

Alexandrina Council



Annual Business Plan and Budget 2024/25



Alexandrina Council acknowledges the Ngarrindjeri, Peramangk and Kurna people, the traditional custodians of the lands and waters of our Council District. We pay our respects to their Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander people also.



Contents

➤ Community Consultation	02
➤ Message from the Mayor	03
➤ Message from the Chief Executive Officer	04
➤ Annual Business Plan and Budget Balancing Act	05
➤ Your Council	08
Council Members and Ward Boundaries	09
Ward Boundaries	10
Council Members	11
Our Community	12
Alexandrina 2040 – Our Vision	13
Monitoring and Reporting	14
Valuations across Villages used to determine Rates	15
Planning and delivering results village-by-village	16
Council's Services	28
➤ Focus on 2024/25	29
Significant Influences and Priorities 2024/25	30
Major Projects	32
Capital Program Components	34
Budget Snapshot – The Numbers	36
Summary Statement	37
Rates at a Glance	38
Alexandrina Council more than Roads, Rates and Rubbish	40
Community Wastewater Management Schemes 2024/25	42
Council excluding CWMS 2024/25	44
Sources of Income	46
Operating Expenses Categories	47
Rates Income for 2024/25	48
➤ Focus on 2023/24	52
Summary of Achievements for 2023/24	53
Summary of Budget Movements in 2023/24	55
➤ Appendix A – Financial Statements	56
➤ Appendix B – Capital Program	65
➤ Appendix C – Long Term Financial Plan	73
➤ Appendix D – New Operating Initiatives	88

Community Consultation

Council welcomed community feedback between 2 May and 3 June 2024 regarding the proposed activities and associated funding arrangements contained within the draft Annual Business Plan and Budget for 2024/25.

The community was invited to provide feedback via our My Say website, in writing or by attending one of our three Budget Roadshow Public Meetings that were held in;

- **South Ward** (Goolwa and surrounds)
Monday 13 May, 3.30 pm – 4.30 pm
- **North Ward** (Strathalbyn and surrounds)
Tuesday 21 May, 6.30 pm – 7.30 pm
- **West Ward** (Mount Compass and surrounds)
Monday 27 May, 6.30 pm – 7.30 pm

Community Consultation Summary

11 posts across Facebook, Instagram, LinkedIn and newspaper notices



9,199 reach



9,736 impressions



65 reactions



57 comments



18 shares



Budget Roadshow
Information Sessions: **3**



Roadshow attendance: **119**



Survey participants: **309**



Written submissions: **11**



Petition: **1**



Total participation: **437**

A number of amendments were made to the Annual Business Plan and Budget following community engagement:

Section 123(6a) of the Local Government Act 1999 requires councils to outline any significant amendments made to the adopted Annual Business Plan (i.e. different from the draft on which public engagement was undertaken).

Budget amendments since community engagement

Average rate increase:

- Reduced average rate rise from proposed 8.3% to 7.9%
- Reduced budget deficit from -\$4,682,000 to -\$4,082,000

Operating Revenue:

- Increase in rates revenue from property growth from 1.3% to 1.82 of \$293,000
- Increase in Roads to Recovery Grant Funding \$458,000

Operating Expenses:

- Added Strathalbyn Pool extension of opening hours \$30,300
- Added contribution to Mount Compass Netball Club court resurfacing \$50,000
- Added Fleurieu Regional Aquatic Centre budget update \$49,000
- Added remodelled interest expense at 5.5% \$102,375
- Removed Agribusiness Officer \$70,631
- Removed Enhanced Wayfinding Signage Strategy \$50,000
- Removed Lifeguard Services - Goolwa Beach \$28,000

Capital Program:

- Removed Strathalbyn Sound Shell capital \$250,000 (operating cost \$9,923)
- Removed Encounter Bikeway Design capital \$350,000 (operating cost \$9,625)
- Removed Chapman Road Public Amenity capital \$700,000 (operating cost \$38,500)
- Removed Pipers Crescent Public Amenity capital \$575,000 (operating cost \$31,625)
- Removed Armfield Slip Viewing Platform capital \$30,000 (operating cost \$1,650)
- Removed Excelsior Parade Pathway capital \$160,000 (operating cost \$8,800)
- Removed BMX Track Clayton Bay capital \$40,000 (operating cost \$2,200)
- Removed Goolwa Yacht Club fence capital \$30,000 (operating cost \$1,650)
- Removed Carry Forward Sugars Beach capital \$500,000 (operating cost \$27,500)

Message from the Mayor



On behalf of our Council Members, and as Mayor, I would like to present our Annual Business Plan & Budget for 2024/25.

This year is a challenging budget – probably the most challenging one I have experienced in my 14 years on Council.

The cost-of-living crisis is affecting all aspects of our lives, and Council is no exception. However, the 'basket' that Councils shop from is different from household budgets and we've been hit by massive cost increases in construction materials and labour.

These increases are reflected through the recent revaluation of many of our assets. The value of our roads, kerbs and footpaths alone has increased by \$157 million.

Council doesn't replace all its assets at once, but it does mean that our forecast depreciation figures for roads, kerbs, footpaths, and associated infrastructure rose by \$4.4m to \$10.6m last financial year.

Council has done a significant amount of work since the asset revaluation figures were presented to our Audit & Risk Committee in March, finding further savings to reduce operational and capital expenditures.

We have heeded the advice of our external auditors and have put forward not just a one-year budget but a Long-Term Financial Plan to address our deficit and bring Council back into surplus over the coming five years.

Your Council Members have also listened to the feedback provided during the community consultation on the draft Annual Business Plan & Budget 2024/25.

This year we had more than 300 survey responses and nearly 120 people attended our Budget Roadshow Information Sessions.

The message about cost of living pressures, the concerns about the proposed 8.3 per cent rate rise in the draft budget and the call to review Council expenditure have been heard.

In response, Council Members went back into the draft budget, removed or delayed more than \$2.3 million worth of capital expenses, reduced operating expenses by around \$270,000 and cut the proposed 8.3 per cent rate rise to 7.9 per cent.

We decided NOT to proceed the proposal for an additional rate rise of 1.25 per cent to deliver on-ground township greening while we progress with the development of the Township Greening Strategy and Action Plan.

We have also asked our Administration to target \$3 million in savings and efficiencies for future years, which is on top of the \$5 million in savings already found in the past 18 months.

Council is conducting reviews of services across Council, including Business Alexandria and the Business Hub, Visitor Information Services, Community Development, Libraries, Customer Service, Centenary Hall, Strathalbyn Hall, Wooden Boats, Vehicle Fleet and Field Services. However, we need to assess the impact of reducing services before we make decisions.

I appreciate that many in our community are being affected by cost rises across the board. If any ratepayer is experiencing financial hardship, I do encourage them to reach out to Council Administration to access financial assistance measures.

Kind regards

Mayor Keith Parkes

Message from the Chief Executive Officer



When running a business or operating an organisation, getting the fundamentals right is the key to long-term sustainability.

This is my third adopted Annual Business Plan and Budget as the Chief Executive Officer of Alexandrina Council, and my second where I have steered the process for the entire year.

Like steering any ship, it takes time to change direction and I have made it a priority in the past two years to undertake major financial reform within our Council.

We have conducted a full review of financial services, embarked on a program of finding savings and efficiencies in every part of Council and conducted an extensive and legally required revaluation of some 20,000 sealed roads, unsealed roads, footpaths, and kerbing assets.

Our savings and efficiency program found over \$5 million worth of savings, efficiencies and service uplifts over the past 18 months. These ranged from inhouse roadside slashing to the automation of locking public toilets. Following a presentation to the Audit and Risk Committee and Council considering the budget to go to consultation, a further review of operating expenses was conducted which found an additional \$240,000 in savings.

On the flipside, the revaluation of our road and footpath assets has revealed the magnitude of the increase in material costs in the current environment of high inflation with the value of those assets rising by \$157 million and our annual depreciation costs – the funds we set aside every year to replace our assets – increasing by \$5.3 million.

This is a bucket of cold water on what Council hoped to share with the community regarding a \$1 million operating surplus for 2023/24.

In the next six months, we will be working on a review of our A2040 Community Strategic Plan, Asset Management Plan and Long Term Financial Plan (LTFP). These are foundation documents that set the future direction for Council. Council in working closely with the Community will need to determine what, where and how services are delivered in the future. The plans will need to be created to ensure that Council returns to a surplus budget in a three to five-year timeframe.

The Essential Services Commission of South Australia's (ESCOSA) will also examine our operations this coming financial year. This is a legal requirement for all Councils with ESCOSA tasked with providing independent, risk-based advice for Council's long-term financial decisions.

It is important to consider the advice when received, and the advice of our independent Audit and Risk Committee, which has suggested a measured, incremental, and long-term approach to increasing Council revenue to meet rising costs.

It is also important to follow the directions in our strategic documents, especially our LTFP.

The impact of past decisions to lower rates less than the predicted LTFP values, and in some cases less than inflation, has caught up with us. Along with the depreciation increases created by the asset revaluations, this has caused the Audit and Risk Committee and Council to this year base economic assumptions on a greater than inflation (CPI) for 2024/25 in the now adopted budget.

Council has taken all this financial information into account adopting an average 7.9 per cent rate increase to existing ratepayers to start addressing the impact of the asset revaluation while continuing to service our community in a financially prudent manner for now and into the future.

Nigel Morris
Chief Executive Officer

Annual Business Plan and Budget Balancing Act

Setting a budget is a balancing act of paying for the essentials, setting aside savings for the expenses you know about – and the unexpected – and finding money for those things that are important. Council has different levers to maintain that balance – raising revenue, increasing debt, cutting services, and doing without.

Depreciation increases + \$5.3m

This year we faced a significant depreciation expense that, while not unexpected given the high inflationary environment at present, has made a huge impact on our future financial plans. Depreciation costs have increased by \$5.3 million from the 2023/24 adopted budget.

Proposed \$4.1m budget deficit

Council has endorsed a budget deficit of \$4.1 million this financial year funded by a proposed 7.9 per cent average rate rise plus growth.

The Annual Business Plan takes into the account the advice of Council's independent Audit and Risk Committee that any rate rises lower than our previous Long Term Financial Plan plus 2 per cent will not start the huge task of addressing the \$5.3 million depreciation that comes from the \$4.4 million increase identified in the roads and footpath asset revaluation in 2023/24 and the forecasted \$900,000 increase in depreciation in other assets revaluated in the coming year.

Savings and efficiencies \$-5.37m

The budget also encompasses two years of financial reform, an extensive internal savings and efficiency program that found \$5.13 million worth of savings and a rigorous internal process to triage essential budget initiatives.

Council's Executive Management Team presented the triaged draft budget to Council Members for consideration at two information sessions.

The Economic Assumptions for the Annual Budget Process 2024/25 were presented to the Audit and Risk Committee in March and the draft Annual Business Plan was presented to the Committee in April. Council also conducted another review of operating expenses and found an additional \$240,000 in savings.

No new major capital projects

Council has not added any new Major Capital Projects but is focusing on finishing projects already underway such as Goolwa Wharf Revitalisation Project and Nangkita Road, Mount Compass.

Waste management costs + \$.67m

Fleurieu Regional Waste Authority costs for managing waste have been revised, showing an increase of \$669,000 to \$3.78m.

Funded New Operating Initiatives added \$1.38m

The major budget initiatives put forward are those that are required by legislation or identified risks, are resolutions voted for by Council Members, are priority projects identified through our Strategic Plan and our Village Conversations, are cost neutral, or have a business case for providing savings or efficiencies for Council operations.

- › Essential Services Commission of SA (ESCOSA) Council Advice
- › Integrated Long Term Financial Planning for Strategic Management
- › Strathalbyn Town Plan Renewal
- › Graduate Accountant
- › Improved cyber security platform
- › Integrated CCTV system upgrade
- › Microsoft licence upgrade
- › SQL Database Management
- › Transformation of corporate Local Area Network
- › Township Greening Strategy and Action Plan
- › Climate Emergency Operating Budget
- › Automation of invoice processing
- › Secure electronic approval software
- › Modernised SMS Text Solution
- › Review of delivery standards and service levels in libraries, wooden boats, customer service, field services, strategic procurement
- › Public/private partnerships opportunities to maximise use of Council assets
- › Environment Health Officer – wastewater
- › Renewal of carbon measuring software
- › Community Centre Funding
- › Port Elliot Local Heritage Code Amendment
- › Wooden Boat Festival
- › Adelaide Car Rally – Strathalbyn staging
- › Road closure funding – key community events
- › Contribution to Mount Compass Netball Court resealing
- › Extension of Strathalbyn Pool Hours

Unfunded New Operating Initiatives \$1m

Council considered a range of ‘unfunded initiatives’ as part of the community consultation process for the draft 2024/25 Annual Business Plan & Budget. Based on Community feedback further initiatives were removed and placed on the unfunded list.

Some of them included on-ground resources to deliver the Township Green Strategy and Action Plan, more opening hours for the recycling depot at Strathalbyn, and an animal management officer to deliver the cat by-laws. These unfunded initiatives were not included in the budget.

**Full list of
Unfunded New
Operating
Initiatives 2024/25
in Appendix D**

Refer to pages 97-101



**Full list of Funded
New Operating
Initiatives 2024/25
in Appendix D**

Refer to pages 89-96



Enjoying Little Rock 'n' Read at the library in Strathalbyn are Sam and Arthur Willis from Langhorne Creek.

Your Council



Council Members and Ward Boundaries

Council Members are responsible for representing their constituents and making decisions on their behalf. These decisions can range from local policies and regulations to major infrastructure projects and economic development plans.

Council Members work closely with their constituents and local stakeholders to understand their needs and concerns, and to develop policies and initiatives that address these issues.

The role of Council Members is crucial in shaping the future of a region and ensuring that the needs and interests of all its inhabitants are represented and addressed. It is a responsibility that requires careful consideration, collaboration, and a commitment to the common good.

Alexandrina West Ward

Blackfellows Creek
Bull Creek
Chiton
Dingabledinga
Goolwa Beach
Hope Forest
Kuitpo
Kuitpo Colony
Kyeema
McHarg Creek
Middleton
Montarra
Mosquito Hill
Mount Compass
Mount Jagged
Mount Magnificent
Nangkita
Pages Flat
Port Elliot
Prospect Hill
The Range
Tooperang
Willunga Hill
Yundi.

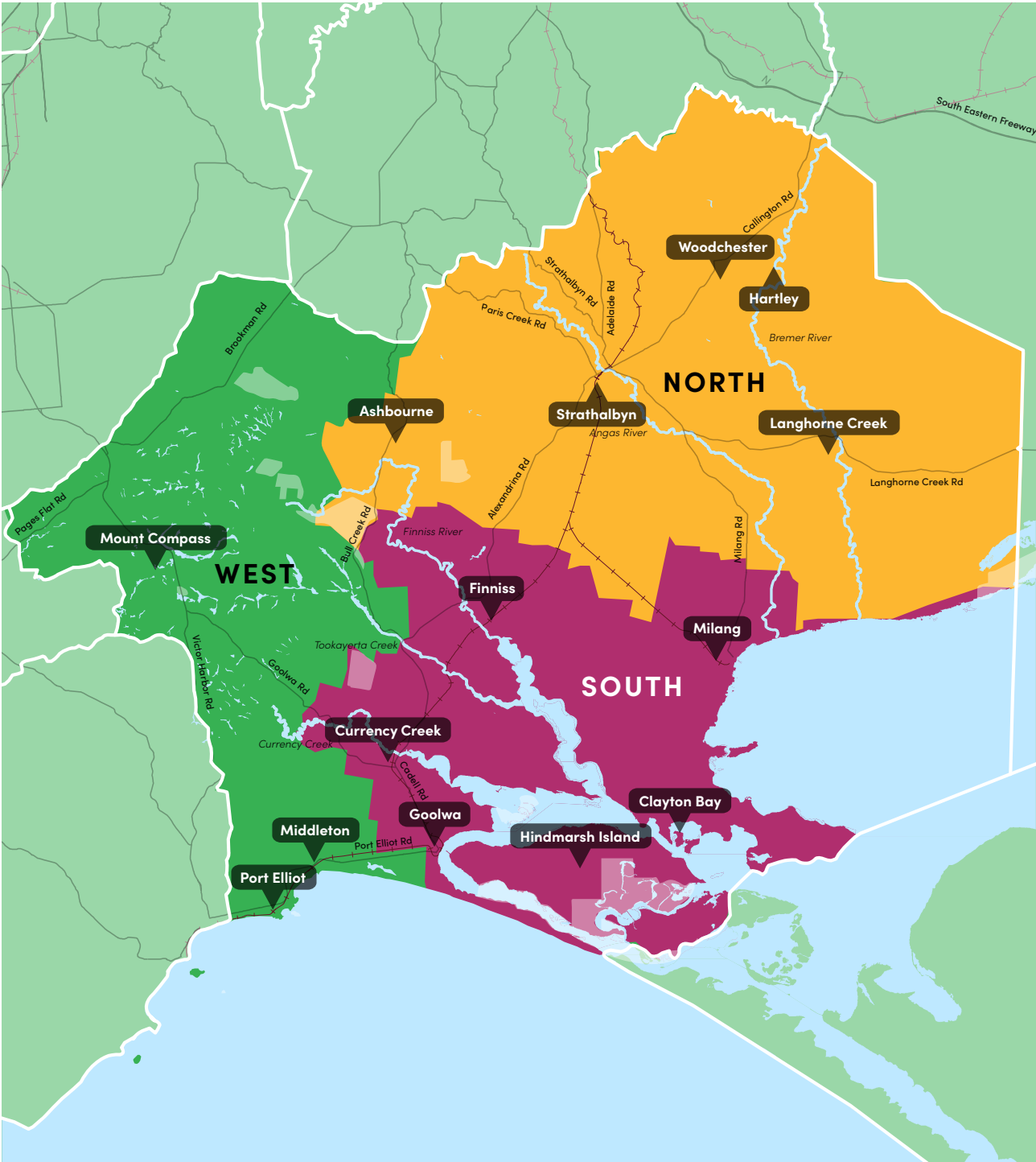
Alexandrina North Ward

Angas Plains
Ashbourne
Belvidere
Bletchley
Gemmells
Hartley
Highland Valley
Lake Plains
Langhorne Creek
Macclesfield
Nurragi
Paris Creek
Red Creek
Salem
Sandergrove
Strathalbyn
Tolderol
Willyaroo
Woodchester.

Alexandrina South Ward

Clayton Bay
Currency Creek
Finniss
Goolwa
Goolwa North
Goolwa South
Hindmarsh Island
Milang
Mount Observation
Mundoo Island
Point Sturt.

Ward Boundaries



Council Members

MAYOR



Mayor Keith Parkes

keith.parkes@alexandrina.sa.gov.au

SOUTH WARD



Deputy Mayor Margaret Gardner

margaret.gardner@alexandrina.sa.gov.au



Milli Livingston

milli.livingston@alexandrina.sa.gov.au



Peter Oliver

peter.oliver@alexandrina.sa.gov.au

NORTH WARD



Craig Maidment

craig.maidment@alexandrina.sa.gov.au



Sue Miller

sue.miller@alexandrina.sa.gov.au



Christie Thornton

christie.thornton@alexandrina.sa.gov.au

WEST WARD



Bill Coomans

bill.coomans@alexandrina.sa.gov.au



Lou Nicholson

lou.nicholson@alexandrina.sa.gov.au



Michael Scott ASM OAM

michael.scott@alexandrina.sa.gov.au

Our Community



1,827 sq km

Area of Alexandrina Council District

Based on 2021 ABS data



\$519m

Spent by visitors and residents in a year



29,257

Usual Population of Area



12,394

Principal dwellings



4,348

Secondary dwellings



2,169

Total number of Businesses



Roads

550 km

Sealed roads

770 km

Unsealed roads

1,320 km

Total roads

Alexandrina 2040

– Our Vision

A2040 is our long-term strategic plan developed by the community of Alexandrina to improve the area’s liveability, sustainability, and connectivity over the next 20 years. The plan includes strategic initiatives and resource requirements to achieve these goals and reflects the community’s vision for the future of the area. By taking a long-term approach, A2040 may help ensure that the community’s needs are met in a sustainable and effective way, even as conditions change over time.

How we determine what goes into the budget?

Council has a suite of strategic documents that work together to describe Council’s long-term aspirations, prioritise key areas of focus and identify specific funded actions to deliver each year.

To bring the A2040 vision to fruition, three aspirational themes have emerged from extensive consultation with our community:

- **Liveable Alexandrina** is defined by distinctive villages, places and spaces, unique natural environments and transport networks that support active lifestyles, employment, vibrant cultures and productive enterprise.
- **Green Alexandrina** is climate-ready, a place where nature is valued and resources are managed sustainably and creatively for a new economy.
- **Connected Alexandrina** is an inclusive, friendly region with strong community spirit, where all people are empowered to achieve their potential, and inspired to get involved.

The A2040 suite of plans

Every year	Business plans and budgets Village conversations CEO KPI’s Resolution of Council Results from Master Plans Strategic Risk Register
Every 4 years	Service plans Capital works
10–20 years	Asset Management Plan Long Term Financial Plan



A full copy of the A2040 Four Year Plan for our Community Strategic Plan and A2040 narrative documents can be viewed on Council’s website at alexandrina.sa.gov.au

Monitoring and Reporting

At the end of each financial year, Alexandrina Council produces an Annual Report which details what the Council has achieved for the community it serves.

The Annual Report is Council's primary means of reporting back to the community on progress in achieving the aspirations of the *A2040 Plan*, as it relates to the financial year in question.

Monitoring performance is an important factor in ensuring Alexandrina Council is delivering on the community's aspirations as expressed in the *A2040 Plan*.

The Council measures its performance and achievements through the following processes:

- › Regular financial reporting to Council and Council's Audit and Risk Committee
- › Delivering *A2040 - 6 Monthly Progress Report*
- › Annual review of the *Long Term Financial Plan (LTFP)*
- › Customer satisfaction surveys
- › Customer requests and complaints
- › Regular project reporting.

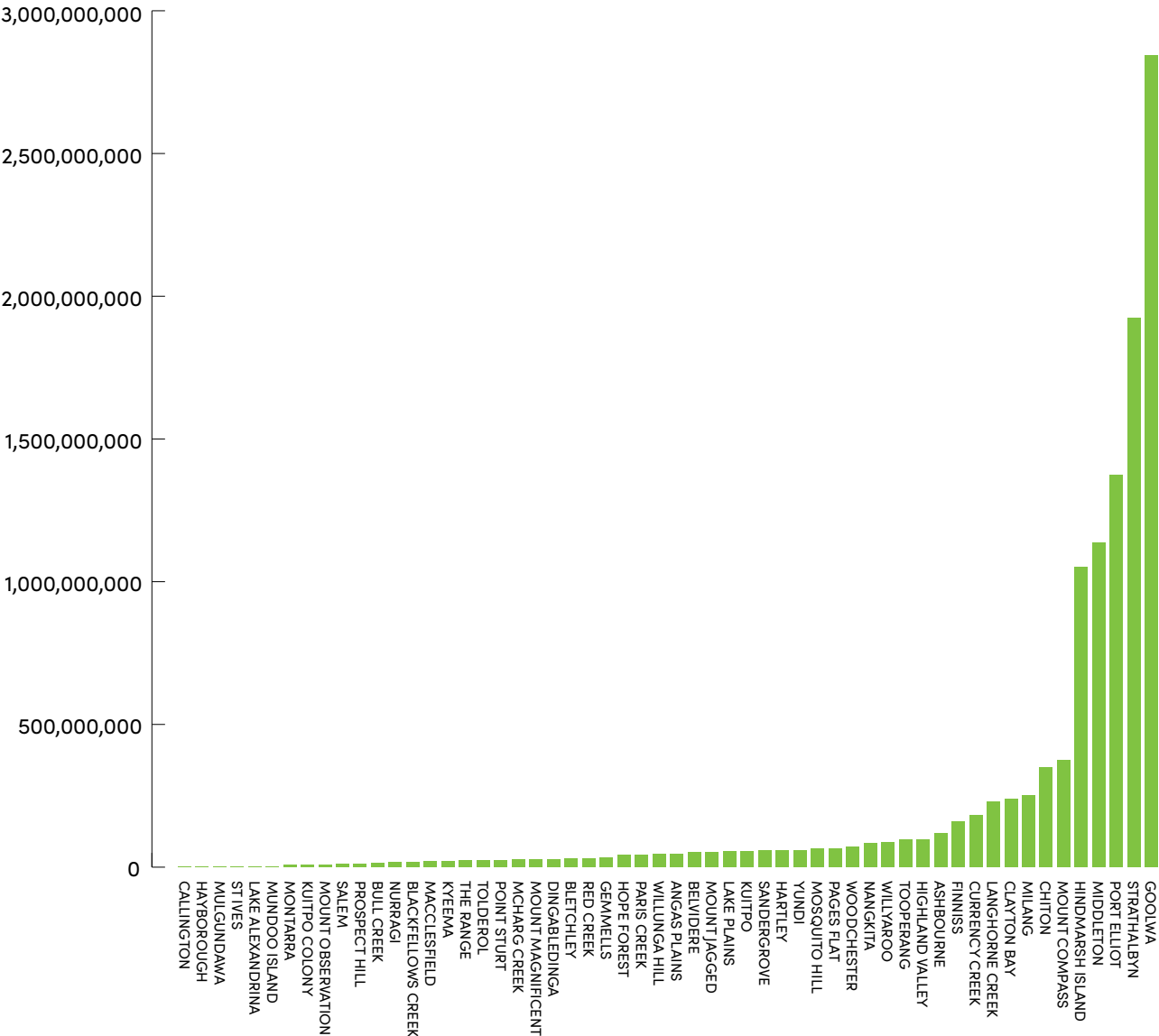


Valuations across Villages used to determine Rates

Rates are based on property values in South Australia. Council rates are a form of property taxation and property values.

Valuations play an important part in determining how much each ratepayer will pay. Rates are not a fee for services provided to individual ratepayers but a tax. Generally, the higher the valuation the more property taxation is required to be paid.

The following graph illustrates the total capital valuations per town to provide an indication of percentage of rates to be paid.



Planning and delivering results village-by-village

Council on a yearly basis determines a list of projects and initiatives that can be progressed within the limited budget. This is determined based on risk assessments, priority order, results of master plans, balancing the needs of the community and at times is the result of external funding received.

When reviewing the Annual Business Plans from the past ten years, the following snapshot highlights various projects and initiatives undertaken across different townships and timelines. The table also outlines proposed expenditures for 2024/25 and future projects subject to adoption.

****** Note financial year may indicate commencement year or when major expenditure occurred.

******* Projects listed on following pages for 2023/24 may not be commenced or completed at the time of publication.

See additional villages and projects at:
alexandrina.sa.gov.au/abp



Hindmarsh Island Bridge | Leanne Geisler

Goolwa/Hindmarsh Island/ Currency Creek

Past/completed Projects

2014/15

- › Bristow Smith Reserve – Precinct 3 Upgrade (\$690k)
- › Redevelopment of the Goolwa Waste and Transfer Station
- › Upgrade of CWMS pump stations – Goolwa

2015/16

- › Cadell Street and BF Laurie Lane Streetscape Project (\$1.15M)

2016/17

- › Refurbishment of public conveniences – Mundoo Boat Ramp, Hindmarsh Island

2017/18

- › Goolwa Beach – New Surf Life Saving Club
- › Refurbishment of the Goolwa Wharf Shed and decking
- › Currency Creek Cemetery expansion
- › Amelia Park car parking upgrade (Playground completed 13/14)
- › Beautification of the Goolwa Skate Park

2019/20

- › Coorong Quays Wastewater Transition

2020/21

- › Goolwa Wharf Revitalisation Project
- › Goolwa Oval Sporting Complex (Total project to completion \$10.4M)
- › Bristow Smith Reserve upgrade Goolwa Jet Ski recreational facility upgrade
- › Launched Business Alexandrina and opened the 'Hub' in Goolwa

2021/22

- › Harbor Masters Reserve Irrigation
- › Opened a women's safety hub "The Haven"
- › 2021 Village Conversations

2022/23

- › Renewal works at Goolwa Aquatic Centre Building
- › Renewal and upgrade of public toilets at Bristow-Smith reserve
- › Exhibition at Signal Point Experience Centre, Goolwa (\$1M grant funded)
- › Beacon 19 Goolwa Boat Ramp Refurbishment (Total multi-year project \$1.9M)
- › Goolwa Beach Revitalisation Project (Total multi-year project \$1.9M)
- › Signal Point Experience Centre building upgrade
- › Council presented a design concept for Sugars Beach, aimed at improving tourism facilities. Valuable community feedback has led to a refined project, focusing on toilet facilities and interpretive signage while preserving the natural beauty of the area.
- › Centenary Hall received an audio-visual upgrade to improve facilities for commercial hire and expand event opportunities
- › Renovated the historical Chart Room
- › 2023 SA Wooden Boat Festival, which included over 160 events across 20+ locations in the SAWBF Food, Wine, and Experience Program

2023/24

- › Birchall Reserve Seating
- › Goolwa Oval Recreational Precinct
- › Goolwa Aquatic Club Jetty Upgrade
- › Signal Point Building fit out and opening of Yuntulun Ku:Li-war Exhibition
- › Goolwa Old Police Station and Goolwa VIC roof replacement
- › Activate buildings in Wharf Precinct
- › Pathway Expansion/Upgrade - Moore Street, Cadell Street to Brooking Street
- › Billabong Road in conjunction with stormwater works
- › South Terrace - Southern side (Design)
- › Beach Road - In conjunction with streetscape upgrade
- › Thornbury Park Stormwater Upgrade
- › Burt Avenue - Renew Grated Inlet Pit
- › Billabong Road/Bunyip Street Stormwater - in conjunction with kerb expansion

Projects for 2024/25

- › CWMS - Fenchurch Emergency Storage Upgrade (Design/Cost)
- › CWMS - Goolwa Irrigation Expansion (Design/Construct)
- › Main Council Office Roof & Gutter Renewal
- › Main Council Office refurbishment
- › Public Amenities Renewal (Design)
- › Cadell Street Fire Panel Replacement
- › Goolwa Depot - Shed 8 Renewal
- › EV Charging Stations
- › Goolwa BMX Track Upgrade
- › Bristow-Smith Reserve Playground - Climbing Equipment
- › Brooking Street Pedestrian Crossing
- › Sidmouth Street Stormwater Upgrade
- › Pedestrian Level Crossing Upgrade - Foster Place
- › Billabong Road Pathway
- › Scott Street Kerbing

New initiatives

- › Funding for Milang, Strathalbyn and Goolwa Community Centres
- › Road Closure funding - Goolwa Christmas Pageant and New Year's Eve fireworks
- › Wooden Boat Festival (\$70,000 expenditure offset by \$55,000 income)

Future proposed projects

- › Initiatives resulting from Village Conversations



Knights Beach | Duncan Grant

Port Elliot/Middleton/Chiton

Past/completed Projects

2014/15

- › Port Elliot Caravan Park – upgrade of toilet facilities and irrigation system
- › Port Elliot stormwater management to expand underground stormwater networks and improve Lakala Reserve operating efficiencies

2015/16

- › Fleurieu Regional Aquatic Centre

2016/17

- › Enhancement of retaining walls at Freeman's Knob, Port Elliot (grant funded)

2017/18

- › Chiton Rocks – Surf Life Saving Club upgrade
- › Port Elliot – New Surf Life Saving Club
- › Master Plan for Ratalang Basham Beach Conservation Reserve
- › Ratalang Car Park upgrade

2018/19

- › Stormwater works at the Port Elliot oval

2019/20

- › Cow sculpture at Ratalang Conservation Park

2020/21

- › Approximately 300 trees planted (Middleton district)
- › Supported public art of the re-creation of a mural from the 1960s by artist Helen Fuller commemorating the importance of surf culture at Middleton
- › Completed Middleton Tennis Courts resurfacing and refencing
- › Port Elliot Oval Irrigation
- › Supported public art project mural on the Southern Fleurieu Historic Museum commemorating the agricultural history of the region
- › Supported Friends of Port Elliot Community Garden to develop a proposal to establish a community garden in Port Elliot (granted approval for lease early 2021)
- › Coastal Adaptation Study

2021/22

- › The Ratalang Basham Beach Dune Stabilisation project completed while working closely with the Ngarrindjeri Regional Authority for this important dune protection work

- › Heat maps – Tree canopy study complete
- › Encounter Bikeway Community Consultation
- › Renewal of Port Elliot Institute / Library and the Port Elliot RSL including new air-conditioning
- › Irrigation renewal works on Commodore Reserve, Port Elliot
- › Strangways Reserve Irrigation, Port Elliot
- › The Ratalang Basham Beach Dune Stabilisation project was completed with support, guidance and partial funding from the Coastal Protection Board. Council also worked closely with the Ngarrindjeri Regional Authority at Ratalang Basham Beach for this important dune protection work

2022/23

- › Draft Middleton Master Plan produced
- › New irrigation system at Abbotts Reserve Middleton
- › Middleton Stormwater Event Hydrologist Report
- › Footbridge repairs from storm event
- › Provision of free waste dumping vouchers to impacted Middleton residents/business
- › Supported public art of the Southern Right Whale Mother and Calf Sculpture by sculptor Silvio Apponyi commemorating how special these marine animals are to the township of Middleton
- › Draft Port Elliot Master Plan and Traffic Study
- › Renewal and upgrade of public toilets at Horseshoe Bay, Port Elliot
- › Horseshoe Bay Jetty and new path works
- › Port Elliot Flying Fish Reserve and Playground upgrade
- › Freeman Lookout in Port Elliot including drainage upgrades and the restoration of the 1936 Centenary Staircase
- › Data Collection and Modelling Study: Horseshoe Bay, Port Elliot, to assess potential impacts of coastal erosion on the \$18 million infrastructure located on Horseshoe Bay
- › Accessibility improvements at Horseshoe Bay Reserve in Port Elliot, with new pathways to the Surf Club and viewing platforms
- › Federal grant of \$112,000 received to assess potential impacts of coastal erosion on the \$18 million infrastructure located on Horseshoe Bay

2023/24

- › Tour Down Under Stage 4 Men's finish at Port Elliot
- › Shade cover over playgrounds program – Port Elliot, Middleton.
- › The Cutting (Dolphin Apartments) Retaining Wall, Port Elliot
- › Horseshoe Bay Jetty Remediation, Port Elliot
- › Pathway Expansion/Upgrade – Mason Street (North Terrace to Arthur Street), Port Elliot
- › Pathway Expansion/Upgrade – Charteris Street, Port Elliot (North Terrace to Arthur Street)
- › Breaker Court Stormwater Upgrade, Middleton
- › Middleton Skatepark Concept Design

Projects for 2024/25

- › Port Elliot Road, Chiton – Pathway
- › The Cutting Pathway
- › Battunga Avenue Kerbing
- › Dover Road Kerbing
- › Handby Street Stormwater Upgrade
- › Protuberance removal Ocean Road and Goolwa Road
- › Freeman Knob Lookout – Wall Renewal
- › Encounter Bikeway Decking Renewal – Tokuremoar Reserve
- › Montpellier and Port Elliot Road Verge Upgrade Design
- › Dover Road Stormwater and Parking Improvements
- › Kessell and Boetcher Roads Stormwater Upgrade
- › Dover Road Stormwater and Parking Improvements
- › Channon Street Stormwater Upgrade

New initiatives

- › Port Elliot Local Heritage Code Amendment
- › Road closure funding – Anzac Day service

Future proposed projects

- › Initiatives resulting from Village Conversations
- › Port Elliot Master Plan outcomes
- › Middleton Master Plan outcomes
- › Hill Street, Port Elliot Stormwater –(Scope and Design) in conjunction with Streetscape upgrade
- › Crockery Creek, Port Elliot Flood Mitigation
- › Waterport Heritage Reserve (Scope and Design)



Strathalbyn trail marker

Strathalbyn/Finniss/ Ashbourne/Langhorne Creek/Woodchester

Past/completed Projects

2013/14

- › Mount Magnificent Road Upgrade, Angas Plains
- › Redevelopment of the Strathalbyn Railway Station toilets.
- › Restoration of the Headmasters Cottage behind the Strathalbyn library
- › Strathalbyn Skate Park

2014/15

- › Redevelopment of the Forest Reserve Playground in Strathalbyn

2015/16

- › Children's Bridge Strathalbyn Structural integrity works

2016/17

- › Sandergrrove Road Streetscape, Strathalbyn
- › Refurbishment of public conveniences at Commercial Street Strathalbyn
- › Redevelopment of the Frank Potts Reserve Camping Area in Langhorne Creek
- › The sealed road works include a further section of Nine Mile Road

2017/18

- › Upgrade of the Strathalbyn Senior Citizens building
- › Strathalbyn Town Plan traffic upgrade design
- › Under-grounding of powerlines and installation of lighting for the Sandergrrove Road, Strathalbyn Town Entrance.
- › Upgrade work to the car park on the corner of High Street and Grey Street, Strathalbyn to creating a space for the Kenny Blake Memorial.

2018/19

- › Hosted Santos Tour Down Under and Challenge Tour in Strathalbyn

2020/21

- › Strathalbyn Streetscape and Strathalbyn Hall Revitalisation
- › The Strathalbyn Swimming Pool underwent a major upgrade
- › Callington Road and Sanderson Road streetscapes
- › The upgrade to the Strathalbyn Senior Citizens Building funded through the Australian Government Stronger Communities Grant, the State Government Fund My Neighbourhood Program and Alexandrina Council
- › The Strathalbyn Neighbourhood Centre moved into the new facilities in early September 2020
- › A new entrance statement was created in Woodchester for the Langhorne Creek winery region

2021/22

- › Graham Forrest Reserve Nature Play, Strathalbyn
- › Dry Plains Road – Resheet and Upgrade, Strathalbyn
- › Gained a grant (\$9,800) to support the delivery of a second round of Food Matters workshops and Mentoring Program in Alexandrina with The Food Embassy, Strath Neighbourhood Centre and MOSHCC
- › Upgrades to the Langhorne Creek Community Hall public toilets
- › Strathalbyn Lions Park – Shelters and BBQ
- › Langhorne Creek Wine Trail public consultation (stage 1 Bremerton to Bleasdale) included in Village Conversations discussions

2022/23

- › New shade cover over playgrounds at Strathalbyn
- › Stage One redevelopment Strathalbyn Town Hall
- › Strathalbyn way finding signage installed
- › Commencement of Lot 10, Strathalbyn
- › Strathalbyn Streetscape project included new plantings, trees, and landscaping 34 locations for 2213 local indigenous plants
- › New Langhorne Creek public toilets, utilising energy efficient and water saving system

2023/24

- › Langhorne Creek Cemetery shelter and upgrades
- › Pathway Expansion/Upgrade – Old Bull Creek Road (West Terrace to Love Avenue), Strathalbyn

- › Pathway Expansion/ Upgrade – Parker Avenue (No. 22 to Liverpool Dr), Strathalbyn
- › South Terrace – Roadside Parking Upgrade, Strathalbyn
- › Strathalbyn Oval (Service Road) Upgrade
- › Bridges and Culverts Renewal, Strathalbyn
- › Dalveen Road Bridge Renewal, Woodchester
- › Strathalbyn Caravan Park ablution block renewal shared cost with committee
- › Funding Contribution – Strathalbyn Neighbourhood Centre
- › Contribution – Strathalbyn Events – Traffic Management
- › Consult/Plan own Langhorne Creek Wine Trail
- › Remediation CWMS Lagoon Swamp Road
- › Adelaide Rally Staging

Projects for 2024/25

- › Strathalbyn Wier Wing Wall
- › CWMS – Berry Smith Emergency Storage (Construct)
- › CWMS – Strathalbyn Swimming Pool Redirection (Design/Cost)
- › Old Bull Creek Road Pathway
- › Pedestrian Level Crossing Expansion – East Terrace
- › Strathalbyn Pool – Pool Filters replacement
- › Strathalbyn Pool – Replacement pool cleaner and pool covers
- › South Terrace (Southern Side) Stormwater & Parking Improvements
- › Finniss – Braeside Road Culvert Upgrade
- › Ashbourne Stormwater Upgrade
- › Chalk Hill Road Culvert
- › Burnside Road, Woodchester
- › Adelaide Car Rally – Staging at Strathalbyn
- › Road closure funding – Strathalbyn Christmas Pageant and Anzac Day service

New initiatives

- › Strathalbyn Pool trail of extended opening hours
- › Funding for Milang, Strathalbyn and Goolwa Community Centres
- › Strathalbyn Town Plan Renewal

Future proposed projects

- › Initiatives resulting from Village Conversations
- › Consideration of a Dog Park, Strathalbyn
- › Langhorne Creek Wine Trail construction
- › Lot 10 Langhorne Creek Road – Recreation Precinct

Mount Compass

Past/completed Projects

2014/15

- › Completion of the Mount Compass wastewater treatment plant

2015/16

- › Facilitation and completion of the Adelaide Hills Sculpture Symposium for Mount Compass

2016/17

- › New shared community car parking facility at Mount Compass.

2017/18

- › Mount Compass Playground
- › Renewal of Lanacoona Road, Mount Compass
- › Completion of the Mount
- › Compass Streetscape project

2018/19

- › Mount Compass Recreation Park

2019/20

- › Nangkita Road renewal

2020/21

- › In partnership with FRWA, distributed 400 kitchen caddies and rolls of compostable bags

2022/23

- › Shared Path – Sand Mine Road
- › Mount Compass Recreation Precinct new playground equipment installed

2023/24

- › Mount Compass Recreation Park half-court basketball court and playground shade sail
- › Mount Compass Recreation Park Public Toilet upgrade
- › Sealing of unsealed roads – Peters Terrace, Mount Compass

Projects for 2024/25

- › Wickham Hill Road Bridge Upgrade (Kuitpo)
- › Nangkita Road upgrades
- › Mount Compass BMX Track Renewal
- › Nangkita Road Pavement Stabilisation
- › Blackfellows Creek Road, Blackfellows Creek
- › Blake Road, Paris Creek
- › Contribution to match grant funding application for Mount Compass Netball courts resurfacing

Future proposed projects

- › Initiatives resulting from Village Conversations

Milang/Clayton Bay

Past/completed Projects

2015/16

- › Redevelopment of the Clayton Bay Caravan Park ablutions block
- › Assistance in the purchase of the Milang Butter Factory

2016/17

- › Refurbishment of public conveniences – Old Clayton Bay

2017/18

- › Milang Foreshore erosion management
- › Clayton Bay foreshore and carpark upgrade
- › Seal the last section of Nine Mile Road, Milang

2020/21

- › Renewal of Milang foreshore public toilet

2021/22

- › Expansion works on the Milang Institute
- › Gained a grant (\$9,800) to support the delivery of a second round of Food Matters workshops and Mentoring Program in Alexandrina with The Food Embassy, Strath Neighbourhood Centre and MUSIC
- › As part of the Clayton Bay Master Plan limestone rubble was laid over a 2.5km loop footpath in Clayton Bay connecting the foreshore to Duns Lagoon

2022/23

- › New shade cover over playgrounds at Milang
- › Milang Master Plan
- › Commenced Tarella Street, Milang Stormwater Upgrade

2023/24

- › Pathway Expansion/ Upgrade – Rivers Street (Daranda Terrace to Coxe Street), Milang
- › Clayton Bay Smart lighting
- › Milang Chapel external wall repairs design year 1 and works year 2
- › Funding Contribution – Milang Old School House Community Centre

Projects for 2024/25

- › Clayton Bay Boardwalk
- › Clayton Bay Caravan Park renewal of amenities
- › Milang Caravan Park renewal of amenities (Design)
- › Clayton Bay Playground Shade Sail
- › Lyon Street, Milang Upgrade (Design)
- › Richmore Road, Milang unsealed road renewal

Future proposed projects

- › Initiatives resulting from Village Conversations
- › Milang Master Plan outcomes

To bring the A2040 vision to fruition, three aspirational themes have emerged from extensive consultation with our community:

Liveable Alexandrina is defined by distinctive villages, places and spaces, unique natural environments and transport networks that support active lifestyles, employment, vibrant cultures and productive enterprise.

Green Alexandrina is climate-ready, a place where nature is valued and resources are managed sustainably and creatively for a new economy.

Connected Alexandrina is created for, with and by the community. We are safe, healthy and all enjoy accessible infrastructure and services.

The *A2040 Plan* sets out the five action areas, each has three supporting activities and measures for the community's aspirations to be more Liveable, Green and Connected. In addition, a sixth action area 'Enabled' has been added to our Annual Business Plan and Budget document to capture our operational priorities.

Some of the key actions we have planned for 2024/25 include:



Community Inclusion

Bringing generations and communities together, welcoming visitors into our region and embracing diversity will support our growing population, stimulate spending and attract investment.

1.3 Design and locate community infrastructure to ensure safe, inclusive, and convenient access for communities and individuals

- › Continue to deliver Alexandrina's Disability Action and Inclusion Plan
- › Support community and sporting groups to establish a base at Lot 10 Langhorne Creek Road by preparing a comprehensive Business Case that can be referenced to leverage funding opportunities
- › Public and Private partnership opportunities
 - Use of other people's money to deliver property projects for maximum community benefit \$80,000
- › Funding for Milang, Strathalbyn and Goolwa Community Centres \$161,200

2.3 Encourage community participation and partnership with key stakeholders for greater involvement in sustainability issues and promote the adoption of a sustainable lifestyle

- › Deliver the Strategic Management Plans Reviews as required by the Local Government Act
- › Procuring Local Suppliers remains a focus
- › Co-delivery with Environment Hubs/Centres of a program aimed at helping individuals, households and communities contributes directly to our goals of township greening, climate change and environmental conservation

3.3 Leverage Business Alexandrina to increase opportunities to co-design innovative solutions for industry

- › Utilise key levers for development, including business training and networking, experts in residence, partnerships with peak bodies, other Councils, and the commercial sector
- › Implement the Wharf Precinct Activation Strategy
- › Work with community business groups to grow capability
- › Grow First Nations Businesses network
- › Continue to be an accredited Small Business Friendly Council
- › Deliver the Wooden Boat Festival \$15,000



Appropriate Growth

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

1.2 Attract and retain younger residents to live, work and play in Alexandrina

- › Review of Council's Infrastructure Guidelines and procedures relating to land development and Development Assessment
- › Complete the final stages of the Goolwa Wharf Revitalisation Project
- › Deliver outcomes from the Disability Access and Inclusion Plan
- › Deliver outcomes from the Community Wellbeing Plan

2.2 Work with industry partners to identify and embed nature-based tourism experiences to secure funding to protect, conserve and enjoy our natural environment

- › Work with RDA to identify tourism accommodation gaps and investment attraction opportunities across the region

3.2 Partner with community led Village Innovation Plans to identify and enhance sustainable social, economic, and environmental outcomes for Alexandrina

- › Deliver eight Village Innovation Plans
- › Progress Port Elliot Local Heritage Code Amendment \$70,000
- › Progress Milang Local Heritage Code Amendment
- › Progress Goolwa Master Plan
- › Progress Local Affordable Housing Plan for Alexandrina
- › Progress scoping study for potential Langhorne Creek Code Amendment to increase accommodation options (subject to grant funding)
- › Strathalbyn Town Plan Renewal \$70,000



Climate Response

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.

1.1 Increase township greening and tree planning for canopy cover

- › Community Greening Initiative Proposal to develop a Township Greening Strategy \$80,000
- › Increase plantings in townships
- › Continue to work with community groups to undertake tree planting
- › Facilitate community workshops on where to plant and how to plant

2.1 Reduce Council greenhouse gas emissions and advocate for the uptake of renewable energy

- › Ongoing carbon reporting \$17,000 with the goal to become a Carbon Neutral Council
- › Deliver initiatives from the Environmental Action Plan
- › Deliver Initiative from the Climate Emergency Action Plan \$25,000
- › Continue community engagement workshops on energy efficiencies

3.1 Support prosperity and wellbeing in Alexandrina by building the resilience of our communities, the economy and the environment to a variable and changing climate

- › Progress Middleton Hydrologist Report outcomes
- › Deliver Community Resilience and Preparedness Programs (pending results grant funding)
- › Progress Cat By-Law Implementation



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.

1.4 Advocate for a rethink of transport planning to focus on needs identification for improving accessibility, social inclusion, and wellbeing

- › Continue funding for the Hills Community Transport Scheme and Southern Communities Transport Scheme
- › Langhorne Creek Discovery Trail – Progressing planning and grant funding application

2.4 Explore opportunities to integrate eco-friendly and sustainable materials into the procurement process and practices to road management

- › Continue the transition to Electric Fleet Vehicles
- › Continue incorporating the selection and utilisation of recycled materials into Council's procurement activities

3.4 Advocate for multiple modes of public transport that connect communities to Adelaide and across our region

- › Advocate with various stakeholders and the community to investigate and implement innovative public transport solutions to provide linkages across the region
- › Advocate for additional taxi/rideshare services for the region



Environmental Innovation

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, nature-based recreation and ecotourism.

1.5 Commit to purchasing recycled material in our public spaces

- › Continue incorporating the selection and utilisation of recycled materials into Council's procurement activities

2.5 Contribute to the development of a long-term approach to waste management on the Fleurieu Peninsula

- › Work in partnership through the Waste Authorities to develop sustainable rather than reactive solutions for waste management
- › Reduce landfill by diverting green waste from landfill through increased household recycling and household food and garden organics kerbside collection
- › Environmental Health Officer dedicated to wastewater management to address the increasing demand and streamline processes \$126,397

3.5 Support local industry to connect, explore and pilot new initiatives

- › Roll out online booking system for Council and Community facilities
- › Continue Resilient Hills & Coasts partnership



Enabled

Proactive pursuit of innovative practices, ethical resource management and transparent leadership to foster community engagement, trust, and accountability, thus ensuring an inclusive and empowered Council.

6.1 Enhance organisation capability through innovative practices, regional and community partnerships

- › Continue to implement Finance and Corporate Reform Projects
- › Expand shared services across Councils in the areas of Building Services, Regulatory Services and Strategic Development services
- › Review funding models for community centres and opportunities for other community groups
- › Progress Signal Point Experience Centre Operating Model
- › Address Information Technology risks and implement upgrades

6.2 Ethical and efficient management of resources

- › Continue the Savings and Efficiency Program
- › Implement the outcomes of the 2023/24 Service Reviews of Centenary Hall, Strathalbyn Hall, Business Alexandrina and the Business Hub, and Visitor Information Services
- › Implement outcomes of the Fleurieu Regional Aquatic Centre Authority operating model
- › Conduct service reviews of Customer Service, Community Development, Vehicle Fleet, Wooden Boats, Field Services and Libraries \$60,000
- › Undertake a Strategic Procurement Review

6.3 Enhance trust and accountability through open and transparent leadership. Engage, inform and involve the community in decision making and communication.

- › Develop Alexandrina's Community Engagement Framework to ensure improved engagement with our community
- › Improve website navigation and customer experience
- › Roll out Internal Audit Program
- › Improve Cyber Security \$20,000

Council's Services

All Councils have mandated responsibilities under various South Australian legislation, namely the Local Government Act 1999; the Planning, Development and Infrastructure Act 2016; the Public Health Act 2011, Local Nuisance and Litter Control Act 2016, to name a few.

Services include:

- › regulatory activities such as maintaining the voters roll, keeping property ownership data, By-Law reviews, Freedom of Information and supporting the elected Council
- › setting rates, preparing an annual budget and developing long-term strategic management plans for the area
- › management of infrastructure including roads, footpaths, parks, bridges, public open space, street lighting and stormwater drainage
- › street cleaning, rubbish collection and recycling
- › development planning and regulatory control, including building safety assessment, land divisions, building inspections and heritage & character preservation
- › various environmental health programs, animal management and community safety
- › protection of natural resources including coastal areas and rivers
- › Visitor services such as visitor information centres, event attraction and supporting events and conferences
- › Communications to the community through newsletters, website and social media.

In response to community need, Council also provides the following services and programs:

- › Libraries
- › Economic development
- › Community centre support
- › Community development
- › Environmental sustainability
- › Community wellbeing
- › Art galleries
- › Cemeteries
- › Community transport partnerships
- › Community Halls
- › Community Grants Program
- › Disability Action and Inclusion Plan
- › Regional Public Health Plan
- › Recreation and Open Space
- › Sporting facilities.

Council also operates a number of facilities on a fee for service basis. These provide important community benefits, while also generating revenue to help deliver a value for money service, and include:

- › Property leasing
- › Caravan parks
- › Finniss Water Scheme
- › Community Waste and Wastewater Management Schemes
- › Strathalbyn swimming pool
- › Fleurieu Regional Aquatic Centre.

Focus on 2024/25

Council prepares its Annual Business Plan and Budget each year, taking into account its Long Term Financial Plan.

Significant Influences and Priorities 2024/25

A number of significant factors have influenced the preparation of Council's Annual Business Plan and Budget for 2024/25.

- › **Capital investment** – \$18.5 million in the renewal of existing assets and construction of new infrastructure in accordance with Council's 10-year Infrastructure and Asset Management Plan
- › **Capital projects** – the impacts on borrowings and interest from re-timing cash flow over a three-year period for 2023/24 and 2024/25 endorsed capital projects
- › **Capitalisation of employee costs** – \$1.13m provision for the capitalisation of project management and employee costs in accordance with Council's Asset Accounting Policy
- › **Inflationary pressures** – The Consumer Price Index (CPI) for Adelaide in December 2023 was 4.8%
- › **Enterprise Bargaining Agreement** – is linked to annual CPI
- › **Superannuation** – Increase of 0.5%, from 11% to 11.5% for the Superannuation Guarantee (Administration) Act 1922 that requires employers to provide a minimum amount of superannuation support for their employees
- › **Vacant employee positions** – this year the provision has been removed (in 2023/24 it was budgeted at \$277,000) to recognise the annual average vacant positions
- › **New initiatives** – \$1.38m (less than the previous year of \$2.17m) of new initiatives as set out in Appendix D which also includes a list of unfunded new initiatives of \$1m
- › **Key new initiatives include:**
 - » Strategic Management Plan reviews required by legislation
 - » Strathalbyn Town Plan to replace the expiring plan and inform future Council or Private Proponent-led Code Amendments and the future Greater Adelaide Regional Plan
 - » Cyber security measures to address technology changes and emerging risks
 - » A Township Greening Strategy and Action Plan to deliver a strategic priority to improve urban greening
 - » Community Centre funding partnership to assist the three centres in Alexandrina
 - » Review of service delivery standards to find budget savings including library services, wooden boats and customer experience
 - » Port Elliot Heritage Code Amendment
- › **Asset Revaluations** – Legislative requirement to revalue assets to meet Australian Accounting Standards has resulted in a significant increase in forecast depreciation figures. Council's major asset classes of roads (sealed and unsealed), kerb and footpaths has determined an increase of valuations of \$157m from \$143m to \$280m with Council's total assets across all asset classes increasing in value from \$496m to \$665m. The forecast depreciation figure for roads, kerbs, footpaths, and associated infrastructure has risen by \$4.4m in 2023/24. The 2024/25 draft Annual Business Plan includes an additional amount of approximately \$900,000 for an increase in depreciation in other assets. Council is in the process of conducting a revaluation of its stormwater, open space and CWMS assets.
- › **Long Term Financial Plan (LTFP)** – Council's independent Auditor and Audit and Risk Committee have advised a long-term approach to addressing the impact of asset revaluations and significant depreciation increases. To ensure financial sustainability the LTFP has modelled rate increases of CPI plus 3% for the years 2026 to 2029 to derive a surplus in year 5 of the plan. In reality a combination of cost control and rate increases above CPI will be needed to be utilised to achieve sustainability.

Property valuations

Alexandrina Council sets its rates based on the capital valuation data provided by the Valuer-General. Each year the property values are reviewed by the Valuer-General based on the market movements and recent sales trends. Council includes the new valuations in its rate modelling calculations to include the required rate increases.

The valuation file received for the Valuer-General shows an average increase in market valuations across the Council area of 12.3% from a valuation of \$11.6 billion to \$12.9 billion.

Council's Rating Policy each year includes a rate capping provision to ensure that residential ratepayers are not affected by capital valuation increases by more than 15%, and non-residential ratepayers are not affected by capital valuation increases by more than 50% of the previous year's amount payable.

Rate capping is not automatically applied, and Residents are required to apply for a rate capping provision via application by 1 September 2024.

Council will continue to offer rate relief to ratepayers experiencing financial hardship, on application; with fines and interest remitted for payments made in line with the payment arrangement.

Council continues to acknowledge various State Government priorities and continue to work within the framework of regional Landscape Boards, particularly the Hills and Fleurieu Landscape Board.

Council will pursue synergies relevant to regional and national initiatives in its priorities for 2024/25 including:

- › ensuring financial sustainability in accordance with the ten-year Long Term Financial Plan
- › striving for continuous improvement within general operations in line with Council's core values.

Major Projects

In 2024/25 Council is planning to not add new Major Capital Projects but continue capital works already underway including:

As well as the major projects outlined here, Council plans to undertake a range of smaller projects across the region as outlined in Appendix B

Nangkita Road Mount Compass

A project to upgrade sections of Nangkita Road using special water-resistant materials in the pavement was completed in late 2023 with a temporary “scatter coat” surface installed to allow the pavement ‘volatile compounds’ to disperse. Stage two of the project will complete the works with all segments of Nangkita Road identified for upgrade receiving the new engineered water-resistant pavement. Final sealing will be completed in conjunction with Council’s regular road resealing program to minimise mobilisation expenses.





Goolwa Wharf Revitalisation Project

Stage 1 of this destination building project is complete with upgrades to the Signal Point Experience Centre and the opening of the interpretive storytelling exhibition, Yuntulun Ku:li-war.

Stage 2 is scheduled to be completed later this year and involves the reconstruction of the heritage listed wharf and wharf shed, significant upgrades to car parking including the Dunbar Road and Amelia Park car parks, installation of footpaths and wayfinding signage.

This investment at the Goolwa Wharf Precinct reflects Council's strategic vision "To Thrive" and will establish a canvas for innovative and diverse activities ranging from new business opportunities, outdoor dining, 'pop ups', festivals and community events.

➤ **Total Project Cost: \$18.11 million** (majority expended in previous financial years).

- › Australian and State Government funding: \$5 million
- › Australian Government Funding \$980,000 for the Yuntulun Ku:li-war exhibition at the Signal Point Experience Centre



Goolwa Wharf - McMahon Services

Capital Program Components

Council's expenditure on Capital Works is detailed in the table below. 'Asset Renewal' expenditure is to maintain the current standard and service levels of Council's infrastructure networks.

'New or Upgraded Assets' is for expanding Council's infrastructure to meet increasing demand and capacity requirements, as well as allocations for major projects.

The Asset Renewal Funding Ratio reflects the predicted expenditure on asset renewal against the budgeted expenditure, as based on Council's Asset Management Plans. Council is maintaining a responsible and sustainable approach to asset management, balancing the need for ongoing maintenance and renewal with strategic investment in new infrastructure to support the needs of the community.

The capital works reflects Council's commitment to maintaining and improving its infrastructure networks to meet the needs of its residents, businesses, and other stakeholders. By investing in critical infrastructure and proactively addressing maintenance needs, the Council can ensure the ongoing safety, comfort, and prosperity of the local community.



Capital Expenditure 2024/25	Land & Buildings \$('000)	Recreation & Open Space \$('000)	Roads, Bridges & Stormwater \$('000)	CWMS \$('000)	Kerbs & Footpaths \$('000)	Plant & Equipment \$('000)	Major Projects \$('000)	Total \$('000)
Asset Renewal	995	225	3,875	1,186	190	2,545	1,000	10,016
New or Upgraded Assets	10	160	2,793	4,020	565	975	0	8,523
TOTAL	1,005	385	6,668	5,206	755	3,520	1,000	18,539



Land & Buildings

\$1 million

Will be allocated to the expansion, upgrade and renewal of land and buildings assets.



Recreation & Open Space

\$.38 million

Will be allocated to the expansion, upgrade and renewal of recreation and open space assets.



Roads, Bridges & Stormwater

\$6.7 million

Will be spent on the road network, bridges and stormwater across the region.



Community Wastewater Management Schemes

\$5.2 million

Will be spent on the expansion and renewal of Community Wastewater Management Schemes.



Kerbs & Footpaths

\$.76 million

Will be spent continuing the footpath/kerb expansion program across the region, delivering enhanced and dedicated pedestrian networks within our communities, in line with the adopted Footpath Master Plan.



Plant & Equipment

\$3.5 million

Will be allocated for the renewal and expansion of Council plant and equipment.

These assets are used in the delivery of services and the construction of other assets.

Budget Snapshot – The Numbers

Operating

General Rate Revenue	\$56.8m
Other Revenue	\$9.6m
Total Operating Revenue	\$66.4m
Total Operating Expenditure	\$70.5m
Net Operating Deficit	(\$4.1m)

Capital

Asset Replacement Capital Projects	\$10m
New/Upgrade Capital Projects	\$8.5m
Total Capital Projects	\$18.5m
*Carried forward projects from 2023/24 yet to be completed	\$9.3m

Borrowings

Net Borrowings	\$48m
----------------	-------

Rates

CPI All Groups Adelaide December 2023 quarter to quarter increase	4.8%
Average Rates Percentage increase applied to existing rate base	7.9%
Average Rates Dollar increase per annum	\$180
Average Rates Dollar increase per week	\$3.46
Average fixed charged for general and primary production per annum	\$440
Primary Production differential rate in the dollar percentage of general rate	83%

Key Financial Indicators	Short Term Target	2023 Year End Actual	2024 Adopted Budget	2024 Projected Budget*	2025 Budget
Operating Surplus / (Deficit) – \$'000		20	(271)	(5,177)	(4,082)
Operating Surplus/ (Deficit) – Ratio	(0)–2%	0%	0%	(9)%	(6)%
Net Financial Liabilities Ratio	≤ 110%	51%	75%	84%	82%
Asset Renewal Funding Ratio	90–110%	116%	127%	127%	108%

Heading Explanation

2023 Year end actual – Council's audited financial result as at 30 June 2023

2024 Adopted Budget – Council's budget for 2023/24, as adopted by Council on 10th July 2023

2024 Projected Budget – Council's revised budget, projecting its financial position to 30 June 2024

2025 Proposed Budget – Council's proposed budget for 2024/25

* Based on Second Quarter Budget Review (February 2023)

** Incorporates an estimate for completion of 2024 capital projects

Summary Statement

Including Financing Transactions

Summary Statement including Financing Transactions	2023 Year End Actual \$('000)	2024 Adopted Budget \$('000)	2024 Projected Budget* \$('000)	2025 Budget \$('000)
Operating Revenues	58,744	60,231	59,534	66,436
less Operating Expenses	(58,724)	(60,502)	(64,711)	(70,518)
Operating Surplus/(Deficit) before Capital Amounts	20	(271)	(5,177)	(4,082)
Less: Net Outlays on Existing Assets Capital Expenditure on Renewal/Replacement	(7,993)	(8,989)	(9,004)	(4,082)
add back: Depreciation, Amortisation & Impairment	14,141	14,901	18,966	20,185
add back: Proceeds from Sale of Replaced Assets	1,234	346	330	346
	7,382	6,258	10,292	10,515
Net Outlays on New and Upgraded Assets Capital Expenditure on New/Upgraded Assets	(21,758)	(27,621)	(29,279)	(14,230)
add back: Amounts Specifically for New/Upgraded Assets	7,756	2,500	4,056	3,750
	(14,002)	(25,121)	(25,223)	(10,480)
Net Lending / (Borrowing) for Financial Year**	(6,600)	(19,134)	(20,108)	(4,047)

The below financing transactions demonstrate the source of funds required to accommodate a net borrowing result.

New Borrowings	11,230	23,549	26,764	11,220
Repayment of Principal on Borrowings	(10,049)	(4,370)	(6,870)	(4,200)
(Increase)/Decrease in Cash and Cash Equivalents	2,642	(93)	(184)	(9)
(Increase)/Decrease in Receivables* Other movements	2,777	48	398	(2,964)
Financing Transactions	6,600	19,134	20,108	4,047

Appendix A of this document outlines the Financial Statements for draft Budget 2024/25
Council is yet to finalise the incorporation of its section 43 subsidiaries into its budget.

2023 Year end actual - Council's audited financial result as at 30 June 2023

2024 Adopted Budget - Council's budget for 2023/24, as adopted by Council on 10th July 2023

2024 Projected Budget - Council's revised budget, projecting its financial position to 30 June 2024

2025 Proposed Budget - Council's proposed budget for 2024/25

* Based on Second Quarter Budget Review (February 2023)

** Incorporates an estimate for completion of 2024 capital projects

Rates at a Glance

In 2024/25, for every \$100* of rates, Council will deliver the following services

Liveable



Open Space, Field Services & Asset Management

Footpaths & Cycle Tracks, Recreation, Open Space and Reserves, Biodiversity Sustainability, Environmental Projects, Coastal works, Depot Operations, Field Services, Asset Management, Infrastructure Project Design

\$19 for every \$100 spent



Economic Development

Visitor Services, Event Management, Tourism Promotion and Development, Business Development and Support

\$3 for every \$100 spent



Planning, Development & Community Safety

Development Assessment – Planning, Building & Engineering, Compliance, Strategic Land Use, Planning, Heritage Advice, Animal Management, Public Order and Community Safety, Public Health, Fire Prevention

\$9 for every \$100 spent

Green



Wastewater Management

Community Wastewater Management Schemes (CWMS) (user pays)

\$13 for every \$100 spent



Waste Management

Kerbside Waste Collection, Recycling, Landfill, Education

\$4 for every \$100 spent



Environment & Climate Change

Environment, Climate Change, Water Recycling. (Note: Environmental Projects, Biodiversity and Coastal and on ground works included in separate budget in Field Services)

\$1 for every \$100 spent



Milang Historic Railway | Duncan Grant

Connected



Community Facilities

Community Buildings and Public Amenities

\$10 for every \$100 spent



Community Wellbeing

Aged & Disabled, Children, Youth & Family, Community Transport, Community Development, Libraries, Arts & Culture

\$8 for every \$100 spent



Transport & Road Related Infrastructure

Roads, Bridges and Car Parks

\$18 for every \$100 spent

Enabled



Good Governance

Council & Corporate Services

\$6 for every \$100 spent



Financial Management

Financial Services, Banking and interest payments and Regional Landscape Levy

\$6 for every \$100 spent



Information Technology

Information Technology, Business Improvement and Information Management

\$3 for every \$100 spent

Note: This is expenditure which is capital & operating but excludes depreciation.

Alexandrina Council more than Roads, Rates and Rubbish

In a study prepared for the Australian Centre of Excellence for Local Government (ACELG) it was confirmed:

Australian councils have transformed themselves beyond a narrow focus on 'roads, rates and rubbish' and are successfully delivering broader objectives to promote social, economic, environmental and cultural wellbeing of communities.

At Alexandrina we are no different, with major expenditure on roads and rubbish.

Description	Amount
Roads	\$5.5m
Rubbish	\$3.9m

That are funded through the collection of rates:

Description	Amount
Rate Revenue	\$57.0m

In addition to Roads, Rates and Rubbish some of the discretionary services we provide for the wellbeing of our community include:

Social

Description	Amount
Non Council Owned Halls Contribution	\$11,000
Community Centre Funding	\$161,200
Community Transport Schemes	\$110,000
Community Development Grants and Donations	\$140,000
Event Grants (\$10k Christmas and \$25 events)	\$35,000
Centenary Hall*	\$202,000
NAIDOC Week Contributions Strathalbyn and Port Elliot	\$9,000
Libraries* Goolwa, Strathalbyn, Milang, Port Elliot, Mt Compass and Outreach	\$1.2m

Description	Amount
Road Closure Funding – Community Events (Strathalbyn Christmas Pageant, Goolwa Christmas Pageant, Goolwa NYE Fireworks, ANZAC Day Ceremonies)	\$30,000
Adelaide Car Rally – Staging at Strathalbyn	\$25,000

Sporting

Description	Amount
Contributions to Ovals	\$36,800
Fleurieu Regional Aquatic Centre	\$738,477* (2023/24 budget as 2024/25 budget not received at time of publication)
Goolwa Oval Recreational Precinct Operating	\$14,000* (expected reduction upon establishment of lease arrangement in mid-2024)
Strathalbyn Pool	\$278,300

Economic

Description	Amount
Economic Development, Business Hub and Tourism*	\$581,492
Regional Development Australia Membership	\$75,000

Environmental

Description	Amount
Tree Canopy	\$25,000 + \$80,000 new initiative to develop Township Greening Strategy
Murray Darling Association – Region 6 Membership	\$6,682
Climate Change Initiatives*	\$195,000
Other Environment Initiatives*	\$305,250

Cultural and Visitors Experience

Description	Amount
Membership of Fleurieu Peninsula Tourism	\$50,000
Membership of Murray River, Lakes and Coorong Tourism	\$25,000
Old Police Station Art Gallery, Signal Point Art Gallery, Signal Point Experience Centre*	\$411,000
SA Wooden Boat Festival 2024	\$15,000
Visitor Information Centres*	\$425,838
Wooden Boats (including PS Oscar W)	\$149,000

Community Wastewater Management Schemes 2024/25

Council is 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 Finnis Water Scheme.

To ensure the financial sustainability of the CWMS in the medium to long-term, the Council has set separate key financial performance targets for the maintenance and development of assets, as well as providing appropriate services. To meet these targets, Council plans to increase service rates, for an occupied unit to \$725 and a vacant unit to \$535 (previously \$670 and \$495 respectively).

To achieve the long-term financial sustainability of the CWMS, Council has prepared a separate Long Term Financial Plan and Asset Management Plan. These plans will help the Council to recover costs for operation, maintenance, improvement, and replacement of the CWMS by way of an annual service charge. Council has also set financial performance targets for the CWMS, covering the maintenance and development of assets, as well as providing appropriate services.

Council takes proactive measures to ensure the long-term financial sustainability of the CWMS, which is critical for the proper functioning of these systems and the health and wellbeing of the communities we serve.



Wastewater treatment plant, Goolwa

Key Financial Indicators (CWMS Only)

Year Ending 30 June	Short Term Target	2023 Year End Actual	2024 Adopted Budget	2024 Projected Budget*	2025 Budget
Operating Surplus / (Deficit) - \$'000		479	605	844	603
Operating Surplus Ratio	(5)-2%	7%	8%	11%	7%
Net Financial Liabilities Ratio	≤ 250%	24%	51%	28%	49%
Asset Renewal Funding Ratio	90-110%	84%	166%	101%	155%

* Based on the Second Quarter Budget Review (March 2024)



Service charges

Occupied \$725

Vacant \$535

Wastewater treatment plant, Strathalbyn

Council has invested a significant amount of money in capital works for the Community Wastewater Management Schemes (CWMS) over the last three years. Council intends to spend \$5.2m in capital investment this year.

The CWMS is expected to generate an operating surplus before capital revenues of \$603,000 for the 2024/25 financial year, with projected surplus positions over the next 7 years of the Long Term Financial Plan (LTFP). This indicates that the CWMS has the potential to reduce net financial liabilities and fund capital expenditure above depreciation expenses.

The CWMS Net Financial Liabilities Ratio is projected to peak at 51% in 2027/28 and then decrease to 16% by the end of the ten-year LTFP. Total borrowings are expected to reach \$4.8 million in 2027/28 and then reduce to \$1.6 million by the end of the ten-year LTFP.

For the 2024/25 financial year, the Asset Renewal Funding Ratio is projected to be 155%, which is within the target range. Furthermore, the CWMS are expected to remain financially sustainable over the term of the LTFP, with the Operating Surplus Ratio above the target range for several years of the plan.

Council's investment in capital works for the CWMS, coupled with careful financial planning, has put these systems on a path to long-term financial sustainability for our six schemes.

Capital Expenditure 2024/25*	CWMS \$('000)
Asset Renewal: Community Wastewater Management Schemes	1,186
New or Upgraded Assets: Community Wastewater Management Schemes	4,020

Council excluding CWMS 2024/25

Council has recognised the need for the Community Wastewater Management Schemes (CWMS) to operate as a sustainable business unit, with the costs of service delivery borne by those connected to the CWMS. To facilitate this, Council has prepared a Budget and Long Term Financial Plan for the Council without the impact of the CWMS.

Council's Operating Surplus/Deficit Ratio for 2024/25, excluding CWMS, is projected to be (9)%, which is outside the target range for the medium term. However, the Operating Ratio is expected to become increasingly positive over the life of the plan, reaching 4% in year 10. This suggests that the Council, excluding CWMS, has the potential to reduce its net financial liabilities and fund capital expenditure above depreciation expenses.

The Council's Net Financial Liabilities Ratio, excluding CWMS, is projected to peak at 95% in 2025/26 and then decrease to 7% by the end of the plan. Net borrowings are projected to be \$45.9 million in 2024/25, decreasing to 2.7% by 2033/34. These reduced loan borrowings and net financial liabilities ratios reflect the borrowings undertaken by the Council exclusive of the CWMS.

Council remains within its target range for the Net Financial Liabilities Ratio over the life of the Long Term Financial Plan. The Asset Renewal Funding Ratio for the Council, excluding CWMS, is also on average with the target range as reflected in the Long Term Financial Plan.

Key Financial Indicators (Excluding CWMS)

Year Ending 30 June	Short Term Target	2023 Year End Actual	2024 Adopted Budget	2024 Projected Budget*	2025 Budget
Operating Surplus / (Deficit) - \$'000		(459)	(876)	(6,021)	(4,685)
Operating Surplus Ratio	(2)-1%	(1)%	(2)%	(12)%	(8)%
Net Financial Liabilities Ratio	≤ 100%	55%	79%	93%	87%
Asset Renewal Funding Ratio	90-110%	112%	117%	129%	104%

* Based on the Second Quarter Budget Review (March 2024)

The table below shows Council excluding CWMS expected spend on Capital Works during 2024/25

Capital Expenditure 2024/25	Land & Buildings \$('000)	Recreation & Open Space \$('000)	Roads, Bridges & Stormwater \$('000)	Kerbs & Footpaths \$('000)	Plant & Equipment \$('000)	Major Projects \$('000)	Total
Asset Renewal	995	225	3,875	190	2,545	1,000	8,830
New or Upgraded Assets	10	160	2,793	565	975	0	4,503
TOTAL	1,005	385	6,668	755	3,520	1,000	13,333



Sources of Income

Operating Income

Rates Other

Other rate revenue includes the State Government Regional Landscape Levy on behalf of the Regional Landscape Board, which is a type of rate revenue. Additionally, the Community Wastewater Management Schemes for the mentioned townships and the Finniss Water Scheme are also classified as rate revenues under the category of Rates Other.

It is expected that the Rates Other category will contribute 13% of the total operating income for the 2024/25 financial year. This suggests that the revenue generated from the mentioned rate revenues will be a significant source of income for the Council during the mentioned period.

Statutory Charges

Statutory charges are a type of fee that is associated with regulatory services, such as the granting of a permit or license, or the regulation of an activity. Examples of statutory charges include planning and development fees and parking fines.

It is expected that statutory charges will contribute 3% of the total operating income for the 2024/25 financial year.

User Charges

User charges are a type of fee that is charged to users of the Council's services to recover the costs of service delivery. Waste management fees, hire of community facilities, and connection fees for Community Waste Management Schemes are some examples of user charges.

It is expected that user charges will contribute 5% of the total operating income for the 2024/25 financial year.

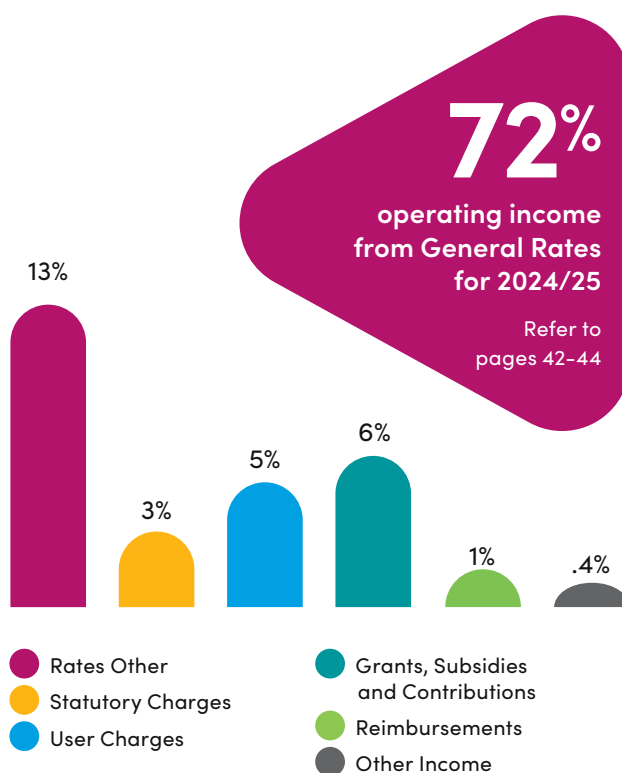
Grants, Subsidies and Contributions

Operating grants, subsidies, and contributions are a type of income that is expected to contribute 6% to the total operating income for the 2024/25 financial year. These grants are provided by external sources such as the State or Federal Governments to support Council's operations.

The General Purpose Grant, Local and Special Road Grants, and Roads to Recovery Grant are generally provided to local councils to support the delivery of essential services and infrastructure in their communities.

Reimbursements and Other Income

In summary, reimbursements and other income are each expected to contribute 1.4% to the total operating income for the 2024/25 financial year, with reimbursements being payments received for work done by Council acting as an agent for others, and other income being revenue from various sources such as investments, rent, or sale of assets.



Operating Expenses Categories

Materials, contracts and other expenses

Materials, contracts, and other expenses are expected to account for 32% of the total operating expenditure for the 2024/25 financial year, with materials covering payments for physical goods, contract services involving payments for external service providers, and other expenses covering various other expenses necessary for Council's operations.

Employee Costs

Employee costs are expected to account for 36% of the total operating expenditure for the 2024/25 financial year and include all labour-related expenses such as wages and salaries, as well as on-costs such as allowances, leave entitlements, and employer superannuation.

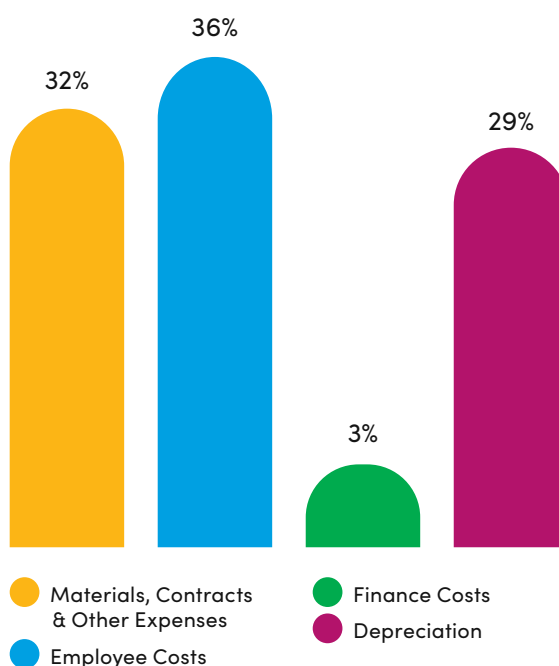
Finance Costs

Finance costs are an important expense for Council, as borrowing money can be an effective way to fund capital projects or bridge funding gaps. However, borrowing also incurs costs in the form of interest, which can increase Council's overall expenses.

Finance costs are expected to account for 3% of the total operating expenditure for the 2024/25 financial year and cover the costs of financing Council's activities through borrowings, with the interest expense based on cash flows.

Depreciation

Depreciation expenses is expected to account for 29% of the total operating expenditure for the 2024/25 financial year, and it is an accounting measure that reflects the consumption of Council's infrastructure, property, plant and equipment. The depreciation expense is based on Council's Asset Management Plan, which helps to identify the useful life of assets and ensure that the Council is adequately budgeting for ongoing maintenance and replacement costs.



Rates Income for 2024/25

Rates income is a critical source of funding for local government councils 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, street lighting, street cleaning, libraries, animal control, and planning and enforcement of local laws.

Rate capping refers to the practice of limiting the increase in rates that Council can levy each year, in order to prevent significant increases in rates bills for ratepayers due to sudden increases in property valuations. This is a measure to ensure that the cost of services provided by the Council is spread fairly across the community. The application of rate capping is a decision made by each State Government and may vary from state to state.

In accordance with the change to the Local Government (Financial Management) Regulations 2011 regulation 6(2) the inclusion of a statement on expected rate revenue is included as part of the Financial Statements in Appendix A.

Council is taking a comprehensive approach to setting rates for the 2024/25 financial year. By considering the A2040 Community Strategic Plan, the Alexandrina Council updated LTTP 2024/25 to 2033/34, and the Alexandrina Council Asset Management Plan, Council can 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 particular services are the ones who contribute towards their costs.

Local government
is responsible for
less than 4%
of the total
tax collected
nationally.

\$56.8

million dollars to be
raised from total
rates revenue.

How we raise the rates

Method Used to Value Land

Capital Value is a commonly used method for valuing land for rate purposes, and it takes into account the total value of the land and improvements on it. It is seen as a fairer way of distributing the rate burden as it takes into account the full value of the property.

Other methods for valuing land include Site Value, which only takes into account the value of the land itself and not any improvements, and Annual Value, which is based on the annual rental value of the property. However, Council has decided to continue to use Capital Value as the basis for valuing land within the Council area.

Business Impact Statement

Council has taken into account the impact of rates on businesses in the Council area, including those in primary production and viticulture.

The matters being assessed by Council are also relevant in ensuring that the rates are fair and reasonable for businesses.

It is important for Council to continue to support and encourage a diverse and healthy business sector, which is essential for the economic development of the community.

Council will continue to apply a differential rate for primary production. The primary production 'rate in the dollar' is currently 83% of the general 'rate in the dollar'.

Differential General Rates

Alexandrina Council has two differential rates being, Primary Production and General Rate.

The table below shows the general rate (Gross) for each differential for the 2024/25 financial year.

Council recognises that the rural sector not only contributes greatly to our economy but also has significant responsibilities in environmental conservation.

This sector does not attract government financial support except in exceptional circumstances; however, local government, which has historically provided a reduction to the General Rate, has recognised its contributions.

Differential Rate	Rateable Properties	Rateable Properties %	Capital Value \$	Rates Raised 2024/25 \$	General Rates (Gross) %
General	17,221	85%	10,281,796,510	40,698,753	83%
Primary Production	2,937	15%	2,602,284,020	8,112,647	17%
	20,158		12,884,080,530	48,811,400	

Fixed Charge

Council believes that all rateable properties should contribute to the costs of administering and maintaining the infrastructure that supports each property. Approximately 18% of the general rate revenue is generated through a fixed charge of \$440 for the 2024/25 financial year. This fixed charge is likely to be applied to all rateable properties within the Council area.

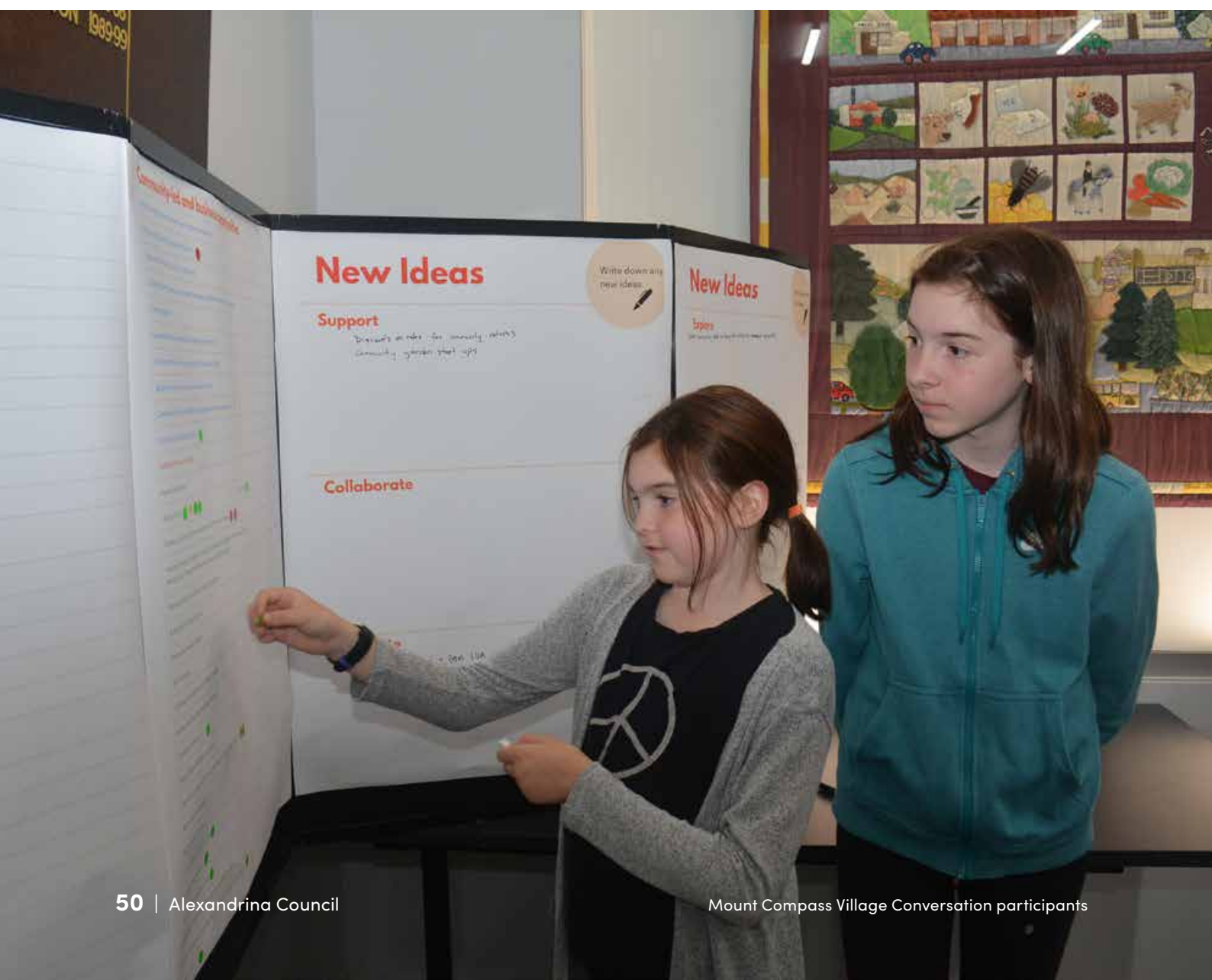
Rate Capping

Council proposes to continue rate capping for the principal place of residence in the 2024/25 financial year at 15%. Additionally, a rate capping of 50% upon application was made available for all other rate categories. It is proposed that rate capping is not automatically applied and that applications are to be made in writing by 1 September 2024.

Rate Rebate

The Local Government Act 1999 allows Councils to provide rate rebates to eligible ratepayers. Councils can set their own criteria for eligibility, subject to certain requirements in the Act.

A full version of Council's Rating Policy and Rate Rebate Policy can be viewed at alexandrina.sa.gov.au/rates



Regional Landscape Levy (formerly NRM Levy)

Council will continue to collect the Regional Landscape Levy (formerly known as the NRM levy) on behalf of the Hills and Fleurieu Landscape Board. The levy is prescribed by the Board as listed in the table below:

Regional Landscape Levy	2023/24 \$	2024/25 \$
Hills & Fleurieu Landscape Board	\$1,223,000	\$1,269,000

CWMS Income Estimates

Council manages and charges for Community Wastewater Management Schemes (CWMS) for six townships. The maximum occupied charge for this year will be \$725 and \$535 for vacant land, rounded to the nearest \$5.

CWMS Service Charges	Number of Connections	2024/25 Service Charge \$ (rounded to the nearest \$5)	2024/25 Total Income \$
Occupied	9,476	725	6,870,100
Vacant	927	535	495,945
Total	10,403		7,366,045

CWMS Connection Fees	2024/25 Connection Fees \$ (rounded to the nearest \$100)
Goolwa, Milang, Strathalbyn, Port Elliot, Mount Compass, Coorong Quays	6,500
Goolwa North	9,400
Hindmarsh Island	10,200
Projected 2024/25 Total Income \$	\$1,000,000



Focus on 2023/24



Summary of Achievements for 2023/24

Throughout 2023/24, Council achieved numerous objectives outlined in our Annual Business Plan and A2040 Strategic Plan. Key highlights include:

Alexandrina wide:

- 8 Village Conversations completed
- Conducted over 51 community consultations with 1,600 contributions in online surveys
- Youth Sponsorship Program provided
- Regional entrance/gateway signage installed
- Electric vehicle charging stations installed
- Public Toilet Management Plan drafted
- Heritage Strategy and Action Plan 2023-2030 adopted
- Community Events section launched on Council's website
- The Hills and Fleurieu Local Food Future Project (collaboration with neighbouring Councils, Regional Development Australia and Landscape SA)
- Environmental Action Plan and Climate Emergency Action Plan adopted
- First Nations Networking Event (Partnership with The Circle, Adelaide Hills Council, Mount Barker District Council)
- Savings and Efficiency Program identified \$5.1m in savings
- Heritage Awards hosted at the Milang Butter Factory
- Successfully enhanced accessibility on the Council's website homepage
- Service standards for parks and reserves adopted
- Partnerships established to consistently offer the Fleurieu school holiday programs.

Goolwa/Hindmarsh Island/Currency Creek

- Signal Point Building fit out and opening of Yuntulun Ku:Li-war Exhibition
- Goolwa Wharf Precinct construction well underway
- Goolwa Wharf Precinct Tenancy Activation Strategy underway
- Goolwa Beach Revitalisation Project completed
- Lakinyeri (Family) Public Artwork unveiled at Goolwa Beach
- Goolwa Oval Recreational Precinct completed
- Seating at Birchall Reserve Goolwa installed
- Community Coastal Flood Emergency Plan for Goolwa and Mundoo Channels Communities developed through community consultation
- Goolwa Aquatic Building leased to the Goyder Institute for Water Research.

Langhorne Creek/Strathalbyn/Ashbourne/ Finnis/ Woodchester

- New shade cover over playground at Strathalbyn completed
- Commenced Ashbourne Stormwater Mitigation Project
- Strathalbyn Streetscape (Stages 4-8) completed
- Community-led Disaster Resilience Workshops held in Woodchester and Ashbourne
- Successful application to DIT to reduce speed limits along sections of Dry Plains Road and Nine Mile Road

- Progressed the business case for Lot 10 Langhorne Creek Road Strathalbyn
- Funding added for Langhorne Creek Cemetery upgrades
- Strategic land purchase of 22-24 South Terrace Strathalbyn

Port Elliot/Middleton/Chiton

- Draft Port Elliot Master Plan and Draft Middleton Master Plan consulted on
- Middleton Pedestrian Bridge repairs completed
- Middleton Stormwater Event Hydrologist Report received
- Horseshoe Bay public toilets and showers upgraded
- Horseshoe Bay jetty upgrade and new path to jetty completed
- Middleton Beach Access Steps completed
- Freeman Lookout heritage stairs and drainage upgrade completed
- Two Middleton pedestrian crossings installed
- Mason Street and Charteris Street footpaths completed
- 2024 Tour Down Under Men's Stage 4 finish at held Port Elliot
- Funding added for Middleton Skate Park concept design

Mount Compass

- Nangkita Road upgrade
- Peters Terrace design completed, procurement underway
- Recreation Park Toilet design completed, procurement underway
- Funding added for Playground Shade Sail
- Funding added for Basketball half court
- Strategic land purchase of 1 Berry Road, Mt Compass for wastewater expansion

Clayton Bay/ Milang

- Clayton Bay Smart Lighting upgrade and trail completed
- Successful application to DIT to reduce speed limits on Alexandrina Drive (following consultation)
- Continuation of the Milang Youth Hub in partnership with Reclink Australia, Milang Old School House Community Centre (MOSHCC with support from the Alcohol and Drug Foundation).
- Draft Milang Master Plan consulted on
- Tarella Street Milang Stormwater upgrade completed
- Clayton Bay Holiday Park and Boat Club leases determined



Ngarrindjeri and Narangga artist Cedric Varcoe, left, and exhibition working group community representatives Roly Bartlett and Frank Tuckwell at the newly opened Yuntulun Ku:li-war exhibition at the Signal Point Experience Centre.

Summary of Budget Movements in 2023/24

Council has decreased its financial position, projecting a deficit of \$5.2M in its budgeted operating position for 2023/24 at the Second Quarter Budget Review (March 2024) from the adopted deficit of \$0.271m, predominantly attributed to the increase in depreciation due to the revaluation of assets.

Net borrowings for 2023/24 are projected to increase by \$2 million due mainly to the post budget additional capital projects and re-timing of capital projects.



\$67

million dollars

has been spent on capital works programs over the last four completed financial years



Appendix A – Financial Statements

Financial Statements

Budget 2024/25

STATEMENT OF COMPREHENSIVE INCOME

	2023 Year End Actual \$('000)	2024 Adopted Budget \$('000)	2024 Projected Budget \$('000)	2025 Budget \$('000)
INCOME				
Rates	47,774	51,484	51,753	56,822
Statutory Charges	1,437	1,441	1,543	1,674
User Charges	2,978	2,192	2,747	2,998
Grants, subsidies, contributions	5,273	3,961	2,412	3,801
Investment Income	97	47	47	68
Reimbursements	548	215	253	240
Net Gain – Joint Ventures	36	317	317	359
Other Revenues	601	573	461	474
Total Revenues	58,744	60,231	59,534	66,436
EXPENSES				
Employee costs	19,613	22,601	22,592	25,212
Materials, contracts and other expenses	23,561	21,050	21,203	22,401
Depreciation	14,141	14,901	18,966	20,185
Finance Costs	918	1,600	1,600	2,438
Net Loss – Joint Ventures	492	350	350	282
Other Expenses	0	0	0	0
Total Expenses	58,724	60,502	64,711	70,518
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	20	(271)	(5,177)	(4,082)
Net gain/(loss) on disposal or revaluations	(204)	(320)	(320)	(320)
Amounts specifically for new assets	6,502	2,500	4,057	3,750
Physical resources free of charge	0	2,000	2,000	2,040
NET SURPLUS/(DEFICIT)	6,318	3,909	560	1,388
Changes in revaluation surplus – IPP&E	156,678	12,015	12,015	16,297
Share of Other Comprehensive Income – Equity Accounted Council Businesses	6,121	0	0	
Total Other Comprehensive Income	162,799	12,015	12,015	16,297
TOTAL COMPREHENSIVE INCOME	169,117	15,924	12,575	17,684

2023 Year end actual – Council's audited financial result as at 30 June 2023.

2024 Adopted Budget – Council's budget for 2023/24, as adopted by Council on 10th July 2023.

2024 Projected Budget – Council's revised budget, projecting its financial position to 30 June 2024.

2025 Budget – Council's budget for 2024/25.

* Based Feb 2024 Budget Review 2

STATEMENT OF FINANCIAL POSITION

	2023 Year End Actual \$('000)	2024 Adopted Budget \$('000)	2024 Projected Budget \$('000)	2025 Budget \$('000)
ASSETS				
Current Assets				
Cash and Equivalent Assets	316	189	500	509
Investments (Deposits at call)	888	0	888	888
Trade and Other Receivables	6,392	5,015	6,647	6,579
Inventories	38	25	27	27
TOTAL CURRENT ASSETS	7,634	5,229	8,062	8,003
Non-Current Assets				
Financial Assets	83	88	83	83
Equity Accounted Investments in Council Businesses	11,072	5,171	11,039	11,116
Infrastructure, Property, Plant and Equipment	665,450	546,343	698,137	719,869
Other Non-Current Assets	2,415	1,288	2,415	2,415
TOTAL NON-CURRENT ASSETS	679,020	552,890	711,675	733,483
Total Assets	686,654	558,119	719,737	741,486
LIABILITIES				
Current Liabilities				
Trade and Other Payables	9,924	5,700	10,325	7,370
Borrowings	8,650	2,999	12,000	5,003
Provisions	4,239	3,870	4,409	4,409
Other Current Liabilities	0	0	0	
TOTAL CURRENT LIABILITIES	22,813	12,569	26,734	16,782
Non-Current Liabilities				
Borrowings	13,785	37,035	30,328	44,345
Provisions	1,107	1,070	1,151	1,151
Other Non-Current Liabilities	0	0	0	
TOTAL NON-CURRENT LIABILITIES	14,892	38,105	31,479	45,496
Total Liabilities	37,705	50,674	58,213	62,278
NET ASSETS	648,949	507,445	661,524	679,208
EQUITY				
Accumulated Surplus	187,949	191,277	188,509	189,897
Asset Revaluation Reserve	460,029	315,366	472,044	488,341
Other Reserves	971	802	971	971
TOTAL EQUITY	648,949	507,445	661,524	679,208

STATEMENT OF CHANGES IN EQUITY

	2023 Year End Actual \$(‘000)	2024 Adopted Budget \$(‘000)	2024 Projected Budget \$(‘000)	2025 Budget \$(‘000)
ACCUMULATED SURPLUS				
Balance at end of previous reporting period	175,679	187,368	187,949	188,509
Net Result for Year	6,318	3,909	560	1,388
Other Comprehensive Income	6,121	0		
Transfers to Other Reserves	(169)	0		
Transfers from Other Reserves		0		
Balance at end of period	187,949	191,277	188,509	189,897
ASSET REVALUATION RESERVE				
Balance at end of previous reporting period	303,351	303,351	460,029	472,044
Gain (Loss) on Revaluation of I, P P&E	156,678	12,015	12,015	16,297
Balance at end of period	460,029	315,366	472,044	488,341
OTHER RESERVES				
Balance at end of previous reporting period	802	802	971	971
Transfers from Accumulated Surplus		0		
Transfers to Accumulated Surplus	169	0		
Balance at end of period	971	802	971	971
TOTAL EQUITY AT END OF REPORTING PERIOD	648,949	507,445	661,524	679,208

STATEMENT OF CASH FLOWS

	2023 Year End Actual \$('000)	2024 Adopted Budget \$('000)	2024 Projected Budget \$('000)	2025 Budget \$('000)
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates	52,187	51,484	51,497	56,890
Statutory Charges	1,437	1,441	1,543	1,674
User Charges	2,978	2,192	2,747	2,998
Grants, subsidies, contributions	4,409	3,961	2,412	3,801
Investment Income	97	47	47	68
Reimbursements	548	216	253	240
Other Revenues	601	573	461	474
Payments				
Employee costs	(19,159)	(22,601)	(22,377)	(25,212)
Materials, contracts and other expenses	(25,310)	(21,050)	(20,796)	(25,356)
Finance Costs	(884)	(1,600)	(1,600)	(2,438)
Net Cash provided by (or used in) Operating Activities	16,904	14,663	14,187	13,139
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Amounts Specifically for New/Upgraded Assets	7,756	2,500	4,056	3,750
Sale of Renewed/Replaced Assets	1,234	346	330	346
Repayments of Loans by Community Groups	34	12	0	
Payments				
Expenditure on Renewal/Replacement of Assets	(7,993)	(8,989)	(9,004)	(10,016)
Expenditure on New/Upgraded Assets	(20,495)	(27,621)	(29,279)	(14,230)
Expenditure on Intangible Assets	(1,263)			
Net Cash Provided by (or used in) Investing Activities	(20,727)	(33,752)	(33,897)	(20,150)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Proceeds from Borrowings	11,230	23,549	26,764	11,220
Payments				
Repayments of Borrowings	(10,049)	(4,370)	(6,870)	(4,200)
Net Cash provided by (or used in) Financing Activities	1,181	19,179	19,894	7,020
Net Increase/(Decrease) in cash held	(2,642)	90	184	9
Opening cash, cash equivalents or (bank overdraft)	2,958	99	316	500
Closing cash, cash equivalents or (bank overdraft)	316	189	500	509

SUMMARY STATEMENT - CWMS ONLY

	2023 Year End Actual \$('000)	2024 Adopted Budget \$('000)	2024 Projected Budget \$('000)	2025 Budget \$('000)
Operating Revenues	6,688	7,464	7,985	8,606
less Operating Expenses	6,209	6,859	7,141	8,003
Operating Surplus/(Deficit) before Capital Amounts	479	605	844	603
Net Outlays on Existing Assets				
Capital Expenditure on Renewal/ Replacement of Existing Assets	(654)	(696)	(435)	(1,186)
less Depreciation, Amortisation and Impairment	1,491	1,607	1,573	2,595
less Proceeds from Sale of Replaced Assets		0		
	837	911	1,148	1,409
Net Outlays on New and Upgraded Assets				
Capital Expenditure on New/Upgraded Assets	(341)	(2,625)	(2,353)	(4,020)
less Amounts Specifically for New/Upgraded Assets		0		
less Proceeds from Sale of Surplus Assets		0		
	(341)	(2,625)	(2,353)	(4,020)
Net Lending / (Borrowing) for Financial Year	975	(1,109)	(361)	(2,008)

SUMMARY STATEMENT - COUNCIL EXCLUDING CWMS

	2023 Year End Actual \$('000)	2024 Adopted Budget \$('000)	2024 Projected Budget \$('000)	2025 Budget \$('000)
Operating Revenues	52,056	52,767	51,549	57,830
less Operating Expenses	52,515	53,643	57,570	62,515
Operating Surplus/(Deficit) before Capital Amounts	(459)	(876)	(6,021)	(4,685)
Net Outlays on Existing Assets				
Capital Expenditure on Renewal/ Replacement of Existing Assets	(7,339)	(8,293)	(8,308)	(8,579)
less Depreciation, Amortisation and Impairment	12,650	13,294	17,393	17,590
less Proceeds from Sale of Replaced Assets	1,234	346	330	346
	6,545	5,347	9,144	9,106
Net Outlays on New and Upgraded Assets				
Capital Expenditure on New/Upgraded Assets	(21,417)	24,996	26,926	10,210
less Amounts Specifically for New/Upgraded Assets	7,756	2,500	4,056	3,750
less Proceeds from Sale of Surplus Assets				
	(13,661)	(22,496)	(22,870)	(6,460)
Net Lending / (Borrowing) for Financial Year	(7,575)	(18,025)	(19,747)	(2,039)

Statement on Expected Rate Revenue

Note: These figures represent a considered estimate of expected rate revenue based on the most current information available at the time of adoption of the Annual Business Plan and Budget (ABP&B).

	2023/24 (as adopted)	2024/25 Draft Budget		Change	Comments
General Rates Revenue					
General Rates (existing properties)	\$43,754,268	\$47,923,032	(a)		
General Rates (new development)	\$772,000	\$888,367	(b)	1.8%	
General Rates (GROSS)	\$44,526,268	\$48,811,400	(c)		For 2024/25, an increase of total General Rates revenue of around 7.9 per cent plus 1.8 per cent from new development that has been created over the year as advised by Valuer Generals Total Growth Capital Value.
Less: Mandatory Rebates	(\$507,910)	(\$527,775)	(d)		
General Rates (NET)	\$44,018,358	\$48,283,624	(e)	9.7%	
		(e)=(c)+(d)			
Less: Discretionary Rebates	(\$288,793)	(\$263,595)	(l)		
General Rates less Discretionary Rebates	\$43,729,565	\$48,020,029			Includes 15% rate cap to address spike in property valuations and provision for 50% rate cap
Total Rate Rebates	(\$796,702)	(\$791,370)			
Other Rates (inc. service charges)					
Regional Landscape Levy	\$1,223,000	\$1,269,000	(f)		The Regional Landscape Levy is a State tax, it is not retained by council.
Water supply	\$6,200	\$6,500	(h)		2024/25 \$295 per connection
CWMS	\$6,575,900	\$7,366,425	(i)		2024/25 \$535 for each vacant land property unit and \$725 for each occupied property unit.
Total Other Rates	\$7,805,100	\$8,641,925			
Expected Total Rates Revenue	\$50,311,665	\$55,392,954	(m)	10.1%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
	(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)				

Estimated growth in number of rateable properties

Number of rateable properties	19,861	20,158	(n)	1.5%
	<i>Actual</i>	<i>Estimate</i>		

'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.

In accordance with the most recent Valuer General report, additional properties total 180.

Estimated average General Rates (Gross) per rateable property (excluding rebated properties)

Average per rateable property	\$2,242	\$2,421	(o)	8.0%
	(o)=(c)/(n)			

Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (i.e. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area).

The estimated 'average' is based on the total of all rateable properties excluding all rebates and is therefore not necessarily indicative of either the rate or change in rates that individual ratepayers will experience.

The total General Rates paid by all rateable properties will equal the amount adopted in the budget.

Notes

(d) Councils are required under the Local Government Act 1999 to provide a rebate to qualifying properties under a number of categories:

Health Services - 100 per cent

Community Services - 75 percent

The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (i.e. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(e) Presented as required by the Local Government (Financial Management) Regulations 2011 reg 6(1)(ea)

Please note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (i.e. individual rates will not necessarily change by this figure).

(f) Councils are required under the Landscape South Australia Act 2019 to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.

(i) Community Wastewater Management Systems

(l) A Council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (i.e. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.

(n) Growth' as defined in the Local Government (Financial Management) Regulations 2011 reg 6(2)

Note: These figures represent a considered estimate of expected rate revenue based on the most current information available at the time of adoption of the Annual Business Plan and Budget (ABP&B).

Expected Rates Revenue										
	Total expected revenue			No. of rateable properties		Gross average per rateable property			Cents in the \$	
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25	Change	2023/24	2024/25
Land Use - General Rates - Gross (excluding rebates)									-7%	-1%
Residential	\$33,498,667	\$36,908,661	10%	14,610	14,956	\$2,293	\$2,468	\$175	0.3255	0.3233
Commercial - Shop	\$484,856	\$514,324	6%	238	241	\$2,037	\$2,134	\$97	0.3255	0.3233
Commercial - Office	\$78,770	\$80,508	2%	46	46	\$1,712	\$1,750	\$38	0.3255	0.3233
Commercial - Other	\$633,596	\$674,063	6%	266	271	\$2,382	\$2,487	\$105	0.3255	0.3233
Industry - Light	\$105,751	\$125,424	19%	64	68	\$1,652	\$1,844	\$192	0.3255	0.3233
Industry - Other	\$177,072	\$177,697	0%	66	66	\$2,683	\$2,692	\$9	0.3255	0.3233
Primary Production	\$7,424,541	\$8,112,647	9%	2,942	2,941	\$2,524	\$2,758	\$235	0.2702	0.2684
Vacant Land	\$1,820,950	\$1,906,585	5%	1,498	1,430	\$1,216	\$1,333	\$118	0.3255	0.3233
Other	\$302,065	\$311,490	3%	131	139	\$2,306	\$2,241	-\$65	0.3255	0.3233
Total Land Use	\$44,526,268	\$48,811,400	9.6%	19,861	20,158	2,242	2,430	\$180		

Council uses a differential rating system, using Land Use Codes as the factor to apply such differential rates. In applying differential general rates, council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all council areas, particularly as it relates to the various sectors of the business and wider community.

Fixed Charge	Total Expected Revenue			Charge		
	2023/24	2024/25	Change	2023/24	2024/25	Change
	\$8,684,720	\$8,816,280	1.5%	\$440	\$440	\$0

Fixed Charge

A Fixed Charge ensures all rateable properties pay a base amount to the cost of administering council activities and maintaining the services and infrastructure that supports each property. Rates based on values are then applied in addition to the fixed charge. Council is limited to the amount that can be raised by the fixed charge in that it cannot raise more than 50% of its general rate revenue from the fixed charge component. In 2024/25 council proposes to raise 18% of its general rate revenue by way of the fixed charge.

Adopted valuation method

Capital Value/Site Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land;

Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or

Annual Value – a valuation of the rental potential of the property.

Council continues to use Capital Value as the basis for valuing land within the Council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

(q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.



Appendix B – Capital Program

Capital Program 2024/25

Project Description	Suburb	Ward	Length	Budget
Bridges/Major Culvert				
Bridges/Major Culver New or Upgrade				
Wickham Hill Road Bridge Upgrade	Kuitpo	West		
SUBTOTAL Bridges/Major Culvert New or Upgrade				\$176,537
Bridges/Major Culvert Renewal				
Chalk Hill Road Culvert	Woodchester	North		
Strathalbyn Wier Wing Wall	Strathalbyn	North		
SUBTOTAL Bridges/Major Culvert Renewal				\$115,000
CWMS				
CWMS New or Upgrade				
Berry Smith Emergency Storage (Construct)	Strathalbyn	North		
Electrical & Automation Upgrades - UPS	Various	Various		
Fenchurch Emergency Storage Upgrade (Design/Cost)	Goolwa North	South		
Goolwa Irrigation Expansion (Design/Construct)	Goolwa	South		
Land Purchases	Various	Various		
Milang Recycle Pump Station & Irrigation Expansion (Design)	Milang	South		
Milang Storage Lagoon (Construct)	Milang	South		
Mount Compass Irrigation (Construct)	Mount Compass	West		
Strathalbyn Swimming Pool Redirection (Design/Cost)	Strathalbyn	North		
SUBTOTAL CWMS New or Upgrade				\$4,020,000
CWMS Renewal				
CQ Pipe Renewal - Removal of Bridge Lift (Design/Construct)	Hindmarsh Island	South		
Electrical - Power & Process Control Review	Various	Various		
Manhole & Chambers (Design/Construct)	Various	Various		
Mechanical Assets Renewal	Various	Various		
SUBTOTAL CWMS Renewal				\$1,186,000
Fleet				
Fleet Renewal				
Fleet Renewal	Not Applicable	N/A		
SUBTOTAL Fleet Renewal				\$942,500
Footpaths				
Footpaths New or Upgrade				
Billabong Road Pathway	Goolwa South	South	200m	
Old Bull Creek Road Pathway	Strathalbyn	North	130m	
Port Elliot Rod, Chiton - Pathway	Port Elliot	West	250m	
Pedestrian Level Crossing Expansion - East Terrace	Strathalbyn	North	N/A	
Pedestrian Level Crossing Upgrade - Foster Place	Goolwa	South	N/A	
SUBTOTAL Footpaths New or Upgrade				\$265,000
Footpaths Renewal				
Clayton Bay Boardwalk	Clayton Bay	South	155m	
The Cutting Pathway	Port Elliot	West	120m	
SUBTOTAL Footpaths Renewal				\$190,000
IT Equipment				
IT Equipment New or Upgrade				
Corporate Systems Implementation	Goolwa	South		
IT Expansion/Upgrade	Goolwa	South		
SUBTOTAL IT Equipment New or Upgrade				\$975,000
IT Equipment Renewal				
ICT Renewal	Goolwa	South		
SUBTOTAL IT Equipment Renewal				\$394,940

Project Description	Suburb	Ward	Length	Budget
Kerbs				
Kerbs New or Upgrade			Length	
Battunga Avenue Kerbing	Port Elliot	West	150m	
Castle Avenue Kerbing	Goolwa Beach	West	100m	
Dover Road Kerbing	Middleton	West	100m	
Handby Street Stormwater Upgrade	Port Elliot	West	75m	
Neighbour Avenue Kerbing	Goolwa Beach	West	200m	
Protuberance removal Ocean Road & Goolwa Road	Middleton	West	N/A	
Scott Street Kerbing	Goolwa Beach	South	95m	
SUBTOTAL Kerbs New or Upgrade				\$300,000
Land & Buildings				
Land & Buildings New or Upgrade				
Clayton Bay Riverside Holiday Park Electrical Outlet Upgrade	Clayton Bay	South		
SUBTOTAL Land & Buildings New or Upgrade				\$10,000
Land & Buildings Renewal				
Main Office Roof & Gutter Renewal	Goolwa	South		
Main Council Office refurbishment	Goolwa	South		
Clayton Bay Riverside Holiday Park - Renewal of Amenities Block	Clayton Bay	South		
Goolwa Recreation Centre - Wet Area Renewal (Design)	Goolwa	South		
Public Amenities Renewal (Design)	Various	Various		
Cadell Street Fire Panel Replacement	Goolwa	South		
Goolwa Depot - Shed 8 Renewal	Goolwa	South		
Strathalbyn Pool - Pool Filters replacement	Strathalbyn	North		
Strathalbyn Pool - Replacement pool cleaner	Strathalbyn	North		
Strathalbyn Pool - Replacement pool covers	Strathalbyn	North		
Milang Caravan Park - Renewal of Amenities Block (Design)	Milang	South		
SUBTOTAL Land & Buildings Renewal				\$995,000
Major Projects				
Major Projects Renewal				
Nangkita Road	Mount Compass	West		
SUBTOTAL Major Projects Renewal				\$1,000,000
Plant				
Plant Renewal				
Major Plant Renewal	Not Applicable	N/A		
Minor Plant Renewal	Not Applicable	N/A		
SUBTOTAL Plant Renewal				\$1,206,930
Recreation & Open Space				
Recreation & Open Space New or Upgrade				
EV Charging Stations	Goolwa	South		
Goolwa BMX Track Upgrade	Goolwa	West		
Shower Facilities - Lorraine Avenue Car Park	Middleton	West		
Clayton Bay Playground Shade Sail	Clayton Bay	South		
SUBTOTAL Recreation & Open Space New or Upgrade				\$160,000
Recreation & Open Space Renewal				
Mount Compass BMX Track Renewal	Mount Compass	West		
Bristow-Smith Reserve Playground - Climbing Equipment	Goolwa	South		
Freeman Knob Lookout - Wall Renewal	Port Elliot	West		
Encounter Bikeway Decking Renewal - Tokuremoar Reserve	Middleton	West		
SUBTOTAL Recreation & Open Space Renewal				\$225,000

Project Description	Suburb	Ward	Length	Budget
Sealed Road				
Sealed Road New or Upgrade				
Montpellier & Port Elliot Road Verge Upgrade Design	Port Elliot	West	N/A	
Dover Road Stormwater & Parking Improvements	Middleton	West	40m Car Park	
Nangkita Road Pavement Stabilisation	Mount Compass	West	2.9km	
South Terrace (Southern Side) Stormwater & Parking Improvements	Strathalbyn	North	35m Car Park	
Brooking Street Pedestrian Crossing	Goolwa	South	N/A	
Randell Road Upgrade (Design)	Hindmarsh Island	South	N/A	
Lyon Street Upgrade (Design)	Milang	South	N/A	
SUBTOTAL Sealed Road New or Upgrade				\$1,641,000
Sealed Road Renewal				
Airport Road	Middleton	West	190m + Intersection	
Alexandrina Drive	Clayton Bay	South	Intersection	
Ashbourne Road	Ashbourne	North	Intersection	
Banfield Road	Goolwa North	South	Intersection	
Billabong Road	Goolwa South	South	Intersection	
Bristow Smith Avenue	Goolwa South	South	Intersection	
Bunyip Court	Goolwa South	South	Intersection	
Byrnes Road	Goolwa	South	Intersection	
Captain Sturt Parade	Various	Various		
Captain Sturt Parade (Service Road)	Various	Various		
Carfax Street	Port Elliot	West	Intersection	
Chapman Road	Middleton	West	Intersection	
Dance Street	Goolwa	South	Intersection	
Daranda Terrace	Milang	South	Intersection	
Fenchurch Street	Goolwa North	South	Intersection	
Finniss-Milang Road	Finniss	South	759m + Intersection	
Gardiner Street	Goolwa	South	Intersection	
Golfview Road	Goolwa Beach	West	Intersection	
Goolwa Oval Sporting Precinct (Service Road)	Goolwa	South	Intersection	
Governor Street	Goolwa	South	91m	
Kessell Road	Goolwa	South	Intersection	
Langhorne Street	Langhorne Creek	North	Intersection	
Liverpool Road	Goolwa	South	Intersection	
McLeod Road	Middleton	West	113m + Intersection	
Nangkita Road	Mount Compass	West	500m	
Noble Avenue	Goolwa North	South	Intersection	
South Bremer Road	Langhorne Creek	North	Intersection	
Stephenson Street	Milang	South	Intersection	
Surfers Parade	Middleton	West	379m + Intersection	
Tolderol Road	Lake Plains	North	Intersection	
Winery Road	Currency Creek	South	1531m	
Woodrow Drive	Milang	South	66m + Intersection	
Yundi Road	Mount Compass	West	115m	
SUBTOTAL Sealed Road Renewal				\$2,152,292

Project Description	Suburb	Ward	Length	Budget
Stormwater				
Stormwater New or Upgrade				
Braeside Road Culvert Upgrade	Finniss	South		
Handby Street Stormwater Upgrade	Port Elliot	West		
Kessell & Boettcher Roads Stormwater Upgrade	Middleton	West		
Dover Road Stormwater & Parking Improvements	Middleton	West		
South Terrace (Southern Side) Stormwater & Parking Improvements	Strathalbyn	North		
Sidmouth Street Stormwater Upgrade	Goolwa	South		
Ashbourne Stormwater Upgrade	Kuitpo	West		
Channon Street Stormwater Upgrade	Port Elliot	West		
SUBTOTAL Stormwater New or Upgrade				\$975,000
Stormwater Renewal				
Channon Street Stormwater Renewal	Port Elliot	West		
SUBTOTAL Stormwater Renewal				\$100,000
Unsealed Road				
Unsealed Road Renewal				
Ballandown Road	Angas Plains	North	505m	
Blackfellows Creek Road	Blackfellows Creek	West	1505m	
Blake Road	Paris Creek	North	1015m	
Bletchley Road	Bletchley	North	985m	
Brookman Connor Road	Kuitpo	West	406m	
Burnside Road	Woodchester	North	1000m	
Chappel Road	Hindmarsh Island	South	500m	
Cosgrove Road	Macclesfield	North	312m	
Dodd Road	Pages Flat	West	269m	
Hamburg Road	Strathalbyn	North	832m	
Kokoda Road	Mosquito Hill	West	1032m	
Lee Road	Langhorne Creek	North	500m	
McInnes Road	Milang	South	500m	
Micheltmore Road	Strathalbyn	North	2074m	
Mosquito Hill Road	Mosquito Hill	West	1791m	
Old Bull Creek Road	Strathalbyn	North	1229m	
Petersen Road	Middleton	West	747m	
Proctor Road	Yundi	West	366m	
Quarry Road	Tooperang	West	500m	
Randell Road	Hindmarsh Island	South	295m	
Range Road West	Willunga Hill	West	500m	
Rankin Road	Strathalbyn	North	429m	
Richmore Road	Milang	South	1711m	
South Bremer Road	Bletchley	North	478m	
Swamp Road	Strathalbyn	North	500m	
SUBTOTAL Unsealed Road Renewal				\$1,508,308
SUBTOTAL Renewal Capital				\$10,015,970
SUBTOTAL New/Upgrade Capital				\$8,522,537
GRAND TOTAL				\$18,538,507

Capital Projects proposed in 2023/24 to be completed and expensed in 2024/25

Land & Buildings

Land & Buildings Expansion/Upgrade	Suburb/Town	Budget
Signal Point Visitor Information Centre	Goolwa	210,724
Mount Compass Recreation Park Public Toi	Mount Compass	380,801
SUBTOTAL LAND & BUILDING EXPANSION / UPGRADE		591,525

Land & Buildings Renewal	Suburb/Town	Budget
Goolwa VIC Roof Replacement	Goolwa	66,640
Goolwa Old Police Station – Roof & Super	Goolwa South	23,800
Milang Chapel External Wall Repairs. Des	Milang	6,670
Clayton Bay Ablution Block Upgrade	Clayton Bay	471,926
Strathalbyn Caravan Park Ablution Block	Strathalbyn	40,125
SUBTOTAL LAND & BUILDING RENEWAL		609,161

Recreation & Open Space

Recreation & Open Space Expansion/Upgrade	Suburb/Town	Budget
Shade cover over playgrounds Middleton	Middleton	19,063
The Cutting (Dolphin Apartments) Retain	Port Elliot	41,085
Basketball Facilities – Clayton	Various	33,320
Trail & Shared Path Wayfinding Program	Various	33,320
Historical Flood Level Markers	Various	14,280
Goolwa Aquatic Club Jetty Upgrade	Goolwa South	7,703
EV charging stations for fast charging	Various	81,984
SUBTOTAL RECREATION & OPEN SPACE EXPANSION / UPGRADE		230,755

Recreation & Open Space Renewal	Suburb/Town	Budget
SUBTOTAL RECREATION & OPEN SPACE RENEWAL		-

Stormwater

Stormwater Expansion/Upgrade	Suburb/Town	Budget
Breaker Court Stormwater Upgrade	Middleton	26,132
Thornbury Park Stormwater Upgrade	Goolwa Beach	78,811
Stormwater mitigation	Middleton	57,120
SUBTOTAL STORMWATER EXPANSION / UPGRADE		162,063

Stormwater Renewal	Suburb/Town	Budget
SUBTOTAL STORMWATER RENEWAL		-

Sealed Roads

Sealed Road Expansion/Upgrade	Suburb/Town	Budget
Beach Road stormwater & Streetscape Upgr	Goolwa	739,759
Peters Tce Road Upgrade	Mount Compass	473,880
SUBTOTAL SEALED ROADS EXPANSION / UPGRADE		1,213,639

Sealed Road Renewal/Resealing	Suburb/Town	Budget
Sealed Road Renewal Program - 23/24		4,048
SUBTOTAL SEALED ROADS RENEWAL		4,048

Unsealed Roads

Unsealed Road Renewal/Resheeting	Suburb/Town	Budget
Unsealed Road Renewal Program - 23/24		51,041
SUBTOTAL UNSEALED ROADS RENEWAL		51,041

Bridges/Major Culverts

Bridges/Major Culverts Expansion/Upgrade	Suburb/Town	Budget
Wickham Hill Rd Bridge Upgrade	Kuitpo	33,320
Wickham Hill Road Bridge (21/22) (22/23)		220,566
SUBTOTAL BRIDGES / MAJOR CULVERTS EXPANSION / UPGRADE		253,886

Bridges/Major Culverts Renewal	Suburb/Town	Budget
Dalveen Road Bridge Renewal	Woodchester	3,504
Strathalbyn Wier Wingwall Renew	Strathalbyn	72,321
SUBTOTAL BRIDGES / MAJOR CULVERTS RENEWAL		75,825

Kerbs & Footpaths

Kerbs & Footpaths Expansion/Upgrade	Suburb/Town	Budget
Excelsior Parade Footpath- Britannia Pde	Hindmarsh Island	113,196
Old Bull Creek Road Footpath - West Tce	Strathalbyn	30,406
Mason Street Footpath - North Tc to Arth	Port Elliot	9,002
Parker Avenue Footpath - No. 22 to Liver	Strathalbyn	1,763
SUBTOTAL FOOTPATH AND KERBS EXPANSION / UPGRADE		154,367

Kerbs & Footpaths Renewal	Suburb/Town	Budget
SUBTOTAL FOOTPATH AND KERBS RENEWAL		-

Community Wastewater Management Schemes

CWMS Expansion/Upgrade	Suburb/Town	Budget
Regional Pump Station Valve Pit		600,000
Electrical Automation Upgrades		100,000
Pipes - Rising Mains (Flushing Points)		275,000
Milang Irrigation & Storage		520,000
Mount Compass Compliance and Network		90,000
SUBTOTAL CWMS EXPANSION AND UPGRADE		1,585,000

CWMS Renewal	Suburb/Town	Budget
Electrical-Power & Process Control 23/24		130,000
Coorong Quays Asset Renewal		148,000
SUBTOTAL CWMS RENEWAL		278,000

Plant & Equipment

Plant & Equipment Expansion/Upgrade	Suburb/Town	Budget
IT Equipment Expansion/Upgrade - 23/24	Alexandrina Council	93,492
Corporate Systems Implementation		421,399
SUBTOTAL PLANT AND EQUIPMENT EXPANSION / UPGRADE		514,891

Plant & Equipment Renewal	Suburb/Town	Budget
IT Equipment Renewal - 23/24	Alexandrina Council	447,532
Fleet Renewal - 23/24	Alexandrina Council	480,000
Major Plant Renewal - 23/24	Alexandrina Council	684,000
Fleet Expansion - 23/24	Alexandrina Council	150,000
Minor Depot Plant Renewal - 23/24	Alexandrina Council	27,300
Expansion of CWMS Operational Fleet	Alexandrina Council	100,000
SUBTOTAL PLANT AND EQUIPMENT RENEWAL		1,888,832

Major Projects

Major Projects	Suburb/Town	Budget
Strathalbyn Streetscape & Town Hall		198,922
Goolwa Wharf Precinct	Goolwa	1,562,388
Level 1 Office Alterations	Goolwa	88,611
SUBTOTAL MAJOR PROJECTS		1,650,999

GRAND TOTAL	9,264,032
-------------	-----------



Appendix C – Long Term Financial Plan

Financial Statements - Consolidated

Alexandrina Council LTFP

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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	44,733	47,774	51,753	56,822	60,487	64,277	68,317	72,622	75,304	78,086	80,972	83,967	87,074
Statutory Charges	1,683	1,437	1,543	1,674	1,718	1,760	1,804	1,850	1,896	1,943	1,992	2,042	2,093
User Charges	3,382	2,978	2,747	2,998	3,087	3,175	3,266	3,360	3,456	3,556	3,658	3,763	3,872
Grants, Subsidies and Contributions	4,409	5,273	2,413	3,801	4,504	4,601	4,701	4,804	4,909	5,016	5,127	5,240	5,356
Investment Income	43	97	47	68	68	68	68	68	68	68	68	68	68
Reimbursements	218	548	253	240	246	252	259	265	272	279	286	293	300
Other Income	718	601	461	474	486	498	511	524	537	550	564	578	593
Net gain - Equity Accounted Council Businesses	316	36	317	359	372	387	408	429	453	479	513	540	540
Total Income	55,502	58,744	59,534	66,436	70,968	75,020	79,334	83,921	86,894	89,977	93,179	96,490	99,894
Expenses													
Employee Costs	18,143	19,613	22,592	25,212	26,367	27,415	28,615	29,868	31,174	32,538	33,961	35,445	36,995
Materials, Contracts & Other Expenses	19,476	22,353	21,203	22,401	23,306	24,090	24,902	25,741	26,610	27,509	28,439	29,402	30,398
Prescribed Expenses	-	1,208	-	-	-	-	-	-	-	-	-	-	-
Depreciation, Amortisation & Impairment	13,185	14,140	18,966	20,185	21,587	22,381	23,173	23,911	24,572	25,235	25,863	26,618	27,389
Finance Costs	735	918	1,600	2,438	2,663	3,038	3,003	2,726	2,496	1,960	1,311	620	209
Net loss - Equity Accounted Council Businesses	335	492	350	282	289	297	304	312	319	327	336	344	353
Total Expenses	51,874	58,724	64,711	70,518	74,213	77,220	79,997	82,557	85,172	87,569	89,910	92,429	95,342
Operating Surplus / (Deficit)	3,628	20	(5,177)	(4,082)	(3,245)	(2,200)	(662)	1,364	1,723	2,408	3,269	4,061	4,552
Physical Resources Received Free of Charge	414	-	2,000	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	(1,289)	(204)	(320)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts Received Specifically for New or Upgraded Assets	1,929	6,502	4,057	3,750	-	162	166	170	170	-	-	-	-
Net Surplus / (Deficit)	4,682	6,318	560	1,388	(1,559)	(548)	1,269	3,398	4,027	4,072	5,676	6,258	6,542
Other Comprehensive Income													
Changes in Revaluation Surplus - I,PP&E	31,760	156,678	12,015	16,297	18,782	18,726	18,591	18,962	19,278	19,728	20,110	20,441	20,745
Other Equity Adjustments	(1,166)	6,121	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	30,594	162,799	12,015	16,297	18,782	18,726	18,591	18,962	19,278	19,728	20,110	20,441	20,745
Total Comprehensive Income	35,276	169,117	12,575	17,684	17,223	18,179	19,860	22,359	23,305	23,800	25,786	26,699	27,287

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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	3,846	1,204	1,388	1,397	1,397	1,396	1,396	1,396	1,396	1,396	1,396	3,255	11,238
Trade and Other Receivables	4,699	6,392	6,647	6,579	7,021	7,479	7,945	8,488	8,808	9,141	9,461	9,845	10,217
Inventories	46	38	27	27	27	27	27	27	27	27	27	27	27
Total Current Assets	8,591	7,634	8,062	8,003	8,445	8,902	9,368	9,911	10,231	10,564	10,884	13,127	21,482
Non-Current Assets													
Equity Accounted Investments in Council Businesses	5,409	11,072	11,039	11,116	11,198	11,289	11,393	11,510	11,644	11,796	11,973	12,169	12,357
Infrastructure, Property, Plant & Equipment	495,726	665,450	698,137	719,869	739,492	759,087	775,697	791,122	805,416	819,779	832,422	847,722	863,239
Other Non-Current Assets	1,403	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498
Total Non-Current Assets	502,538	679,020	711,675	733,483	753,189	772,874	789,588	805,130	819,559	834,073	846,893	862,389	878,094
Total Assets	511,129	686,654	719,737	741,486	761,634	781,776	798,956	815,041	829,790	844,638	857,777	875,516	899,577
Current Liabilities													
Trade & Other Payables	5,131	9,924	10,325	7,370	7,362	7,593	7,223	7,420	7,330	7,663	7,477	8,143	8,426
Borrowings	10,000	8,650	12,000	5,003	7,212	9,943	10,610	8,773	10,244	13,164	9,851	3,509	252
Provisions	4,067	4,239	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	19,198	22,813	26,734	16,782	18,983	21,946	22,242	20,602	21,983	25,236	21,737	16,061	13,087
Non-Current Liabilities													
Borrowings	11,205	13,785	30,328	44,345	45,068	44,070	41,093	36,459	26,521	14,316	5,169	1,885	1,632
Provisions	894	1,107	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	12,099	14,892	31,479	45,496	46,219	45,221	42,244	37,610	27,672	15,467	6,320	3,036	2,783
Total Liabilities	31,297	37,705	58,213	62,278	65,202	67,166	64,486	58,211	49,655	40,703	28,057	19,097	15,870
Net Assets	479,832	648,949	661,524	679,208	696,431	714,610	734,470	756,830	780,135	803,934	829,720	856,420	883,706
Equity													
Accumulated Surplus	175,679	187,949	188,509	189,897	188,337	187,790	189,058	192,456	196,483	200,555	206,231	212,489	219,031
Asset Revaluation Reserves	303,351	460,029	472,044	488,341	507,123	525,850	544,441	563,403	582,681	602,409	622,519	642,960	663,705
Other Reserves	802	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity	479,832	648,949	661,524	679,208	696,431	714,610	734,470	756,830	780,135	803,935	829,721	856,420	883,706
Gross Borrowings	21,205	22,435	42,328	49,348	52,281	54,013	51,703	45,232	36,765	27,480	15,020	5,394	1,884
Net Borrowings	17,359	21,231	40,940	47,951	50,884	52,617	50,307	43,836	35,370	26,084	13,624	2,138	(9,354)

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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	54,407	62,160	58,913	66,077	70,086	74,108	78,392	82,881	86,053	89,097	92,279	95,498	98,914
Investment Receipts	43	97	47	68	68	68	68	68	68	68	68	68	68
Payments													
Operating Payments for Suppliers and Employees	(39,225)	(44,469)	(43,173)	(50,568)	(49,681)	(51,274)	(53,887)	(55,412)	(57,874)	(59,714)	(62,586)	(64,180)	(67,109)
Finance Payments	(737)	(884)	(1,600)	(2,438)	(2,663)	(3,038)	(3,003)	(2,726)	(2,496)	(1,960)	(1,311)	(620)	(209)
Net Cash Provided By (or Used In) Operating Activities	14,488	16,904	14,187	13,139	17,809	19,864	21,570	24,811	25,750	27,491	28,449	30,765	31,664
Cash Flow from Investing Activities													
Receipts													
Amounts Received Specifically for New / Updgraded Assets	2,297	7,756	4,056	3,750	-	162	166	170	170	-	-	-	-
Sale of Replaced Assets	795	1,234	330	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	12	34	-	-	-	-	-	-	-	-	-	-	-
Payments													
Expenditure on Renewal / Replacement of Assets	(6,729)	(7,993)	(9,004)	(10,016)	(7,605)	(8,924)	(10,781)	(10,425)	(9,912)	(10,786)	(9,378)	(11,834)	(11,834)
Expenditure on New / Upgraded Assets	(7,720)	(21,758)	(29,279)	(14,230)	(13,700)	(13,286)	(9,484)	(8,753)	(8,381)	(7,821)	(7,821)	(8,382)	(8,967)
Net Cash Provided By (or Used In) Investing Activities	(11,345)	(20,727)	(33,897)	(20,150)	(20,742)	(21,597)	(19,260)	(18,340)	(17,284)	(18,206)	(15,989)	(19,280)	(20,172)
Cash Flow from Financing Activities													
Receipts													
Proceeds from Borrowings	5,775	11,230	26,764	11,220	7,679	8,945	7,633	3,508	-	-	-	-	-
Payments													
Repayment of Borrowings	(6,181)	(10,049)	(6,870)	(4,200)	(4,746)	(7,212)	(9,943)	(9,979)	(8,467)	(9,285)	(12,460)	(9,626)	(3,509)
Net Cash Provided By (or Used In) Financing Activities	(406)	1,181	19,894	7,020	2,933	1,733	(2,310)	(6,471)	(8,467)	(9,285)	(12,460)	(9,626)	(3,509)
Net Increase (Decrease) in Cash Held	2,737	(2,642)	184	9	(0)	(0)	(0)	(0)	(0)	0	(0)	1,859	7,983
Cash & Cash Equivalents at the Beginning of Period	1,109	3,846	1,204	1,388	1,397	1,397	1,396	1,396	1,396	1,396	1,396	1,396	3,255
Cash & Cash Equivalents at the End of Period	3,846	1,204	1,388	1,397	1,397	1,396	1,396	1,396	1,396	1,396	1,396	3,255	11,238
Net Cash Flow before Financing Activities and Interest Payments	3,880	(2,939)	(18,110)	(4,573)	(270)	1,305	5,313	9,197	10,963	11,246	13,772	12,105	11,701

\$'000	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Act	Fcst	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst

Statement of Changes in Equity

Accumulated Surplus													
Balance at the end of previous reporting period	172,455	175,679	187,949	188,509	189,897	188,337	187,789	189,058	192,456	196,483	200,555	206,231	212,489
Net result for the year	4,682	6,318	560	1,388	(1,559)	(548)	1,269	3,398	4,027	4,072	5,676	6,258	6,542
Transfers from other reserves	(1,458)	5,952	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	175,679	187,949	188,509	189,897	188,337	187,789	189,058	192,456	196,483	200,555	206,231	212,489	219,031
Asset Revaluation Reserve													
Balance at the end of previous reporting period	271,591	303,351	460,029	472,044	488,341	507,123	525,850	544,441	563,403	582,681	602,409	622,519	642,960
Gain (Loss) on Revaluation of I, PP&E	31,760	156,678	12,015	16,297	18,782	18,726	18,591	18,962	19,278	19,728	20,110	20,441	20,745
Balance at the end of period	303,351	460,029	472,044	488,341	507,123	525,850	544,441	563,403	582,681	602,409	622,519	642,960	663,705
Other Reserves													
Balance at the end of previous reporting period	510	802	971	971	971	971	971	971	971	971	971	971	971
Transfers from Accumulated Surplus	292	169	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of period	802	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity at end of reporting period	479,832	648,949	661,524	679,208	696,431	714,610	734,470	756,830	780,135	803,935	829,720	856,420	883,706

\$'000	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Act	Fcst	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst
Uniform Presentation of Finances													
Income	55,502	58,744	59,534	66,436	70,968	75,020	79,334	83,921	86,894	89,977	93,179	96,490	99,894
less Expenses	(51,874)	(58,724)	(64,711)	(70,518)	(74,213)	(77,220)	(79,997)	(82,557)	(85,172)	(87,569)	(89,910)	(92,429)	(95,342)
Operating Surplus / (Deficit)	3,628	20	(5,177)	(4,082)	(3,245)	(2,200)	(662)	1,364	1,723	2,408	3,269	4,061	4,552
Net Outlays on Existing Assets													
Capital Expenditure on renewal and replacement of Existing Assets	(5,799)	(7,993)	(9,004)	(10,016)	(7,605)	(8,924)	(10,781)	(10,425)	(9,912)	(10,786)	(9,378)	(11,834)	(11,834)
add back Depreciation, Amortisation and Impairment	13,185	14,140	18,966	20,185	21,587	22,381	23,173	23,911	24,572	25,235	25,863	26,618	27,389
add back Proceeds from Sale of Replaced Assets	795	1,234	330	346	563	451	839	668	839	401	1,210	936	629
	8,181	7,381	10,292	10,515	14,545	13,908	13,231	14,154	15,499	14,850	17,695	15,720	16,184
Net Outlays on New and Upgraded Assets													
Capital Expenditure on New and Upgraded Assets	(11,251)	(21,758)	(29,279)	(14,230)	(13,700)	(13,286)	(9,484)	(8,753)	(8,381)	(7,821)	(7,821)	(8,382)	(8,967)
add back Amounts Received Specifically for New and Upgraded Assets	2,297	7,756	4,056	3,750	-	162	166	170	170	-	-	-	-
	(8,954)	(14,002)	(25,223)	(10,480)	(13,700)	(13,124)	(9,318)	(8,583)	(8,211)	(7,821)	(7,821)	(8,382)	(8,967)
Net Lending / (Borrowing) for Financial Year	2,855	(6,601)	(20,108)	(4,047)	(2,400)	(1,416)	3,250	6,934	9,011	9,437	13,143	11,399	11,769

Financial Indicators - Consolidated

Alexandrina Council LTFP

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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
Operating Surplus Ratio													
Total Income	55,502	58,744	59,534	66,436	70,968	75,020	79,334	83,921	86,894	89,977	93,179	96,490	99,894
Operating Surplus / (Deficit)	3,628	20	(5,177)	(4,082)	(3,245)	(2,200)	(662)	1,364	1,723	2,408	3,269	4,061	4,552
Operating Surplus Ratio	7%	0%	(9%)	(6%)	(5%)	(3%)	(1%)	2%	2%	3%	4%	4%	5%
Net Financial Liabilities Ratio													
Add: Total Liabilities	31,297	37,705	58,213	62,278	65,202	67,166	64,486	58,211	49,655	40,703	28,057	19,097	15,870
Less: Cash and Cash Equivalents	(3,846)	(1,204)	(1,388)	(1,397)	(1,397)	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)	(3,255)	(11,238)
Less: Trade and Other Receivables	(4,699)	(6,392)	(6,647)	(6,579)	(7,021)	(7,479)	(7,945)	(8,488)	(8,808)	(9,141)	(9,461)	(9,845)	(10,217)
Net Financial Liabilities	22,752	30,109	50,178	54,302	56,785	58,291	55,145	48,328	39,451	30,166	17,200	5,997	(5,585)
Total Income	55,502	58,744	59,534	66,436	70,968	75,020	79,334	83,921	86,894	89,977	93,179	96,490	99,894
Net Financial Liabilities Ratio	41%	51%	84%	82%	80%	78%	70%	58%	45%	34%	18%	6%	(6%)
Asset Renewal Funding Ratio													
Expenditure on Renewal / Replacement of Assets	6,729	7,993	9,004	10,016	7,605	8,924	10,781	10,425	9,912	10,786	9,378	11,834	11,834
Asset Management Plan	-	-	-	9,233	8,743	10,142	12,115	11,713	10,893	10,896	11,872	11,604	11,604
Asset Renewal Funding Ratio	0%	0%	0%	108%	87%	88%	89%	89%	91%	99%	79%	102%	102%
Loan Borrowings	21,205	22,435	42,328	49,348	52,281	54,013	51,703	45,232	36,765	27,480	15,020	5,394	1,884
Targets													
Operating Surplus Ratio				(2) to 1	(2) to 1	(2) to 1	0 to 2	0 to 2	0 to 2	3 to 5	3 to 5	3 to 5	3 to 5
Net Financial Liabilities Ratio				<= 120	<= 120	<= 120	<= 110	<= 110	<= 110	<= 80	<= 80	<= 80	<= 80
Asset Renewal Funding Ratio				90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110

Financial Statements – Excluding CWMS

Alexandrina Council LTFP

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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	39,220	42,020	45,178	49,456	52,930	56,531	60,377	64,483	66,962	69,535	72,208	74,983	77,866
Statutory Charges	1,683	1,437	1,543	1,674	1,718	1,760	1,804	1,850	1,896	1,943	1,992	2,042	2,093
User Charges	1,590	2,171	1,477	1,898	1,958	2,018	2,081	2,145	2,211	2,279	2,349	2,422	2,497
Grants, Subsidies and Contributions	4,409	5,273	2,413	3,801	4,504	4,601	4,701	4,804	4,909	5,016	5,127	5,240	5,356
Investment Income	43	97	47	68	68	68	68	68	68	68	68	68	68
Reimbursements	218	545	253	240	246	252	259	265	272	279	286	293	300
Other Income	531	477	321	334	343	351	360	369	378	388	397	407	418
Net gain – Equity Accounted Council Businesses	316	36	317	359	372	387	408	429	453	479	513	540	540
Total Income	48,010	52,056	51,549	57,830	62,138	65,970	70,058	74,412	77,148	79,987	82,940	85,995	89,136
Expenses													
Employee Costs	16,638	17,973	20,776	23,065	24,122	25,076	26,176	27,323	28,521	29,770	31,074	32,434	33,854
Materials, Contracts & Other Expenses	17,084	19,359	17,811	19,389	20,207	20,904	21,626	22,373	23,147	23,949	24,779	25,638	26,529
Prescribed Expenses	-	1,208	-	-	-	-	-	-	-	-	-	-	-
Depreciation, Amortisation & Impairment	11,820	12,649	17,393	17,590	18,841	19,452	20,027	20,606	21,136	21,704	22,211	22,816	23,437
Finance Costs	655	834	1,240	2,188	2,561	2,935	2,900	2,624	2,393	1,858	1,208	517	106
Net loss – Equity Accounted Council Businesses	335	492	350	282	289	297	304	312	319	327	336	344	353
Total Expenses	46,532	52,515	57,570	62,515	66,020	68,664	71,032	73,238	75,517	77,608	79,607	81,750	84,278
Operating Surplus / (Deficit)	1,478	(459)	(6,021)	(4,685)	(3,882)	(2,694)	(975)	1,174	1,631	2,379	3,332	4,244	4,859
Physical Resources Received Free of Charge	414	-	2,000	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	(1,289)	(204)	(320)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts Received Specifically for New or Upgraded Assets	1,929	6,502	4,057	3,750	-	162	166	170	170	-	-	-	-
Net Surplus / (Deficit)	2,532	5,839	(284)	785	(2,196)	(1,042)	956	3,208	3,935	4,043	5,739	6,441	6,849
Other Comprehensive Income													
Changes in Revaluation Surplus – I,PP&E	31,760	156,678	12,015	16,297	18,782	18,726	18,591	18,962	19,278	19,728	20,110	20,441	20,745
Other Equity Adjustments	(1,166)	6,121	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	30,594	162,799	12,015	16,297	18,782	18,726	18,591	18,962	19,278	19,728	20,110	20,441	20,745
Total Comprehensive Income	33,126	168,638	11,731	17,081	16,586	17,685	19,548	22,170	23,213	23,771	25,849	26,883	27,593

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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	3,846	1,004	1,188	1,197	1,197	1,197	1,196	1,196	1,196	1,196	1,197	3,056	11,039
Trade and Other Receivables	4,699	6,392	6,647	6,579	7,021	7,479	7,945	8,488	8,808	9,141	9,461	9,845	10,217
Inventories	46	38	27	27	27	27	27	27	27	27	27	27	27
Total Current Assets	8,591	7,434	7,862	7,803	8,245	8,703	9,169	9,711	10,031	10,365	10,684	12,928	21,283
Non-Current Assets													
Equity Accounted Investments in Council Businesses	5,409	11,072	11,039	11,116	11,198	11,289	11,393	11,510	11,644	11,796	11,973	12,169	12,357
Infrastructure, Property, Plant & Equipment	492,060	662,280	693,491	712,612	731,855	750,857	766,490	782,356	796,865	812,159	825,567	841,276	857,352
Other Non-Current Assets	1,403	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498	2,498
Total Non-Current Assets	498,872	675,850	707,029	726,226	745,552	764,644	780,381	796,364	811,007	826,452	840,039	855,943	872,207
Total Assets	507,463	683,284	714,891	734,029	753,797	773,347	789,550	806,075	821,039	836,817	850,723	868,871	893,489
Current Liabilities													
Trade & Other Payables	5,131	9,924	10,325	7,370	7,362	7,593	7,223	7,420	7,330	7,663	7,477	8,143	8,426
Borrowings	10,000	8,650	12,000	4,746	7,212	9,943	9,979	8,467	9,285	12,460	9,626	3,257	-
Provisions	4,067	4,239	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409	4,409
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	19,198	22,813	26,734	16,525	18,983	21,946	21,611	20,295	21,024	24,532	21,512	15,809	12,835
Non-Current Liabilities													
Borrowings	8,615	11,970	27,881	40,147	40,870	39,774	36,763	32,435	23,456	11,955	3,033	0	0
Provisions	894	1,107	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151	1,151
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	9,509	13,077	29,032	41,298	42,021	40,925	37,914	33,586	24,607	13,106	4,184	1,151	1,151
Total Liabilities	28,707	35,890	55,766	57,823	61,004	62,870	59,525	53,881	45,631	37,639	25,696	16,961	13,986
Net Assets	478,756	647,394	659,125	676,206	692,792	710,477	730,024	752,194	775,408	799,178	825,027	851,910	879,503
Equity													
Accumulated Surplus	174,603	186,394	186,110	186,895	184,698	183,656	184,613	187,821	191,756	195,799	201,538	207,979	214,828
Asset Revaluation Reserves	303,351	460,029	472,044	488,341	507,123	525,850	544,441	563,403	582,681	602,409	622,519	642,960	663,705
Other Reserves	802	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity	478,756	647,394	659,125	676,206	692,792	710,477	730,025	752,195	775,408	799,179	825,028	851,910	879,503
Net Borrowings	14,769	19,616	38,693	43,696	46,886	48,520	45,545	39,705	31,545	23,219	11,463	202	(11,038)

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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	46,915	55,472	50,928	57,471	61,256	65,057	69,115	73,373	76,306	79,107	82,039	85,002	88,156
Investment Receipts	43	97	47	68	68	68	68	68	68	68	68	68	68
Payments													
Operating Payments for Suppliers and Employees	(35,248)	(39,751)	(37,605)	(45,410)	(44,337)	(45,748)	(48,171)	(49,500)	(51,758)	(53,386)	(56,039)	(57,406)	(60,100)
Finance Payments	(737)	(884)	(1,600)	(2,188)	(2,561)	(2,935)	(2,900)	(2,624)	(2,393)	(1,858)	(1,208)	(517)	(106)
Net Cash Provided By (or Used In) Operating Activities	10,973	14,934	11,770	9,941	14,426	16,442	18,112	21,317	22,223	23,932	24,860	27,147	28,019
Cash Flow from Investing Activities													
Receipts													
Amounts Received Specifically for New / Updgraded Assets	2,297	7,756	4,056	3,750	-	162	166	170	170	-	-	-	-
Sale of Replaced Assets	795	1,234	330	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	12	34	-	-	-	-	-	-	-	-	-	-	-
Payments													
Expenditure on Renewal / Replacement of Assets	(5,799)	(7,339)	(8,579)	(8,830)	(6,743)	(8,138)	(9,920)	(9,938)	(8,662)	(9,612)	(8,320)	(10,688)	(10,688)
Expenditure on New / Upgraded Assets	(3,610)	(21,417)	(26,926)	(10,210)	(11,436)	(10,551)	(6,222)	(6,377)	(6,410)	(6,395)	(5,993)	(6,134)	(6,719)
Net Cash Provided By (or Used In) Investing Activities	(6,305)	(19,732)	(31,119)	(14,944)	(17,616)	(18,076)	(15,137)	(15,477)	(14,063)	(15,606)	(13,103)	(15,886)	(16,778)
Cash Flow from Financing Activities													
Receipts													
Proceeds from Borrowings	4,250	12,005	26,403	9,000	7,679	8,847	6,968	3,508	-	-	-	-	-
Payments													
Repayment of Borrowings	(6,181)	(10,049)	(6,870)	(3,988)	(4,489)	(7,212)	(9,943)	(9,348)	(8,160)	(8,325)	(11,757)	(9,402)	(3,258)
Net Cash Provided By (or Used In) Financing Activities	(1,931)	1,956	19,533	5,012	3,190	1,635	(2,975)	(5,840)	(8,160)	(8,325)	(11,757)	(9,402)	(3,258)
Net Increase (Decrease) in Cash Held	2,737	(2,842)	184	9	(0)	0	(1)	(0)	(0)	0	0	1,859	7,983
Cash & Cash Equivalents at the Beginning of Period	1,109	3,846	1,004	1,188	1,197	1,197	1,197	1,196	1,196	1,196	1,196	1,197	3,056
Cash & Cash Equivalents at the End of Period	3,846	1,004	1,188	1,197	1,197	1,197	1,196	1,196	1,196	1,196	1,197	3,056	11,039
Net Cash Flow before Financing Activities and Interest Payments	5,405	(3,914)	(17,749)	(2,814)	(629)	1,301	5,875	8,464	10,554	10,183	12,965	11,778	11,346

\$'000	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Act	Fcst	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst
Statement of Changes in Equity													
Accumulated Surplus													
Balance at the end of previous reporting period	173,529	174,603	186,394	186,110	186,895	184,698	183,656	184,613	187,821	191,756	195,799	201,538	207,979
Net result for the year	2,532	5,839	(284)	785	(2,196)	(1,042)	956	3,208	3,935	4,043	5,739	6,441	6,849
Transfers from other reserves	(1,458)	5,952	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	174,603	186,394	186,110	186,895	184,698	183,656	184,613	187,821	191,756	195,799	201,538	207,979	214,828
Asset Revaluation Reserve													
Balance at the end of previous reporting period	271,591	303,351	460,029	472,044	488,341	507,123	525,850	544,441	563,403	582,681	602,409	622,519	642,960
Gain (Loss) on Revaluation of I, PP&E	31,760	156,678	12,015	16,297	18,782	18,726	18,591	18,962	19,278	19,728	20,110	20,441	20,745
Balance at the end of period	303,351	460,029	472,044	488,341	507,123	525,850	544,441	563,403	582,681	602,409	622,519	642,960	663,705
Other Reserves													
Balance at the end of previous reporting period	510	802	971	971	971	971	971	971	971	971	971	971	971
Transfers from Accumulated Surplus	292	169	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of period	802	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity at end of reporting period	478,756	647,394	659,125	676,206	692,792	710,477	730,025	752,194	775,408	799,179	825,027	851,910	879,503

\$'000	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Act	Fcst	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst
Uniform Presentation of Finances													
Income	48,010	52,056	51,549	57,830	62,138	65,970	70,058	74,412	77,148	79,987	82,940	85,995	89,136
less Expenses	(46,532)	(52,515)	(57,570)	(62,515)	(66,020)	(68,664)	(71,032)	(73,238)	(75,517)	(77,608)	(79,607)	(81,750)	(84,278)
Operating Surplus / (Deficit)	1,478	(459)	(6,021)	(4,685)	(3,882)	(2,694)	(975)	1,174	1,631	2,379	3,332	4,244	4,859
Net Outlays on Existing Assets													
Capital Expenditure on renewal and replacement of Existing Assets	(5,799)	(7,339)	(8,579)	(8,830)	(6,743)	(8,138)	(9,920)	(9,938)	(8,662)	(9,612)	(8,320)	(10,688)	(10,688)
add back Depreciation, Amortisation and Impairment	11,820	12,649	17,393	17,590	18,841	19,452	20,027	20,606	21,136	21,704	22,211	22,816	23,437
add back Proceeds from Sale of Replaced Assets	795	1,234	330	346	563	451	839	668	839	401	1,210	936	629
	6,816	6,544	9,144	9,106	12,661	11,765	10,946	11,336	13,313	12,493	15,101	13,064	13,378
Net Outlays on New and Upgraded Assets													
Capital Expenditure on New and Upgraded Assets	(11,251)	(21,417)	(26,926)	(10,210)	(11,436)	(10,551)	(6,222)	(6,377)	(6,410)	(6,395)	(5,993)	(6,134)	(6,719)
add back Amounts Received Specifically for New and Upgraded Assets	2,297	7,756	4,056	3,750	-	162	166	170	170	-	-	-	-
	(8,954)	(13,661)	(22,870)	(6,460)	(11,436)	(10,389)	(6,056)	(6,207)	(6,240)	(6,395)	(5,993)	(6,134)	(6,719)
Net Lending / (Borrowing) for Financial Year	(660)	(7,576)	(19,747)	(2,039)	(2,657)	(1,318)	3,915	6,304	8,704	8,477	12,440	11,175	11,517

Financial Indicators - Excluding CWMS

Alexandrina Council LTFP

\$'000	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Act	Fcst	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst

Operating Surplus Ratio

Total Income	48,010	52,056	51,549	57,830	62,138	65,970	70,058	74,412	77,148	79,987	82,940	85,995	89,136
Operating Surplus / (Deficit)	1,478	(459)	(6,021)	(4,685)	(3,882)	(2,694)	(975)	1,174	1,631	2,379	3,332	4,244	4,859

Operating Surplus Ratio	3%	(1%)	(12%)	(8%)	(6%)	(4%)	(1%)	2%	2%	3%	4%	5%	5%
--------------------------------	-----------	-------------	--------------	-------------	-------------	-------------	-------------	-----------	-----------	-----------	-----------	-----------	-----------

Net Financial Liabilities Ratio

Add: Total Liabilities	28,707	35,890	55,766	57,823	61,004	62,870	59,525	53,881	45,631	37,639	25,696	16,961	13,986
Less: Cash and Cash Equivalents	(3,846)	(1,004)	(1,188)	(1,197)	(1,197)	(1,197)	(1,196)	(1,196)	(1,196)	(1,196)	(1,197)	(3,056)	(11,039)
Less: Trade and Other Receivables	(4,699)	(6,392)	(6,647)	(6,579)	(7,021)	(7,479)	(7,945)	(8,488)	(8,808)	(9,141)	(9,461)	(9,845)	(10,217)
Net Financial Liabilities	20,162	28,494	47,931	50,047	52,787	54,195	50,384	44,197	35,627	27,301	15,039	4,060	(7,270)

Total Income	48,010	52,056	51,549	57,830	62,138	65,970	70,058	74,412	77,148	79,987	82,940	85,995	89,136
--------------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------

Net Financial Liabilities Ratio	42%	55%	93%	87%	85%	82%	72%	59%	46%	34%	18%	5%	(8%)
--	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	-----------	-------------

Asset Renewal Funding Ratio

Expenditure on Renewal / Replacement of Assets	5,799	7,339	8,579	8,830	6,743	8,138	9,920	9,938	8,662	9,612	8,320	10,688	10,688
Asset Management Plan	-	-	-	8,470	8,018	9,364	11,680	10,902	9,946	10,201	11,176	10,909	10,909

Asset Renewal Funding Ratio	0%	0%	0%	104%	84%	87%	85%	91%	87%	94%	74%	98%	98%
------------------------------------	-----------	-----------	-----------	-------------	------------	------------	------------	------------	------------	------------	------------	------------	------------

Targets													
Operating Surplus Ratio				(2) to 1	(2) to 1	(2) to 1	0 to 2	0 to 2	0 to 2	3 to 5	3 to 5	3 to 5	3 to 5
Net Financial Liabilities Ratio				<= 100	<= 100	<= 100	<= 100	<= 100	<= 100	<= 80	<= 80	<= 80	<= 80
Asset Renewal Funding Ratio				90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110

Financial Statements – CWMS

Alexandrina Council LTFP

\$'000	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34
	Act	Act	Fcst	Bud	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst	Fcst
Uniform Presentation of Finances													
Income	7,492	6,688	7,985	8,606	8,830	9,050	9,277	9,509	9,746	9,990	10,240	10,496	10,758
less Expenses	(5,342)	(6,209)	(7,141)	(8,003)	(8,193)	(8,556)	(8,964)	(9,319)	(9,655)	(9,961)	(10,303)	(10,679)	(11,065)
Operating Surplus / (Deficit)	2,150	479	844	603	637	494	313	190	92	29	(63)	(184)	(307)
Less Net Outlays on Existing Assets													
Capital Expenditure on renewal and replacement of Existing Assets	-	(654)	(425)	(1,186)	(862)	(786)	(861)	(487)	(1,250)	(1,174)	(1,058)	(1,146)	(1,146)
add back Depreciation, Amortisation and Impairment	1,365	1,491	1,573	2,595	2,746	2,928	3,146	3,304	3,436	3,531	3,652	3,802	3,952
add back Proceeds from Sale of Replaced Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,365	837	1,148	1,409	1,884	2,142	2,285	2,817	2,186	2,357	2,594	2,656	2,806
Less Net Outlays on New and Upgraded Assets													
Capital Expenditure on New and Upgraded Assets	-	(341)	(2,353)	(4,020)	(2,264)	(2,735)	(3,262)	(2,376)	(1,971)	(1,426)	(1,828)	(2,248)	(2,248)
add back Amounts Received Specifically for New and Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	(341)	(2,353)	(4,020)	(2,264)	(2,735)	(3,262)	(2,376)	(1,971)	(1,426)	(1,828)	(2,248)	(2,248)
Net Lending / (Borrowing) for Financial Year	3,515	975	(361)	(2,008)	257	(99)	(665)	631	306	960	703	225	252

Financial Indicators - CWMS

Alexandrina Council LTFP

\$'000	Jun-22 Act	Jun-23 Act	Jun-24 Fcst	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
Operating Surplus Ratio													
Total Income	7,492	6,688	7,985	8,606	8,830	9,050	9,277	9,509	9,746	9,990	10,240	10,496	10,758
Operating Surplus / (Deficit)	2,150	479	844	603	637	494	313	190	92	29	(63)	(184)	(307)
Operating Surplus Ratio	29%	7%	11%	7%	7%	5%	3%	2%	1%	0%	(1%)	(2%)	(3%)
Net Financial Liabilities Ratio													
Add: Total Liabilities	2,590	1,815	2,447	4,455	4,198	4,296	4,961	4,330	4,024	3,064	2,361	2,136	1,884
Less: Cash and Cash Equivalents	-	(200)	(200)	(200)	(200)	(199)	(200)	(200)	(200)	(200)	(199)	(199)	(199)
Less: Trade and Other Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Financial Liabilities	2,590	1,615	2,247	4,255	3,998	4,097	4,761	4,131	3,824	2,865	2,161	1,936	1,685
Total Income	7,492	6,688	7,985	8,606	8,830	9,050	9,277	9,509	9,746	9,990	10,240	10,496	10,758
Net Financial Liabilities Ratio	35%	24%	28%	49%	45%	45%	51%	43%	39%	29%	21%	18%	16%
Asset Renewal Funding Ratio													
Expenditure on Renewal / Replacement of Assets	930	654	425	1,186	862	786	861	487	1,250	1,174	1,058	1,146	1,146
Asset Management Plan	-	-	-	763	724	778	435	812	947	695	696	695	695
Asset Renewal Funding Ratio	0%	0%	0%	155%	119%	101%	198%	60%	132%	169%	152%	165%	165%
Targets													
Operating Surplus Ratio				(5) to 2	(5) to 2	(5) to 2	(2) to 3	(2) to 3	(2) to 3	2 to 6	2 to 6	2 to 6	2 to 6
Net Financial Liabilities Ratio				<= 250	<= 250	<= 250	<= 250	<= 250	<= 250	<= 200	<= 200	<= 200	<= 200
Asset Renewal Funding Ratio				90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110



Appendix D – New Operating Initiatives

New Initiatives Legislative Requirement for 2024/25

	Description	Expenditure	Net	Rate Revenue
NI15	Community Strategic Plan (A2040 review)	\$40,000	\$40,000	0.08%
Description:	In 2021, A2040 – Our Plan to Thrive community strategic plans were endorsed after extensive, region-wide consultation 2019/20. Council to conduct a review of the plans content, activities and measures. Review and proposed changes to be in accordance with the <i>Local Government Act 1999</i> .			
Risk of Delay:	Review is a legislative requirement under the <i>Local Government Act 1999</i> . Council must undertake a comprehensive review within 2 years after each general election of the council. The reviewed plan to be endorsed by November 2024.			
NI22	Essential Services Commission of SA (ESCOSA) Council Advice 2024/25	\$50,000	\$50,000	0.10%
Description:	Legislative Requirement for a review of Council to be performed by ESCOSA.			
Risk of Delay:	Council is unable to delay this mandatory requirement.			
Title:	Integrated Long Term Financial Planning for Strategic Management	\$20,000	\$20,000	0.04%
Description:	Develop an integrated Long Term Financial Plan (LTFP) as part of the Strategic Management Plans (SMPs) framework, aligning Council objectives with community needs, financial sustainability goals, and performance indicators. The LTFP will provide a comprehensive overview of council's objectives, activities, financial projections, and performance assessment measures, ensuring accountability and effective decision-making in line with regulatory requirements and community expectations.			
Risk of Delay:	Review is a legislative requirement under the Local Government Act 1999. Council must undertake a comprehensive review within 2 years after each general Election of the Council. The reviewed plan to be endorsed by November 2024.			
Title:	Strathalbyn Town Plan Renewal	\$70,000	\$70,000	0.15%
Description:	Develop a new Town Plan for Strathalbyn in compliance with the <i>Local Government Act 1999</i> , aimed at guiding future Council and private-led developments and informing regional planning initiatives. The strategic plan will address the evolving needs of the township, facilitate proactive code amendments, and align with the objectives outlined in the Productive Economy Paper.			
Risk of Delay:	Legislative considerations align with Section 122(2) and (3) of the <i>Local Government Act 1999</i> , informing both Code Amendment Processes and the Greater Adelaide Regional Plan (GARP) under the <i>Planning, Development and Infrastructure Act 2016</i> .			
Risk of Delay:	Delaying this project until the 2025/26 financial year would assist the Strategic Development team to concentrate on existing priorities, including finalising the Town Plans for Port Elliot, Middleton, Milang and Goolwa.			
Total		\$180,000	\$180,000	0.37%

New Initiatives identified to address Risk Register Items

:		Description	Expenditure	Net	Rate Revenue
Title:		Graduate Accountant (1 FTE)	\$108,156	\$108,156	0.23%
Description:		Enables the Team Leader Financial Accounting to move out of day to day transaction data and to have a more strategic focus, including recommendations from Audit and improved reporting.			
Risk of Delay:		Delaying this initiative could result in prolonged inefficiencies within Council operations, as the absence of the necessary financing resources may hinder the timely transition of responsibilities for strategic focus, potentially impacting audit recommendations and reporting improvements.			
Title:		Improved Cyber Security with Microsoft Azure	\$20,000	\$20,000	0.04%
Description:		Strengthen security measures and streamline operations with Microsoft Azure's robust cloud foundation. Benefit from built-in security controls and advanced threat intelligence to detect and mitigate evolving cyber threats efficiently.			
Risk of Delay:		Delaying the implementation of MS Azure for cyber security could leave the organisation more vulnerable to sophisticated cyber threats, potentially resulting in data breaches or financial losses. Postponing the adoption of Azure's security features may also prolong the organisation's reliance on disparate security solutions, leading to increased complexity and operational costs in managing cyber risks.			
Title:		Integrated CCTV System Upgrade	\$32,000	\$32,000	0.07%
Description:		Upgrade CCTV systems to align with the new ICT Strategy, addressing compatibility issues and enhancing security measures. The update will resolve issues related to storage, retrieval, and records compliance, ensuring operational efficiency within the new ICT environment. Implementation of a SaaS-based system will provide ongoing service and subscription for seamless operation.			
Risk of Delay:		Delay will result in ongoing deficiencies in records management compliance, data integrity and security of data.			

:	Description	Expenditure	Net	Rate Revenue
Title:	Licensing upgrade for Microsoft 365 to facilitate Modern Workplace features, communications and cyber security	\$67,200	\$67,200	0.14%
Description:	Licensing upgrade to enable enhanced features of the Microsoft suite of tools and applications to enable workplace efficiencies, improved productivity and communications and cyber security.			
Risk of Delay:	Delaying the license upgrade will hinder our digital transformation, personal productivity improvements, communication enhancements and leave the organisation more vulnerable to cyber threats, potentially impeding productivity and jeopardising data security.			
Title:	Specialised Structure Query Language (SQL) Database Management	\$39,000	\$39,000	0.08%
Description:	Outsource management for SQL Servers and databases to specialised service providers ensuring regular updates, maintenance, and support to enhance database performance and mitigate internal skill and process risks.			
Risk of Delay:	Delays in implementing specialised support services impact the reliability, quality and efficiencies of our database systems and has a resulting impact on the systems performance and efficiencies.			
Title:	Transformation of the corporate Local Area Network	\$54,000	\$54,000	0.11%
Description:	Undertake a thorough review, redesign, and managed service implementation for the organisations Local Area Network (internal network) including re-architecture of network components, modernisation of network configuration and design and documentation of the network configuration.			
Risk of Delay:	Delay in implementing this transformation will impact the reliability, security and efficiency of the corporate network with resulting impacts to overall performance and useability.			
Total		\$320,356	\$320,356	0.67%

New Initiative - Recommended by Council or Committee

:	Description	Expenditure	Net	Rate Revenue
Title:	Community Greening Initiative Proposal (CEEC and Council)	\$80,000	\$80,000	0.17%
Description:	The "Township Greening Strategy" aims to implement key strategic directions outlined in Council's Climate Emergency Declaration and Environmental Action Plan. With a focus on increasing vegetation canopy coverage and biodiversity in townships, the proposal seeks to create cooler, greener spaces, enhance habitat value, and promote community well-being. The recommendation from the S41 Climate Emergency and Environment Committee will advocate for ongoing budget allocation to support this initiative, reflecting Council's commitment to environmental stewardship and community engagement. In considering legislation, our focus is on meeting state requirements for climate change, including the Climate Change & Greenhouse Emissions Reduction Act 2007 and the Local Government Act 1999. We ensure compliance with the South Australia Work Health Safety Act 2012 to safeguard the health, safety, and welfare of our workforce. Additionally, we adhere to the Fire & Emergency Services Act 2005 to address fire prevention, control, and emergency response protocols.			
Risk of Delay:	Some reputational impact may occur in relation to delivering one of our key objectives. The proposed funding of a Strategy in 2024/25 is an important first step as it will identify where, when and what to plant.			
Title:	Climate Emergency Operating Budget	\$25,000	\$25,000	0.05%
Description:	Operational budget to enable the delivery of actions contained within Council's Climate Emergency Action Plan.			
Risk of Delay:	Reputational risk in not delivering on the endorsed Climate Emergency Action Plan.			
Total		\$105,000	\$105,000	0.22%

New Initiatives - Saving and Efficiencies

	Description	Expenditure	Net	Rate Revenue
Title:	Automation and streamlining of invoice processing through implementation of electronic invoicing software	\$33,000	\$33,000	0.07%
Description:	Implementation of specialised software to automate invoice capture and processing across various channels directly into corporate ERP (CiA) System, ensuring faster, more accurate transaction processing, approvals and reducing ongoing administration.			
Risk of Delay:	Postponing the implementation of e-invoicing integration could prolong manual processing, potentially leading to inefficiencies and errors in financial management. Additionally, delaying integration may necessitate additional resources and assessment efforts, impacting project timelines and potentially hindering cost-saving benefits.			
Title:	Secure and integrated electronic (online) approval and signing software (DocuSign)	\$13,860	\$13,860	0.03%
Description:	Implementation and integration of DocuSign, (electronic approval and signing application software) to seamlessly facilitate onboarding, contractual and approval/authorisation processes, facilitating streamlined workflows and integration with existing cloud-based systems including corporate ERP solution.			
Risk of Delay:	Delaying the implementation of DocuSign integration could prolong manual administrative tasks related to onboarding and contractual communications, potentially resulting in inefficiencies and delays in personnel and contract management. Additionally, postponing integration may hinder the realisation of streamlined processes and automation benefits, impacting overall operational efficiency.			
Title:	Modernised SMS Text Solution for corporate communications	\$6,000	\$6,000	0.01%
Description:	Implement a contemporary, reliable, and robust SMS solution to replace the existing services, leveraging Software as a Service (SaaS) and consumption-based models to deliver a more effective and efficient communication service for both operations and customer communications.			
Risk of Delay:	Delay in implementing this solution will require continued use of existing services/ systems with the inherent inefficiencies.			

:	Description	Expenditure	Net	Rate Revenue
Title:	Continuing review of delivery standards and service levels across the organisation	\$60,000	\$60,000	0.13%
Description:	Carry out reviews of services including Customer Service, Community Development, Vehicle Fleet, Wooden Boats, Field Services and Libraries.			
Risk of Delay:	Potentially will not realise savings, efficiencies and or establishment of service need and delivery standards.			
Title:	Public Private partnership opportunities - Use of other peoples money to deliver property projects	\$80,000	\$80,000	0.17%
Description:	Budget to engage consultants to facilitate public/private partnerships to enable Council's assets to be leveraged for maximum public community benefit using private funds.			
Risk of Delay:	Could result in missed opportunities to provide revenue and or investment into Council assets for the benefit of the Community.			
Title:	Environmental Health Officer - Wastewater (1FTE) Position Proposal	\$126,397	\$126,397	0.26%
Description:	Propose the creation of a full-time Environmental Health Officer (EHO) position dedicated to wastewater management to address the increasing demand and streamline processes. This position aims to improve customer service, enhance communication and coordination between teams, and ensure efficient management of wastewater applications, inspections, and compliance. By dedicating resources to wastewater-specific tasks, the position will alleviate pressure on existing teams and allow them to focus on their core responsibilities, ultimately improving service delivery and customer satisfaction.			
Risk of Delay:	Reduced customer service and preparation for growth. Quality impacts on gifted infrastructure. Impacts from trade waste going unmanaged. Reduced capital project output due to coverage by internal resources.			
Total		\$319,257	\$319,257	0.67%

New Initiatives - Other

	Description	Expenditure	Net	Rate Revenue
Project 18	Carbon measuring software - Renewal	\$17,000	\$17,000	0.04%
Description:	Provision of a technology platform (Trellis Tech) that can report on carbon usage and savings.			
Risk of Delay:	Moderate - not providing this report for 12 months would result in a gap in our ongoing data and reporting.			
Title:	Funding for Milang, Strathalbyn and Goolwa Community Centres	\$161,200	\$161,200	0.34%
Description:	Strengthening the Goolwa, Strath, and Milang Community Centres; Implementing a strategic partnership approach with independent Centres; Tailoring funding allocations based on centre development and Community needs; Upholding the distributed model for responsive Community support; Recognising specific needs and growth opportunities for each centre.			
Risk of Delay:	Significant - not providing this funding would reduce the services that are able to be provided by the Community Centres.			
Title:	Port Elliot Local Heritage Code Amendment	\$70,000	\$70,000	0.15%
Description:	Review of Local Heritage listed places and the boundaries of Historic Overlays within Port Elliot. This work has commenced with initial surveys completed.			
Risk of Delay:	Would not be well received by the Port Elliot community, particularly in light of the recent removal of a 'historic' tree and the removal of a dwelling of historic value.			
Title:	Wooden Boat Festival (\$70,000 expenditure offset by \$55,000 income)	\$75,000	\$15,000	0.03%
Description:	Delivery of the Wooden Boat Festival in April 2025. Budget required to supplement Administration's time and to enable road closures and project management.			
Risk of Delay:	Delaying this project would result in reputational risk, given the Community's expectation that the Festival occur every two years.			
Title:	Adelaide Car Rally - Staging at Strathalbyn	\$25,000	\$25,000	0.04%
Description:	Council has in the past two years contributed to the staging of the Adelaide Rally in Strathalbyn. This event is held in November and has attracted over 3,000 spectators. It is proposed that this event is held concurrently with the Strathalbyn Duck Race. The organisers (Massive Events Corp Pty Ltd.) have requested \$25,000 as a contribution to the costs in delivering the event in 2024.			
Risk of Delay:	Not meeting the expectations of the Community.			

:		Description	Expenditure	Net	Rate Revenue
Title:		Contribution for Mount Compass Netball Courts	\$50,000	\$50,000	0.10%
Description:		Contribution towards resurfacing of Mount Compass Netball Courts, subject to the Club receiving or providing funding. (Council Resolution)			
Risk of Delay:		Not meeting the expectations of the Community.			
Title:		Road Closure Funding - Community Events (Strathalbyn Christmas Pageant, Goolwa Christmas Pageant, Goolwa NYE Fireworks, ANZAC Day Ceremonies)	\$30,000	\$30,000	0.05%
Description:		Council has historically contributed to the Traffic Management Plans for Strathalbyn Christmas Pageant (\$10k), Goolwa Christmas Pageant (\$10k) and the Goolwa NYE Fireworks (\$5k). At this current time, it is anticipated that all of these community events will proceed in 2024; noting in December 2023 due to Goolwa not proceeding with a pageant, this funding was used to fund the SteamRanger to operate a service to the Strathalbyn Christmas pageant. Council also funds the road closures for the ANZAC day services across the region.			
Risk of Delay:		Not meeting the expectations of the Community.			
Title:		Strathalbyn Pool – Extension of opening hours	\$30,300	\$30,300	0.07%
Description:		Trial of extension of Strathalbyn Pool opening hours for 1 additional month (Council resolution)			
Risk of Delay:		Not meeting the expectations of the Community.			
Total			\$458,500	\$398,500	0.65%
Grand Total			\$1,383,113	\$1,323,113	2.58%

New Initiatives - Unfunded

The following initiatives were consulted on but are not funded and will not be progressing in 2024/25

	Description	Unfunded	Net	Rate Revenue
Title:	Additional rate rise to deliver Township Greening		\$600,000	1.25%
Description:	Council has funded an \$80,000 initiative to develop a comprehensive Township Greening Strategy and Action Plan. Council would like the community to consider setting aside \$600,000 to deliver the Township Greening Strategy and Action Plan - and provide the resources needed for on-ground actions so our towns have more shade, cleaner air, are cooler and a more beautiful place to live.			
Risk of Delay:	Some reputational impact may occur in relation to delivering one of our key objectives. The proposed funding of a Strategy in 2024/25 is an important first step as it will identify where, when and what to plant.			
Title:	Animal Management Officer (1 FTE)	\$140,146	\$140,146	0.29%
Description:	To enable the administration of the new Cats By-Law that was approved by Council. Includes the provision of a purpose fit out utility vehicle for transportation of cats and other animals. At the Council Meeting 28 December 2023, it was resolved (C23521): That Council: 2. Undertakes a budget review to allocate \$22,800 to fully implement the Cats By-Law in the current financial year, 2023/24 (and \$82,300 in subsequent years adjusted for CPI) to ensure adequate funds are available to ensure the effective management of cats and the enforcement of the Cats By-Law.			
Risk of Delay:	Would require the Community Safety team to make alternate arrangements for the management of cats in accordance with the Cats By-Law (i.e. retrofitting existing vehicle and dispersing the relevant actions to existing staff).			

:	Description	Unfunded	Net	Rate Revenue
Title:	Agribusiness Officer - (0.60FTE) Position Proposal (ASART and Council)	\$70,631	\$70,631	0.15%
Description:	Propose the creation of a 0.60 Full-Time Equivalent (FTE) Agribusiness Officer position to support the objectives of the Alexandrina Sustainable Agriculture Round Table (ASART). This role aims to advocate for sustainable agribusiness, provide industry advice, and promote Alexandrina as a strong agricultural region. Options include collaboration with Yankalilla Council, seeking support from Regional Development Australia, or reallocating resources within the Economic Development Team. The officer will foster positive relationships, facilitate collaboration, and contribute to the economic prosperity of the region.			
Risk of Delay:	Perception of lack of adequate support for the Agricultural sector, which is one of Alexandrina's key employment sectors.			
Title:	Ashbourne Memorial Hall and Oval - Grant or Contribution to remediate the driveway around the Hall	\$46,240	\$46,240	0.10%
Description:	At the 17 July 2023 Council Meeting it was resolved (C23257): That, given there is no reference to past, current or future years to projects undertaken in Ashbourne in the Annual Business Plan 2023/24, and the Ashbourne Hall and Cricket Oval: • is the heart of social and cultural activities for locals and visitors to Ashbourne • is used regularly for a diverse range of community events from weddings, school performances and sports carnivals, yoga classes, cricket club functions, table tennis competitions, community group meetings and markets, car club visits, and • is home to the local Australia Post outlet with 116 post boxes and 15 large parcel boxes, visited many times a day by car and on foot; and • noting the written submission during consultation on the draft 2023/24 Annual Business Plan in which the Hall committee provided a quotation to support seeking financial assistance to remediate the driveway around the hall to make it safe and accessible, and protect the timber floor of the Hall being degraded by gravel and dust from the driveway That any savings identified in 2023/24 quarterly budget reviews be considered for a financial contribution to the Ashbourne Memorial Hall and Oval Committee towards the \$46,240 project to remediate the driveway around the Hall.			
Risk of Delay:	Driveway will not be done.			

:	Description	Unfunded	Net	Rate Revenue
Title:	Capital: Bahloo Glen Road Part Seal \$3,010,569 (2024/25 \$127,200)	\$7,000	\$7,000	0.01%
Description:	At the 19 February 2024 Council Meeting it was resolved (C24042): That the bitumen sealing of a 1.1 km section of Bahloo Glen Road, Mount Compass from the currently sealed section at the Victor Harbor Road end of that road to the junction with Proctor Road be considered as part of the 2024/25 Council Budget.			
Risk of Delay:	This road is not currently scheduled for sealing and will therefore be addressed in priority order.			
Title:	Enhanced Wayfinding Signage Strategy	\$50,000	\$50,000	0.10%
Description:	Develop a systematic approach to enhance wayfinding signage across townships, improving visitor guidance to key destinations and reinforcing township character. The strategy includes public consultation, brand development, signage design, and removal of obsolete signage to create connected and walkable townships. It aims to promote physical activity, highlight significant sites, and support all traffic movements within the council area. Legislative considerations may necessitate development approvals and coordination with landowners (Department for Infrastructure and Transport) for State road projects.			
Risk of Delay:	Delaying the implementation of the wayfinding signage strategy could lead to continued confusion for visitors and residents alike, as outdated or inconsistent signage persists. This delay may hinder efforts to improve pedestrian and cyclist navigation, potentially impacting community well-being and local economy through decreased foot traffic to key destinations. Additionally, postponing the project could prolong the need for manual validation and categorisation of signage data, potentially increasing consultancy costs in the future.			
Title:	Lifeguard Services – Goolwa Beach	\$28,000	\$28,000	0.06%
Description:	Surf Life Saving South Australia (SLSSA) proposes to provide Alexandrina Council with professional lifeguard services (weekdays only) at Goolwa beach to ensure the safety of beach visitors, particularly during peak tourist seasons. With options for daily lifeguard coverage between specified dates, SLSSA aims to mitigate risks associated with hazardous beach conditions and unfamiliarity among visitors, contributing to a safer beach environment. The proposal includes cost-effective options for lifeguard services tailored to the council's needs and budget considerations.			
Risk of Delay:	Not meeting the expectations of the Community.			

:	Description	Unfunded	Net	Rate Revenue
Title:	Strathalbyn & Districts Basketball Association – Financial Assistance	\$4,000	\$4,000	0.01%
	At the 17 July 2023 Council Meeting it was resolved (C23258) in part: That the following initiatives be considered for support from any surplus identified in 2023/24 quarterly budget reviews: 1. Financial Assistance for Strathalbyn & Districts Basketball Association			
Description:	\$4,000 to support Strathalbyn & Districts Basketball Association (S&DBA) maintain the 50+ year old, single court shared-use gymnasium, the only under-cover sporting facility that caters for Strathalbyn and surrounds, located at Eastern Fleurieu School R-6 campus, East Terrace, Strathalbyn, and used by approximately 1000 community members each week, being \$2,500 for floor resealing and a \$1,500 for court cleaning.			
Risk of Delay:	Club will be at a financial disadvantage.			
Title:	Strathalbyn Strikers (Soccer) Club – Financial Assistance	\$4,000	\$4,000	0.01%
	At the 17 July 2023 Council Meeting it was resolved (C23258) in part: That the following initiatives be considered for support from any surplus identified in 2023/24 quarterly budget reviews: 2. Financial Assistance to the Strathalbyn Strikers (Soccer) Club			
Description:	\$4,000 to support Strathalbyn Strikers (Soccer) Club – a community-based soccer club located in Strathalbyn who lease a portion of the privately-owned Strathalbyn Polo & Recreation Grounds on Callington Road, Strathalbyn, and made a deputation to Council 20 February 2023 – being for \$1,500 for essential port-a-loo pump out costs, and \$2,500 towards ground leasing costs which are over \$15,000 per annum and borne by Club members.			
Risk of Delay:	Club will be at a financial disadvantage.			

:		Description	Unfunded	Net	Rate Revenue
Title:		Strathalbyn Waste and Recycling Depot Opening Hours	\$60,540	\$60,540	0.13%
Description:		At the Council Meeting, 19 February 2024 it was resolved (C24049): That the draft 2024/25 Annual Business Plan and Budget for consultation include a new initiative project to extend the current opening hours of the Strathalbyn Waste and Recycling Depot from three days (Tuesday, Thursday and Sunday) to four days with an introduction of Saturday opening at a cost of \$60,540 per year.			
Risk of Delay:		Not meeting the expectations of the Community.			
Title:		Walking and Cycling Trail - Willyaroo to Strathalbyn – Scoping Document	\$5,000	\$5,000	0.01%
Description:		At the 17 July 2023 Council Meeting it was resolved (C23258) in part: That the following initiatives be considered for support from any surplus identified in 2023/24 quarterly budget reviews: 3. Walking and Cycling Trail - Willyaroo to Strathalbyn – Scoping Document \$5,000 to scope what would be required to establish a basic walking and cycling trail between Strathalbyn township and Willyaroo to reduce the risk to the school children and community members who walk or cycle on the roadside to Strathalbyn township, and so that Council would then have a scoped document to submit to future State or Federal grant funding programmes or advocacy opportunities as they arise.			
Risk of Delay:		Trail will not be scoped.			
Total				\$1,015,557	2.12%



How to contact us

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