operating Surplus											
Forecast	(7,067)	(4,082)	(4,326)	(4,044)	(4,113)	(4,310)	(4,578)	(4,865)	(5,200)	(5,551)	(5,944)
Balance of Cash Advance Debenture @ 30 June ('000s)											
Forecast	41,598	49,348	53,025	58,723	65,919	70,816	74,873	80,235	84,298	90,044	96,665

↓ Below target ✓ Within target ↑ Above target

Growth from new development

The LTFP model assumes growth in rate revenue from new development is increased of 1.8% year 2, 1.6% year 3, 1.5% year 4, 1.3% years 5-10. If growth persisted at current level of 1.8% over the life of the plan the impact to the operating performance would be.

Table 4 – impact to KFI of Growth from new development

	Actual	Budget	Forecast								
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Operating Surplus Ratio											
Snapshot	↓	↓	↓	✓	✓	↑	↑	✓	✓	↑	↑
Actual Ratio	(11.8%)	(6.1%)	(4.0%)	(0.9%)	1.7%	3.8%	4.5%	5.1%	5.8%	6.5%	7.2%
Net Financial Liabilities Ratio											

	Actual	Budget	Forecast								
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Snapshot	↓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	77%	82%	79%	78%	76%	68%	60%	54%	44%	36%	28%
Asset Renewal Ratio											
Forecast	↓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Actual Ratio	74%	104%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operating Surplus											
Forecast	(7,067)	(4,082)	(2,859)	(720)	1,408	3,236	3,934	4,703	5,523	6,415	7,378
Balance of Cash Advance Debenture @ 30 June ('000s)											
Forecast	41,598	49,348	51,738	54,326	56,243	53,800	49,407	45,267	38,679	32,528	25,904

↓ Below target ✓ Within target ↑ Above target

Appendix 1 - Financial Statements Consolidated

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Income Statement											
Income											
Rates	51,706	56,822	61,133	65,340	69,411	73,144	75,802	78,559	81,417	84,381	87,455
Statutory Charges	1,536	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	4,021	2,998	3,103	3,196	3,276	3,358	3,442	3,528	3,616	3,706	3,799
Grants, Subsidies and Contributions	1,790	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	86	68	40	40	40	40	40	40	40	40	40
Reimbursements	218	240	344	349	353	358	362	367	371	376	380
Other Income	343	474	491	505	518	531	544	558	572	586	601
Net gain - Equity Accounted Council Businesses	37	359	372	387	408	429	453	479	513	540	540
Total Income	**59,737**	**66,436**	**71,346**	**75,778**	**80,059**	**84,005**	**86,884**	**89,868**	**92,966**	**96,167**	**99,455**
Expenses											
Employee Costs	21,447	25,212	26,555	27,702	28,900	30,150	31,454	32,815	34,234	35,714	37,258
Materials, Contracts & Other Expenses	22,397	21,329	21,888	22,616	23,250	23,901	24,532	25,180	25,845	26,528	27,230
Innovation Fund	1,248	1,073	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	18,450	20,185	21,320	21,862	22,474	23,018	23,700	24,406	25,163	25,980	26,767
Finance Costs	1,912	2,438	2,580	2,563	2,575	2,583	2,455	2,301	2,117	1,898	1,712
Net loss - Equity Accounted Council Businesses	1,350	282	292	301	308	316	324	332	340	349	357
Total Expenses	**66,804**	**70,519**	**74,134**	**76,541**	**79,006**	**81,467**	**84,002**	**86,607**	**89,313**	**92,122**	**95,018**
Operating Surplus / (Deficit)	**(7,067)**	**(4,082)**	**(2,788)**	**(763)**	**1,052**	**2,537**	**2,881**	**3,259**	**3,652**	**4,044**	**4,436**
Physical Resources Received Free of Charge	-	2,040	2,100	2,160	2,210	2,270	2,310	2,380	2,380	2,440	2,500
Asset Disposal & Fair Value Adjustments	(4,699)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts Received Specifically for New or Upgraded Assets	4,408	3,750	550	712	716	720	720	550	550	550	550
Net Surplus / (Deficit)	**(7,358)**	**1,387**	**(552)**	**1,439**	**3,533**	**5,121**	**5,735**	**5,473**	**6,609**	**6,791**	**6,976**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	1,000	16,297	24,396	21,686	18,712	19,321	19,866	20,416	20,995	21,550	22,161
Total Other Comprehensive Income	**1,000**	**16,297**	**24,396**	**21,686**	**18,712**	**19,321**	**19,866**	**20,416**	**20,995**	**21,550**	**22,161**
Total Comprehensive Income	**(6,358)**	**17,684**	**23,843**	**23,125**	**22,245**	**24,442**	**25,601**	**25,889**	**27,603**	**28,340**	**29,136**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Balance Sheet											
Current Assets											
Cash and Cash Equivalents	1,446	2,473	990	1,042	1,033	1,041	1,037	1,033	1,023	1,023	1,018
Trade and Other Receivables	5,162	6,579	7,095	7,601	8,069	8,540	8,856	9,183	9,497	9,876	10,242
Inventories	32	32	32	32	32	32	32	32	32	32	32
Total Current Assets	**6,640**	**9,084**	**8,118**	**8,675**	**9,134**	**9,613**	**9,925**	**10,249**	**10,552**	**10,931**	**11,292**
Non-Current Assets											
Equity Accounted Council Businesses	9,759	9,836	9,916	10,002	10,102	10,215	10,344	10,492	10,665	10,856	11,039
Infrastructure, Property, Plant & Equipment	675,290	697,022	722,875	748,479	772,821	794,634	816,633	839,783	861,995	886,421	911,521
Other Non-Current Assets	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389
Total Non-Current Assets	**688,438**	**710,247**	**736,180**	**761,870**	**786,312**	**808,238**	**830,366**	**853,663**	**876,049**	**900,666**	**925,948**
Total Assets	**695,078**	**719,331**	**744,298**	**770,545**	**795,446**	**817,851**	**840,292**	**863,912**	**886,601**	**911,597**	**937,240**
Current Liabilities											
Trade & Other Payables	5,527	7,370	7,367	7,963	8,381	8,130	8,353	8,828	8,680	9,168	9,414
Borrowings	10,758	30,248	31,008	32,263	32,898	31,426	29,149	27,699	24,560	21,398	18,477
Provisions	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553
Total Current Liabilities	**20,838**	**42,171**	**42,928**	**44,779**	**45,832**	**44,108**	**42,054**	**41,080**	**37,793**	**35,119**	**32,444**
Non-Current Liabilities											
Borrowings	30,840	16,076	16,443	17,713	19,315	19,001	17,894	16,598	14,970	14,299	13,479
Provisions	809	809	809	809	809	809	809	809	809	809	809
Total Non-Current Liabilities	**31,649**	**16,885**	**17,252**	**18,522**	**20,124**	**19,810**	**18,703**	**17,407**	**15,779**	**15,108**	**14,288**
Total Liabilities	**52,487**	**59,056**	**60,180**	**63,302**	**65,956**	**63,918**	**60,757**	**58,488**	**53,572**	**50,226**	**46,732**
Net Assets	**642,591**	**660,274**	**684,118**	**707,244**	**729,490**	**753,933**	**779,534**	**805,425**	**833,029**	**861,371**	**890,508**
Equity											
Accumulated Surplus	180,591	181,977	181,425	182,865	186,399	191,521	197,257	202,731	209,341	216,133	223,110
Asset Revaluation Reserves	461,029	477,326	501,722	523,408	542,120	561,441	581,306	601,722	622,717	644,267	666,427
Other Reserves	971	971	971	971	971	971	971	971	971	971	971
Total Equity	**642,591**	**660,275**	**684,118**	**707,244**	**729,490**	**753,933**	**779,535**	**805,425**	**833,029**	**861,371**	**890,508**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Cash Flow Statement											
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	66,080	64,592	70,417	74,846	79,142	83,065	86,075	89,021	92,099	95,208	98,510
Investment Receipts	86	68	40	40	40	40	40	40	40	40	40
Payments											
Operating Payments for Suppliers and Employees	(52,550)	(45,771)	(49,947)	(51,222)	(53,232)	(55,804)	(57,301)	(59,096)	(61,844)	(63,410)	(65,939)
Finance Payments	(1,645)	(2,438)	(2,579)	(2,561)	(2,573)	(2,581)	(2,453)	(2,299)	(2,115)	(1,895)	(1,709)
Net Cash Provided By (or Used In) Operating Activities	**11,971**	**16,451**	**17,932**	**21,104**	**23,377**	**24,720**	**26,361**	**27,666**	**28,180**	**29,943**	**30,901**
Cash Flow from Investing Activities											
Receipts											
Amounts Received Specifically for New / Upgraded Assets	2,159	3,750	550	712	716	720	720	550	550	550	550
Sale of Replaced Assets	523	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	10	-	-	-	-	-	-	-	-	-	-
Payments											
Expenditure on Renewal / Replacement of Assets	(4,844)	(10,016)	(15,325)	(15,785)	(16,180)	(16,584)	(16,999)	(17,424)	(17,859)	(18,306)	(18,764)
Expenditure on New / Upgraded Assets	(28,698)	(14,230)	(6,329)	(8,956)	(10,997)	(7,730)	(7,540)	(8,453)	(7,324)	(9,288)	(9,582)
Net Cash Provided By (or Used In) Investing Activities	**(30,850)**	**(20,150)**	**(20,541)**	**(23,578)**	**(25,622)**	**(22,926)**	**(22,980)**	**(24,926)**	**(23,424)**	**(26,108)**	**(27,166)**
Cash Flow from Financing Activities											
Receipts											
Proceeds from Borrowings	19,163	9,000	1,176	2,528	2,238	422	31	-	-	532	641
Payments											
Repayment of Borrowings	(42)	(4,274)	(14)	-	-	(2,207)	(3,414)	(2,743)	(4,765)	(4,364)	(4,378)
Net Cash Provided By (or Used In) Financing Activities	**19,121**	**4,726**	**1,127**	**2,526**	**2,236**	**(1,786)**	**(3,384)**	**(2,745)**	**(4,767)**	**(3,834)**	**(3,740)**
Net Increase (Decrease) in Cash Held	**242**	**1,027**	**(1,483)**	**51**	**(9)**	**8**	**(3)**	**(4)**	**(11)**	**0**	**(5)**
Cash & Cash Equivalents at the Beginning of Period	1,204	1,446	2,473	990	1,042	1,033	1,041	1,037	1,033	1,023	1,023
Cash & Cash Equivalents at the End of Period	**1,446**	**2,473**	**990**	**1,042**	**1,033**	**1,041**	**1,037**	**1,033**	**1,023**	**1,023**	**1,018**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Statement of Changes in Equity											
Accumulated Surplus											
Balance at the end of previous reporting period	187,949	180,591	181,977	181,425	182,865	186,399	191,521	197,257	202,731	209,341	216,133
Net result for the year	(7,358)	1,386	(552)	1,439	3,534	5,122	5,736	5,474	6,610	6,792	6,977
Balance at the end of the period	**180,591**	**181,977**	**181,425**	**182,865**	**186,399**	**191,521**	**197,257**	**202,731**	**209,341**	**216,133**	**223,110**
Asset Revaluation Reserve											
Balance at the end of previous reporting period	460,029	461,029	477,326	501,722	523,408	542,120	561,441	581,306	601,722	622,717	644,267
Gain (Loss) on Revaluation of I, PP&E	1,000	16,297	24,396	21,686	18,712	19,321	19,866	20,416	20,995	21,550	22,161
Balance at the end of period	**461,029**	**477,326**	**501,722**	**523,408**	**542,120**	**561,441**	**581,306**	**601,722**	**622,717**	**644,267**	**666,427**
Other Reserves											
Balance at the end of previous reporting period	971	971	971	971	971	971	971	971	971	971	971
Balance at the end of period	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**
Total Equity at end of reporting period	**642,591**	**660,275**	**684,118**	**707,244**	**729,490**	**753,933**	**779,535**	**805,425**	**833,029**	**861,371**	**890,508**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Uniform Presentation of Finances											
Income											
Rates	51,706	56,822	61,133	65,340	69,411	73,144	75,802	78,559	81,417	84,381	87,455
Statutory Charges	1,536	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	4,021	2,998	3,103	3,196	3,276	3,358	3,442	3,528	3,616	3,706	3,799
Grants, Subsidies and Contributions	1,790	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	86	68	40	40	40	40	40	40	40	40	40
Reimbursements	218	240	344	349	353	358	362	367	371	376	380
Other Income	343	474	491	505	518	531	544	558	572	586	601
Net gain - Equity Accounted Council Businesses	37	359	372	387	408	429	453	479	513	540	540
Total Income	**59,737**	**66,436**	**71,346**	**75,778**	**80,059**	**84,005**	**86,884**	**89,868**	**92,966**	**96,167**	**99,455**
Expenses											
Employee Costs	21,447	25,212	26,555	27,702	28,900	30,150	31,454	32,815	34,234	35,714	37,258
Materials, Contracts & Other Expenses	22,397	21,329	21,888	22,616	23,250	23,901	24,532	25,180	25,845	26,528	27,230
Innovation Fund	1,248	1,073	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	18,450	20,185	21,320	21,862	22,474	23,018	23,700	24,406	25,163	25,980	26,767
Finance Costs	1,912	2,438	2,580	2,563	2,575	2,583	2,455	2,301	2,117	1,898	1,712
Net loss - Equity Accounted Council Businesses	1,350	282	292	301	308	316	324	332	340	349	357
Total Expenses	**66,804**	**70,519**	**74,134**	**76,541**	**79,006**	**81,467**	**84,002**	**86,607**	**89,313**	**92,122**	**95,018**
Operating Surplus / (Deficit)	**(7,067)**	**(4,082)**	**(2,788)**	**(763)**	**1,052**	**2,537**	**2,881**	**3,259**	**3,652**	**4,044**	**4,436**
Net Outlays on Existing Assets											
Capital Expenditure on renewal and replacement of Existing Assets	(4,844)	(10,016)	(15,325)	(15,785)	(16,180)	(16,584)	(16,999)	(17,424)	(17,859)	(18,306)	(18,764)
add back Depreciation, Amortisation and Impairment	18,450	20,185	21,320	21,862	22,474	23,018	23,700	24,406	25,163	25,980	26,767
add back Proceeds from Sale of Replaced Assets	523	346	563	451	839	668	839	401	1,210	936	629
	14,129	**10,515**	**6,558**	**6,528**	**7,133**	**7,101**	**7,541**	**7,383**	**8,513**	**8,610**	**8,632**
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(28,698)	(14,230)	(6,329)	(8,956)	(10,997)	(7,730)	(7,540)	(8,453)	(7,324)	(9,288)	(9,582)
add back Amounts Received Specifically for New and Upgraded Assets	2,159	3,750	550	712	716	720	720	550	550	550	550
	(26,539)	**(10,480)**	**(5,779)**	**(8,244)**	**(10,281)**	**(7,010)**	**(6,820)**	**(7,903)**	**(6,774)**	**(8,738)**	**(9,032)**
Net Lending / (Borrowing) for Financial Year	**(19,477)**	**(4,048)**	**(2,010)**	**(2,479)**	**(2,095)**	**2,629**	**3,603**	**2,740**	**5,392**	**3,916**	**4,038**

Appendix 2 - Financial Statements excluding CWMS

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Income Statement											
Income											
Rates	45,172	49,456	53,510	57,487	61,362	64,894	67,346	69,891	72,533	75,275	78,121
Statutory Charges	1,536	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	2,206	1,898	1,964	2,023	2,074	2,126	2,179	2,233	2,289	2,346	2,405
Grants, Subsidies and Contributions	1,790	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	86	68	40	40	40	40	40	40	40	40	40
Reimbursements	218	240	344	349	353	358	362	367	371	376	380
Other Income	214	334	346	356	365	374	383	393	403	413	423
Net gain - Equity Accounted Council Businesses	37	359	372	387	408	429	453	479	513	540	540
Total Income	**51,259**	**57,830**	**62,438**	**66,604**	**70,655**	**74,366**	**77,004**	**79,741**	**82,586**	**85,527**	**88,550**
Expenses											
Employee Costs	19,729	23,066	24,295	25,345	26,442	27,586	28,780	30,025	31,325	32,680	34,093
Materials, Contracts & Other Expenses	19,045	18,320	18,770	19,399	19,943	20,502	21,037	21,587	22,151	22,730	23,324
Innovation Fund	1,248	1,070	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	16,876	17,590	18,569	18,916	19,291	19,639	20,153	20,727	21,319	21,931	22,526
Finance Costs	1,912	2,188	2,527	2,491	2,450	2,412	2,272	2,132	1,965	1,733	1,514
Net loss - Equity Accounted Council Businesses	1,350	282	292	301	308	316	324	332	340	349	357
Total Expenses	**60,159**	**62,516**	**65,953**	**67,952**	**69,935**	**71,955**	**74,103**	**76,380**	**78,715**	**81,078**	**83,513**
Operating Surplus / (Deficit)	**(8,900)**	**(4,686)**	**(3,514)**	**(1,349)**	**720**	**2,411**	**2,901**	**3,361**	**3,870**	**4,449**	**5,037**
Physical Resources Received Free of Charge	-	2,040	2,100	2,160	2,210	2,270	2,310	2,380	2,380	2,440	2,500
Asset Disposal & Fair Value Adjustments	(4,699)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts Received Specifically for New or Upgraded Assets	4,408	3,750	550	712	716	720	720	550	550	550	550
Net Surplus / (Deficit)	**(9,191)**	**784**	**(1,278)**	**853**	**3,201**	**4,995**	**5,755**	**5,575**	**6,827**	**7,196**	**7,577**
Other Comprehensive Income											
Changes in Revaluation Surplus - I,PP&E	(4,891)	15,067	22,429	19,919	17,165	17,695	18,186	18,694	19,246	19,765	20,327
Total Other Comprehensive Income	**(4,891)**	**15,067**	**22,429**	**19,919**	**17,165**	**17,695**	**18,186**	**18,694**	**19,246**	**19,765**	**20,327**
Total Comprehensive Income	**(14,082)**	**15,851**	**21,151**	**20,772**	**20,367**	**22,690**	**23,941**	**24,268**	**26,073**	**26,961**	**27,904**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Balance Sheet											
Current Assets											
Cash and Cash Equivalents	(792)	2,476	1,043	1,040	1,030	1,036	1,032	1,029	1,019	1,019	1,013
Trade and Other Receivables	5,162	6,579	7,095	7,601	8,069	8,540	8,856	9,183	9,497	9,876	10,242
Inventories	32	32	32	32	32	32	32	32	32	32	32
Total Current Assets	**4,402**	**9,087**	**8,170**	**8,673**	**9,131**	**9,608**	**9,920**	**10,244**	**10,548**	**10,926**	**11,287**
Non-Current Assets											
Equity Accounted Council Businesses	9,759	9,836	9,916	10,002	10,102	10,215	10,344	10,492	10,665	10,856	11,039
Infrastructure, Property, Plant & Equipment	622,941	640,831	663,956	686,619	707,797	727,437	747,744	769,842	790,583	813,096	836,322
Other Non-Current Assets	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389	3,389
Total Non-Current Assets	**636,089**	**654,056**	**677,261**	**700,010**	**721,289**	**741,041**	**761,478**	**783,723**	**804,636**	**827,341**	**850,750**
Total Assets	**640,491**	**663,143**	**685,432**	**708,682**	**730,420**	**750,649**	**771,398**	**793,967**	**815,184**	**838,267**	**862,036**
Current Liabilities											
Trade & Other Payables	5,527	7,370	7,367	7,963	8,381	8,130	8,353	8,828	8,680	9,168	9,414
Borrowings	10,758	30,248	31,008	32,263	32,898	31,426	29,149	27,699	24,560	21,398	18,477
Provisions	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553	4,553
Total Current Liabilities	**20,838**	**42,171**	**42,928**	**44,779**	**45,832**	**44,108**	**42,054**	**41,080**	**37,793**	**35,119**	**32,444**
Non-Current Liabilities											
Borrowings	29,655	15,124	15,504	16,132	16,449	15,713	14,574	13,849	12,280	11,077	9,617
Provisions	809	809	809	809	809	809	809	809	809	809	809
Total Non-Current Liabilities	**30,464**	**15,933**	**16,313**	**16,941**	**17,258**	**16,522**	**15,383**	**14,658**	**13,089**	**11,886**	**10,426**
Total Liabilities	**51,302**	**58,104**	**59,241**	**61,720**	**63,090**	**60,630**	**57,438**	**55,738**	**50,882**	**47,004**	**42,870**
Net Assets	**589,189**	**605,040**	**626,190**	**646,962**	**667,329**	**690,019**	**713,960**	**738,228**	**764,302**	**791,263**	**819,167**
Equity											
Accumulated Surplus	146,302	147,086	145,807	146,661	149,862	154,857	160,612	166,187	173,014	180,210	187,787
Asset Revaluation Reserves	441,916	456,983	479,412	499,331	516,496	534,191	552,377	571,071	590,317	610,081	630,409
Other Reserves	971	971	971	971	971	971	971	971	971	971	971
Total Equity	**589,189**	**605,040**	**626,190**	**646,963**	**667,329**	**690,019**	**713,960**	**738,229**	**764,302**	**791,263**	**819,167**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Cash Flow Statement											
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	57,602	55,986	61,510	65,671	69,739	73,426	76,195	78,894	81,719	84,569	87,604
Investment Receipts	86	68	40	40	40	40	40	40	40	40	40
Payments											
Operating Payments for Suppliers and Employees	(47,480)	(40,612)	(44,569)	(45,648)	(47,467)	(49,840)	(51,132)	(52,714)	(55,240)	(56,578)	(58,870)
Finance Payments	(1,645)	(2,188)	(2,527)	(2,491)	(2,450)	(2,412)	(2,272)	(2,132)	(1,965)	(1,733)	(1,514)
Net Cash Provided By (or Used In) Operating Activities	**8,563**	**13,253**	**14,455**	**17,572**	**19,861**	**21,214**	**22,832**	**24,089**	**24,554**	**26,298**	**27,260**
Cash Flow from Investing Activities											
Receipts											
Amounts Received Specifically for New / Upgraded Assets	2,159	3,750	550	712	716	720	720	550	550	550	550
Sale of Replaced Assets	523	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	10	-	-	-	-	-	-	-	-	-	-
Payments											
Expenditure on Renewal / Replacement of Assets	(3,474)	(8,830)	(14,156)	(14,580)	(14,945)	(15,319)	(15,702)	(16,094)	(16,496)	(16,909)	(17,332)
Expenditure on New / Upgraded Assets	(28,698)	(10,210)	(3,986)	(6,040)	(7,433)	(5,069)	(5,277)	(6,775)	(5,120)	(6,509)	(6,733)
Net Cash Provided By (or Used In) Investing Activities	**(29,480)**	**(14,944)**	**(17,029)**	**(19,457)**	**(20,823)**	**(18,999)**	**(19,420)**	**(21,918)**	**(19,856)**	**(21,932)**	**(22,885)**
Cash Flow from Financing Activities											
Receipts											
Proceeds from Borrowings	19,163	9,000	1,141	1,883	952	-	-	-	-	-	-
Payments											
Repayment of Borrowings	(42)	(4,041)	-	-	-	(2,209)	(3,416)	(2,175)	(4,708)	(4,366)	(4,381)
Net Cash Provided By (or Used In) Financing Activities	**19,121**	**4,959**	**1,141**	**1,883**	**952**	**(2,209)**	**(3,416)**	**(2,175)**	**(4,708)**	**(4,366)**	**(4,381)**
Net Increase (Decrease) in Cash Held	**(1,796)**	**3,268**	**(1,433)**	**(3)**	**(10)**	**6**	**(4)**	**(4)**	**(10)**	**(0)**	**(6)**
Cash & Cash Equivalents at the Beginning of Period	1,004	(792)	2,476	1,043	1,040	1,030	1,036	1,032	1,029	1,019	1,019
Cash & Cash Equivalents at the End of Period	**(792)**	**2,476**	**1,043**	**1,040**	**1,030**	**1,036**	**1,032**	**1,029**	**1,019**	**1,019**	**1,013**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Statement of Changes in Equity											
Accumulated Surplus											
Balance at the end of previous reporting period	155,493	146,302	147,086	145,807	146,661	149,862	154,857	160,612	166,187	173,014	180,210
Net result for the year	(9,191)	784	(1,278)	853	3,201	4,995	5,755	5,575	6,827	7,196	7,577
Balance at the end of the period	**146,302**	**147,086**	**145,807**	**146,661**	**149,862**	**154,857**	**160,612**	**166,187**	**173,014**	**180,210**	**187,787**
Asset Revaluation Reserve											
Balance at the end of previous reporting period	446,807	441,916	456,983	479,412	499,331	516,496	534,191	552,377	571,071	590,317	610,081
Gain (Loss) on Revaluation of I, PP&E	(4,891)	15,067	22,429	19,919	17,165	17,695	18,186	18,694	19,246	19,765	20,327
Balance at the end of period	**441,916**	**456,983**	**479,412**	**499,331**	**516,496**	**534,191**	**552,377**	**571,071**	**590,317**	**610,081**	**630,409**
Other Reserves											
Balance at the end of previous reporting period	971	971	971	971	971	971	971	971	971	971	971
Balance at the end of period	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**	**971**
Total Equity at end of reporting period	**589,189**	**605,040**	**626,190**	**646,963**	**667,329**	**690,019**	**713,960**	**738,229**	**764,302**	**791,263**	**819,167**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Uniform Presentation of Finances											
Income											
Rates	45,172	49,456	53,510	57,487	61,362	64,894	67,346	69,891	72,533	75,275	78,121
Statutory Charges	1,536	1,674	1,733	1,785	1,829	1,875	1,922	1,970	2,019	2,070	2,121
User Charges	2,206	1,898	1,964	2,023	2,074	2,126	2,179	2,233	2,289	2,346	2,405
Grants, Subsidies and Contributions	1,790	3,801	4,131	4,177	4,224	4,271	4,319	4,368	4,418	4,468	4,519
Investment Income	86	68	40	40	40	40	40	40	40	40	40
Reimbursements	218	240	344	349	353	358	362	367	371	376	380
Other Income	214	334	346	356	365	374	383	393	403	413	423
Net gain - Equity Accounted Council Businesses	37	359	372	387	408	429	453	479	513	540	540
Total Income	**51,259**	**57,830**	**62,438**	**66,604**	**70,655**	**74,366**	**77,004**	**79,741**	**82,586**	**85,527**	**88,550**
Expenses											
Employee Costs	19,729	23,066	24,295	25,345	26,442	27,586	28,780	30,025	31,325	32,680	34,093
Materials, Contracts & Other Expenses	19,045	18,320	18,770	19,399	19,943	20,502	21,037	21,587	22,151	22,730	23,324
Innovation Fund	1,248	1,070	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698
Depreciation, Amortisation & Impairment	16,876	17,590	18,569	18,916	19,291	19,639	20,153	20,727	21,319	21,931	22,526
Finance Costs	1,912	2,188	2,527	2,491	2,450	2,412	2,272	2,132	1,965	1,733	1,514
Net loss - Equity Accounted Council Businesses	1,350	282	292	301	308	316	324	332	340	349	357
Total Expenses	**60,159**	**62,516**	**65,953**	**67,952**	**69,935**	**71,955**	**74,103**	**76,380**	**78,715**	**81,078**	**83,513**
Operating Surplus / (Deficit)	**(8,900)**	**(4,686)**	**(3,514)**	**(1,349)**	**720**	**2,411**	**2,901**	**3,361**	**3,870**	**4,449**	**5,037**
Net Outlays on Existing Assets											
Capital Expenditure on renewal and replacement of Existing Assets	(3,474)	(8,830)	(14,156)	(14,580)	(14,945)	(15,319)	(15,702)	(16,094)	(16,496)	(16,909)	(17,332)
add back Depreciation, Amortisation and Impairment	16,876	17,590	18,569	18,916	19,291	19,639	20,153	20,727	21,319	21,931	22,526
add back Proceeds from Sale of Replaced Assets	523	346	563	451	839	668	839	401	1,210	936	629
	13,925	**9,106**	**4,976**	**4,787**	**5,185**	**4,988**	**5,290**	**5,034**	**6,032**	**5,958**	**5,824**
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	(28,698)	(10,210)	(3,986)	(6,040)	(7,433)	(5,069)	(5,277)	(6,775)	(5,120)	(6,509)	(6,733)
add back Amounts Received Specifically for New and Upgraded Assets	2,159	3,750	550	712	716	720	720	550	550	550	550
	(26,539)	**(6,460)**	**(3,436)**	**(5,328)**	**(6,717)**	**(4,349)**	**(4,557)**	**(6,225)**	**(4,570)**	**(5,959)**	**(6,183)**
Net Lending / (Borrowing) for Financial Year	**(21,515)**	**(2,040)**	**(1,974)**	**(1,890)**	**(812)**	**3,050**	**3,634**	**2,170**	**5,333**	**4,448**	**4,678**

Appendix 3 - Financial Statements CWMS

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Income Statement											
Income											
Rates	5,513	6,534	7,366	7,624	7,853	8,049	8,250	8,456	8,668	8,884	9,107
User Charges	1,815	1,100	1,139	1,173	1,202	1,232	1,263	1,294	1,327	1,360	1,394
Other Income	129	140	145	149	153	157	161	165	169	173	177
Total Income	**8,478**	**8,606**	**8,907**	**9,174**	**9,404**	**9,639**	**9,880**	**10,127**	**10,380**	**10,640**	**10,906**
Expenses											
Employee Costs	1,718	2,146	2,260	2,357	2,458	2,564	2,674	2,789	2,909	3,034	3,165
Materials, Contracts & Other Expenses	3,352	3,012	3,118	3,217	3,307	3,400	3,495	3,593	3,694	3,798	3,905
Depreciation, Amortisation & Impairment	1,574	2,595	2,751	2,946	3,183	3,379	3,548	3,678	3,844	4,049	4,240
Finance Costs	-	250	52	69	123	169	182	167	150	163	195
Total Expenses	**6,645**	**8,003**	**8,181**	**8,588**	**9,071**	**9,512**	**9,899**	**10,227**	**10,598**	**11,044**	**11,505**
Operating Surplus / (Deficit)	**1,834**	**603**	**726**	**586**	**333**	**127**	**(19)**	**(101)**	**(218)**	**(404)**	**(600)**
Net Surplus / (Deficit)	**1,834**	**603**	**726**	**586**	**333**	**127**	**(19)**	**(101)**	**(218)**	**(404)**	**(600)**
Total Comprehensive Income	**1,834**	**603**	**726**	**586**	**333**	**127**	**(19)**	**(101)**	**(218)**	**(404)**	**(600)**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Balance Sheet											
Current Assets											
Cash and Cash Equivalents	2,238	(3)	(52)	2	3	5	5	5	4	5	5
Total Current Assets	**2,238**	**(3)**	**(52)**	**2**	**3**	**5**	**5**	**5**	**4**	**5**	**5**
Non-Current Assets											
Infrastructure, Property, Plant & Equipment	52,349	56,190	58,918	61,861	65,023	67,197	68,889	69,941	71,413	73,325	75,199
Total Non-Current Assets	**52,349**	**56,190**	**58,918**	**61,861**	**65,023**	**67,197**	**68,889**	**69,941**	**71,413**	**73,325**	**75,199**
Total Assets	**54,587**	**56,187**	**58,866**	**61,863**	**65,026**	**67,201**	**68,894**	**69,945**	**71,417**	**73,330**	**75,204**
Non-Current Liabilities											
Borrowings	1,185	952	939	1,582	2,866	3,288	3,319	2,749	2,690	3,222	3,862
Total Non-Current Liabilities	**1,185**	**952**	**939**	**1,582**	**2,866**	**3,288**	**3,319**	**2,749**	**2,690**	**3,222**	**3,862**
Total Liabilities	**1,185**	**952**	**939**	**1,582**	**2,866**	**3,288**	**3,319**	**2,749**	**2,690**	**3,222**	**3,862**
Net Assets	**53,402**	**55,235**	**57,927**	**60,281**	**62,160**	**63,913**	**65,575**	**67,196**	**68,727**	**70,108**	**71,342**
Equity											
Accumulated Surplus	34,289	34,892	35,618	36,204	36,537	36,664	36,645	36,545	36,327	35,923	35,323
Asset Revaluation Reserves	19,113	20,343	22,310	24,077	25,624	27,249	28,929	30,652	32,400	34,185	36,019
Total Equity	**53,402**	**55,235**	**57,927**	**60,281**	**62,160**	**63,913**	**65,575**	**67,196**	**68,727**	**70,108**	**71,342**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Cash Flow Statement											
Cash Flow from Operating Activities											
Receipts											
Operating Receipts	8,478	8,606	8,907	9,174	9,404	9,639	9,880	10,127	10,380	10,640	10,906
Payments											
Operating Payments for Suppliers and Employees	(5,070)	(5,158)	(5,378)	(5,574)	(5,765)	(5,963)	(6,169)	(6,382)	(6,604)	(6,832)	(7,070)
Finance Payments	-	(250)	(52)	(69)	(123)	(169)	(182)	(167)	(150)	(163)	(195)
Net Cash Provided By (or Used In) Operating Activities	**3,408**	**3,198**	**3,477**	**3,532**	**3,516**	**3,506**	**3,529**	**3,578**	**3,626**	**3,645**	**3,641**
Cash Flow from Investing Activities											
Receipts											
Payments											
Expenditure on Renewal / Replacement of Assets	(1,370)	(1,186)	(1,170)	(1,205)	(1,235)	(1,266)	(1,297)	(1,330)	(1,363)	(1,397)	(1,432)
Expenditure on New / Upgraded Assets	-	(4,020)	(2,343)	(2,916)	(3,564)	(2,661)	(2,263)	(1,678)	(2,205)	(2,779)	(2,849)
Net Cash Provided By (or Used In) Investing Activities	**(1,370)**	**(5,206)**	**(3,513)**	**(4,120)**	**(4,799)**	**(3,927)**	**(3,560)**	**(3,008)**	**(3,568)**	**(4,176)**	**(4,281)**
Cash Flow from Financing Activities											
Receipts											
Proceeds from Borrowings	-	-	-	643	1,284	422	31	-	-	532	641
Payments											
Repayment of Borrowings	-	(233)	(14)	-	-	-	-	(570)	(60)	-	-
Net Cash Provided By (or Used In) Financing Activities	**-**	**(233)**	**(14)**	**643**	**1,284**	**422**	**31**	**(570)**	**(60)**	**532**	**641**
Net Increase (Decrease) in Cash Held	**2,038**	**(2,241)**	**(49)**	**54**	**1**	**2**	**0**	**(0)**	**(1)**	**1**	**1**
Cash & Cash Equivalents at the Beginning of Period	200	2,238	(3)	(52)	2	3	5	5	5	4	5
Cash & Cash Equivalents at the End of Period	**2,238**	**(3)**	**(52)**	**2**	**3**	**5**	**5**	**5**	**4**	**5**	**5**

$'000	Jun-24 Act	Jun-25 Bud	Jun-26 Fcst	Jun-27 Fcst	Jun-28 Fcst	Jun-29 Fcst	Jun-30 Fcst	Jun-31 Fcst	Jun-32 Fcst	Jun-33 Fcst	Jun-34 Fcst
Statement of Changes in Equity											
Accumulated Surplus											
Balance at the end of previous reporting period	32,455	34,289	34,892	35,618	36,204	36,537	36,664	36,645	36,545	36,327	35,923
Net result for the year	1,834	603	726	586	333	127	(19)	(101)	(218)	(404)	(600)
Balance at the end of the period	**34,289**	**34,892**	**35,618**	**36,204**	**36,537**	**36,664**	**36,645**	**36,545**	**36,327**	**35,923**	**35,323**
Asset Revaluation Reserve											
Balance at the end of previous reporting period	13,222	19,113	20,343	22,310	24,077	25,624	27,249	28,929	30,652	32,400	34,185
Gain (Loss) on Revaluation of I, PP&E	5,891	1,230	1,967	1,768	1,547	1,626	1,680	1,722	1,749	1,785	1,833
Balance at the end of the period	**19,113**	**20,343**	**22,310**	**24,077**	**25,624**	**27,249**	**28,929**	**30,652**	**32,400**	**34,185**	**36,019**
Total Equity at end of reporting period	**53,402**	**55,235**	**57,927**	**60,281**	**62,160**	**63,913**	**65,575**	**67,196**	**68,727**	**70,108**	**71,342**

$'000	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst
Uniform Presentation of Finances											
Income											
Rates	5,513	6,534	7,366	7,624	7,853	8,049	8,250	8,456	8,668	8,884	9,107
User Charges	1,815	1,100	1,139	1,173	1,202	1,232	1,263	1,294	1,327	1,360	1,394
Other Income	129	140	145	149	153	157	161	165	169	173	177
Total Income	**8,478**	**8,606**	**8,907**	**9,174**	**9,404**	**9,639**	**9,880**	**10,127**	**10,380**	**10,640**	**10,906**
Expenses											
Employee Costs	1,718	2,146	2,260	2,357	2,458	2,564	2,674	2,789	2,909	3,034	3,165
Materials, Contracts & Other Expenses	3,352	3,012	3,118	3,217	3,307	3,400	3,495	3,593	3,694	3,798	3,905
Depreciation, Amortisation & Impairment	1,574	2,595	2,751	2,946	3,183	3,379	3,548	3,678	3,844	4,049	4,240
Finance Costs	-	250	52	69	123	169	182	167	150	163	195
Total Expenses	**6,645**	**8,003**	**8,181**	**8,588**	**9,071**	**9,512**	**9,899**	**10,227**	**10,598**	**11,044**	**11,505**
Operating Surplus / (Deficit)	**1,834**	**603**	**726**	**586**	**333**	**127**	**(19)**	**(101)**	**(218)**	**(404)**	**(600)**
Net Outlays on Existing Assets											
Capital Expenditure on renewal and replacement of Existing Assets	(1,370)	(1,186)	(1,170)	(1,205)	(1,235)	(1,266)	(1,297)	(1,330)	(1,363)	(1,397)	(1,432)
add back Depreciation, Amortisation and Impairment	1,574	2,595	2,751	2,946	3,183	3,379	3,548	3,678	3,844	4,049	4,240
	204	**1,409**	**1,582**	**1,741**	**1,948**	**2,113**	**2,250**	**2,348**	**2,481**	**2,652**	**2,809**
Net Outlays on New and Upgraded Assets											
Capital Expenditure on New and Upgraded Assets	-	(4,020)	(2,343)	(2,916)	(3,564)	(2,661)	(2,263)	(1,678)	(2,205)	(2,779)	(2,849)
	-	**(4,020)**	**(2,343)**	**(2,916)**	**(3,564)**	**(2,661)**	**(2,263)**	**(1,678)**	**(2,205)**	**(2,779)**	**(2,849)**
Net Lending / (Borrowing) for Financial Year	**2,038**	**(2,008)**	**(36)**	**(589)**	**(1,283)**	**(421)**	**(31)**	**570**	**59**	**(532)**	**(640)**

Appendix 4 – Asset and Operating Project Funding ‘000s

Description	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
Buildings AMP									
Renewal	3,848	3,964	4,063	4,164	4,268	4,375	4,484	4,597	4,711
New and upgrade	186	853	546	560	-	588	603	2,164	2,218
Recreation and Open Space AMP									
Renewal	1,252	1,289	1,321	1,354	1,388	1,423	1,459	1,495	1,532
New and upgrade	259	533	546	560	287	1,177	1,206	1,236	1,267
Footpaths AMP									
Renewal	368	379	389	399	409	419	429	440	451
New and upgrade	518	533	546	560	574	588	603	618	634
Kerbing AMP									
Renewal	76	78	80	82	84	86	88	90	93
New and upgrade	518	267	546	280	574	294	603	309	634
Roads and Carparks AMP									
Renewal	7,920	8,158	8,362	8,571	8,785	9,005	9,230	9,461	9,697
New and upgrade	-	-	1,639	1,344	861	-	-	-	-
Stormwater AMP									
Renewal	573	590	605	620	636	651	668	684	702
New and upgrade	1,035	2,132	983	-	1,148	2,353	-	-	-
Bridges and Culverts AMP									
Renewal	119	122	125	128	132	135	138	142	145
New and upgrade	-	-	-	-	-	-	-	-	-
CWMS and Water									
Renewal	1,170	1,205	1,235	1,266	1,297	1,330	1,363	1,397	1,432
New and upgrade	2,343	2,916	3,564	2,661	2,263	1,678	2,205	2,779	2,849
Non-Infrastructure Capital Expenditure									
Fleet purchases	971	1,061	1,959	1,095	1,163	1,274	1,604	1,682	1,481
Plant Equipment, ICT and Other items	500	500	500	500	500	500	500	500	500
Operational Projects									
Initiatives and Township Priorities Fund	1,500	1,500	1,500	1,500	1,538	1,576	1,616	1,656	1,698

*all dollar values have been indexed from 2024 year in line from

How to contact us

11 Cadell Street, Goolwa
PO Box 21, Goolwa, SA, 5214
www.alexandrina.sa.gov.au
08 8555 7000
alex@alexandrina.sa.gov.au