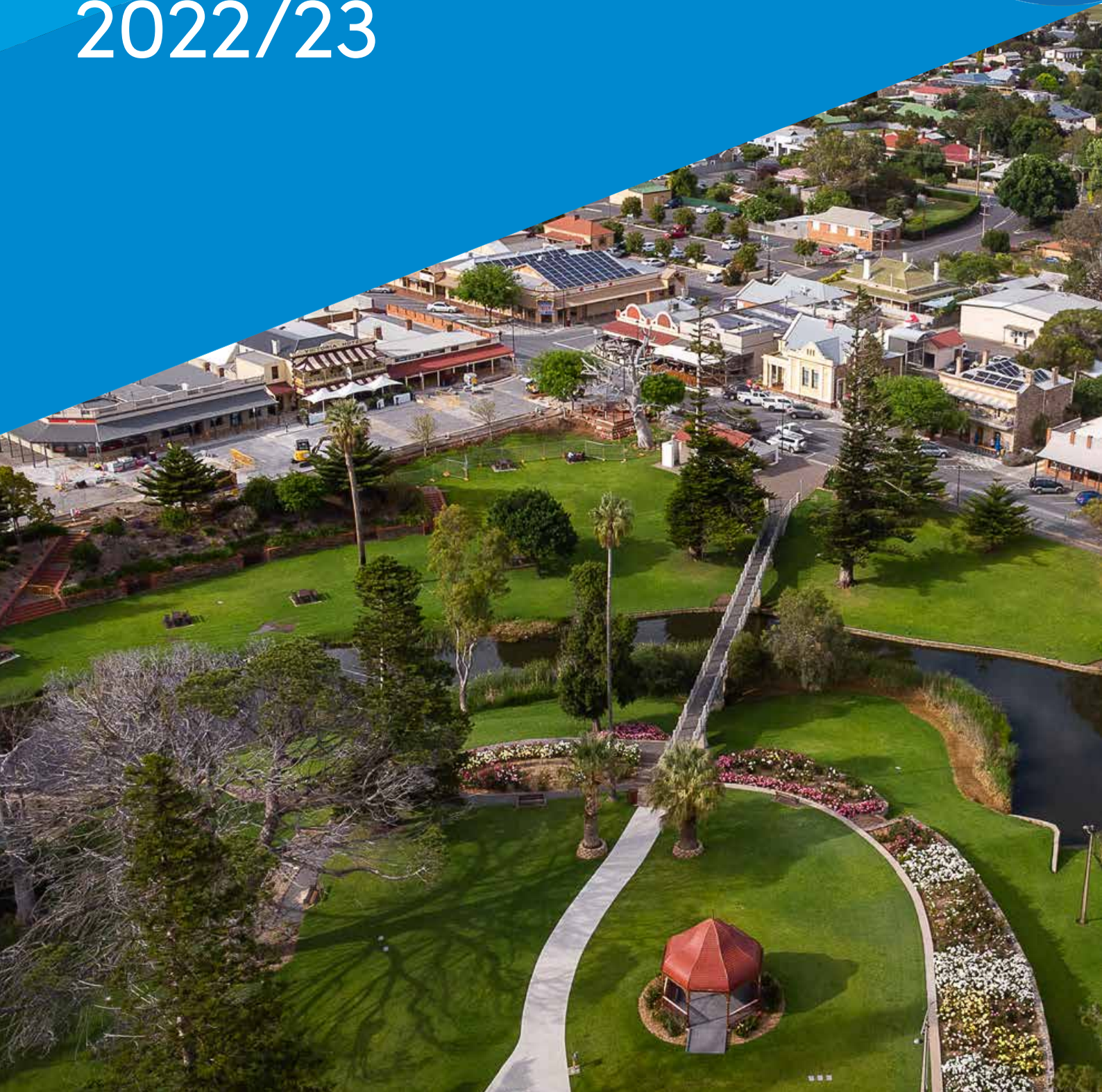


Alexandrina Council



# Annual Business Plan and Budget 2022/23





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

# Contents

➤ <b>Community Consultation</b>	<b>4</b>
➤ <b>Introduction by Mayor Keith Parkes</b>	<b>5</b>
➤ <b>Your Council</b>	<b>6</b>
Elected Members and Ward Boundaries	7
Alexandrina 2040 – Our Vision	12
Our Community	13
Our Planning Framework	14
Planning and delivering results village-by-village	18
Monitoring and Reporting	24
Council's Services	25
➤ <b>Focus on 2022/23</b>	<b>26</b>
Significant Influences and Priorities 2022/23	27
Major Projects	30
Rates at a Glance	34
Capital Program Budget 2022/23	36
Funding the Annual Business Plan	38
Summary Statement	40
Community Wastewater Management Scheme (CWMS) 2022/23	42
Council excluding CWMS 2022/23	44
Sources of Income and Expenditure	46
Rates Income for 2022/23	49
➤ <b>Focus on 2021/22</b>	<b>54</b>
Summary of Achievements in 2021/22	55
Summary of Budget Movements in 2021/22	58
➤ <b>Appendix A - Financial Statements</b>	
➤ <b>Appendix B - Capital Program</b>	
➤ <b>Appendix C - Long Term Financial Plan Update</b>	

# Community Consultation

Community consultation commenced on 27 May and concluded at 5pm on 17 June 2022.

A range of consultation methods were utilised for the draft Annual Business Plan and Budget 2022/23 including advertisements and media releases in public newspapers, magazines, Council's corporate website, My Say Alexandrina website, public notice boards and a community consultation brochure, distributed locally.

This document was available to view and or purchase from the Council offices at 11 Cadell Street, Goolwa and 9 High Street, Strathalbyn; Council's libraries at Goolwa, Strathalbyn, Milang, Port Elliot and Mount Compass; and online at Council's website [alexandrina.sa.gov.au](http://alexandrina.sa.gov.au)

A total of 102 submissions were received during the consultation period. A report containing all submissions was presented to Council on 4 July 2022.

## Public Meeting

A formal public meeting to hear community representations on the draft Annual Business Plan and Budget 2022/23 was held in conjunction with the Council Briefing on 14 June 2022 at the Alexandrina Council Community Chambers, 11 Cadell Street, Goolwa. There were 5 verbal representations made at this meeting.

## CEO Meeting

This year the Chief Executive Officer offered one-on-one meetings with the community to listen, learn and answer questions on the annual business plan and budget. This year 11 sessions were held with 20 people in attendance providing valuable feedback.

# Introduction by Mayor Keith Parkes



## On behalf of our Elected Members, and as Mayor of Alexandrina, I present a summary of our Annual Business Plan & Budget for 2022/23.

This business plan and budget is shaped from the long-term aspirations of our A2040 Strategic Management Plans, which includes our Community Strategic Plan, Long Term Financial Plan and Asset Management Plan.

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.

Council has considered how best to support residents, ratepayers, local businesses and primary producers so as to remain economically resilient throughout the year ahead, with a continual focus on wellbeing, environmental and infrastructure outcomes that deliver economic benefit to the region.

The pandemic has affected the global population and we are still yet to see what the long-term impacts will be on our health, our neighbourhoods and our local economy. It is now more important than ever that we strategically plan for the health and wellbeing of our community and ensure we foster a sense of belonging and connection.

Council will continue to advocate for both Federal and State Government funding opportunity and have identified a range of projects to stimulate economic activity, protect jobs and generate employment outcomes.

These key projects include:

- Strathalbyn Streetscape and Town Hall Revitalisation
- Redevelopment of the Goolwa Oval Recreation Precinct
- Reinvigoration of the Goolwa Wharf Precinct; and
- Beacon 19 Boat Ramp Refurbishment.

We have learned through COVID-19 that we are highly adaptable and can quickly respond and cater to the changing needs of our community. We also need to address and adapt to climate change and be environmentally proactive. Council has committed to working together with the community to develop a Climate Emergency Action Plan, minimise waste to landfill and to reduce carbon emissions.

This budget includes funding for Master Plans in the townships of Port Elliot, Middleton and Milang, in addition to the delivery of key infrastructure projects for the region.

The budget has been influenced by community feedback and we are thankful to those who participated in the community consultation. We have adopted a budget that supports sustainable communities, growth in our region, and maintains a vibrant and liveable place to work, visit, and play.

As a community we have continued to show resilience, innovation and kinship over the past twelve months and this budget aspires to build on that foundation to strengthen Alexandrina's enviable way of life.

Kind regards

A stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

**Mayor Keith Parkes**

*Please note changes have been made to this page since the draft version was provided for community consultation. Changes made were based on subsequent Council decisions and in consideration of community feedback received during the public consultation.*



# Your Council





# Elected Members and Ward Boundaries

**Collectively, Elected Members have a key role in determining policy and making decisions that impact on the future plans for the region as well as the lives and livelihoods of individuals and organisations contained within it.**

## **The role of the Elected Members is to:**

- keep Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review
- represent the interests of residents and ratepayers, to provide community leadership and guidance, and to facilitate communication between the community and Council
- formulate Council's objectives and policies
- keep Council's objectives and policies under review to ensure they are appropriate and effective
- participate in the deliberations and civic activities of Council.

Alexandrina Council has five wards which are represented by twelve elected members.

Council is made up of the Mayor and eleven Ward Councillors.

The map on page 11 reflects our ward boundaries.\*

\*Effective 1 July 2022–9 November 2022



Port Elliot – Middleton  
Councillor Bronwyn Lewis



Strathalbyn  
Councillor Rex Keily <sup>AM</sup>



Angas – Bremer  
Councillor Karyn Bradford



Port Elliot – Middleton  
Councillor Michael Scott <sup>ASM OAM</sup>



Strathalbyn  
Councillor Craig Maidment



Angas – Bremer  
Councillor Michael Farrier



Goolwa – Hindmarsh Island  
Councillor John Carter



Goolwa – Hindmarsh Island  
Councillor James Stewart



Nangkita – Kuitpo  
Councillor Bill Coomans



Goolwa – Hindmarsh Island  
Councillor Margaret Gardner

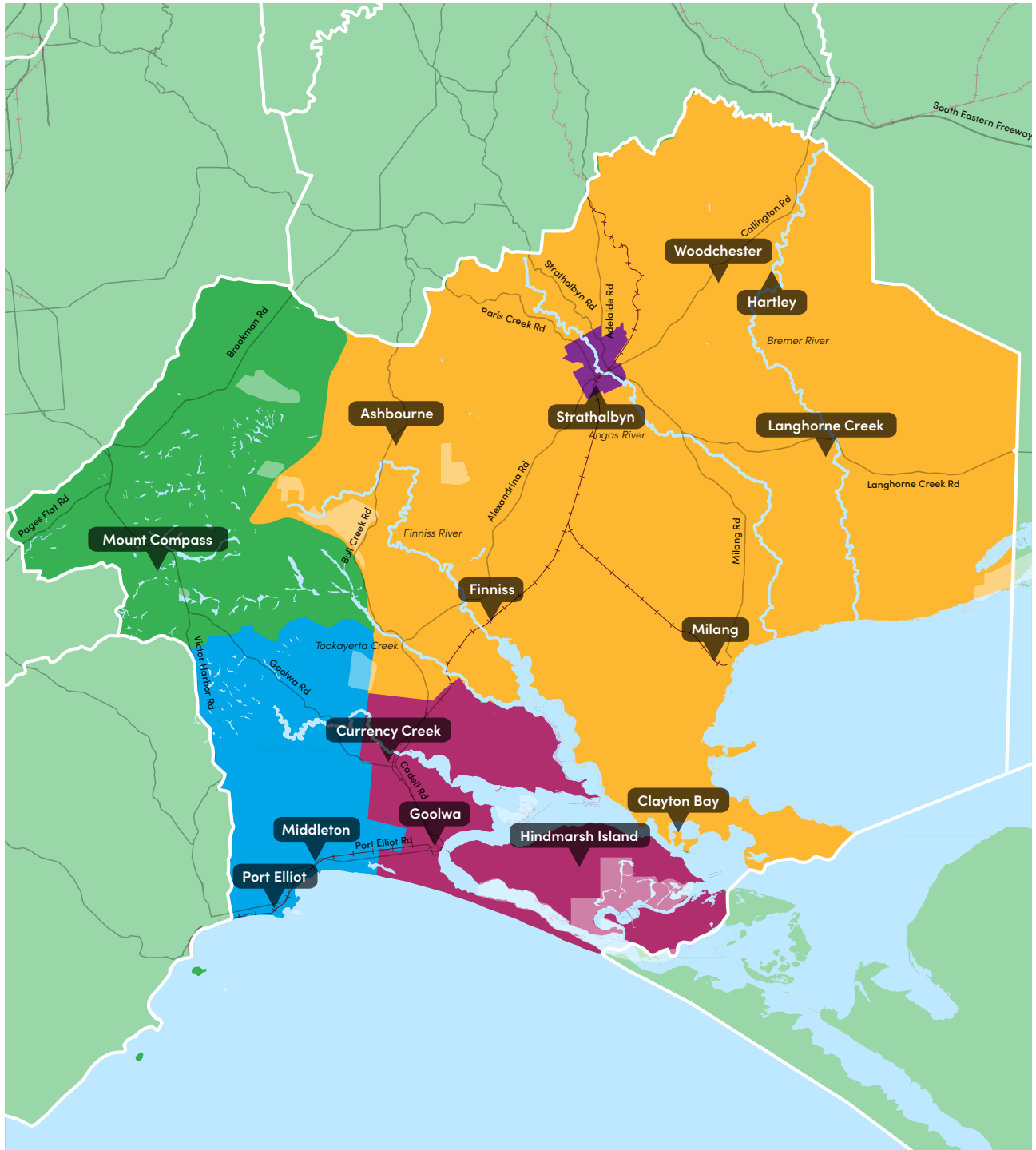


Goolwa – Hindmarsh Island  
Councillor Melissa Rebbeck



# Ward Boundaries

Effective 1 July 2022 – 9 November 2022



## WARD

Angas - Bremer

Nangkita - Kuitpo

Strathalbyn

Goolwa - Hindmarsh

Port Elliot - Middleton

# New Ward Boundaries

**The number of wards and Elected Members in Alexandrina Council was reviewed by the Electoral Commissioner of South Australia in November 2021.**

As of 10 November 2022, Alexandrina Council will be divided into three wards being Alexandrina North, Alexandrina South and Alexandrina West.

The number of Elected Members will also change on this date; with nine (9) Councillors and the Mayor representing the Council area.

While the role of the elected body is to work in the best interests of the Council area as a whole, each ward will be represented by three (3) Councillors.

## 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.

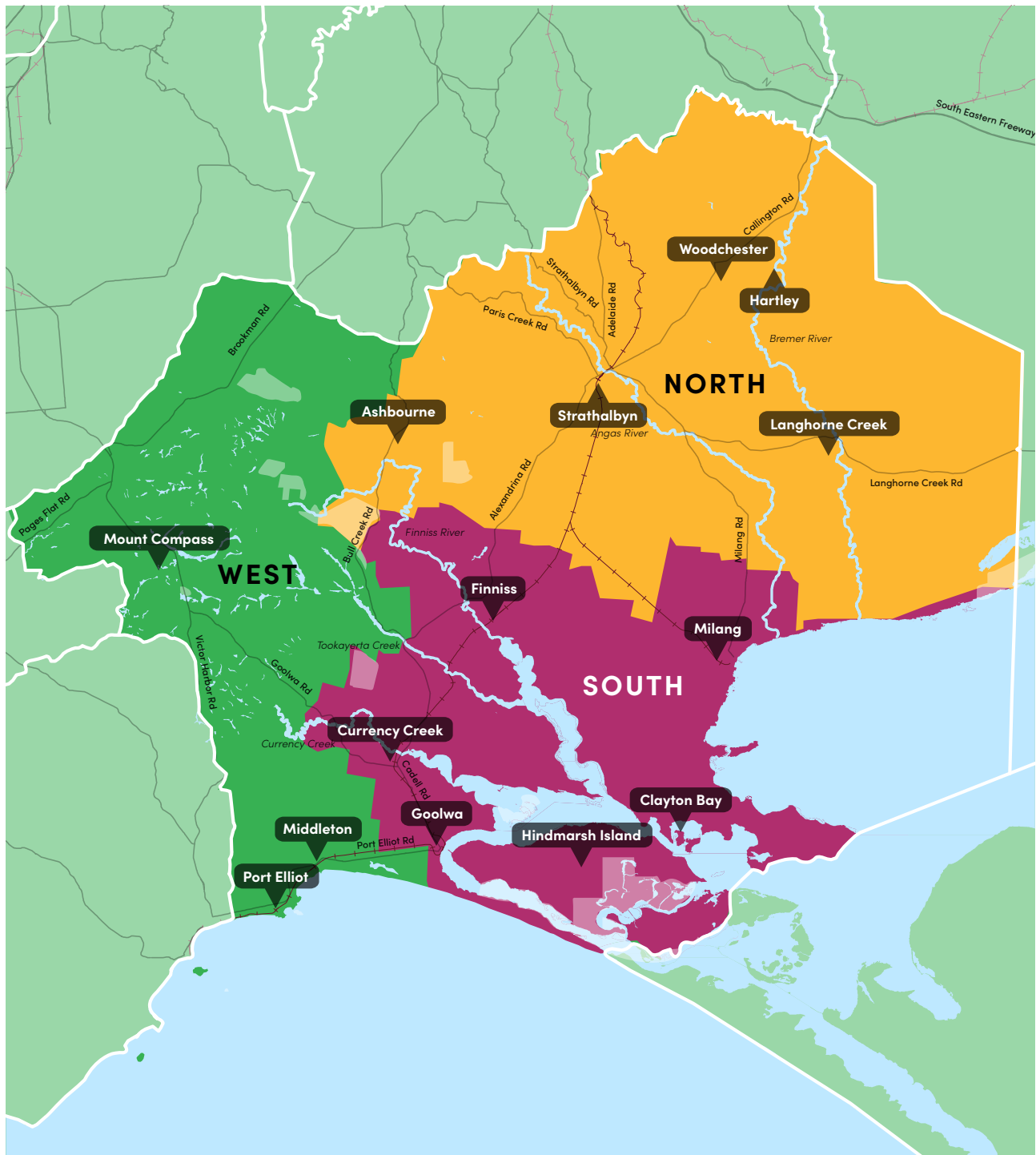
## Alexandrina South Ward

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



# New Ward Boundaries

Effective 10 November 2022 – 30 June 2023



## WARD

- Alexandrina North
- Alexandrina South
- Alexandrina West

# Alexandrina 2040

## – Our Vision

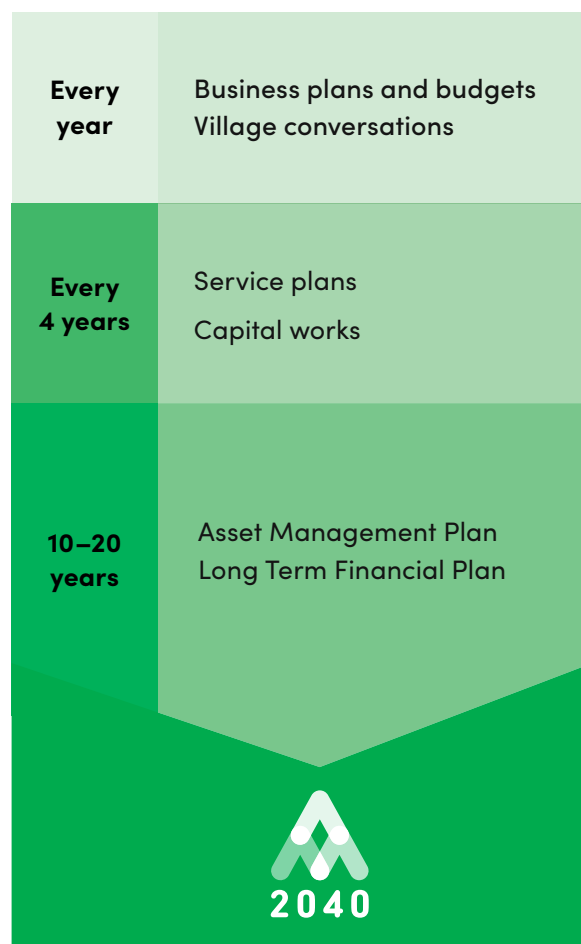
---

**A2040 is our plan to thrive now and over the next 20 years. Across this period, the community’s vision for Alexandrina to be more liveable, green and connected is addressed in plans with long-term strategic and resourcing requirements.**

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](http://alexandrina.sa.gov.au)



# Our Community



Alexandrina's Estimated Residential Population for **2021** is **28,730**. This is an increase of **2,857** since the **2016** Census.



**22%** of residents were born overseas

In 2021, **17%** of our residents were **under 18**, and **37%** were **over 60** years of age.



**23%** of residents do some form of voluntary work



In **2026**, our forecast population will be **29,980** people.



**92%** of our young people are 'learning or earning', compared to **85%** within the whole of South Australia.

**31%** of households in the Council area include children.



**47%\*** of Alexandrina Council's working residents travel outside of the area to work.



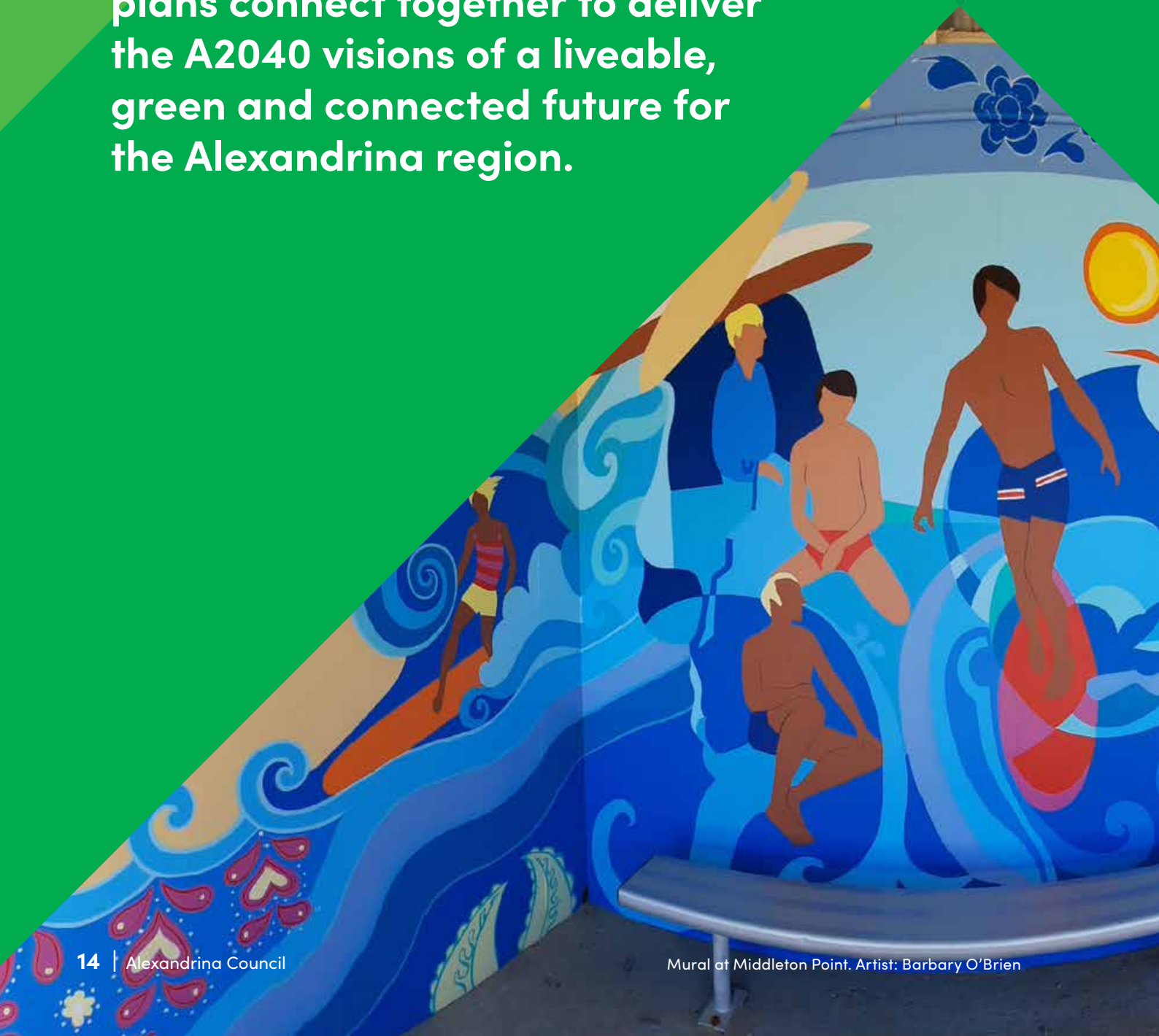
\*Census data from 2016.

Please note changes have been made to this page since the draft version was provided for community consultation. Changes made were based on 2021 Census data available as at 7 July 2022.

# Our Planning Framework

---

**Alexandrina Council's 2022/23 Annual Business Plan and Budget demonstrates how our plans connect together to deliver the A2040 visions of a liveable, green and connected future for the Alexandrina region.**





**Liveable Alexandrina is defined by distinctive townships, places, spaces and transport networks that support active, lifestyles, vibrant cultures and productive enterprise.**

## **Liveable activities and measures**

- 1.1 Increase township greening and tree planting for canopy cover
- 1.2 Attract and retain younger residents to live, work and play in Alexandrina
- 1.3 Design and locate community infrastructure to ensure safe, inclusive and convenient access for communities and individuals
- 1.4 Advocate for a rethink of transport planning to focus on needs identification for improving accessibility, social inclusion and wellbeing
- 1.5 Commit to purchasing recycled materials and products in our public spaces

### **Related Plans and Informing Strategies:**

- Age Friendly Action Plan
- Clayton Bay Foreshore Master Plan
- Community Land Management Plans
- Disability Discrimination Access and Inclusion Plan
- Asset Management Plan
- Long Term Financial Plan
- Regional Public Health Plan
- Master Plan for Ratalang Basham Beach Conservation Reserve

Winery, Langhorne Creek



**Green Alexandrina is climate-ready,  
a place where nature is valued and  
resources are managed sustainably  
and creatively to support our economy.**



Encounter Bikeway, Basham Beach

## **Green activities and measures**

- 2.1 Reduce Council greenhouse gas emissions and advocate for the uptake of renewable energy
- 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
- 2.3 Encourage community participation and partnerships with key stakeholders for greater involvement in sustainability issues and promote the adoption of a sustainable lifestyle
- 2.4 Explore opportunities to integrate eco-friendly and sustainable materials into the procurement process and practices to road management
- 2.5 Contribute to the development of a long-term approach to waste management on the Fleurieu Peninsula.

### **Related Plans and Informing Strategies:**

- Environmental Action Plan
- Climate Emergency Action Plan
- Coastal Adaption Plan
- Carbon Neutral Plan
- Fleurieu Interim Bushfire Management Plan
- Goolwa and Hindmarsh Island Integrated Water Management Plan
- Roadside Vegetation Management Plan.







Bakery, Langhorne Creek

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



## Connected activities and measures

- 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
- 3.2 Partner on community-led Village Innovation Plans (VIPs) to identify and enhance sustainable social, economic and environmental outcomes for Alexandrina
- 3.3 Leverage Business Alexandrina to increase opportunities to co-design innovative solutions for industry

- 3.4 Advocate for multiple modes of public transport that connect communities to Adelaide and across our region
- 3.5 Support local industry to connect, explore and pilot new initiatives.

### Related Plans and Informing Strategies:

- Advocacy Plan
- Disability Discrimination Access and Inclusion Plan
- Dog and Cat Management Plan
- Economic Development Strategy – Regenerating Alexandrina’s Economy
- Tourism and Visitor Strategy.

# Planning and delivering results village-by-village

**Central to our success in delivering the outcomes of this annual business plan and budget will be the Village Innovation Plans that will shape the future of each town.**

At a local level and as a region, our commitment to A2040 needs to be both specific and strategic. We will plan for this across five key action areas:

- **Climate Response**
- **Appropriate Growth**
- **Community Inclusion**
- **Transport Connections**
- **Environmental Innovation.**





## 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 planting for canopy cover.

- Develop an 'urban greening strategy' across Alexandrina based on individual VIPs, taking into account the planting of suitable tree and shrub species in strategic locations; weed control; reserve maintenance; and pruning.

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

- Ongoing carbon reporting
- Develop a Carbon Neutral Plan that sets out Council's goals and targets in managing corporate and community carbon emissions and provides a roadmap to guide Council towards carbon neutrality
- Develop a Climate Emergency Action Plan that will be based on the Carbon Neutral Plan; which will provide a clear pathway for Council and the community to reduce its carbon footprint, incorporating both climate change mitigation and adaptation options
- Encourage uptake of emerging technology by identifying local opportunities through Council's economic development structures and initiatives.

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

- Develop a 'Coastal adaptation monitoring and strategic planning document' incorporating long-term adaptation options
- Support climate-ready development; disaster risk reduction. (including bushfire hazards); and resilient agriculture as informed by the



Sailing, River Murray

Resilient Hills and Coast 'Where we build, what we build' climate ready homes design guide, and its Regional Action Plan 2020-2025

- Build a Local Food Community – A collaboration with The Food Embassy and the Strathalbyn Neighbouring Centre; and as a member of the LGR and DS Grant project enabling resilient food systems in South Australia.





## 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.

- Develop 'Sector Plans' for key local industries to enhance business growth and job creation
- Lead a regional workforce planning initiative to develop employment pathways for young people incorporating post secondary and tertiary education
- Create a 'destination identity' to market lifestyle opportunity to invest, live and work within Alexandrina
- Explore 'work from home' and 'work near home' concepts to market elements of the emerging '15 minute city' momentum as a response to climate change, globalisation and COVID-19.

### 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.

- Embed nature based tourism by building capacity within existing as well as new operators through identification of the economic opportunities emanating from Alexandrina's 'clean/ green' competitive advantage
- Progress the Sugars Beach Murray Mouth Icon Project to approval stage as a tangible demonstration of effective partnering between traditional owners, community, business and government in delivering sustainable visitor experiences.

### 3.2 Partner on community-led Village Innovation Plans (VIPs) to identify and enhance sustainable social, economic and environmental outcomes for Alexandrina.

- The outcomes of the individual VIPs will be used to drive:
  - » The development of town identities which communicate consistent Alexandrina branding but reflect the unique character of each township;
  - » The development of sustainable Council policies, strategies and plans to address key service needs and provide forward planning data and analysis to guide Council's investment in community programs, services and infrastructure;
  - » Service levels to meet community expectations.



Cafe, Goolwa



## 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.

- Ensure social infrastructure planning embraces inclusion principles to support access
- Formulate an implementation schedule for timely enactment of Alexandrina's Disability Action and Inclusion Plan
- Embrace the principal of 'universal design' within asset management, whether that be for renewal, replacement or new assets.

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

- Promote the aspirations and expectations of A2040 in relation to climate change and the environment, so as to encourage 'buy-in' and desire for a sustainable lifestyle

- Audit formal and informal community engagement processes to ensure reach and pro-active feedback
- Encourage cross-council collaboration in relation to promoting a healthy and sustainable lifestyle within the greater Fleurieu that encourages social and economic development.

### 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
- Maintain up-to-date economic development information/data that encourages informed decision making to foster innovation in local businesses (industry)
- Promote and showcase the partnership with Startup Adelaide through participation in the Innovation Challenge with an economic growth 'problem solving' focus.



Port Elliot town centre





## 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

- Utilise Village Conversations to demonstrate community expectation in relation to accessible and affordable transport options
- Formulate position paper as a key advocacy platform with State and Federal representatives
- Identify gaps within existing service delivery structures and overlay economic development principals so as to investigate potential partnerships to deliver an improved service offering.

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

- Fully integrate sustainable material selection and use into Council procurement activities
- Leverage collective industry knowledge into long term sustainable road management practices
- Monitor and report the use of sustainable material to affect benchmarking and future target setting.

### 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.







## 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 and nature-based recreation and ecotourism.

### 1.5 Commit to purchasing recycled materials and products in our public spaces

- Fully integrate recycled material selection and use into Council procurement activities
- Ensure that recycled materials and products continue to be incorporated into designs, specifications and actively considered in public spaces throughout the region.

### 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
- Support the establishment of Fleurieu Innovation and Development fund to explore innovative waste management solutions.

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

- Fostering local business growth through Business Alexandrina and the Business Alexandrina Hub
- Implement 'business building' initiatives highlighted in the Economic Development Strategy to support key sectors including: Tourism, Agribusiness, Health and Aged Care
- Research and keep abreast of social and community trends, initiatives and priorities to improve connectivity, advice, information and service delivery.



Camping in Milang

# 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 A2040, 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 A2040 and presented in this document.

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

- Regular financial reporting to Council and Council's Audit Committee
- Annual review of the Long Term Financial Plan
- Quarterly service area reporting
- Customer Satisfaction Surveys
- Customer requests and complaints
- Regular project reporting.

SteamRanger Heritage Railway, Strathalbyn





# 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 and supporting the elected Council
- setting rates, preparing an annual budget and developing longer-term strategic management plans for the area
- management of infrastructure including roads, footpaths, parks, public open space, street lighting and storm-water drainage
- street cleaning, rubbish collection and recycling
- development planning and regulatory control, including building safety assessment
- various environmental health programs, animal management and community safety
- protection of natural resources including coastal areas and rivers.

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

- libraries
- economic development
- community centres
- aged care services
- youth development
- environmental sustainability
- community wellbeing
- art galleries.

**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
- Finnis Water Scheme
- community waste and waste water management schemes.



Rolling hills, Ashbourne



# Focus on 2022/23



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

# Significant Influences and Priorities 2022/23

## A number of significant factors have influenced the preparation of Council's Annual Business Plan and Budget for 2022/23.

Along with targeted relief for ratepayers, businesses and Council tenants, Council continues to implement a range of projects that have been brought forward to stimulate economic activity, protect jobs and generate employment.

Council's updated Long Term Financial Plan (LTFP) 2022/23 to 2031/32, is a fundamental instrument that defines planned activities over the next decade, whilst supporting the A2040 aspiration to thrive. The LTFP requires a rate increase of CPI plus 1.5% sustainability and rate income realised from the new development and property improvements for 2022/23.

Other significant factors have influenced the preparation of Council's Annual Business Plan and Budget for 2022/23. These include:

- the Local Government Price Index (LGPI) 4.5% (March 2022)
- the Consumer Price Index (CPI) 4.7% (March 2022)
- investment of \$24.3 million in 2022/23 for the renewal of existing assets and construction of new infrastructure, as per Councils ten year Asset Management Plan.

The State Valuation office has finalised their annual general valuation effective 1 July 2022.

The Valuer General has advised that the movement in property valuations across the Council area has increased by 22%, from a valuation of \$8.3 billion to \$10.1 billion. To cushion the impact of a spike in property valuation Council is proposing to continue the application of rate capping.

As part of the budget deliberations Council has considered and prioritised new operating initiatives totalling \$1.5 million, that if endorsed would directly affect the operating budget. Given this impact Council has included the following:

- Goolwa Surf Club (Lifeguards, Goolwa Beach) \$25,000
- Middleton Master Plan \$150,000
- Port Elliot Master Plan \$250,000
- Shannons Adelaide Rally \$23,000
- Total \$448,000.

The capping for 2022/23 will be 12% for resident ratepayers and 50% for non resident ratepayers.

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 Board.

Council will pursue synergies relevant to regional and national initiatives in its priorities for 2022/23 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.

Milang Railway Museum



The rate increase will again be capped. The capping for 2022/23 will be 12% for resident ratepayers and 50% for non-resident ratepayers.





**EAT LOCAL**

- QUINCE DANISHES
- PORTUGUESE TARTS
- BELGIAN CHOC BLOOMIE
- GF ORANGE + ALMOND CAKE
- OAT/COCONUT BISCOTTI
- HUNGARIAN SAUSAGE ROLLS
- CINDARITA RUSSEN STYLE
- HOUSE PATE
- OLIVE OILS + DRESSINGS
- NEWMAN'S MUSTARDS
- CHORIZO + SOPPRESSO SALAMI
- CHEESE PUZZLE BOXES + CINDARITA QUINCE JOLLY
- LITTLE ARLE PATES
- FARM EGGS

# Major Projects

---

In 2022/23 Council proposes to undertake major capital works in line with Council's Asset Management Plan to ensure the longevity of existing assets as well as delivering new infrastructure to cope with the demands of a growing community.



## Goolwa Oval Recreation Precinct

The Goolwa Oval Recreation Precinct is a multi-staged project with Stage One completed that delivered a new dedicated sporting facility and Stage 2 delivering open space upgrades, catering for Goolwa's future sporting, recreational and community needs.

➤ **Total project cost \$10,406,000**

Design and Construction:  
\$3,000,000 (2022/23)

Total Project Income:  
\$6,950,000  
(Federal and State  
Government funding)

As well as the major projects outlined here, Council plans to undertake a range of smaller projects across the region as outlined on pages 36–37 and in Appendix B.





## Strathalbyn Streetscape & Town Hall Revitalisation

This project involves the development of a central link through Strathalbyn's town centre that will revitalise the most popular areas to provide new plantings, trees, furniture and attractive landscaping with a vision of harmonising the town's infrastructure, promoting a sense of place and providing ample wayfinding for visitors. The Town Hall will also be upgraded as part of this project.

➤ **Total project cost \$9,810,000**

Design and Construction:  
\$2,600,000 (2022/23)

Total Project Income:  
\$5,072,000  
(Federal and State  
Government funding)

## Goolwa Wharf Precinct

Transforming the Goolwa Wharf into an iconic destination that is vibrant and active and is a great place to visit, gather and spend time. To further support the reinvigoration of the Precinct, the renewal of the wharf shed and wharf, and upgrade of the entry, roof and air conditioning and connections to Signal Point will be undertaken in a staged program of works.

➤ **Total Project Cost: \$15,460,000**  
\$7.5M potentially up to \$15.5M  
subject to external funding

Design and Construction:  
\$3,130,000 (2022/23)

Total Project Income:  
\$10,970,000  
(Federal and State  
Government funding)







## Beacon 19 Goolwa Boat Ramp Refurbishment

Works will modernise the 40-year-old structure and provide an improved boat launching point. This is aimed to encourage greater opportunities to link Beacon 19 with natural attractions found in the Coorong and Lower Lakes.

➤ **Total Project Cost: \$1,900,000**

Construction:  
\$100,000 (2022/23)

Total Project Income:  
\$650,000  
(State Government funding)



## Goolwa Beach Car Park and Environs Master Plan

During 2022/23, Council is also progressing projects committed in previous years including Goolwa Beach Car Park and Environs Master Plan.

➤ Total project cost \$2,100,000

## Commencement of Lot 10 Strathalbyn

Council decided to re-time the expenditure associated with Lot 10 Strathalbyn with scoping in 2022/23 for \$100,000 and implementation of service infrastructure in 2023/24 for \$780,000.

➤ Total Project Cost: \$880,000

\$100,000 (2022/23)

\$780,000 (2023/24)



*Please note changes have been made to this page since the draft version was provided for community consultation. Changes were made to highlight these important projects in the major project section of the main doc (previously included in Appendix B) and in consideration of community feedback received during the public consultation.*

# Rates at a Glance

In 2022/23 for every \$100\* of rates,  
Council will deliver the following services

## Liveable



### Open Space

Footpaths & Cycle Tracks, Recreation,  
Open Space and Reserves

**\$21** for every \$100 spent



### Regulatory Services & Public Health

Animal Management, Public  
Order and Community Safety,  
Public Health, Fire Prevention

**\$2** 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

Development Assessment –  
Planning, Building & Engineering,  
Compliance, Strategic Land Use  
Planning, Heritage Advice

**\$4** for every \$100 spent



### Good Governance

Council & Executive Services,  
Corporate & Financial Services

**\$7** for every \$100 spent



### Asset Management & Field Services

Depot Operations, Field Services,  
Asset Management,  
Infrastructure Project Design

**\$7** for every \$100 spent





SteamRanger Heritage Railway, Goolwa

## Green



### Wastewater Management

Community Wastewater Management Schemes (CWMS) (user pays)

**\$4** for every \$100 spent



### Waste Management

Kerbside Waste Collection, Recycling, Landfill, Education

**\$6** for every \$100 spent



### Environmental Activities & Stormwater Management

Biodiversity Sustainability, Stormwater Management, Water Recycling

**\$5** for every \$100 spent

## Connected



### Community Facilities

Community Buildings and Public Amenities

**\$5** for every \$100 spent



### Community Wellbeing

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

**\$10** for every \$100 spent



### Transport & Road Related Infrastructure

Roads, Bridges and Car Parks

**\$26** for every \$100 spent

\* Net operational and capital expenditure. The capital program varies from year to year, which may cause changes in Council's spending profile. The allocations in this document are consistent with the previous years.

# Capital Program Budget 2022/23

## Capital Expenditure

The table below shows Council's expenditure on Capital Works during 2022/23, total \$24.3 million. Asset Renewal expenditure is required to maintain Council's infrastructure networks to their current standard and service levels.

Expenditure on New and Upgraded Assets includes funds to upgrade or expand Council's infrastructure to meet increasing demand and capacity requirements, as well as allocations for major projects.

Based on Council's Asset Management Plans, this ratio indicates the predicted expenditure on the renewal of assets against what Council proposes to spend on these assets (budgeted expenditure). Council Asset Renewal Funding Ratio is within the target range as reflected in the Long Term Financial Plan.



Railway Station, Port Elliot

Capital Expenditure 2022/23	Land & Buildings \$('000)	Recreation & Open Space \$('000)	Roads, Bridges & Stormwater \$('000)	CWMS \$('000)	Kerbs & Footpaths \$('000)	Plant & Equipment \$('000)	Major Projects \$('000)	
Asset Renewal	292	0	4,131	748	77	1,598	0	
New or Upgraded Assets	745	1,055	1,420	1,695	408	53	12,060	
<b>TOTAL</b>	<b>1,037</b>	<b>1,055</b>	<b>5,551</b>	<b>2,443</b>	<b>485</b>	<b>1,651</b>	<b>12,060</b>	<b>24,282</b>



## Land & Buildings

**\$1 million**

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

This includes:

- upgrade of Community Hall public toilet at Langhorne Creek
- renewal works at Goolwa Aquatic Centre Building
- renewal and upgrade of public toilets at Bristow-Smith reserve and Horseshoe Bay



## Recreation & Open Space

**\$1.1 million**

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

This includes:

- new irrigation system at Abbotts Reserve Middleton
- new shade cover over playgrounds at Strathalbyn and Milang
- Horseshoe Bay Jetty and new path works



## Roads, Bridges & Stormwater

**\$5.6 million**

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

This includes:

- sealed roads across the region including Randell Road, Barrage Road, Lake Road and Nangkita Road
- unsealed roads across the region including Cole Crossing Road, Hillside Road, Mount Magnificent Road and Point Sturt Road
- upgrade of Wickham Road bridge and renewal works at Willyaroo and Dalveen Road Bridges



## Community Wastewater Management Schemes

**\$2.4 million**

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

Expenditure incorporates:

- renewal of major vacume plant asset within Coorong Quays
- expansion of the recycled water and waste water treatment (WWTP) plant in Mount Compass
- electrical and automation upgrades at the Strathalbyn WWTP



## Kerbs & Footpaths

**\$0.5 million**

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



## Plant & Equipment

**\$1.7 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.



# Funding the Annual Business Plan

**Council's Long Term Financial Plan (LTFP) is financially sustainable over the forward ten years of the plan, while achieving Council's objectives as specified in its A2040 Community Strategic Plan.**

## Measuring Our Performance

### Key Financial Indicators

Key financial performance targets ensure the long term financial sustainability of Council covering the maintenance and development of the community's assets, as well as, providing appropriate services. Council proposes an Operating Surplus/Deficit Ratio before capital revenues for 2022/23 of (1)%.

This is in line with Council's Long Term Financial Plan (LTFP).

Council is projecting a deficit in 2022/23 and returning to a surplus position in 2025/26, reflecting Council's commitment to the sustainable management of community funds, while enabling Council to address budget pressures without

the need for unexpected rate increases. The Operating Ratio remains within target range over the period of the Long Term Financial Plan.

This demonstrates that Council has the ability to reduce its net financial liabilities and fund capital expenditure over and above depreciation expenses.

Council's Net Financial Liabilities Ratio is projected to peak at 83% for 2022/23, remaining within its target range over the ten year period of the LTFP.

Total borrowings are projected to peak at \$40.2 million in 2023/24 then reduce to \$13.1 million by 2032. \$10 million relates to Community Waste Management Scheme.

Key Financial Indicators	Short Term Target	2021 Year End Actual	2022 Adopted Budget	2022 Projected Budget*	2023 Budget
Operating Surplus / (Deficit) - \$'000		306	(802)	447	(745)
Operating Surplus/ (Deficit) - Ratio	(2)-1%	1%	(2)%	1%	(1)%
Net Financial Liabilities Ratio	≤ 120%	52%	91%	84%	83%
Asset Renewal Funding Ratio	90-110%	68%	100%	203%	94%

### Heading Explanation

2021 Year End Actual – Council's audited financial results as at 30 June 2021.

2022 Adopted Budget – Council's budget for 2021/22, and as adopted by Council on 19 July 2021.

2022 Projected Budget – Council's revised budget, projecting its financial position to 30 June 2022.

2023 Budget – Council's budget for 2022/23.

\* Based on March 2022 Budget Review.

# Budget at a Glance

Net Rate Revenue	\$47.6M
Other Operating Revenue	\$7M
Operating Deficit	\$0.7M
Operating Expenditure	\$55.3M
Capital Expenditure	\$24.3M
Capital Grant Income	\$9.4M

## Budget Movements during consultation include:

	Consultation version	Adopted version
<b>Operating Expenses</b>		
Retiming of contributions to community centre from 2022/23 to 2021/22	\$155,000	\$0
Contribution to Shannons Adelaide Rally	\$0	\$23,000
Additional income associated with the movements in property valuation	\$0	\$162,000
Other operational adjustments including interest and subsidiary contributions	\$0	\$92,000
<b>Capital Expenses</b>		
Re-timing of expenditure associated with Lot 10 Langhorne Creek Road (scoping in 2022/23 for \$100,000 and implementation of services infrastructure in 2023/24 of \$780,000)	\$880,000	\$100,000

Please note changes have been made to this page since the draft version was provided for community consultation. The information in the additional table shows the key movements and was previously provided under Budget movements during consultation section (Page 10, Agenda for Special Council Meeting on 4 July 2022). Changes made were based on subsequent Council decisions and in consideration of community feedback received during the public consultation.

# Summary Statement

## Including Financing Transactions

Summary Statement including Financing Transactions	2021 Year End Actual \$(‘000)	2022 Adopted Budget \$(‘000)	2022 Projected Budget* \$(‘000)	2023 Budget \$(‘000)
Operating Revenues	51,716	50,729	52,546	54,605
less Operating Expenses	(51,410)	(51,531)	(52,099)	(55,350)
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>306</b>	<b>(802)</b>	<b>447</b>	<b>(745)</b>
Net Outlays on Existing Assets of Existing Assets Capital Expenditure on Renewal/Replacement	(5,199)	(7,647)	(14,902)	(6,846)
add back: Depreciation, Amortisation & Impairment	12,082	13,380	13,380	14,132
add back: Proceeds from Sale of Replaced Assets	407	578	578	388
	<b>7,290</b>	<b>6,311</b>	<b>(944)</b>	<b>(7,674)</b>
Net Outlays on New and Upgraded Assets Capital Expenditure on New/Upgraded Assets	(9,778)	(18,973)	(29,157)	(17,436)
add back: Amounts Specifically for New/Upgraded Assets	1,408	10,377	12,074	9,376
	<b>(8,370)</b>	<b>(8,596)</b>	<b>(17,083)</b>	<b>(8,060)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(774)</b>	<b>(3,087)</b>	<b>(17,580)</b>	<b>(1,131)</b>

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

New Borrowings	0	4,011	17,647	13,327
Repayment of Principal on Borrowings	(1,684)	(1,412)	(334)	(12,563)
(Increase)/Decrease in Cash and Cash Equivalents	17	173	659	150
(Increase)/Decrease in Receivables	2,441	315	(392)	217
<b>Financing Transactions</b>	<b>774</b>	<b>3,087</b>	<b>17,580</b>	<b>1,131</b>

Appendix A of this document outlines the Financial Statements for Budget 2022-23.

2021 Year End Actual – Council’s audited financial results as at 30 June 2021.

2022 Adopted Budget – Council’s budget for 2021/22, as adopted by Council on 19 July 2021.

2022 Projected Budget – Council’s revised budget, projecting its financial position to 30 June 2022.

2023 Budget – Council’s budget for 2022/23

\* Based on March 2022 Budget Review.



**Council plans to utilise its Cash Advance Debenture facility over the life of the Long Term Financial Plan (LTFP). This will enable Council to repay principal when surplus funds are anticipated in future years.**

# Community Wastewater Management Schemes 2022/23

**Council maintains and manages Community Wastewater Management Schemes (CWMS) for the townships of Goolwa, Strathalbyn, Port Elliot, Mount Compass, Hindmarsh Island and Milang, as well as the Finnis Water Scheme.**

Council recovers costs for operation, maintenance, improvement and replacement of the CWMS by way of an annual service charge.

It is important for the CWMS to be financially sustainable in the medium to long term. To achieve this, a separate Long Term Financial Plan and Asset Management Plan are prepared. Council has set separate key financial performance targets for the Community Wastewater Management Schemes to ensure the long term financial sustainability of the CWMS. These targets cover the maintenance and development of assets, as well as providing appropriate services.

Reflecting Council's commitment ensure the Community Wastewater Management Schemes remain sustainable in the long term, Council needs to increase service rates by 3.4% for the 2022/23 financial year, as reflected in estimated Service Charges on page 53.



Wastewater treatment plant, Port Elliot

## Key Financial Indicators (CWMS Only)

Year Ending 30 June	Short Term Target	2021 Year End Actual	2022 Adopted Budget	2022 Projected Budget*	2023 Budget
Operating Surplus / (Deficit) - \$'000		698	(54)	150	419
Operating Surplus Ratio	(5)-2%	12%	(1%)	2%	6%
Net Financial Liabilities Ratio	≤ 250%	84%	174%	111%	115%
Asset Renewal Funding Ratio	90-110%	28%	100%	956%	96%

\* Based on March 2022 Budget Review.

# 6

## Community wastewater management schemes managed by Council

Wastewater treatment plant, Strathalbyn

Council has undertaken significant capital works on Community Wastewater Management Schemes over the last two years totalling \$3.6 million, and intends to spend \$5.3 million over the next two years.

The CWMS propose an operating surplus before capital revenues for 2022/23 of \$419,000; and surplus positions projected over the remainder of the ten years of the Long Term Financial Plan (LTFP). This demonstrates that the CWMS have the ability to reduce net financial liabilities and fund capital expenditure over and above depreciation expenses.

The CWMS Net Financial Liabilities Ratio is projected to peak at 144% in 2026/27, reducing to 101% by the end of the ten year Long Term Financial Plan.

Total borrowings are projected to peak at \$12 million in 2029/30 and then reduce to \$10 million in year 10 of the LTFP.

For 2022/23, the Asset Renewal Funding Ratio is projected to be 96% and is within the target range.

**The CWMS remain sustainable over the term of the Long Term Financial Plan. The Operating Surplus Ratio is above target range for a number of years of the plan.**

Capital Expenditure 2022/23*	CWMS \$('000)
Asset Renewal: Community Wastewater Management Schemes	748
New or Upgraded Assets: Community Wastewater Management Schemes	1,695



# Council excluding CWMS 2022/23

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

Council excluding CWMS proposes an Operating Surplus/Deficit Ratio for 2022/23 of (2)% and is outside the target range for medium term.

The Operating Ratio becomes increasingly positive over the life of the plan and is 6% in Year 10. This demonstrates that Council excluding CWMS has the ability to reduce its net financial liabilities and fund capital expenditure over and above depreciation expenses.

Council's (excluding CWMS) Net Financial Liabilities Ratio is projected to peak at 79% in 2022/23 and reduce to 13% by the end of the plan. Total borrowings are projected to be \$32.1 million in 2022/23, reducing to \$3.1 million by 2031/32. The reduced Loan Borrowings and Net Financial Liabilities Ratio are a reflection of the borrowings undertaken by Council on behalf of the CWMS.

Council remains within its target range for the Net Financial Liabilities Ratio over the life of the Long Financial Plan.

The Asset Renewal Funding Ratio for Council excluding CWMS is within the target range as reflected in the Long Term Financial Plan.

## Key Financial Indicators (Excluding CWMS)

Year Ending 30 June	Short Term Target	2021 Year End Actual	2022 Adopted Budget	2022 Projected Budget*	2023 Budget
Operating Surplus / (Deficit) - \$'000		(392)	(748)	297	(1,164)
Operating Surplus Ratio	(2)-1%	(1)%	(2)%	1%	(2)%
Net Financial Liabilities Ratio	≤ 100%	48%	79%	81%	79%
Asset Renewal Funding Ratio	90-110%	74%	100%	185%	93%

\* Based on Mach 2022 Budget Review.

The table below shows Council excluding CWMS expected spend on Capital Works during 2022/23

Capital Expenditure 2022/23	Land & Buildings \$('000)	Recreation & Open Space \$('000)	Roads, Bridges & Stormwater \$('000)	Kerbs & Footpaths \$('000)	Plant & Equipment \$('000)	Major Projects \$('000)	
Asset Renewal	292	0	4,131	77	1,598	0	
New or Upgraded Assets	745	1,055	1,420	408	53	12,060	
<b>TOTAL</b>	<b>1,037</b>	<b>1,055</b>	<b>5,551</b>	<b>485</b>	<b>1,651</b>	<b>12,060</b>	<b>21,839</b>



# Sources of Income & Expenditure

## Operating Income

### Rates Other

Other rate revenue includes the State Government's Regional Landscape Levy (formerly NRM Levy) collected on behalf of the Regional Landscape Board, Community Wastewater Management Schemes (CWMS) for the townships of Goolwa, Strathalbyn, Port Elliot, Mount Compass, Hindmarsh Island and Milang and the Finnis Water Scheme. Rates Other is expected to account for 13% of operating income in 2022/23.

### Statutory Charges

Statutory Charges are expected to account for 2% of operating income in 2022/23.

Statutory charges are fees for regulatory services. They are associated with the granting of a permit / licence or the regulation of an activity. They include planning and development fees and parking fines.

### User charges

User charges are expected to account for 4% of operating income in 2022/23. User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. They include waste management fees, hire of community facilities and connection fees for Community Waste Management Schemes.

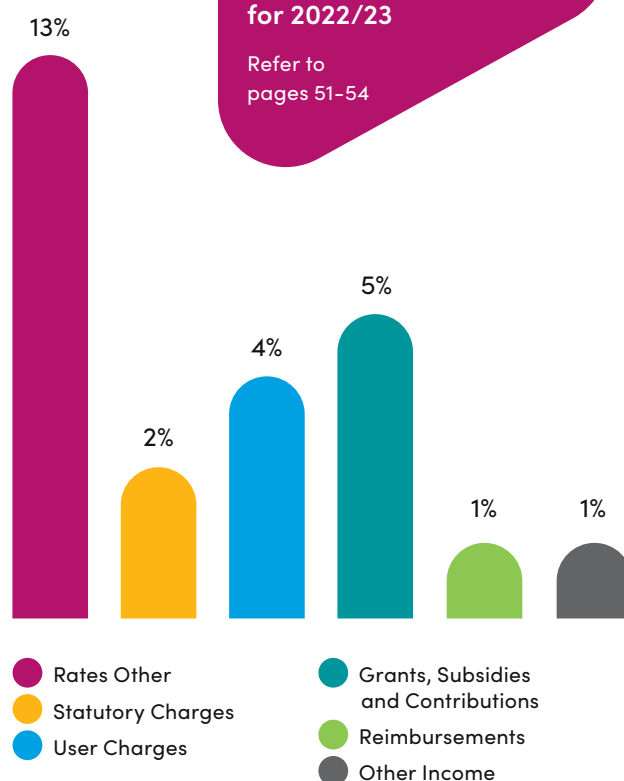
### Grants, Subsidies and Contributions

Operating grants, subsidies and contributions are expected to account for 5% of operating income in 2022/23. The grants comprise of the General Purpose Grant, Local and Special Road Grants, and Roads to Recovery Grant.

**74%**

operating income from General Rates for 2022/23

Refer to pages 51-54



### Reimbursements and Other Income

Reimbursements and Other Income are each expected to account for 2% of operating income in 2022/23. Reimbursements are amounts received as payment for work done by the Council acting as an agent for others. Other Income includes interest income and other revenue not separately classified above.





Vineyard, Langhorne Creek

## Operating Expenses

### Materials, contracts and other expenses

Materials, contracts and other expenses are expected to account for 36% of Operating Expenditure in 2022/23. Materials cover payments for physical goods and include purchase of consumables, water and energy. Contract services involve payments for the external provision of services.

### Employee Costs

Employee costs are expected to account for 35% of Operating Expenditure in 2022/23.

Employee costs include all labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.

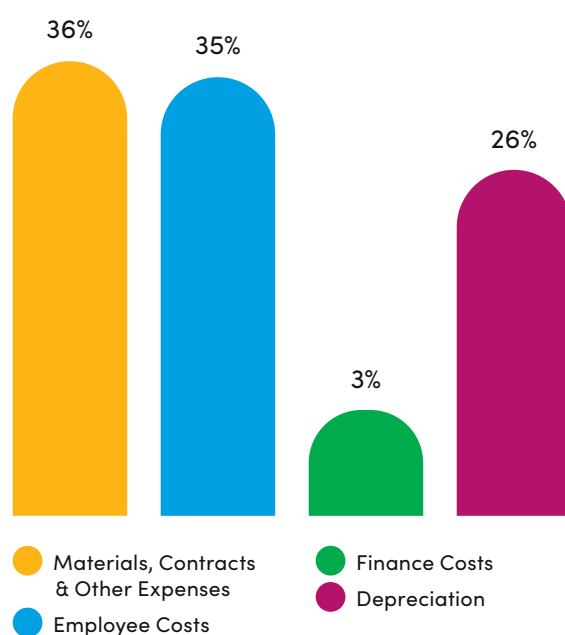
### Finance Costs

Finance costs are expected to account for 3% of Operating Expenditure in 2022/23.

Finance costs cover the costs of financing the Council's activities through borrowings; the interest expense is based on cash flows.

## Depreciation

Depreciation expense is expected to account for 26% of Operating Expenditure in 2022/23. Depreciation is an accounting measure, which records the consumption of the Council's infrastructure, property, plant and equipment and has been based on Council's Asset Management Plan







# Rates Income for 2022/23

---

**Rates income is used to provide a range of services such as road rehabilitation, footpath repairs and maintenance, storm water drainage, the collection of rubbish and recyclable materials, ongoing maintenance of parks, gardens and buildings, street lighting and street cleaning, libraries, animal control, and planning and enforcement of local laws.**

Comparing rates between Councils can be difficult. Every Council has different attributes and provides varying services or similar services at different standards. Councils deliver an extensive range and level of service to the community, with the greater part determined by the expectations of our communities.

The price of delivering and providing these services is spread across the community in the form of rates. Council determines a rate in the dollar, based on the amount of revenue that will be required to meet the ongoing cost of providing services to our community for the coming year.

Council's total rate revenue for 2022/23 include \$46 million (refer appendix A), to be raised from total rate revenue. This includes revenue from new development and property improvements, Community Wastewater Management Schemes, Water Supply and Regional Landscape Levy (State Government tax not retained by Council).

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.

The State Valuation Office (SVO) has finalised their overall assessment of property valuation within our district.

The Valuer General has advised at the time of consultation the movement in property valuations across the Council area has increased by 22%, from a valuation of \$8.3 billion to \$10.1 billion. To cushion the impact of a spike in property valuation, Council is proposing to continue the application of rate capping.



In setting rates for the 2022/23 financial year, Council has considered the need to keep rate increases to a minimum, while also being mindful of the following plans and considerations:

- the A2040 Community Strategic Plan that sets the overall direction of Council. This was developed following an extensive community consultation with community groups, local businesses, and interested citizens
- the Alexandrina Council (LTFP) 2022/23 to 2030/31, that defines planned activities over the next decade, whilst supporting the A2040 aspiration to thrive. The LTFP requires a rate increase of CPI plus rate income realised from new development and property improvements and 1.5% sustainability for 2022/23.
- the Alexandrina Council Asset Management Plan that sets the forward capital works, maintenance and renewal programs
- the resources required for the delivery of Council services as documented in the Annual Business Plan and Budget 2022/23, which also outlines financial and non-financial performance levels
- the increased use of “user pays” cost recovery systems.

Breakdown of rates revenue is contained within Appendix A, Page 8.

## Method Used to Value Land

Council has decided to continue 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.

## Business Impact Statement

Council has considered the impact of rates on all businesses in the Council area, including primary production and viticulture. In considering the impact, Council will assess the following matters:

- those elements of Council’s Strategic Management Plan relating to business development
- the current and forecast economic climate identified in Access Economics publication Business Outlook
- Council’s recent development approval trends, the operating and capital projects, and new programs for the coming year that will principally benefit industry and business development, and valuation changes.

Council recognises the importance of supporting and encouraging a diverse and healthy business sector including primary production, and this is reflected in Council’s A2040 Community Strategic Plan.

Retail, Strathalbyn

**\$46**

million dollars to be raised from total rates revenue.





Goolwa Barrage

### Differential General Rates

The Local Government Act 1999 allows Councils to differentiate rates based on the use of the land, the locality of the land or on the use and locality of the land.

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 2022/23 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.

Council has regard to relative movements in valuation to ensure that the rate burden remains relatively constant between primary producers and other sections of the community in 2022/23.

Council will continue to apply a differential rate for Primary Production in 2022/23.

	Rateable Properties	Rateable Properties %	Capital Value \$	General Rates (Gross) 2022/23 \$	Rates Raised %
General	16,615	85%	7,798,271,813	33,305,435	82%
Primary Production	2,965	15%	2,086,546,049	7,141,037	18%
	<b>19,580</b>		<b>9,884,817,862</b>	<b>40,446,472</b>	

## Fixed Charge

Council considers it appropriate that:

- All rateable properties make a contribution to the cost of administering Council's activities.
- All rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

Approximately 20% of Council's general rate revenue is generated via the fixed charge. For 2022/23, the fixed charge to increase by \$15 to \$415.

## Rate Capping

In 2022/23, Council is proposing to continue the application of rate capping for the principal place of residence. In the 2021/22 financial year, rates were capped at 12%.

Rate capping of 50% upon application for all other rate categories was also made available in the 2021/22 financial year. The percentage set for 2022/23 will depend on the overall movement in valuations; at this stage, similar to previous years 12%.

## Rate Rebate

A rebate of rates in respect of any rateable land in the council area will be available in accordance with the Local Government Act 1999 and Council's Rate Rebate Policy. The policy provides eligibility guidance upon which a ratepayer is entitled to a rebate of rates.

**A full version of Council's Rating Policy and Rate Rebate Policy can be viewed at [alexandrina.sa.gov.au/rates](http://alexandrina.sa.gov.au/rates)**

## Regional Landscape Levy (formerly NRM Levy)

Council will continue to collect the Regional Landscape Levy (formerly 'NRM levy') wholly on behalf of the Hills and Fleurieu Landscape Board. The Regional Landscape levy to be \$1,464,994 (as prescribed by the Board).

Regional Landscape Levy (formerly NRM Levy)	Landscape Levy 2021/22 \$	Landscape Levy 2022/23 \$
SA Murray-Darling Basin NRM	1,366,257	1,261,838
Adelaide and Mount Lofty NRM	181,754	203,156

## CWMS Income Estimates

Council maintains and manages Community Wastewater Management Schemes for the townships of Goolwa, Strathalbyn, Port Elliot, Hindmarsh Island, Mount Compass and Milang, and charges for all properties serviced by these schemes. In line with Council's adopted LTFP, an increase of 3.4% to CWMS charges for 2022/23, rounded to the nearest \$5, the maximum occupied charge for 2022/23 will be \$610 and \$450 for vacant land.





Murray Mouth, Goolwa

Service Charges	Number of Connections	2022/23 Service Charge \$ (rounded to the nearest \$5)	2022/23 Total Income \$
Occupied	8,981	610	5,478,410
Vacant	626	450	281,700
<b>Total</b>	<b>9,607</b>		<b>5,760,110</b>

Connection Fees	2022/23 Connection Fees \$ (rounded to the nearest \$100)	2022/23 Total Income \$
Goolwa, Milang, Strathalbyn, Port Elliot, Mount Compass, Coorong Quays	5,600	464,800
<b>Total</b>		
Goolwa North	8,100	
Hindmarsh Island	8,700	

# Focus on 2021/22





# Summary of Achievements

**Council completed a 12 month community led process to proudly create a 20 year vision, aptly named A2040.**

**The A2040 Four Year Plan and Community Strategy was endorsed by Council in February, which includes the Long Term Financial Plan and Asset Management Plan.**





## Liveable

- Completed the Jet Ski Park on Barrage Road, Goolwa as a designated area for community safety and an enhanced green space with facilities for users
- Finalised the Alexandrina Council's Disability Access and Inclusion Plan demonstrating our commitment to provide services that are inclusive for all those who live, work and visit our region
- Established a Steering Group for Lot 10, Strathalbyn to prepare draft Master Plan for the recreational precinct
- Completed three of the eight stages of the Strathalbyn Town Centre Streetscape Revitalisation project
- Completed Goolwa Oval's multi-purpose clubroom facility for Stage 1 of the world-class Recreational Precinct that will be accessible, welcoming and inclusive for our local community in the heart of Goolwa.



Jet Ski Park, Barrage Rd Goolwa

## Green

- Finalised the Solar and Energy Efficiency Project with installation of the BMS system (building Management system).
- Developed the Coastal Adaptation Plan and the Carbon Neutral Plan
- Progressed the Climate Emergency Action Plan
- Undertaken a review of the Environmental Action Plan to show our commitment to environmental initiatives and focus on Climate Change mitigation and adaption strategies
- Developed the Climate Change Policy ready for community consultation.







Heritage Talk, Strathalbyn Cemetery

## Connected

- Held the final Village Conversations which represents Council's ongoing commitment to engage collaboratively and listening to our community
- Launched the Economic Development Strategy 2022-27, "Regenerating Alexandrina's Economy" to realise our plan towards sustainable growth, balancing the need for progress with deep respect for heritage and environment.
- Completed the inaugural Alexandrina Innovation Challenge, program for entrepreneurs
- Council's Heritage Advisory Committee, held Heritage Talks in the Strathalbyn Cemetery for an interpretive performance and unique collaboration with Strath Players and the Friends of the Strathalbyn Cemetery.
- Supported 22 businesses recover from the impacts of COVID-19 by delivering the Economic Development Recovery Grant funding to grow our economy and support our business community.

# Summary of Budget Movements in 2021/22

**Council has improved its financial position, projecting a surplus of \$447,000 in its budgeted operating position for 2021/22 during March quarter budget review from the adopted deficit of \$802,000.**

The Council has achieved the requirement to reduce the 2021/22 budget deficit from \$802,000 to a projected operating surplus for 2021/22 and this is predominantly attributed to a once off grant of \$1.2 million for Local Road and Community Infrastructure Program Phase 2 funding.

Net borrowings for 2022/23 are projected to increase by \$7.9 million due to the carry over of capital projects from 2020/21 and an increase in operating deficit.

## \$52

**million dollars**

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











# Appendix A

## Financial Statements

# Financial Statements

## Budget 2022-23

### STATEMENT OF COMPREHENSIVE INCOME

	2021 Year End Actual \$('000)	2022 Adopted Budget \$('000)	2022 Projected Budget \$('000)	2023 Budget \$('000)
<b>INCOME</b>				
Rates	42,290	44,373	44,373	47,563
Statutory Charges	1,390	971	1,256	1,330
User Charges	2,467	2,063	2,053	2,089
Grants, subsidies and contributions	4,352	2,556	3,878	2,726
Investment Income	6	21	39	21
Reimbursements	304	398	508	420
Other Income	743	294	386	314
Net gain - joint ventures & associates	164	53	53	142
<b>Total Revenue</b>	<b>51,716</b>	<b>50,729</b>	<b>52,546</b>	<b>54,605</b>
<b>EXPENSES</b>				
Employee Costs	16,895	18,124	18,205	19,579
Materials, contracts & other expenses	17,764	17,981	18,765	19,356
Depreciation, amortisation & impairments	12,082	13,380	13,380	14,132
Finance Costs	863	1,690	1,393	1,936
Net loss - joint ventures & associates	3,806	356	356	347
<b>TOTAL EXPENSES</b>	<b>51,410</b>	<b>51,531</b>	<b>52,099</b>	<b>55,350</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>306</b>	<b>(802)</b>	<b>447</b>	<b>(745)</b>
Physical resources received free of charge	1,526	2,610	2,610	2,640
Net gain/(loss) on disposal or revaluations	(1,352)	(45)	(45)	(335)
Amounts specifically for new or upgraded assets	2,418	10,377	12,074	9,376
<b>NET SURPLUS/(DEFICIT)</b>	<b>2,898</b>	<b>12,140</b>	<b>15,086</b>	<b>10,936</b>
Changes in Revaluation Surplus	1,897	7,900	7,900	-
Share of Other Comprehensive Income - Equity Accounted Businesses	-	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>4,795</b>	<b>20,040</b>	<b>22,986</b>	<b>10,936</b>

2021 Year end actual - Council's audited financial result as at 30 June 2021.

2022 Adopted Budget - Council's budget for 2021/22, as adopted by Council on 19 July 2021.

2022 Projected Budget - Council's revised budget, projecting its financial position to 30 June 2022

2023 Budget - Council's budget for 2022/23

\* Based on March 2022 Budget Review



## STATEMENT OF FINANCIAL POSITION

	2021 Year End Actual \$('000)	2022 Adopted Budget \$('000)	2022 Projected Budget \$('000)	2023 Budget \$('000)
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	1,109	156	450	300
Trade & Other Receivables	4,438	6,138	5,012	5,012
Inventories	23	25	25	25
TOTAL CURRENT ASSETS	5,570	6,319	5,487	5,337
<b>Non-current Assets</b>				
Financial Assets	126	105	114	102
Equity accounted investments in Council businesses	6,593	9,574	6,290	6,085
Infrastructure, Property, Plant & Equipment	465,056	517,340	505,622	517,689
TOTAL NON-CURRENT ASSETS	471,775	527,019	512,026	523,876
<b>Total Assets</b>	<b>477,345</b>	<b>533,338</b>	<b>517,513</b>	<b>529,213</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Trade and Other Payables	5,833	5,700	5,700	5,700
Short Term Borrowings	334	10,052	12,065	3,782
Short Term Provisions	4,171	1,924	1,924	1,924
TOTAL CURRENT LIABILITIES	10,338	17,676	19,689	11,406
<b>Non-Current Liabilities</b>				
Long Term Borrowings	21,230	31,611	26,812	35,859
Long Term Provisions	1,221	3,259	3,470	3,470
TOTAL NON-CURRENT LIABILITIES	22,451	34,870	30,282	39,329
<b>Total Liabilities</b>	<b>32,789</b>	<b>52,546</b>	<b>49,971</b>	<b>50,735</b>
<b>NET ASSETS</b>	<b>444,556</b>	<b>480,792</b>	<b>467,542</b>	<b>478,478</b>
<b>EQUITY</b>				
Accumulated Surplus	172,455	192,090	187,541	198,477
Asset Revaluation Reserve	271,591	288,294	279,491	279,491
Reserves	510	408	510	510
<b>TOTAL EQUITY</b>	<b>444,556</b>	<b>480,792</b>	<b>467,542</b>	<b>478,478</b>

# Financial Statements

## Budget 2022-23

### STATEMENT OF CHANGES IN EQUITY

	2021 Year End Actual \$('000)	2022 Adopted Budget \$('000)	2022 Projected Budget \$('000)	2023 Budget \$('000)
<b>ACCUMULATED SURPLUS</b>				
Balance at Beginning of Period	169,659	179,950	172,455	187,541
Change in financial position resulting from operations	2,898	12,140	15,086	10,936
Other Comprehensive Income	-	-	-	-
Transfers from Other Reserves	(6,124)	-	-	-
Transfers to Other Reserves	6,022	-	-	-
<b>Balance at End of Period</b>	<b>172,455</b>	<b>192,090</b>	<b>187,541</b>	<b>198,477</b>
<b>ASSET REVALUATION RESERVE</b>				
Property, Plant & Equipment	271,591	288,294	279,491	279,491
<b>Balance at End of Period</b>	<b>271,591</b>	<b>288,294</b>	<b>279,491</b>	<b>279,491</b>
<b>OTHER RESERVES</b>				
Balance at Beginning of Period	408	408	510	510
Transfers from Accumulated Surplus	6,124	-	-	-
Transfers to Accumulated Surplus	(6,022)	-	-	-
<b>Balance at End of Period</b>	<b>510</b>	<b>408</b>	<b>510</b>	<b>510</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>444,556</b>	<b>480,792</b>	<b>467,542</b>	<b>478,478</b>



## STATEMENT OF CASH FLOWS

	2021 Year End Actual \$('000)	2022 Adopted Budget \$('000)	2022 Projected Budget \$('000)	2023 Budget \$('000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Rates	42,914	44,373	43,798	47,563
Statutory Charges	1,390	971	1,256	1,330
User Charges	2,467	2,063	2,053	2,089
Grants, subsidies, contributions	4,352	2,556	3,878	2,726
Investment Income	6	21	39	21
Reimbursements	304	398	508	420
Other Revenues	743	294	386	314
<b>Payments</b>				
Employee costs	(16,895)	(18,124)	(18,205)	(19,579)
Materials, contracts & other expenses	(19,372)	(17,981)	(18,898)	(19,356)
Finance Costs	(938)	(1,690)	(1,393)	(1,936)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>14,971</b>	<b>12,881</b>	<b>13,422</b>	<b>13,592</b>
<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>				
<b>Receipts</b>				
Amounts specifically for new or upgraded assets	1,266	10,377	12,074	9,376
Sale of replaced assets	407	578	578	388
Repayments of Loans by Community Groups	-	12	13	12
<b>Payments</b>				
Purchase of Renewal/Replacement Assets	(5,199)	(7,647)	(14,902)	(6,846)
Purchase of New/Expansion Assets	(9,778)	(18,973)	(29,157)	(17,436)
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(13,304)</b>	<b>(15,653)</b>	<b>(31,394)</b>	<b>(14,506)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds from Borrowings - Council	-	4,011	17,647	13,327
<b>Payments</b>				
Repayment of Borrowings	(1,684)	(1,412)	(334)	(12,563)
Repayment of Lease Liabilities	-	-	-	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(1,684)</b>	<b>2,599</b>	<b>17,313</b>	<b>764</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(17)</b>	<b>(173)</b>	<b>(659)</b>	<b>(150)</b>
Cash & cash equivalents at beginning of period	1,126	329	1,109	450
<b>Cash &amp; cash equivalents at end of period</b>	<b>1,109</b>	<b>156</b>	<b>450</b>	<b>300</b>

# Financial Statements

## Budget 2022-23

### SUMMARY STATEMENT - CWMS ONLY

	2021 Year End Actual \$('000)	2022 Adopted Budget \$('000)	2022 Projected Budget \$('000)	2023 Budget \$('000)
<b>Operating Revenues</b>	6,041	6,195	6,195	6,512
less Operating Expenses	(5,343)	(6,249)	(6,045)	(6,093)
<b>Operating Surplus/ (Deficit) before Capital Amounts</b>	<b>698</b>	<b>(54)</b>	<b>150</b>	<b>419</b>
<b>Net Outlays on Existing Assets</b>				
Capital Expense on renewal and replacement of Existing Assets	(260)	(162)	(1,548)	(748)
add back: Depreciation, Amortisation and Impairment	1,248	1,402	1,402	1,433
add back: Proceeds from Sale of Replaced Assets	-	-	-	-
	<b>988</b>	<b>1,240</b>	<b>(146)</b>	<b>685</b>
<b>Net Outlay on New and Upgraded Assets</b>				
Capital Expenditure on New and Upgraded Assets	(13)	(1,415)	(1,804)	(1,695)
add back: Amounts received specifically for New and Upgraded Assets	-	-	-	-
	<b>(13)</b>	<b>(1,415)</b>	<b>(1,804)</b>	<b>(1,695)</b>
<b>Net Lending/ (Borrowing) for Financial Year</b>	<b>1,673</b>	<b>(229)</b>	<b>(1,800)</b>	<b>(591)</b>

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

#### FINANCING TRANSACTIONS

<b>New Borrowings</b>	-	1,211	1,850	900
Repayment of Principal on Borrowings	(1,673)	(961)	-	(309)
(Increase)/Decrease in Cash and Cash Equivalents	-	(21)	(50)	-
(Increase)/Decrease in Receivables	-	-	-	-
<b>Financing Transactions</b>	<b>(1,673)</b>	<b>229</b>	<b>1,800</b>	<b>591</b>

## SUMMARY STATEMENT - COUNCIL EXCLUDING CWMS

	2021 Year End Actual \$('000)	2022 Adopted Budget \$('000)	2022 Projected Budget \$('000)	2023 Budget \$('000)
<b>Operating Revenues</b>	45,675	44,534	46,351	48,093
less Operating Expenses	(46,067)	(45,282)	(46,054)	(49,257)
<b>Operating Surplus/ (Deficit) before Capital Amounts</b>	<b>(392)</b>	<b>(748)</b>	<b>297</b>	<b>(1,164)</b>
<b>Net Outlays on Existing Assets</b>				
Capital Expense on renewal and replacement of Existing Assets	(4,939)	(7,485)	(13,354)	(6,098)
add back: Depreciation, Amortisation and Impairment	10,834	11,978	11,978	12,699
add back: Proceeds from Sale of Replaced Assets	407	578	578	388
	<b>6,302</b>	<b>5,071</b>	<b>(798)</b>	<b>6,989</b>
<b>Net Outlay on New and Upgraded Assets</b>				
Capital Expenditure on New and Upgraded Assets	(9,765)	(17,558)	(27,353)	(15,741)
add back: Amounts received specifically for New and Upgraded Assets	1,408	10,377	12,074	9,376
	<b>(8,357)</b>	<b>(7,181)</b>	<b>(15,279)</b>	<b>(6,365)</b>
<b>Net Lending/ (Borrowing) for Financial Year</b>	<b>(2,447)</b>	<b>(2,858)</b>	<b>(15,780)</b>	<b>(540)</b>

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

### FINANCING TRANSACTIONS

<b>New Borrowings</b>	-	2,800	15,797	12,427
Repayment of Principal on Borrowings	(11)	(451)	(334)	(12,254)
(Increase)/Decrease in Cash and Cash Equivalents	17	194	709	150
(Increase)/Decrease in Receivables	2,441	315	(392)	217
<b>Financing Transactions</b>	<b>2,447</b>	<b>2,858</b>	<b>15,780</b>	<b>540</b>



# 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).

	2021/22 (as adopted)	2022/23 Budget	Change	Comments
<b>General Rates Revenue</b>				
General Rates (existing properties)		\$40,648,319 (a)		
General Rates (new properties)		745,081 (b)	1.8%	For 2022/23, an expected increase in total General Rates revenue of around 6.2 per cent is projected plus growth 1.8 per cent from new properties that have been created over the last year.
<b>General Rates (GROSS)</b>	<b>\$38,301,400</b>	<b>\$41,393,400</b> (c)		
Less: Mandatory Rebates	(\$440,900)	(\$478,628) (d)		
<b>General Rates (NET)</b>	<b>\$37,860,500</b>	<b>\$40,914,772</b> (e)	<b>8%</b>	
(e) = (c) + (d)				
<b>Other Rates (inc. service charges)</b>				
Regional Landscape Levy	\$1,548,000	\$1,465,000 (f)		The Regional Landscape Levy is a State tax, it is not retained by council.
Water supply	\$5,500	\$5,700 (h)		\$260 per connection
CWMS	\$5,478,200	\$5,760,100 (i)		\$450 for each vacant land property unit and \$610 for each occupied property unit.
	\$44,892,200	\$48,145,543		
Less: Discretionary Rebates	(\$161,600)	(\$459,000) (l)		Includes 12% rate cap to address spike in property valuations
<b>Expected Total Rates Revenue</b>	<b>\$43,182,600</b>	<b>\$46,221,543</b> (m)	<b>7%</b>	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
(m) = (e) + (h) + (i) + (j) + (k) + (l)				

## Estimated growth in number of rateable properties

Number of rateable properties	19,632	19,580 (n)	-0.3%	'Growth' is 1.8 per cent of the increase in General Rates to be collected.
	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.				
Due to a correction associated with the reclassification of independent living units to residential parks the actual number of rateable properties were reduced after the adoption of 2021/22 valuations. In accordance with the most recent Valuer General report, additional properties currently total 254.				

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

Average per rateable property	\$1,951	\$2,114 (o)	8%
(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 (ie. 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 to provide a rebate to qualifying properties under a number of categories:
- |                                  |                                   |   |
|----------------------------------|-----------------------------------|---|
| Health Services - 100 per cent   | Religious purposes - 100 per cent | Royal Zoological Society of SA - 100 per cent |
| Community Services - 75 per cent | Public Cemeteries - 100 per cent  | Educational purposes - 75 per cent            |
- The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. 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 (ie. individual rates will not necessarily change by this figure).
- (f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.
- (i) Community Wastewater Management Systems
- (l) A council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. 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 \$	
	2021/22	2022/23	Change	2021/22	2022/23	2021/22	2022/23	Change	2021/22	2022/23
<b>Land Use - General Rates - Gross (excluding rebates)</b>										
Residential	\$27,566,410	\$30,905,546	12%	14343	14340	\$1,922	\$2,155 (p)	\$233	0.3515	0.3515
Commercial - Shop	\$458,790	\$457,497	-0%	246	245	\$1,865	\$1,867 (p)	\$2	0.3515	0.3515
Commercial - Office	\$68,623	\$68,986	1%	44	44	\$1,560	\$1,568 (p)	\$8	0.3515	0.3515
Commercial - Other	\$580,060	\$582,330	0%	254	256	\$2,284	\$2,275 (p)	-\$9	0.3515	0.3515
Industry - Light	\$93,847	\$97,774	4%	62	64	\$1,514	\$1,528 (p)	\$14	0.3515	0.3515
Industry - Other	\$180,234	\$163,030	-10%	75	66	\$2,403	\$2,470 (p)	\$67	0.3515	0.3515
Primary Production	\$7,537,506	\$7,162,164	-5%	3026	2965	\$2,491	\$2,416 (p)	-\$75	0.2917	0.2917
Vacant Land	\$1,566,642	\$1,673,311	7%	1465	1472	\$1,069	\$1,137 (p)	\$67	0.3515	0.3515
Other	\$249,309	\$282,732	13%	117	128	\$2,131	\$2,209 (p)	\$78	0.3515	0.3515
<b>Total Land Use</b>	<b>\$38,301,421</b>	<b>\$41,393,371</b>	<b>8%</b>	<b>19,632</b>	<b>19,580</b>	<b>\$1,951</b>	<b>\$2,114 (p)</b>	<b>\$163</b>		

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			
	2021/22	2022/23	Change	2021/22	2022/23	Change	
<b>Fixed Charge</b>	<b>\$7,803,600</b>	<b>\$8,074,655</b>	<b>3%</b>	<b>\$400</b>	<b>\$415 (q)</b>	<b>\$15</b>	

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 2022/23 council proposes to raise 20% of its general rate revenue by way of the fixed charge. This revenue amount is included in the General Rates GROSS figure at (c).

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:	
<b>Capital Value</b> – the value of the land and all improvements on the land;	
<b>Site Value</b> – 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	
<b>Annual Value</b> – 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 fixed charge is payable by the ratepayer.



# Appendix B

## Capital Program



# Capital Program 2022-23

Project Description	Suburb/Town	Ward	Budget
<b>Land &amp; Buildings</b>			
<b>Land &amp; Buildings Expansion/Upgrade</b>			
Community Hall - Public Toilet	Langhorne Creek	Angas Bremer Ward	105,000
Bristow-Smith Public Toilet: Renewal & Upgrade	Goolwa	Goolwa Hindmarsh Island Ward	100,000
Outcomes Building Audits	Various		110,000
Goolwa Aquatic Centre Renewal Works	Goolwa	Goolwa Hindmarsh Island Ward	90,000
Mount Compass Recreation Park Public Toilet (Scope & Design)	Mount Compass	Nangkita Kuitpo Ward	25,000
Horseshoe Bay Public Toilets and Shower	Port Elliot	Port Elliot Middleton Ward	250,000
Soldiers Memorial Gardens - Sound Shell (Scope & Design \$15k)	Strathalbyn	Strathalbyn Ward	15,000
DAIP outcomes - Kerb ramps associated with new footpaths	Port Elliot	Port Elliot Middleton Ward	50,000
<b>SUBTOTAL LAND &amp; BUILDING EXPANSION / UPGRADE</b>			<b>745,000</b>
<b>Land &amp; Buildings Renewal</b>			
Horseshoe Bay Public Toilets and Shower	Port Elliot	Port Elliot Middleton Ward	250,000
Port Elliot Oval Change Room - Asbestos removal additional budget	Port Elliot	Port Elliot Middleton Ward	42,436
<b>SUBTOTAL LAND &amp; BUILDING RENEWAL</b>			<b>292,436</b>
<b>Recreation &amp; Open Space</b>			
<b>Recreation &amp; Open Space Expansion/Upgrade</b>			
Open Space Master Plan Outcomes	Various		15,000
Abbotts Reserve Middleton - New Irrigation system	Middleton	Port Elliot Middleton Ward	110,000
Shade cover over playgrounds program - Strathalbyn, Milang.	Various		75,000
Horseshoe Bay Jetty Upgrade and new path from SLSC to jetty.	Port Elliot	Port Elliot Middleton Ward	310,000
Upgrade Shower Facilities - Commodore Reserve Programmed with Flying Fish Playground upgrade On Commodore Reserve - replace existing or create a new	Port Elliot	Port Elliot Middleton Ward	30,000
Basketball Facilities - Mount Compass, Goolwa.	Various		50,000
Regional Signage program for Entrance/Gateway and Informational	Various		50,000
Lighting Clayton Bay - Dark Skies outcomes	Clayton Bay	Angas Bremer Ward	50,000

\* Total capital budget shown, may be offset by grant funding

Project Description	Suburb/Town	Ward	Budget
Jetty Upgrade Outcomes from Audit	Various		50,000
Goolwa Rowing Club additional funding (\$65k 21/22, Total \$130k)	Goolwa	Goolwa Hindmarsh Island Ward	65,000
Outcomes from the Coastal Adaption Plan	Various		150,000
Outcomes from the Carbon Neutral Plan	Various		100,000
<b>SUBTOTAL RECREATION &amp; OPEN SPACE EXPANSION / UPGRADE</b>			<b>1,055,000</b>

## Recreation & Open Space Renewal

### SUBTOTAL RECREATION & OPEN SPACE RENEWAL

-

## Stormwater

### Stormwater Expansion/Upgrade

Billabong Road / Bunyip Street Stormwater - in conjunction with kerb expansion	Goolwa	Goolwa Hindmarsh Island Ward	100,000
Melville Street Stormwater	Strathalbyn	Strathalbyn Ward	70,000
Hill Street	Port Elliot	Port Elliot Middleton Ward	40,000
Crockery Creek, Port Elliot Flood Mitigation	Port Elliot	Port Elliot Middleton Ward	60,000
Stormwater Pumpstations SCADA Interface Integration - Priorities from Audit.	Various		160,000
Waterport Heritage Reserve (Scope and Design)	Port Elliot	Port Elliot Middleton Ward	40,000
Thornbury Park Stormwater Upgrade - Design Year 1, Construction Year 3	Goolwa Beach	Goolwa Hindmarsh Island Ward	40,000
Braeside Road - Ford	Finniss	Angas Bremer Ward	120,000
Adelaide Road Development - Stormwater	Strathalbyn	Strathalbyn Ward	120,000
<b>SUBTOTAL STORMWATER EXPANSION / UPGRADE</b>			<b>750,000</b>

### Stormwater Renewal

Clark Street SW: North of Fenchurch Street	Goolwa	Goolwa Hindmarsh Island Ward	50,177
Shepherd Avenue: Renew Soakage Pits.	Goolwa South	Goolwa Hindmarsh Island Ward	15,000
Murray Place: Renew Grated Inlet Pit	Port Elliot	Port Elliot Middleton Ward	15,000
Burt Avenue: Renew Grated Inlet Pit	Goolwa North	Goolwa Hindmarsh Island Ward	15,000
<b>SUBTOTAL STORMWATER RENEWAL</b>			<b>95,177</b>

\* Total capital budget shown, may be offset by grant funding

# Capital Program 2022-23

Project Description	Suburb/Town	Ward	Budget
<b>Sealed Roads</b>			
<b>Sealed Road Expansion/Upgrade</b>			
Sealing of Wolf Avenue, Strathalbyn (53m section).	Strathalbyn	Strathalbyn Ward	25,000
Peters Tce (Scope & Design)	Mount Compass	Nangkita Kuitpo Ward	70,000
Sidney Parade	Hindmarsh Island	Goolwa Hindmarsh Island Ward	70,000
Milnes Road & South Tce Intersection (Scope & Design)	Strathalbyn	Strathalbyn Ward	30,000
Mount Compass Recreation Park - Car Park at Haywood Ct only (Design and Construct)	Mount Compass	Nangkita Kuitpo Ward	50,000
Victor Harbor Road (Service Road) Landscaped Safety Features infront of shops \$50k	Mount Compass	Nangkita Kuitpo Ward	50,000
<b>SUBTOTAL SEALED ROADS EXPANSION / UPGRADE</b>			<b>295,000</b>

<b>Sealed Road Renewal/Resealing</b>			
Airport Road	Middleton	Port Elliot Middleton Ward	82,844
Barrage Road	Goolwa South	Goolwa Hindmarsh Island Ward	139,764
Blackfellows Creek Road	Prospect Hill	Nangkita Kuitpo Ward	51,579
Borrett Court	Strathalbyn	Strathalbyn Ward	19,456
Cleland Gully Road	Tooperang	Strathalbyn Ward	20,933
Day Avenue	Middleton	Port Elliot Middleton Ward	7,103
Fifth Avenue	Chiton	Port Elliot Middleton Ward	49,275
Glenford Gully Road	Middleton	Port Elliot Middleton Ward	72,756
Hewett Street	Middleton	Port Elliot Middleton Ward	6,941
Lake Plains Road	Lake Plains	Angas Bremer Ward	22,407
Lake Road	Milang	Angas Bremer Ward	272,743
Clayton-Milang Road	Clayton Bay	Angas Bremer Ward	67,963
Montgomery Court	Strathalbyn	Strathalbyn Ward	21,809
Pioneer Road	Angas Plains	Angas Bremer Ward	19,023

\* Total capital budget shown, may be offset by grant funding



Project Description	Suburb/Town	Ward	Budget
Randell Road	Hindmarsh Island	Goolwa Hindmarsh Island Ward	158,181
Seagull Avenue	Chiton	Port Elliot Middleton Ward	8,660
Step Road	Langhorne Creek	Angas Bremer Ward	27,979
Taverner Road	Lake Plains	Angas Bremer Ward	11,157
Tolderol Road	Lake Plains	Angas Bremer Ward	45,058
Woodgate Hill Road	Kyeema	Nangkita Kuitpo Ward	163,987
Nangkita Road	Nangkita	Nangkita Kuitpo Ward	900,000
<b>SUBTOTAL SEALED ROADS RENEWAL</b>			<b>2,169,618</b>

## Unsealed Roads

Unsealed Road Renewal/Resheeting			
Bletchley Road	Bletchley	Angas Bremer Ward	17,193
Braewood Road	Sandergrove	Angas Bremer Ward	53,468
Burns Road	Paris Creek	Angas Bremer Ward	47,980
Chapel Road	Lake Plains	Angas Bremer Ward	40,090
Cleggett Road	Langhorne Creek	Angas Bremer Ward	38,805
Cole Crossing Road	Mount Magnificent	Angas Bremer Ward	134,662
Dog Lake Road	Tolderol	Angas Bremer Ward	42,100
Dog Trap Road	Strathalbyn	Strathalbyn Ward	40,250
Findlater Road	Lake Plains	Angas Bremer Ward	96,261
Finniss Park Road	Currency Creek	Goolwa Hindmarsh Island Ward	47,831
Gilbert Siding Road	Finniss	Angas Bremer Ward	15,862
Glenford Gully Road	Middleton	Port Elliot Middleton Ward	26,168
Hillside Road	Strathalbyn	Strathalbyn Ward	135,010
Hillview Road	Strathalbyn	Strathalbyn Ward	50,093
Jaensch Road	Hartley	Angas Bremer Ward	36,220
Kessell Road	Goolwa	Goolwa Hindmarsh Island Ward	10,237

\* Total capital budget shown, may be offset by grant funding

# Capital Program 2022-23

Project Description	Suburb/Town	Ward	Budget
Klenke Road	Wistow	Angas Bremer Ward	36,378
Koennecke Road	Sandergrove	Angas Bremer Ward	49,484
Lee Road	Langhorne Creek	Angas Bremer Ward	29,482
Leslies Road	Angas Plains	Angas Bremer Ward	39,436
Micheltmore Road	Kuitpo	Nangkita Kuitpo Ward	29,067
Moore Road	Strathalbyn	Strathalbyn Ward	22,950
Mosquito Creek Road	Langhorne Creek	Angas Bremer Ward	41,469
Mount Magnificent Road	Mount Magnificent	Angas Bremer Ward	188,334
Myrtlegrove Road	Currency Creek	Goolwa Hindmarsh Island Ward	24,440
Nyoka Road	Macclesfield	Angas Bremer Ward	31,888
Pepper Tree Lane	Hartley	Angas Bremer Ward	17,934
Point Sturt Road	Point Sturt	Angas Bremer Ward	118,476
Randell Road	Hindmarsh Island	Goolwa Hindmarsh Island Ward	51,862
Schmidt Road	Macclesfield	Angas Bremer Ward	47,734
Sorrells Road	Currency Creek	Goolwa Hindmarsh Island Ward	13,885
South Bremer Road	Bletchley	Angas Bremer Ward	30,962
Stirling Hill Road (Service Road)	Gemmells	Angas Bremer Ward	3,381
Ti Tree Road	Mcharg Creek	Angas Bremer Ward	14,234
Tynan Road	Kuitpo	Nangkita Kuitpo Ward	32,014
<b>SUBTOTAL UNSEALED ROADS RENEWAL</b>			<b>1,655,640</b>

\* Total capital budget shown, may be offset by grant funding

Project Description	Suburb/Town	Ward	Budget
---------------------	-------------	------	--------

## Bridges/Major Culverts

### Bridges/Major Culverts Expansion/Upgrade

Compliance Safety & Structural Upgrade	Various		72,000
Burma Road - Major Culvert	Mount Compass	Nangkita Kuitpo Ward	3,000
Wickham Hill Road	Kuitpo	Nangkita Kuitpo Ward	300,000
<b>SUBTOTAL BRIDGES / MAJOR CULVERTS EXPANSION / UPGRADE</b>			<b>375,000</b>

### Bridges/Major Culverts Renewal

Continuation of bridge renewal works at Willyaroo & Dalveen Roads	Various	Angas Bremer Ward	170,000
Burma Road in conjunction with upgrade	Mount Compass	Nangkita Kuitpo Ward	40,000
<b>SUBTOTAL BRIDGES / MAJOR CULVERTS RENEWAL</b>			<b>210,000</b>

## Kerbs & Footpaths

### Kerbs & Footpaths Expansion/Upgrade

Implement pathways from Masterplan	Various		200,000
Flying Fish to Port Elliot Surf Life Saving Club Shared Use Path	Port Elliot	Port Elliot Middleton Ward	50,000
Billabong Road in conjunction with stormwater	Goolwa Beach	Goolwa Hindmarsh Island Ward	41,250
Shared Path - Sand Mine Road	Mount Compass	Nangkita Kuitpo Ward	30,000
Billabong Road Kerbing - Beach Road to Golf Course to be completed in conjunction with stormwater project.	Goolwa	Goolwa Hindmarsh Island Ward	35,000
Carfax Street Kerbing	Port Elliot	Port Elliot Middleton Ward	12,000
South Terrace - Southern side: Bridge to Langhorne Creek Road	Strathalbyn	Strathalbyn Ward	40,000
<b>SUBTOTAL FOOTPATH AND KERBS EXPANSION / UPGRADE</b>			<b>408,250</b>

### Kerbs & Footpaths Renewal

Murray Place - Path behind Port Elliot Surf Life Saving Club	Port Elliot	Port Elliot Middleton Ward	22,739
Projects still to be prioritised based upon audit outcomes			54,351
<b>SUBTOTAL FOOTPATH AND KERBS RENEWAL</b>			<b>77,090</b>

\* Total capital budget shown, may be offset by grant funding



# Capital Program 2022-23

Project Description	Suburb/Town	Ward	Budget
<b>Community Wastewater Management Schemes</b>			
<b>CWMS Expansion/Upgrade</b>			
Regional Pump Station Valve Pit and Flowmeter Installations	Various		450,000
Strathalbyn Network Access Point Expansion	Strathalbyn	Strathalbyn Ward	165,000
Goolwa Network Compliance and Expansion	Goolwa	Goolwa Hindmarsh Island Ward	75,000
Milang Irrigation & Storage Expansion	Milang	Angas Bremer Ward	30,000
Expansion of Operational Fleet	Various		100,000
Mount Compass Compliance & Network Expansion	Mount Compass	Nangkita Kuitpo Ward	700,000
Strathalbyn wastewater treatment plant	Strathalbyn	Strathalbyn Ward	175,000
<b>SUBTOTAL CWMS EXPANSION AND UPGRADE</b>			<b>1,695,000</b>
<b>CWMS Renewal</b>			
Mechanical assets	Various		112,000
Electrical assets	Various		50,000
Civil wastewater assets	Various		326,000
Supervisory control and data acquisition (SCADA)	Various		260,000
<b>SUBTOTAL CWMS RENEWAL</b>			<b>748,000</b>
<b>Plant &amp; Equipment</b>			
<b>Plant &amp; Equipment Expansion/Upgrade</b>			
IT Equipment	Alexandrina Council	Various	53,000
<b>SUBTOTAL PLANT AND EQUIPMENT EXPANSION / UPGRADE</b>			<b>53,000</b>

\* Total capital budget shown, may be offset by grant funding

Project Description	Suburb/Town	Ward	Budget
<b>Plant &amp; Equipment Renewal</b>			
IT Equipment	Alexandrina Council	Various	192,000
Furniture & Fittings and Office Equipment	Alexandrina Council	Various	57,000
Light Vehicle Fleet	Alexandrina Council	Various	589,000
Major Plant	Alexandrina Council	Various	735,000
Minor Depot Plant	Alexandrina Council	Various	25,000
<b>SUBTOTAL PLANT AND EQUIPMENT RENEWAL</b>			<b>1,598,000</b>
<b>Major Projects</b>			
Goolwa Sporting Complex	Goolwa	Goolwa Hindmarsh Island Ward	3,000,000
Goolwa Waste Transfer Station	Goolwa	Goolwa Hindmarsh Island Ward	1,000,000
Goolwa Wharf	Goolwa	Goolwa Hindmarsh Island Ward	3,130,000
Beacon 19 Boat Ramp	Goolwa	Goolwa Hindmarsh Island Ward	100,000
Strathalbyn Streetscape (Stages 4-8)	Strathalbyn	Strathalbyn Ward	2,600,000
Sugars Beach	Hindmarsh Island	Goolwa Hindmarsh Island Ward	1,000,000
Hill Street - Streetscape Upgrade - In conjunction with stormwater	Port Elliot	Port Elliot Middleton Ward	150,000
Lot 10 Langhorne Creek Road	Strathalbyn	Strathalbyn Ward	100,000
Strathalbyn Dog Park (Design Year 1, Construct Year 2)	Strathalbyn	Strathalbyn Ward	270,000
Major projects contingency			710,000
<b>SUBTOTAL MAJOR PROJECTS</b>			<b>12,060,000</b>
<b>GRAND TOTAL</b>			<b>24,282,211</b>

\* Total capital budget shown, may be offset by grant funding



# **Appendix C**

## **Long Term Financial Plan**



# Alexandrina Council

## ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
<b>INCOME</b>												
Rates	42,290	44,373	47,563	50,025	52,613	55,299	57,890	60,603	63,429	66,387	69,484	72,727
Statutory Charges	1,390	1,256	1,330	1,290	1,220	1,093	1,119	1,146	1,174	1,202	1,231	1,261
User Charges	2,467	2,053	2,089	2,058	2,122	2,188	2,255	2,325	2,278	2,350	2,424	2,501
Grants, subsidies, contributions	4,352	3,878	2,726	2,738	2,789	2,841	2,895	2,950	3,006	3,064	3,123	3,183
Investment Income	6	39	21	21	21	21	21	21	21	21	21	21
Reimbursements	304	508	420	430	440	451	462	473	484	496	508	520
Other Income	164	386	314	319	327	335	343	351	359	367	376	385
Net Gain - Joint Ventures	743	53	142	191	204	219	240	262	285	311	345	372
<b>Total Revenues</b>	<b>51,716</b>	<b>52,546</b>	<b>54,605</b>	<b>57,072</b>	<b>59,736</b>	<b>62,447</b>	<b>65,225</b>	<b>68,131</b>	<b>71,036</b>	<b>74,198</b>	<b>77,512</b>	<b>80,970</b>
<b>EXPENSES</b>												
Employee costs	16,895	18,205	19,579	20,710	21,457	22,180	23,003	23,856	24,740	25,657	26,606	27,590
Materials, contracts & other expenses	17,764	18,765	19,356	19,758	20,471	21,152	21,833	22,610	23,321	24,146	25,009	25,890
Depreciation	12,082	13,380	14,132	14,831	15,572	16,176	16,758	17,472	18,145	18,833	19,563	20,263
Finance Costs	863	1,393	1,936	2,095	2,312	2,419	2,510	2,471	2,373	2,349	2,020	1,550
Net Loss - Joint Ventures	3,806	356	347	368	377	386	395	404	414	424	434	444
<b>Total Expenses</b>	<b>51,410</b>	<b>52,099</b>	<b>55,350</b>	<b>57,762</b>	<b>60,189</b>	<b>62,313</b>	<b>64,499</b>	<b>66,813</b>	<b>68,993</b>	<b>71,409</b>	<b>73,632</b>	<b>75,737</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>306</b>	<b>447</b>	<b>(745)</b>	<b>(690)</b>	<b>(453)</b>	<b>134</b>	<b>726</b>	<b>1,318</b>	<b>2,043</b>	<b>2,789</b>	<b>3,880</b>	<b>5,233</b>
Physical resources received free of charge	1,526	2,610	2,640	2,710	2,780	2,850	2,910	2,980	3,050	3,130	3,200	3,280
Net gain/(loss) on disposal or revaluations	(1,352)	(45)	(335)	(301)	(173)	(58)	(226)	(44)	(1,357)	(28)	(220)	(114)
Amounts specifically for new assets	2,418	12,074	9,376	2,497	320	0	0	0	0	0	0	0
<b>NET SURPLUS/(DEFICIT)</b>	<b>2,898</b>	<b>15,086</b>	<b>10,936</b>	<b>4,216</b>	<b>2,474</b>	<b>2,926</b>	<b>3,410</b>	<b>4,254</b>	<b>3,736</b>	<b>5,891</b>	<b>6,860</b>	<b>8,399</b>
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	1,897	7,900	0	12,400	12,800	13,200	13,500	13,900	14,300	14,700	15,100	15,500
Total Other Comprehensive Income	1,897	7,900	0	12,400	12,800	13,200	13,500	13,900	14,300	14,700	15,100	15,500
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>4,795</b>	<b>22,986</b>	<b>10,936</b>	<b>16,616</b>	<b>15,274</b>	<b>16,126</b>	<b>16,910</b>	<b>18,154</b>	<b>18,036</b>	<b>20,591</b>	<b>21,960</b>	<b>23,899</b>

2021 Actual - Council's audited financial result as at 30 June 2021.

2022 Estimate - Council's revised budget, projecting its financial position to 30 June 2022

2023 Year 1 - Council's budget for 2022/23

## ESTIMATED STATEMENT OF FINANCIAL POSITION

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Equivalent Assets	1,109	450	300	300	304	303	312	312	285	312	304	304
Trade & Other Receivables	4,438	5,012	5,012	5,015	5,015	5,016	5,016	5,016	5,009	5,000	5,000	5,000
Inventories	23	25	25	25	25	25	25	25	25	25	25	25
Total Current Assets	5,570	5,487	5,337	5,340	5,344	5,344	5,353	5,353	5,319	5,337	5,329	5,329
<b>Non-Current Assets</b>												
Receivables	111	99	87	72	57	41	25	9	0	0	0	0
Other Financial Assets	15	15	15	15	15	15	15	15	15	15	15	15
Equity Accounted Investments in Council Businesses	6,593	6,290	6,085	5,908	5,735	5,568	5,413	5,271	5,142	5,029	4,940	4,868
Infrastructure, Property, Plant & Equipment	465,056	505,622	517,689	535,071	548,940	563,372	580,134	597,340	613,050	629,686	644,770	660,027
Total Non-Current Assets	471,775	512,026	523,876	541,066	554,747	568,996	585,587	602,635	618,207	634,730	649,725	664,910
<b>Total Assets</b>	<b>477,345</b>	<b>517,513</b>	<b>529,213</b>	<b>546,406</b>	<b>560,091</b>	<b>574,340</b>	<b>590,940</b>	<b>607,988</b>	<b>623,526</b>	<b>640,067</b>	<b>655,054</b>	<b>670,239</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Trade & Other Payables	5,833	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700
Borrowings	334	12,065	3,782	3,014	3,637	4,315	2,676	3,873	6,300	8,563	8,787	0
Provisions	4,171	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924	1,924
Total Current Liabilities	10,338	19,689	11,406	10,638	11,261	11,939	10,300	11,497	13,924	16,187	16,411	7,624
<b>Non-Current Liabilities</b>												
Borrowings	21,230	26,812	35,859	37,204	34,992	32,437	33,766	31,463	26,538	20,225	13,028	13,101
Provisions	1,221	3,470	3,470	3,470	3,470	3,470	3,470	3,470	3,470	3,470	3,470	3,470
Total Non-Current Liabilities	22,451	30,282	39,329	40,674	38,462	35,907	37,236	34,933	30,008	23,695	16,498	16,571
<b>Total Liabilities</b>	<b>32,789</b>	<b>49,971</b>	<b>50,735</b>	<b>51,312</b>	<b>49,723</b>	<b>47,846</b>	<b>47,536</b>	<b>46,430</b>	<b>43,932</b>	<b>39,882</b>	<b>32,909</b>	<b>24,195</b>
<b>NET ASSETS</b>	<b>444,556</b>	<b>467,542</b>	<b>478,478</b>	<b>495,094</b>	<b>510,368</b>	<b>526,494</b>	<b>543,404</b>	<b>561,558</b>	<b>579,594</b>	<b>600,185</b>	<b>622,145</b>	<b>646,044</b>
<b>EQUITY</b>												
Accumulated Surplus	172,455	187,541	198,477	202,693	205,167	208,093	211,503	215,757	219,493	225,384	232,244	240,643
Asset Revaluation Reserve	271,591	279,491	279,491	291,891	304,691	317,891	331,391	345,291	359,591	374,291	389,391	404,891
Other Reserves	510	510	510	510	510	510	510	510	510	510	510	510
<b>TOTAL EQUITY</b>	<b>444,556</b>	<b>467,542</b>	<b>478,478</b>	<b>495,094</b>	<b>510,368</b>	<b>526,494</b>	<b>543,404</b>	<b>561,558</b>	<b>579,594</b>	<b>600,185</b>	<b>622,145</b>	<b>646,044</b>

## ESTIMATED STATEMENT OF CASH FLOWS

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<b>Receipts</b>												
Operating Receipts	52,170	51,879	54,442	56,860	59,511	62,207	64,964	67,848	70,730	73,866	77,146	80,577
Investment Receipts	6	39	21	21	21	21	21	21	21	21	21	21
<b>Payments</b>												
Operating Payments to Suppliers and Employees	(36,267)	(37,103)	(38,935)	(40,468)	(41,928)	(43,332)	(44,836)	(46,466)	(48,061)	(49,803)	(51,615)	(53,480)
Finance Costs	(938)	(1,393)	(1,936)	(2,095)	(2,312)	(2,419)	(2,510)	(2,471)	(2,373)	(2,349)	(2,020)	(1,550)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>14,971</b>	<b>13,422</b>	<b>13,592</b>	<b>14,318</b>	<b>15,292</b>	<b>16,477</b>	<b>17,639</b>	<b>18,932</b>	<b>20,317</b>	<b>21,735</b>	<b>23,532</b>	<b>25,568</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
<b>Receipts</b>												
Amounts Specifically for New/Upgraded Assets	1,266	12,074	9,376	2,497	320	0	0	0	0	0	0	0
Sale of Renewed/Replaced Assets	407	578	388	307	450	580	426	624	482	672	497	620
Repayments of Loans by Community Groups	0	13	12	12	15	15	16	16	16	9	0	0
<b>Payments</b>												
Expenditure on Renewal/Replacement of Assets	(5,199)	(14,902)	(6,846)	(5,210)	(7,284)	(7,475)	(8,090)	(10,569)	(10,463)	(9,675)	(9,850)	(10,087)
Expenditure on New/Upgraded Assets	(9,778)	(29,157)	(17,436)	(12,501)	(7,200)	(7,721)	(9,672)	(7,897)	(7,881)	(8,664)	(7,214)	(7,387)
Capital Contributed to Associated Entities	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Provided by (or used in) Investing Activities</b>	<b>(13,304)</b>	<b>(31,394)</b>	<b>(14,506)</b>	<b>(14,895)</b>	<b>(13,699)</b>	<b>(14,601)</b>	<b>(17,320)</b>	<b>(17,826)</b>	<b>(17,846)</b>	<b>(17,658)</b>	<b>(16,567)</b>	<b>(16,854)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
<b>Receipts</b>												
Proceeds from Borrowings	0	17,647	13,327	4,359	1,425	1,760	4,005	1,570	1,375	2,250	1,590	73
<b>Payments</b>												
Repayments of Borrowings	(1,684)	(334)	(12,563)	(3,782)	(3,014)	(3,637)	(4,315)	(2,676)	(3,873)	(6,300)	(8,563)	(8,787)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(1,684)</b>	<b>17,313</b>	<b>764</b>	<b>577</b>	<b>(1,589)</b>	<b>(1,877)</b>	<b>(310)</b>	<b>(1,106)</b>	<b>(2,498)</b>	<b>(4,050)</b>	<b>(6,973)</b>	<b>(8,714)</b>
<b>Net Increase/(Decrease) in cash held</b>	<b>(17)</b>	<b>(659)</b>	<b>(150)</b>	<b>0</b>	<b>4</b>		<b>9</b>	<b>0</b>	<b>(27)</b>	<b>27</b>	<b>(8)</b>	<b>0</b>
Opening cash, cash equivalents or (bank overdraft)	1,126	1,109	450	300	300	304	303	312	312	285	312	304
<b>Closing cash, cash equivalents or (bank overdraft)</b>	<b>1,109</b>	<b>450</b>	<b>300</b>	<b>300</b>	<b>304</b>	<b>303</b>	<b>312</b>	<b>312</b>	<b>285</b>	<b>312</b>	<b>304</b>	<b>304</b>



## ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
<b>ACCUMULATED SURPLUS</b>												
Balance at end of previous reporting period	169,659	172,455	187,541	198,477	202,693	205,167	208,093	211,503	215,757	219,493	225,384	232,244
Net Result for Year	2,898	15,086	10,936	4,216	2,474	2,926	3,410	4,254	3,736	5,891	6,860	8,399
Transfers to Other Reserves	(6,124)	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	6,022	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>172,455</b>	<b>187,541</b>	<b>198,477</b>	<b>202,693</b>	<b>205,167</b>	<b>208,093</b>	<b>211,503</b>	<b>215,757</b>	<b>219,493</b>	<b>225,384</b>	<b>232,244</b>	<b>240,643</b>
<b>ASSET REVALUATION RESERVE</b>												
Property, Plant & Equipment	271,591	279,491	279,491	291,891	304,691	317,891	331,391	345,291	359,591	374,291	389,391	404,891
<b>Balance at end of period</b>	<b>271,591</b>	<b>279,491</b>	<b>279,491</b>	<b>291,891</b>	<b>304,691</b>	<b>317,891</b>	<b>331,391</b>	<b>345,291</b>	<b>359,591</b>	<b>374,291</b>	<b>389,391</b>	<b>404,891</b>
<b>OTHER RESERVES</b>												
Balance at end of previous reporting period	408	510	510	510	510	510	510	510	510	510	510	510
Transfers from Accumulated Surplus	6,124	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(6,022)	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>444,556</b>	<b>467,542</b>	<b>478,478</b>	<b>495,094</b>	<b>510,368</b>	<b>526,494</b>	<b>543,404</b>	<b>561,558</b>	<b>579,594</b>	<b>600,185</b>	<b>622,145</b>	<b>646,044</b>

## SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Revenues	51,716	52,546	54,605	57,072	59,736	62,447	65,225	68,131	71,036	74,198	77,512	80,970
<i>less Operating Expenses</i>	51,410	52,099	55,350	57,762	60,189	62,313	64,499	66,813	68,993	71,409	73,632	75,737
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>306</b>	<b>447</b>	<b>(745)</b>	<b>(690)</b>	<b>(453)</b>	<b>134</b>	<b>726</b>	<b>1,318</b>	<b>2,043</b>	<b>2,789</b>	<b>3,880</b>	<b>5,233</b>
<b>Less: Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal/Replacement of Existing Assets	5,199	14,902	6,846	5,210	7,284	7,475	8,090	10,569	10,463	9,675	9,850	10,087
<i>less Depreciation, Amortisation &amp; Impairment</i>	12,082	13,380	14,132	14,831	15,572	16,176	16,758	17,472	18,145	18,833	19,563	20,263
<i>less Proceeds from Sale of Replaced Assets</i>	407	578	388	307	450	580	426	624	482	672	497	620
	<b>(7,290)</b>	<b>944</b>	<b>(7,674)</b>	<b>(9,928)</b>	<b>(8,738)</b>	<b>(9,281)</b>	<b>(9,094)</b>	<b>(7,527)</b>	<b>(8,164)</b>	<b>(9,830)</b>	<b>(10,210)</b>	<b>(10,796)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New/Upgraded Assets	9,778	29,157	17,436	12,501	7,200	7,721	9,672	7,897	7,881	8,664	7,214	7,387
<i>less Amounts Specifically for New/Upgraded Assets</i>	1,408	12,074	9,376	2,497	320	0	0	0	0	0	0	0
	<b>8,370</b>	<b>17,083</b>	<b>8,060</b>	<b>10,004</b>	<b>6,880</b>	<b>7,721</b>	<b>9,672</b>	<b>7,897</b>	<b>7,881</b>	<b>8,664</b>	<b>7,214</b>	<b>7,387</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(774)</b>	<b>(17,580)</b>	<b>(1,131)</b>	<b>(766)</b>	<b>1,405</b>	<b>1,694</b>	<b>148</b>	<b>948</b>	<b>2,326</b>	<b>3,955</b>	<b>6,876</b>	<b>8,642</b>
<b>FINANCING TRANSACTIONS</b>												
New Borrowings	0	17,647	13,327	4,359	1,425	1,760	4,005	1,570	1,375	2,250	1,590	73
Repayment of Principal on Borrowings	(1,684)	(334)	(12,563)	(3,782)	(3,014)	(3,637)	(4,315)	(2,676)	(3,873)	(6,300)	(8,563)	(8,787)
(Increase)/Decrease in Cash and Cash Equivalents	17	659	150	0	(4)	1	(9)	0	27	(27)	8	0
(Increase)/Decrease in Receivables	2,441	(392)	217	189	188	182	171	158	145	122	89	72
<b>Financing Transactions</b>	<b>774</b>	<b>17,580</b>	<b>1,131</b>	<b>766</b>	<b>(1,405)</b>	<b>(1,694)</b>	<b>(148)</b>	<b>(948)</b>	<b>(2,326)</b>	<b>(3,955)</b>	<b>(6,876)</b>	<b>(8,642)</b>

## Key Financial Indicators

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)

### KEY FINANCIAL INDICATORS

Operating Surplus / (Deficit) - \$'000	306	447	(745)	(690)	(453)	134	726	1,318	2,043	2,789	3,880	5,233
Operating Surplus / (Deficit) Ratio - %	1%	1%	(1)%	(1)%	(1)%	0%	1%	2%	3%	4%	5%	6%
Net Financial Liabilities Ratio - %	52%	84%	83%	80%	74%	68%	65%	60%	54%	47%	36%	23%
Asset Renewal Funding Ratio - %	68%	203%	94%	98%	97%	97%	97%	97%	96%	96%	96%	91%
Loan Borrowings	21,564	38,877	39,641	40,218	38,629	36,752	36,442	35,336	32,838	28,788	21,815	13,101

### 3 year rolling average

#### KEY FINANCIAL INDICATORS

Operating Surplus / (Deficit) - \$'000	377	3	(329)	(629)	(336)	136	726	1,362	2,050	2,904	3,967	4,557
Operating Surplus Ratio - %	1%	0%	(1)%	(1)%	(1)%	0%	1%	2%	3%	4%	5%	6%
Net Financial Liabilities Ratio - %	68%	73%	83%	79%	74%	69%	64%	60%	54%	46%	35%	29%
Asset Renewal Funding Ratio - %	135%	121%	131%	96%	97%	97%	97%	97%	96%	96%	94%	94%

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Key Financial Indicator	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Targets	Short Term	Short Term	Short Term	Med Term	Med Term	Med Term	Long Term	Long Term	Long Term	Long Term

Operating Surplus / (Deficit) Ratio - %	(2) to 1	(2) to 1	(2) to 1	0 to 2	0 to 2	0 to 2	3 to 6	3 to 6	3 to 6	3 to 6
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

\* Repayment of fixed term borrowings



# Council excluding CWMS

## SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
Operating Revenues	45,675	46,351	48,093	50,213	52,513	54,877	57,290	59,814	62,453	65,214	68,108	71,125
<i>less Operating Expenses</i>	46,067	46,054	49,257	51,182	53,250	55,088	56,993	58,866	60,838	62,878	64,782	66,656
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>(392)</b>	<b>297</b>	<b>(1,164)</b>	<b>(969)</b>	<b>(737)</b>	<b>(211)</b>	<b>297</b>	<b>948</b>	<b>1,615</b>	<b>2,336</b>	<b>3,326</b>	<b>4,469</b>
<b>Less: Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal/Replacement of Existing Assets	4,939	13,354	6,098	4,379	6,838	6,645	7,280	9,677	9,953	8,703	8,691	8,900
<i>less Depreciation, Amortisation &amp; Impairment</i>	10,834	11,978	12,699	13,288	13,919	14,430	14,959	15,492	16,056	16,624	17,225	17,833
<i>less Proceeds from Sale of Replaced Assets</i>	407	578	388	307	450	580	426	624	482	672	497	620
	<b>(6,302)</b>	<b>798</b>	<b>(6,989)</b>	<b>(9,216)</b>	<b>(7,531)</b>	<b>(8,365)</b>	<b>(8,105)</b>	<b>(6,439)</b>	<b>(6,585)</b>	<b>(8,593)</b>	<b>(9,031)</b>	<b>(9,553)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New/Upgraded Assets	9,765	27,353	15,741	10,503	5,783	5,922	5,728	6,209	6,006	6,565	6,354	6,507
<i>less Amounts Specifically for New/Upgraded Assets</i>	1,408	12,074	9,376	2,497	320	0	0	0	0	0	0	0
	<b>8,357</b>	<b>15,279</b>	<b>6,365</b>	<b>8,006</b>	<b>5,463</b>	<b>5,922</b>	<b>5,728</b>	<b>6,209</b>	<b>6,006</b>	<b>6,565</b>	<b>6,354</b>	<b>6,507</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(2,447)</b>	<b>(15,780)</b>	<b>(540)</b>	<b>241</b>	<b>1,331</b>	<b>2,232</b>	<b>2,674</b>	<b>1,178</b>	<b>2,194</b>	<b>4,364</b>	<b>6,003</b>	<b>7,515</b>
<b>FINANCING TRANSACTIONS</b>												
New Borrowings	0	15,797	12,427	3,282	1,350	1,050	1,180	1,030	1,100	1,350	1,500	73
Repayment of Principal on Borrowings	(11)	(334)	(12,254)	(3,712)	(2,865)	(3,465)	(4,016)	(2,366)	(3,466)	(5,809)	(7,600)	(7,660)
(Increase)/Decrease in Cash and Cash Equivalents	17	709	150	0	(4)	1	(9)	0	27	(27)	8	0
(Increase)/Decrease in Receivables	2,441	(392)	217	189	188	182	171	158	145	122	89	72
<b>Financing Transactions</b>	<b>2,447</b>	<b>15,780</b>	<b>540</b>	<b>(241)</b>	<b>(1,331)</b>	<b>(2,232)</b>	<b>(2,674)</b>	<b>(1,178)</b>	<b>(2,194)</b>	<b>(4,364)</b>	<b>(6,003)</b>	<b>(7,515)</b>

## Key Financial Indicators (Council Excluding CWMS)

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Surplus / (Deficit) - \$'000	(392)	297	(1,164)	(969)	(737)	(211)	297	948	1,615	2,336	3,326	4,469
Operating Surplus / (Deficit) Ratio - %	(1)%	1%	(2)%	(2)%	(1)%	(0)%	1%	2%	3%	4%	5%	6%
Net Financial Liabilities Ratio - %	48%	81%	79%	75%	68%	61%	54%	49%	43%	35%	24%	13%
Asset Renewal Funding Ratio - %	74%	185%	93%	98%	97%	97%	97%	97%	96%	96%	96%	91%
Loan Borrowings	16,488	31,951	32,124	31,694	30,179	27,764	24,928	23,592	21,226	16,767	10,667	3,080

3 year rolling average	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus / (Deficit) - \$'000	(48)	(420)	(612)	(957)	(639)	(217)	345	953	1,633	2,426	3,377	3,898
Operating Surplus Ratio - %	(0)%	(1)%	(1)%	(2)%	(1)%	(0)%	1%	2%	3%	4%	5%	6%
Net Financial Liabilities Ratio - %	65%	69%	78%	74%	68%	61%	55%	49%	42%	34%	24%	18%
Asset Renewal Funding Ratio - %	129%	117%	125%	96%	97%	97%	97%	97%	96%	96%	94%	94%

Key Financial Indicator	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Targets	Short Term	Short Term	Short Term	Med Term	Med Term	Med Term	Long Term	Long Term	Long Term	Long Term
Operating Surplus / (Deficit) 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

**SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS**

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
Operating Revenues	6,041	6,195	6,512	6,859	7,223	7,570	7,935	8,317	8,583	8,984	9,404	9,845
<i>less Operating Expenses</i>	5,343	6,045	6,093	6,580	6,939	7,225	7,506	7,947	8,155	8,531	8,850	9,081
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>698</b>	<b>150</b>	<b>419</b>	<b>279</b>	<b>284</b>	<b>345</b>	<b>429</b>	<b>370</b>	<b>428</b>	<b>453</b>	<b>554</b>	<b>764</b>
<b>Less: Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal/Replacement of Existing Assets	260	1,548	748	831	446	830	810	892	510	972	1,159	1,187
<i>less Depreciation, Amortisation &amp; Impairment</i>	1,248	1,402	1,433	1,543	1,653	1,746	1,799	1,980	2,089	2,209	2,338	2,430
	<b>(988)</b>	<b>146</b>	<b>(685)</b>	<b>(712)</b>	<b>(1,207)</b>	<b>(916)</b>	<b>(989)</b>	<b>(1,088)</b>	<b>(1,579)</b>	<b>(1,237)</b>	<b>(1,179)</b>	<b>(1,243)</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New/Upgraded Assets	13	1,804	1,695	1,998	1,417	1,799	3,944	1,688	1,875	2,099	860	880
<i>less Amounts Specifically for New/Upgraded Assets</i>	0	0	0	0	0	0	0	0	0	0	0	0
	<b>13</b>	<b>1,804</b>	<b>1,695</b>	<b>1,998</b>	<b>1,417</b>	<b>1,799</b>	<b>3,944</b>	<b>1,688</b>	<b>1,875</b>	<b>2,099</b>	<b>860</b>	<b>880</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>1,673</b>	<b>(1,800)</b>	<b>(591)</b>	<b>(1,007)</b>	<b>74</b>	<b>(538)</b>	<b>(2,526)</b>	<b>(230)</b>	<b>132</b>	<b>(409)</b>	<b>873</b>	<b>1,127</b>
<b>FINANCING TRANSACTIONS</b>	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
New Borrowings	0	1,850	900	1,077	75	710	2,825	540	275	900	90	0
Repayment of Principal on Borrowings	(1,673)	0	(309)	(70)	(149)	(172)	(299)	(310)	(407)	(491)	(963)	(1,127)
(Increase)/Decrease in Cash and Cash Equivalents	0	(50)	0	0	0	0	0	0	0	0	0	0
<b>Financing Transactions</b>	<b>(1,673)</b>	<b>1,800</b>	<b>591</b>	<b>1,007</b>	<b>(74)</b>	<b>538</b>	<b>2,526</b>	<b>230</b>	<b>(132)</b>	<b>409</b>	<b>(873)</b>	<b>(1,127)</b>



## ESTIMATED KEY FINANCIAL INDICATORS (CWMS)

Year Ended 30 June:	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Surplus / (Deficit) - \$'000	698	150	419	279	284	345	429	370	428	453	554	764
Operating Surplus / (Deficit) Ratio - %	12%	2%	6%	4%	4%	5%	5%	4%	5%	5%	6%	8%
Net Financial Liabilities Ratio - %	84%	111%	115%	124%	116%	118%	144%	141%	135%	133%	118%	101%
Asset Renewal Funding Ratio - %	28%	956%	96%	98%	97%	97%	97%	97%	96%	96%	96%	92%
Loan Borrowings	5,076	6,926	7,517	8,524	8,450	8,988	11,514	11,744	11,612	12,021	11,148	10,021

3 year rolling average	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus / (Deficit) - \$'000	424	422	283	327	303	353	381	409	417	478	590	659
Operating Surplus Ratio - %	7%	7%	4%	5%	4%	5%	5%	5%	5%	5%	6%	7%
Net Financial Liabilities Ratio - %	98%	103%	116%	118%	119%	126%	134%	140%	136%	129%	118%	110%
Asset Renewal Funding Ratio - %	492%	360%	383%	97%	97%	97%	97%	97%	96%	96%	94%	94%

Key Financial Indicator	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Targets	Short Term	Short Term	Short Term	Med Term	Med Term	Med Term	Long Term	Long Term	Long Term	Long Term
Operating Surplus / (Deficit) 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



## How to contact us

11 Cadell Street, Goolwa  
PO Box 21, Goolwa SA 5214  
[alexandrina.sa.gov.au](http://alexandrina.sa.gov.au)  
08 8555 7000  
[alex@alexandrina.sa.gov.au](mailto:alex@alexandrina.sa.gov.au)