Notice of Meeting

Alexandrina Council Special Meeting

In accordance with sections 83 and 84 of the *Local Government Act 1999*, notice is hereby given that a special meeting of Council will be held in the *Alexandrina Council Community Chambers "Wal Yuntu Warrin", 11 Cadell Street, Goolwa* on Monday, 24 June 2024 commencing at 5:30 PM.

A recording of the Council meeting will be placed on www.alexandrina.sa.gov.au as soon as practicable following the meeting.



Nigel Morris
Chief Executive Officer

21 June 2024

Alexandrina Council
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Agenda for the Alexandrina Council Special Meeting
Monday, 24 June 2024

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1. Opening of Meeting

An audio recording of this meeting will be made for minute-taking purposes and will last the length of the open meeting. The audio file will be available on the Council website after the draft Minutes have been circulate

Present

Apologies / Leave of Absence

In Attendance

Acknowledgement of Traditional Owners

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

Local Government Prayer

Almighty God, we humbly beseech thee to grant thy blessing upon the works of this Council, guide us in our deliberations for the advancement and the true welfare of the people of this district.

Declarations of Interest

If a Council Member has an interest in a matter which will be before the Council at this meeting, they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest at the beginning of the meeting. Members are reminded they must also declare their interest and provide details at the time the relevant item arises for consideration.

2. Adjourned Debate

Nil

3. Presentations / Deputations

3.1. Annual Business Plan and Budget 2024/25 - Ms B Lewis

Ms Bronwyn Lewis to make a deputation regarding the Annual Business Plan and Budget 2024/25.

3.2. Annual Business Plan and Budget 2024/25 - Mr P Nichols

Mr Peter Nichols to make a deputation regarding the Annual Business Plan and Budget 2024/25.

4. Administration Reports

4.1. Annual Business Plan and Budget Adoption and Rate Declaration 2024/25 Financial Year

Responsible Officer: Nigel Morris (Chief Executive Officer)

Report Authors: Nigel Morris (Chief Executive Officer)

Tash Hunt (General Manager Corporate)

Brett Sterzl (Interim Chief Financial Officer)

Recommendation

Recommendation 1 – Grant Leave of the Meeting

That Council grant leave of the meeting for a short-term suspension of Division 2 of Part 2 of the Local Government (Procedures at Meetings) Regulations for a period of xx time to facilitate informal discussion on the Annual Business Plan and Budget 2024/25.

Recommendation 2 – Adoption of Business Plan after making changes

That Council adopt the 2024/25 Business Plan contained at Attachment 1 in this meeting agenda, in accordance with section 123 of the *Local Government Act 1999* (the Act) and regulation 6 of the *Local Government (Financial Management) Regulations 2011* (Financial Management Regulations), having considered in accordance with section 123(6) of the Act:

a. **all submissions made during the public consultation period as tabled at the 17 June 2024 Council meeting; and**
b. **any new or revised information in the possession of the Council that is relevant to the material contained in the draft 2024/25 Business Plan and Budget**

and noting, as set out in Table 1, amendments made from the draft 2024/25 Annual Business Plan and Budget since commencement of community engagement.

Table 1

Amendments	Amount
Budget Deficit to Consultation 2 May 2024	-$4,682,000
Strathalbyn Pool trial of extension of opening hours for 1 additional month	-$30,300
Additional rates from property growth to 1.82 from budgeted 1.3%	$293,000
Fleurieu Regional Aquatic Centre budget update	-$49,000
Roads to Recovery Funding Increase advised 22 May 2024	$458,000
Remodelled Interest expense @ 5.5%	-$102,375
Contribution to Mount Compass Netball Club court resurfacing	$50,000
Removal of Strathalbyn Sound Shell Capital expenditure $250,000	$9,923
Draft Budget Deficit to Council for adoption 24 June 2024	-$4,152,752

and including, as set out in Table 2, additional amendments to be incorporated into the 2024/25 Annual Business Plan, contained at Attachment 1 in this meeting agenda.

Table 2 – Items to be considered one at a time with a Mover and Seconder for each.

Budget	Description	Capital Amount $	Operating Budget Amount $
Operating Expenditure	**Remove Agribusiness Officer - (0.60FTE) Position**		**$70,631**

Budget	Description	Capital Amount $	Operating Budget Amount $
Operating Expenditure	**Remove Enhanced Wayfinding Signage Strategy**		**$50,000**

Budget	Description	Capital Amount $	Operating Budget Amount $
Operating Expenditure	**Remove Adelaide Car Rally - Staging at Strathalbyn**		**$25,000**

Budget	Description	Capital Amount $	Operating Budget Amount $
Operating Expenditure	**Remove Lifeguard Services - Goolwa Beach**		**$28,000**

Budget	Description	Capital Amount $	Operating Budget Amount $
Capital Expenditure	**Remove Encounter Bikeway Design**	**$350,000**	**$9,625**

The following will be populated at the Special Council Meeting following discussion:

Budget	Description	Capital Amount $	Operating Budget Amount $

Budget	Description	Capital Amount $	Operating Budget Amount $

Budget	Description	Capital Amount $	Operating Budget Amount $

Budget	Description	Capital Amount $	Operating Budget Amount $

Recommendation 3 – Delivery of the Township Greening Strategy and Action Plan

1. **That the optional rate rise to fund the $600,000 for the delivery of the Township Greening Strategy and Action Plan not be implemented in 2024/25.**
2. **That the delivery of the Township Greening Strategy and Action Plan be a priority project in the consideration of the revised A2040 Strategic Plan.**

Recommendation 4 – Financial Statements and Indicators

That Council adopt the Budget for the 2024/25 financial year, in accordance with section 123(7) of the Act and regulation 7 of the Financial Management Regulation, as set out in Appendix A and Appendix B of the 2024/25 Annual Business Plan contained at Attachment 1 in this meeting agenda, comprising the following statements:

- **Budget Statement of Comprehensive Income**
- **Budget Statement of Financial Position**
- **Budget Statement of Changes in Equity**
- **Budget Statement of Cash Flows**
- **Budget Summary Statement including Financing Transactions**
- **Budget Key Financial Indicators**

and incorporating into the 2024/25 Budget the additional amendments set out in Table 2.

Recommendation 5 – Long Term Financial Plan

That having considered this report, and all relevant information in the possession of the Council, and in accordance with section 123 of the Local Government Act 1999, Council adopts the 2025-35 Long Term Financial Plan (Attachment 1 – Appendix C) prepared in accordance with Section 122(1a) of the Local Government Act 1999 and includes information and is accompanied by the statement required by regulation 5 of the Local Government (Financial Management) Regulations 2011.

Recommendation 6 - Rating

That Council:

1. **Adopts for rating purposes for the year ending 30 June 2025, the most recent valuations of capital value made by the Valuer General for rating purposes pursuant to section 167(2) of the Act. The total valuations of the Council area comprising $13,203,070,100 of which $12,884,080,530 is the valuation of rateable land.**
2. **Having considered and taken into account the general principles of rating outlined in Section 150 of the Act, and in accordance with Section 153(2) of the Act - issues of consistency and equity across Council areas in the imposition of rates on various sectors of business and wider community - and pursuant to sections 152(1)(c), 153(1)(b) and 156(1)(a) of the Act, declares differential rates for the year ending 30 June 2025, based on the capital values of land by reference to the land use categorised within Regulation 14 of the *Local Government (General) Regulations 2013*, as follows:**
    a. **0.3248 cents in the dollar for all rateable land which is categorised by Land Use Category (a) Residential, Category (b) Commercial-Shop, Category (c) Commercial-Office, Category (d) Commercial-Other, Category (e) Industrial-Light, Category (f) Industrial-Other, Category (h) Vacant Land, and Category (i) Other.**
    b. **0.2696 cents in the dollar for all rateable land which is categorised by Land Use Category (g) Primary Production, noting it comprises 83% of the general rate.**
3. **Impose, pursuant to sections 151 and 152(1)(c) of the Act, a fixed charge of $440.00 on each separate piece of rateable land within the Council area.**

4. **Declares a separate rate for financial year ending 30 June 2025, pursuant to section 69 of the *Landscape South Australia Act 2019* and section 154 of the Act, based on the capital value of properties, to recover amounts payable to the Hills and Fleurieu Landscape Board as:**
    a. **0.0100 cents in the dollar for all rateable land within the Council area**
5. **Fix a maximum increase in the general rate charged on rateable land which are the principal ratepayer's principal place of residence, pursuant to Section 153 (3) of the Act, being the amount by which the general rate payable exceeds the 2024/25 general rate payable by more than 15%, will be remitted upon application which must be made in writing before 1 September 2024.**
6. **Declares, pursuant to section 155(2) of the Act, the following services charges for all properties serviced by these schemes for the year ending 30 June 2025 as:**
    a. **Community Wastewater Management Scheme (CWMS) Service Charges:**
        i. **Occupied Unit - $725.**
        ii. **Vacant Unit - $535.**
    b. **Where the number of CWMS units is determined using the CWMS Property Units Code, the number of CWMS units will be rounded the nearest whole unit.**
7. **Declares, pursuant to section 181(2) of the Act, all rates and charges which have been imposed for the financial year ending 30 June 2025 will be payable in a single instalment due on 1 September or by equal quarterly instalments on the following days or if these days fall on a weekend or public holiday on the next business day:**
    - **1 September 2024**
    - **1 December 2024**
    - **1 March 2025**
    - **1 June 2025**
8. **Approves, pursuant to Chapter 10, Division 5 – Rate Rebates – of the Act, the Rating Policy contained at Attachment 2 in this meeting agenda, noting that for the 2024/25 financial year that all rateable land (excluding the principal place of residence) within the Council area shall be limited to a maximum rate increase of 50%, and any amount over 50% will be remitted upon application within the relevant conditions and the list of mandatory and discretionary rebates for 2024/25.**

Recommendation 7 – Updates to Annual Business Plan

1. **That Council authorise the Chief Executive Officer to make minor grammatical, formatting error and other non-significant amendments within the 2024/25 Annual Business Plan, contained at Attachment 1 in this meeting agenda and Rating Policy contained at Attachment 2 in this meeting agenda.**
2. **Note the amendments to the Annual Business Plan and Budget contained in Table 2 (above resolution CXXXX), and the setting of the average rates increase to existing ratepayers at X.X% (above resolution CXXXXX) will result in an approximate 2024/25 operating deficit of $XXXX.**

Prior Resolutions

Prior Council Resolutions

Meeting Date	Agenda Item Number	Report Title	Resolution Number
17 June 2024	8.3	Draft Annual Business Plan and Budget 2024/25 Public Consultation Outcomes	C24254 C24255 C24256
29 April 2024	4.7 4.8	Report from Section 41 Audit and Risk Committee – Policy Review – Annual Budget and Budget Performance Policy Report from Section 41 Audit and Risk Committee – Draft Annual Business Plan and Budget 2024/25	C24180 C24181 to C24197
15 April 2024	8.11	Draft Annual Business Plan and Budget 2024/25 Roadshow Dates	C24148
18 March 2024	8.8 9.7 9.12	Community Transport Services – Informing Budget Considerations Report from Section 41 Climate Emergency and Environment Committee – Budget Allocations for an Enhanced Township Greening Programme Report from Section 41 Audit and Risk Committee – Economic Assumptions Annual Budget Process 2024/25	C24092 C24110 C24111 C24117
19 February 2024	7.5	Notice of Motion – Cr Sue Miller – Community Transport Services – Informing Budget Considerations	C24038
22 January 2024	8.10	Project Budget Adjustments	C24017

Prior Audit and Risk Committee Resolutions

Meeting Date	Agenda Item Number	Report Title	Resolution Number
12 April 2024	6.4 6.5	Policy Review – Annual Budget and Budget Performance Policy Draft Annual Business Plan and Budget 2024/25	ACAC409 ACAC410
8 March 2024	6.6	Economic Assumptions Annual Budget Process 2024/25	ACAC401

Community Strategic Plan Impact

LIVEABLE	Defined by distinctive townships, places, spaces and transport networks that support active lifestyles, vibrant cultures and productive enterprise
GREEN	Climate-ready, a place where nature is valued, and resources are managed sustainably and creatively to support a new economy
CONNECTED	Created for, with and by the community. We are safe, healthy and all enjoy accessible infrastructure and services
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

Report Objective

The purpose of this report is to consider the adopting of the 2024/25 Annual Business Plan and Budget, including the Declaration of Rates for the 2024/25 financial year.

Prior to considering, Council Members will be provided the opportunity for informal discussion to discuss additional options for further reductions.

Informal discussion will be done without debate and when returning to the formal meeting, individual options will be considered and put to the vote.

Once the content of the budget is known the average rates increase will then be considered and the resulting rate in the dollar will be put to the vote for formal resolution.

Executive Summary

The preparation of the 2024/25 Annual Business Plan and Budget commenced in November last year.

In summary, this included:

- Individual Managers preparing zero based budgets.
- Capital Program created from the Asset Management Plans and Council resolutions and feedback.
- Executive Team approvals of Manager Budgets.
- A series of Workshops with Council Members.
- Considerations of the Audit and Risk Committee of the Budget.
- Council endorsing the budget go out to consultation.
- Presentation from the Local Government Finance Authority on borrowings.
- Three Budget Roadshows with the community.
- The receipt of the Community feedback at the 17 June 2024 Council meeting.

This report is not going to duplicate the contents of previous presentations and reports and it is not going to summarise the contents of the attached draft 2024/25 Annual Business Plan and Budget.

This year following the Asset Revaluations and increased depreciation, Council is in a very different position than previous years, it is therefore recommended that the attached budget is read in full to get a complete understanding. This covering report focuses on the main hot topic, the setting of the rates.

The Community Feedback was presented at the 17 June 2024 meeting, the Officer's recommendation contains items for debate raised by the Community.

For a complete history the list of prior Council and Committee resolutions is listed above.

Context

The Annual Business Plan is Council's statement of its intended programs and outcomes for the coming year, linking the strategic management plans with the allocation of resources in its budget. It also establishes the basis for review of the Council's performance over the year.

In preparing the draft Annual Business Plan and Budget 2024/25, it has again highlighted the need to achieve financial sustainability for Council in the short term and long term.

After making depreciation adjustments after the Asset Revaluations, Council in the current 2023/24 has reported at the third quarter budget review a deficit of $5,176,000, the proposed 2024/25 budget is presented with a $4,152,752 deficit. A reduction in the deficit figure of over $1,000,000.

2023/24 3rd Quarter Review Deficit	Proposed 2024/25 Operating Deficit as presented	Difference
$5,176,000	$4,152,752	$1,023,248

To arrive at the deficit of $4,152,752 the following changes have been made since first presenting the draft budget to the Audit and Risk Committee, 12 April 2024:

Timeline of Budget changes

Presented to Audit Committee 12 April 2024	-	**4,266,000**
FRWA Revised Costs	-	669,000
Revised Subsidiary Equity Surpluses		71,000
Administration Review of 3238 Transaction Lines		245,000
Reduce Main Office Refurb		27,000
Remove Wayfinding Signage		50,000
Budget Deficit presented to 29 April 2024 meeting	-	**4,542,000**
Changes during Council Meeting 29 April		
addback Wayfinding Signage	-	50,000
addback CEO less than CPI Salary	-	5,000
Adelaide Car Rally - Staging at Strathalbyn	-	25,000
Capital: Armfield Slip - Viewing Platform - $30,000	-	2,000
Road Closure Funding - Community Events (Strathalbyn Christmas Pageant, Goolwa Christmas Pa	-	30,000
Lifeguard Services - Goolwa Beach	-	28,000
Budget Deficit to Consultation 2 May 2024	-	**4,682,000**
Strathalbyn Pool trial of extension of opening hours for 1 additional month (May resolution)	-	30,300
Additional rates from property growth to 1.55% from budgeted 1.3%		165,000
Fleurieu Regional Aquatic Centre budget update	-	49,000
Roads to Recovery Funding Increase advised 22 May 2024		458,000
Remodelled Interest expense @ 5.5%	-	102,375
Budget Deficit to Council Meeting 17 June 2024	-	**4,240,675**
Additional rates from property growth to 1.82% from updated 1.55%		128,000
Budget Deficit to Council Meeting 17 June 2024 Adjusted post Agenda	-	**4,112,675**
Funding to Mount Compass Netball Club for Court Resurface (17 June resolution)	-	50,000
Interest changes due to removal of the Strathalbyn Sound Shell and additional growth revenue		9,923
Budget as presented to Special Council Meeting - 24 June 2024.	-	**4,152,752**

The above table illustrates that during the budget process from the time the budget was presented to the Audit Committee, 12 April 2024 to what is presented in the agenda for the Council meeting, 24 June 2024 the following changes were made per category.

External influences (highlighted in grey) reduced the budget by $11,548, Administration provided a reduction in the budget of $322,000 and Council resolved to add back in $220,300:

Changes by category

External Changes		11,548
Administration Changes		322,000
Council resolutions	-	220,300
		113,248

General Analysis

This Annual Business Plan delivers on the vision and aspirations of the A2040 suite of strategic management plans, which reflect our vision, to thrive in a liveable, green, and connected community.

The Budget 2024/25 has been prepared from a zero base, with expenditure and income projected from prior year trends, known current significant influences, and identified priorities for the coming year.

The operational budget is structured in such a way that there is no reliance on asset sales to fund core services. Debt is regarded as a tool to be used in a strategic perspective to provide community assets.

Council rating strategy seeks to achieve a degree of stability and predictability over time; while ensuring we pay for those services and infrastructure maintenance obligations that are consumed. Rates are set at a level having regard to the Council's strategic direction and its social and economic objectives, balanced against the community's ability to pay.

Key financial performance indicator targets (KFIs) guide revenue and expenditure decisions, overall budget strategies and future decision making. These targets promote a sustainable position in the long term; with short, medium, and long-term targets being set to achieve this aim.

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

Rate Capping and Rate Rebates

To provide relief against rapid changes in valuations or anomalies in valuations for a ratepayer's principal place of residence, it is proposed general rates will be capped at 15% (on application) and all other rate categories limited to a maximum rate increase of 50% (upon application). Council will also consider, on application, a discretionary rate rebate attributed to anomalies associated with the Valuer-General Revaluation Initiative.

Council considers it appropriate that all rateable properties contribute to the cost of delivering Council services and maintaining and creating physical infrastructure. This is achieved by generating a portion of Council's rate revenue by a fixed charge, it is proposed to remain at $440 for 2024/25.

Mandatory rate rebates are provided in accordance with sections 160-165 of the Act and total approximately $527,775 for 2024/25. Discretionary Rate rebates are provided in line with section 166 of the Act and Council's Discretionary Rate Rebate Operational Guidelines, totalling $243,312 (including capping 15% and discretionary rebates $100,999) for 2024/25.

Regional Landscape Levy

The Hills and Fleurieu Landscape Board levy for 2024/25, will raise $1,269,000.

CWMS Service Charge

To ensure the community wastewater management schemes remain sustainable in the long term, Council needs to increase service rates for the 2024/25 financial year, the maximum occupied charge will be $725 and $535 for unoccupied.

Payment Dates

Council rates for the year ending 30 June 2025 will be payable in a single instalment due on 1 September or quarterly instalments on the 1st day of the months of September 2024, December 2024, March 2025, and June 2025.

Primary Production Differential Rates

Council has maintained the differential rates for Primary Producers at 83% of the General Rate. With Alexandrina using a fixed fee amount of $440 per all properties and the remainder calculated by

valuations multiplied by the differential rates the difference in the calculated rate from Primary to General Rate can vary.

Comparative Analysis

Alternate Rate Models

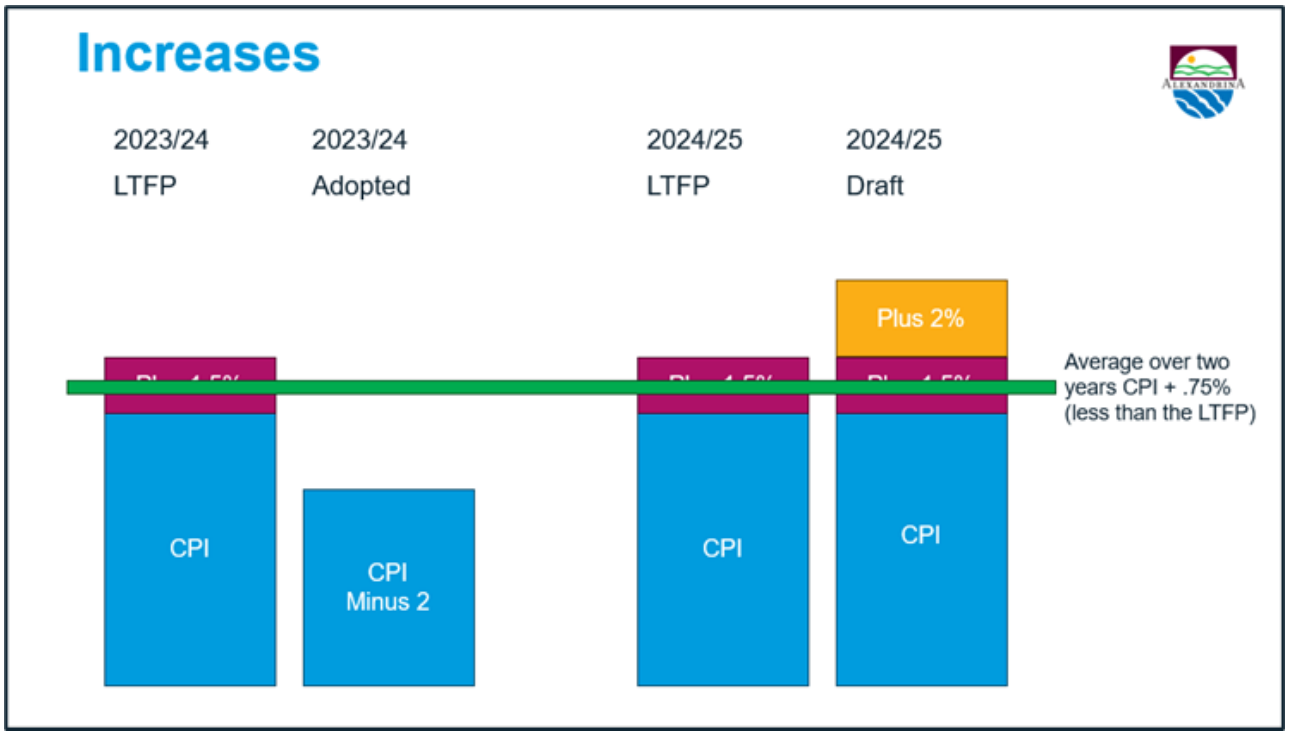
In the creation of the 2023/24 Annual Business Plan and Budget, Council adopted an average rate increase of CPI minus 2%, going against the Long Term Financial Plan assumption of CPI plus 1.5%.

This was a reduction of 3.5% from the adopted Long Term Financial Plan at the time.

The current year 2023/24 rates increase was made to establish rates at an affordable level, while taking into account social and economic objectives, striking a balance with the community's capacity to pay, and considering the higher-than-anticipated CPI, Council at the time discussed making up the reduction in 2024/25.

We are now setting the rates for 2024/25 and with the previously adopted Long Term Financial Plan assumption of rates being at CPI + 1.5% and adding back in the previous reduction of 3.5% the starting point for 2024/25 would have been CPI of 4.8 (December quarter) + 1.5% (LTFP assumption) + 2023/24 reduction 3.5% = 9.8%.

However, with reductions made, Council resolved to go out to consultation with a proposed rates increase of 8.3%. An average of CPI + .75% over the two years.



It is acknowledged that the March quarter CPI figures for Adelaide were 4.3% and not the December quarter CPI figures of 4.8%, a reduction of .5%. However, the budget has been built on the expectations of our external suppliers will be charging Council, often supplied by the suppliers themselves or based on the December. The budget is built on the Council expected expenditure.

Council following the recommendation from the Audit and Risk Committee adopted the following update to the Long Term Financial Plan:

C24184

Moved Cr Sue Miller seconded Cr Margaret Gardner

That Council update the Long Term Financial Plan with the latest depreciation figures and the following rates assumptions for the next five years to ensure that Council returns to a surplus budget within the five-year period:

Year	2024/25	2025/26	2026/27	2027/28	2028/29
Rates Increase Assumption	CPI + 3.5%	CPI + 3%	CPI + 3%	CPI + 3%	CPI + 3%

CARRIED

A division was requested by Cr Peter Oliver.

The Presiding Member declared the vote set aside.

Voting in the AFFIRMATIVE	Voting in the NEGATIVE
Cr Michael Scott	Cr Peter Oliver
Cr Sue Miller	Cr Bill Coomans
Cr Milli Livingston	
Cr Craig Maidment	
Cr Lou Nicholson	
Cr Margaret Gardner	

The Presiding Member declared the motion **CARRIED**

With the presented budget providing a $4,152,752 deficit we can now model the budget over the next five years.

Budget as presented - CPI + 3.5% Year 1, CPI + 3% Years 2 to 5

Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	8.30%	-$4,153,289	0	-$4,153,289	$49,450,593
Year 2	CPI + 3	-$3,437,027	0	-$3,437,027	$54,336,696
Year 3	CPI + 3	-$2,398,919	0	-$2,398,919	$55,415,080
Year 4	CPI + 3	-$827,623	0	-$827,623	$52,937,506
Year 5	CPI + 3	$1,209,627	0	$1,209,627	$46,560,057

This table illustrates that with maintaining the Long Term Financial Plan rate increase assumptions that Council will achieve a surplus budget in Year 5, 2028/29.

This however relies on no unexpected results, including additional revaluations scheduled for CWMS and Stormwater later in 2024, noting a provision of $900,000 has been made as an estimate of these increases.

Ideally Council would be targeting a surplus quicker than five years but with community feedback understandably wanting rates to be closer to CPI further analyst has been performed.

The following model produces less of an increase in Year 1 as follows:

Lower Year 1 from CPI + 3.5% to CPI + 3%

Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	7.80%	-$4,376,289	0	-$4,376,289	$49,646,100
Year 2	CPI + 3	-$3,675,414	0	-$3,675,414	$54,768,693
Year 3	CPI + 3	-$2,653,881	0	-$2,653,881	$56,099,676
Year 4	CPI + 3	-$1,100,248	0	-$1,100,248	$53,891,969
Year 5	CPI + 3	$919,920	0	$919,920	$47,802,549

A surplus in year 5 is still achieved but it is noted that Council needs to continue to raise rates in years 2 to 5 rates at CPI plus 3%.

It is however acknowledged that following the service reviews that expenditure is likely to be reduced but adjustments to rates should only be performed once the savings are made.

The modelling will also show that significant savings will need to be adjusted to allow rates to be reduced in year 1.

It remains recommended that rates in year 1 remain at 8.3% to allow the following years to be reduced. This is illustrated in the following modelling:

Keep Year 1 at CPI + 3.5% and reduce Years 2 to 5 from CPI + 3% to CPI + 2.5%

Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	8.30%	-$4,153,289	0	-$4,153,289	$49,450,593
Year 2	CPI + 2.5	-$3,682,117	0	-$3,682,117	$54,551,570
Year 3	CPI + 2.5	-$2,921,815	0	-$2,921,815	$56,118,281
Year 4	CPI + 2.5	-$1,663,607	0	-$1,663,607	$54,437,700
Year 5	CPI + 2.5	$23,584	0	$23,584	$49,203,373

This produces a small surplus in year five. Again, hoping for no surprises in the next few years.

If reducing the rates in year one from CPI + 3.5% to CPI + 2.5% the following is produced:

Make Years 1 to 5 all CPI + 2.5%

Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	7.30%	-$4,598,289	0	-$4,598,289	$49,840,730
Year 2	CPI + 2.5	-$4,155,597	0	-$4,155,597	$55,411,675
Year 3	CPI + 2.5	-$3,425,124	0	-$3,425,124	$57,478,018
Year 4	CPI + 2.5	-$2,198,624	0	-$2,198,624	$56,328,726
Year 5	CPI + 2.5	-$545,140	0	-$545,140	$51,658,788

This won't return Council to a surplus in the next 5 years.

If however, Council at the Special Meeting reduces the operating budget by $500,000, a surplus will be achieved in year 1 if all 5 years are made at CPI + 2.5%:

Make Years 1 to 5 all CPI + 2.5%					
But make an adjustment at the Special Meeting of $500,000					
Year	**Increase % Assumption**	**Surplus/Deficit Produced**	**Adjustments made at Special Meeting**	**Revised Deficit/Surplus**	**Borrowings**
Year 1	7.30%	-$4,598,289	$ 500,000	-$4,098,289	$49,436,620
Year 2	CPI + 2.5	-$4,155,597	0	-$3,636,097	$54,491,805
Year 3	CPI + 2.5	-$3,425,124	0	-$2,885,883	$56,022,693
Year 4	CPI + 2.5	-$2,198,624	0	-$1,638,892	$54,317,306
Year 5	CPI + 2.5	-$545,140	0	$35,862	$49,070,737

If looking to reduce the years 2 to 5 from CPI + 3% to CPI + 1.5% and leaving year one at CPI + 3.5% you will note that Council does not achieve a surplus in the 5 years:

Leave Year 1 at CPI + 3.5% but make Years 2 to 5 all CPI + 1.5%					
Year	**Increase % Assumption**	**Surplus/Deficit Produced**	**Adjustments made at Special Meeting**	**Revised Deficit/Surplus**	**Borrowings**
Year 1	8.30%	-$4,153,289	0	-$4,153,289	$49,450,593
Year 2	CPI + 1.5	-$4,172,297	0	-$4,172,297	$54,981,316
Year 3	CPI + 1.5	-$3,959,526	0	-$3,959,526	$57,518,235
Year 4	CPI + 1.5	-$3,310,726	0	-$3,310,726	$57,410,196
Year 5	CPI + 1.5	-$2,300,169	0	-$2,300,169	$54,415,647

To achieve a surplus using the above increase assumptions, Council would need to find an additional $2,000,000 in savings at the Special Meeting as follows:

Leave Year 1 at CPI + 3.5% but make Years 2 to 5 all CPI + 1.5%					
But make an adjustment at the Special Meeting of $2,000,000					
Year	**Increase % Assumption**	**Surplus/Deficit Produced**	**Adjustments made at Special Meeting**	**Revised Deficit/Surplus**	**Borrowings**
Year 1	8.30%	-$4,153,289	$ 2,000,000	-$2,153,289	$47,834,154
Year 2	CPI + 1.5	-$4,172,297	0	-$2,094,297	$51,301,837
Year 3	CPI + 1.5	-$3,959,526	0	-$1,802,562	$51,696,935
Year 4	CPI + 1.5	-$3,310,726	0	-$1,071,797	$49,364,513
Year 5	CPI + 1.5	-$2,300,169	0	$23,838	$44,063,446

To show how difficult it will be to return to CPI only even when remaining at CPI + 3.5% in year 1 the following modelling can be used:

Leave Year 1 at CPI + 3.5% but make Years 2 to 5 all CPI only					
Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	8.30%	-$4,153,289	0	-$4,153,289	$49,450,593
Year 2	CPI	-$4,907,567	0	-$4,907,567	$55,625,937
Year 3	CPI	-$5,497,711	0	-$5,497,711	$59,602,050
Year 4	CPI	-$5,723,410	0	-$5,723,410	$61,799,693
Year 5	CPI	-$5,663,834	0	-$5,663,834	$62,050,752

In the above you can see the dramatic effect it has on borrowing increases.

Using the above assumptions and finding $3,500,000 at the Special Meeting will not return to a surplus in the 5 years:

Leave Year 1 at CPI + 3.5% but make Years 2 to 5 all CPI only But make an adjustment at the Special Meeting of $3,500,000					
Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	8.30%	-$4,153,289	$ 3,500,000	-$653,289	$46,621,826
Year 2	CPI	-$4,907,567	0	-$1,271,067	$49,186,848
Year 3	CPI	-$5,497,711	0	-$1,723,024	$49,414,776
Year 4	CPI	-$5,723,410	0	-$1,805,285	$47,719,749
Year 5	CPI	-$5,663,834	0	-$1,596,821	$43,934,401

An amount of $5,000,000 would need to be found at the Special Meeting with the CPI + 3.5% increase to allow Council to return to CPI only:

Leave Year 1 at CPI + 3.5% but make Years 2 to 5 all CPI only But make an adjustment at the Special Meeting of $5,000,000					
Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	8.30%	-$4,153,289	$ 5,000,000	$846,711	$45,409,497
Year 2	CPI	-$4,907,567	0	$287,433	$46,427,238
Year 3	CPI	-$5,497,711	0	-$105,301	$45,048,801
Year 4	CPI	-$5,723,410	0	-$126,088	$41,685,487
Year 5	CPI	-$5,663,834	0	$146,185	$36,170,251

Rates Recommendation

It is therefore recommended that in order to provide Council the best opportunity to return to CPI only that the proposed rates increase in year one remains at 8.3% and that Years 2 to 5 be maintained at CPI + 3 until such time that additional savings can be made to produce a surplus in year 5 that caters for unknowns. At present without further reductions at the Special Meeting, this only produces a surplus in Year 5 of $1,209,627.

If Council in responding to Community feedback was to reduce rates increases it is recommended that the adjustments be made post Year 1, for example the following change:

	Year 1	Year 2	Year 3	Year 4	Year 5
From	8.3%	CPI + 3%	CPI + 3%	CPI + 3%	CPI + 3%
To	8.3%	CPI + 2.5%	CPI + 2.5%	CPI + 2.5%	CPI + 2.5%

This could be updated to the Long Term Financial Plan to highlight the reductions made since going to consultation will enable future years to be reduced.

If however, reductions in expenditure does not occur next year, the future year rates assumptions would again need to be adjusted. It is again recommended that adjustments to existing assumptions be made only when reductions to expenditure is made, this is likely to be done following the service reviews and an updated A2040 Strategic Plan.

The above change, without further reductions at the Special Meeting and without additional savings in future years will only produce a minor surplus in Year 5 of $23,584:

Keep Year 1 at CPI + 3.5% and reduce Years 2 to 5 from CPI + 3% to CPI + 2.5%

Year	Increase % Assumption	Surplus/Deficit Produced	Adjustments made at Special Meeting	Revised Deficit/Surplus	Borrowings
Year 1	8.30%	-$4,153,289	0	-$4,153,289	$49,450,593
Year 2	CPI + 2.5	-$3,682,117	0	-$3,682,117	$54,551,570
Year 3	CPI + 2.5	-$2,921,815	0	-$2,921,815	$56,118,281
Year 4	CPI + 2.5	-$1,663,607	0	-$1,663,607	$54,437,700
Year 5	CPI + 2.5	$23,584	0	$23,584	$49,203,373

If using this model will then allow Council to identify additional savings and efficiencies in 2024/25 that will then allow the rates assumptions in years 2 to 5 to be further reduced to CPI once the expenses have been reduced.

Lowering the rates increase in year 1 is an option that Council may consider but it contains risks that with unknowns' rates in years one to five may have to be even higher than previously assumed.

The following illustrates the difference in year one of reducing the rates from 8.3% to 7.5% to illustrate the:

Average Rates Increase	Average Rates	Average Annual Increase	Average Weekly Increase
8.30%	$ 2,431	$ 189	$ 3.63
7.50%	$ 2,412	$ 170	$ 3.27
Diff	$ 19	$ 19	$ 0.36

Additional modelling and discussion can occur during the informal session part of the Special Meeting.

Deferring Projects in Year 1 to later in Years 2 to 5

In reviewing the above modelling, it is critical that Council looks at not only the budget in year one but for the next 5 years.

Delaying projects in year 1 to a later year may lower the deficit in year one but will place additional projects in later years that will require additional revenue to pay for them at that time.

It is acknowledged that it may defer interest payments, but it also comes at the risk of costs rising between year one and the time the project is actually done. Council recently experienced this with the Goolwa Wharf, the longer the project was left, the more the project cost.

Not doing projects

Council may determine that a project is no longer required for Council in the next few years. These projects should be looked at closely and considered for removal. However, before completely removing. It should be determined if this will create a long term benefit to Council. For example, the question has been raised, do we need the trainee accountant, when reviewing this in isolation it may appear a cost saving can be made by not appointing, but when considering that many aspects of this role is a requirement and currently being performed by an external consultant a different view is formed.

Not doing the "new" Projects

The capital projects are broken into "New" and "Replacement" projects. The "Replacement projects are ensuring that Council replace existing assets as they wear out. "New" projects are when creating a new asset, often these projects relate to required stormwater infrastructure or new footpaths or the construction of a new toilet. Administration will talk through the capital program with Council Members, but in the majority the program is about required infrastructure including risk mitigation.

Feedback has indicated that Council won't have the funds for the Encounter Bikeway for a number of years and this project is in the Officer's recommendation for consideration for removal.

Note the removal of Capital Program items will only reduce the operating expenses by the amount of depreciation and interest payments and not the whole amount that is divided over a number of years. For example, a removal of the $350,000 Bikeway project will only reduce the operating account by $9,625 in year 1.

The Township Greening Strategy and Action Plan

The draft 2024/25 Annual Business Plan and Budget contained an optional additional rate rise to fund an additional $600,000 to deliver the Township Greening Strategy and Action Plan. The funding would include on ground actions to ensure our towns have more shade, cleaner air, are cooler and more beautiful places to live.

The Community feedback was that this is a much-needed project and should be core Council business and be funded without an additional increase.

For Council to fund this increase without further increases to rates, existing expenditure will need to be reduced first. This may be achieved once service reviews are performed and a revised A2040 Strategic Plan delivered.

Until such time it is recommended:

1. That the optional rate rise to fund the $600,000 for the delivery of the Township Greening Strategy and Action Plan not be implemented in 2024/25.
2. That the delivery of the Township Greening Strategy and Action Plan be a priority project in the consideration of the revised A2040 Strategic Plan.

Financial and Economic Implications

This is detailed in the attached 2024/25 Annual Business Plan and Budget and in the body of this report.

Risk Management

In accordance with section 123(8) of the Act, Council must adopt an annual business plan and budget between 31 May and 15 August for the ensuing financial year.

Council will monitor the implementation of the budget via regular budget updates and reviews in accordance with the Act, the Financial Management Regulations and Council's Annual Budget and Budget Performance Policy.

The Community has spoken, they do not want Council to continue with rate rises exceeding CPI.

The Local Government Financial Authority has spoken, Council is in danger of not getting additional funding if Council does not have a plan to get back into surplus within a three-to-five-year period to illustrate financial sustainability.

The Essential Services Commission of South Australia (ESCOSA) has spoken, Council must stick to their Long Term Financial Plan and remain financially sustainable.

It is difficult to achieve all three, but Council must have a plan to get back to surplus within a three-to-five-year period while minimising the rates burden on the community.

The risk of Alexandrina Council not being financially sustainable is high if Council continues to spend more than they earn, and borrowings continues to rise.

Not raising rates at an appropriate level in year 1 of the next 5 years can have a dramatic impact creating the need for additional increases in future years.

Following the adoption of the budget it is critical that Council focus on the service reviews to determine what changes can be made.

Once decreases to expenditure is made, adjustments to the rates can be made, it is a massive risk to adjust rates based on what Council hopes to adjust in the future. Changes to rates should be made after and not before expenditure changes are made.

Conclusion

The presented 2024/25 Annual Business Plan and Budget should be read in full.

Council in considering the balancing act of financially sustainability and meeting ratepayers expectations have important decisions that need to be made. To assist with this process, the Special Meeting will allocate a period of time for informal discussion before considering changes to the budget one line at a time.

While Council has a deficit of over $4M, Administration will continue to recommend that the rates increase remains as consulted on at an average increase to existing ratepayers at 8.3%, this will allow a reduction in future years to the previous resolved assumption of CPI + 3% for years 2 to 5.

Further reductions to future years expenditure can be made following the services reviews scheduled for later in 2024. It is again recommended that reductions to rates be made after reductions to expenditure is made, not before.

It is further recommended that reducing rates in year 1 may create the need to further raise in future years, 2025, 2026, 2027 and 2028.

If Council at the Special Meeting is able to further reduce expenditure in the proposed 2024/25 budget, additional modelling can be provided at the meeting to show what the affect will be in not only year 1 but years 2 to 5.

The Officer Recommendations will be considered one at a time and can be modified by Council Members.

Any changes to the budget need to be made in Recommendation 2. This can include adding or subtracting any projects or budget inclusions. This table can be repeated for additional individual items so that projects can also be considered one at a time.

Administration will talk Council Members through this process.

Recommendation 6 contains the cents in the dollar that determines the rates increase. The presented cents in the dollar represents an increase of 8.3% to exist ratepayers. This is the current Administration recommendation, additional adjustments, once modelled, may modify these values.

It is important the Council remain financially sustainable in the short and long term and the presented budget as recommended achieves just that and the Special Meeting will allow further adjustments to be made. The next financial year 2024/25 should not be looked at in isolation.

It is understood that the Officer's recommendation of remaining at an increase of 8.3% in Year 1 will not be popular, but with still many unknowns and the providing the best opportunity for Council to lower rates in future years this is the recommendation put forward. Council as the decision makers will however ultimately decide the rate.

It is recommended that the draft 2024/25 Annual Business Plan and Budget be adopted following adjustments made.

A very difficult decision needs to be made to ensure Council stay financially sustainable in the short term and long term.

Attachments

Attachment 1 - Draft Annual Business Plan and Budget 2024/25

Appendix A - Financial Statements

Appendix B - Capital Program

Appendix C - Long Term Financial Plan

Appendix D - New Operating Initiatives

Attachment 2 - Rating Policy 2024/25

Alexandrina Council

Annual Business Plan and Budget 2024/25



Alexandrina Council acknowledges the Ngarrindjeri, Peramangk and Kaurna 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.

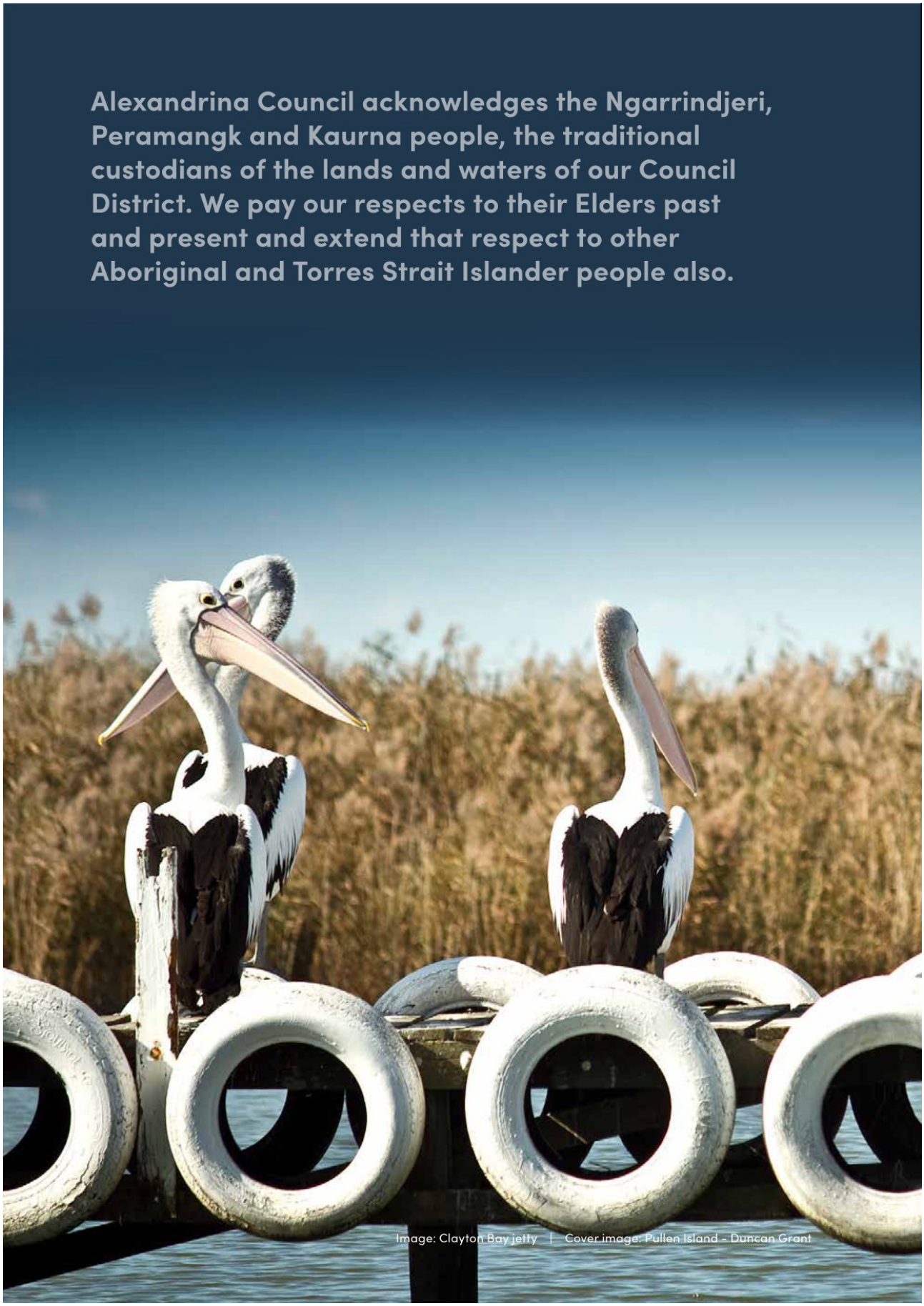


Image: Clayton Bay jetty | Cover image: Pullen Island - Duncan Grant

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Community Consultation

Council welcomed community feedback between the 2 May to 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 were 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 on;

- **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

Significant Amendments 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 amendment to be made to the adopted Annual Business Plan (i.e. different from the draft on which public engagement was undertaken).

Budget Amendments since community engagement

Operating Revenue:

- Increase in rates revenue from property growth from 1.3% to 1.82 $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
- Fleurieu Regional Aquatic Centre budget update $49,000

Capital Program

Removal of Strathalbyn Sound Shell $250,000

Deficit

Deficit reduce from -$4,682,000 to -$4,152,752

The business plan has been updated to reflect the above changes since community engagement and editorial changes.

Community Consultation Summary

8 **posts across Facebook, Instagram, LinkedIn and newspaper notices**

- **9,153** reach
- **9,687** impressions
- **65** reactions
- **57** comments
- **18** shares

- Budget Roadshow Information Sessions: **3**
- Roadshow attendance: **119**
- Survey participants: **309**
- Written submissions: **10**
- Petition: **1**
- Total participation: **437**

Message from the Mayor



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

Households across Alexandrina are tightening their belts and reviewing their budgets and Council is no different.

Last year we lowered the proposed rate to less than inflation because we recognised that our community was doing it tough in a high inflation environment, and we found savings to make ends meet while still delivering essential services.

No new major projects were introduced, and no new major projects are proposed this financial year.

Unfortunately, external costs for materials continue to rise and we are experiencing massive price increases across all materials. These increases will show in the 2023/24 financial year.

Councils are required by law to regularly revalue the cost of replacing its assets according to current prices. This is a lengthy process, and the validated results were presented to our independent Audit and Risk Committee in March.

The results showed that the value of our road, kerb and footpath assets has increased by $157m.

Council doesn't replace all its assets at once, but this means that our forecast depreciation figure for roads, kerbs, footpaths, and associated infrastructure has risen by $4.4m in 2023/24 and is forecast to rise by a total of $5.3m in 2024/25. We now forecast an operating deficit of $4.7m.

We cannot tackle this increase in one hit, but we do need to make inroads. We also know that we need to consider the revaluation of other assets in the future, including our open space and building assets.

We are heeding the advice of our external auditors who told us it would be 'unwise and inappropriate' to pass sharp increases in rates on to ratepayers in response to these new depreciation figures.

We are acting on this advice by proposing an average 8.3 cent rate increase, enabling us to begin mitigating the impact of the asset revaluation while maintaining our commitment to serving the community in a financially responsible manner.

We are also looking at how we can cut our expenses. One option we will explore is selling undeveloped Council land so we can reduce debt and reduce the ongoing costs of maintenance and depreciation.

Council is also mindful of our community's clear message to green our towns. We have put $80,000 in the draft budget to develop a comprehensive Township Greening Strategy and Action Plan. We are going out to the community for your feedback on including a rate rise or alternative measures to specifically pay for a $600,000 'unfunded proposal' to deliver that Action Plan. On average for our 20,041 ratepayers this would equate to an average $30 annual rate increase.

These are all proposals in a draft budget. We encourage our community to engage in this important discussion.

Kind regards

Mayor Keith Parkes

To be updated following Council adoption

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 draft 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 road, unsealed road, footpath and kerbing assets.

Our savings and efficiency program found over $5 million worth of savings over 18 months, ranging from inhouse roadside slashing to the automation of locking public toilets. This equates to a rates revenue saving of approximately 10 per cent. Before releasing the budget we have also conducted a further review of operating expenses and 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 was hoping to share with the community regarding a $1 million operating surplus for 2023/24.

In the next six months we will be working on 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.

The Essential Services Commission of South Australia's (ESCOSA) will also be examining 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, who have suggested a measured, incremental, and long-term approach to increasing Council revenue to meet rising costs.

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

Alexandrina Council is about $4.6 million short of the revenue our LTFP forecast we should have at the end of 2023/24. 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 and along with the depreciation increases created by the asset revaluations 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 draft budget.

We are continuing to look at savings and assessing the level of services we provide to the community.

Slow and steady is the pace Council would like to set. We need to assess the long-term impact on our community before making big decisions to cut service levels.

Council has taken all this financial information into account in putting forward a proposal for an average 8.3 per cent rate increase to start addressing the impact of the asset revaluation while continuing to service our community in a financially prudent manner.



Nigel Morris
Chief Executive Officer

This Updated Post Council Adoption

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 face 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 $4.2m budget deficit

Council has put forward a draft budget deficit of $4.2 million this financial year funded by a proposed 8.3 per cent average rate rise plus growth.

The draft 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 $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 draft 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, Nangkita Road Mount Compass and the Encounter Bikeway Design.

Waste management costs + $.67m

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

To be updated post Council adoption

Funded New Operating Initiatives added $1.5m

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
- Agribusiness Officer
- 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
- Enhanced wayfinding signage strategy
- 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
- Lifeguard Services - Goolwa Beach

Full list of Funded New Operating Initiatives 2024/25 in Appendix D
Refer to pages 95-97

Unfunded New Operating Initiatives $866,926

Council has also put forward a range of 'unfunded initiatives' for our community to consider. They are not in the draft budget, but we can add them in.

Some of them include the delivery of 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.

Full list of Unfunded New Operating Initiatives 2024/25 in Appendix D
Refer to pages 98-101

To be updated post Council adoption



Optional additional rate rise to fund delivery of the Township Greening Strategy and Action Plan 1.25%

Council has funded an $80,000 initiative to develop a comprehensive Township Greening Strategy and Action Plan.

One significant unfunded initiative Council Members would like the community to consider is $600,000 to deliver the Township Greening Strategy and Action Plan - and provide the resources to put trees into the ground.

We know through our A2040 Strategic Plan and our Village Conversations that the environment is important to our community and urban greening is a climate action. Alexandrina's overall canopy (tree cover) averages 17.6% across our 11 townships and substantially less than the average across metropolitan Adelaide.

Council has put the money in the budget to create the plan. Now we are asking the community if they would like to pay an extra on average $30 per year (1.25% extra rates) to fund the $600,000 needed for on-ground actions so our towns have more shade, cleaner air, are cooler and more beautiful places to live.

This would deliver increased greening in our streets and on town reserves, 'Adopt a tree programs', and community plantings. Council would concentrate greening efforts in townships with the lowest canopy cover, revitalising our open spaces, protecting and enhancing our existing canopy, and initiating a shade ways program to integrate new street trees with all new footpaths.

Please join us in this budget balancing process and have your say on the Township Greening Strategy and Action Plan and the many other aspects of the 2024/25 draft Annual Business Plan.

be updated post Council adoption



Your Council



Tour Down Under 2024 finish line | Genevieve Cooper

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.

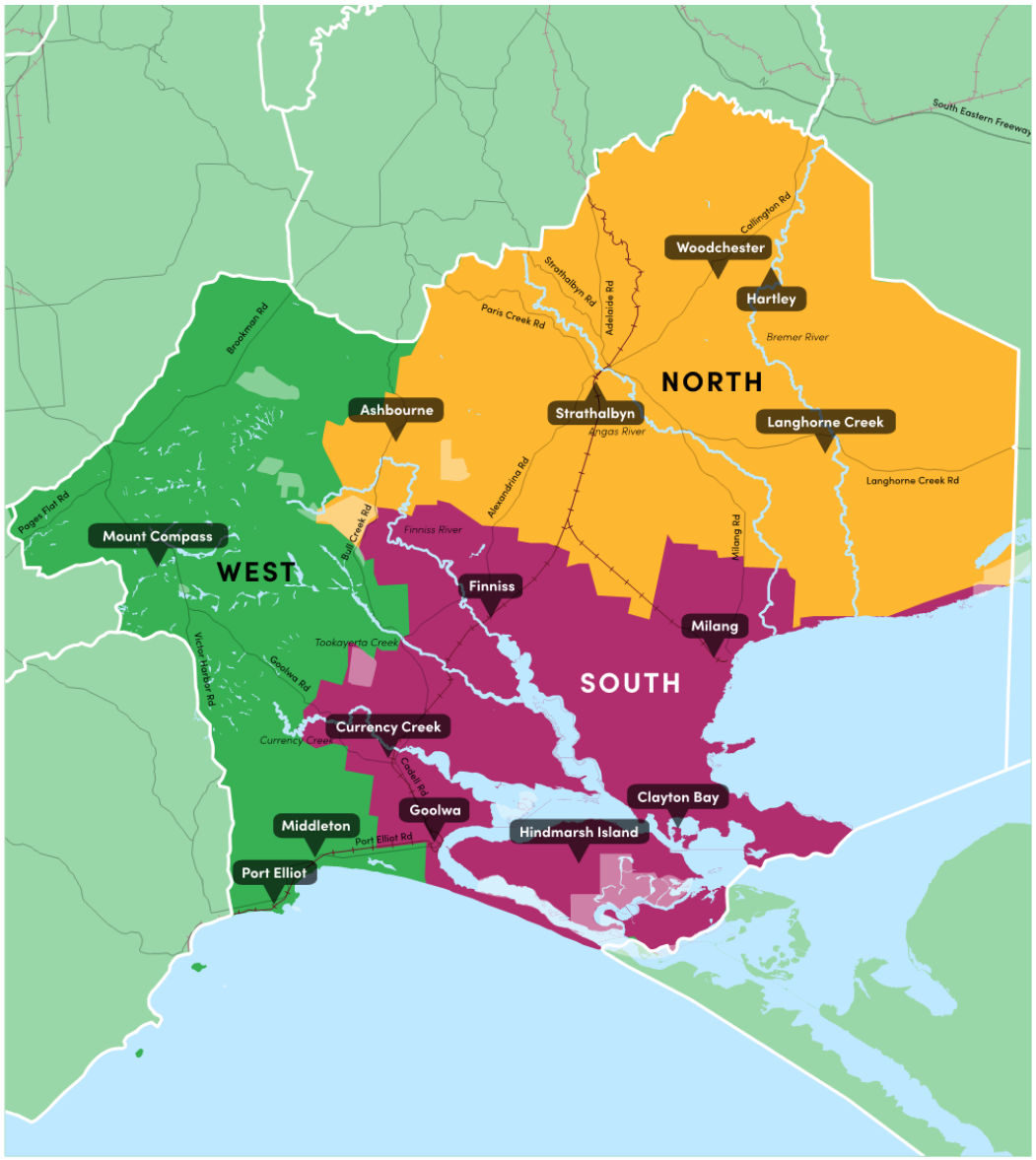
Alexandrina North Ward

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



WARD

- Alexandrina North
- Alexandrina South
- Alexandrina West

Council Members

MAYOR



Mayor Keith Parkes
keith.parkes@
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SOUTH WARD



Deputy Mayor Margaret Gardner
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Milli Livingston
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Peter Oliver
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NORTH WARD



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Sue Miller
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Christie Thornton
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WEST WARD



Bill Coomans
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Lou Nicholson
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Michael Scott ASM OAM
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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



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.



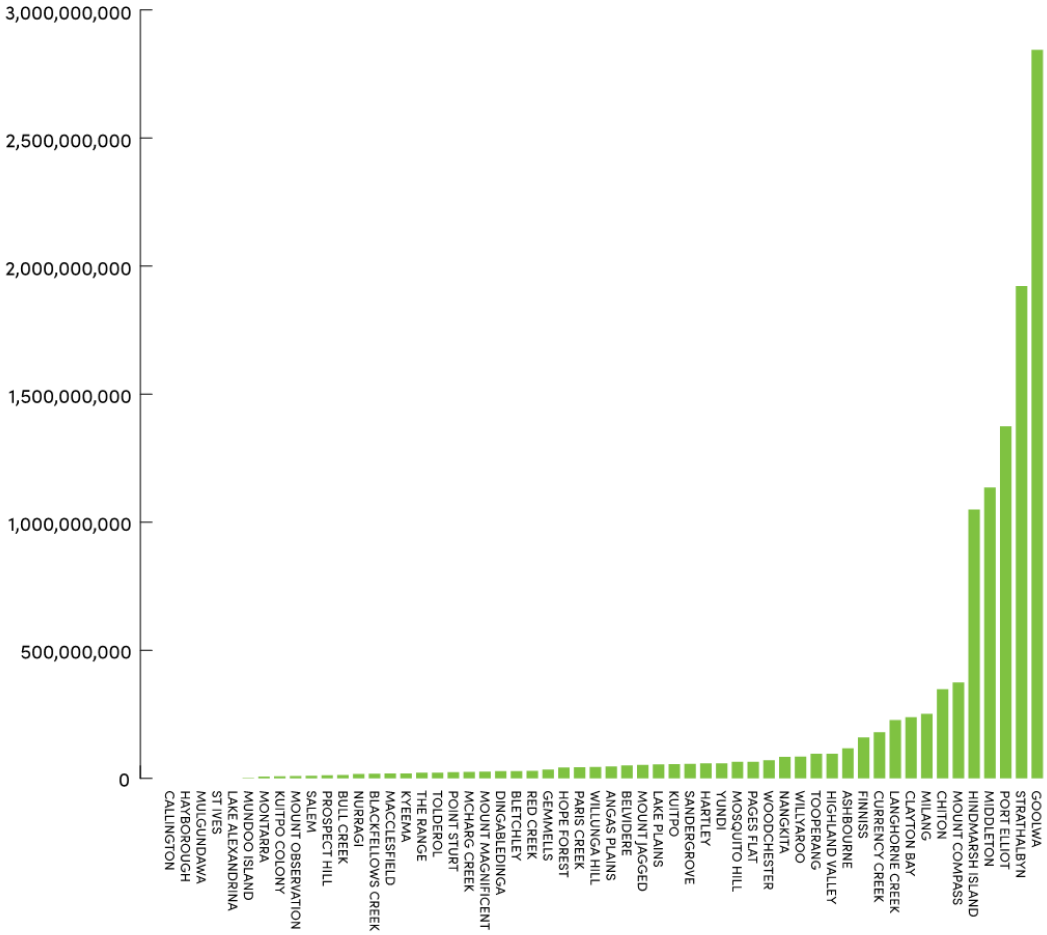
Goolwa aerial view

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 Lifesavings 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
- 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 commenced
- 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 facilitates 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

Proposed 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
- Goolwa Yacht Club Fence
- 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
- Armfield Slip - viewing platform
- Lifeguard services - Goolwa Beach
- 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

- Sugars Beach Toilets, Hindmarsh Island
- 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 Lifesaving Club upgrade
- Port Elliot – New Surf Lifesaving 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

Proposed 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
- Chapman Road Public Amenity and Changeroom
- 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
- Detailed design for Encounter Bikeway 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

- Sandergrove 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 Sandergrove 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

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
- Pipers Crest Public Amenity
- 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

Proposed 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

Future proposed projects

- Initiatives resulting from Village Conversations
- Contribution to match grant funding application for Mount Compass Netball courts resurfacing

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

Proposed 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

- Progress the Sugars Beach amenities and interpretive signage project with Ngarrindjeri Aboriginal Corporation
- Work with RDA to identify tourism accommodation gaps and investment attraction opportunities across the region
- Enhanced Wayfinding Signage Strategy $50,000

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
- Progress Encounter Bikeway Design

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
- Agribusiness Officer (.60 FTE) to provide support in advocating for sustainable agribusiness, offering industry advice, and promoting Alexandrina as a strong agricultural region $70,631



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.

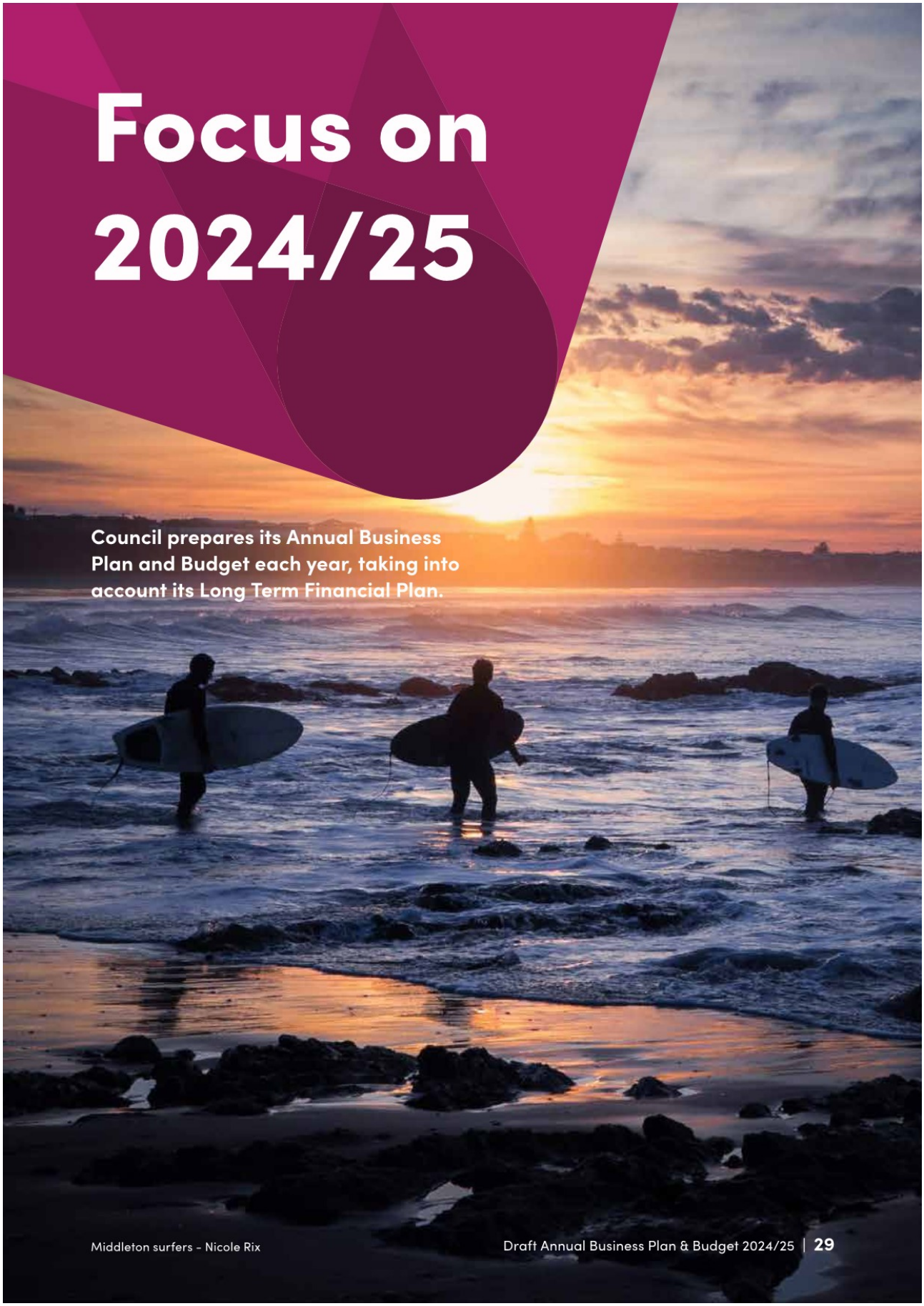
In response to community need, Council also provides the following services and programs:

- 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.

Middleton surfers - Nicole Rix

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** – $20.4 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** - $1.5m (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 $.86m
- **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
  - Agribusiness officer to advocate for sustainable agribusiness, advise industry and council and promote the district
  - 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 revaluate 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 deprecation 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 and 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

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.

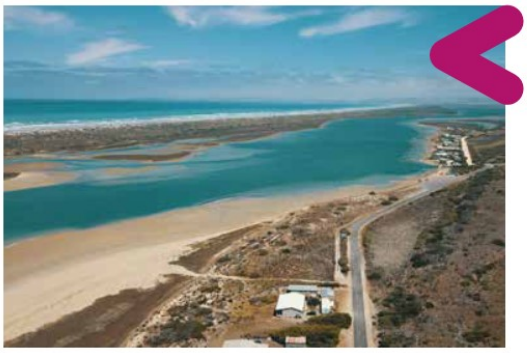
This investment at the Goolwa Wharf Precinct reflects Council's strategic vision "To Thrive" and will establish a canvas for innovative and diverse activities ranging from new business opportunities, outdoor dining, 'pop ups', festivals and community events.

> **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



Sugars Beach

Council has engaged a consultant to progress revised concept designs for toilet facilities and interpretative signage at Sugars Beach on Hindmarsh Island. Original concepts for the site have been scaled back following community consultation and a Council resolution in December 2022 to keep the area as natural as possible. Council set aside $500,000 in the 2023/24 budget for the project. Engagement with the Ngarrindjeri community will occur this year to incorporate the telling of their stories relating to this culturally important location.

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.





Encounter Bikeway Design

A section of the 21.5km Encounter Bikeway between Goolwa North and Chiton is being reviewed for an upgrade. The results of public consultation on the Encounter Bikeway Final Concept Report were presented to the January 2024 Council Meeting. A $350,000 proposal to do detailed designs of the upgrade has been included in the 2024/25 draft Annual Business Plan. The designs would enable Council to be "shovel ready" for upgrades to the Bikeway if external funding becomes available.

Undertaking capital works can involve a wide range of projects, including the construction of new infrastructure, upgrading and maintaining existing infrastructure, and investing in new technologies to improve efficiency and sustainability. By doing this, the Council can ensure that the community has access to safe, reliable, and modern infrastructure that meets their needs.

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	1,350	10,366
New or Upgraded Assets	1,285	260	2,793	4,020	725	975	0	10,058
TOTAL	**2,280**	**485**	**6,668**	**5,206**	**915**	**3,520**	**1,350**	**20,424**



Land & Buildings

$2.28 million

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



Recreation & Open Space

$.48 million

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



Roads, Bridges & Stormwater

$6.6 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

$.91 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	**$57.0m**
Other Revenue	**$9.6m**
Total Operating Revenue	**$66.6m**
Total Operating Expenditure	**$70.8m**
Net Operating Deficit	**($4.2m)**
Capital	
Asset Replacement Capital Projects	**$10.4m**
New/Upgrade Capital Projects	**$10.1m**
Total Capital Projects	**$20.4m**
*Carried forward projects from 2023/24 yet to be completed	**$9.8m**
Borrowings	
Net Borrowings	**$49.5m**
Rates	
CPI All Groups Adelaide December 2023 quarter to quarter increase	**4.8%**
Average Rates Percentage increase applied to existing rate base	**8.3%**
Average Rates Dollar increase per annum	**$188**
Average Rates Dollar increase per week	**$3.62**
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)	(4,153)
Operating Surplus/ (Deficit) - Ratio	(0)-2%	0%	0%	(9)%	(6)%
Net Financial Liabilities Ratio	≤ 110%	51%	75%	84%	84%
Asset Renewal Funding Ratio	90-110%	116%	127%	127%	112%

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	66,633
less Operating Expenses	(58,724)	(60,502)	(64,711)	(70,786)
Operating Surplus/(Deficit) before Capital Amounts	**20**	**(271)**	**(5,177)**	**(4,153)**
Less: Net Outlays on Existing Assets of Existing Assets Capital Expenditure on Renewal/Replacement	7,993	8,989	9,004	10,366
add back: Depreciation, Amortisation & Impairment	(14,141)	(14,901)	(18,966)	(20,231)
add back: Proceeds from Sale of Replaced Assets	(1,234)	(346)	(330)	(346)
	(7,382)	**(6,258)**	**(10,292)**	**(10,211)**
Net Outlays on New and Upgraded Assets Capital Expenditure on New/Upgraded Assets	20,495	27,621	29,279	15,694
add back: Amounts Specifically for New/Upgraded Assets	(7,756)	(2,500)	(4,056)	(3,750)
	12,739	**25,121**	**25,223**	**11,944**
Net Lending / (Borrowing) for Financial Year**	**(5,337)**	**(19,134)**	**(20,108)**	**(5,887)**

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

New Borrowings	11,230	23,549	26,764	12,841
Repayment of Principal on Borrowings	(10,049)	(4,370)	(6,870)	(4,200)
(Increase)/Decrease in Cash and Cash Equivalents	2,642	(93)	(184)	(130)
(Increase)/Decrease in Receivables' Other movements	1,514	48	398	(2,624)
Financing Transactions	**5,337**	**19,134**	**20,108**	**5,887**

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

* includes staff costs

Description	Amount
Road Closure Funding - Community Events (Strathalbyn Christmas Pageant, Goolwa Christmas Pageant, Goolwa NYE Fireworks, ANZAC Day Ceremonies)	$30,000
Lifeguard Services - Goolwa Beach	$28,000
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	$248,000

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 Finniss 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 treatement 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)



Wastewater treatement 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)	(4,756)
Operating Surplus Ratio	(2)-1%	(1)%	(2)%	(12)%	(8)%
Net Financial Liabilities Ratio	≤ 100%	55%	79%	93%	89%
Asset Renewal Funding Ratio	90-110%	112%	117%	129%	108%

* 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	1,350	9,180
New or Upgraded Assets	1,285	260	2,793	725	975	0	6,038
TOTAL	**2,280**	**485**	**6,668**	**915**	**3,520**	**1,350**	**15,218**



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 4% of the total operating income for the 2024/25 financial year.

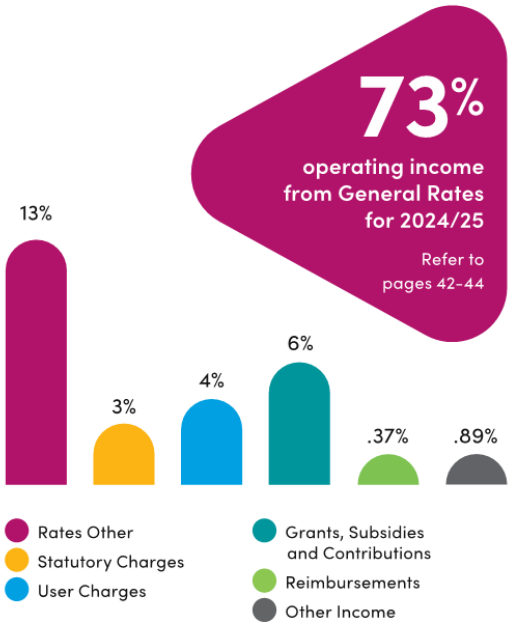
Grants, Subsidies and Contributions

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 1.26% 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.

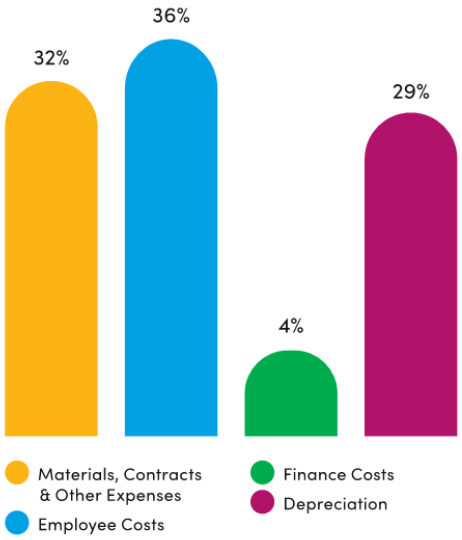
Finance Costs

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 4% 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 LTFP 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.

$57.0

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	40,847,073	83%
Primary Production	2,937	15%	2,602,284,020	8,143,873	17%
	20,158		**12,884,080,530**	**48,990,946**	

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**



Mount Compass Village Conversation participants

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



Middleton Town and Foreshore Association members winners of the Santos Best Dressed Town in SA.

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.



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	57,020
Statutory Charges	1,437	1,441	1,543	1,674
User Charges	2,978	2,192	2,747	2,997
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	279
Total Revenues	**58,744**	**60,231**	**59,534**	**66,633**
EXPENSES				
Employee costs	19,613	22,601	22,592	25,282
Materials, contracts and other expenses	23,561	21,050	21,203	22,488
Depreciation	14,141	14,901	18,966	20,231
Finance Costs	918	1,600	1,600	2,503
Net Loss - Joint Ventures	492	350	350	282
Other Expenses	0	0	0	0
Total Expenses	**58,724**	**60,502**	**64,711**	**70,786**
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	**20**	**(271)**	**(5,177)**	**(4,153)**
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**	**1,316**
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**	**17,613**

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	630
Investments (Deposits at call)	888	0	888	888
Trade and Other Receivables	6,392	5,015	6,647	6,603
Inventories	38	25	27	27
TOTAL CURRENT ASSETS	7,634	5,229	8,062	8,148
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	721,637
Other Non-Current Assets	2,415	1,288	2,415	2,415
TOTAL NON-CURRENT ASSETS	679,020	552,890	711,675	735,251
Total Assets	**686,654**	**558,119**	**719,737**	**743,400**
LIABILITIES				
Current Liabilities				
Trade and Other Payables	9,924	5,700	10,325	7,735
Borrowings	8,650	2,999	12,000	5,165
Provisions	4,239	3,870	4,409	4,409
Other Current Liabilities	0	0	0	
TOTAL CURRENT LIABILITIES	22,813	12,569	26,734	17,309
Non-Current Liabilities				
Borrowings	13,785	37,035	30,328	45,804
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	46,955
Total Liabilities	**37,705**	**50,674**	**58,213**	**64,264**
NET ASSETS	**648,949**	**507,445**	**661,524**	**679,137**
EQUITY				
Accumulated Surplus	187,949	191,277	188,509	189,825
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**	**679,137**

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	1,316
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**	**189,825**
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**	**679,137**

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	57,064
Statutory Charges	1,437	1,441	1,543	1,674
User Charges	2,978	2,192	2,747	2,997
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)	(25,283)
Materials, contracts and other expenses	(25,310)	(21,050)	(20,796)	(25,078)
Finance Costs	(884)	(1,600)	(1,600)	(2,503)
Net Cash provided by (or used in) Operating Activities	**16,904**	**14,663**	**14,187**	**13,454**
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)	(10,366)
Expenditure on New/Upgraded Assets	(20,495)	(27,621)	(29,279)	(15,694)
Expenditure on Intangible Assets	(1,263)			
Net Cash Provided by (or used in) Investing Activities	**(20,727)**	**(33,752)**	**(33,897)**	**(21,965)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Proceeds from Borrowings	11,230	23,549	26,764	12,841
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**	**8,641**
Net Increase/(Decrease) in cash held	**(2,642)**	**90**	**184**	**130**
Opening cash, cash equivalents or (bank overdraft)	2,958	99	316	500
Closing cash, cash equivalents or (bank overdraft)	**316**	**189**	**500**	**630**

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**
Less: Net Outlays on Existing Assets				
Capital Expenditure on Renewal/ Replacement of Existing Assets	654	696	696	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)	(877)	(1,409)
Less: 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)**	**(632)**	**(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	58,027
less Operating Expenses	52,515	53,643	57,570	62,783
Operating Surplus/(Deficit) before Capital Amounts	**(459)**	**(876)**	**(6,021)**	**(4,756)**
Less: Net Outlays on Existing Assets				
Capital Expenditure on Renewal/ Replacement of Existing Assets	7,339	8,293	8,308	9,180
less Depreciation, Amortisation and Impairment	(12,650)	(13,294)	(17,393)	(17,636)
less Proceeds from Sale of Replaced Assets	(1,234)	(346)	(330)	(346)
	(6,545)	**(5,347)**	**(9,415)**	**(8,802)**
Less: Net Outlays on New and Upgraded Assets				
Capital Expenditure on New/Upgraded Assets	20,154	24,996	26,926	11,674
less Amounts Specifically for New/Upgraded Assets	(7,756)	(2,500)	(4,056)	(3,750)
less Proceeds from Sale of Surplus Assets				
	12,398	**22,496**	**22,870**	**7,924**
Net Lending / (Borrowing) for Financial Year	**(6,312)**	**(18,025)**	**(19,476)**	**(3,879)**

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	$48,099,311	(a)		
General Rates (new development)	$772,000	$891,635	(b)	1.8%	For 2024/25, an increase of total General Rates revenue of around 8.3 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.
General Rates (GROSS)	**$44,526,268**	**$48,990,946**	(c)		
Less: Mandatory Rebates	($507,910)	($527,775)	(d)		
General Rates (NET)	**$44,018,358**	**$48,463,171**	(e)	**10.1%**	
		(e)=(c)+(d)			
Less: Discretionary Rebates	($288,793)	($243,312)	(l)		
General Rates less Discretionary Rebates	$43,729,565	$48,219,859			Includes 15% rate cap to address spike in property valuations and provision for 50% rate cap
Total Rate Rebates	($796,702)	($771,087)			
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**	**$55,592,784**	(m)	**10.5%**	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%**	
	Actual	*Estimate*			
'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	$2,430	(o)	8.41%	
		(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 changes 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%	0%
Residential	$33,498,667	$37,045,036	**11%**	14,610	14,956	$2,293	$2,477	**$184**	0.3255	0.3248
Commercial - Shop	$484,856	$516,158	**6%**	238	241	$2,037	$2,142	**$105**	0.3255	0.3248
Commercial - Office	$78,770	$80,780	**3%**	46	46	$1,712	$1,756	**$44**	0.3255	0.3248
Commercial - Other	$633,596	$676,557	**7%**	266	271	$2,382	$2,497	**$115**	0.3255	0.3248
Industry - Light	$105,751	$125,857	**19%**	64	68	$1,652	$1,851	**$198**	0.3255	0.3248
Industry - Other	$177,072	$178,366	**1%**	66	66	$2,683	$2,703	**$20**	0.3255	0.3248
Primary Production	$7,424,541	$8,143,873	**10%**	2,942	2,941	$2,524	$2,769	**$245**	0.2702	0.2696
Vacant Land	$1,820,950	$1,911,670	**5%**	1,498	1,430	$1,216	$1,337	**$121**	0.3255	0.3248
Other	$302,065	$312,648	**4%**	131	139	$2,306	$2,249	**-$57**	0.3255	0.3248
Total Land Use	**$44,526,268**	**$48,990,946**	**10%**	**19,861**	**20,158**	**2,242**	**2,430**	**$188**		

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				
Excelsior Parade Pathway	Hindmarsh Island	South	570m	
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				$425,000
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				
Chapman Road Public Amenity & Changeroom	Middleton	West		
Pipers Crest Public Amenity	Strathalbyn	North		
Clayton Bay Riverside Holiday Park Electrical Outlet Upgrade	Clayton Bay	South		
SUBTOTAL Land & Buildings New or Upgrade				$1,285,000
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				
Encounter Bikeway Design	Various	Various		
Nangkita Road	Mount Compass	West		
SUBTOTAL Major Projects Renewal				$1,350,000
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				
Clayton Bay BMX Track	Middleton	West		
EV Charging Stations	Goolwa	South		
Goolwa BMX Track Upgrade	Port Elliot	West		
Shower Facilities - Lorraine Avenue Car Park	Middleton	West		
Clayton Bay Playground Shade Sail	Clayton Bay	South		
Armfield Slip Viewing Platform	Goolwa South	South		
Goolwa Yacht Club Fence	Goolwa South	South		
SUBTOTAL Recreation & Open Space New or Upgrade				$260,000
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	
Michelmore 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				$10,365,970
SUBTOTAL New/Upgrade Capital				$10,057,537
GRAND TOTAL				**$20,423,507**

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
Sugars Beach	Hindmarsh Island	500,000
Level 1 Office Alterations	Goolwa	88,611
SUBTOTAL MAJOR PROJECTS		2,150,999

GRAND TOTAL		9,764,032

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	57,020	60,701	64,506	68,562	72,884	75,576	78,368	81,265	84,271	87,390
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	2,997	3,086	3,174	3,265	3,359	3,455	3,555	3,657	3,762	3,871
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**	**66,633**	**71,181**	**75,248**	**79,578**	**84,182**	**87,165**	**90,258**	**93,471**	**96,794**	**100,209**
Expenses													
Employee Costs	18,143	19,613	22,592	25,282	26,441	27,492	28,695	29,951	31,262	32,629	34,056	35,545	37,098
Materials, Contracts & Other Expenses	19,476	22,353	21,203	22,488	23,397	24,184	24,999	25,842	26,715	27,618	28,552	29,519	30,520
Prescribed Expenses	-	1,208	-	-	-	-	-	-	-	-	-	-	-
Depreciation, Amortisation & Impairment	13,185	14,140	18,966	20,231	21,685	22,442	23,234	23,972	24,634	25,297	25,925	26,680	27,451
Finance Costs	735	918	1,600	2,503	2,806	3,233	3,174	2,894	2,685	2,156	1,536	860	277
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**	**70,786**	**74,618**	**77,648**	**80,407**	**82,972**	**85,614**	**88,027**	**90,404**	**92,947**	**95,697**
Operating Surplus / (Deficit)	**3,628**	**20**	**(5,177)**	**(4,153)**	**(3,437)**	**(2,399)**	**(828)**	**1,210**	**1,551**	**2,232**	**3,067**	**3,846**	**4,512**
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**	**1,316**	**(1,751)**	**(747)**	**1,103**	**3,244**	**3,855**	**3,896**	**5,474**	**6,043**	**6,502**
Other Comprehensive Income													
Changes in Revaluation Surplus - I,PP&E	31,760	156,678	12,015	16,297	18,829	18,818	18,646	19,016	19,332	19,782	20,163	20,495	20,797
Other Equity Adjustments	(1,166)	6,121	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**30,594**	**162,799**	**12,015**	**16,297**	**18,829**	**18,818**	**18,646**	**19,016**	**19,332**	**19,782**	**20,163**	**20,495**	**20,797**
Total Comprehensive Income	**35,276**	**169,117**	**12,575**	**17,613**	**17,078**	**18,071**	**19,748**	**22,260**	**23,187**	**23,677**	**25,637**	**26,538**	**27,300**

$'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	1,518	1,519	1,520	1,520	1,522	1,514	1,504	2,130	3,558	6,556
Trade and Other Receivables	4,699	6,392	6,647	6,603	7,047	7,507	7,975	8,520	8,842	9,176	9,497	9,882	10,256
Inventories	46	38	27	27	27	27	27	27	27	27	27	27	27
Total Current Assets	**8,591**	**7,634**	**8,062**	**8,148**	**8,593**	**9,054**	**9,522**	**10,069**	**10,383**	**10,707**	**11,654**	**13,467**	**16,839**
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	721,637	743,078	761,278	777,880	793,297	807,584	821,939	834,573	849,864	865,373
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**	**735,252**	**756,774**	**775,065**	**791,771**	**807,306**	**821,726**	**836,233**	**849,044**	**864,532**	**880,228**
Total Assets	**511,129**	**686,654**	**719,737**	**743,400**	**765,367**	**784,119**	**801,293**	**817,375**	**832,109**	**846,940**	**860,698**	**877,999**	**897,068**
Current Liabilities													
Trade & Other Payables	5,131	9,924	10,325	7,735	7,737	7,338	7,242	7,439	7,350	7,684	7,498	8,166	8,449
Borrowings	10,000	8,650	12,000	5,165	10,332	10,528	11,161	10,368	13,341	12,397	10,129	8,766	3,000
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**	**17,309**	**22,478**	**22,275**	**22,812**	**22,216**	**25,100**	**24,490**	**22,037**	**21,341**	**15,858**
Non-Current Liabilities													
Borrowings	11,205	13,785	30,328	45,804	45,524	46,407	43,297	37,714	26,377	18,141	8,715	174	(2,575)
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**	**46,955**	**46,675**	**47,558**	**44,448**	**38,865**	**27,528**	**19,292**	**9,866**	**1,325**	**(1,424)**
Total Liabilities	**31,297**	**37,705**	**58,213**	**64,264**	**69,153**	**69,833**	**67,259**	**61,081**	**52,628**	**43,781**	**31,903**	**22,666**	**14,435**
Net Assets	**479,832**	**648,949**	**661,524**	**679,137**	**696,215**	**714,286**	**734,034**	**756,294**	**779,481**	**803,158**	**828,795**	**855,333**	**882,633**
Equity													
Accumulated Surplus	175,679	187,949	188,509	189,825	188,074	187,327	188,430	191,674	195,529	199,424	204,898	210,942	217,444
Asset Revaluation Reserves	303,351	460,029	472,044	488,341	507,170	525,988	544,634	563,649	582,981	602,763	622,926	643,421	664,218
Other Reserves	802	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity	**479,832**	**648,949**	**661,524**	**679,137**	**696,215**	**714,286**	**734,034**	**756,294**	**779,481**	**803,158**	**828,796**	**855,334**	**882,633**
Gross Borrowings	21,205	22,435	42,328	50,969	55,856	56,935	54,457	48,082	39,719	30,538	18,845	8,940	425
Net Borrowings	17,359	21,231	40,940	49,451	54,337	55,415	52,938	46,560	38,204	29,034	16,714	5,382	(6,131)

$'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	66,250	70,297	74,334	78,634	83,140	86,322	89,377	92,570	95,800	99,228
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)	(50,361)	(49,835)	(52,075)	(53,790)	(55,596)	(58,066)	(59,913)	(62,794)	(64,396)	(67,334)
Finance Payments	(737)	(884)	(1,600)	(2,503)	(2,806)	(3,233)	(3,174)	(2,894)	(2,685)	(2,156)	(1,536)	(860)	(277)
Net Cash Provided By (or Used In) Operating Activities	**14,488**	**16,904**	**14,187**	**13,454**	**17,724**	**19,094**	**21,738**	**24,717**	**25,640**	**27,377**	**28,308**	**30,612**	**31,685**
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)	(10,366)	(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)	(15,694)	(15,568)	(11,861)	(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)**	**(21,965)**	**(22,610)**	**(20,172)**	**(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	12,841	9,795	11,411	8,050	4,155	1,698	3,201	-	-	-
Payments													
Repayment of Borrowings	(6,181)	(10,049)	(6,870)	(4,200)	(4,908)	(10,332)	(10,528)	(10,530)	(10,062)	(12,382)	(11,693)	(9,905)	(8,515)
Net Cash Provided By (or Used In) Financing Activities	**(406)**	**1,181**	**19,894**	**8,641**	**4,887**	**1,079**	**(2,478)**	**(6,375)**	**(8,364)**	**(9,181)**	**(11,693)**	**(9,905)**	**(8,515)**
Net Increase (Decrease) in Cash Held	**2,737**	**(2,642)**	**184**	**130**	**1**	**1**	**(0)**	**3**	**(8)**	**(10)**	**626**	**1,427**	**2,999**
Cash & Cash Equivalents at the Beginning of Period	1,109	3,846	1,204	1,388	1,518	1,519	1,520	1,520	1,522	1,514	1,504	2,130	3,558
Cash & Cash Equivalents at the End of Period	**3,846**	**1,204**	**1,388**	**1,518**	**1,519**	**1,520**	**1,520**	**1,522**	**1,514**	**1,504**	**2,130**	**3,558**	**6,556**
Net Cash Flow before Financing Activities and Interest Payments	3,880	(2,939)	(18,110)	(6,008)	(2,080)	2,154	5,652	9,272	11,041	11,326	13,855	12,192	11,790

$'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
Statement of Changes in Equity													
Accumulated Surplus													
Balance at the end of previous reporting period	172,455	175,679	187,949	188,509	189,825	188,074	187,327	188,429	191,674	195,529	199,424	204,898	210,942
Net result for the year	4,682	6,318	560	1,316	(1,751)	(747)	1,103	3,244	3,855	3,896	5,474	6,043	6,502
Transfers from other reserves	(1,458)	5,952	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	**175,679**	**187,949**	**188,509**	**189,825**	**188,074**	**187,327**	**188,429**	**191,674**	**195,529**	**199,424**	**204,898**	**210,942**	**217,444**
Asset Revaluation Reserve													
Balance at the end of previous reporting period	271,591	303,351	460,029	472,044	488,341	507,170	525,988	544,634	563,649	582,981	602,763	622,926	643,421
Gain (Loss) on Revaluation of I, PP&E	31,760	156,678	12,015	16,297	18,829	18,818	18,646	19,016	19,332	19,782	20,163	20,495	20,797
Balance at the end of period	**303,351**	**460,029**	**472,044**	**488,341**	**507,170**	**525,988**	**544,634**	**563,649**	**582,981**	**602,763**	**622,926**	**643,421**	**664,218**
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**	**679,137**	**696,215**	**714,286**	**734,034**	**756,294**	**779,481**	**803,158**	**828,796**	**855,334**	**882,633**

$'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
Uniform Presentation of Finances													
Income	55,502	58,744	59,534	66,633	71,181	75,248	79,578	84,182	87,165	90,258	93,471	96,794	100,209
less Expenses	(51,874)	(58,724)	(64,711)	(70,786)	(74,618)	(77,648)	(80,407)	(82,972)	(85,614)	(88,027)	(90,404)	(92,947)	(95,697)
Operating Surplus / (Deficit)	**3,628**	**20**	**(5,177)**	**(4,153)**	**(3,437)**	**(2,399)**	**(828)**	**1,210**	**1,551**	**2,232**	**3,067**	**3,846**	**4,512**
Net Outlays on Existing Assets													
Capital Expenditure on renewal and replacement of Existing Assets	(5,799)	(7,993)	(9,004)	(10,366)	(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	20,231	21,685	22,442	23,234	23,972	24,634	25,297	25,925	26,680	27,451
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**	**10,211**	**14,643**	**13,969**	**13,292**	**14,215**	**15,561**	**14,912**	**17,757**	**15,782**	**16,246**
Net Outlays on New and Upgraded Assets													
Capital Expenditure on New and Upgraded Assets	(11,251)	(21,758)	(29,279)	(15,694)	(15,568)	(11,861)	(9,484)	(8,753)	(8,381)	(7,821)	(7,821)	(8,382)	(8,967)
add back Amounts Received Specifically for New and Updgraded Assets	2,297	7,756	4,056	3,750	-	162	166	170	170	-	-	-	-
	(8,954)	**(14,002)**	**(25,223)**	**(11,944)**	**(15,568)**	**(11,699)**	**(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)**	**(5,887)**	**(4,362)**	**(129)**	**3,146**	**6,843**	**8,900**	**9,322**	**13,003**	**11,246**	**11,791**

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	66,633	71,181	75,248	79,578	84,182	87,165	90,258	93,471	96,794	100,209
Operating Surplus / (Deficit)	3,628	20	(5,177)	(4,153)	(3,437)	(2,399)	(828)	1,210	1,551	2,232	3,067	3,846	4,512
Operating Surplus Ratio	**7%**	**0%**	**(9%)**	**(6%)**	**(5%)**	**(3%)**	**(1%)**	**1%**	**2%**	**2%**	**3%**	**4%**	**5%**
Net Financial Liabilities Ratio													
Add: Total Liabilities	31,297	37,705	58,213	64,264	69,153	69,833	67,259	61,081	52,628	43,781	31,903	22,666	14,435
Less: Cash and Cash Equivalents	(3,846)	(1,204)	(1,388)	(1,518)	(1,519)	(1,520)	(1,520)	(1,522)	(1,514)	(1,504)	(2,130)	(3,558)	(6,556)
Less: Trade and Other Receivables	(4,699)	(6,392)	(6,647)	(6,603)	(7,047)	(7,507)	(7,975)	(8,520)	(8,842)	(9,176)	(9,497)	(9,882)	(10,256)
Net Financial Liabilities	**22,752**	**30,109**	**50,178**	**56,142**	**60,587**	**60,806**	**57,764**	**51,039**	**42,272**	**33,102**	**20,276**	**9,226**	**(2,378)**
Total Income	55,502	58,744	59,534	66,633	71,181	75,248	79,578	84,182	87,165	90,258	93,471	96,794	100,209
Net Financial Liabilities Ratio	**41%**	**51%**	**84%**	**84%**	**85%**	**81%**	**73%**	**61%**	**48%**	**37%**	**22%**	**10%**	**(2%)**
Asset Renewal Funding Ratio													
Expenditure on Renewal / Replacement of Assets	6,729	7,993	9,004	10,366	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%**	**112%**	**87%**	**88%**	**89%**	**89%**	**91%**	**99%**	**79%**	**102%**	**102%**
Loan Borrowings	**21,205**	**22,435**	**42,328**	**50,969**	**55,856**	**56,935**	**54,457**	**48,082**	**39,719**	**30,538**	**18,845**	**8,940**	**425**
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	49,654	53,144	56,760	60,622	64,745	67,233	69,818	72,501	75,288	78,182
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	1,897	1,957	2,017	2,079	2,144	2,210	2,278	2,348	2,421	2,495
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**	**58,027**	**62,351**	**66,198**	**70,302**	**74,673**	**77,419**	**80,268**	**83,231**	**86,298**	**89,451**
Expenses													
Employee Costs	16,638	17,973	20,776	23,136	24,196	25,153	26,256	27,407	28,608	29,861	31,169	32,533	33,957
Materials, Contracts & Other Expenses	17,084	19,359	17,811	19,476	20,297	20,998	21,723	22,474	23,252	24,058	24,892	25,756	26,651
Prescribed Expenses	-	1,208	-	-	-	-	-	-	-	-	-	-	-
Depreciation, Amortisation & Impairment	11,820	12,649	17,393	17,636	18,939	19,514	20,088	20,668	21,198	21,766	22,273	22,878	23,498
Finance Costs	655	834	1,240	2,253	2,704	3,130	3,071	2,791	2,582	2,053	1,433	757	174
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**	**62,783**	**66,425**	**69,091**	**71,443**	**73,652**	**75,960**	**78,065**	**80,101**	**82,268**	**84,632**
Operating Surplus / (Deficit)	**1,478**	**(459)**	**(6,021)**	**(4,756)**	**(4,074)**	**(2,893)**	**(1,141)**	**1,021**	**1,459**	**2,203**	**3,130**	**4,030**	**4,819**
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)**	**713**	**(2,388)**	**(1,241)**	**790**	**3,055**	**3,763**	**3,867**	**5,537**	**6,227**	**6,809**
Other Comprehensive Income													
Changes in Revaluation Surplus - I,PP&E	31,760	156,678	12,015	16,297	18,829	18,818	18,646	19,016	19,332	19,782	20,163	20,495	20,797
Other Equity Adjustments	(1,166)	6,121	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**30,594**	**162,799**	**12,015**	**16,297**	**18,829**	**18,818**	**18,646**	**19,016**	**19,332**	**19,782**	**20,163**	**20,495**	**20,797**
Total Comprehensive Income	**33,126**	**168,638**	**11,731**	**17,010**	**16,441**	**17,577**	**19,436**	**22,070**	**23,095**	**23,648**	**25,700**	**26,722**	**27,606**

$'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	1,318	1,319	1,321	1,320	1,323	1,315	1,304	1,931	3,358	6,357
Trade and Other Receivables	4,699	6,392	6,647	6,603	7,047	7,507	7,975	8,520	8,842	9,176	9,497	9,882	10,256
Inventories	46	38	27	27	27	27	27	27	27	27	27	27	27
Total Current Assets	**8,591**	**7,434**	**7,862**	**7,948**	**8,393**	**8,855**	**9,322**	**9,870**	**10,183**	**10,507**	**11,455**	**13,268**	**16,640**
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	714,380	735,441	753,048	768,673	784,531	799,032	814,318	827,719	843,418	859,486
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**	**727,995**	**749,137**	**766,835**	**782,564**	**798,540**	**813,175**	**828,612**	**842,190**	**858,086**	**874,340**
Total Assets	**507,463**	**683,284**	**714,891**	**735,943**	**757,531**	**775,689**	**791,886**	**808,410**	**823,358**	**839,119**	**853,645**	**871,354**	**890,981**
Current Liabilities													
Trade & Other Payables	5,131	9,924	10,325	7,735	7,737	7,338	7,242	7,439	7,350	7,684	7,498	8,166	8,449
Borrowings	10,000	8,650	12,000	4,908	10,332	10,528	10,530	10,062	12,382	11,693	9,905	8,515	3,000
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**	**17,052**	**22,478**	**22,275**	**22,181**	**21,910**	**24,141**	**23,786**	**21,812**	**21,089**	**15,858**
Non-Current Liabilities													
Borrowings	8,615	11,970	27,881	41,606	41,326	42,111	38,966	33,690	23,313	15,780	6,579	(1,710)	(4,459)
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**	**42,757**	**42,477**	**43,262**	**40,117**	**34,841**	**24,464**	**16,931**	**7,730**	**(559)**	**(3,308)**
Total Liabilities	**28,707**	**35,890**	**55,766**	**59,809**	**64,955**	**65,537**	**62,298**	**56,751**	**48,604**	**40,717**	**29,542**	**20,530**	**12,551**
Net Assets	**478,756**	**647,394**	**659,125**	**676,135**	**692,576**	**710,153**	**729,588**	**751,658**	**774,754**	**798,402**	**824,102**	**850,824**	**878,430**
Equity													
Accumulated Surplus	174,603	186,394	186,110	186,823	184,435	183,194	183,984	187,039	190,802	194,668	200,205	206,432	213,241
Asset Revaluation Reserves	303,351	460,029	472,044	488,341	507,170	525,988	544,634	563,649	582,981	602,763	622,926	643,421	664,218
Other Reserves	802	971	971	971	971	971	971	971	971	971	971	971	971
Total Equity	**478,756**	**647,394**	**659,125**	**676,135**	**692,576**	**710,153**	**729,588**	**751,659**	**774,754**	**798,402**	**824,103**	**850,824**	**878,430**
Net Borrowings	14,769	19,616	38,693	45,196	50,339	51,318	48,176	42,429	34,380	26,169	14,553	3,446	(7,816)

$'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	57,644	61,467	65,283	69,357	73,631	76,576	79,387	82,330	85,304	88,469
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)	(45,202)	(44,490)	(46,550)	(48,075)	(49,684)	(51,949)	(53,585)	(56,246)	(57,622)	(60,324)
Finance Payments	(737)	(884)	(1,600)	(2,253)	(2,704)	(3,130)	(3,071)	(2,791)	(2,582)	(2,053)	(1,433)	(757)	(174)
Net Cash Provided By (or Used In) Operating Activities	**10,973**	**14,934**	**11,770**	**10,256**	**14,341**	**15,671**	**18,279**	**21,224**	**22,112**	**23,817**	**24,719**	**26,993**	**28,040**
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)	(9,180)	(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)	(11,674)	(13,304)	(9,126)	(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)**	**(16,759)**	**(19,484)**	**(16,651)**	**(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	10,621	9,795	11,313	7,385	4,155	1,698	3,201	-	-	-
Payments													
Repayment of Borrowings	(6,181)	(10,049)	(6,870)	(3,988)	(4,651)	(10,332)	(10,528)	(9,899)	(9,755)	(11,422)	(10,989)	(9,680)	(8,263)
Net Cash Provided By (or Used In) Financing Activities	**(1,931)**	**1,956**	**19,533**	**6,633**	**5,144**	**981**	**(3,143)**	**(5,744)**	**(8,057)**	**(8,221)**	**(10,989)**	**(9,680)**	**(8,263)**
Net Increase (Decrease) in Cash Held	**2,737**	**(2,842)**	**184**	**130**	**1**	**2**	**(1)**	**3**	**(8)**	**(10)**	**627**	**1,427**	**2,999**
Cash & Cash Equivalents at the Beginning of Period	1,109	3,846	1,004	1,188	1,318	1,319	1,321	1,320	1,323	1,315	1,304	1,931	3,358
Cash & Cash Equivalents at the End of Period	**3,846**	**1,004**	**1,188**	**1,318**	**1,319**	**1,321**	**1,320**	**1,323**	**1,315**	**1,304**	**1,931**	**3,358**	**6,357**
Net Cash Flow before Financing Activities and Interest Payments	5,405	(3,914)	(17,749)	(4,249)	(2,439)	2,150	6,213	8,538	10,631	10,264	13,049	11,864	11,435

$'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
Statement of Changes in Equity													
Accumulated Surplus													
Balance at the end of previous reporting period	173,529	174,603	186,394	186,110	186,823	184,435	183,194	183,984	187,038	190,802	194,668	200,205	206,432
Net result for the year	2,532	5,839	(284)	713	(2,388)	(1,241)	790	3,055	3,763	3,867	5,537	6,227	6,809
Transfers from other reserves	(1,458)	5,952	-	-	-	-	-	-	-	-	-	-	-
Balance at the end of the period	**174,603**	**186,394**	**186,110**	**186,823**	**184,435**	**183,194**	**183,984**	**187,038**	**190,802**	**194,668**	**200,205**	**206,432**	**213,241**
Asset Revaluation Reserve													
Balance at the end of previous reporting period	271,591	303,351	460,029	472,044	488,341	507,170	525,988	544,634	563,649	582,981	602,763	622,926	643,421
Gain (Loss) on Revaluation of I, PP&E	31,760	156,678	12,015	16,297	18,829	18,818	18,646	19,016	19,332	19,782	20,163	20,495	20,797
Balance at the end of period	**303,351**	**460,029**	**472,044**	**488,341**	**507,170**	**525,988**	**544,634**	**563,649**	**582,981**	**602,763**	**622,926**	**643,421**	**664,218**
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**	**676,135**	**692,576**	**710,153**	**729,588**	**751,659**	**774,754**	**798,402**	**824,102**	**850,824**	**878,430**

$'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
Uniform Presentation of Finances													
Income	48,010	52,056	51,549	58,027	62,351	66,198	70,302	74,673	77,419	80,268	83,231	86,298	89,451
less Expenses	(46,532)	(52,515)	(57,570)	(62,783)	(66,425)	(69,091)	(71,443)	(73,652)	(75,960)	(78,065)	(80,101)	(82,268)	(84,632)
Operating Surplus / (Deficit)	**1,478**	**(459)**	**(6,021)**	**(4,756)**	**(4,074)**	**(2,893)**	**(1,141)**	**1,021**	**1,459**	**2,203**	**3,130**	**4,030**	**4,819**
Net Outlays on Existing Assets													
Capital Expenditure on renewal and replacement of Existing Assets	(5,799)	(7,339)	(8,579)	(9,180)	(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	17,636	18,939	19,514	20,088	20,668	21,198	21,766	22,273	22,878	23,498
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**	**8,802**	**12,759**	**11,827**	**11,007**	**11,398**	**13,375**	**12,555**	**15,163**	**13,126**	**13,439**
Net Outlays on New and Upgraded Assets													
Capital Expenditure on New and Upgraded Assets	(11,251)	(21,417)	(26,926)	(11,674)	(13,304)	(9,126)	(6,222)	(6,377)	(6,410)	(6,395)	(5,993)	(6,134)	(6,719)
add back Amounts Received Specifically for New and Updgraded Assets	2,297	7,756	4,056	3,750	-	162	166	170	170	-	-	-	-
	(8,954)	**(13,661)**	**(22,870)**	**(7,924)**	**(13,304)**	**(8,964)**	**(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)**	**(3,879)**	**(4,619)**	**(30)**	**3,810**	**6,212**	**8,594**	**8,363**	**12,300**	**11,022**	**11,539**

Financial Indicators - 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
Operating Surplus Ratio													
Total Income	48,010	52,056	51,549	58,027	62,351	66,198	70,302	74,673	77,419	80,268	83,231	86,298	89,451
Operating Surplus / (Deficit)	1,478	(459)	(6,021)	(4,756)	(4,074)	(2,893)	(1,141)	1,021	1,459	2,203	3,130	4,030	4,819
Operating Surplus Ratio	**3%**	**(1%)**	**(12%)**	**(8%)**	**(7%)**	**(4%)**	**(2%)**	**1%**	**2%**	**3%**	**4%**	**5%**	**5%**
Net Financial Liabilities Ratio													
Add: Total Liabilities	28,707	35,890	55,766	59,809	64,955	65,537	62,298	56,751	48,604	40,717	29,542	20,530	12,551
Less: Cash and Cash Equivalents	(3,846)	(1,004)	(1,188)	(1,318)	(1,319)	(1,321)	(1,320)	(1,323)	(1,315)	(1,304)	(1,931)	(3,358)	(6,357)
Less: Trade and Other Receivables	(4,699)	(6,392)	(6,647)	(6,603)	(7,047)	(7,507)	(7,975)	(8,520)	(8,842)	(9,176)	(9,497)	(9,882)	(10,256)
Net Financial Liabilities	**20,162**	**28,494**	**47,931**	**51,887**	**56,589**	**56,709**	**53,003**	**46,908**	**38,448**	**30,237**	**18,115**	**7,289**	**(4,062)**
Total Income	48,010	52,056	51,549	58,027	62,351	66,198	70,302	74,673	77,419	80,268	83,231	86,298	89,451
Net Financial Liabilities Ratio	**42%**	**55%**	**93%**	**89%**	**91%**	**86%**	**75%**	**63%**	**50%**	**38%**	**22%**	**8%**	**(5%)**
Asset Renewal Funding Ratio													
Expenditure on Renewal / Replacement of Assets	5,799	7,339	8,579	9,180	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%**	**108%**	**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

$'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
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 Updgraded 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 *Local Government Act 1999*.			
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.			
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 *Local Government Act 1999*, 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. Legislative considerations align with Section 122(2) and (3) of the *Local Government Act 1999*, informing both Code Amendment Processes and the Greater Adelaide Regional Plan (GARP) under the *Planning, Development and Infrastructure Act 2016*.			
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:	**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:	**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		**$175,631**	**$175,631**	**0.37%**

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:	**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:	**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.			

:	Description	Expenditure	Net	Rate Revenue
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.			

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.			

:	Description	Expenditure	Net	Rate Revenue
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:	**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.			
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		**$536,500**	**$476,500**	**0.81%**
Grand Total		**$1,531,744**	**$1,471,744**	**2.89%**

New Initiatives - Unfunded

:	Description	Unfunded	Net	Rate Revenue
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).			
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:	**Strathalbyn & Districts Basketball Association - Financial Assistance**	**$4,000**	**$4,000**	**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: 1. Financial Assistance for Strathalbyn & Districts Basketball Association $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%**
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: 2. Financial Assistance to the Strathalbyn Strikers (Soccer) Club $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.			

:	Description	Unfunded	Net	Rate Revenue
Risk of Delay:	Trail will not be scoped.			
Title:	**Additional rate rise to deliver Township Greening**		**$600,000**	**1.25%**
Description:	Council has funded an $80,000 institutive 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.			
Total			**$866,926**	**1.81%**

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Alexandrina Council
Policy - Public

Rating Policy

First Approved	13 July 2020 (ACM20645)
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Status	Statutory
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File Number	18.63.001 / PL2024195
Responsible Division	Corporate – Finance Services
Related Documents	Debt Recovery Policy Hardship Policy
Applicable Legislation	*Local Government Act 1999* *Valuation of Land Act 1971* *Landscape South Australia Act 2019*

1. Purpose

1.1 Council's powers to raise rates are found in Chapter 10 of the *Local Government Act 1999* (**the Act**). The Act provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices. This document includes reference to compulsory features of the rating system, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

1.2 All land within a council area, except for land specifically exempt (e.g., crown land, council occupied land and other land prescribed in the Act) is rateable.

2. Policy Principles

2.1 Rates are not fees for services, but rather, they constitute a system of taxation for Local Government purposes.

Council's major source of revenue is Rates, derived as a tax on land within the Council area. All ratepayers receive benefits from paying rates, but those benefits are consumed in different quantities and manner by individual ratepayers.

In addition to rates, Council also raises revenue through a compulsory "service charge" for Community Wastewater Management Schemes and Finniss Water Scheme. If this charge is applicable, it will be collected along with rates, and will be itemised separately on rates notice.

Alexandrina Council's rating policy is underpinned by:

- accountability and professional ethics
- community consultation
- transparency and simplicity
- efficiency
- equitable distribution of the rate burden
- consistency with the strategic directions of Council
- compliance with relevant legislation.

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3. Policy Objectives

3.1 The objectives of this policy are to:

a. ensure Council provides equitable treatment to all members of the community
b. ensure Council is maintaining legislative compliance
c. provide the community with assistance and options to pay their rates in a timely and acceptable manner.

3.2 Prior to determining the level of rates required each year, Council considers:

- the infrastructure needs, service delivery needs and related expenditure priorities in relation to the Corporate Plan and community needs
- equity issues and the relationship between the various land uses and the previous rating structure
- extremities in valuation and how their effect can be minimised in setting rating levels
- use of "user pays" cost recovery systems

3.3 There will continue to be economic pressures applied to the Council in a number of ways, which will have an impact on the Council's budget and as a result will put pressure on rates.

4. Method Used to Value Land

4.1 Alexandrina Council uses Capital Value (the value of the land and all of the improvements on the land) as the basis for rating land within the council area. The Council considers that this method of valuing land provides the fairest method of distributing rates across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.
- Property value is a relatively good indicator of wealth, and Capital Value (which closely approximates the market value of a property) provides the best indicator of overall property value.
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

5. Adoption of Valuations

5.1 Council adopts the most recent valuations made by the State Valuation Office as at 1 July.

5.2 If a ratepayer is dissatisfied with the valuation made by the State Valuation Office, the rates notice will include information about how to object to the valuation. The lodgement of an objection does not change the due date for the payment of rates.

5.3 If an objection is upheld and a new capital value issued by the State Valuation Office, rates will be adjusted accordingly for the current financial year and an amended rate notice will be issued. Retrospective adjustments will not be made for prior financial years.

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5.4 Certain properties may be eligible for a notional value under the *Valuation of Land Act 1971*. This can relate to certain primary production land or where there is State heritage recognition. A notional value is generally less than the capital value and therefore generally results in reduced rates.

5.5 Application by the ratepayer for a notional value must be made to the State Valuation Office.

Components of Rates

6. A Rate in the Dollar

6.1 The largest component of rates is the component that is calculated by reference to the capital value of the land. Every year, the Council officially "declares" what percentage of the value of the land will be payable in rates. The Act allows councils to impose rates that differ (i.e., higher or lower) based on the location of land, or the use to which the land is put (residential, commercial, primary production, industrial, vacant, etc.). Property values reflect, among other things, the relative availability of and access to Council services. This applies to all types of land use, and to land in all locations.

6.2 Council recognises that the rural sector not only contributes greatly to our economy but also has significant responsibilities in environmental conservation, while at the same time not enjoying the level of council provided services as other sectors. Council therefore considers a reduced differential rate for Primary Production.

7. Fixed Charge

7.1 Council has a Fixed Charge, the reason for imposing a fixed charge is that Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

7.2 To the extent that many (though not all) Council services are provided and available relatively uniformly to all ratepayers, and that property values vary because of a range of factors the Council considers it is equitable, from the perspective of the benefit principle, to recover the costs of such services by way of a uniform fixed charge, set at an appropriate level. However, applying the benefit principle exclusively would not take account of the capacity to pay principle.

7.3 Council has discretion to collect up to 50% of its general rate revenue from a fixed charge.

7.4 Accordingly, to appropriately balance both the benefit principle and the capacity to pay principle, the Council's policy is to raise approximately 20% of general rate revenue from the fixed charge. The amount of the fixed charge is clearly indicated on rates notices.

7.5 Where two or more adjoining properties have the same owner and occupier (or if it is a single farm enterprise, not necessarily adjoining properties) only one fixed charge is payable by the ratepayer.

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8. Single Farm Entity

8.1 Single Farm Enterprise (SFE) is defined in section 152 of the Act. The definition imposes an absolute requirement that all the occupiers be the same for all the assessments comprising the single farm enterprise (regardless of who may own the land).

8.2 The assessment of a SFE is based on occupancy – all of the farmland must be occupied by the same person/persons who, in turn, is/are part of the SFE; and the SFE does not need to be (and may not be) the ratepayer.

8.3 Business of primary production is identified in the *Valuation of Land Act 1971*.

Service Charge

9. Community Wastewater Management Schemes

9.1 Alexandrina Council maintains and manages wastewater schemes and charges for all properties serviced by these schemes. The costs of operating these services include depreciation of plant, maintenance of equipment, an administration allocation and infrastructure replacement provision. Council recovers the cost of the service through the imposition of a Community Waste Management Scheme (CWMS) service charge per property unit and is shown as a separate charge on the rates notice.

9.2 For some properties (including business and commercial premises) the number of units is based on information received from the property/business owner and will be rounded to the nearest whole unit. Retrospective adjustments to prior financial years will not be made when incorrect or no information is provided.

10. Finniss Water Scheme

10.1 Alexandrina Council maintains and manages the Finniss Water Scheme. Council recovers the cost of this service through a service charge and is shown as a separate charge on the rates notice.

11. Regional Landscape Levy

11.1 Council is required under the *Landscape South Australia Act 2019* to make specified contributions to the Hills and Fleurieu Landscape Board. It does so by imposing a separate rate against all rateable properties. The levy is based on the Capital Value of land and is shown as a separate charge on the rate notice.

11.2 The separate rate is a State tax that Councils are required to collect and return to a State Government agency, the Regional Landscape Board. Even though it appears on the Council's rate notices, enquiries about this component should be directed to the Regional Landscape Board. Contact details are available on the reverse of the rate notices.

Help with Rates

12. Concessions

12.1 **Community Wastewater Management Schemes**

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Queries and applications for concessions on Community Wastewater Management Schemes (CWMS) for pensioners and low-income earners can be made through the Department of Human Services (DHS) ConcessionsSA Hotline 1800 307 758 or at www.sa.gov.au/concessions using the online form.

If successful, the applicant will receive the concession as a payment directly from DHS.

12.2 Residential Rate Capping

The Council's policy is to limit the size of any rate increase in one year for eligible ratepayers. Council has historically imposed a cap on the maximum increase in the general rate to be charged on rateable land within its area that constitutes the principal place of residence of the principal ratepayer. The percentage set is generally dependent on the overall movement in property valuations.

A rebate of general rates will be granted to the Principal Ratepayer where the amount of any increase in rates is greater than 15%.

Rate Capping Eligibility Conditions

A rebate of general rates will only be granted upon application by the ratepayer and where the conditions as set out in this Policy are met. Rate capping rebates must be $10 and over to be applicable. The rebate will not apply where:

- Any such increase is due in whole or part to an increase in valuation of the land in the assessment because of improvements made to it worth more than $20,000 since 1 July 2021
- Any such increase is in whole or part because the zoning of the land has been changed since 1 July 2021
- Any such increase is due in full or part to the use of the land being different for rating purposes on the date Council declared its general rates for the 2024/2025 financial year, than on the date the Council declared its general rates for the 2023/2024 year
- The ownership of the rateable property has changed since 1 July 2021
- The land use classification is Commercial, Industrial, Vacant Land or Other.
- If the ratepayer has postponed their rates.

Where a ratepayer believes that they may be eligible for a rate capping rebate, they must lodge an application in writing to the Revenue Department before 1 September 2024.

12.3 Remission of Rates

The Council has a discretion to remit partially or wholly (i.e., waive) rates on the basis of hardship.

If a ratepayer believes they are suffering financial hardship, as described in the Council's Hardship Policy, they may contact the Council's Rates and Debtor Services team to discuss the matter. Such inquiries are treated confidentially, and any application will be considered on case-by-case basis in accordance with Council's Hardship Policy and Debt Recovery Policy.

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13. Postponement of Rates for Seniors

13.1 If a ratepayer holds a State Seniors Card (unless holding a mortgage entered into before 2007 that is greater than 50% of the home's value), they are eligible to postpone, on a long-term basis, a large component of the rates on the principal place of residence. The postponed amount is subject to a monthly interest charge, with the accrued debt falling due for payment only when the property is sold or transferred to someone else. However, some or all of the debt may be paid at any earlier time, at the ratepayer's discretion.

13.2 At least $500 of the annual Council rates bill must be paid as it falls due, but any amount in excess of $500 per year may be postponed. The minimum amount of $500 may be reduced further, if the ratepayer is eligible for any Council rate remissions.

14. Postponement of Rates due to Hardship

14.1 Persons other than the holders of a Seniors Card may also apply for postponement of rates. A postponement of rates may be considered if Council is satisfied that the payment of these rates would cause hardship. Council may, on application and subject to the ratepayer substantiating hardship, consider granting a postponement of payment of rates in accordance with Council's Hardship Policy.

14.2 The ratepayer must agree to pay interest on the amount affected by the postponement at the cash advance debenture rate and providing the ratepayer satisfies the following criteria:

- The property is the principal place of residence of the ratepayer, and
- The property has been owned by the ratepayer and has been their principal place of residence for a minimum of 1 year, and
- The rateable value of the property exceeds $150,000, or
- Can demonstrate to Council they are a self-funded retiree, earning less than $25,000 per year, or
- Any other financial hardship reason as approved by Council that is in accordance with Council's Hardship Policy.

The amount postponed will not exceed:

- 40% of the rates payable for the assessment and shall accrue interest at the cash advance debenture rate published by the Local Government Finance Authority of SA (LGFA) for 1 July each year.
- 50% of the land value of the principal place of residence

This will be conditional:

- The owner must advise the current or potential mortgagee of such debt
- Any change in financial circumstance must be immediately advised
- A new application must be completed for each New Year postponed

The amount of the postponement may be extended and is conditional on Council approval.

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15. Mandatory Rebates

15.1 Councils are required to rebate (discount) the rates payable on some land. A 100% rebate must be applied to land used for:

- health services;
- religious purposes;
- public cemeteries;
- the Royal Zoological Society.

15.2 A compulsory rebate of at least 75% (or more, at the Council's discretion) must be applied to land used by:

- community service organisations; and
- schools and universities.

16. Discretionary Rebates

16.1 In addition, the Council is allowed a wide discretion to rebate any percentage of rates for a number of other purposes, such as:

- securing proper development of an area;
- assisting or supporting a business;
- preservation of historically significant places;
- facilities or services for children or young persons; or
- accommodation for the aged or persons with disability; or
- other purposes.

16.2 Other than community-based halls and incorporated sporting clubs with a demonstrated limited income stream, all other applicants will be subject to a maximum discretionary rebate of 75%. This assures the majority of ratepayers contribute an amount towards the cost of administering Council's activities and maintaining Council's assets.

Each rebate that is granted either reduces the Council's revenue and hence its capacity to provide services, or else it effectively increases the amount that must be collected from other ratepayers. Therefore, decisions on these applications must be carefully considered.

Upon receipt of an application, the Council will take into account:

- why there is a perceived need for financial assistance through a rebate;
- the level of rebate being sought;
- the extent of financial assistance, if any, being provided to the ratepayer and/or in respect of the land by Commonwealth or State agencies;
- whether, and if so to what extent, they are or will be providing a service within the Council area;
- whether the ratepayer is a public sector body, a private not for profit body or a private or profit body;
- the nature and extent of Council services provided in respect of the land, in comparison to services provided elsewhere in the Council's area;
- the community need, if any, that is being met by activities conducted on the land;

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- the extent to which activities at the land provide assistance or relief to disadvantaged persons;
- the desirability of granting a rebate for more than one year;
- consideration of the full financial consequences of the rebate for the Council;
- the total income the applicant received for the prior financial year;
- the time the application is received;
- whether the ratepayer may be eligible for a Council community grant;
- any other matters and policies of the Council, which the Council considers relevant.

16.3 After considering these matters, the Council may refuse to grant any rebate, or may grant a rebate of rates subject to specific conditions and taking into account the Discretionary Rate Rebate Operational Guidelines. Retrospective rebates of rates will not be considered for prior financial years.

16.4 All persons who or bodies which wish to apply to the Council for a rebate of rates must do so on or before 1 September of the current rate year. The Council reserves the right to refuse to consider applications received after that date. To apply contact Council's Revenue Team or application forms are available on Council's website.

To be eligible for a discretionary rebate, there should be no arrears of rates for that property. Any arrears must be paid in full prior to application being made.

16.5 Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

17. Discretionary Rebates - relief against substantial change in valuation or rates payable

17.1 The Council may determine for a financial year that all other rateable land (excluding the principal place of residence) within its area shall be limited to a maximum rate increase of 50%, and any amount over 50% will be rebated upon application;

Provided, however, that the maximum increase shall not apply where:

- The property has been acquired by the ratepayer or has become their principal place of residence after 1 July 2021 (residential qualification period).
- The increase in General rate payable is due in whole or in part to an increase in valuation of the land in the assessment because of improvements (including maturing vines) made to it valued in excess of $20,000.

18. Rebates on Service Charges

18.1 Rebates will not apply to service charges.

19. Payment of Rates

19.1 Rates are declared annually, and may be paid, at the ratepayer's discretion, either in one lump sum, or in four quarterly payments that fall due on the 1st of September, December, March and June. Various options for paying rates are clearly indicated on rates notices.

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19.2 If a ratepayer chooses to pay in one single payment for the years rates, this payment must be received prior to the First Quarter due date, as penalties apply to outstanding rates. Council will send out instalment notices to ratepayers advising them of their next instalment due date at least thirty days prior.

19.3 Any ratepayer who may, or is likely to, experience difficulty with meeting the standard payment requirements, or is planning an extended absence at the time rates are due is invited to contact our Rates Staff to discuss alternative payment arrangements, including regular direct debit payments. The Council treats such enquiries confidentially. Council's Hardship Policy is also available for rate debtors that may identify themselves in a position of hardship.

20. Late Payment

20.1 The Council will impose a penalty of a 2% fine on any late payment for rates. This fine may be remitted (waived) in whole, or in part, at the Council's discretion and only where the fault for the late payment has not been attributed to by the ratepayer or the ratepayer has a regular direct debit payment plan that completes the full payment of rates by the end of that financial year.

20.2 A payment that continues to be late is then charged an interest rate (which is adjusted by Legislation each year) for each month it continues to be in arrears, including the amount of any previous unpaid fine and including interest from any previous month. The purpose of this penalty is to act as a genuine deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to cover any interest cost Council may meet because it has not received the rates on time.

Where rates are overdue, Council provides ratepayers with a grace period of (3) working days after the due date for payment. This allows time for payments to be received if paid on the due date via BPay, telephone or through Council's website. Thereafter fines for late payment are imposed and an Overdue/reminder notice is sent.

20.3 Council issues a Notice of Overdue Rates for payment of rates when rates are overdue i.e. unpaid by the due date. Should rates remain unpaid, debt collection will be commenced. This attracts additional fees that are recoverable from the ratepayer.

20.4 When Council receives a partial payment of overdue rates, the Council must apply the money as follows:

- first – to satisfy any costs awarded in connection with court proceedings (if applicable);
- second – to satisfy any interest costs;
- third – in payment of any fines imposed; and
- fourth – in payment of rates, in chronological order (starting with the oldest account first).

21. Sale of Land for Non-Payment of Rates

21.1 Where rates have been in arrears for 3 years or more and Council has unsuccessfully pursued all reasonable attempts to secure payment, Council will

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invoke section 184 of the Act to pursue recovery of outstanding rates through the sale of land.

21.2 Council will notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

21.3 All other avenues (including but not limited to payment arrangements and financial hardship assistance) will be exhausted in the collection of the outstanding rates on land that constitutes a person's principal place of residence prior to the Sale of Land being initiated.

21.4 Should reasonable attempts to sell the land fail, section 185 of the Act will be applied, which may result in the land being transferred to the Crown or to Council.

21.5 Sale of Land for Non-Payment of Rates will not be applied to rates arrears that have resulted due to an arrangement for postponement of rates unless the postponement ceases to have effect.

22. Contact Details

Where a ratepayer believes that the Council has failed to properly apply this policy it should raise the matter with the Council. In the first instance contact Council's Rates Services team on 08 8555 7000 to discuss the matter. If after this initial contact, a ratepayer is still dissatisfied they should write to:

Chief Executive Officer
Alexandrina Council
PO Box 21
GOOLWA SA 5214

23. Contact Details for Further Information:

Ph: 08 8555 7000
Email: alex@alexandrina.sa.gov.au
Web: www.alexandrina.sa.gov.au

24. Policy Requirements

To achieve our principles Council will maintain the Hardship Policy and Debt Recovery Policy to ensure consistent treatment of this policy.

25. Delegations

Council acknowledges that the Chief Executive Officer may sub-delegate matters related to this Policy to staff or other persons employed or engaged by Council.

26. Availability of Policy

This Policy will be available for inspection on the Council's website www.alexandrina.sa.gov.au. Copies can also be provided upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

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5. Confidential Items

Nil

5.1. (Confidential) Fleurieu Regional Aquatic Centre Authority Draft Budget 2024/25

Confidentiality Clause

Pursuant to section 90(2) of the *Local Government Act 1999*, the Council orders that all members of the public be excluded, with the exception of the Chief Executive Officer, General Manager Infrastructure, General Manager Community, General Manager Corporate, and Executive Assistant to the Mayor and Council Members on the basis that it will receive and consider Item 5.1 (Confidential) Fleurieu Regional Aquatic Centre Authority Draft Budget 2024/25.

The Council is satisfied, pursuant to section 90(3)(d) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is information the disclosure of which –

(i) Could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
(ii) Would, on balance, be contrary to the public interest.

Confidentiality Clause to retain (if required)

1. **That having considered Agenda Item 5.1 (Confidential) Fleurieu Regional Aquatic Centre Authority Draft Budget 2024/25 in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999* the Council, pursuant to section 91(7) of the *Local Government Act 1999*, orders that the minutes, report and attachments and audio recording relative to the Agenda Item 5.1 (Confidential) Fleurieu Regional Aquatic Centre Authority Draft Budget 2024/25 be retained in confidence until further order.**
2. **That pursuant to section 91(9)(c) of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the power to revoke, in whole or in part, the order made in paragraph 1 of this resolution.**

5.2. (Confidential) Minutes of the Chief Executive Officer Selection Panel - 21 June 2024

Confidentiality Clause

Pursuant to Section 90 (2) of the *Local Government Act 1999,* the Council orders that all members of the public be excluded, with the exception of the Chief Executive Officer, General Manager Infrastructure, General Manager Community, General Manager Corporate, Team Leader Governance and Risk and Executive Assistant to the Mayor and Council Members on the basis it will receive and consider Item 5.2 (Confidential) Minutes of the Chief Executive Officer Selection Panel - 21 June 2024.

The Council is satisfied, pursuant to Section 90 (3)(a) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is information that would disclose the unreasonable disclosure of information concerning the personal affairs of any person, living or dead.

The Council is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed in the circumstances because it includes information about the recruitment of a Chief Executive Officer.

Confidentiality Clause to retain (if required)

1. **That having considered Agenda Item 5.2 (Confidential) Minutes of the Chief Executive Officer Selection Panel - 21 June 2024 in confidence under section 90 (2) and (3)(a) of the *Local Government Act 1999* the Council, pursuant to section 91 (7) of the *Local Government Act 1999,* orders that the minutes, report and attachments and audio recordings relative to the Agenda Item 5.2 (Confidential) Minutes of the Chief Executive Officer Selection Panel - 21 June 2024 be retained in confidence until further order.**
2. **That pursuant to section 91 (9) (c) of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the power to revoke, in whole or in part, the order made in paragraph 1 of this resolution.**

5.3. (Confidential) Report from Chief Executive Officer Selection Panel - 21 June 2024

Confidentiality Clause

Pursuant to Section 90 (2) of the *Local Government Act 1999*, the Council orders that all members of the public be excluded, with the exception of the Chief Executive Officer, General Manager Infrastructure, General Manager Community, General Manager Corporate, Team Leader Governance and Risk and Executive Assistant to the Mayor and Council Members on the basis it will receive and consider Item 5.3 (Confidential) Report from Chief Executive Officer Selection Panel - 21 June 2024.

The Council is satisfied, pursuant to Sections 90(3)(a) and (d)(i)(ii) of the Act, that the information to be received, discussed or considered in relation to this Agenda Item is information that would be result in:

1. the unreasonable disclosure of information concerning the personal affairs of any person, living or dead, and

2. commercial information of a confidential nature (not being a trade secret) the disclosure of which:

(i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third person, and

(ii) would, on balance, be contrary to the public interest.

The Council is satisfied that the principle that the meeting should be conducted in a place open to the public has been outweighed in the circumstances as a number of matters are likely to be raised and discussed that relate to the personal and business affairs of various individuals and companies. Sensitive company dealing and deliberation are to take place that could jeopardise future engagement opportunities.

These matters are deemed to not be in the public interest, once these matters have been resolved by Council upon advice from the Panel, the report, minutes and any subsequent supporting documentation will be released as public documents.

Confidentiality Clause to retain (if required)

1. **That having considered Agenda Item 5.3 (Confidential) Report from Chief Executive Officer Selection Panel - 21 June 2024 in confidence under section 90 (2) and (3)(a) and (d)(i)(ii) of the *Local Government Act 1999* the Council, pursuant to section 91 (7) of the *Local Government Act 1999,* orders that the minutes, report and attachments and audio recordings relative to the Agenda Item 5.3 (Confidential) Report from Chief Executive Officer Selection Panel - 21 June 2024 be retained in confidence until further order.**
2. **That pursuant to section 91 (9) (c) of the *Local Government Act 1999* the Council delegates to the Chief Executive Officer the power to revoke, in whole or in part, the order made in paragraph 1 of this resolution.**

6. Closure