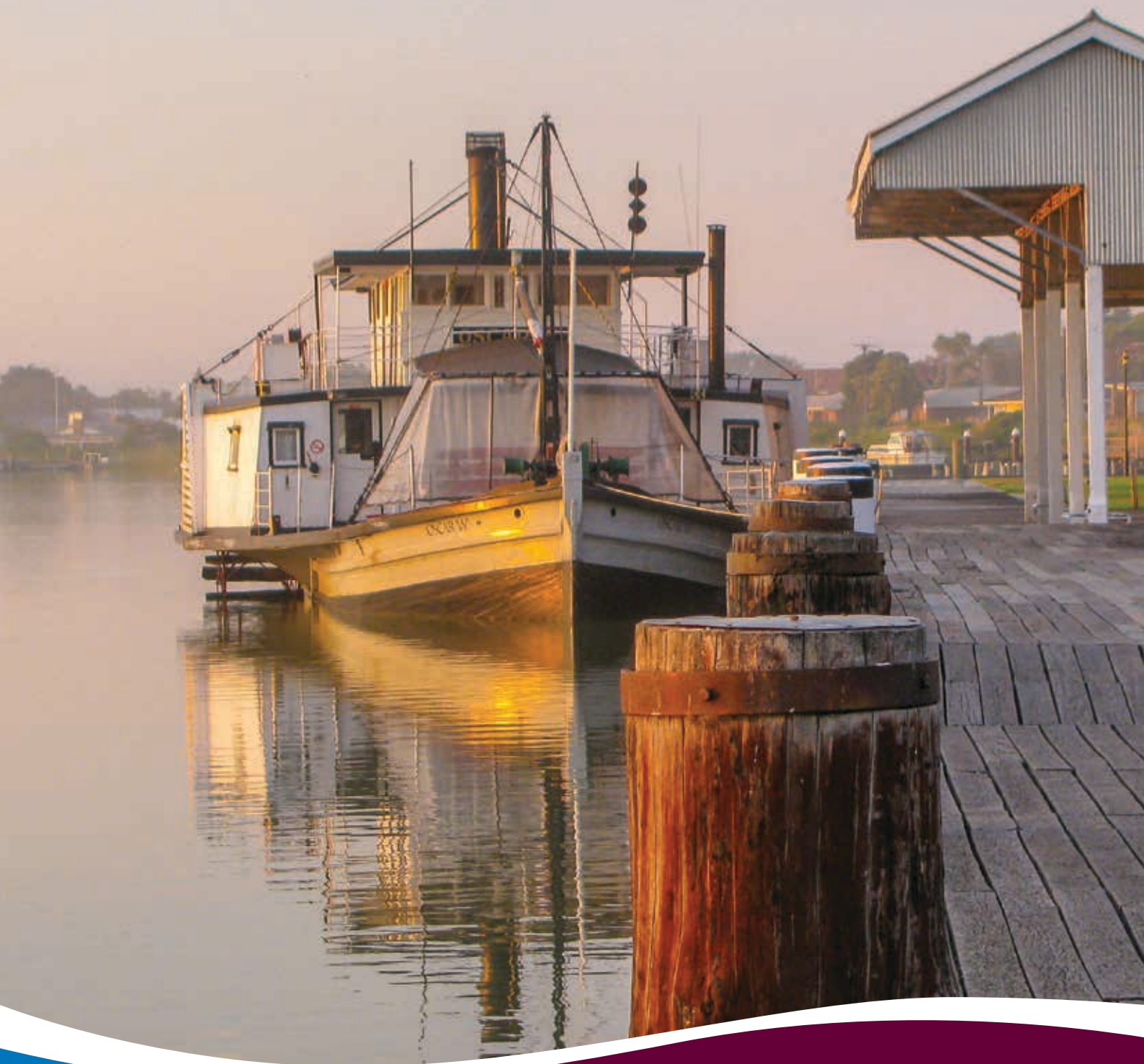


Alexandrina Council

Annual Business Plan & Budget 2019-20



CONNECTING COMMUNITIES



Community Consultation

Consultation on the draft Annual Business Plan and Budget 2019-20 commenced on 21 May 2019 and concluded at 5.00pm on 17 June 2019.

Council offered a variety of consultation methods for the draft Annual Business Plan and Budget 2019-20 including advertisements and media releases in public newspapers, magazines, the corporate website, My Say Alexandrina website, public notice boards and a community consultation brochure distributed locally.

The 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.

Public Meeting

A formal public meeting to hear community representations on the draft Annual Business Plan and Budget 2019-20 was held in conjunction with the Council Briefing on Tuesday, 11 June 2019 at the Alexandrina Council Community Chambers, 11 Cadell Street, Goolwa. Four verbal representation were made at this meeting.

A report containing all submissions on the draft Annual Business Plan and Budget 2019-20 was presented to the Council meeting on Monday, 24 June 2019.

The Alexandrina Council and its communities acknowledge the traditional custodians of the lands and waters of our Council district. The Alexandrina Council region intersects the traditional lands of the following Aboriginal Nations and clans; Ngarrindjeri, Ramindjeri, Peramangk and Kaurna.

Annual Business Plan & Budget 2019-20



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Introduction by Mayor Keith Parkes

On behalf of Elected Members and staff, I am pleased to present the Annual Business Plan and Budget for 2019-20.

Our Annual Business Plan and Budget has been guided by key Council endorsed strategy documents including: the Alexandrina 'Connecting Communities' 2014-23 Community Strategic Plan, the Long Term Financial Plan, and the Infrastructure and Asset Management Plan.

The development of Council's Annual Business Plan and Budget is an important part of our planning process. It sets out Council's proposed services, programs and projects for the 2019-20 financial year.

In preparing the plan, Council is mindful of future challenges and the continuing economic uncertainty facing our communities.

The plan reflects our commitment to supporting growth in the Alexandrina region, while continuing to provide the best possible mix of services, infrastructure and facilities for our communities.

Some of the key initiatives for this year include:

- Increased expenditure on the rural Roadside Tree Trimming program
- Upgrades to the Strathalbyn's Senior Citizens Building
- The completion of the new Mount Compass Recreation Park
- Commencement of the Strathalbyn Streetscape Revitalisation project
- An increased focus on economic development.

Council will endeavour to implement efficiency and other budget containment measures throughout the financial year in an attempt to improve the overall operating result.

Alexandrina Council Elected Members and staff are conscious of the need to deliver a responsible and sustainable budget that provides maximum benefit for the whole community while balancing effective service provision and the delivery of new and innovative ways of ensuring our community maintains a desired standard of living.

Kind regards

Mayor Keith Parkes

The cost of providing kerbside waste services has seen a significant increase as compared to the previous financial year due to the impacts of the much publicised China Sword Policy and the recent State Government Solid Waste Levy changes.

It is unfortunate that the combined effect of these changes has resulted in an extraordinary \$20 increase to the fixed charge component of Council's rates, which otherwise would have been levied at 2.2%.

From the Chief Executive Officer

The preparation of the Annual Business Plan and Budget identifies what services and projects Council is proposing to provide in the forthcoming financial year, and importantly how it plans to allocate its budget.

Alexandrina Connecting Communities

Each year the Annual Business Plan and Budget is guided by key Council endorsed strategy documents including: the Alexandrina 'Connecting Communities' 2014-23 Community Strategic Plan, the Long Term Financial Plan, and the Infrastructure and Asset Management Plan.

These plans reinforce Council's commitment to supporting an economically, socially, culturally and environmentally sustainable community. Therefore, every Council decision must consider an assessment against these criteria, and will be reflected against Council's agenda of ecologically sustainable development.

Council's strategic goal is to fulfil its four major community aspirations that will shape the future of Alexandrina. Those aspirations are:

- Innovate throughout our Region
- Thrive in 'Clean Green' Futures
- Activate our Spaces
- Participate in Wellbeing.

Alexandrina's vision of Connecting Communities is supported by our shared passion to act now, lead locally and regionally, pursue national opportunities and adapt to global trends. The Annual Business Plan and Budget seeks to achieve these aspirations, and progress them in the interests of the whole Alexandrina region.

The Annual Business Plan and Budget is clearly focussed on what can be achieved or delivered in the short term. Some of these deliverables are mandated through State or Federal legislation, and local laws. Other outcomes or services are discretionary and are delivered through the operations of Alexandrina Council to meet the needs and aspirations of the community it represents.

Your Rates

Rates are Council's main source of income and are applied to all levels of Council's operations and capital projects to provide the level of services that meet community needs.

The average general rate increase is 2.2% for 2019-20 as compared to last years rate of 2.9%. For 2019-20, an additional \$20 increase to the fixed charge is also necessary to fund the extraordinary waste related items pertaining to China Sword (recycling policy) and the increase to the State Government Solid Waste Levy of up to 40%, resulting in a combined effective rate increase of 3.2% for 2019-20.

I am pleased to report that Council administration has worked diligently in identifying efficiency savings of 0.6% in 2019-20. Efficiencies over the last two financial years equate to a reduction of 1.4% or \$455,000 in operating expenses, helping keep rate increases to a minimum.

Your Voice

A large number of Council's decisions are based on the need to listen and act on the views of the community. Public consultation takes many



forms including public forums, static displays, submissions, surveys, online engagement and by making representations at a General Council meeting.

The Annual Business Plan and Budget was subject to extensive community consultation and engagement, as was Council's rating policy.

Your Vision

We have heard your vision to stimulate and innovate our regional economy; to improve the quality of life and wellbeing for all; to increase cultural vitality; and activate vibrant communities. Council shares this vision; and by implementing its Strategic Plan through the Annual Business Plan and Budget, we will embrace the challenges of securing a far more sustainable future for all generations.

By working together, we can continue to build a better community and ensure that Alexandrina's vision of 'Connecting Communities' is achieved.

A handwritten signature in black ink, which appears to read 'Glenn Rappensberg'. The signature is fluid and cursive, with a large, stylized 'G' and 'R'.

Glenn Rappensberg

Chief Executive Officer

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 (Chairperson) and eleven Ward Councillors.

The map opposite reflects our ward boundaries.



WARD

- Angas - Bremer
- Goolwa - Hindmarsh
- Port Elliot - Middleton
- Nangkita - Kuitpo
- Strathalbyn



Port Elliot – Middleton
Councillor Bronwyn Lewis



Strathalbyn
Councillor Rex Keily ^{AM}



Angas Bremer
Councillor Karyn Bradford



Port Elliot – Middleton
Councillor Michael Scott ^{ASM OAM}



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

Our Vision, Mission & Core Values

Alexandrina Connecting Communities Be involved...



Alexandrina Council operates in accordance with seven core values:

1. Living an inspiring vision
2. Communicating our strategies and goals
3. Developing our people
4. Recognising our people
5. Caring for our people
6. Listening and adapting to our customers' needs
7. Continually improving our systems

Our Commitment to Sustainability

Environmental

Council is committed to managing, protecting and enhancing the natural and built environment in an ecologically sustainable manner.

Social

Council is committed to developing its community in an equitable, ethical and responsible manner by encouraging and developing initiatives for improving the quality of life of the community.

Economic

Council is committed to sustainable economic development that achieves a balance of economic, social, environmental and cultural aspects.

Cultural

Council is committed to the vitality that communities and individuals enjoy through participation in recreation, creative and cultural activities, and the freedom to retain, interpret and express their arts, history, heritage and traditions.

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



Community Strategic Plan 2014-23 Framework

Strategic Priorities	<ul style="list-style-type: none"> • Inspiring Regional Excellence • Regional Collaboration • Grow, Eat, Share • Climate-ready Communities • Alexandrina Experiences 'Just Add...' • Something For Every Age, At Every Stage 			
Aspirations	Innovate throughout our Region	Thrive in 'Clean, Green' Futures	Activate our Spaces	Participate in Wellbeing
Outcomes	Resilient Economy	Progressive Approaches to Climate Change	Vibrant Communities	Accessible Services and Opportunities
	Productive Community Assets	Protection of Water Resources	Memorable Experiences	Collaborative Community Ventures
	Proactive Leadership and Accountability	Enhanced Biodiversity	Liveability of Townships and Rural Areas	Self Sustaining Communities





Council's Services

All councils have mandated responsibilities under various South Australian legislation, namely: the Local Government Act, the Development Act, the Public and Environmental Health Act, the Natural Resources Management Act, to name a few. These 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 wastewater management schemes.

Service information presented in Appendix B of this document, includes an indication of Council's core business actions and key performance indicators, where appropriate; and how the service contributes to the achievement of Council's strategic objectives.



Focus on 2019-20

Significant Influences and Priorities 2019-20

A number of significant factors have influenced the preparation of Council's Annual Business Plan and Budget 2019-20.

A number of significant factors have influenced the preparation of Council's Annual Business Plan and Budget 2019-20. These include:

- a significant increase in the cost of providing kerbside waste services due to the impacts of the China Sword Policy on recycling services and the increase to the State Government Solid Waste Levy of up to 40%
- to maintain the safety of Council's road network, a 20% increase to rural roadside tree trimming is necessary to better align with expected growth patterns
- the Local Government Price Index 2.1% (March 2019)
- the Consumer Price Index (CPI) 1.3% (March 2019)
- additional rate increases of 1.5% per annum above CPI, to ensure sustainability, offset by internal efficiencies for 2019-20
- an increase in resident population, estimated to reach 27,037 persons in 2018 being an increase of 496 persons at a population growth rate of 1.8%
- investment of \$16.2 million in 2019-20 for the renewal of existing assets and construction of new infrastructure, as per the ten year Infrastructure & Asset Management Plan.

On 18 April 2016, Council adopted a new Long Term Financial Plan and Infrastructure & Asset Management Plan. These plans were approved following significant consideration by Council and consultation with the community; relevant statistics are updated annually.

The average rate increase will be 2.2% (1.3% CPI, 0.9% sustainability) plus an additional 1.0% (represented as a \$20 increase to the fixed charge) for the extraordinary waste related items of China Sword (the much publicised issue of significant cost increases attributed to community recycling programs across Australia) and the increase to the State Government Solid Waste Levy of up to 40%, resulting in a combined effective rate increase of 3.2% for 2019-20.

It is important to note that the actual increase payable by any individual ratepayer may be more or less than the average, depending on the movement in the capital value of each property.

The rate increases will again be capped at 12% for resident ratepayers and 50% for non resident ratepayers in 2019-20.

Components of 3.2% Rate Increase*	Percentage %	Value \$
Internal Efficiency Savings	(0.6%)	(\$11)
Delivery of Existing Services	1.9%	\$35
Including:		
CPI increase in existing costs	1.3%	
Utility increases above CPI	0.4%	
Delivery of New and Improved Services	0.9%	\$16
Including:		
Marketing and Design	0.2%	
Economic Development	0.3%	
Tree Trimming	0.2%	
Rate Increase (Existing Rateable Properties)	2.2%	\$40
Extraordinary Waste Related Items	1.0%	\$18
Including:		
Kerbside recycling (China Sword Policy)	0.7%	
Solid Waste Levy	0.3%	
Rate Increase (Existing Rateable Properties)	3.2%	\$58

* The average rate increase of 3.2% is equivalent to an increase of \$58 per annum for the average assessment. The components that make up this increase are shown in the table above.

Council continues to acknowledge the South Australian Strategic Plan, re-released in 2011 with six priorities:

1. Our Community
2. Our Prosperity
3. Our Environment
4. Our Health
5. Our Education
6. Our Ideas

In 2012, the SA State Government announced a further seven key priorities:

7. Growing Advanced Manufacturing
8. Creating a Vibrant City
9. An Affordable Place to Live
10. Every Chance for Every Child
11. Safe Communities, Healthy Neighbourhoods
12. Premium Food and Wine from our Clean Environment
13. Realising the Benefits of the Mining Boom for All

Council will pursue synergies with the South Australian Strategic Plan and mother relevant regional and national initiatives in its priorities for 2019-20 including:

- the Community Strategic Plan and articulation of a vision for our community to 2040 (under Section 122 of the Local Government Act 1999)
- continued implementation of the Infrastructure & Asset Management Plan
- ensuring financial sustainability in accordance with the ten year Long Term Financial Plan
- implementing planning reforms from the Planning, Development and Infrastructure Act 2016
- striving for continuous improvement within Council and service excellence in line with Council's core values.



Major Projects

In 2019-20 Council proposes to undertake major capital works in line with Council's Infrastructure & 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.

Mount Compass Recreation Park \$450,000

Construction of a purpose built playground complex in Mount Compass. The project scope looks to include high quality nature playspace elements, a skate park, BMX track and open space. External funding has allowed for increased project scope. The vision will see the area surrounded by natural landscape, feature creek and interactive elements to encourage children and adults to explore the outdoors.

Net Project Cost: \$850,000

Design and Construction: \$700,000 (2018-19)

Construction: \$450,000 (2019-20)

Income: \$300,000 State Government Funding



Strathalbyn Senior Citizens Building Upgrade \$460,000

This important project proposes an upgrade and extension to the existing Strathalbyn Senior Citizens building. This facility will also incorporate the Strath Neighbourhood Centre as a collaboration between Council and the two community groups, so as to enhance the delivery of programs and services to the district.

Net Project Cost: \$360,000

Design: \$50,000 (2018-19)

Construction: \$460,000 (2019-20)

Income: \$150,000 State Government Funding



Coorong Quays Wastewater Transition \$930,000

An exciting partnership between Alexandrina Council and Coorong Quays to transition ownership of the Coorong Quays Community Wastewater Management System (CWMS) to Council over the next two years. Council currently owns and operates a number of community wastewater treatment facilities and systems across the region and is positively positioned to ensure Coorong Quays residents are provided with best practice outcomes for their wastewater management.

Total Project Cost: \$2,300,000

Design and Construction: \$930,000 (2019-20)

Construction: \$1,370,000 (2020-21)



Strathalbyn Streetscape Revitalisation \$80,000

This project involves the development of a central link through Strathalbyn's town centre along Sunter Street and Albyn Terrace (bounded by Alfred Place and Catherine Street) as Stage 1 of the integrated Masterplan. Stage 1 works include footpath, lighting, signage and landscaping upgrades.

Net Project Cost: \$536,000

Design: \$80,000 (2019-20)

Construction: \$992,000 (2020-21)

Income: \$536,000 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 page 17.

Rates at a glance

It is proposed in 2019-20, that for every \$100* of rates, Council will deliver the following services...

The Community

Community Facilities & Open Space

Footpaths & Cycle Tracks, Recreation, Open Space & Reserves, Community Buildings, Public Amenities, Swimming Pools

\$23 for every \$100 spent

Regulatory Services & Public Health

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

\$3 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

The Environment

Wastewater Management

Community Wastewater Management Schemes (CWMS) (user pays)

\$7 for every \$100 spent

Waste Management

Kerbside Waste Collection, Recycling, Landfill, Education

\$6 for every \$100 spent

Environmental Activities & Stormwater Management

Biodiversity Sustainability, Climate Change Impacts & Initiatives, Stormwater Management, Water Recycling

\$9 for every \$100 spent

The Economy

Transport & Road Related Infrastructure

Roads, Bridges, Car Parks

\$18 for every \$100 spent

Planning & Development

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

\$4 for every \$100 spent

Economic Development

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

\$3 for every \$100 spent

Good Governance

Council & Executive Services

Governance, Elected Member Support, Executive, Communications

\$2 for every \$100 spent

Corporate & Financial Services

Customer Information, Information Technology, Records Management, Strategic & Corporate Planning, Finance Services, Human Resources, Risk Management / Work Health Safety

\$7 for every \$100 spent

Asset Management & Field Services

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

\$8 for every \$100 spent

*For every \$100 spent, this amount is net of operational and capital income and expenditure, and excluding rates income.

The capital program varies from year to year, which may cause changes in Council's spending profile.

Capital Program Budget 2019-20

Capital Expenditure

The table below shows Council's expenditure on Capital Works during 2019-20, totalling \$16.2 million. Asset Renewal expenditure is required to maintain Council's infrastructure networks to their current standards 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 Infrastructure & Asset Management Plans, the predicted expenditure on the renewal of assets and what Council proposes to spend on these assets as part of the 2019-20 budget are closely aligned.



Capital Expenditure 2019-20

Land & Buildings

Recreation & Open Space

Roads & Bridges

CWMS

Kerbs & Footpaths

Plant & Equipment

	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	
Asset Renewal:	841	691	2,677	1,374	465	2,633	
New or Upgraded Assets:	1,422	1,401	602	1,936	563	1,581	
TOTAL	2,263	2,092	3,279	3,310	1,028	4,214	16,186



Land & Buildings \$2.3 million

will be allocated to the expansion, upgrade and renewal of land and building assets.

This includes:

- upgrade of the Strathalbyn Senior Citizens Building
- design for the Goolwa Sporting Complex
- energy efficiency and solar projects for the Goolwa Council office.



Recreation & Open Space \$2.1 million

will be allocated to recreation and open space and stormwater assets. This includes:

- Milang foreshore erosion management
- Clayton Bay foreshore and carpark upgrade
- Mount Compass Recreation Park.



Roads & Bridges \$3.3 million

will be spent on the road network including \$2.0 million on sealed road expansion and renewals. A further \$1.2 million will be spent on unsealed road resheeting and \$0.1 million on bridges. Sealed road works will include:

- design of Dry Plains Road
- Strathalbyn Streetscape Revitalisation
- Nangkita Road renewal.



Community Wastewater Management Schemes \$3.3 million

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

Expenditure incorporates:

- upgrade and renewal of pumpstations in Goolwa, Strathalbyn, Milang and Port Elliot
- Coorong Quays Wastewater Integration
- Stage 2 of treatment plant upgrades in Strathalbyn.



Kerbs & Footpaths \$1.0 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 Masterplan.



Plant & Equipment \$4.2 million

will be allocated for the renewal and expansion of Council plant and equipment inclusive of upgrading Council's corporate system. 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 ten years of the plan, while achieving Council's objectives as specified in its 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 Deficit Ratio before capital revenues for 2019-20 of 1%.

This is in line with Council's Long Term Financial Plan (LTFP), as adopted in April 2016.

Council is projecting a small surplus in 2020-21, 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 89% for 2020-21, remaining within its target range over the ten year period of the LTFP.

Total borrowings are projected to peak at \$39.8 million in 2020-21 then reduce to \$8.5 million by 2029.

Key Financial Indicators	Short Term Target	2018 Year End Actual	2019 Adopted Budget	2019 Projected Budget	2020 Budget
Operating Surplus / (Deficit) - \$'000		619	141	781	(276)
Operating Surplus / (Deficit) Ratio - %	(2)-1%	1%	0%	2%	(1)%
Net Financial Liabilities Ratio - %	≤ 120%	83%	101%	80%	87%
Asset Renewal Funding Ratio - %	90-110%	73%	115%	90%	116%

Heading Explanation

2018 Year End Actual – Council's audited financial results as at 30 June 2018.

2019 Adopted Budget – budget for 2018-19, and as adopted by Council on 2 July 2018.

2019 Projected Budget – Council's revised budget, projecting its financial position to 30 June 2019.

2020 Budget – budget for 2019-20 as adopted by Council on 1 July 2019.



Budget at a glance

Net Rate Revenue	\$41m
Other Operating Revenue	\$7m
Operating Expenditure	\$48m
Capital Expenditure	\$16m

The Asset Renewal Funding Ratio averages 103% over the ten years of the Long Term Financial Plan and is within target range. Based on Council's Infrastructure & Asset Management Plans, this ratio indicates that the predicted expenditure on the renewal of assets and what Council proposes to spend on these assets (budgeted expenditure) are aligned. The ratio is above target range for 2019-20 due to renewal works deferred from 2018-19.

Council's Annual Business Plan and Budget 2019-20 is consistent with Council's Long Term Financial Plan. This ensures financial sustainability over the ten years of the plan, while achieving Council's objectives as specified in its 2014-23 Community Strategic Plan.



\$342,000

in capital grant
funding

Summary Statement including Financing Transactions

SUMMARY STATEMENT Year Ending 30 June:				
	2018 Year End Actual	2019 Adopted Budget	2019 Projected Budget	2020 Budget
	\$('000)	\$('000)	\$('000)	\$('000)
Operating Revenues	45,783	46,673	47,753	47,419
less Operating Expenses	(45,164)	(46,532)	(46,972)	(47,695)
Operating Surplus / (Deficit) before Capital Amounts	619	141	781	(276)
Net Outlays on Existing Assets	(5,592)	(8,329)	(6,269)	(8,681)
Capital Expenditure on Renewal / Replacement				
add back: Depreciation, Amortisation & Impairment	10,666	11,430	11,420	11,891
add back: Proceeds from Sale of Replaced Assets	855	775	310	921
	5,929	3,876	5,461	4,131
Net Outlays on New and Upgraded Assets	(9,411)	(11,108)	(8,642)	(7,505)
Capital Expenditure on New / Upgraded Assets				
add back: Amounts Specifically for New / Upgraded Assets	1,136	1,005	1,484	342
	(8,275)	(10,103)	(7,158)	(7,163)
Net Lending / (Borrowing) for Financial Year	(1,727)	(6,086)	(916)	(3,308)

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

Financing Transactions				
	2018 Year End Actual	2019 Adopted Budget	2019 Projected Budget	2020 Budget
	\$('000)	\$('000)	\$('000)	\$('000)
New Borrowings	28,758	6,800	2,252	3,700
Repayment of Principal on Borrowings	(26,675)	(738)	(739)	(776)
(Increase) / Decrease in Cash and Cash Equivalents	(67)	(16)	227	(7)
(Increase) / Decrease in Receivables	(289)	40	(824)	391
Financing Transactions	1,727	6,086	916	3,308

Council plans to finance the net borrowing result by utilising 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.



Note: Council prepares its Annual Business Plan and Budget each year, taking into account its LTFP.

Community Wastewater Management Schemes 2019-20

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

Council recovers costs for operation, maintenance, improvement and replacement of the Schemes within its area by way of an annual service charge.

It is important for the Schemes to be financially sustainable in the medium to long term. To achieve this, a separate Long Term Financial Plan and Infrastructure & 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 Schemes.

5

community wastewater management schemes managed by Council

Key Financial Indicators (CWMS Only)

Year Ending 30 June:

	Short Term Target	2018 Year End Actual	2019 Adopted Budget	2019 Projected Budget	2020 Budget
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
Operating Surplus / (Deficit) - \$‘000		999	270	219	30
Operating Surplus / (Deficit) Ratio - %	(5)-2%	19%	5%	4%	1%
Net Financial Liabilities Ratio - %	≤ 250%	126%	194%	136%	170%
Asset Renewal Funding Ratio - %	90-110%	32%	169%	28%	304%





These targets cover the maintenance and development of assets, as well as providing appropriate services.

To ensure the Community Wastewater Management Schemes remain sustainable in the long term, Council needs to increase service rates by CPI for the 2019-20 financial year, as reflected in estimated Service Charges on page 31.

Council has undertaken significant capital works on Community Wastewater Management Schemes over the last two years totalling \$2.9 million, and intends to spend \$6.4 million over the next two years.

The CWMS propose an operating surplus before capital revenues for 2019-20 of \$30,000. Surplus positions are projected over the ten years of the Long Term Financial Plan. This demonstrates that the Schemes 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 182% in 2020-21, reducing to 66% by the end of the ten year Long Term Financial Plan.

Total borrowings are projected to peak at \$10.4 million in 2020-21 and then reduce to \$5.4 million by 2029.

For 2019-20, the Asset Renewal Funding Ratio is projected to be 304%, due to renewal works carried over from previous years while projects are fully scoped.

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.

The 2019-20 CWMS Budget is consistent with the Long Term Financial Plan as adopted in April 2016.

Capital Expenditure 2019-20

CWMS

	\$(‘000)
Asset Renewal: Community Wastewater Management Schemes	1,374
New or Upgraded Assets: Community Wastewater Management Schemes	1,936



Council excluding CWMS 2019-20

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 Schemes. 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 Deficit Ratio for 2019-20 of 1%. This is in line with Council's Long Term Financial Plan.

The Operating Ratio, while negative in the short term, becomes increasingly positive over the life of the plan and is 5% 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 excluding CWMS Net Financial Liabilities Ratio is projected to peak at 77% for 2020-21 and reduces to 13% by the end of the plan. Total borrowings are projected to be \$27.6 million in 2019-20, peaking at \$29.4 million in 2020-21 and reducing to \$3.1 million by 2029.

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 Term Financial Plan.

The Asset Renewal Funding Ratio for Council excluding CWMS is projected to be 102% in 2019-20. Based on Council's Infrastructure & Asset Management Plans, this ratio indicates

that the predicted expenditure on the renewal of assets and what Council proposes to spend on these assets (budgeted expenditure) are closely aligned.

The 2019-20 budget for Council excluding CWMS is consistent with the Long Term Financial Plan as adopted in April 2016.



Key Financial Indicators (Excluding CWMS)

Year Ending 30 June:

	Short Term Target	2018 Year End Actual	2019 Adopted Budget	2019 Projected Budget	2020 Budget
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Surplus / (Deficit) - \$'000		(380)	(129)	562	(306)
Operating Surplus / (Deficit) Ratio - %	(2)-1%	(1)%	0%	1%	(1)%
Net Financial Liabilities Ratio - %	≤ 100%	77%	89%	74%	77%
Asset Renewal Funding Ratio - %	90-110%	80%	108%	98%	102%

The table below shows Council excluding CWMS spend on Capital Works during 2019-20.

Capital Expenditure 2019-20	Land & Buildings	Recreation & Open Space	Roads & Bridges	Kerbs & Footpaths	Plant & Equipment	
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)	
Asset Renewal: Council Excluding CWMS	841	691	2,677	465	2,633	
New or Upgraded Assets: Council Excluding CWMS	1,422	1,401	602	563	1,581	
TOTAL	2,263	2,092	3,279	1,028	4,214	12,876

The 2019-20 budget for Council excluding CWMS is consistent with the Long Term Financial Plan

Sources of Income & Expenditure

Operating Income

Rates Other

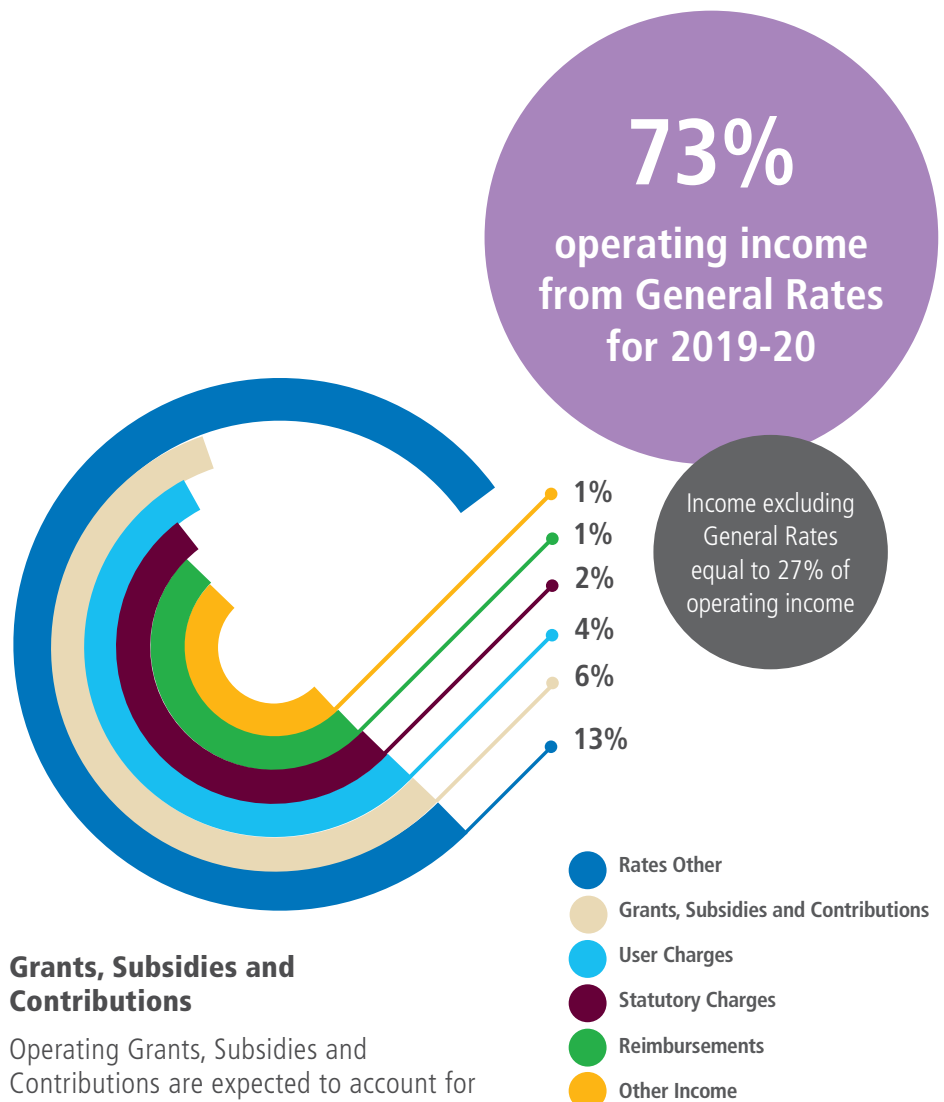
Other rate revenue includes the State Government's Natural Resources Management (NRM) levy collected on behalf of the NRM Board, Community Wastewater Management Schemes (CWMS) for the townships of Goolwa, Strathalbyn, Port Elliot, Mount Compass and Milang and the Finnis Water Scheme. Rates Other is expected to account for 13% of operating income in 2019-20.

Statutory Charges

Statutory Charges are expected to account for 2% of operating income in 2019-20. 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 Development Act Fees and Parking Fines.

User Charges

User Charges are expected to account for 4% of operating income in 2019-20. 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 6% of operating income in 2019-20. The grants comprise of the General Purpose Grant, Local and Special Road Grants, and Roads to Recovery Grant.

Reimbursements and Other Income

Reimbursements and Other Income are each expected to account for 1% of operating income in 2019-20. 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.

Operating Expenses

Materials, Contracts & Other Expenses

Materials, Contracts & Other Expenses are expected to account for 37% of Operating Expenditure in 2019-20. Materials cover payments for physical goods and includes purchase of consumables, water and energy. Contract services involve payments for the external provision of services.

Employee Costs

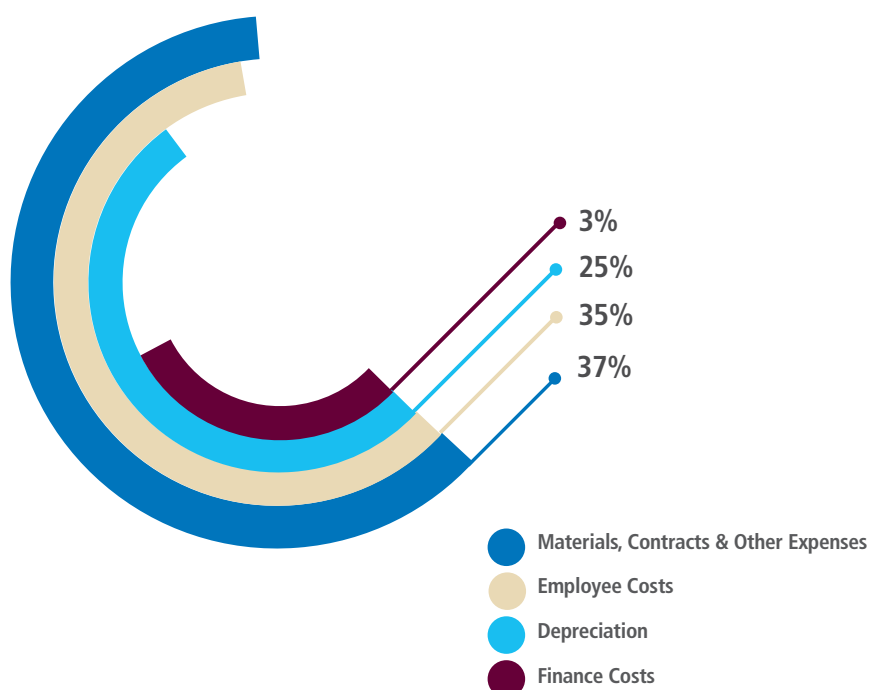
Employee costs are expected to account for 35% of Operating Expenditure in 2019-20. Employee costs include all labour related expenses such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.

Finance Costs

Finance costs are expected to account for 3% of Operating Expenditure in 2019-20. 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 25% of Operating Expenditure in 2019-20. 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 Infrastructure & Asset Management Plans.



Rates Income for 2019-20

Rates at a glance

In 2019-20, the average general rate increase will be 2.2% plus an additional \$20 increase to the fixed charge, for a combined effective rate increase of 3.2% per property (depending on property valuation).

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.

\$35.0

**million dollars
to be raised from
general rates**

Comparing rates between councils is 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 their 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 revenue for 2019-20 includes \$35.0 million to be raised from general rates.

The average rate increase will be 2.2% (1.3% CPI, 0.9% sustainability) plus an additional 1.0% (represented as a \$20 increase to the fixed charge) for the extraordinary waste related items of China Sword (the much publicised issue of significant cost increases attributed to community recycling programs across Australia) and the increase to the State Government Solid Waste Levy of up to 40%, resulting in a combined effective rate increase of 3.2% for 2019-20.

The actual increase payable by any individual ratepayer may be more or less than the average depending on the movement in the capital value of each property.

Additional rates will be raised from valuation increases related to new development and property improvements, finalised for 2019-20 at 1.4%.

In setting rates for the 2019-20 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 Community Strategic Plan that sets the overall direction of Council. This was developed following an extensive community consultation with local businesses, community groups and interested citizens
- the Alexandrina Council Long Term Financial Plan projects the overall income receipts and expenditure outlays expected into the future and in particular, the recurrent expenditure and income expected for the 2019-20 financial year
- the Alexandrina Council Infrastructure & 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 2019-20, which also outlines financial and non-financial performance levels
- equity issues and the relationship between the various land uses and the previous rating structure
- the increased use of 'user pays' cost recovery systems.

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 Economic' 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 Community Strategic Plan.

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 rates raised for each differential for the 2018-19 financial year, we expect a similar proportion for 2019-20.

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 its contributions have been recognised by local government, which has historically provided a reduction to the General Rate.

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 2019-20.

Council will continue to apply a differential rate for Primary Production of 83% of the General Rate in 2019-20.



Differential Rate	Rateable Properties	Rateable Properties %	Capital Value \$	Rates Raised 2019-20 \$	Rates Raised %
General	15,735	84%	5,750,155,244	28,782,824	81%
Primary Production	3,028	16%	1,699,301,179	6,601,581	19%
	18,763		7,449,456,403	35,389,405	

Rates Income for 2019-20

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.

For 2019-20, the fixed charge will increase by \$30 to \$390. Of this, a \$20 increase is attributed to the extraordinary waste items.

Rate Capping

Council is proposing to continue the application of rate capping for the principal place of residence in 2019-20. In the 2018-19 financial year rates were capped at 12%. Rate capping of 50% upon application for all other rate categories was also made available in the 2018-19 financial year.

The percentage set for 2019-20 will depend on the overall movement in valuations, at this stage 12% is proposed.

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 www.alexandrina.sa.gov.au/rates

Natural Resource Management Levy

The Natural Resource Management (NRM) Levy, set by the NRM Boards, is a state government tax imposed under the Natural Resources Management Act 2004. Council is obliged to collect the levy on behalf of the State government for no net gain to Council.

Council collects the levy on behalf of the Adelaide and Mount Lofty Natural Resources Management Board and the SA Murray-Darling Basin Natural Resources Management Board.

The levy is based on the capital value of land and is shown as a separate charge on the rates notice.

Extraordinary Waste Items

For 2019-20 an additional 1.0% rate increase, recovered via fixed charge, is attributable to the extraordinary waste related items of China Sword (the much publicised issue of significant cost increases attributed to community recycling programs across Australia) and the increase to the State Government Solid Waste Levy of up to 40%.

NRM Board	NRM Levy 2018-19	NRM Levy 2019-20
SA Murray-Darling Basin NRM	\$1,350,816	\$1,356,473
Adelaide and Mount Lofty NRM	\$177,527	\$177,458



CWMS

Income Estimates

Council maintains and manages Community Wastewater Management Schemes for the townships of Goolwa, Strathalbyn, Port Elliot, Mount Compass and Milang and charges for all properties serviced by these schemes.

The maximum occupied charge for 2019-20 will be \$565 and \$420 for vacant land. In 2018-19 the maximum occupied charge was \$555 and \$415 for vacant land.



Service Charges	Number of Connections	2019-20 Service Charge \$	2019-20 Total Income \$
Occupied	7,837	565	4,427,905
Vacant	490	420	205,800
Total	8,327		4,633,705

Connection Fees	2019-20 Connection Fees \$	2019-20 Total Income \$
Goolwa, Milang, Strathalbyn, Port Elliot, Mount Compass, Coorong Quays	5,300	434,600
Total		
Goolwa North	7,800	
Hindmarsh Island (excluding Coorong Quays)	8,400	

Focus on 2018-19

Summary of Achievements in 2018-19

During the 2018-19 financial year to date, Council has achieved many actions under the objectives of the 2014-23 'Our Community' Strategic Plan. Highlights include:

Innovate Throughout our Region

- Successful promotion, administration and coordination of the 2018 Council elections, resulting in the declaration of eight new Elected Members and their subsequent training.
- Creation of a new look and feel 'Visit Alexandrina' tourism website.
- Facebook continues to be a fantastic medium of communication between Council and the community. Council's corporate Facebook page now has 3,670 'likes.'
- Successful organisation and implementation of a series of state-first 'Greyhound Hour' events.
- Final transition into a new organisational structure to match the growth in economy and population.
- Continued advocacy on issues of community interest including the Murray-Darling Basin, public transport, climate change, agriculture, food and wine, and road safety.
- Implementation of the 'Tech Savvy Seniors' program, helping to increase the digital literacy of our senior residents.





Participate in Wellbeing

- Implemented and assisted residents with changes to dog registration following the introduction of Dogs and Cats Online and changes to the Dog and Cat Management Act.
- Hosted the highly successful southaustralia.com Stage 5 finish of the Santos Tour Down Under and Challenge Tour in Strathalbyn.
- Supporting and hosting the 16th South Australian Wooden Boat Festival in the Goolwa Wharf Precinct.
- Launch of the eighth Just Add Water (JAW) Alexandrina Arts and Culture Program in December 2018.



Activate our Spaces

- Finalised and secured approval of the Strathalbyn Township and Environs Development Plan Amendment, following a significant public consultation process.
- Continued civil works and beautification of Sandergrove Road, Strathalbyn town entrance.
- Commencement of ground works to build the Mount Compass Recreation Park, following a detailed design and procurement process.
- Provision of funding and administrative support to Surf Life Saving South Australia to achieve the re-build of the Chiton Surf Life Saving Club, and newly built Goolwa Surf Life Saving Club.
- Distribution of Community Grants totalling \$56,646 to 23 community groups and organisations.

Thrive in Clean Green Futures

- Launch of the Alexandrina Council Township Verge Planting Guide and 'Sustainable Spring' campaign.
- Launch of the 'Gazania Free Gardens' campaign in April 2019 to tackle the invasive and declared gazania plant.
- Continued and collective advocacy with adjoining River Murray councils to protect the ecology and economy of the Murray, Lakes & Coorong.
- Installation of trial recycling bin banks at the Goolwa Wharf precinct.



Summary of Budget Movements in 2018-19

Council is projecting a \$640,000 improvement in its budgeted operating position for 2018-19 from \$141,000 to \$781,000.

Net borrowings for 2018-19 are projected to decrease by \$5.4 million due to the timing of required borrowings, resulting in savings of \$270,000 in finance costs. This is offset by expenditure related to a historic Community Wastewater Management Scheme infrastructure agreement.

The Federal Government recently announced that the \$596,000 of Supplementary Local Roads funding for 2019-20 and 2020-21 will be paid early, in June 2019. This has the impact of 'skewing' Council's operating results across three financial years, which will be addressed in Council's Adjusted Operating Ratio.

There has been a delay in the commencement of some of Council's 2018-19 major projects including: Corporate Software Systems review, Strathalbyn Senior Citizens building upgrade, design of the Goolwa Sports Stadium, the CWMS Supervisory Control and Data Acquisition (SCADA) project and Goolwa Wharf Precinct projects pending a funding application. \$7.5 million has been deferred for works to be completed in 2019-20 or later.



\$60

million dollars

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

CONNECTING COMMUNITIES

APPENDIX A FINANCIAL STATEMENTS



Financial Statements

Budget 2019-20

Statement of Comprehensive Income

	Year Ended 30 June:	2018 Year End Actual \$('000)	2019 Adopted Budget \$('000)	2019 Projected \$('000)	2020 Budget \$('000)
INCOME					
Rates		38,003	39,655	39,490	41,143
Statutory Charges		1,007	942	1,026	933
User Charges		2,018	1,699	1,882	1,780
Grants, subsidies, contributions		3,735	3,909	4,310	2,860
Investment Income		19	16	21	21
Reimbursements		494	382	518	387
Net Gain - Joint Ventures		34	19	19	7
Other Revenues		473	276	487	288
Total Revenues		45,783	46,898	47,753	47,419
EXPENSES					
Employee costs		14,971	15,978	15,628	16,658
Materials, contracts & other expenses		18,005	17,620	18,125	17,212
Depreciation		10,666	11,447	11,420	11,891
Finance Costs		1,482	1,712	1,434	1,588
Net Loss - Joint Ventures		40	0	365	346
Total Expenses		45,164	46,757	46,972	47,695
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS		619	141	781	(276)
Net gain/(loss) on disposal or revaluations		(1,250)	(104)	(104)	(106)
Amounts specifically for new assets		1,136	1,005	1,484	342
Physical resources free of charge		800	2,120	2,120	2,160
NET SURPLUS/(DEFICIT)		1,305	3,162	4,281	2,120
OTHER COMPREHENSIVE INCOME					
Changes in revaluation surplus - IPP&E		10,907	11,400	11,400	8,100
TOTAL COMPREHENSIVE INCOME		12,212	14,562	15,681	10,220

Statement of Financial Position

	Year Ended 30 June:	2018 Year End Actual	2019 Adopted Budget	2019 Projected	2020 Budget
		\$('000)	\$('000)	\$('000)	\$('000)
ASSETS					
Current Assets					
Cash & Equivalent Assets		477	167	250	257
Trade & Other Receivables		3,130	4,757	4,352	4,320
Inventories		29	15	29	29
Total Current Assets		3,636	4,939	4,631	4,606
Non-Current Assets					
Financial Assets		214	196	162	142
Equity Accounted Investments in Council Businesses		10,851	10,826	10,505	10,166
Infrastructure, Property, Plant & Equipment		432,614	458,005	449,211	462,739
Total Non-Current Assets		443,679	469,027	459,878	473,047
Total Assets		447,315	473,966	464,509	477,653
LIABILITIES					
Current Liabilities					
Trade & Other Payables		4,683	5,021	4,683	4,683
Borrowings		739	774	776	793
Provisions		1,706	1,924	1,706	1,706
Total Current Liabilities		7,128	7,719	7,165	7,182
Non-Current Liabilities					
Borrowings		31,431	41,596	32,907	35,814
Provisions		3,081	2,996	3,081	3,081
Total Non-Current Liabilities		34,512	44,592	35,988	38,895
Total Liabilities		41,640	52,311	43,153	46,077
NET ASSETS		405,675	421,655	421,356	431,576
EQUITY					
Accumulated Surplus		151,759	157,006	166,891	169,011
Asset Revaluation Reserve		242,340	253,533	253,740	261,840
Other Reserves		11,576	11,116	725	725
TOTAL EQUITY		405,675	421,655	421,365	431,576

Financial Statements

Draft Budget 2019-20

Statement Of Changes In Equity

	Year Ended 30 June:	2018 Year End Actual \$('000)	2019 Adopted Budget \$('000)	2019 Projected \$('000)	2020 Budget \$('000)
ACCUMULATED SURPLUS					
Balance at end of previous reporting period		150,882	153,863	151,759	166,891
Net Result for Year		1,305	3,162	4,281	2,120
Transfers to Other Reserves		(5,863)	(19)	0	0
Transfers from Other Reserves		5,435	0	10,851	0
Balance at end of period		151,759	157,006	166,891	169,011
ASSET REVALUATION RESERVE					
Property, Plant & Equipment		242,340	253,533	253,740	261,840
Balance at end of period		242,340	253,533	253,740	261,840
OTHER RESERVES					
Balance at end of previous reporting period		11,148	11,097	11,576	725
Transfers from Accumulated Surplus		5,863	19	0	0
Transfers to Accumulated Surplus		(5,435)	0	(10,851)	0
Balance at end of period		11,576	11,116	725	725
TOTAL EQUITY AT END OF REPORTING PERIOD		405,675	421,655	421,356	431,576

Cash Flow Statement

	Year Ended 30 June:	2018 Year End Actual \$('000)	2019 Adopted Budget \$('000)	2019 Projected \$('000)	2020 Budget \$('000)
CASH FLOWS FROM OPERATING ACTIVITIES					
Receipts					
Rates			39,655	38,260	41,143
Statutory Charges			942	1,026	933
User Charges			1,699	1,882	1,780
Grants, subsidies, contributions			3,909	4,310	2,860
Investment Income			16	21	21
Reimbursements			382	518	387
Other			276	487	288
Payments					
Employee costs			(15,978)	(15,628)	(16,658)
Materials, contracts & other expenses			(17,620)	(18,125)	(17,212)
Finance Costs			(1,712)	(1,434)	(1,588)
Net Cash provided by (or used in) Operating Activities			11,569	11,317	11,954
CASH FLOWS FROM INVESTING ACTIVITIES					
Receipts					
Amounts Specifically for New/Upgraded Assets			1,005	1,484	342
Sale of Renewed/Replaced Assets			775	310	921
Repayments of Loans by Community Groups			59	60	52
Payments					
Expenditure on Renewal/Replacement of Assets			(8,329)	(6,269)	(8,681)
Expenditure on New/Upgraded Assets			(11,334)	(8,642)	(7,505)
Net Cash Provided by (or used in) Investing Activities			(17,824)	(13,057)	(14,871)
CASH FLOWS FROM FINANCING ACTIVITIES					
Receipts					
Proceeds from Borrowings			7,000	2,252	3,700
Payments					
Repayments of Borrowings			(738)	(739)	(776)
Net Cash provided by (or used in) Financing Activities			6,262	1,513	2,924
Net Increase/(Decrease) in cash held			7	(227)	7
Opening cash, cash equivalents or (bank overdraft)			160	477	250
Closing cash, cash equivalents or (bank overdraft)		477	167	250	257

Financial Statements

Budget 2019-20

Summary Statement - CWMS Only

	Year Ended 30 June:	2018 Year End Actual	2019 Adopted Budget	2019 Projected	2020 Budget
		\$('000)	\$('000)	\$('000)	\$('000)
Operating Revenues		5,268	5,022	5,101	5,241
less Operating Expenses		(4,269)	(4,752)	(4,882)	(5,211)
Operating Surplus/(Deficit) before Capital Amounts		999	270	219	30
Net Outlays on Existing Assets of Existing Assets					
Capital Expenditure on Renewal/Replacement		(312)	(1,196)	(196)	(1,374)
add back: Depreciation, Amortisation & Impairment		1,201	1,225	1,265	1,306
		889	29	1,069	(68)
Net Outlays on New and Upgraded Assets					
Capital Expenditure on New/Upgraded Assets		(346)	(2,779)	(2,086)	(1,936)
add back: Amounts Specifically for New/Upgraded Assets		0	0	511	0
		(346)	(2,779)	(1,575)	(1,936)
Net Lending / (Borrowing) for Financial Year		1,542	(2,480)	(287)	(1,974)
FINANCING TRANSACTIONS					
New Borrowings		0	2,600	452	2,100
Repayment of Principal on Borrowings		(1,542)	(120)	(120)	(128)
(Increase)/Decrease in Cash and Cash Equivalents		0	0	(45)	2
Financing Transactions		(1,542)	2,480	287	1,974

Summary Statement - Council excluding CWMS

	Year Ended 30 June:	2018 Year End Actual	2019 Adopted Budget	2019 Projected	2020 Budget
		\$('000)	\$('000)	\$('000)	\$('000)
Operating Revenues		40,515	41,876	42,652	42,178
less Operating Expenses		(40,895)	(42,005)	(42,090)	(42,484)
Operating Surplus/(Deficit) before Capital Amounts		(380)	(129)	562	(306)
Net Outlays on Existing Assets of Existing Assets					
Capital Expenditure on Renewal/Replacement		(5,280)	(7,133)	(6,073)	(7,307)
add back: Depreciation, Amortisation & Impairment		9,465	10,222	10,155	10,585
add back: Proceeds from Sale of Replaced Assets		855	775	310	921
		5,040	3,864	4,392	4,199
Net Outlays on New and Upgraded Assets					
Capital Expenditure on New/Upgraded Assets		(9,065)	(8,555)	(6,556)	(5,569)
add back: Amounts Specifically for New/Upgraded Assets		1,136	1,005	973	342
		(7,929)	(7,550)	(5,583)	(5,227)
Net Lending / (Borrowing) for Financial Year		(3,269)	(3,815)	(629)	(1,334)
FINANCING TRANSACTIONS					
New Borrowings		28,758	4,400	1,800	1,600
Repayment of Principal on Borrowings		(25,133)	(618)	(619)	(648)
(Increase)/Decrease in Cash and Cash Equivalents		(67)	(7)	272	(9)
(Increase)/Decrease in Receivables		(289)	40	(824)	391
Financing Transactions		3,269	3,815	629	1,334

CONNECTING COMMUNITIES

APPENDIX B COUNCIL SERVICES



Council Services 2019-20



In preparing the Annual Business Plan and Budget for 2019-20, departments have continued to review service areas in line with Council's core values of continually improving our systems and listening to and adapting to our customers' needs.

On the following pages, Council has identified continuous improvement and core business actions, and key performance measures for each service area, as defined below:

Continuous Improvement:

Implementation of service efficiency actions eg. improved technology and processes.

Core Business:

Implementation of actions aligned to Council's strategic objectives.

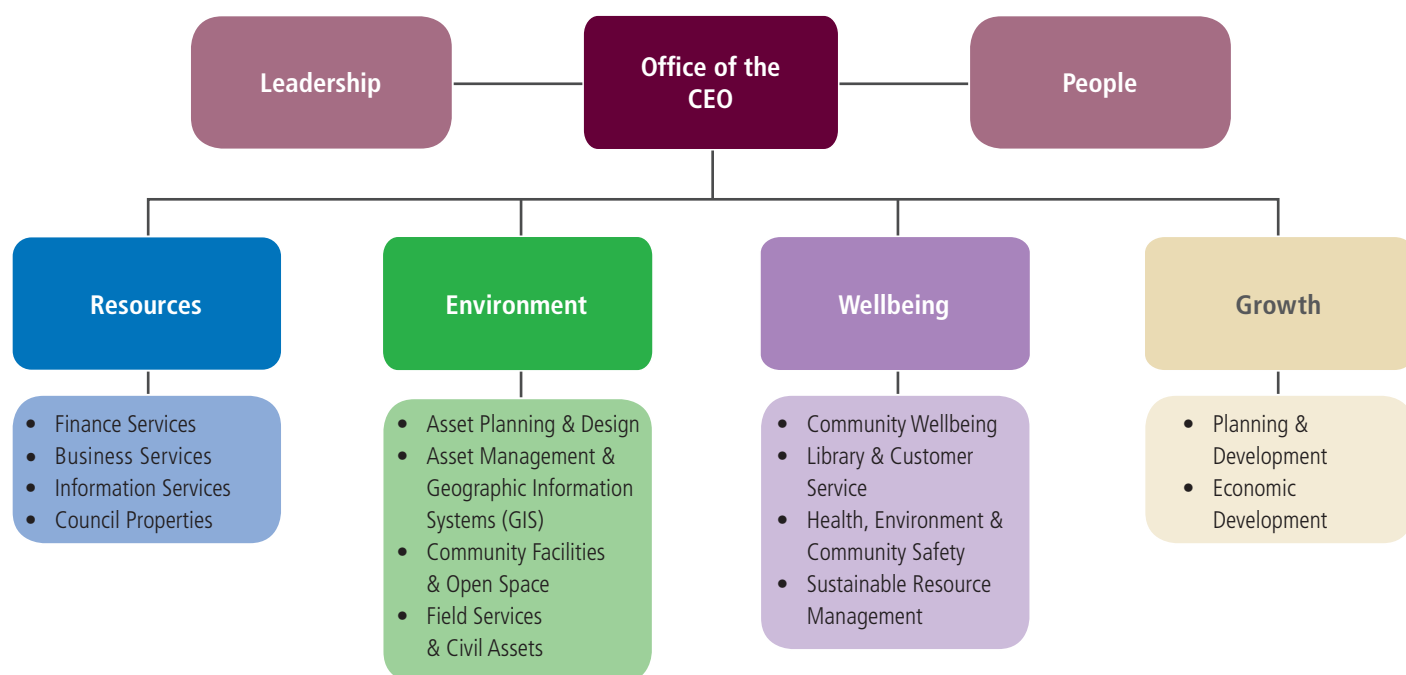
Key Measures / Indicators:

A reporting tool to measure the progress of actions.

Over the next twelve months, Council will continue to undertake ongoing evaluation of service areas with the view to maximise efficiency and encourage innovation.

The focus for 2019-20 is to continue effective reporting against our corporate and strategic key performance indicators.

Organisation Structure



Divisional Structure

DIVISION	DEPARTMENT	SERVICE AREAS
Office of the CEO	Office of the CEO	<ul style="list-style-type: none"> Office of the CEO
	Leadership	<ul style="list-style-type: none"> Communications Governance Strategy Environmental Strategy
	People	<ul style="list-style-type: none"> Human Resources Work Health Safety
Resources	Finance Services	<ul style="list-style-type: none"> Business Reporting Creditors Services Rates & Debtors Services Financial Management & Accounting Payroll Services
	Business Services	<ul style="list-style-type: none"> Business Improvement Procurement & Contracting Subsidiaries
	Council Properties	<ul style="list-style-type: none"> Property Management
	Information Services	<ul style="list-style-type: none"> Information Technology Information Management
Environment	Asset Planning & Design	<ul style="list-style-type: none"> Infrastructure Services Project Design
	Asset Management & Geographic Information Systems (GIS)	<ul style="list-style-type: none"> Asset Management Geographic Information Systems (GIS)
	Community Facilities & Open Space	<ul style="list-style-type: none"> Environmental Assets Recreation, Open Space and Reserves Community Facilities Building Management
	Field Services & Civil Assets	<ul style="list-style-type: none"> Bridges and Stormwater Management Depot Operations Engineering Services Footpaths & Cycle Tracks Roads & Car Parks
Wellbeing	Community Wellbeing	<ul style="list-style-type: none"> Community Development, Partnerships & Advisory Services Community Transport Family & Youth Services Community Connect Community Health, Sport & Recreation Services
	Library & Customer Service	<ul style="list-style-type: none"> Customer Services Libraries Alexandrina Visitor Services Event Management
	Health, Environment & Community Safety	<ul style="list-style-type: none"> Community Safety Environmental Health
	Sustainable Resource Management	<ul style="list-style-type: none"> Community Wastewater Management Systems (CWMS) & Water Recycling Waste Management
Growth	Planning & Development	<ul style="list-style-type: none"> Development Assessment - Building Development Assessment - Compliance Development Assessment - Planning
	Economic Development	<ul style="list-style-type: none"> Arts & Culture Tourism Economic Development

Office of the CEO



Provides

Council leadership assisting decision making in the community's interest. People creating a culture that recognises, listens and cares.

Objective

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Office of the CEO	-	1,222,340	\$1,222,340	2.50

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.3 PROACTIVE Leadership and Accountability

Core Business:

Actions by Service Area

Office of the CEO

Deliver the professional operations of the Office of the Mayor and Chief Executive

What we do:

Diary and correspondence management; liaison with General Managers, Elected Members and stakeholders.

Key results:

Responsive and high-performing office able to support the efficient and effective conduct of Mayor and Chief Executive business.

Organisational leadership to drive achievement of local and regional outcomes

What we do:

Participation in Southern and Hills Local Government Association initiatives and other regional partnerships.

Key results:

Inspire regional excellence in contribution of organisation to local and regional outcomes.

Objective

To facilitate Council leadership and accountable decision-making in the interests of our community.
Providing a strategic direction for Council's environmental actions and responsibilities.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

4 Thrive in 'Clean, Green' Futures

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Communications	313,610	313,610	-	2.00
Environmental Strategy	-	357,460	\$357,460	0.75
Governance	1,141,300	996,770	(\$144,530)	2.50
Strategy	245,800	220,800	(\$25,000)	0.30

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

- 1.3 PROACTIVE Leadership and Accountability
- 4.1 PROGRESSIVE Approaches to Climate Change
- 4.2 PROTECTION of Water Resources
- 4.3 ENHANCED Biodiversity

Core Business:**Actions by Service Area****Communications****Facilitate effective communication, engagement, marketing and public relations between Council and the community**What we do:

Responsive and thorough opportunities to inform and engage community via media, newsletters, public consultations, events and activities.

Key results:

Informed and engaged community about Council activities and directions.

Environmental Strategy**Develop and deliver program for protection of water resources**What we do:

Monitor & minimise Council water use, waterway & wetland management.

Key results:

Contribute to sustainable management of regional water resources. Advocate for a healthy working Basin.

Develop and implement progressive approach to climate changeWhat we do:

Climate change mitigation & adoption.

Key results:

Build community resilience to impacts of climate change.

Environmental Action Plan 2014-2018What we do:

Implement & review Environmental Action Plan;

Key results:

Improve Council's approach to environmental sustainability.

Improve management of Council's environmental assetsWhat we do:

Biodiversity conservation on Council reserves and roadsides, minimise impact of Council operations on biodiversity.

Key results:

Improve extent, condition & connectivity of native vegetation.

Governance

Facilitate effective and efficient governance and accountability frameworks in the organisation

What we do:

Advice, policy and procedures that assist implementation of, and compliance with the Local Government Act 1999.

Key results:

Transparent and accountable Council operations.

Monitor and review Corporate Risk Framework

What we do:

Completion and monitoring of risk register; reporting on risk to Council as part of Agenda Items.

Key results:

Management and mitigation of Council risks through identification, analysis, evaluation, treatment, monitoring and review and communication and consultation.

Provide training and continued professional development for Mayor and Elected Members

What we do:

Identification and undertaking of training courses, seminars and other methods of professional development.

Key results:

Well-informed elected body confident in its decision-making in the community's interests.

Strategy

Facilitate the development, implementation, monitoring and review of Council's Strategic Plans

What we do:

Support alignment of second tier plans with strategic management plans.

Key results:

Implementation of the new Alexandrina Connecting Communities 2014-23 Community Strategic Plan.

Support Council decision-making in the community's interest on key issues

What we do:

Lead proactively through effective decision-making.

Key results:

Community interests are represented at all levels.

Undertake advocacy in Regional, State and Federal forums

What we do:

Liaise with key national, state and regional stakeholders.

Key results:

Community interests are represented at a national level.

Continuous Improvement:

Actions By Service Area

Strategy

High level policy development in a Regional, State and Federal context to support achievement of regional outcomes

What we do:

Development of policies and initiatives; liaison or advice such as contribution to the SA Strategic Plan Alliance Program.

Key results:

Inspire regional excellence with consistent monitoring of regional, State and Federal domains and well-aligned Council activities.

Key Performance Measures:

Communications	Unit	Target
Number of publications generated	#	N/A
Number of visits to mysay.alexandrina.sa.gov.au	#	N/A
Envionmental Strategy	Unit	Target
Council mains water use	kL	20,000
Governance	Unit	Target
Percentage of attendance at Council meeting	%	N/A
Strategy	Unit	Target
Number of letters, briefs, speeches and talking points drafted for advocacy purposes	#	N/A

Objective

Develop and maintain legislatively compliant systems and processes that facilitate the provision of a workforce that has the capability to deliver Council's Community Strategic Plan.

Alexandrina Connecting Communities 2014-23 Aspiration Area:**1 Innovate throughout our Region**

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Human Resources	354,510	434,210	\$79,700	3.17
Work Health Safety	115,950	95,950	(\$20,000)	1.00

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):**1.3 PROACTIVE Leadership and Accountability****Core Business:****Actions by Service Area****Human Resources****Co-ordinate organisational development strategies**What we do:

Ensure the staffing structure & skillset is aligned with strategic objectives.

Key results:

Information that supports progression as a high-performing organisation.

Implement strategies to support values engagement and a positive workplace cultureWhat we do:

Develop workforce plans.

Key results:

A robust and committed workforce.

Provide open and accessible Human Resource services across the organisationWhat we do:

Provide support to staff and volunteers to meet organisational & legislative requirements.

Key results:

Staff are equipped with the information they need to provide high level service. Staff & volunteers feel valued, safe & motivated to contribute.

Work Health Safety**Monitor and review Council's Health and Safety Management System**What we do:

Advice, policies and procedures clarifying legislative requirements of staff and Council.

Key results:

A safe and healthy workplace supporting a high-performing organisation.

Continuous Improvement:**Actions By Service Area****Human Resources****Develop and implement a Leadership Capability Framework for the organisation**What we do:

Monitor employee performance & development to ensure accountability & leadership at all levels.

Key results:

Staff have the opportunity to contribute to a high performing organisation through leadership.

Work Health Safety**Develop a supported culture of health, safety and wellbeing**What we do:

Advice, policies and procedures clarifying legislative requirements of staff and Council.

Key results:

A safe and healthy workplace supporting a high-performing organisation.

Key Performance Measures:

Human Resources	Unit	Target
Number of traineeships / cadetships / grad placements that support local youth	#	N/A
Number of volunteer hours	Hours	40,000
Number of volunteers	#	340
Recruitment strategies that emphasise recruitment from Alexandrina region	%	100
Value of rebate received from Local Government Association Mutual Liability Scheme	\$	N/A

Resources



Delivering

strength, stability and sustainability.

Objective

Planning and managing the monetary funds of Council to deliver the aspirations of our community - we account for our activities, act sustainably and disclose the results in a transparent manner.

Alexandrina Connecting Communities 2014-23 Aspiration Area:**1 Innovate throughout our Region**

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Business Reporting	33,500	33,500	-	0.40
Creditors Services	101,900	101,900	-	1.20
Financial Management & Accounting	1,702,590	2,199,590	\$497,000	5.42
Payroll Services	132,200	132,200	-	1.40
Rates & Debtors Services	37,204,700	2,998,900	(\$34,205,800)	2.84

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):**1.3 PROACTIVE Leadership and Accountability****Core Business:****Actions by Service Area****Business Reporting****Provide systems, processes and support to assist Council in implementing business excellence in corporate planning, performance measurement and reporting**What we do:

Implement an integrated strategic planning and performance reporting framework to assist Council to effectively report on operational activities and strategic objectives.

Key results:

Consistent and high quality planning, performance measurement and reporting that meets Council's legislative obligations.

Creditors Services**Manage Council's processing and payment of goods and services**What we do:

Processing and payment of suppliers including maintenance and reconciliation of purchase orders, contractors register and creditors database whilst ensuring compliance with Goods & Services Tax legislation.

Key results:

Timely and accurate payment of goods and services.

Financial Management & Accounting**Effectively manage and monitor Council's loans and investments**What we do:

Manage and monitor Council's loans and investments.

Key results:

Maximise excellence in return on investments.

Ensure compliance with relevant legislation and Accounting StandardsWhat we do:

Preparation of Council's Annual Financial Statements, maintenance and reconciliation of the General Ledger, creation and maintenance of accounting policies, guidelines and procedures, reporting to internal and external stakeholders.

Key results:

Compliance with Accounting Standards and ethical considerations. Timely and accurate costing allocations.

Manage, monitor and report against Council's financial sustainability through policies, procedures and key performance indicators

What we do:

Preparation and maintenance of Council's short and long-term financial planning, policies and procedures whilst ensuring regular performance reporting to internal and external stakeholders.

Key results:

Financial sustainability.

Payroll Services

Manage Council staff entitlements and wages

What we do:

Administer payroll and related activities.

Key results:

Accurate and timely management of staff entitlements and wages.

Rates & Debtors Services

Administer voter eligibility for Electoral Roll in conjunction with Governance

What we do:

Maintain electoral roll in compliance with legislation.

Key results:

An accurate electoral roll.

Effective processing and collection of Council's revenue

What we do:

Processing and collection of rateable and non-rateable revenue including issuing of invoices and statements, maintenance of debtor database whilst ensuring compliance with Goods & Services Tax legislation.

Key results:

Timely and efficient charging and recovery of Council's costs.

Continuous Improvement:

Actions By Service Area

Creditors Services

Investigate and identify options to utilise electronic initiatives for invoice payment authorisation and document storage

What we do:

Review current creditor invoice management processes and purchase order system.

Key results:

Timely and accurate payment of goods and services.

Rates & Debtors Services

Investigate and implement electronic initiatives to streamline rate and debtor processes

What we do:

Identify electronic means of streamlining processes.
Review data upload and storage processes.

Key results:

Efficient finance services. Accurate and timely maintenance of assessment and debtor records.

Key Performance Measures:

Business Reporting	Unit	Target
Percentage of reports produced within allocated timeframes	%	100

Financial Management & Accounting	Unit	Target
Asset Renewal Ratio	%	90
Net Financial Liabilities Ratio	%	100
Operating Surplus / (Deficit) Ratio	%	0

Rates & Debtors Services	Unit	Target
Percentage of Debtors outstanding over 90 Days	%	7
Percentage of Rate Debtors outstanding over 90 days	%	3

Objective

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

4 Thrive in 'Clean, Green' Futures

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Business Improvement	188,730	188,730	-	1.40
Procurement & Contracting	235,330	235,330	-	2.00
Subsidiaries	67,950	62,950	(\$5,000)	0.40

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.2 PRODUCTIVE Community Assets

1.3 PROACTIVE Leadership and Accountability

4.1 PROGRESSIVE Approaches to Climate Change

Core Business:

Actions by Service Area

Business Improvement

Guide business improvement by reviewing Council processes and applying Lean Six Sigma principles to ensure they are best value, people-enabled and customer focussed

What we do:

A comprehensive review of Council systems and processes to ensure we are achieving, sustaining and maximising organisational success.

Key results:

Understanding customer needs, disciplined use of facts, data and statistical analysis, and diligent attention to managing, improving and reinventing business processes.

Procurement & Contracting

Ensure effective and compliant procurement and contract management processes

What we do:

Centralised procurement and contract management in line with Council's Procurement Policy.

Key results:

Efficient and transparent use of Council funds.

Subsidiaries

Guide, Monitor and report on Regional Waste Authorities

What we do:

Participate and contribute to the Regional Waste Authorities.

Key results:

Sustainable treatment of waste and resources.

Guide, monitor and report on the Regional Aquatic Centre

What we do:

Participate and contribute to the Regional Aquatic Centre Authority

Key results:

Effective and efficient operation of centre and provision of services

Continuous Improvement:

Actions By Service Area

Procurement & Contracting
Review plant maintenance and servicing effectiveness

What we do:

Maintain & replace, machinery and equipment; providing for work health and safety requirements & operational needs.

Key results:

Safe and functional plant & machinery.

Procurement & Contracting	Unit	Target
Percentage of plant and machinery replacement schedule completed	%	85

Objective

To provide and manage safe, well-maintained community buildings and facilities that meet the needs of a growing community.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Property Management	417,950	333,000	(\$84,950)	2.03

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.2 PRODUCTIVE Community Assets

Core Business:

Actions by Service Area

Property Management

Management of Council property lease agreements

What we do:

Caretaker of Council building assets, including leases

Key results:

Well-managed Council-owned community assets

Key Performance Measures:

Property Management	Unit	Target
Number of property leases, licences & agreements undertaken	#	30

Objective

Delivering flexible information technology solutions that support business operations by providing access to information and systems - any where, any time on any device.

Alexandrina Connecting Communities 2014-23 Aspiration Area:**1 Innovate throughout our Region**

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Information Management	513,630	511,630	(\$2,000)	5.00
Information Technology	2,353,950	4,356,870	\$2,002,920	5.40

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):**1.3 PROACTIVE Leadership and Accountability****Core Business:****Actions by Service Area****Information Management****Deliver Information Management that captures and provides accessibility of Council information**What we do:

Advice, procedures and training in information management; handling SynergySoft information management software.

Key results:

Transparent and accountable information management that complies with State legislation.

Information Technology**Provide and maintain a flexible, reliable and secure IT infrastructure**What we do:

Information communication technology infrastructure, support and project management.

Key results:

Effective provision of information technology services and support to Council.

Provide support, training and consulting services to support the optimal and efficient use of technology across organisationWhat we do:

Evaluate Council's IT induction program, optimise IT support functions and processes and develop a knowledgebase for self service.

Key results:

Consistent induction process with improved customer service through reduced volume of Service Desk tickets and improved resolution of common issues through self service.

Key Performance Measures:

Information Management	Unit	Target
Number of Freedom of Information requests quarterly	#	N/A
Percentage of total incoming correspondence registered that is electronic	%	60
Total incoming correspondence	#	N/A

Information Technology	Unit	Target
Average number of days to resolve IT incidents	#	7
Percentage of IT service desk tickets resolved within 5 days	%	75

Environment



Cultivating

high quality natural and built assets.

Department: Asset Management & Geographic Information Systems (GIS)

Objective

To deliver accountable and sustainable asset management guiding the maintenance, expansion and renewal of community infrastructure.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Asset Management	-	147,000	\$147,000	1.00
Geographic Information Systems (GIS)	2,000	461,440	\$459,440	3.00

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.2 PRODUCTIVE Community Assets

Core Business:

Actions by Service Area

Asset Management

Manage Council assets in accordance with the adopted Infrastructure & Asset Management Plan

What we do:

Ten year Infrastructure and Asset Management Plan.

Key results:

Community innovation and capacity building infrastructure.

Geographic Information Systems (GIS)

Manage and maintain corporate Geographic Information Systems (GIS)

What we do:

Asset condition assessments for public works infrastructure; process Grant Commission Annual Returns; prepare asset renewal programs; reporting of assets.

Key results:

Community innovation and capacity building infrastructure.

Geographical Information Systems (GIS)	Unit	Target
Number of GIS Map Requests External	#	1,600

Objective

To design, develop and deliver future capital works projects and residential development infrastructure in compliance with relevant legislation and standards.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

2 Activate our Spaces

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Infrastructure Services	3,000	478,380	\$475,380	2.32
Project Design	-	616,200	\$616,200	3.00

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.2 PRODUCTIVE Community Assets

2.3 LIVEABILITY of Townships & Rural Areas

Core Business:

Actions by Service Area

Infrastructure Services

Administration of road-related matters

What we do:

Processing and administration of temporary road closures, B-double and oversize vehicle permits and requests for street lighting.

Key results:

Community innovation and capacity building infrastructure.

Provide engineering assessment for land divisions and large scale development applications where appropriate

What we do:

Provide engineering advice, timely and accurate assessment and meet legislative timeframes

Key results:

Community innovation and capacity building infrastructure.

Project Design

Delivery of capital & renewal building projects in accordance with adopted Long Term Financial Plan & Annual Business Plan

What we do:

Regular monitoring of Council-owned buildings and being responsive to community feedback; Lease documentation up-to-date.

Key results:

Council-owned buildings are fit for community use; leases are issued on appropriate Council-owned buildings.

Delivery of capital & renewal infrastructure projects in accordance with adopted Long Term Financial Plan & Annual Business Plan

What we do:

Expansion and renewal of all asset classes, providing community with well-considered and safe infrastructure.

Key results:

Community innovation and capacity building infrastructure.

Key Performance Measures:

Infrastructure Services	Unit	Target
Number of Land Division applications assessed by Engineering	#	N/A
Number of road permits/licences processed	#	N/A

Project Design	Unit	Target
% of capital & renewal building projects complete	%	100
% of capital & renewal infrastructure projects completed	%	100
% of forward capital works designs completed	%	100
Engineering Designs Undertaken In House	#	30

Department: Community Facilities & Open Space

Objective

To provide community facilities that promote and enhance our lifestyle, while protecting our environmental assets through sound land management practices.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

2 Activate our Spaces

4 Thrive in 'Clean, Green' Futures

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Building Management	1,033,600	3,500,110	\$2,466,510	1.00
Community Facilities	286,000	1,513,320	\$1,227,320	1.50
Environmental Assets	143,000	1,364,280	\$1,221,280	2.00
Recreation, Open Space and Reserves	191,000	6,186,460	\$5,995,460	16.70

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.2 PRODUCTIVE Community Assets

2.3 LIVEABILITY of Townships & Rural Areas

4.3 ENHANCED Biodiversity

Core Business:

Actions by Service Area

Building Management

Management of Council owned buildings and facilities

What we do:

Caretaker of Council building assets

Key results:

Well-managed Council-owned community assets

Community Facilities

Ensure Council owned community public convenience and facilities are serviced and well-maintained

What we do:

Clean and well-cared for public conveniences and Council facilities. Includes cleaning, maintenance & renewal to management plans.

Key results:

Enhanced lifestyle and amenity.

Implement Bashams Beach Regional Park priority projects and goals

What we do:

Identify trends in recreation and open space provision.

Key results:

Enhanced lifestyle and amenity.

Environmental Assets

Protect, maintain & restore biodiversity within Council's land

What we do:

Sensitive treatment of Council-owned open space; assistance with community environmental initiatives.

Key results:

Enhanced lifestyle and amenity; protected environmental assets.

Recreation, Open Space and Reserves

Deliver efficient and effective recreation and open space reserves

What we do:

Parks and gardens; river and coastal facilities; cemeteries; sport and recreation; streetscapes and road reserves.

Key results:

Enhanced lifestyle and amenity; protected environmental assets.

Building Management	Unit	Target
Number of customer requests relating to building maintenance	#	280
Number of customer requests relating to public conveniences	#	280

Environmental Assets	Unit	Target
Area of Council land managed to enhance biodiversity	Ha	500

Recreation, Open Space and Reserves	Unit	Target
Number of customer requests relating to recreation and open space	#	570
Number of customer requests relating to rural trees	#	240
Number of customer requests relating to urban trees	#	480

Department: Field Services & Civil Assets

Objective

To provide customer service and engineering solutions in the management, operation and construction of Council's civil assets.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Bridges and Stormwater Management	-	3,422,940	\$3,422,940	-
Depot Operations	958,000	2,203,000	\$1,245,000	26.00
Engineering Services	-	997,840	\$997,840	4.00
Footpaths & Cycle Tracks	-	1,585,550	\$1,585,550	-
Roads & Car Parks	3,336,000	11,373,070	\$8,037,070	-

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.2 PRODUCTIVE Community Assets

Core Business:

Actions by Service Area

Bridges and Stormwater Management

Deliver effective and efficient Bridges and Stormwater Management

What we do:

Maintain, renew & expand bridges & stormwater in accordance with asset management plans and Australian Standards and practice.

Key results:

Safe and functional assets.

Depot Operations

Deliver effective and efficient Depot Operations

What we do:

Maintain plant, machinery and depot infrastructure; provide for work health and safety requirements.

Key results:

Safe and functional assets.

Engineering Services

Deliver effective and efficient Engineering Support Services

What we do:

Provide general engineering management for Council operations.

Key results:

Safe and functional assets.

Footpaths & Cycle Tracks

Deliver effective and efficient Footpaths & Cycle Tracks

What we do:

Maintain, renew & expand footpaths, including cycling tracks & traffic management devices, in accordance with asset management plans and Australian Standards & Practice.

Key results:

Safe and functional assets, enhance lifestyle and amenity.

Roads & Car Parks

Roads & Car Parks

Deliver effective and efficient Roads & Car Parks

What we do:

Maintain, renew & expand road network, including roadside verges, road signage, traffic management devices and Council car parks, in accordance with asset management plans and Australian Standards & Practice.

Key results:

Safe and functional assets.

Continuous Improvement:

Actions By Service Area

Footpaths & Cycle Tracks

Develop a maintenance plan for footpaths and cycle track assets

What we do:

Maintain, renew & expand footpaths, including cycling tracks & traffic management devices, in accordance with asset management plans and Australian Standards & Practice.

Key results:

Safe and functional assets, enhance lifestyle and amenity.

Roads & Car Parks

Review sealed and unsealed roads maintenance and renewal practices and procedures

What we do:

Maintain, renew & expand road network, including roadside verges, road signage, traffic management devices and Council car parks, in accordance with asset management plans and Australian Standards & Practice.

Key results:

Safe and functional assets.

Key Performance Measures:

Bridges and Stormwater Management	Unit	Target
Number of customer requests relating to bridges and stormwater	#	60

Footpaths & Cycle Tracks	Unit	Target
Number of customer requests relating to footpaths and cycle tracks	#	175

Roads & Car Parks	Unit	Target
Number of customer requests for road defects	#	500
Percentage of road defects responded to within adopted response times	%	90

Wellbeing



Delivering

something for every age, at every stage.

Objective

Supporting and advocating a range of equitable and accessible wellbeing programs to encourage our community to live a healthy and active life.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

2 Activate our Spaces

3 Participate in Wellbeing

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Community Connect	463,000	881,620	\$418,620	5.07
Community Development, Partnerships & Advisory Services	2,000	697,710	\$695,710	3.00
Community Health, Sport & Recreation Services	-	43,000	\$43,000	-
Community Transport	-	113,000	\$113,000	-
Family & Youth Services	-	219,800	\$219,800	0.80

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.3 PROACTIVE Leadership and Accountability

2.1 VIBRANT Communities

3.1 ACCESSIBLE Services and Opportunities

3.2 COLLABORATIVE Community Ventures

3.3 SELF-SUSTAINING Communities

Core Business:

Actions by Service Area

Community Connect

Provide equitable, accessible and appropriate programs and facilities through Alexandrina Council's Community Connect Services

What we do:

Social support including arts & crafts, fitness programs, medical/social transport, home maintenance, home modification services, short term domestic assistance and referrals to other service providers through Strathalbyn and Goolwa Community Connect services

Key results:

Frail, aged people with disabilities and their carers are supported to remain independent in their homes and the community. They receive services appropriate to their needs within their communities consistent with national common care standards funded through Federal and State Government grants.

Community Development, Partnerships & Advisory Services

Advocate for equitable, accessible community services, programs and initiatives

What we do:

Monitor, advocate and work collaboratively with Government agencies and the Community in the delivery of Community Wellbeing programs, staff training, community transport and the Commonwealth Home Support Program.

Key results:

Appropriate, accessible and consistent services and programs provided to the community across the Alexandrina region.

Manage the delivery of Council's Community Grants Program

What we do:

Administer the community grants and donations programs in close consultation with community groups, clubs and organisations.

Key results:

Equitable and accessible community grants delivered through a transparent and efficient process that provides support for community activities, initiatives, celebrations and development.

Support the delivery of community programs and initiatives provided through local community groups, centres or organisations

What we do:

Provide support and advice to community centres, groups and organisations in the delivery of community services, programs and support to Alexandrina residents.

Key results:

Active and vibrant community centres, groups and organisations collaboratively working with Council to provide services, support and programs to Alexandrina residents.

Community Health, Sport & Recreation Services

Encourage participation in sport and recreation through supporting well managed and sustainable clubs and facilities

What we do:

Participate in the STARCLUB program in collaboration with neighbouring Councils to support and advise sporting and recreational clubs in the Alexandrina region.

Key results:

Active, vibrant, inclusive and sustainable sport and recreational clubs operating in the Alexandrina region. Growing memberships and linking with schools, families, youth and the aged to support healthy activity for every age.

Community Transport

Support and advocate for equitable, accessible and reliable regional community transport services

What we do:

Monitor and support local community transport schemes, liaise with and engage transport providers and advocate for regional public transport solutions.

Key results:

Equitable, accessible, safe and convenient transport options for the frail-aged, isolated and transport disadvantaged across the region provided by the Southern Community Transport Scheme, Milang & Clayton Bay Community Association and the Hills Community Passenger Network. These services provided more than 5000 trips covering 350,000km in 2014-2015 for medical appointments, social activities and shopping.

Family & Youth Services

Advocate for and coordinate early intervention and support services for families across the region

What we do:

Family support and education, training, referral services, networking and advocacy through the Fleurieu Families program including parenting programs, social activities and home visiting.

Key results:

Families and youth have effective access to health, support and development services and children are safe and protected in their community.

Provide planning, development and coordination of services, facilities, projects and programs for youth development and retention across the region

What we do:

Coordination and delivery of Youth events, projects and programs including Wet Paint, Fusion, Blue Light Discos, Youth Art programs, training and development.

Key results:

Highly skilled young people who are actively engaged and feel positive about their health and wellbeing in a safe and supportive community. Retention of youth in our region.

Continuous Improvement:

Actions By Service Area

Community Development, Partnerships & Advisory Services

Develop a comprehensive Community Wellbeing Strategy (2020-2023)

What we do:

Monitor and liaise with State and Federal Governments, community groups and agencies to determine current and future trends in service delivery, funding and program development. Consult with community groups and agencies to determine community needs. Develop Council's ongoing plan for community development and support.

Key results:

Development of a strategy that will respond to current community need and thus inform and guide decision making about the priorities and initiatives of Council's Community Wellbeing section.

Key Performance Measures:

Community Connect	Unit	Target
Number of clients utilising Home and Community services (HACC funded)	#	500
Number of Home and Community services direct client contacts	#	24,000
Percentage achievement of HACC program annual targets	%	100
Percentage compliance of HACC services with National Service Standards	%	100
Community Development, Partnerships & Advisory Services	Unit	Target
Number of Community Grant Program applications processed	#	N/A
Number of Positive Ageing and Community Transport Taskforce meetings attended	#	N/A
Community Health, Sport & Recreation Services	Unit	Target
Number of initiatives undertaken to support sporting club development	#	N/A
Community Transport	Unit	Target
Number of Alexandrina residents utilising community transport services through Strathalbyn Home Assist & Community Care	#	15
Number of Alexandrina residents utilising Southern Community Transport Services	#	350
Family & Youth Services	Unit	Target
Number of families assisted by Fleurieu Families	#	40
Number of participants in youth events	#	400
Number of programs run by Fleurieu Families	#	N/A
Number of youth programs provided	#	N/A

Objective

Providing best practice Environmental Health and Community Safety services for the community, through education, provision of professional advice and information, as well as compliance with relevant legislation and standards.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

3 Participate in Wellbeing

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Community Safety	256,000	1,001,350	\$745,350	5.00
Environmental Health	161,000	754,730	\$593,730	3.58

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

3.1 ACCESSIBLE Services and Opportunities

Core Business:

Actions by Service Area

Community Safety

Deliver an effective and efficient operational community safety service

What we do:

Dog collection/impound, dog attack and barking investigation/enforcement, dog registration, unregistered dog door knock, community education.
Feral cat program.
Fire prevention - Roadside slashing program, private block inspections/enforcement, community education.
Parking - Parking monitoring, education and enforcement.
General - Unsightly premises investigation/enforcement, By-laws education/enforcement (moveable signs, camping), Abandoned vehicles investigation and vehicle removal, litter investigations.

Key results:

Contribution to safe and healthy neighbourhoods

Environmental Health

Deliver an effective and efficient operational environmental health service

What we do:

Food surveillance and enforcement; wastewater works applications, inspections and complaint investigation; severe domestic squalor. Communicable disease prevention through inspections, education and enforcement.

Key results:

Contribution to safe and healthy neighbourhoods.

Key Performance Measures:

Community Safety	Unit	Target
Landowners issued with Section 105F Notice's for fire reduction	#	100
Number of Dogs registered	#	6,000
Priority road sides slashed within the prescribed period	km	530

Key Performance Measures:

Community Health	Unit	Target
Number of public health complaints	#	N/A
Number of public health legal notices issued under the Food Act and SA Public Health Act	#	N/A
Number of routine inspections undertaken (Food Act and SA Public Health Act)	#	270
Number of wastewater applications assessed	#	360
Percentage of routine inspections undertaken within the month due (Food Act and SA Public Health Act)	%	90
Percentage of Wastewater Works inspections undertaken	%	20

Objective

Delivering high quality customer information and providing safe spaces for the community to explore, interact and imagine.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

2 Activate our Spaces

3 Participate in Wellbeing

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Alexandrina Visitor Services	160,000	681,600	\$521,600	3.19
Customer Services	1,085,000	1,001,000	(\$84,000)	10.17
Event Management	-	80,700	\$80,700	0.84
Libraries	209,000	2,714,790	\$2,505,790	10.41

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

- 1.3 PROACTIVE Leadership and Accountability
- 2.1 VIBRANT Communities
- 2.2 MEMORABLE Experiences
- 3.2 COLLABORATIVE Community Ventures
- 3.3 SELF-SUSTAINING Communities

Core Business:

Actions by Service Area

Alexandrina Visitor Services

Manage and promote accessible tourism information services

What we do:

Visitor information services; bookings service.

Key results:

Highly regarded and visited tourism destination.

Customer Services

Deliver excellence in customer service

What we do:

Support residents and members of the community by providing quality customer service that promotes a high regard for Council.

Key results:

Provide up to date information and efficient processes, continually striving for improvement and innovative solutions.

Promote, monitor and report on Council owned tourism services, facilities and activities

What we do:

Coordination, liaison, marketing and advice of Alexandrina tourism.

Key results:

Highly regarded and visited tourism destination.

Working collaboratively across Council to increase community awareness of facilities and services

What we do:

Support Council in the promotion of community information, major projects and community consultation.

Key results:

Increased customer satisfaction, awareness of council services and ongoing developments within the Region.

Event Management

Promote and support local Council funded festivals and events

What we do:

Coordination, liaison, marketing and advice for those involved in festivals and events.

Key results:

Well-attended and highly regarded events for residents and visitors.

Work with tourism event industry stakeholders and local tourism associations to boost the economy in the region

What we do:

Liaison with State Government and relevant bodies.

Key results:

Well-attended events that contribute to the local economy.

Libraries

Deliver innovative library spaces that support the community to connect, collaborate and participate in diverse activities

What we do:

Collaborate with council and community groups to promote Library Services.

Key results:

Provide an inviting environment supporting visitors and members of the community to connect, collaborate and participate.

Manage library operations to deliver quality library services

What we do:

Review the operation and delivery of library services along with providing ongoing training and development for Library staff.

Key results:

Highly skilled and professional staff exceeding customer expectations

Provide Library services, programs and events for the Community that support life-long learning, literacy, recreational and cultural information

What we do:

Manage a diverse library collection through the one-card library system and co-ordinate volunteers in the effective delivery of library services, events and programs.

Key results:

Ensure Library collection is responsive to emerging trends and provide services that deliver innovative and creative programs.

Key Performance Measures:

Alexandrina Visitor Services	Unit	Target
Number of Visitors to Alexandrina Visitor Services	#	45,000

Customer Services	Unit	Target
Grade of service - call centre	%	70
Number of calls received by call centre	#	N/A
Percentage of call abandonment	%	5

Event Management	Unit	Target
Number of community events supported by Council	#	50

Libraries	Unit	Target
Active library members in Council region	%	35
Number of Library Loans per Capita	#	N/A

Objective

To support awareness, provide integrated waste management and sustainable resource management, including stormwater for our community.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

4 Thrive in 'Clean, Green' Futures

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Community Wastewater Management Systems (CWMS) & Water Recycling	5,241,000	8,521,230	\$3,280,230	14.60
Waste Management	346,000	3,045,630	\$2,699,630	0.20

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

4.1 PROGRESSIVE Approaches to Climate Change

4.2 PROTECTION of Water Resources

Core Business:

Actions by Service Area

Community Wastewater Management Systems (CWMS) & Water Recycling

Manage the capacity & performance of our water recycling networks

What we do:

Identify ways to reuse reclaimed and recycled water for regional benefit.

Key results:

Sustainable use of natural resources.

Provide effective and innovative community wastewater management

What we do:

Plan, maintain, renew & expand community waste-water management systems in accordance with management plans.

Key results:

Sustainable treatment of waste and resources.

Waste Management

Oversee operational delivery by Council's Regional Waste Authorities

What we do:

Provide organisational support to assist Regional Waste Authorities in meeting operational requirements.

Key results:

Sustainable treatment of waste and resources.

Continuous Improvement:

Actions By Service Area

Community Wastewater Management Systems (CWMS) & Water Recycling

Develop wastewater 30 year Masterplan

What we do:

Assessment of the entire wastewater network with consideration of long term growth requirements.

Key results:

Provide predictions for long-term asset management.

Develop wastewater network process monitoring system

What we do:

Improvements in data capture methods & monitoring to assist with process optimisation.

Key results:

Sustainable treatment of waste and resources.

Key Performance Measures:

Community Wastewater Management Systems (CWMS) & Water Recycling	Unit	Target
CWMS Customer Service Resolution	%	90
CWMS Rising Main Breakages	#	30
Emergency response & incident prevention performance	%	95
New CWMS Connections	#	80
Number of CWMS & Stormwater Pump Station Alarms	#	600
Number of CWMS Call Outs (After Hours)	#	300
Volume of wastewater re-used for Beneficial and Community Initiatives	kL	380,000
Volume of wastewater treated across all schemes	kL	650,000

Waste Management	Unit	Target
Kerbside Greenwaste	T	3,000
Kerbside Landfill	T	5,000
Kerbside Recycling	T	N/A
Tonnage received and processed of dry recyclables	T	2,400
Tonnage received and processed of green organics	T	2,400
Total Regional waste diverted from Landfill	T	18,000
Total Regional Waste Processed	T	36,000
Total Regional waste to Landfill	T	27,000
Volume of waste diverted from landfill	T	9,600

Growth



Growth

well planned and well managed growth
with an innovative edge.

Objective

Provides planning, building surveying and associated administrative services to Council and the community by facilitating appropriate, sustainable and safe development. Provides timely and accurate decision making and informative customer-service.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

2 Activate our Spaces

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Development Assessment - Building	202,000	792,660	\$590,660	4.88
Development Assessment - Compliance	-	96,100	\$96,100	1.00
Development Assessment - Planning	244,000	1,610,040	\$1,366,040	7.00

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

1.3 PROACTIVE Leadership and Accountability

2.1 VIBRANT Communities

Core Business:

Actions by Service Area

Development Assessment - Building

Undertake building rules assessment of development applications in accordance with the Development Act & Regulations and Building Code of Australia

What we do:

Provide professional and timely building advice and assessment to Council and the community through responsive customer service, an effective building inspection and enforcement process, and an active and effective Building Fire Safety Committee.

Key results:

Safe and healthy neighbourhoods.

Development Assessment - Compliance

Undertake Development Assessment - Compliance in accordance with the Development Act and Regulations

What we do:

Investigate and respond to development activity complaints and queries from the community. Undertake planning inspections and ensure compliance with development assessment consents.

Key results:

Safe and healthy neighbourhoods.

Development Assessment - Planning

Provide sustainable growth of townships and rural areas through progressive and appropriate policy planning

What we do:

Undertake investigations, community consultation and prepare town plans and Development Plan Amendments to ensure Council's Development Plan is reflective of Government and community expectations as it relates to the future growth and management of Council's townships and rural areas.

Key results:

Ensuring appropriate policy at the right time.

Undertake planning assessment of development applications in accordance with the Development, Act & Regulations

What we do:

Provide professional and timely planning advice and assessment to Council and the community through responsive customer service, informative report writing and support to the Council Assessment Panel and professional development application assessments.

Key results:

Timely and effective approaches to legislative requirements across the Department.

Continuous Improvement:

Actions By Service Area

Development Assessment - Planning

Planning, Development and Infrastructure Act Implementation

What we do:

Undertake relevant training and consultation with key stakeholders to ensure that our processes and legislative obligations are in place for the commencement of the new Act and Regulations by 1 July 2020.

Key results:

A more efficient and streamlined development assessment process.

Key Performance Measures:

Development Assessment - Building	Unit	Target
Number of Building Rules Consent applications approved	#	800

Development Assessment - Compliance	Unit	Target
Number of total complaints that relate to approved development applications	#	80
Number of total complaints that relate to unapproved development	#	90

Development Assessment - Planning	Unit	Target
Number of Development Applications Lodged	#	1,100

Objective

To attract, promote and foster local tourism and events providing economic and social benefits to the community and region.

Alexandrina Connecting Communities 2014-23 Aspiration Area:

1 Innovate throughout our Region

2 Activate our Spaces

Service Area	Revenue/ Recovery \$	Expenditure \$	NET Budget \$	*FTEs
Arts & Culture	86,000	642,780	\$556,780	2.00
Economic Development	-	464,200	\$464,200	1.50
Tourism	-	565,580	\$565,580	1.70

*Management function allocated in FTEs above

Primary Outcomes (Alexandrina Connecting Communities 2014-23):

- 1.1 RESILIENT Economy
- 2.1 VIBRANT Communities
- 2.2 MEMORABLE Experiences

Core Business:

Actions by Service Area

Arts & Culture

Co-ordinate arts and cultural facilities, experiences and services for residents and visitors

What we do:

Various exhibitions, shows, events and activities resulting in improved opportunities for exposure, awareness and knowledge of local arts and cultural practices.

Key results:

Inspired and satisfied residents and visitors, willing to take part in arts and culture activities.

Embed arts and cultural programs in Alexandrina

What we do:

Development, growth and operation of Council's annual Arts and Culture program (Just Add Water - JAW)

Key results:

Embedding arts and culture throughout Council and community.

Support public art within the Alexandrina region

What we do:

Identify opportunities to progress public art

Key results:

Inspired and satisfied residents and visitors, willing to take part in arts and culture activities.

Economic Development

Implement, monitor and review the Economic Development Strategy 2016-2022

What we do:

Promote, influence, facilitate and coordinate economic development opportunities throughout the Alexandrina Council area.

Key results:

Create a supportive environment that fosters enterprise and jobs. Retain and expand existing industry and business. Attract new investment to the area by identifying emerging or growth sectors. Manage industries in transformation or decline.

Tourism

Manage Goolwa Wharf Precinct and all tourism boating assets

What we do:

Develop space activation, growth, coordination and liaison with all stakeholders.

Key results:

Increased activation.

Work in partnership with state, regional and local tourism associations to support tourism across the region

What we do:

Liaison with state, regional and local tourism associations

Key results:

Well-known and highly regarded tourism destination region.

Continuous Improvement:

Actions By Service Area

Economic Development

Establish a Business Enterprise Centre within the Alexandrina region

What we do:

Provide a location to act as a focal point for business investment and innovation within the Alexandrina region.

Key results:

The Business Enterprise Centre opened by June 2020.

Tourism

Develop and implement an Alexandrina Tourism Plan

What we do:

Identify opportunities to raise awareness and promotion of tourism experiences and facilities.

Key results:

Highly regarded and visited tourism destinations.

Key Performance Measures:

Arts & Culture	Unit	Target
Number of activities per quarter	#	40
Number of exhibitions and activities at Council's art spaces	#	24
Number of local artists shown	#	50
Number of visitors to art and culture exhibitions and activities	#	25,000

Economic Development	Unit	Target
Business Enterprise Centre opened by June 2020	%	100
Review of the Economic Development Strategy completed by December 2019	%	100

Tourism	Unit	Target
Number of Oscar W Charters	#	N/A
Number of Oscar W Cruises	#	N/A

CONNECTING COMMUNITIES



CONNECTING COMMUNITIES

APPENDIX C CAPITAL PROGRAM



Capital Program 2019-20

	Length (m)	Suburb/ Town	Budget
Land & Buildings			
Land & Building Expansion/Upgrade			
Upgrade of Senior Citizens Building		STRATHALBYN	\$460,500
Initial design for proposed Sporting Complex		GOOLWA	\$165,000
Strategic Land Purchase		VARIOUS	\$314,600
Upgrade of the Wharf Shed structure		GOOLWA	\$50,900
Strathalbyn Town Hall Upgrade		STRATHALBYN	\$96,400
Main Office Energy Efficiency Project		GOOLWA	\$185,000
Main Office Solar Panel Project		GOOLWA	\$150,000
Land & Building Renewal			
Refurbishment of Wharf structure and decking		GOOLWA	\$57,000
Old Chart Room		GOOLWA	\$108,300
Signal Point		GOOLWA	\$108,300
Goolwa Library Carpets		GOOLWA	\$52,000
Strathalbyn Town Hall		STRATHALBYN	\$79,400
Currency Creek Hall		CURRENCY CREEK	\$59,000
Building Renewal Program (work being undertaken on program)		VARIOUS	\$309,600
Furniture and Fittings		VARIOUS	\$67,000
Recreation & Open Space			
Recreation & Open Space Expansion/Upgrade			
Playground Construction		MOUNT COMPASS	\$448,600
Oval, Foreshore & Carpark Upgrade		CLAYTON BAY	\$250,000
Foreshore Erosion Management		MILANG	\$147,300
Ratalang (Bashams Beach) Regional Park Masterplan projects		PORT ELLIOT	\$80,000
Coastal Erosion Management		VARIOUS	\$161,200
Port Elliot Reserves Irrigation		PORT ELLIOT	\$107,100
Open Space Furniture		VARIOUS	\$61,400
Port Elliot Oval Irrigation		PORT ELLIOT	\$50,000
Tennis Court Upgrade		MIDDLETON	\$20,000
Recreation & Open Space Renewal			
Abbotts Reserve		MIDDLETON	\$40,300
Amelia Park		GOOLWA	\$9,100
Barbara Street		PORT ELLIOT	\$5,300
Bashams Beach Regional Park		PORT ELLIOT	\$3,600
Bristow Smith Reserve		GOOLWA	\$31,700
Fergusson Rd Reserve		GOOLWA BEACH	\$36,000
Goolwa Richard Ballard Park		GOOLWA	\$105,700

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

	Length (m)	Suburb/ Town	Budget
Milang Foreshore		MILANG	\$105,700
Milang Pipeline		MILANG	\$81,300
Milang Playground		MILANG	\$84,500
Port Elliot Soldiers Memorial Garden		PORT ELLIOT	\$42,200
Railway Station		STRATHALBYN	\$4,200
Rotary Park		STRATHALBYN	\$5,500
Strathalbyn Angas Glen		STRATHALBYN	\$21,100
Strathalbyn Lions Park		STRATHALBYN	\$42,200
Strathalbyn Railway Park		STRATHALBYN	\$21,100
Strathalbyn Soldiers Memorial Gardens		STRATHALBYN	\$125,600
Stormwater Expansion			
Gasworks flooding issue		STRATHALBYN	\$75,000

Roads & Bridges

Sealed Road Expansion/Upgrade

Strathalbyn Streetscape Revitalisation		STRATHALBYN	\$80,000
Amelia Park car parking		GOOLWA	\$371,600
School Carparking		MT COMPASS	\$34,700
Quarry Road		TOOPERANG	\$65,700
Dry Plains Road design		STRATHALBYN	\$50,000

Sealed Road Renewal/Resealing

Blackfellows Creek Road	961	BLACKFELLOWS CREEK	\$65,700
Blackfellows Creek Road	500	PROSPECT HILL	\$34,200
Bradford Road	513	GOOLWA BEACH	\$68,000
Clayton Milang Road	200	MILANG	\$13,700
Finniss Milang Road	2626	FINNISS	\$200,400
Finniss Milang Road	1466	MILANG	\$110,000
Gardiner Street	Intersection	GOOLWA	\$9,200
Henry Martin Road	939	ASHBOURNE	\$59,300
Island View Drive	Intersection	CLAYTON BAY	\$12,200
Lindsay Parade	Intersection	GOOLWA	\$6,100
Main Road	1320	FINNISS	\$102,300
Milnes Road	414	STRATHALBYN	\$75,300
Nangkita Road	175	NANGKITA	\$398,200
Strangways Terrace	138	PORT ELLIOT	\$22,000
Tottenham Court Road	379	PORT ELLIOT	\$89,800
Underwood Avenue	467	GOOLWA BEACH	\$23,400
Waterport Road	360	PORT ELLIOT	\$50,200
Yundi Road	1155	YUNDI	\$79,700

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

Capital Program 2019-20

	Length (m)	Suburb/ Town	Budget
Unsealed Road Renewal/Resheeting			
Archer Hill Road	703	HIGHLAND VALLEY	\$44,000
Bahloo Glen Road	2168	MOUNT COMPASS	\$102,200
Borrett Road	500	LANGHORNE CREEK	\$28,600
Brockhurst Road	995	KUITPO	\$44,000
Brookman Connor Road	1243	BLACKFELLOWS CREEK	\$66,400
Burma Road	1540	YUNDI	\$68,700
Burnside Road	1209	STRATHALBYN	\$90,500
Burnside Road	514	WOODCHESTER	\$29,400
Chapel Road	1009	LANGHORNE CREEK	\$63,300
Clements Road	1588	LANGHORNE CREEK	\$114,000
Cole Crossing Road	500	MOUNT MAGNIFICENT	\$15,300
Coombe Road	998	LANGHORNE CREEK	\$68,600
Harvey Road	2000	HARTLEY	\$97,300
Kurramin Court	103	PORT ELLIOT	\$2,400
Navarino Road	1870	ANGAS PLAINS	\$103,800
Phillips Road	531	HOPE FOREST	\$16,200
Signal Flat Road	861	FINNISS	\$46,100
Taverner Road	2442	LAKE PLAINS	\$113,100
Treutler Road	782	GEMMELLS	\$35,800
Bridge/Major Culvert Renewal			
Bridge Renewal Program (assessment being undertaken)		VARIOUS	\$107,300

Kerbs & Footpaths

Footpath Expansion/Upgrade			
Cameron Street	133	PORT ELLIOT	\$31,500
Clark Street	197	GOOLWA	\$47,000
George Francis Drive	531	MOUNT COMPASS	\$127,600
High Street	60	STRATHALBYN	\$7,800
Kurramin Court	216	PORT ELLIOT	\$75,900
Lime Street	150	STRATHALBYN	\$39,500
Liverpool Road	129	GOOLWA	\$39,700
Loveday Street	262	GOOLWA	\$62,100
Meechi Road	138	LANGHORNE CREEK	\$33,700
Port Elliot Road	28	MIDDLETON	\$13,600
Railway	40	CHITON	\$10,300
Seaview Road	145	PORT ELLIOT	\$34,200
Associated Kerb Works			\$40,300

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

	Length (m)	Suburb/ Town	Budget
Footpath Renewal			
Brooking Street	60	GOOLWA	\$16,300
Goolwa Terrace	82	GOOLWA	\$33,000
Henry Street	91	PORT ELLIOT	\$36,400
Liverpool Road	356	GOOLWA	\$107,300
Long Valley Road	598	STRATHALBYN	\$96,900
Soldiers Memorial Gardens	143	STRATHALBYN	\$47,400
The Cutting	326	PORT ELLIOT	\$58,700
Wakool Court	41	GOOLWA	\$4,000
Wildman Street	68	GOOLWA	\$18,300
Associated Kerb Works			\$47,000

Community Wastewater Management Schemes

Community Wastewater Management Schemes Expansion/Upgrade			
Strathalbyn WWTP storage and treatment process expansion		STRATHALBYN	\$1,004,800
Integration of Cooroong Quays CWMS Scheme		HINDMARSH ISLAND	\$931,600
Community Wastewater Management Schemes Renewal			
Investigate and implementation of remote supervisory and control applications		ALL SCHEMES	\$1,053,600
Lakala Rising Main		PORT ELLIOT	\$193,400
Battery Back-ups		ALL SCHEMES	\$35,600
Pump Station Valve Pits		ALL SCHEMES	\$40,700
Gravity Network defects		ALL SCHEMES	\$50,900

Plant & Equipment

Plant & Equipment Expansion/Upgrade			
Corporate Systems Review			\$1,417,800
IT Equipment Upgrade			\$127,700
Fleet Expansion			\$35,000
Plant & Equipment Renewal			
IT Equipment Replacement			\$498,200
Strathalbyn Pool Equipment Replacement			\$87,600
Major Plant and Vehicle Replacement			\$2,047,600

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

CONNECTING COMMUNITIES

APPENDIX D LONG TERM FINANCIAL PLAN



Alexandrina Council

Estimated Statement of Comprehensive Income

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
INCOME												
Rates	32,204	33,493	34,970	36,719	38,592	40,406	42,345	44,378	46,508	48,740	51,080	53,532
Rates - Other	5,799	5,997	6,173	6,644	7,175	7,470	7,786	8,115	8,459	8,752	9,055	9,353
Statutory Charges	1,007	1,026	933	950	972	995	1,020	1,046	1,072	1,099	1,126	1,154
User Charges	2,018	1,882	1,780	1,848	1,880	1,961	2,001	2,065	2,131	2,199	2,270	2,223
Grants, subsidies, contributions	3,735	4,310	2,860	2,917	2,934	3,032	3,057	3,121	3,187	3,255	3,324	3,395
Investment Income	19	21	21	21	21	21	21	21	21	21	21	21
Reimbursements	494	518	387	394	403	413	423	434	445	456	467	479
Net Gain - Joint Ventures	34	19	7	17	17	16	20	24	28	29	37	43
Other Revenues	473	487	288	294	297	307	312	320	328	336	344	352
Total Income	45,783	47,753	47,419	49,804	52,291	54,621	56,985	59,524	62,179	64,887	67,724	70,552
EXPENSES												
Employee costs	14,971	15,628	16,658	17,291	18,035	18,802	19,648	20,532	21,456	22,422	23,431	24,485
Materials, contracts & other expenses	18,005	18,125	17,212	17,848	18,247	19,057	19,614	20,380	21,160	21,970	22,810	23,683
Depreciation	10,666	11,420	11,891	12,395	13,203	13,848	14,452	15,036	15,589	16,214	16,882	17,632
Finance Costs	1,482	1,434	1,588	1,767	1,854	1,741	1,717	1,572	1,346	1,118	883	711
Net Loss - Joint Ventures	40	365	346	350	358	367	376	385	395	405	415	425
Total Expenses	45,164	46,972	47,695	49,651	51,697	53,815	55,807	57,905	59,946	62,129	64,421	66,936
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	619	781	(276)	153	594	806	1,178	1,619	2,233	2,758	3,303	3,616
Net gain/(loss) on disposal or revaluations	(1,250)	(104)	(106)	(109)	(111)	(114)	(118)	(122)	(125)	(129)	(132)	(137)
Amounts specifically for new assets	1,136	1,484	342	3,513	1,320	1,634	331	0	336	336	3,144	3,238
Physical resources free of charge	800	2,120	2,160	6,220	2,270	2,340	2,410	2,480	2,550	2,630	2,710	2,790
NET SURPLUS/(DEFICIT)	1,305	4,281	2,120	9,777	4,073	4,666	3,801	3,977	4,994	5,595	9,025	9,507
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	10,907	11,400	8,100	10,600	13,600	14,600	15,600	16,100	16,500	16,900	17,500	18,200
TOTAL COMPREHENSIVE INCOME	12,212	15,681	10,220	20,377	17,673	19,266	19,401	20,077	21,494	22,495	26,525	27,707

Estimated Statement of Financial Position

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
ASSETS												
Current Assets												
Cash & Equivalent Assets	477	250	257	363	339	279	322	294	291	337	337	270
Trade & Other Receivables	3,130	4,352	4,320	4,310	4,310	4,311	4,313	4,314	4,315	4,315	4,316	4,300
Inventories	29	29	29	29	29	29	29	29	29	29	29	29
Total Current Assets	3,636	4,631	4,606	4,702	4,678	4,619	4,664	4,637	4,635	4,681	4,682	4,599
Non-Current Assets												
Receivables	199	147	127	117	107	96	83	69	54	39	23	23
Other Financial Assets	15	15	15	15	15	15	15	15	15	15	15	15
Equity Accounted Investments in Council Businesses	10,851	10,505	10,166	9,833	9,492	9,141	8,785	8,424	8,057	7,681	7,303	6,921
Infrastructure, Property, Plant & Equipment	432,614	449,211	462,739	486,570	502,774	519,951	535,465	548,831	565,695	583,220	608,223	632,979
Total Non-Current Assets	443,679	459,878	473,047	496,535	512,388	529,203	544,348	557,339	573,821	590,955	615,564	639,938
Total Assets	447,315	464,509	477,653	501,237	517,066	533,822	549,012	561,976	578,456	595,636	620,246	644,537
LIABILITIES												
Current Liabilities												
Trade & Other Payables	4,683	4,683	4,683	4,683	4,683	4,683	4,683	4,683	4,683	4,683	4,683	4,683
Borrowings	739	776	793	1,844	10,010	4,211	7,113	5,014	5,315	1,915	3,416	0
Provisions	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706	1,706
Total Current Liabilities	7,128	7,165	7,182	8,233	16,399	10,600	13,502	11,403	11,704	8,304	9,805	6,389
Non-Current Liabilities												
Borrowings	31,431	32,907	35,814	37,970	27,960	31,249	24,136	19,122	13,807	11,892	8,476	8,476
Provisions	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081	3,081
Total Non-Current Liabilities	34,512	35,988	38,895	41,051	31,041	34,330	27,217	22,203	16,888	14,973	11,557	11,557
Total Liabilities	41,640	43,153	46,077	49,284	47,440	44,930	40,719	33,606	28,592	23,277	21,362	17,946
NET ASSETS	405,675	421,356	431,576	451,953	469,626	488,892	508,293	528,370	549,864	572,359	598,884	626,591
EQUITY												
Accumulated Surplus	151,759	166,891	169,011	178,788	182,861	187,527	191,328	195,305	200,299	205,894	214,919	224,426
Asset Revaluation Reserve	242,340	253,740	261,840	272,440	286,040	300,640	316,240	332,340	348,840	365,740	383,240	401,440
Other Reserves	11,576	725	725	725	725	725	725	725	725	725	725	725
TOTAL EQUITY	405,675	421,356	431,576	451,953	469,626	488,892	508,293	528,370	549,864	572,359	598,884	626,591

Estimated Statement of Cash Flows

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts												
Operating Receipts	46,905	46,483	47,391	49,766	52,253	54,584	56,944	59,479	62,130	64,837	67,666	70,488
Investment Receipts	19	21	21	21	21	21	21	21	21	21	21	21
Payments												
Operating Payments to Suppliers and Employees	(34,537)	(33,753)	(33,870)	(35,139)	(36,282)	(37,859)	(39,262)	(40,912)	(42,616)	(44,392)	(46,241)	(48,168)
Finance Payments	(1,474)	(1,434)	(1,588)	(1,767)	(1,854)	(1,741)	(1,717)	(1,572)	(1,346)	(1,118)	(883)	(711)
Net Cash provided by (or used in) Operating Activities	10,913	11,317	11,954	12,881	14,138	15,005	15,986	17,016	18,189	19,348	20,563	21,630
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Amounts Specifically for New/Upgraded Assets	1,136	1,484	342	3,513	1,320	1,634	331	0	336	336	3,144	3,238
Sale of Renewed/Replaced Assets	855	310	921	565	518	638	519	534	550	567	584	1,847
Repayments of Loans by Community Groups	86	60	52	20	10	10	11	13	14	15	15	16
Payments												
Expenditure on Renewal/Replacement of Assets	(5,592)	(6,269)	(8,681)	(7,769)	(6,829)	(8,393)	(7,666)	(8,006)	(9,204)	(8,717)	(12,635)	(14,129)
Expenditure on New/Upgraded Assets	(9,414)	(8,642)	(7,505)	(12,311)	(7,337)	(6,444)	(4,927)	(2,472)	(4,874)	(6,188)	(9,756)	(9,253)
Net Cash Provided by (or used in) Investing Activities	(12,929)	(13,057)	(14,871)	(15,982)	(12,318)	(12,555)	(11,732)	(9,931)	(13,178)	(13,987)	(18,648)	(18,281)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	28,758	2,252	3,700	4,000	0	7,500	0	0	0	0	0	0
Payments												
Repayments of Borrowings	(26,675)	(739)	(776)	(793)	(1,844)	(10,010)	(4,211)	(7,113)	(5,014)	(5,315)	(1,915)	(3,416)
Net Cash provided by (or used in) Financing Activities	2,083	1,513	2,924	3,207	(1,844)	(2,510)	(4,211)	(7,113)	(5,014)	(5,315)	(1,915)	(3,416)
Net Increase/(Decrease) in cash held	67	(227)	7	106	(24)	(60)	43	(28)	(3)	46	0	(67)
Opening cash, cash equivalents or (bank overdraft)	410	477	250	257	363	339	279	322	294	291	337	337
Closing cash, cash equivalents or (bank overdraft)	477	250	257	363	339	279	322	294	291	337	337	270

Estimated Statement of Changes in Equity

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	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)
ACCUMULATED SURPLUS												
Balance at end of previous reporting period	150,882	151,759	166,891	169,011	178,788	182,861	187,527	191,328	195,305	200,299	205,894	214,919
Net Result for Year	1,305	4,281	2,120	9,777	4,073	4,666	3,801	3,977	4,994	5,595	9,025	9,507
Transfers to Other Reserves	(5,863)	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	5,435	10,851	0	0	0	0	0	0	0	0	0	0
Balance at end of period	151,759	166,891	169,011	178,788	182,861	187,527	191,328	195,305	200,299	205,894	214,919	224,426
ASSET REVALUATION RESERVE												
Property, Plant & Equipment	242,340	253,740	261,840	272,440	286,040	300,640	316,240	332,340	348,840	365,740	383,240	401,440
Balance at end of period	242,340	253,740	261,840	272,440	286,040	300,640	316,240	332,340	348,840	365,740	383,240	401,440
OTHER RESERVES												
Balance at end of previous reporting period	11,148	11,576	725	725	725	725	725	725	725	725	725	725
Transfers from Accumulated Surplus	5,863	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(5,435)	(10,851)	0	0	0	0	0	0	0	0	0	0
Balance at end of period	11,576	725	725	725	725	725	725	725	725	725	725	725
TOTAL EQUITY AT END OF REPORTING PERIOD	405,675	421,356	431,576	451,953	469,626	488,892	508,293	528,370	549,864	572,359	598,884	626,591

Estimated Summary Statement including Financing Transactions

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	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	45,783	47,753	47,419	49,804	52,291	54,621	56,985	59,524	62,179	64,887	67,724	70,552
less Operating Expenses	(45,164)	(46,972)	(47,695)	(49,651)	(51,697)	(53,815)	(55,807)	(57,905)	(59,946)	(62,129)	(64,421)	(66,936)
Operating Surplus/(Deficit) before Capital Amounts	619	781	(276)	153	594	806	1,178	1,619	2,233	2,758	3,303	3,616
Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Assets	(5,592)	(6,269)	(8,681)	(7,769)	(6,829)	(8,393)	(7,666)	(8,006)	(9,204)	(8,717)	(12,635)	(14,129)
add back Depreciation, Amortisation & Impairment	10,666	11,420	11,891	12,395	13,203	13,848	14,452	15,036	15,589	16,214	16,882	17,632
add back Proceeds from Sale of Replaced Assets	855	310	921	565	518	638	519	534	550	567	584	1,847
	5,929	5,461	4,131	5,191	6,892	6,093	7,305	7,564	6,935	8,064	4,831	5,350
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	(9,411)	(8,642)	(7,505)	(12,311)	(7,337)	(6,444)	(4,927)	(2,472)	(4,874)	(6,188)	(9,756)	(9,253)
add back Amounts Specifically for New/Upgraded Assets	1,136	1,484	342	3,513	1,320	1,634	331	0	336	336	3,144	3,238
	(8,275)	(7,158)	(7,163)	(8,798)	(6,017)	(4,810)	(4,596)	(2,472)	(4,538)	(5,852)	(6,612)	(6,015)
Net Lending / (Borrowing) for Financial Year	(1,727)	(916)	(3,308)	(3,454)	1,469	2,089	3,887	6,711	4,630	4,970	1,522	2,951
FINANCING TRANSACTIONS												
New Borrowings	28,758	2,252	3,700	4,000	0	7,500	0	0	0	0	0	0
Repayment of Principal on Borrowings	(26,675)	(739)	(776)	(793)	(1,844)	(10,010)*	(4,211)	(7,133)	(5,014)	(5,315)	(1,915)	(3,416)
(Increase)/Decrease in Cash and Cash Equivalents	(67)	227	(7)	(106)	24	60	(43)	28	3	(46)	0	67
(Increase)/Decrease in Receivables	(289)	(824)	391	353	351	361	367	374	381	391	393	398
Financing Transactions	1,727	916	3,308	3,454	(1,469)	(2,089)	(3,887)	(6,711)	(4,630)	(4,970)	(1,522)	(2,951)

* Repayment of fixed term borrowings

Estimated Key Financial Indicators

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
Operating Surplus / (Deficit) - \$'000	619	781	(276)	153	594	806	1,178	1,619	2,233	2,758	3,303	3,616
Operating Surplus Ratio	1%	2%	(1)%	0%	1%	1%	2%	3%	4%	4%	5%	5%
Net Financial Liabilities Ratio	83%	80%	87%	89%	82%	74%	63%	49%	38%	29%	25%	19%
Asset Renewal Funding Ratio	73%	90%	116%	102%	103%	106%	101%	101%	105%	99%	101%	99%
Loan Borrowings - \$'000	32,170	33,683	36,607	39,814	37,970	35,460	31,249	24,136	19,122	13,807	11,892	8,476
3 YEAR ROLLING AVERAGE												
Operating Surplus / (Deficit) - \$'000	700	375	219	157	518	859	1,201	1,677	2,203	2,765	3,226	3,460
Operating Surplus Ratio	1%	1%	0%	0%	1%	2%	2%	3%	4%	4%	5%	5%
Net Financial Liabilities Ratio	81%	83%	86%	86%	82%	73%	62%	50%	39%	31%	24%	22%
Asset Renewal Funding Ratio	82%	93%	103%	107%	104%	103%	103%	103%	102%	102%	100%	100%

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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

Estimated Summary Statement including Financing Transactions

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
Operating Revenues	5,268	5,101	5,241	5,694	6,202	6,473	6,764	7,067	7,384	7,649	7,924	8,073
<i>less Operating Expenses</i>	(4,269)	(4,882)	(5,211)	(5,620)	(5,988)	(6,169)	(6,436)	(6,649)	(6,848)	(7,078)	(7,307)	(7,547)
Operating Surplus/(Deficit) before Capital Amounts	999	219	30	74	214	304	328	418	536	571	617	526
Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Assets	(312)	(196)	(1,374)	(975)	(677)	(666)	(701)	(1,052)	(950)	(978)	(1,008)	(1,038)
<i>add back Depreciation, Amortisation & Impairment</i>	1,201	1,265	1,306	1,401	1,524	1,584	1,660	1,714	1,766	1,836	1,911	1,988
	889	1,069	(68)	426	847	918	959	662	816	858	903	950
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	(346)	(2,086)	(1,936)	(2,106)	(789)	(1,435)	(242)	(29)	0	(953)	(982)	(1,012)
<i>add back Amounts Specifically for New/Upgraded Assets</i>	0	511	0	184	0	0	0	0	0	0	0	0
	(346)	(1,575)	(1,936)	(1,922)	(789)	(1,435)	(242)	(29)	0	(953)	(982)	(1,012)
Net Lending / (Borrowing) for Financial Year	1,542	(287)	(1,974)	(1,422)	272	(213)	1,045	1,051	1,352	476	538	464
FINANCING TRANSACTIONS												
New Borrowings	0	452	2,100	1,600	0	200	0	0	0	0	0	0
Repayment of Principal on Borrowings	(1,542)	(120)	(128)	(137)	(300)	0	(1,000)	(1,100)	(1,300)	(500)	(500)	(500)
(Increase)/Decrease in Cash and Cash Equivalents	0	(45)	2	(41)	28	13	(45)	49	(52)	24	(38)	36
Financing Transactions	(1,542)	287	1,974	1,422	(272)	213	(1,045)	(1,051)	(1,352)	(476)	(538)	(464)

Estimated Key Financial Indicators (CWMS)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
Operating Surplus / (Deficit) - \$'000	999	219	30	74	214	304	328	418	536	571	617	526
Operating Surplus Ratio	19%	4%	1%	1%	3%	5%	5%	6%	7%	7%	8%	7%
Net Financial Liabilities Ratio	126%	136%	170%	182%	162%	159%	137%	116%	92%	83%	73%	66%
Asset Renewal Funding Ratio	32%	28%	304%	105%	143%	242%	134%	120%	124%	125%	125%	125%
Loan Borrowings - \$'000	6,654	6,986	8,958	10,421	10,121	10,321	9,321	8,221	6,921	6,421	5,921	5,421
3 YEAR ROLLING AVERAGE												
Operating Surplus / (Deficit) - \$'000	609	416	108	106	197	282	350	427	508	575	571	572
Operating Surplus Ratio	12%	8%	2%	2%	3%	4%	5%	6%	7%	8%	7%	7%
Net Financial Liabilities Ratio	131%	144%	163%	171%	168%	153%	137%	115%	97%	83%	74%	70%
Asset Renewal Funding Ratio	30%	121%	146%	184%	163%	173%	165%	126%	123%	125%	125%	125%

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
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 - %	(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

Council excluding CWMS

Estimated Summary Statement including Financing Transactions

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	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	40,515	42,652	42,178	44,110	46,089	48,148	50,221	52,457	54,795	57,238	59,800	62,479
<i>less Operating Expenses</i>	(40,895)	(42,090)	(42,484)	(44,031)	(45,709)	(47,646)	(49,371)	(51,256)	(53,098)	(55,051)	(57,114)	(59,389)
Operating Surplus/(Deficit) before Capital Amounts	(380)	562	(306)	79	380	502	850	1,201	1,697	2,187	2,686	3,090
Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Assets	(5,280)	(6,073)	(7,307)	(6,794)	(6,152)	(7,727)	(6,965)	(6,954)	(8,254)	(7,739)	(11,627)	(13,091)
<i>add back Depreciation, Amortisation & Impairment</i>	9,465	10,155	10,585	10,994	11,679	12,264	12,792	13,322	13,823	14,378	14,971	15,644
<i>add back Proceeds from Sale of Replaced Assets</i>	855	310	921	565	518	638	519	534	550	567	584	1,847
	5,040	4,392	4,199	4,765	6,045	5,175	6,346	6,902	6,119	7,206	3,928	4,400
Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	(9,065)	(6,556)	(5,569)	(10,205)	(6,548)	(5,009)	(4,685)	(2,443)	(4,874)	(5,235)	(8,774)	(8,241)
<i>add back Amounts Specifically for New/Upgraded Assets</i>	1,136	973	342	3,329	1,320	1,634	331	0	336	336	3,144	3,238
	(7,929)	(5,583)	(5,227)	(6,876)	(5,228)	(3,375)	(4,354)	(2,443)	(4,538)	(4,899)	(5,630)	(5,003)
Net Lending / (Borrowing) for Financial Year	(3,269)	(629)	(1,334)	(2,032)	1,197	2,302	2,842	5,660	3,278	4,494	984	2,487
FINANCING TRANSACTIONS												
New Borrowings	28,758	1,800	1,600	2,400	0	7,300	0	0	0	0	0	0
Repayment of Principal on Borrowings	(25,133)	(619)	(648)	(656)	(1,544)	(10,010)*	(3,211)	(6,013)	(3,714)	(4,815)	(1,415)	(2,916)
(Increase)/Decrease in Cash and Cash Equivalents	(67)	272	(9)	(65)	(4)	47	2	(21)	55	(70)	38	31
(Increase)/Decrease in Receivables	(289)	(824)	391	353	351	361	367	374	381	391	393	398
Financing Transactions	3,269	629	1,334	2,032	(1,197)	(2,302)	(2,842)	(5,660)	(3,278)	(4,494)	(984)	(2,487)

* Repayment of fixed term borrowings

Estimated Key Financial Indicators (Council Excluding CWMS)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Year Ended 30 June:	Actual \$('000)	Estimate \$('000)	Year 1 \$('000)	Year 2 \$('000)	Year 3 \$('000)	Year 4 \$('000)	Year 5 \$('000)	Year 6 \$('000)	Year 7 \$('000)	Year 8 \$('000)	Year 9 \$('000)	Year 10 \$('000)
Operating Surplus / (Deficit) - \$'000	(380)	562	(306)	79	380	502	850	1,201	1,697	2,187	2,686	3,090
Operating Surplus Ratio	(1)%	1%	(1)%	0%	1%	1%	2%	2%	3%	4%	4%	5%
Net Financial Liabilities Ratio	77%	74%	77%	77%	71%	62%	53%	40%	31%	21%	18%	13%
Asset Renewal Funding Ratio	80%	98%	102%	102%	100%	100%	99%	99%	103%	96%	99%	98%
Loan Borrowings - \$'000	25,516	26,697	27,649	29,393	27,849	25,139	21,928	15,915	12,201	7,386	5,971	3,055
3 YEAR ROLLING AVERAGE												
Operating Surplus / (Deficit) - \$'000	91	(41)	112	51	320	577	851	1,249	1,695	2,190	2,654	2,888
Operating Surplus Ratio	0%	0%	0%	0%	1%	1%	2%	2%	3%	4%	4%	5%
Net Financial Liabilities Ratio	75%	76%	76%	75%	70%	62%	52%	41%	31%	24%	17%	15%
Asset Renewal Funding Ratio	89%	93%	101%	101%	101%	100%	99%	100%	99%	99%	98%	98%

Key Financial Indicator Targets

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	Year 1 Short Term	Year 2 Short Term	Year 3 Short Term	Year 4 Med Term	Year 5 Med Term	Year 6 Med Term	Year 7 Long Term	Year 8 Long Term	Year 9 Long Term	Year 10 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 - %	≤100	≤100	≤100	≤100	≤100	≤100	≤80	≤80	≤80	≤80
Asset Renewal Funding Ratio - %	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110





Images used in the Annual Business Plan & Budget 2019-20

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- Page 07 | Elected Members of Alexandrina Council
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- Page 14 | Mount Compass Recreation Park during construction, Current Senior Citizens Building, CWMS assets, Artists impression of Strathalbyn Streetscape Revitalisation
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- Page 23 | Strathalbyn Community Swimming Pool, Coorong birdlife
- Page 24 | Mayor Parkes with the Goolwa yarn bombing group
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- Page 30 | Colman Terrace Playground, Strathalbyn
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- Page 34 | Goolwa Christmas Festival
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HOW TO CONTACT US



11 Cadell Street, Goolwa



PO Box 21
Goolwa SA 5214



www.alexandrina.sa.gov.au



08 8555 7000 F| 08 8555 3603



alex@alexandrina.sa.gov.au



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AlexandrinaCouncil](https://facebook.com/AlexandrinaCouncil)

