

Alexandrina Council



Annual Business Plan and Budget 2023/24



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



Contents

➤ Community Consultation	02
➤ Message from the Mayor	03
➤ Message from the Chief Executive Officer	04
➤ Annual Business Plan and Budget Balancing Act	05
➤ Your Council	06
Council Members and Ward Boundaries	07
Ward Boundaries	08
Council Members	09
Alexandrina 2040 – Our Vision	10
Our Community	11
Monitoring and Reporting	12
Valuations across Villages used to determine Rates	13
Planning and delivering results village-by-village	14
Council's Services	22
➤ Focus on 2023/24	24
Significant Influences and Priorities 2023/24	25
Major Projects	26
Capital Program Components	28
Budget Snapshot – The Numbers	30
Summary Statement	31
Rates at a Glance	32
Alexandrina Council more than Roads, Rates and Rubbish	34
Community Wastewater Management Schemes 2023/24	36
Council excluding CWMS 2023/24	38
Sources of Income	40
Operating Expenses Categories	41
Rates Income for 2023/24	42
➤ Focus on 2022/23	46
Summary of Achievements	47
Summary of Budget Movements in 2022/23	49
➤ Appendix A – Financial Statements	50
➤ Appendix B – Capital Program	59
➤ Appendix C – Long Term Financial Plan	69
➤ Appendix D – New Operating Initiatives	84
➤ Appendix E – Draft Revenue Strategy 2025/28	86

Community Consultation

Council welcomed community feedback between the 25 May to 22 June 2023 regarding the proposed activities and associated funding arrangements contained within the draft Annual Business Plan and Budget for 2023/24.

The community were invited to provide feedback via our My Say website, in writing or by attending one of our 6 Budget Roadshow Public Meetings that were held on;

Monday 29 May – Middleton 6.30pm
Tuesday 30 May – Mount Compass 6.30pm
Monday 5 June – Clayton Bay 6.00pm
Tuesday 6 June – Strathalbyn 6.30pm
Tuesday 20 June – Goolwa 6.30pm
Wednesday 21 June – Milang 6.30pm

Community Consultation Summary

9

posts across Facebook, Instagram, LinkedIn and newspaper notices



11,340 reach



14,373 impressions



114 reactions



123 comments



51 shares



Budget Roadshow Information Sessions: **6**



Roadshow attendance: **213**



Survey participants: **42**



Written submissions: **33**



Total participation: **288**

Significant Amendments made to the Annual Business Plan and Budget following community engagement:

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

Average rate increase

The average rates rise was reduced from the 7.2% consulted on to 5.9% based on community feedback and increase in property growth from 1.3% to 1.75% based on figures received from the Valuer General. This rate reduction produced a minor deficit of \$271,115.

Operating, Capital and Borrowings

- Operating revenues from \$60,510,000 to \$60,231,000.
- Operating expenses from \$60,350,000 to 60,502,000.
- Operating surplus from \$160,000 to a deficit of (\$271,115).
- New outlays on capital from \$34,621,000 to \$27,621,000 (based on the March quarter budget review and incorporating a 3 year cash flow for completion of 2023 and 2024 capital projects).
- Net lending (borrowing for financial year) from (\$25,703) to (\$19,143).

New Operating Initiatives increased from \$2,051,000 to \$2,174,200 including;

- Added Adelaide Car Rally Strathalbyn Staging \$23,200
- Added Clayton Bay SMART Lighting based on community feedback \$25,000
- Added CWMS Lagoon remediation at Swamp Road, Strathalbyn due to Council resolution \$5,000
- Goolwa Township Masterplan due to Council resolution \$70,000

2022/23 achievements added.

Amended capital works project description for Clayton Bay Toilets to: Upgrade of Foreshore Toilets, including mobility access, and Caravan Park Toilets at Clayton Bay.

The full business plan has been updated to reflect the amendments since community engagement has been completed and the budget adopted.

Message from the Mayor



On behalf of our Council Members, and as Mayor, I am pleased to present our Annual Business Plan & Budget for 2023/24.

Our focus is on delivering essential services while keeping rates below inflation which this budget delivers. We have placed a strong emphasis on fulfilling our existing project commitments and embracing operational efficiencies.

Our plan is based on the long-term aspirations outlined in the A2040 suite of strategic management plans, which includes the Community Strategic Plan, Long Term Financial Plan, and Asset Management Plan. The plan aims to deliver on the vision of creating a livable, green, and connected community while ensuring the Council remains financially sustainable.

Our Chief Executive Officer, Nigel Morris, commenced in May 2022 making this his first budget at Alexandrina that he has been fully involved in from start to finish. Council in the setting of the Chief Executive Officer's Key Performance Indicators made it clear that we were looking for a budget with a rates increase less than the Consumer Price Index (CPI) and achieving a surplus budget, and this was presented to Council.

We recognise the value of transparency and community engagement, and this year sought your input through our 6 Budget Roadshows. After careful consideration of the community feedback, we have made adjustments to align with what we heard.

I understand many households are facing cost of living challenges, so we have taken steps to reduce the average rate increase from the proposed 7.2% which was consulted on and lowered it to 5.9%. Our average rate increase is 2% lower than inflation to hopefully minimise financial burdens. While we have accepted a small deficit, we are committed to restoring a balanced budget within the next 12 months.

I am confident that our plan sets us on a path towards a prosperous and vibrant community and thank all those who participated during our budget process.

Kind regards

Mayor Keith Parkes

Message from the Chief Executive Officer



The preparations for the 2023/24 Annual Business Plan and Budget were commenced soon after the adoption of the 2022/23 Plan in July 2022 and has been a major focus of Administration and the Elected Body since that time, this included an all-day Saturday workshop where a deep dive on the budget was performed.

This focus of the Annual Business Plan and Budget has also been based on what we at Council have been hearing loud and clear from the community through last year's budget process, consultation on major projects including Sugars Beach and Goolwa Wharf and through the meet the candidate sessions prior to the November 2022 elections. What we heard from the Community included:

- › The need to no longer have rates increases greater than Consumer Price Index (CPI), the practice of the Long Term Financial Plan having increases of CPI plus 1.5% needed to end.
 - » This has been achieved with the adopted increase 2% less than the Adelaide March CPI
- › To have a balanced or surplus budget (no longer running at a deficit by having expenditure greater than income)
 - » Draft budget presented a minor surplus however after considering community feedback, Council agreed to further reduce the rates increase resulting in a deficit.
- › Enough with the big major projects, it's time to consolidate, finish what you have started and reduce our need for borrowings.
 - » This has been achieved by not introducing any new Major projects and focusing on completing existing projects already committed to and on asset replacement, ensuring our assets are being replaced as they wear out.
- › To reduce the need for Council to continue to borrow more funds
 - » To achieve this Council is focusing on delivering already committed projects and not creating new major projects.
- › To ensure we focus on the key strategic initiatives of Climate Response and Environment Innovation.
 - » This has been achieved by appointing a new Climate Change Officer and commencing the move towards an Electric Vehicle Fleet.
- › To have an Annual Business Plan and Budget document that provides more data and transparency and less glossy pictures.
 - » This has been achieved with this document providing more information than ever before and as requested the glossy pictures have been reduced.
- › The need for the Community to have a greater say in their Community Budget.
 - » This has been achieved with Alexandrina Council for the first time creating a budget roadshow stopping at 6 townships throughout the district to present the budget and really listen to the Community's feedback on the budget.

The balancing act conducted to achieve this budget is described on the next page. I'd like to thank all those who took the time to provide feedback on our plan.

Nigel Morris
Chief Executive Officer

Annual Business Plan and Budget Balancing Act

In order for Council to maintain existing services, add new operating initiatives and reduce the long-term financial plan expected rates increases of CPI* plus 1.5% an extensive savings and efficiencies program was successfully implemented to achieve a rates increase less than CPI as highlighted below:

✓ Reduction in adopted deficit \$745,000 to \$271,115

Council in the 2022/23 financial year adopted an operating budget with expenses greater than income creating an operating deficit of \$745,000. In 2023/24 this has been reduced by close to half a million dollars to a deficit of \$271,115

✓ Savings and efficiencies program

In the preparation of the 2023/24 Annual Business Plan and Budget, Administration created a zero-based budget, looking at every line item identifying reductions that could be made without affecting services. In addition, efficiencies were introduced that provided for greater utilisation of resources, for example the use of team members instead of contractors and reducing the number of General Managers from four to three.

▲ New Operating Initiatives added \$2,174,200

In the preparation of the 2023/24 Annual Business Plan and Budget the following new initiatives totaling over \$2,174,200 were added to the budget based upon Council resolutions, legislative requirements and identified risks:

- › Additional Roadside Slashing
- › Asset Revaluations
- › Cat By-Law Implementation
- › Building Asbestos Inspections
- › Building Structural Compliance
- › Signal Point Experience Operating
- › Internal Audit Program
- › New Climate Change Officer
- › New Planning Engineering
- › Additional Safety Officer
- › Township Canopy Greening
- › Affordable Housing Plan
- › Community Centres funding.

Full list of New
Operating Initiatives
2023/24 in Appendix D

Refer to pages 84-85

✓ Average Rates increase CPI – 2.0%

(Revenue reduced by \$1,537,000)

With the introduction of savings and efficiencies being greater than the sum of the current 2023/24 adopted deficit plus the new operating initiatives the expected rates increase was able to be reduced from being CPI plus 1.5% to be CPI less 2.0%, a reduction of 3.5%.

Council's Strategic Management Plans will be reviewed to determine if an end to the Long Term Financial Plan assumption of rate increases at CPI +1.5% sustainability can be achieved, while staying financially sustainable in the immediate and long term.

*The Adelaide CPI at March 2023 was 7.9%

Your Council



Council Members and Ward Boundaries

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

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

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

Alexandrina West Ward

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

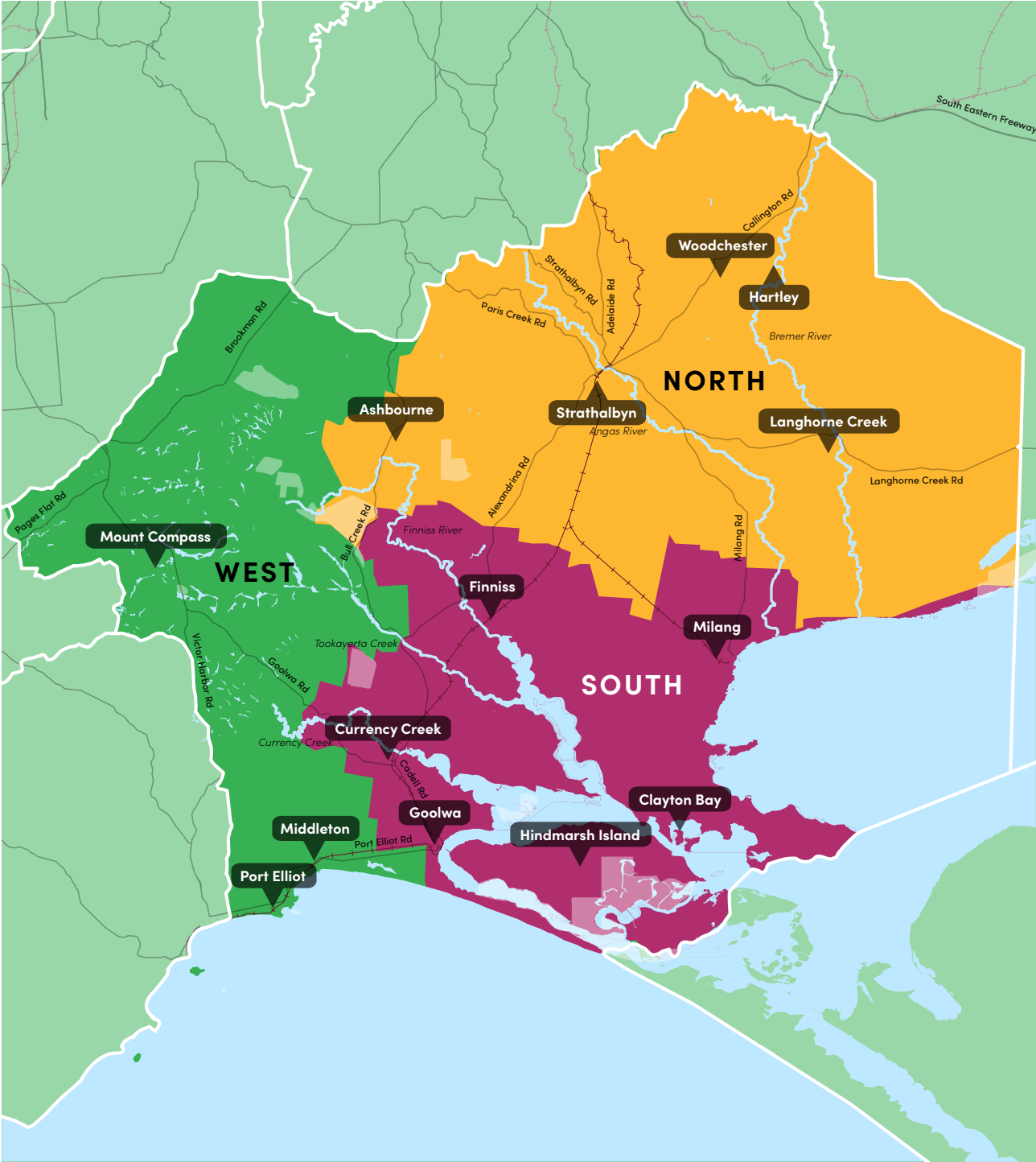
Alexandrina North Ward

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

Alexandrina South Ward

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

Ward Boundaries



Council Members

MAYOR



Mayor Keith Parkes

keith.parkes@alexandrina.sa.gov.au

WEST WARD



**Deputy Mayor
Bill Coomans**

bill.coomans@alexandrina.sa.gov.au



Lou Nicholson

lou.nicholson@alexandrina.sa.gov.au



Michael Scott ASM OAM

Michael.scott@alexandrina.sa.gov.au

NORTH WARD



Craig Maidment

craig.maidment@alexandrina.sa.gov.au



Sue Miller

sue.miller@alexandrina.sa.gov.au



Christie Thornton

christie.thornton@alexandrina.sa.gov.au

SOUTH WARD



Margaret Gardner

margeret.gardner@alexandrina.sa.gov.au



Milli Livingston

milli.livingston@alexandrina.sa.gov.au



Peter Oliver

peter.oliver@alexandrina.sa.gov.au

Alexandrina 2040

– Our Vision

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

How we determine what goes into the budget?

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

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

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

The A2040 suite of plans

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



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

Our Community



1,827 sq km

Area of Alexandrina
Council District

Based on 2021 ABS data



\$519m

Spent by visitors
and residents
in a year



29,257

Usual
Population
of Area



12,394

Principle
dwellings



4,348

Secondary
dwellings



2,169

Total number
of Businesses



550 km

Sealed
roads

Roads

770 km

Unsealed
roads

1,320 km

Total roads

Monitoring and Reporting

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

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

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

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

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

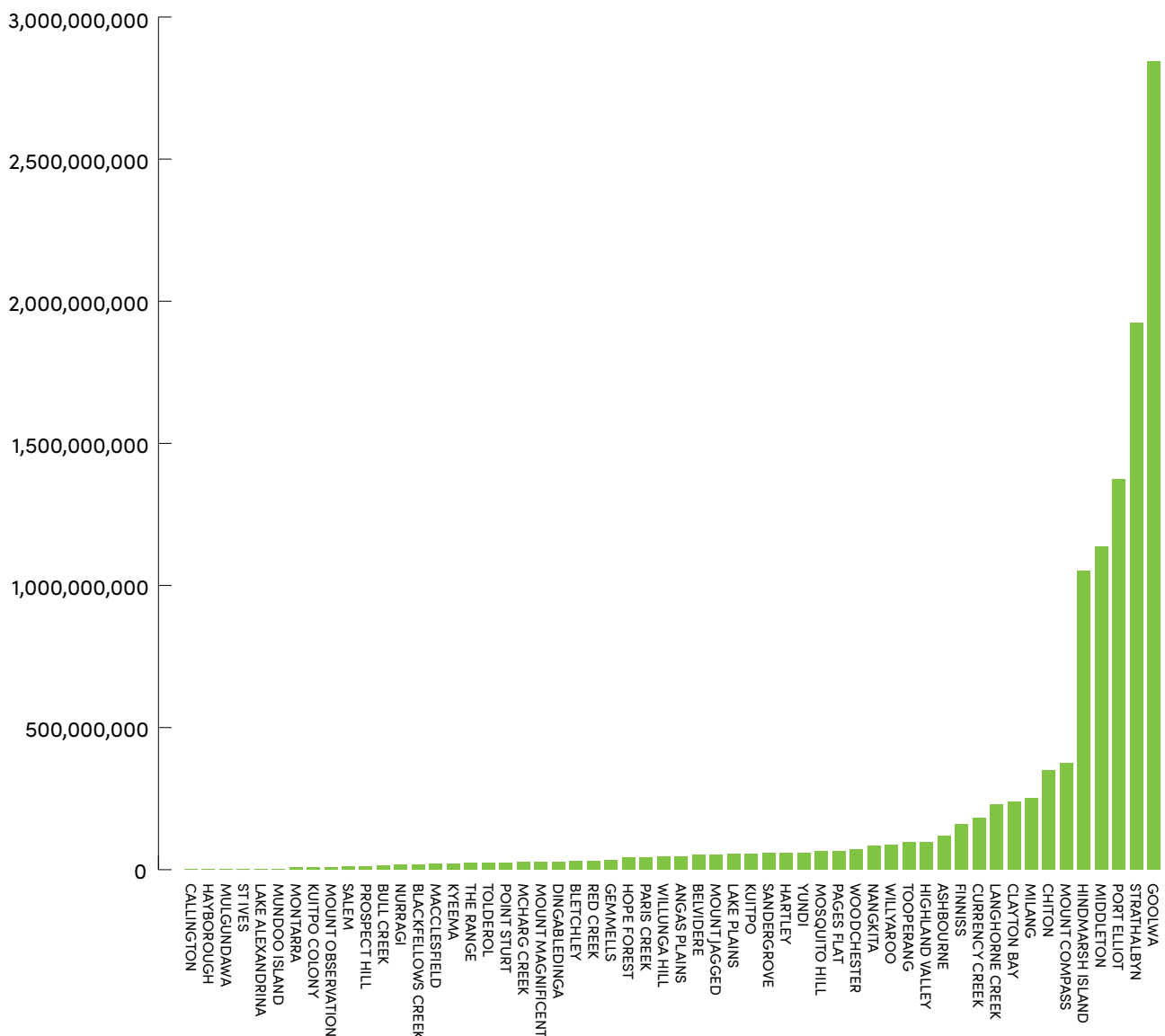
Council is considering alternative forms of revenue generation to reduce the reliance on general rates to achieve a more equitable distribution of the tax burden across all service users either as visitors or ratepayers.
See Appendix E Draft Revenue Strategy

Valuations across Villages used to determine Rates

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

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

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



Planning and delivering results village-by-village

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

In reviewing the Annual Business Plans for the past ten years the following projects and initiatives snapshot illustrates, only some of the projects over the various townships over varying timelines. The table also provides proposed expenditure for 2023/24 and future projects subject to adoption.

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

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



Goolwa/Hindmarsh Island/ Currency Creek

Past/completed Project

Financial Year	Description
14/15	Bristow Smith Reserve – Precinct 3 Upgrade (\$690k)
14/15	Redevelopment of the Goolwa Waste and Transfer Station.
14/15	Upgrade of CWMS pump stations – Goolwa
15/16	Cadell Street and BF Laurie Lane Streetscape Project (\$1.15M)
16/17	Refurbishment of public conveniences – Mundoo Boat Ramp, Hindmarsh Island
17/18	Goolwa Beach – New Surf Lifesavings Club
17/18	Refurbishment of the Goolwa Wharf Shed and decking
17/18	Currency Creek Cemetery expansion
17/18	Amelia Park car parking upgrade (Playground completed 13/14)
17/18	Beautification of the Goolwa Skate Park
19/20	Coorong Quays Wastewater Transition
20/21	Goolwa Wharf Revitalisation Project
20/21	Goolwa Oval Sporting Complex (Total project to completion \$10.4M)
20/21	Bristow Smith Reserve upgrade Goolwa Jet Ski recreational facility upgrade
20/21	Launched Business Alexandrina and opened the 'Hub' in Goolwa
21/22	Harbor Masters Reserve Irrigation
22/23	Renewal works at Goolwa Aquatic Centre Building
22/23	Renewal and upgrade of public toilets at Bristow-Smith reserve
22/23	Signal Point Experience Centre, Goolwa (\$1M grant funded)
22/23	Beacon 19 Goolwa Boat Ramp Refurbishment (Total multi-year project \$1.9M)
22/23	Goolwa Beach Revitalisation Project (Total multi-year project \$1.9M)

Proposed projects for the coming financial year

Financial Year	Description	Amount
23/24	Goolwa Aquatic Club Jetty Upgrade.	\$50,000
23/24	Pathway Expansion/ Upgrade – Excelsior Parade (Britannia Pde to match existing on Blanch Pde), Hindmarsh Island	\$190,000
23/24	Pathway Expansion/ Upgrade – Moore Street, Cadell St to Brooking St, Goolwa	\$35,000
23/24	Haynes Crescent Sealing, Goolwa Beach	\$70,000
23/24	Brooking St Pedestrian Crossing, Goolwa	\$50,000
23/24	Frome Road Pavement Stabilisation, Currency Creek	\$50,000
23/24	Beach Road Goolwa upgrade	\$800,000
23/24	Thornbury Park Stormwater Upgrade, Goolwa North	\$390,000
23/24	Sugars Beach Toilets, Hindmarsh Island	\$500,000
23/24	Goolwa Wharf – Completion of stages (Total project \$14.5M Assisted by grant funding)	\$6,050,000
23/24	Hay Street, Goolwa Pedestrian Crossing (grant funded)	\$95,000
23/24	SA Wooden Boat Festival	\$24,800
23/24	Funding Contribution – Goolwa Community Centre	\$85,000
23/24	Contribution – Goolwa Events – Traffic Management	\$10,000
23/24	Goolwa Township Masterplan	\$70,000

Proposed future projects

Financial Year	Description
Future	Initiatives resulting from Village Conversations
Future	Encounter Bikeway

Langhorne Creek/ Strathalbyn

Past/completed Project:

Financial Year	Description
13/14	Mount Magnificent Road Upgrade, Angas Plains (\$640k)
13/14	Redevelopment of the Strathalbyn Railway Station toilets.
13/14	Restoration of the Headmasters Cottage behind the Strathalbyn library
13/14	Strathalbyn Skate Park (\$430k)
14/15	Redevelopment of the Forest Reserve Playground in Strathalbyn
15/16	Children's Bridge Strathalbyn Structural integrity works
16/17	Sandergrove Road Streetscape, Strathalbyn
16/17	Refurbishment of public conveniences at Commercial Street Strathalbyn
16/17	Redevelopment of the Frank Potts Reserve Camping Area in Langhorne Creek
16/17	The sealed road works include a further section of Nine Mile Road
17/18	Upgrade of the Strathalbyn Senior Citizens building
17/18	Strathalbyn Town Plan traffic upgrade design
17/18	Under-grounding of powerlines and installation of lighting for the Sandergrove Road, Strathalbyn Town Entrance.
17/18	Upgrade work to the car park on the corner of High Street and Grey Street, Strathalbyn to creating a space for the Kenny Blake Memorial.
18/19	Hosted Santos Tour Down Under and Challenge Tour in Strathalbyn
20/21	Strathalbyn Streetscape and Strathalbyn Hall Revitalisation (Total multiple year project \$9.8M)
20/21	A new entrance statement was created in Woodchester for the Langhorne Creek winery region
20/21	The Strathalbyn Swimming Pool underwent a major upgrade
21/22	Upgrades to the Langhorne Creek Community Hall public toilets
21/22	Strathalbyn Lions Park - Shelters and BBQ
21/22	Graham Forrest Reserve Nature Play, Strathalbyn
21/22	Dry Plains Road - Resheet and Upgrade, Strathalbyn
22/23	Commencement of Lot 10, Strathalbyn
22/23	New shade cover over playgrounds at Strathalbyn

Proposed projects for the coming financial year

Financial Year	Description	Amount
23/24	Pathway Expansion/ Upgrade - Old Bull Creek Road (West Tce to Love Ave), Strathalbyn	\$45,000
23/24	Pathway Expansion/ Upgrade - Parker Avenue (No. 22 to Liverpool Dr), Strathalbyn	\$30,000
23/24	South Terrace - Roadside Parking Upgrade, Strathalbyn	\$75,000
23/24	Strathalbyn Oval (Service Road) Upgrade	\$59,952
23/24	Bridges and Culverts Renewal - Strathalbyn Wier Wingwall	\$118,000
23/24	Dalveen Road Bridge Renewal, Woodchester	\$250,000
23/24	Strathalbyn Caravan Park Ablution block renewal shared cost with committee	\$50,000
23/24	Funding Contribution - Strathalbyn Neighbourhood Centre	\$45,000
23/24	Contribution - Strathalbyn Events - Traffic Management	\$10,000
23/24	Consult/Plan own Langhorne Creek Wine Trail	\$15,000
23/24	Remediation CWMS Lagoon Swamp Road	\$5,000
23/24	Adelaide Rally Staging	\$23,200

Proposed future projects

Financial Year	Description
Future	Consideration of Sound Shell - Strathalbyn
Future	Consideration of a Dog Park, Strathalbyn
Future	Langhorne Creek Wine Trail construction
Future	Lot 10 Langhorne Creek Road - Recreation Precinct
Future	Initiatives resulting from Village Conversations

Port Elliot/Middleton/Chiton

Past/completed Project:

Financial Year	Description
14/15	Port Elliot Caravan Park – upgrade of toilet facilities and the irrigation system
14/15	Port Elliot stormwater management to expand underground stormwater networks and improve Lakala Reserve operating efficiencies (\$400k)
15/16	Fleurieu Regional Aquatic Centre (\$10.5M)
16/17	Enhancement of retaining walls at Freeman's Knob, Port Elliot (grant funded)
17/18	Chiton Rocks – Surf Lifesaving Club upgrade
17/18	Port Elliot – New Surf Lifesaving Club
17/18	Masterplan for Ratalang Basham Beach Conservation Reserve
17/18	Ratalang Car Park upgrade
18/19	Stormwater works at the Port Elliot oval.
19/20	Cow Sculpture at Ratalang Basham Beach Conservation Reserve
20/21	Port Elliot Caravan Park Power Head Project
20/21	Port Elliot Oval Irrigation
21/22	Renewal of Port Elliot Institute / Library and the Port Elliot RSL including new air-conditioning.
21/22	Irrigation renewal works on Commodore Reserve, Port Elliot
21/22	Strangways Reserve Irrigation, Port Elliot
22/23	Renewal and upgrade of public toilets at Horseshoe Bay, Port Elliot
22/23	Horseshoe Bay Jetty and new path works
22/23	New irrigation system at Abbotts Reserve Middleton
22/23	Port Elliot Masterplan and Traffic Study
22/23	Middleton Masterplan
22/23	Port Elliot Flying Fish Reserve and Playground upgrade.
22/23	Freeman Lookout in Port Elliot including drainage upgrades and the restoration of the 1936 Centenary Staircase (\$350k)
22/23	Middleton Stormwater Event – Hydrologist Report

Proposed projects for the coming financial year

Financial Year	Description	Amount
23/24	Shade cover over playgrounds program – Port Elliot, Middleton.	\$120,000
23/24	The Cutting (Dolphin Apartments) Retaining Wall, Port Elliot	\$70,000
23/24	Horseshoe Bay Jetty Remediation, Port Elliot	\$230,000
23/24	Pathway Expansion/ Upgrade – Mason Street (North Tc to Arthur St), Port Elliot	\$30,000
23/24	Pathway Expansion/ Upgrade – Charteris St, Port Elliot (North Tce to Arthur St)	\$30,000
23/24	Breaker Court Stormwater Upgrade, Middleton	\$125,000
23/24	Three Pedestrian Crossings in Middleton (grant funded)	\$285,000
23/24	Middleton Ratalang Basham Beach Conservation Reserve – Farm Building Ruins roof and external wall repairs design yr 1	\$10,000
23/24	Middleton Footbridges damaged in stormwater event	Insurance \$ to be determined

Proposed future projects

Financial Year	Description
Future	Port Elliot – Outcomes from the Masterplan
Future	Middleton – Outcomes from the Masterplan
Future	Encounter Bikeway
Future	Hill Street, Port Elliot Stormwater – (Scope and Design) in conjunction with Streetscape upgrade
Future	Crockery Creek, Port Elliot Flood Mitigation
Future	Waterport Heritage Reserve (Scope and Design)
Future	Initiatives resulting from Village Conversations

Mount Compass

Past/completed Project

Financial Year	Description
14/15	Completion of the Mount Compass waste water treatment plant
15/16	Facilitation and completion of the Adelaide Hills Sculpture Symposium for Mount Compass
16/17	New shared community car parking facility at Mount Compass.
17/18	Mount Compass Playground
17/18	Renewal of Lanacoona Road, Mount Compass (\$478k)
17/18	Completion of the Mount Compass Streetscape project
18/19	Mount Compass Recreation Park (\$1.2M)
19/20	Nangkita Road renewal.
22/23	Shared Path - Sand Mine Road, Mount Compass

Proposed projects for the coming financial year

Financial Year	Description	Amount
23/24	Mount Compass Recreation Park Public Toilet upgrade	\$400,000
23/24	Sealing of unsealed roads - Peters Tce, Mount Compass	\$500,000

Proposed future projects

Financial Year	Description
Future	Initiatives resulting from Village Conversations



Clayton Bay/Milang

Past/completed Project

Financial Year	Description
15/16	Redevelopment of the Clayton Bay Caravan Park ablutions bloc
15/16	Assistance in the purchase of the Milang Butter Factory (\$325k)
16/17	Refurbishment of public conveniences - Old Clayton Bay
17/18	Milang Foreshore erosion management
17/18	Clayton Bay foreshore and carpark upgrade
17/18	Seal the last section of Nine Mile Road, Milang (\$900k)
20/21	Renewal of Milang foreshore public toilet.
21/22	Expansion works on the Milang Institute
22/23	New shade cover over playgrounds at Milang
22/23	Milang Masterplan
22/23	Tarella Street, Milang Stormwater Upgrade



Proposed projects for the coming financial year

Financial Year	Description	Amount
23/24	Upgrade of Foreshore Toilets (including mobility access) and Caravan Park Toilets, Clayton Bay	\$485,920
23/24	Pathway Expansion/ Upgrade - Rivers Street (Daranda Tce to Coxe Street), Milang	\$40,000
23/24	Pathway Expansion/ Upgrade - Ameroo Ave (Daranda Tce to Coxe St), Milang	\$50,000
23/24	Clayton Bay SMART lighting	\$25,000
23/24	Milang Chapel external wall repairs design year 1 and works year 2	\$10,000
23/24	Funding Contribution - Milang Old School House Community Centre	\$25,000

Proposed future projects

Financial Year	Description
Future	Clayton Bay – Dark Skies Initiatives
Future	Milang – Outcomes from the Masterplan

Complete list of Council wide projects found in Appendix B

Refer to pages 59

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

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

Green Alexandrina is climate-ready, a place where nature is valued and resources are managed sustainably and creatively for a new economy Connected Alexandrina is an inclusive, friendly region with strong community spirit, where all people are empowered to achieve their potential, and inspired to get involved.

Connected Alexandrina is an inclusive, friendly region with strong community spirit, where all people are empowered to achieve their potential, and inspired to get involved.

The *A2040 Plan* sets out the five action areas, each has three supporting activities and measures for the community's aspirations to be more Liveable, Green and Connected.



Climate Response

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

1.1 Increase township greening and tree planning for canopy cover

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

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



Appropriate Growth

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

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

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

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



Community Inclusion

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

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

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

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



Transport Connections

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

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

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

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



Environmental Innovation

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

1.5 Commit to purchasing recycled material in our public spaces

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

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

Council's Services

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

Services include:

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

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

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

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

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



Focus on 2023/24

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

Significant Influences and Priorities 2023/24

A number of significant factors have influenced the preparation of Council's Annual Business Plan and Budget for 2023/24.

- › **Chief Executive Officer's KPI** – to present an option for the 2023/24 Annual Business Plan and Budget with rates increase of CPI or less and a surplus budget (this option was ultimately presented, however Council in listening to the Community further reduced the presented budget of CPI minus 1% to by CPI minus 2% along with a minor deficit)
- › **Capital investment** – \$20.2 million in the renewal of existing assets and construction of new infrastructure in accordance with Council's 10-year Infrastructure and Asset Management Plan
- › **Capital projects** – the impacts on borrowings and interest from re-timing cash flow over a three year period for 2022/23 and 2023/24 endorsed capital projects
- › **Capitalisation of employee costs** – \$1.33m provision for the capitalisation of project management and employee costs in accordance with Council's Asset Accounting Policy
- › **Inflationary pressures** – the CPI for Adelaide for March 2023 7.9%
- › **Enterprise Bargaining Agreement** – is linked to annual CPI, with indexed by 7.9%
- › **Vacant employee positions** – a provision of \$277k to recognise the annual average vacant position
- › **New initiatives** – \$2.174m of new initiatives as set out in Appendix D
- › **Superannuation** – Increase of 0.5%, from 10.5% to 11% for the Superannuation Guarantee (Administration) Act 1922 that requires employers to provide a minimum amount of superannuation support for their employees.

Property valuations

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

The valuation file received for the Valuer-General shows an average increase in market valuations across the Council area of 16% from a valuation of \$10.1 billion to \$11.8 billion.

Council's Rating Policy each year includes a rate capping provision to ensure that residential ratepayers are not affected by capital valuation increases by more than 12%, and non-residential ratepayers are not affected by capital valuation increases by more than 50%, of the previous year's amount payable.

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

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

Council will pursue synergies relevant to regional and national initiatives in its priorities for 2023/24 including:

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

Major Projects

In 2023/24 Council is planning to undertake major capital works to ensure the longevity of existing assets and to cater to the needs of a growing community.

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

As well as the major projects outlined here, Council plans to undertake a range of smaller projects across the region as outlined in **Appendix B** and includes projects adopted in 2022/23 which still require completion.

Goolwa Wharf Revitalisation Precinct

The project includes new pathways and signage, reconstruction of the wharf, renewal of the wharf shed including improvements such as internal lining and glazing, and upgrades to Signal Point including a new entrance canopy and roof remediation. This investment at the Goolwa Wharf Precinct reflects Council's strategic vision "To Thrive" and will establish the 'canvas' for innovative and diverse activities ranging from new business opportunities, outdoor dining, 'pop ups', festivals and community events.

➤ **Total Project Cost: \$14,460,000**

Australian and State Government funding: \$5,000,000 Goolwa Wharf Precinct

State Government funding:
\$980,000 Signal Point Experience Centre

2023/24 allocation \$6,050,000





Freeman Lookout in Port Elliot

Includes drainage upgrades and the restoration of the 1936 Centenary Staircase

➤ **Total Project Cost: \$350,000**

Sealing of unsealed roads

Peters Tce, Mount Compass

➤ **Total Project Cost: \$500,000**



Strathalbyn Town Centre Streetscape

Major works at the intersections of Dawson St with Donald St and South Tce for stormwater, kerbing, and pavement reconstruction works. Some minor works on footpaths and service trenching along Dawson Street.

➤ **Total project cost \$10,510,000**

State Government funding: \$3,850,000

Carried forward from 2022/23 allocation to 2023/24 for stages 4 to 8 \$2,226,233

Sugars Beach

Includes toilet facilities and interpretive signage ensuring that the area be kept as natural as possible as per Council resolution ACM221742 in December 2022.

➤ **Total Project Cost: \$500,000**



Capital Program Components

Council's expenditure on Capital Works during 2023/24 is \$20.2 million, with a portion of this budget allocated to Asset Renewal expenditure to maintain the current standard and service levels of Council's infrastructure networks. The remaining budget is allocated to New and Upgraded Assets, including funds for upgrading or expanding Council's infrastructure to meet increasing demand and capacity requirements, as well as allocations for major projects.

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

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



Capital Expenditure 2023/24	Land & Buildings \$('000)	Recreation & Open Space \$('000)	Roads, Bridges & Stormwater \$('000)	CWMS \$('000)	Kerbs & Footpaths \$('000)	Plant & Equipment \$('000)	Major Projects \$('000)	
Asset Renewal	601	0	2,605	696	0	2,266	0	
New or Upgraded Assets	650	800	1,920	2,625	525	633	6,900	
TOTAL	1,251	800	4,525	3,321	525	2,899	6,900	20,220



Land & Buildings

\$1.25 million

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



Recreation & Open Space

\$0.8 million

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



Roads, Bridges and Stormwater

\$4.5 million

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



Community Wastewater Management Schemes

\$3.3 million

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



Kerbs & Footpaths

\$0.5 million

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



Plant & Equipment

\$2.9 million

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

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

Budget Snapshot – The Numbers

Operating

General Rate Revenue	\$51.5m
Other Revenue	\$8.7m
Total Operating Revenue	\$60.2m
Total Operating Expenditure	\$60.5m
Net Operating Deficit	(\$271,115)

Capital

Asset Replacement Capital Projects	\$6.2m
New/Upgrade Capital Projects	\$14.0m
Total Capital Projects	\$20.2m
*Carried forward projects from 2022/23 yet to be completed	\$19.4m

Borrowings

Net Borrowings	\$40.0m
----------------	---------

Rates

CPI All Groups Adelaide March 2023 qtr to qtr increase	7.9%
Average Rates Percentage increase applied to existing rate base	5.9% (CPI – 2.0%)
Average Rates Dollar increase per annum	\$128
Average Rates Dollar increase per week	\$2.46
Average fixed charged for general and primary production	\$440 per annum
Primary Production differential rate in the dollar percentage of general rate	83%

Key Financial Indicators	Short Term Target	2022 Year End Actual	2023 Adopted Budget	2023 Projected Budget*	2024 Budget
Operating Surplus / (Deficit) – \$'000		3,628	(745)	(502)	(271)
Operating Surplus/ (Deficit) – Ratio	(2)–1%	7%	(1)%	(1)%	0%
Net Financial Liabilities Ratio	≤ 120%	41%	83%	48%	75%
Asset Renewal Funding Ratio	90–110%	84%	94%	161%	127%^

Heading Explanation

2022 Year End Actual – Council's audited financial results as at 30 June 2022.

2023 Adopted Budget – Council's budget for 2022/23, and as adopted by Council on July 2022.

2023 Projected Budget – Council's revised budget, projecting its financial position to 30 June 2023.

2024 Budget – Council's budget for 2023/24.

* Based on March 2023 Budget Review.

^ Capital projects – includes the impacts on borrowings and interest from refinancing of cash flow over a three year period for 2022/23 and 2023/24 endorsed capital projects

Summary Statement

Including Financing Transactions

Summary Statement including Financing Transactions	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget* \$('000)	2024 Budget \$('000)
Operating Revenues	55,502	54,605	54,235	60,231
less Operating Expenses	(51,874)	(55,350)	(54,737)	(60,502)
Operating Surplus/(Deficit) before Capital Amounts	33,628	(745)	(502)	(271)
Less: Net Outlays on Existing Assets of Existing Assets Capital Expenditure on Renewal/Replacement	6,729	6,846	11,482	8,989
add back: Depreciation, Amortisation & Impairment	(13,185)	(14,132)	(14,132)	(14,901)
add back: Proceeds from Sale of Replaced Assets	(795)	(388)	(388)	(346)
	(7,251)	(7,674)	(3,038)	(6,258)
Net Outlays on New and Upgraded Assets Capital Expenditure on New/Upgraded Assets	10,647	17,436	16,291	27,621
add back: Amounts Specifically for New/Upgraded Assets	(1,929)	(9,376)	(9,886)	(2,500)
	8,718	8,060	6,405	25,121
Net Lending / (Borrowing) for Financial Year**	2,161	(1,131)	(3,870)	(19,134)

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

New Borrowings	5,775	13,327	12,050	23,249
Repayment of Principal on Borrowings	(6,134)	(12,563)	(12,400)	(4,370)
(Increase)/Decrease in Cash and Cash Equivalents	(2,279)	150	3,747	(93)
(Increase)/Decrease in Receivables* Other movements	477	217	473	48
Financing Transactions	(2,161)	1,131	3,870	19,134**

Appendix A of this document outlines the Financial Statements for Budget 2023/24.

2022 Year End Actual – Council's audited financial results as at 30 June 2022.

2023 Adopted Budget – Council's budget for 2022/23, as adopted by Council on July 2022.

2023 Projected Budget – Council's revised budget, projecting its financial position to 30 June 2023.

2024 Budget – Council's budget for 2023/24.

* Based on March 2023 Budget Review.

** Incorporates a 3 year cashflow for completion of 2023 and 2024 capital projects.

Rates at a Glance

In 2023/24, that for every \$100* of rates, Council will deliver the following services

Liveable



Open Space

Footpaths & Cycle Tracks, Recreation, Open Space and Reserves

\$19 for every \$100 spent



Regulatory Services & Public Health

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

\$1 for every \$100 spent



Economic Development

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

\$3 for every \$100 spent



Planning & Development

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

\$4 for every \$100 spent



Good Governance

Council & Executive Services, Corporate & Financial Services

\$8 for every \$100 spent



Asset Management & Field Services

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

\$8 for every \$100 spent



Hindmarsh Island Bridge | Leanne Geisler

Green



Wastewater Management

Community Wastewater Management Schemes (CWMS) (user pays)

\$3 for every \$100 spent



Waste Management

Kerbside Waste Collection, Recycling, Landfill, Education

\$6 for every \$100 spent



Environmental Activities & Stormwater Management

Biodiversity Sustainability, Stormwater Management, Water Recycling

\$5 for every \$100 spent



Community Facilities

Community Buildings and Public Amenities

\$10 for every \$100 spent



Community Wellbeing

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

\$6 for every \$100 spent



Transport & Road Related Infrastructure

Roads, Bridges and Car Parks

\$27 for every \$100 spent

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

Alexandrina Council more than Roads, Rates and Rubbish

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

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

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

Description	Amount
Roads	\$6,795,900
Rubbish	\$3,231,417

That are funded through the collection of rates:

Description	Amount
Rate Revenue	\$51,500,000

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

Social

Description	Amount
Affordable Housing Planning	\$25,000
Community Centre Funding	\$155,000
Community Grants, Donations and Contributions	\$358,000
Centenary Hall	\$227,000
Events	\$35,000
Goolwa Christmas Pageant – Road Closures	\$10,000
Goolwa Fireworks – Road Closures	\$5,000
Goolwa and Strathalbyn Libraries	\$1,436,809
Strathalbyn Christmas Parade – Road Closures	\$10,000
Adelaide Rally Staging, Strathalbyn	\$23,200

Sporting

Description	Amount
Contributions to Ovals	\$36,800
Fleurieu Regional Aquatic Centre	\$738,477
Goolwa Oval Recreational Precinct Operating	\$140,000
Lot 10 Langhorne Creek Road, Strathalbyn Business Case and Infrastructure Scoping	\$100,000
Recreation and Sport Strategy and Facilities Development Plan	\$50,000
Strathalbyn Pool	\$253,300
Surf Life Saving Club Goolwa – Contributions to Lifesavers	\$22,464

Economic

Description	Amount
Business Hub	\$135,000
Economic Development	\$355,015
Regional Development Australia Membership	\$75,985

Environmental

Description	Amount
Tree Canopy	\$25,000
Murray Darling Association – Region 6 Membership	\$6,682
New Climate Change Officer and Initiatives	\$195,000
Other Environment Initiatives	\$305,250

Cultural and Visitors Experience

Description	Amount
Membership of Fleurieu Peninsula Tourism	\$47,730
Membership of Murray River, Lakes and Coorong Tourism	\$21,916
Old Police Station Art Galley	\$83,400
SA Wooden Boat Festival 2024	\$75,000
Signal Point Art Gallery	\$208,457
Signal Point Experience Centre	\$58,200
Visitor Information Centre	\$453,978
Wooden Boats (including PS Oscar W)	\$118,900

Community Wastewater Management Schemes 2023/24

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

To ensure the financial sustainability of the CWMS in the medium to long term, the Council has set separate key financial performance targets for the maintenance and development of assets, as well as providing appropriate services. To meet these targets, the Council plans to increase service rates, for an occupied unit to \$670 and a vacant unit to \$495 (previously \$610 and \$450 respectively) for the 2023/24 financial year.

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

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



Wastewater treatment plant, Port Elliot

Key Financial Indicators (CWMS Only)

Year Ending 30 June	Short Term Target	2022 Year End Actual	2023 Adopted Budget	2023 Projected Budget*	2024 Budget
Operating Surplus / (Deficit) - \$'000		2,220	419	917	605
Operating Surplus Ratio	(5)-2%	29%	6%	13%	8%
Net Financial Liabilities Ratio	≤ 250%	34%	115%	39%	51%
Asset Renewal Funding Ratio	90-110%	574%	96%	96%	166%

* Based on March 2023 Budget Review.



**Service
changes**

Occupied \$670

Vacant \$495

Wastewater treatment plant, Strathalbyn

Council has invested a significant amount of money, totalling \$5.1 million, in capital works for the Community Wastewater Management Schemes (CWMS) over the last two years. The Council intends to spend an additional \$6.2 million on these systems over the next two years.

The CWMS is expected to generate an operating surplus before capital revenues of \$605,000 for the 2023/24 financial year, with projected surplus positions over the remainder of the ten-year Long Term Financial Plan (LTFP). This indicates that the CWMS has the potential to reduce net financial liabilities and fund capital expenditure above depreciation expenses.

The CWMS Net Financial Liabilities Ratio is projected to peak at 72% in 2027/28 and then decrease to 31% by the end of the ten-year LTFP. Total borrowings are expected to reach \$7 million in 2027/28 and then reduce to \$4.1 million by the end of year 10 of the LTFP.

For the 2023/24 financial year, the Asset Renewal Funding Ratio is projected to be 166%, which is within the target range. Furthermore, the CWMS are expected to remain financially sustainable over the term of the LTFP, with the Operating Surplus Ratio above the target range for several years of the plan.

Council's investment in capital works for the CWMS, coupled with careful financial planning, has put these systems on a path to long-term financial sustainability for our 6 schemes.

Capital Expenditure 2023/24*	CWMS \$('000)
Asset Renewal: Community Wastewater Management Schemes	696
New or Upgraded Assets: Community Wastewater Management Schemes	2,625

Council excluding CWMS 2023/24

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

Council's Operating Surplus/Deficit Ratio for 2023/24, excluding CWMS, is projected to be (2)%, which is outside the target range for the medium term. However, the Operating Ratio is expected to become increasingly positive over the life of the plan, reaching 4% in year 10. This suggests that the Council, excluding CWMS, has the potential to reduce its net financial liabilities and fund capital expenditure above depreciation expenses.

The Council's Net Financial Liabilities Ratio, excluding CWMS, is projected to peak at 83% in 2025/26 and then decrease to 34% by the end of the plan. Total borrowings are projected to be \$36.8 million in 2023/24, decreasing to \$23.1 million by 2032/33. These reduced loan borrowings and net financial liabilities ratios reflect the borrowings undertaken by the 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 the Council, excluding CWMS, is also within the target range as reflected in the Long Term Financial Plan.

Key Financial Indicators (Excluding CWMS)

Year Ending 30 June	Short Term Target	2022 Year End Actual	2023 Adopted Budget	2023 Projected Budget*	2024 Budget
Operating Surplus / (Deficit) - \$'000		1,408	(1,164)	(1,429)	(876)
Operating Surplus Ratio	(2)-1%	3%	(2)%	(3)%	(2)%
Net Financial Liabilities Ratio	≤ 100%	44%	79%	50%	79%
Asset Renewal Funding Ratio	90-110%	71%	93%	150%	117%

* Based on March 2023 Budget Review.

The table below shows Council excluding CWMS expected spend on Capital Works during 2023/24

Capital Expenditure 2023/24	Land & Buildings \$('000)	Recreation & Open Space \$('000)	Roads, Bridges & Stormwater \$('000)	Kerbs & Footpaths \$('000)	Plant & Equipment \$('000)	Major Projects \$('000)	
Asset Renewal	601	0	2,605	0	2,266	0	
New or Upgraded Assets	650	800	1,920	525	633	6,900	
TOTAL	1,251	800	4,525	525	2,899	6,900	16,899



Sources of Income

Operating Income

Rates Other

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

It is expected that the Rates Other category will contribute 13% of the total operating income for the 2023/24 financial year. This suggests that the revenue generated from the mentioned rate revenues will be a significant source of income for the Council during the mentioned period.

Statutory Charges

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

It is expected that statutory charges will contribute 2% of the total operating income for the 2023/24 financial year.

User Charges

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

It is expected that user charges will contribute 4% of the total operating income for the 2023/24 financial year.

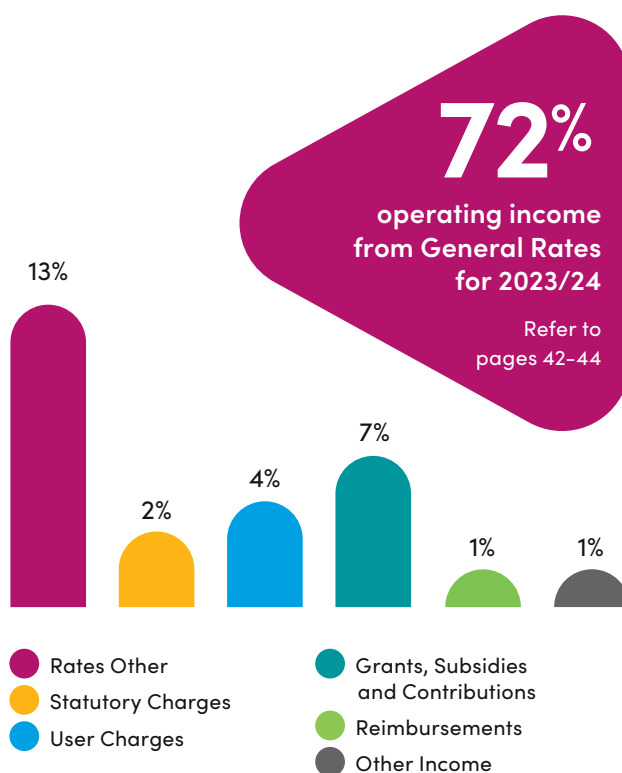
Grants, Subsidies and Contributions

Operating grants, subsidies, and contributions are a type of income that is expected to contribute 7% to the total operating income for the 2023/24 financial year. These grants are provided by external sources such as the state or federal government to support Council's operations.

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

Reimbursements and Other Income

In summary, reimbursements and other income are each expected to contribute 1% to the total operating income for the 2023/24 financial year, with reimbursements being payments received for work done by Council acting as an agent for others, and other income being revenue from various sources such as investments, rent, or sale of assets



Operating Expenses Categories

Materials, contracts and other expenses

Materials, contracts, and other expenses are expected to account for 35% of the total operating expenditure for the 2023/24 financial year, with materials covering payments for physical goods, contract services involving payments for external service providers, and other expenses covering various other expenses necessary for Council's operations.

Employee Costs

Employee costs are expected to account for 37% of the total operating expenditure for the 2023/24 financial year, and include all labor-related expenses such as wages and salaries, as well as on-costs such as allowances, leave entitlements, and employer superannuation.

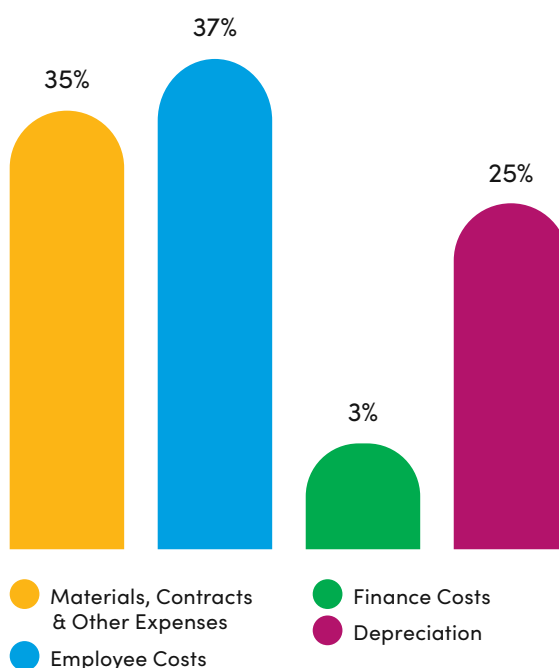
Finance Costs

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

Finance costs are expected to account for 3% of the total operating expenditure for the 2023/24 financial year, and cover the costs of financing Council's activities through borrowings, with the interest expense based on cash flows.

Depreciation

Depreciation expense is expected to account for 25% of the total operating expenditure for the 2023/24 financial year, and it is an accounting measure that reflects the consumption of Council's infrastructure, property, plant, and equipment. The depreciation expense is based on Council's Asset Management Plan, which helps to identify the useful life of assets and ensure that the Council is adequately budgeting for ongoing maintenance and replacement costs.



Rates Income for 2023/24

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

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

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

Council is taking a comprehensive approach to setting rates for the 2023/24 financial year. By considering the A2040 Community Strategic Plan, the Alexandrina Council Updated LTFP 2023/24 to 2032/33, and the Alexandrina Council Asset Management Plan, the Council can ensure that rate revenue is being used effectively to support the community's needs and aspirations.

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

Council is taking a responsible and strategic approach to setting rates for the 2023/24 financial year, which should help to ensure that the community's needs are met while keeping rate increases to a minimum.

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

\$51.5

million dollars to be
raised from total
rates revenue.

How we raise the rates

Method Used to Value Land

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

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

Business Impact Statement

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

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

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

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

Differential General Rates

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

The table below shows the general rate (Gross) for each differential for the 2023/24 financial year.

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

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

Differential Rate	Rateable Properties	Rateable Properties %	Capital Value \$	Rates Raised 2023/24 \$	General Rates (Gross) %
General	16,919	85%	9,136,374,037	37,101,727	83%
Primary Production	2,942	15%	2,328,493,062	7,424,541	17%
	19,861		11,464,867,099	44,526,268	



Wooden Boat Festival

Fixed Charge

Council believes that all rateable properties should contribute to the costs of administering and maintaining the infrastructure that supports each property. Approximately 20% of the general rate revenue is generated through a fixed charge of \$440 for the 2023/24 financial year. This fixed charge is likely to be applied to all rateable properties within the Council area.

Rate Capping

Council proposes to continue rate capping for the principal place of residence in the 2023/24 financial year. In the previous financial year (2023/24), rates were capped at 12% for the principal place of residence. Additionally, a rate capping of 50% upon application was made available for all other rate categories.

Rate Rebate

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

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

Regional Landscape Levy	Landscape Levy 2022/23 \$	Landscape Levy 2023/24 \$
Hills & Fleurieu Landscape Board	1,464,994	1,223,000

Regional Landscape Levy (formerly NRM Levy)

Council will continue to collect the Regional Landscape Levy (formerly known as the NRM levy) on behalf of the Hills and Fleurieu Landscape Board. The levy for the 2023/24 financial year has been prescribed by the Board at \$1,223,000.

CWMS Income Estimates

Council manages and charges for Community Wastewater Management Schemes (CWMS) for six townships. The maximum occupied charge for this year will be \$670 and \$495 for vacant land, rounded to the nearest \$5.

Service Charges	Number of Connections	2023/24 Service Charge \$ (rounded to the nearest \$5)	2023/24 Total Income \$
Occupied	9,240	670	6,190,800
Vacant	778	495	385,110
Total	10,018		6,575,910

Connection Fees	2023/24 Connection Fees \$ (rounded to the nearest \$100)
Goolwa, Milang, Strathalbyn, Port Elliot, Mount Compass, Coorong Quays	6,000
Goolwa North	8,700
Hindmarsh Island	9,400
Projected 2023/24 Total Income \$	600,000



Focus on 2022/23



Summary of Achievements

During 2022/23 Council achieved many actions under the objectives from our Annual Business Plan & A2040 Strategic Plan, the major highlights include:

Alexandrina wide:

- Completed Alexandrina's Tree Canopy Baseline Study
- Climate Change Policy adopted
- Alexandrina Youth Forum, to consider solutions to climate, wildlife, and waste issues
- Business Alexandrina built new partnership with Fleurieu Food, the region's peak body for food, wine, produce and markets.

Goolwa/Hindmarsh Island/Currency Creek

- Renewal works at Goolwa Aquatic Centre Building
- Renewal and upgrade of public toilets at Bristow-Smith reserve
- Signal Point Experience Centre, Goolwa
- Beacon 19 Goolwa Boat Ramp Refurbishment (Total multiyear project \$1.9m)
- Goolwa Beach Revitalisation Project (Total multiyear project \$1.9m).



Goolwa Beach, carpark and environs

Langhorne Creek/Strathalbyn

- New shade cover over playgrounds at Strathalbyn
- New Langhorne Creek public toilets, utilising energy efficient and water saving system
- Stage One redevelopment Strathalbyn Town Hall
- Strathalbyn way finding signage installed.

Port Elliot/Middleton/Chiton

- Renewal and upgrade of public toilets at Horseshoe Bay, Port Elliot
- Horseshoe Bay Jetty and new path works
- New irrigation system at Abbotts Reserve, Middleton
- Draft Port Elliot Master Plan and Traffic Study
- Draft Middleton Master Plan
- Port Elliot Flying Fish Reserve and Playground upgrade
- Freeman Lookout in Port Elliot including drainage upgrades and the restoration of the 1936 Centenary Staircase
- Middleton Stormwater Event – Hydrologist Report.

Mount Compass

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

Clayton Bay/Milang

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



Summary of Budget Movements in 2022/23

Council has improved its financial position, projecting a deficit of \$502,000 in its budgeted operating position for 2022/23 at March quarter budget review from the adopted deficit of \$745,000.

The Council has achieved a reduction in the 2022/23 adopted budget deficit of \$745,000, this is predominantly attributed to: an increase in grant income from Commonwealth Financial Assistance Grant (payment in advance); Local Road and Community Infrastructure program; Department of Human Services regional safety hub; Australian Government Black Spot Program for road safety improvement; and a reduction in interest expense associate with a re-timing of capital projects.

Net borrowings for 2022/23 are projected to decrease by \$18.9 million due to the re-timing of capital projects over a three-year delivery period.

\$60

million dollars

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



Appendix A

Financial Statements

Financial Statements

Budget 2023/24

STATEMENT OF COMPREHENSIVE INCOME

	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget \$('000)	2024 Budget \$('000)
INCOME				
Rates	44,733	47,563	47,563	51,484
Statutory Charges	1,683	1,330	1,420	1,441
User Charges	3,382	2,089	2,317	2,192
Grants, subsidies, contributions	4,409	2,726	2,046	3,961
Investment Income	43	21	64	47
Reimbursements	218	420	259	216
Net Gain - Joint Ventures	316	314	142	317
Other Revenues	718	142	424	573
Total Revenues	55,502	54,605	54,235	60,231
EXPENSES				
Employee costs	18,143	19,579	19,657	22,601
Materials, contracts and other expenses	19,476	19,356	19,560	21,050
Depreciation	13,185	14,132	14,132	14,901
Finance Costs	735	1,936	1,041	1,600
Net Loss - Joint Ventures	335	347	347	350
Other Expenses	0	0	0	0
Total Expenses	51,874	55,350	54,737	60,502
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	3,628	(745)	(502)	(271)
Net gain/(loss) on disposal or revaluations	(1,289)	(335)	(335)	(320)
Amounts specifically for new assets	1,929	9,376	9,886	2,500
Physical resources free of charge	414	2,640	2,640	2,000
NET SURPLUS/(DEFICIT)	4,682	10,936	11,689	3,909
Changes in revaluation surplus - IPP&E	31,760	0	0	12,015
Share of Other Comprehensive Income - Equity Accounted Council Businesses	(1,166)	0	0	0
Total Other Comprehensive Income	30,594	0	0	12,015
TOTAL COMPREHENSIVE INCOME	35,276	10,936	11,689	15,924

2022 Year end actual - Council's audited financial result as at 30 June 2022.

2023 Adopted Budget - Council's budget for 2022/23, as adopted by Council on 4 July 2022.

2023 Projected Budget - Council's revised budget, projecting its financial position to 30 June 2023.

2024 Budget - Council's budget for 2022/23

* Based March 2023 Budget Review

STATEMENT OF FINANCIAL POSITION

	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget \$('000)	2024 Budget \$('000)
ASSETS				
Current Assets				
Cash and Equivalent Assets	3,846	300	99	189
Trade and Other Receivables	4,699	5,012	5,012	5,015
Inventories	46	25	25	25
TOTAL CURRENT ASSETS	8,591	5,337	5,136	5,229
Non-Current Assets				
Financial Assets	115	102	103	88
Equity Accounted Investments in Council Businesses	5,409	4,797	5,204	5,171
Infrastructure, Property, Plant and Equipment	495,726	517,689	511,285	546,343
Other Non-Current Assets	1,288	1,288	1,288	1,288
TOTAL NON-CURRENT ASSETS	502,538	523,876	517,880	552,890
Total Assets	511,129	529,213	523,016	558,119
LIABILITIES				
Current Liabilities				
Trade and Other Payables	5,131	5,700	5,700	5,700
Borrowings	12,400	3,782	4,470	2,999
Provisions	4,067	1,924	3,870	3,870
Other Current Liabilities	0	0	0	0
TOTAL CURRENT LIABILITIES	21,598	11,406	14,040	12,569
Non-Current Liabilities				
Borrowings	8,805	35,859	16,385	37,035
Provisions	894	3,470	1,070	1,070
Other Non-Current Liabilities	0	0	0	0
TOTAL NON-CURRENT LIABILITIES	9,699	39,329	17,455	38,105
Total Liabilities	31,297	50,735	31,495	50,674
NET ASSETS	479,832	478,478	491,521	507,445
EQUITY				
Accumulated Surplus	175,679	198,477	187,368	191,277
Asset Revaluation Reserve	303,351	279,491	303,351	315,366
Other Reserves	802	510	802	802
TOTAL EQUITY	479,832	478,478	491,521	507,445

STATEMENT OF CHANGES IN EQUITY

	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget \$('000)	2024 Budget \$('000)
ACCUMULATED SURPLUS				
Balance at end of previous reporting period	172,455	187,541	175,679	187,368
Net Result for Year	4,682	10,936	11,689	3,909
Other Comprehensive Income	(1,166)	0	0	0
Transfers to Other Reserves	(7,476)	0	0	0
Transfers from Other Reserves	7,184	0	0	0
Balance at end of period	175,679	198,477	187,368	191,277
ASSET REVALUATION RESERVE				
Property, Plant and Equipment	303,351	279,491	303,351	315,366
Balance at end of period	303,351	279,491	303,351	315,366
OTHER RESERVES				
Balance at end of previous reporting period	510	510	802	802
Transfers from Accumulated Surplus	7,476	0	0	0
Transfers to Accumulated Surplus	(7,184)	0	0	0
Balance at end of period	802	510	802	802
TOTAL EQUITY AT END OF REPORTING PERIOD	479,832	478,478	491,521	507,445

STATEMENT OF CASH FLOWS

	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget \$('000)	2024 Budget \$('000)
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates	40,049	47,563	47,247	51,484
Statutory Charges	1,683	1,330	1,420	1,441
User Charges	3,382	2,089	2,317	2,192
Grants, subsidies, contributions	4,409	2,726	2,046	3,961
Investment Income	43	21	64	47
Reimbursements	218	420	259	216
Other Revenues	718	314	424	573
Payments				
Employee costs	(18,143)	(19,579)	(19,657)	(22,601)
Materials, contracts and other expenses	(14,345)	(19,356)	(18,991)	(21,050)
Finance Costs	(735)	(1,936)	(1,041)	(1,600)
Net Cash provided by (or used in) Operating Activities	17,279	13,592	14,088	14,663
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Amounts Specifically for New/Upgraded Assets	1,929	9,376	9,886	2,500
Sale of Renewed/Replaced Assets	795	388	388	346
Repayments of Loans by Community Groups	11	12	15	12
Payments				
Expenditure on Renewal/Replacement of Assets	(6,729)	(6,846)	(11,482)	(8,989)
Expenditure on New/Upgraded Assets	(10,647)	(17,436)	(16,291)	(27,621)
Net Cash Provided by (or used in) Investing Activities	(14,641)	(14,506)	(17,485)	(33,752)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Proceeds from Borrowings	5,775	13,327	12,050	23,549
Payments				
Repayments of Borrowings	(6,134)	(12,563)	(12,400)	(4,370)
Net Cash provided by (or used in) Financing Activities	(359)	764	(350)	19,179
Net Increase/(Decrease) in cash held	2,279	(150)	(3,747)	90
Opening cash, cash equivalents or (bank overdraft)		450	3,846	99
Closing cash, cash equivalents or (bank overdraft)	3,846	300	99	189

SUMMARY STATEMENT - CWMS ONLY

	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget \$('000)	2024 Budget \$('000)
Operating Revenues	7,620	6,512	6,793	7,464
less Operating Expenses	5,400	(6,093)	5,876	6,859
Operating Surplus/(Deficit) before Capital Amounts	2,220	419	917	605
Less: Net Outlays on Existing Assets				
Capital Expenditure on Renewal/Replacement of Existing Assets	930	748	748	696
less Depreciation, Amortisation and Impairment	1,374	1,433	1,433	1,607
less Proceeds from Sale of Replaced Assets	0	0	0	0
	(444)	(685)	(685)	(911)
Less: Net Outlays on New and Upgraded Assets				
Capital Expenditure on New/Upgraded Assets	4,110	1,695	1,695	2,625
less Amounts Specifically for New/Upgraded Assets	0	0	0	0
less Proceeds from Sale of Surplus Assets	0	0	0	0
	4,110	1,695	1,695	2,625
Net Lending / (Borrowing) for Financial Year	(1,446)	(591)	(93)	(1,109)

SUMMARY STATEMENT - COUNCIL EXCLUDING CWMS

	2022 Year End Actual \$('000)	2023 Adopted Budget \$('000)	2023 Projected Budget \$('000)	2024 Budget \$('000)
Operating Revenues	47,882	48,093	47,442	52,767
less Operating Expenses	46,474	(49,257)	48,871	53,643
Operating Surplus/(Deficit) before Capital Amounts	1,408	(1,164)	(1,429)	(876)
Less: Net Outlays on Existing Assets				
Capital Expenditure on Renewal/Replacement of Existing Assets	5,799	6,098	10,734	8,293
less Depreciation, Amortisation and Impairment	11,811	12,699	12,699	13,294
less Proceeds from Sale of Replaced Assets	795	388	388	346
	(6,807)	(6,989)	(2,353)	(5,347)
Less: Net Outlays on New and Upgraded Assets				
Capital Expenditure on New/Upgraded Assets	6,537	15,741	14,596	24,996
less Amounts Specifically for New/Upgraded Assets	1,929	9,376	9,886	2,500
less Proceeds from Sale of Surplus Assets	0	0	0	0
	4,608	6,365	4,710	22,496
Net Lending / (Borrowing) for Financial Year	3,607	(540)	(3,787)	(18,025)

Statement on Expected Rate Revenue

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

	2022/23 (as adopted)	2023/24 Draft Budget	Change	Comments
General Rates Revenue				
General Rates (existing properties)	\$40,648,319	\$43,754,268 (a)		
General Rates (new development)	\$745,081	\$772,000 (b)	1.7%	For 2023/24, an increase of total General Rates revenue of around 5.9 per cent plus 1.75 per cent from new development that has been created over the year as advised by Valuer Generals Total Growth Capital Value).
General Rates (GROSS)	\$41,393,400	\$44,526,268 (c)		
Less: Mandatory Rebates	(\$478,628)	(\$507,910) (d)		
General Rates (NET)	\$40,914,772	\$44,018,358 (e)	7.6%	
	(e)=(c)+(d)			
Less: Discretionary Rebates	(\$459,000)	(\$288,793) (l)		Includes 12% rate cap to address spike in property valuations and provision for 50% rate cap
General Rates less Discretionary Rebates	\$40,455,772	\$43,729,565		
Total Rate Rebates	(\$937,628)	(\$796,702)		
Other Rates (inc. service charges)				
Regional Landscape Levy	\$1,465,000	\$1,223,000 (f)		The Regional Landscape Levy is a State tax, it is not retained by council. 2023/24 \$280 per connection
Water supply	\$5,700	\$6,200 (h)		
CWMS	\$5,760,100	\$6,575,900 (i)		2023/24 \$495 for each vacant land property unit and \$670 for each occupied property unit.
Total Other Rates	\$7,230,800	\$7,805,100		
Expected Total Rates Revenue	\$46,221,572	\$50,311,665 (m)	8.8%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
	(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)			

Estimated growth in number of rateable properties

Number of rateable properties	19,580	19,861	(n)	1.4%	
	<i>Actual</i>	<i>Estimate</i>			
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.					
In accordance with the most recent Valuer General report, additional properties total 281.					

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

Average per rateable property	\$2,114	\$2,242	(o)	6.0%
	(o)=(c)/(n)			

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

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

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

Notes

- (d) Councils are **required** under the *Local Government Act 1999* to provide a rebate to qualifying properties under a number of categories:
Health Services - 100 per cent
Community Services - 75 per cent
The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (i.e. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (e) Presented as required by the *Local Government (Financial Management) Regulations 2011* reg 6(1)(ea)
Please note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (i.e. individual rates will not necessarily change by this figure).
- (f) Councils are required under the *Landscape South Australia Act 2019* to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.
- (i) Community Wastewater Management Systems
- (l) A Council **may** grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (i.e. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
- (m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.
- (n) Growth' as defined in the *Local Government (Financial Management) Regulations 2011* reg 6(2)

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

Expected Rates Revenue										
	Total expected revenue			No. of rateable properties		Gross average per rateable property			Cents in the \$	
	2022/23	2023/24	Change	2022/23	2023/24	2022/23	2023/24	Change	2023/24	2022/23
Land Use - General Rates - Gross (excluding rebates)										
Residential	\$30,905,546	\$33,498,667	8%	14,340	14,610	\$2,155	\$2,293	\$138	-7%	-11%
Commercial - Shop	\$457,497	\$484,856	6%	245	238	\$1,867	\$2,037	\$170	0.3255	0.3515
Commercial - Office	\$68,986	\$78,770	14%	44	46	\$1,568	\$1,712	\$145	0.3255	0.3515
Commercial - Other	\$582,330	\$633,596	9%	256	266	\$2,275	\$2,382	\$107	0.3255	0.3515
Industry - Light	\$97,774	\$105,751	8%	64	64	\$1,528	\$1,652	\$125	0.3255	0.3515
Industry - Other	\$163,030	\$177,072	9%	66	66	\$2,470	\$2,683	\$213	0.3255	0.3515
Primary Production	\$7,162,164	\$7,424,541	4%	2,965	2,942	\$2,416	\$2,524	\$108	0.2702	0.2917
Vacant Land	\$1,673,311	\$1,820,950	9%	1,472	1,498	\$1,137	\$1,216	\$79	0.3255	0.3515
Other	\$282,732	\$302,065	7%	128	131	\$2,209	\$2,306	\$97	0.3255	0.3515
Total Land Use	\$41,393,371	\$44,526,268	7.6%	19,580	19,861	2,114	2,242	\$128		

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

Fixed Charge						
	Total expected revenue			Charge		
	2022/23	2023/24	Change	2022/23	2023/24	Change
Fixed Charge	\$8,074,655	\$8,684,720	8%	\$415	\$440	\$25

A Fixed Charge ensures all rateable properties pay a base amount to the cost of administering council activities and maintaining the services and infrastructure that supports each property. Rates based on values are then applied in addition to the fixed charge. Council is limited to the amount that can be raised by the fixed charge in that it cannot raise more than 50% of its general rate revenue from the fixed charge component. In 2023/24 council proposes to raise 20% of its general rate revenue by way of the fixed charge.

Adopted valuation method

Capital Value/Site Value/Annual Value

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

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

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

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

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

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

Notes

- (p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.
- (q) A fixed charge can be levied against the whole of an allotment (including land under a separate lease or licence) and only one fixed charge can be levied against two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. Also if two or more pieces of rateable land within the area of the council constitute a single farm enterprise, only one fixed charge may be imposed against the whole of the land.
- (r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.



Appendix B

Capital Program

Capital Program

2023/24

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

Land and Buildings

Land and Buildings Expansion/Upgrade			
Mount Compass Recreation Park Public Toilet upgrade	Mount Compass	West Ward	400,000
Signal Point Visitor Information Centre - Building fit out	Goolwa	South Ward	250,000
SUBTOTAL LAND AND BUILDING EXPANSION / UPGRADE			650,000

Land and Buildings Renewal			
Clayton Bay upgrade of Foreshore Toilets (including mobility access) and Caravan Park Toilets	Clayton Bay	South Ward	485,920
Goolwa Old Police Station	Goolwa South	South Ward	25,000
Goolwa VIC roof replacement	Goolwa	South Ward	20,000
Middleton Ratalang Basham Beach Conservation Reserve - Farm Building Ruins roof and external wall repairs design yr 1	Middleton	West Ward	10,000
Milang Chapel external wall repairs design year 1 and works year 2	Milang	South Ward	10,000
Strathalbyn Caravan Park Ablution block renewal (shared cost with committee)	Strathalbyn	North Ward	50,000
SUBTOTAL LAND AND BUILDING RENEWAL			600,920

Recreation and Open Space

Recreation and Open Space Expansion/Upgrade			
Shade cover over playgrounds program - Port Elliot, Middleton	Various	Various	120,000
Basketball Facilities - Clayton, Langhorne Creek	Various	Various	70,000
Electric Vehicle charging stations	Various	Various	125,000
Goolwa Aquatic Club Jetty Upgrade	Goolwa South	South Ward	50,000
Historical Flood Level Markers	Various	Various	15,000
Horseshoe Bay Jetty remediation	Port Elliot	West Ward	230,000
Seating Birchall Reserve	Goolwa	South Ward	10,000
The Cutting (Dolphin Apartments) Retaining Wall	Port Elliot	West Ward	70,000
Thornbury Park stormwater harvesting	Various	Various	75,000
Trail and Shared Path Wayfinding Program	Various	Various	35,000
SUBTOTAL RECREATION AND OPEN SPACE EXPANSION / UPGRADE			800,000

Recreation and Open Space Renewal			
SUBTOTAL RECREATION AND OPEN SPACE RENEWAL			-

Stormwater

Stormwater Expansion/Upgrade			
Beach Road - In conjunction with streetscape upgrade	Goolwa Beach	West Ward	100,000
Breaker Court Stormwater Upgrade	Middleton	West Ward	125,000
Hewett Road SEP and Pipe to SWM2939	Goolwa Beach	West Ward	25,000
Stormwater mitigation	Middleton	West Ward	60,000
Thornbury Park Stormwater Upgrade	Goolwa Beach	West Ward	250,000
Thornbury Park Stormwater Upgrade	Goolwa Beach	West Ward	140,000
SUBTOTAL STORMWATER EXPANSION / UPGRADE			700,000

Stormwater Renewal			
Burt Avenue - Renew Grated Inlet Pit	Goolwa North	South Ward	20,076
Merrit and Evans St SEP - SWM3917	Goolwa Beach	West Ward	15,000
SWM3576 and SWM3576 Channon St, Pt Elliot SEP Replacement	Port Elliot	West Ward	30,000
SUBTOTAL STORMWATER RENEWAL			65,076

Sealed Roads

Sealed Road Expansion/Upgrade			
Beach Road (Design Only year 1, Construction year 3)	Goolwa	South Ward	400,000
Brooking St Pedestrian Crossing	Goolwa	South Ward	50,000
Frome Road Pavement Stabilisation	Currency Creek	South Ward	50,000
Haynes Crescent Sealing	Goolwa Beach	West Ward	70,000
Peters Tce	Mount Compass	West Ward	500,000
South Terrace - Roadside Parking Upgrade	Strathalbyn	North Ward	75,000
SUBTOTAL SEALED ROADS EXPANSION / UPGRADE			1,145,000

Sealed Road Renewal/Resealing			
Admiral Terrace	GOOLWA	South Ward	3,525
Banfield Road	GOOLWA NORTH	South Ward	8,534
Banfield Road	GOOLWA NORTH	South Ward	17,842
Barrage Road	GOOLWA SOUTH	South Ward	7,568
Beach Road	GOOLWA BEACH	West Ward	297,782
Bedford Court	GOOLWA NORTH	South Ward	8,670
Bell Court	STRATHALBYN	North Ward	10,526
Billabong Road	GOOLWA SOUTH	South Ward	8,580
Buchanan Road	HOPE FOREST	West Ward	9,540
Bunyip Court	GOOLWA SOUTH	South Ward	11,049
Burleigh Street	LANGHORNE CREEK	North Ward	14,468
Burt Avenue	GOOLWA NORTH	South Ward	8,885
Captain Sturt Parade (Service Road)	HINDMARSH ISLAND	South Ward	4,427
Carfax Street	PORT ELLIOT	West Ward	20,310
Channon Street	PORT ELLIOT	West Ward	9,252
Colman Road	GOOLWA SOUTH	South Ward	11,371
Colman Road	GOOLWA SOUTH	South Ward	19,400
Coxe Street	MILANG	South Ward	15,390
Daniel Avenue	GOOLWA NORTH	South Ward	8,056
Daniel Avenue	GOOLWA NORTH	South Ward	7,944
Devon Road	STRATHALBYN	North Ward	8,910
Egan Street	HINDMARSH ISLAND	South Ward	4,257
Fenchurch Street	GOOLWA NORTH	South Ward	11,368
Fenchurch Street	GOOLWA NORTH	South Ward	9,036
Fenchurch Street	GOOLWA NORTH	South Ward	9,237
Fenchurch Street	GOOLWA NORTH	South Ward	6,525
Fenchurch Street	GOOLWA NORTH	South Ward	21,481
Ferguson Road	GOOLWA BEACH	West Ward	8,901
Frome Road	CURRENCY CREEK	South Ward	68,912
Goode Street	GOOLWA	South Ward	10,927
Goode Street	GOOLWA	South Ward	10,271

Sealed Road Renewal/Resealing			
Hargreaves Road	MIDDLETON	West Ward	14,375
Hargreaves Road	MIDDLETON	West Ward	8,482
Hargreaves Road	MIDDLETON	West Ward	8,101
Hargreaves Road	MIDDLETON	West Ward	18,212
Hero Avenue	MIDDLETON	West Ward	8,907
Hero Avenue	MIDDLETON	West Ward	7,377
Hero Avenue	MIDDLETON	West Ward	5,564
Hero Avenue	MIDDLETON	West Ward	9,537
Hutton Street	PORT ELLIOT	West Ward	2,365
Kightley Road	GOOLWA BEACH	West Ward	13,409
Kightley Road	GOOLWA BEACH	West Ward	6,057
Liverpool Road	GOOLWA	South Ward	14,472
Mason Street	PORT ELLIOT	West Ward	3,153
Mason Street	PORT ELLIOT	West Ward	5,462
McLeod Road	MIDDLETON	West Ward	21,766
Mill Terrace	MIDDLETON	West Ward	24,782
New Jersey Crescent	GOOLWA NORTH	South Ward	30,462
New Road	CHITON	West Ward	8,672
Oakley Avenue	CLAYTON BAY	South Ward	15,558
Oakley Avenue	CLAYTON BAY	South Ward	13,930
Padman Crescent	MIDDLETON	West Ward	5,013
Pelican Place	GOOLWA SOUTH	South Ward	5,190
Philip Court	GOOLWA NORTH	South Ward	12,647
Riverdell Court	GOOLWA NORTH	South Ward	10,584
Strathalbyn Oval (Service Road)	STRATHALBYN	North Ward	59,952
William Street	GOOLWA	South Ward	2,911
Winery Road	CURRENCY CREEK	South Ward	12,088
SUBTOTAL SEALED ROADS RENEWAL			1,021,971

Unsealed Roads

Unsealed Road Renewal/Resheeting			
Archer Hill Road	HIGHLAND VALLEY	North Ward	17,539
Archer Hill Road	HIGHLAND VALLEY	North Ward	18,879
Bletchley Road	BLETCHLEY	North Ward	35,132
Burwood Road	RED CREEK	North Ward	35,132
Burwood Road	RED CREEK	North Ward	35,132
Burwood Road	RED CREEK	North Ward	20,450
Clements Road	LANGHORNE CREEK	North Ward	49,998
Clements Road	LANGHORNE CREEK	North Ward	46,613
Dog Lake Road	LANGHORNE CREEK	North Ward	38,504
Dog Lake Road	LANGHORNE CREEK	North Ward	35,132
Dog Lake Road	TOLDEROL	North Ward	32,740
Ibis Road	CLAYTON BAY	South Ward	24,557
Lanacoona Road	MOUNT COMPASS	West Ward	37,599
Lee Road	LANGHORNE CREEK	North Ward	35,133
Lee Road	LANGHORNE CREEK	North Ward	35,132
Lee Road	LANGHORNE CREEK	North Ward	35,132
Michelmores Road	STRATHALBYN	North Ward	41,776
Perrey Road	LANGHORNE CREEK	North Ward	28,626
Schmidt Road	STRATHALBYN	North Ward	43,121
Schmidt Road	MACCLESFIELD	North Ward	41,351
Scrubby Hill Road	HIGHLAND VALLEY	North Ward	31,127
Thorpe Road	CLAYTON BAY	South Ward	18,776
Thorpe Road	CLAYTON BAY	South Ward	20,129
Thorpe Road	CLAYTON BAY	South Ward	26,000
Trig Point Road	MOSQUITO HILL	West Ward	40,873
Trig Point Road	MOSQUITO HILL	West Ward	32,699
Vale Road	HIGHLAND VALLEY	North Ward	18,573
Vale Road	HIGHLAND VALLEY	North Ward	39,915
Vale Road	HIGHLAND VALLEY	North Ward	30,202
Vale Road	HIGHLAND VALLEY	North Ward	29,556
Vale Road	HIGHLAND VALLEY	North Ward	13,122
West Creek Road	LANGHORNE CREEK	North Ward	35,132
West Creek Road	LANGHORNE CREEK	North Ward	32,473
West Creek Road	LANGHORNE CREEK	North Ward	35,132
West Creek Road	LANGHORNE CREEK	North Ward	23,451
Woodcone Road	MOUNT JAGGED	West Ward	30,348
Finniss Park Road (Service Road)	CURRENCY CREEK	South Ward	22,824
Sitz Rd	Hartley	North Ward	31,693
SUBTOTAL UNSEALED ROADS RENEWAL			1,199,705

Bridges/Major Culverts

Bridges/Major Culverts Expansion/Upgrade			
Cleland Gully Road Culvert - Safety Barrier	Tooperang	West Ward	40,000
Wickham Hill Rd Bridge	Kuitpo	West Ward	35,000
SUBTOTAL BRIDGES / MAJOR CULVERTS EXPANSION / UPGRADE			75,000

Bridges/Major Culverts Renewal			
Dalveen Road	Woodchester	North Ward	200,000
Strathalbyn Wier Wingwall. Estimated at \$120,000	Strathalbyn	North Ward	118,000
SUBTOTAL BRIDGES / MAJOR CULVERTS RENEWAL			318,000

Kerbs & Footpaths

Kerbs & Footpaths Expansion/Upgrade			
Ameroo Ave (Daranda Tc to Coxie St)	Milang	South Ward	50,000
Bradford Road - from Kightly Rd south to existing	Goolwa Beach	West Ward	25,000
Chartiers St (North Tce to Arthur St)	Port Elliot	West Ward	30,000
Excelsior Parade (Britannia Pde to match existing on Blanch Pde)	Hindmarsh Island	South Ward	190,000
Mason Street (North Tc to Arthur St)	Port Elliot	West Ward	30,000
Moore Street, Cadell St to Brooking St	Goolwa	South Ward	35,000
Old Bull Creek Road (West Tce to Love Ave)	Strathalbyn	North Ward	45,000
Parker Avenue (No. 22 to Liverpool Dr)	Strathalbyn	North Ward	30,000
Rivers Street (Daranda Tce to Coxie Street)	Milang	South Ward	40,000
South Terrace - North side: High Street to Murray Tce	Strathalbyn	North Ward	50,000
SUBTOTAL FOOTPATH AND KERBS EXPANSION / UPGRADE			525,000

Kerbs & Footpaths Renewal			
SUBTOTAL FOOTPATH AND KERBS RENEWAL			-

Community Wastewater Management Schemes

CWMS Expansion/Upgrade	
Berry-Smith emergency storage	25,000
Electrical & Automation Upgrades	160,000
Fairfield Pump Station Emergency Storage Expansion	370,000
Fenchurch Pump Station Emergency Storage	25,000
Milang Storage Lagoon	650,000
Mount Compass - Irrigation Expansion	100,000
Pipes - Rising Mains (Flushing Points)	275,000
Regional Pump Station Valve Pit and Flowmeter Installations	1,000,000
Swimming Pool and Commercial Rd Toilets to Old Flour Mill	20,000
SUBTOTAL CWMS EXPANSION AND UPGRADE	2,625,000

CWMS Renewal		
Electrical - Power & Process Control		200,000
Mechanical Assets Renewal		112,000
Tanks & Chambers [CIVIL]		384,000
SUBTOTAL CWMS RENEWAL		696,000

Plant and Equipment

Plant and Equipment Expansion/Upgrade			
Desktop Hardware Strategy and Corporate System Project	Alexandrina Council	Various	580,000
Information Technology Equipment	Alexandrina Council	Various	53,000
SUBTOTAL PLANT AND EQUIPMENT EXPANSION / UPGRADE			633,000

Plant & Equipment Renewal			
Furniture and Fittings and Office Equipment	Alexandrina Council	Various	57,000
Information Technology Equipment	Alexandrina Council	Various	192,000
Light Vehicle Fleet	Alexandrina Council	Various	886,500
Major Plant	Alexandrina Council	Various	1,105,130
Minor Depot Plant	Alexandrina Council	Various	25,000
SUBTOTAL PLANT AND EQUIPMENT RENEWAL			2,265,630

Major Projects

Major Projects			
Goolwa Wharf - The project will deliver much needed renewal to the existing assets that make the Goolwa Wharf unique including; the Wharf, Signal Point building and the heritage listed, Goolwa Wharf Shed and improve facilities, pedestrian and cyclist connections and better access to the riverfront, new wayfinding signage will ensure that visitors are encouraged to explore the Precinct and beyond into the Goolwa Main Street.	Goolwa	South Ward	6,050,000
Goolwa Office Space Internal Refit - The project will provide administration with a modern approach to flexible work spaces. Consideration of open plan and diverse usable work spaces for meetings will ensure maximum use within the existing Goolwa administration building. Consideration to upgrade mechanical services such as air conditioning and lighting would return environmental efficiencies due to the aging assets and meet current Work Health and Safety requirements.	Goolwa	South Ward	100,000
Sugars Beach -The project will provide toilet facilities and interpretive signage inkeeping with the natural environment.	Hindmarsh Island	South Ward	500,000
Village Innovation Plan Outcomes - Undertake various projects supporting the outcomes from Village Innovation plans. They could include detailed design to deliver in future years or construction of works.	Various	Various	250,000
SUBTOTAL MAJOR PROJECTS			6,900,000
GRAND TOTAL			20,220,302

Capital Projects proposed in 2022/23 to be completed and expensed in 2023/24

Land & Buildings

Land & Buildings Expansion/Upgrade	Suburb/Town	Budget
Building audit upgrades	Various	74,100
Horseshoe Bay public toilets and showers	Port Elliot	499,686
Signal Point Building Fit out	Goolwa	145,017
SUBTOTAL LAND & BUILDING EXPANSION / UPGRADE		718,803

Land & Buildings Renewal	Suburb/Town	Budget
SUBTOTAL LAND & BUILDING RENEWAL		

Recreation & Open Space

Recreation & Open Space Expansion/Upgrade	Suburb/Town	Budget
Basketball Facilities - Mt Compass, Goolwa	Various	50,000
Freemans Lookout	Port Elliot	274,612
Goolwa Oval Recreational Precinct	Goolwa	3,228,166
Horseshoe Bay Jetty upgrade and new path to jetty	Port Elliot	300,400
Jetty Upgrade outcomes from audit	Various	22,298
Lighting Clayton Bay, Dark Skies outcomes	Clayton Bay	14,687
Middleton Beach Access Steps	Middleton	30,000
Regional Signage program for Entrance/Gateway and Informational	Various	11,582
SUBTOTAL RECREATION & OPEN SPACE EXPANSION / UPGRADE		3,931,745

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

Stormwater

Stormwater Expansion/Upgrade	Suburb/Town	Budget
Adelaide Road Development - stormwater	Strathalbyn	106,245
Billabong Road / Bunyip Street Stormwater - in conjunction with kerb expansion	Goolwa	91,081
Braeside Road - Ford	Finniss	101,920
Crockery Creek, Port Elliot flood mitigation	Port Elliot	60,000
Tarella Street, Milang Stormwater	Milang	480,525
SUBTOTAL STORMWATER EXPANSION / UPGRADE		839,771

Stormwater Renewal	Suburb/Town	Budget
SUBTOTAL STORMWATER RENEWAL		

Sealed Roads

Sealed Road Expansion/Upgrade	Suburb/Town	Budget
Middleton Pedestrian Crossings	Middleton	264,100
Peters Tce (Scope & Design)	Mount Compass	67,000
SUBTOTAL SEALED ROADS EXPANSION / UPGRADE		331,100

Sealed Road Renewal/Resealing	Suburb/Town	Budget
SUBTOTAL SEALED ROADS RENEWAL		

Unsealed Roads

Unsealed Road Renewal/Resheeting	Suburb/Town	Budget
SUBTOTAL UNSEALED ROADS RENEWAL		

Bridges/Major Culverts

Bridges/Major Culverts Expansion/Upgrade	Suburb/Town	Budget
Compliance Safety & Structural Upgrade	Various	44,192
Currency Creek Bridge	Currency Creek	68,715
Wickham Hill Road	Kuitpo	327,000
SUBTOTAL BRIDGES / MAJOR CULVERTS EXPANSION / UPGRADE		439,907

Bridges/Major Culverts Renewal	Suburb/Town	Budget
Continuation of bridge renewal works at Willyaroo & Dalveen Roads	Various	161,524
SUBTOTAL BRIDGES / MAJOR CULVERTS RENEWAL		161,524

Kerbs & Footpaths

Kerbs & Footpaths Expansion/Upgrade	Suburb/Town	Budget
Billabong Road in conjunction with stormwater works	Goolwa Beach	60,720
Implement pathways from Masterplan	Various	82,220
South Terrace - Southern side (Design)	Goolwa	26,770
SUBTOTAL FOOTPATH AND KERBS EXPANSION / UPGRADE		169,710

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

Community Wastewater Management Schemes

CWMS Expansion/Upgrade	Suburb/Town	Budget
Operational Fleet	Various	100,000
Strathalbyn Network Access Point Expansion	Strathalbyn	154,100
Milang Irrigation & storage expansion	Milang	30,000
Mount Compass Compliance and Network Expansion	Mount Compass	700,000
Regional Pump Station Valve Pit and Flow meter installations	Various	450,000
Strathalbyn Wastewater Treatment Plant	Strathalbyn	322,939
SUBTOTAL CWMS EXPANSION AND UPGRADE		1,757,039

CWMS Renewal	Suburb/Town	Budget
Civil wastewater assets	Various	366,852
Electrical assets	Various	50,000
Major plant renewal	Various	85,000
SUBTOTAL CWMS RENEWAL		501,852

Plant & Equipment

Plant & Equipment Expansion/Upgrade	Suburb/Town	Budget
IT Equipment	Alexandrina Council	90,262
Implementation of Corporate Software system	Alexandrina Council	1,100,000
SUBTOTAL PLANT AND EQUIPMENT EXPANSION / UPGRADE		1,190,262

Plant & Equipment Renewal	Suburb/Town	Budget
IT Equipment	Alexandrina Council	255,484
Light Vehicle Fleet	Alexandrina Council	670,000
Major Plant	Alexandrina Council	584,211
Minor Depot Plant	Alexandrina Council	25,000
SUBTOTAL PLANT AND EQUIPMENT RENEWAL		1,534,695

Major Projects

Major Projects	Suburb/Town	Budget
Goolwa Beach Revitalisation	Goolwa Beach	159,068
Goolwa Wharf	Goolwa	5,387,625
Lot 10 Langhorne Creek Rd	Strathalbyn	100,000
Strathalbyn Streetscape (Stages 4-8)	Strathalbyn	2,226,233
SUBTOTAL MAJOR PROJECTS		7,872,925

GRAND TOTAL	19,449,333
--------------------	-------------------



Appendix C

Long Term Financial Plan

Alexandrina Council

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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)
INCOME												
Rates	44,733	47,563	51,484	54,258	57,077	59,802	62,658	65,651	68,787	72,074	75,519	79,129
Statutory Charges	1,683	1,420	1,441	1,478	1,515	1,553	1,592	1,632	1,673	1,715	1,758	1,802
User Charges	3,382	2,317	2,192	2,265	2,339	2,415	2,493	2,574	2,657	2,742	2,831	2,922
Grants, subsidies, contributions	4,409	2,046	3,961	4,048	4,134	4,222	4,312	4,405	4,500	4,597	4,697	4,799
Investment Income	43	64	47	47	47	47	47	47	47	47	47	47
Reimbursements	218	259	216	222	228	234	240	246	252	258	264	271
Net Gain - Joint Ventures	316	142	317	330	345	366	388	411	437	471	498	498
Other Revenues	718	424	573	588	603	618	633	649	665	681	698	716
Total Revenues	55,502	54,235	60,231	63,236	66,288	69,257	72,363	75,615	79,018	82,585	86,312	90,184
EXPENSES												
Employee costs	18,143	19,657	22,601	23,614	24,526	25,581	26,681	27,828	29,025	30,273	31,575	32,932
Materials, contracts and other expenses	19,476	19,560	21,050	21,797	22,602	23,437	24,304	25,203	26,135	27,102	28,104	29,144
Depreciation	13,185	14,132	14,901	15,559	16,124	17,403	17,625	18,384	19,162	19,938	20,765	21,618
Finance Costs	735	1,041	1,600	2,230	2,560	2,559	2,532	2,672	2,480	2,177	2,063	1,980
Net Loss - Joint Ventures	335	347	350	359	368	377	386	396	406	416	426	437
Other Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses	51,874	54,737	60,502	63,559	66,180	69,357	71,528	74,483	77,208	79,906	82,933	86,111
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNT	3,628	(502)	(271)	(323)	108	(100)	835	1,132	1,810	2,679	3,379	4,073
Net gain/(loss) on disposal or revaluations	(1,289)	(335)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts specifically for new assets	1,929	9,886	2,500	1,898	1,472	162	166	170	0	0	0	0
Physical resources free of charge	414	2,640	2,000	2,040	2,100	2,160	2,210	2,270	2,310	2,380	2,440	2,500
Non-operating - joint ventures	0	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	4,682	11,689	3,909	3,201	3,010	1,777	2,805	3,396	3,404	5,086	5,576	6,063
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	31,760	0	12,015	14,400	14,561	14,600	15,000	15,400	15,900	16,300	16,700	17,000
Total Other Comprehensive Income	30,594	0	12,015	14,400	14,561	14,600	15,000	15,400	15,900	16,300	16,700	17,000
TOTAL COMPREHENSIVE INCOME	35,276	11,689	15,924	17,601	17,571	16,377	17,805	18,796	19,304	21,386	22,276	23,063

2022 Actual - Council's audited financial result as at 30 June 2022

2023 Estimate - Council's revised budget, projecting its financial position to 30 June 2023

2024 Year 1 - Council's budget for 2023/24

ESTIMATED STATEMENT OF FINANCIAL POSITION

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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)
ASSETS												
Current Assets												
Cash and Equivalent Assets	3,846	99	189	239	196	209	177	113	100	191	225	429
Trade and Other Receivables	4,699	5,012	5,015	5,015	5,016	5,016	5,016	5,010	5,000	5,000	5,000	5,000
Inventories	46	25	25	25	25	25	25	25	25	25	25	25
Total Current Assets	8,591	5,136	5,229	5,279	5,237	5,250	5,218	5,148	5,125	5,216	5,250	5,454
Non-Current Assets												
Receivables	100	88	73	58	42	26	10	0	0	0	0	0
Other Financial Assets	15	15	15	15	15	15	15	15	15	15	15	15
Equity Accounted Investments in Council Businesses	5,409	5,204	5,171	5,142	5,119	5,108	5,110	5,125	5,156	5,211	5,283	5,344
Infrastructure, Property, Plant and Equipment	495,726	511,285	546,343	569,064	589,654	606,351	624,962	642,241	658,296	674,463	689,420	706,966
Other Non-Current Assets	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288
Total Non-Current Assets	502,538	517,880	552,890	575,567	596,118	612,788	631,385	648,669	664,755	680,977	696,006	713,613
Total Assets	511,129	523,016	558,119	580,846	601,355	618,038	636,603	653,817	669,880	686,193	701,256	719,067
LIABILITIES												
Current Liabilities												
Trade and Other Payables	5,131	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700
Borrowings	12,400	4,370	2,999	4,422	6,199	4,160	4,807	6,641	8,863	18,736	7,652	0
Provisions	4,067	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870
Total Current Liabilities	21,598	13,940	12,569	13,992	15,769	13,730	14,377	16,211	18,433	28,306	17,222	9,570
Non-Current Liabilities												
Borrowings	8,805	16,485	37,035	40,738	41,899	44,244	44,357	40,941	35,478	20,532	24,403	26,803
Provisions	894	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070
Total Non-Current Liabilities	9,699	17,555	38,105	41,808	42,969	45,314	45,427	42,011	36,548	21,602	25,473	27,873
Total Liabilities	31,297	31,495	50,674	55,800	58,738	59,044	59,804	58,222	54,981	49,908	42,695	37,443
NET ASSETS	479,832	491,521	507,445	525,046	542,617	558,994	576,799	595,595	614,899	636,285	658,561	681,624
EQUITY												
Accumulated Surplus	175,679	187,368	191,277	194,478	197,488	199,265	202,070	205,466	208,870	213,956	219,532	225,595
Asset Revaluation Reserve	303,351	303,351	315,366	329,766	344,327	358,927	373,927	389,327	405,227	421,527	438,227	455,227
Other Reserves	802	802	802	802	802	802	802	802	802	802	802	802
TOTAL EQUITY	479,832	491,521	507,445	525,046	542,617	558,994	576,799	595,595	614,899	636,285	658,561	681,624

ESTIMATED STATEMENT OF CASH FLOWS

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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)
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts												
Rates	40,049	47,247	51,484	54,258	57,077	59,802	62,658	65,651	68,787	72,074	75,519	79,129
Statutory Charges	1,683	1,420	1,441	1,478	1,515	1,553	1,592	1,632	1,673	1,715	1,758	1,802
User Charges	3,382	2,317	2,192	2,265	2,339	2,415	2,493	2,574	2,657	2,742	2,831	2,922
Grants, subsidies, contributions	4,409	2,046	3,961	4,048	4,134	4,222	4,312	4,405	4,500	4,597	4,697	4,799
Investment Income	43	64	47	47	47	47	47	47	47	47	47	47
Reimbursements	218	259	216	222	228	234	240	246	252	258	264	271
Other Revenues	718	424	573	588	603	618	633	649	665	681	698	716
Payments												
Employee costs	(18,143)	(19,657)	(22,601)	(23,614)	(24,526)	(25,581)	(26,681)	(27,828)	(29,025)	(30,273)	(31,575)	(32,932)
Materials, contracts and other expenses	(14,345)	(18,991)	(21,050)	(21,797)	(22,602)	(23,437)	(24,304)	(25,203)	(26,135)	(27,102)	(28,104)	(29,144)
Finance Costs	(735)	(1,041)	(1,600)	(2,230)	(2,560)	(2,559)	(2,532)	(2,672)	(2,480)	(2,177)	(2,063)	(1,980)
Net Cash provided by (or used in) Operating Activities	17,279	14,088	14,663	15,265	16,255	17,314	18,458	19,501	20,941	22,562	24,072	25,630
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Amounts Specifically for New/Upgraded Assets	1,929	9,886	2,500	1,898	1,472	162	166	170	0	0	0	0
Sale of Renewed/Replaced Assets	795	388	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	11	15	12	15	15	16	16	16	10	0	0	0
Payments												
Expenditure on Renewal/Replacement of Assets	(6,729)	(11,482)	(8,989)	(8,033)	(7,606)	(8,925)	(10,782)	(10,425)	(9,913)	(10,787)	(9,379)	(11,836)
Expenditure on New/Upgraded Assets	(10,647)	(16,291)	(27,621)	(14,784)	(13,568)	(9,699)	(9,318)	(8,583)	(8,211)	(7,821)	(8,382)	(8,967)
Net Cash Provided by (or used in) Investing Activities	(14,641)	(17,485)	(33,752)	(20,341)	(19,236)	(17,607)	(19,250)	(17,983)	(17,713)	(17,398)	(16,825)	(20,174)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	5,775	12,050	23,549	8,125	7,360	6,505	4,920	3,225	3,400	3,790	11,523	2,400
Payments												
Repayments of Borrowings	(6,134)	(12,400)	(4,370)	(2,999)	(4,422)	(6,199)	(4,160)	(4,807)	(6,641)	(8,863)	(18,736)	(7,652)
Net Cash provided by (or used in) Financing Activities	(359)	(350)	19,179	5,126	2,938	306	760	(1,582)	(3,241)	(5,073)	(7,213)	(5,252)
Net Increase/(Decrease) in cash held	2,279	(3,747)	90	50	(43)	13	(32)	(64)	(13)	91	34	204
Opening cash, cash equivalents or (bank overdraft)		3,846	99	189	239	196	209	177	113	100	191	225
Closing cash, cash equivalents or (bank overdraft)	3,846	99	189	239	196	209	177	113	100	191	225	429

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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	172,455	175,679	187,368	191,277	194,478	197,488	199,265	202,070	205,466	208,870	213,956	219,532
Net Result for Year	4,682	11,689	3,909	3,201	3,010	1,777	2,805	3,396	3,404	5,086	5,576	6,063
Other Comprehensive Income	(1,166)	0	0	0	0	0	0	0	0	0	0	0
Transfers to Other Reserves	(7,476)	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	7,184	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	175,679	187,368	191,277	194,478	197,488	199,265	202,070	205,466	208,870	213,956	219,532	225,595
ASSET REVALUATION RESERVE												
Property, Plant and Equipment	303,351	303,351	315,366	329,766	343,866	358,466	373,466	388,866	404,766	421,066	437,766	454,766
Balance at end of period	303,351	303,351	315,366	329,766	344,327	358,927	373,927	389,327	405,227	421,527	438,227	455,227
OTHER RESERVES												
Balance at end of previous reporting period	510	802	802	802	802	802	802	802	802	802	802	802
Transfers from Accumulated Surplus	7,476	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	(7,184)	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	802	802	802	802	802	802	802	802	802	802	802	802
TOTAL EQUITY AT END OF REPORTING PERIOD	479,832	491,521	507,445	525,046	542,617	558,994	576,799	595,595	614,899	636,285	658,561	681,624

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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	55,502	54,235	60,231	63,236	66,288	69,257	72,363	75,615	79,018	82,585	86,312	90,184
<i>less Operating Expenses</i>	51,874	54,737	60,502	63,559	66,180	69,357	71,528	74,483	77,208	79,906	82,933	86,111
Operating Surplus/(Deficit) before Capital Amounts	3,628	(502)	(271)	(323)	108	(100)	835	1,132	1,810	2,679	3,379	4,073
Less: Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing As:	6,729	11,482	8,989	8,033	7,606	8,925	10,782	10,425	9,913	10,787	9,379	11,836
<i>less Depreciation, Amortisation and Impairment</i>	13,185	14,132	14,901	15,559	16,124	17,403	17,625	18,384	19,162	19,938	20,765	21,618
<i>less Proceeds from Sale of Replaced Assets</i>	795	388	346	563	451	839	668	839	401	1,210	936	629
	(7,251)	(3,038)	(6,258)	(8,089)	(8,969)	(9,317)	(7,511)	(8,798)	(9,650)	(10,361)	(12,322)	(10,411)
Less: Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	10,647	16,291	27,621	14,784	13,568	9,699	9,318	8,583	8,211	7,821	8,382	8,967
<i>less Amounts Specifically for New/Upgraded Assets</i>	1,929	9,886	2,500	1,898	1,472	162	166	170	0	0	0	0
<i>less Proceeds from Sale of Surplus Assets</i>	0	0	0	0	0	0	0	0	0	0	0	0
	8,718	6,405	25,121	12,886	12,096	9,537	9,152	8,413	8,211	7,821	8,382	8,967
Net Lending / (Borrowing) for Financial Year	2,161	(3,870)	(19,134)	(5,120)	(3,019)	(320)	(806)	1,517	3,249	5,219	7,319	5,517
FINANCING TRANSACTIONS												
New Borrowings	5,775	12,050	23,549	8,125	7,360	6,505	4,920	3,225	3,400	3,790	11,523	2,400
Repayment of Principal on Borrowings	(6,134)	(12,400)	(4,370)	(2,999)	(4,422)	(6,199)	(4,160)	(4,807)	(6,641)	(8,863)	(18,736)	(7,652)
(Increase)/Decrease in Cash and Cash Equivalents	(2,279)	3,747	(90)	(50)	43	(13)	32	64	13	(91)	(34)	(204)
(Increase)/Decrease in Receivables	(4,699)	(313)	(3)	0	(1)	0	0	6	10	0	0	0
Financing Transactions	(2,161)	3,870	19,134	5,120	3,019	320	806	(1,517)	(3,249)	(5,219)	(7,319)	(5,517)

Key Financial Indicators

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
KEY FINANCIAL INDICATORS												
Operating Surplus / (Deficit) - \$'000	3,628	(502)	(271)	(323)	108	(100)	835	1,132	1,810	2,679	3,379	4,073
Operating Surplus / (Deficit) Ratio - %	7%	(1)%	(0)%	(1)%	0%	(0)%	1%	1%	2%	3%	4%	5%
Net Financial Liabilities - \$'000	22,637	26,281	45,382	50,473	53,469	53,778	54,586	53,084	49,866	44,702	37,455	31,999
Net Financial Liabilities Ratio - %	41%	48%	75%	80%	81%	78%	75%	70%	63%	54%	43%	35%
Asset Renewal Funding Ratio - %	84%	161%	127%	87%	87%	88%	89%	89%	91%	99%	79%	102%
Loan Borrowings	21,205	20,855	40,034	45,160	48,098	48,404	49,164	47,582	44,341	39,268	32,055	26,803

3 year rolling average												
KEY FINANCIAL INDICATORS												
Operating Surplus / (Deficit) - \$'000	1,563	952	(365)	(162)	(105)	281	622	1,259	1,874	2,623	3,377	2,484
Operating Surplus Ratio - %	3%	2%	(1)%	0%	0%	0%	1%	2%	2%	3%	4%	3%
Net Financial Liabilities - \$'000	24,459	31,433	40,712	49,775	52,573	53,944	53,816	52,512	49,217	44,008	38,052	23,151
Net Financial Liabilities Ratio - %	45%	55%	68%	79%	79%	78%	74%	70%	62%	54%	44%	26%
Asset Renewal Funding Ratio - %	123%	124%	125%	100%	87%	88%	89%	89%	93%	90%	93%	60%

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
KEY FINANCIAL INDICATORS	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	Medium Term	Medium Term	Medium Term	Long Term	Long Term	Long Term	Long Term
Operating Surplus Ratio - %	(2) to 1	(2) to 1	(2) to 1	0 to 2	0 to 2	0 to 2	3 to 5	3 to 5	3 to 5	3 to 5
Net Financial Liabilities Ratio - %	≤120	≤120	≤120	≤110	≤110	≤110	≤80	≤80	≤80	≤80
Asset Renewal Funding Ratio - %	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110

Council excluding CWMS

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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)
INCOME												
Rates	39,214	41,803	44,909	47,345	49,818	52,181	54,656	57,250	59,968	62,816	65,798	68,923
Statutory Charges	1,683	1,420	1,441	1,478	1,515	1,553	1,592	1,632	1,673	1,715	1,758	1,802
User Charges	1,468	1,433	1,473	1,526	1,579	1,634	1,691	1,750	1,811	1,874	1,940	2,008
Grants, subsidies, contributions	4,409	2,046	3,961	4,048	4,134	4,222	4,312	4,405	4,500	4,597	4,697	4,799
Investment Income	43	64	47	47	47	47	47	47	47	47	47	47
Reimbursements	183	259	216	222	228	234	240	246	252	258	264	271
Net Gain - Joint Ventures	316	142	317	330	345	366	388	411	437	471	498	498
Other Revenues	566	275	403	413	423	434	445	456	467	479	491	503
Total Revenues	47,882	47,442	52,767	55,409	58,089	60,671	63,371	66,197	69,155	72,257	75,493	78,851
EXPENSES												
Employee costs	16,917	17,978	20,416	21,328	22,145	23,097	24,090	25,126	26,206	27,333	28,508	29,734
Materials, contracts & other expenses	16,756	16,946	18,343	18,993	19,701	20,435	21,197	21,987	22,807	23,658	24,540	25,455
Depreciation	11,811	12,699	13,294	13,929	14,378	15,523	15,587	16,216	16,873	17,541	18,246	18,961
Finance Costs	655	901	1,240	2,065	2,323	2,253	2,131	2,163	1,928	1,594	1,469	1,373
Net Loss - Joint Ventures	335	347	350	359	368	377	386	396	406	416	426	437
Other Expenses	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses	46,474	48,871	53,643	56,674	58,915	61,685	63,391	65,888	68,220	70,542	73,189	75,960
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	1,408	(1,429)	(876)	(1,265)	(826)	(1,014)	(20)	309	935	1,715	2,304	2,891
Net gain/(loss) on disposal or revaluations	(1,289)	(335)	(320)	(414)	(670)	(445)	(406)	(176)	(716)	27	(243)	(510)
Amounts specifically for new assets	1,929	9,886	2,500	1,898	1,472	162	166	170	0	0	0	0
Physical resources free of charge	139	2,240	2,000	2,040	2,100	2,160	2,210	2,270	2,310	2,380	2,440	2,500
Non-operating - joint ventures	0	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS/(DEFICIT)	2,187	10,362	3,304	2,259	2,076	863	1,950	2,573	2,529	4,122	4,501	4,881
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	29,394	0	12,015	13,100	13,261	13,200	13,500	13,900	14,300	14,600	15,000	15,300
Share of Other Comprehensive Income - Equity Accounted Council Businesses	(1,166)	0	0	0	0	0	0	0	0	0	0	0
Total Other Comprehensive Income	28,228	0	12,015	13,100	13,261	13,200	13,500	13,900	14,300	14,600	15,000	15,300
TOTAL COMPREHENSIVE INCOME	30,415	10,362	15,319	15,359	15,337	14,063	15,450	16,473	16,829	18,722	19,501	20,181

2022 Actual - Council's audited financial result as at 30 June 2022

2023 Estimate - Council's revised budget, projecting its financial position to 30 June 2023

2024 Year 1 - Council's budget for 2023/24

ESTIMATED STATEMENT OF FINANCIAL POSITION

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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)
ASSETS												
Current Assets												
Cash & Equivalent Assets	3,846	294	793	519	526	770	972	982	1,180	1,213	1,390	1,753
Trade & Other Receivables	4,699	5,012	5,015	5,015	5,016	5,016	5,016	5,010	5,000	5,000	5,000	5,000
Inventories	46	25	25	25	25	25	25	25	25	25	25	25
Total Current Assets	8,591	5,331	5,833	5,559	5,567	5,811	6,013	6,017	6,205	6,238	6,415	6,778
Non-Current Assets												
Receivables	100	88	73	58	42	26	10	0	0	0	0	0
Other Financial Assets	15	15	15	15	15	15	15	15	15	15	15	15
Equity Accounted Investments in Council Businesses	5,409	5,204	5,171	5,142	5,119	5,108	5,110	5,125	5,156	5,211	5,283	5,344
Infrastructure, Property, Plant & Equipment	449,521	463,670	497,014	516,707	534,613	548,265	563,287	578,369	591,888	606,149	619,037	634,142
Other Non-Current Assets	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288
Total Non-Current Assets	456,333	470,265	503,561	523,210	541,077	554,702	569,710	584,797	598,347	612,663	625,623	640,789
Total Assets	464,924	475,596	509,394	528,769	546,644	560,513	575,723	590,814	604,552	618,901	632,038	647,567
LIABILITIES												
Current Liabilities												
Trade & Other Payables	5,131	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700
Borrowings	11,800	4,770	4,109	4,422	6,699	5,160	4,807	6,391	8,863	9,787	7,652	0
Provisions	4,067	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870	3,870
Total Current Liabilities	20,998	14,340	13,679	13,992	16,269	14,730	14,377	15,961	18,433	19,357	17,222	9,570
Non-Current Liabilities												
Borrowings	6,815	13,607	32,747	36,450	36,711	38,056	38,169	35,203	29,640	24,343	20,114	23,114
Provisions	894	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070
Total Non-Current Liabilities	7,709	14,677	33,817	37,520	37,781	39,126	39,239	36,273	30,710	25,413	21,184	24,184
Total Liabilities	28,707	29,017	47,496	51,512	54,050	53,856	53,616	52,234	49,143	44,770	38,406	33,754
NET ASSETS	436,217	446,579	461,898	477,257	492,594	506,657	522,107	538,580	555,409	574,131	593,632	613,813
EQUITY												
Accumulated Surplus	147,410	157,772	161,076	163,335	165,411	166,274	168,224	170,797	173,326	177,448	181,949	186,830
Asset Revaluation Reserve	288,005	288,005	300,020	313,120	326,381	339,581	353,081	366,981	381,281	395,881	410,881	426,181
Other Reserves	802	802	802	802	802	802	802	802	802	802	802	802
TOTAL EQUITY	436,217	446,579	461,898	477,257	492,594	506,657	522,107	538,580	555,409	574,131	593,632	613,813

ESTIMATED STATEMENT OF CASH FLOWS

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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)
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts												
Rates	34,530	41,487	44,909	47,345	49,818	52,181	54,656	57,250	59,968	62,816	65,798	68,923
Statutory Charges	1,683	1,420	1,441	1,478	1,515	1,553	1,592	1,632	1,673	1,715	1,758	1,802
User Charges	1,468	1,433	1,473	1,526	1,579	1,634	1,691	1,750	1,811	1,874	1,940	2,008
Grants, subsidies, contributions	4,409	2,046	3,961	4,048	4,134	4,222	4,312	4,405	4,500	4,597	4,697	4,799
Investment Income	43	64	47	47	47	47	47	47	47	47	47	47
Reimbursements	183	259	216	222	228	234	240	246	252	258	264	271
Other Revenues	566	275	403	413	423	434	445	456	467	479	491	503
Payments												
Employee costs	(16,917)	(17,978)	(20,416)	(21,328)	(22,145)	(23,097)	(24,090)	(25,126)	(26,206)	(27,333)	(28,508)	(29,734)
Materials, contracts & other expenses	(11,625)	(16,377)	(18,343)	(18,993)	(19,701)	(20,435)	(21,197)	(21,987)	(22,807)	(23,658)	(24,540)	(25,455)
Finance Costs	(655)	(901)	(1,240)	(2,065)	(2,323)	(2,253)	(2,131)	(2,163)	(1,928)	(1,594)	(1,469)	(1,373)
Net Cash provided by (or used in) Operating Activities	13,685	11,728	12,451	12,693	13,575	14,520	15,565	16,510	17,777	19,201	20,478	21,791
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Amounts Specifically for New/Upgraded Assets	1,929	9,886	2,500	1,898	1,472	162	166	170	0	0	0	0
Sale of Renewed/Replaced Assets	795	388	346	563	451	839	668	839	401	1,210	936	629
Repayments of Loans by Community Groups	11	15	12	15	15	16	16	16	10	0	0	0
Payments												
Expenditure on Renewal/Replacement of Assets	(5,799)	(10,734)	(8,293)	(7,368)	(6,743)	(8,138)	(9,920)	(9,938)	(8,662)	(9,612)	(8,320)	(10,688)
Expenditure on New/Upgraded Assets	(6,537)	(14,596)	(24,996)	(12,091)	(11,301)	(6,961)	(6,053)	(6,205)	(6,237)	(6,393)	(6,553)	(6,717)
Net Cash Provided by (or used in) Investing Activities	(9,601)	(15,042)	(30,431)	(16,983)	(16,106)	(14,082)	(15,123)	(15,118)	(14,488)	(14,795)	(13,937)	(16,776)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	5,775	11,562	23,249	8,125	6,960	6,505	4,920	3,425	3,300	4,490	3,423	3,000
Payments												
Repayments of Borrowings	(3,648)	(11,800)	(4,770)	(4,109)	(4,422)	(6,699)	(5,160)	(4,807)	(6,391)	(8,863)	(9,787)	(7,652)
Net Cash provided by (or used in) Financing Activities	2,127	(238)	18,479	4,016	2,538	(194)	(240)	(1,382)	(3,091)	(4,373)	(6,364)	(4,652)
Net Increase/(Decrease) in cash held	6,211	(3,552)	499	(274)	7	244	202	10	198	33	177	363
Opening cash, cash equivalents or (bank overdraft)		3,846	294	793	519	526	770	972	982	1,180	1,213	1,390
Closing cash, cash equivalents or (bank overdraft)	3,846	294	793	519	526	770	972	982	1,180	1,213	1,390	1,753

ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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	146,681	147,410	157,772	161,076	163,335	165,411	166,274	168,224	170,797	173,326	177,448	181,949
Net Result for Year	2,187	10,362	3,304	2,259	2,076	863	1,950	2,573	2,529	4,122	4,501	4,881
Other Comprehensive Income	(1,166)	0	0	0	0	0	0	0	0	0	0	0
Transfers to Other Reserves	(292)	0	0	0	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	147,410	157,772	161,076	163,335	165,411	166,274	168,224	170,797	173,326	177,448	181,949	186,830
ASSET REVALUATION RESERVE												
Property, Plant & Equipment	288,005	288,005	300,020	313,120	325,920	339,120	352,620	366,520	380,820	395,420	410,420	425,720
Balance at end of period	288,005	288,005	300,020	313,120	326,381	339,581	353,081	366,981	381,281	395,881	410,881	426,181
OTHER RESERVES												
Balance at end of previous reporting period	510	802	802	802	802	802	802	802	802	802	802	802
Transfers from Accumulated Surplus	292	0	0	0	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0	0	0
Balance at end of period	802	802	802	802	802	802	802	802	802	802	802	802
TOTAL EQUITY AT END OF REPORTING PERIOD	436,217	446,579	461,898	477,257	492,594	506,657	522,107	538,580	555,409	574,131	593,632	613,813

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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	47,882	47,442	52,767	55,409	58,089	60,671	63,371	66,197	69,155	72,257	75,493	78,851
<i>less Operating Expenses</i>	46,474	48,871	53,643	56,674	58,915	61,685	63,391	65,888	68,220	70,542	73,189	75,960
Operating Surplus/(Deficit) before Capital Amounts	1,408	(1,429)	(876)	(1,265)	(826)	(1,014)	(20)	309	935	1,715	2,304	2,891
Less: Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Assets	5,799	10,734	8,293	7,368	6,743	8,138	9,920	9,938	8,662	9,612	8,320	10,688
<i>less Depreciation, Amortisation & Impairment</i>	11,811	12,699	13,294	13,929	14,378	15,523	15,587	16,216	16,873	17,541	18,246	18,961
<i>less Proceeds from Sale of Replaced Assets</i>	795	388	346	563	451	839	668	839	401	1,210	936	629
	(6,807)	(2,353)	(5,347)	(7,124)	(8,086)	(8,224)	(6,335)	(7,117)	(8,612)	(9,139)	(10,862)	(8,902)
Less: Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	6,537	14,596	24,996	12,091	11,301	6,961	6,053	6,205	6,237	6,393	6,553	6,717
<i>less Amounts Specifically for New/Upgraded Assets</i>	1,929	9,886	2,500	1,898	1,472	162	166	170	0	0	0	0
<i>less Proceeds from Sale of Surplus Assets</i>	0	0	0	0	0	0	0	0	0	0	0	0
	4,608	4,710	22,496	10,193	9,829	6,799	5,887	6,035	6,237	6,393	6,553	6,717
Net Lending / (Borrowing) for Financial Year	3,607	(3,787)	(18,025)	(4,334)	(2,569)	411	428	1,391	3,310	4,461	6,613	5,076
FINANCING TRANSACTIONS												
New Borrowings	5,775	11,562	23,249	8,125	6,960	6,505	4,920	3,425	3,300	4,490	3,423	3,000
Repayment of Principal on Borrowings	(3,648)	(11,800)	(4,770)	(4,109)	(4,422)	(6,699)	(5,160)	(4,807)	(6,391)	(8,863)	(9,787)	(7,652)
(Increase)/Decrease in Cash and Cash Equivalents	(6,211)	3,552	(499)	274	(7)	(244)	(202)	(10)	(198)	(33)	(177)	(363)
(Increase)/Decrease in Receivables	(4,699)	(313)	(3)	0	(1)	0	0	6	10	0	0	0
Increase/(Decrease) in Payables & Provisions	10,092	548	0	0	0	0	0	0	0	0	0	0
Other – Including the Movement in Inventories	(4,916)	238	48	44	39	27	14	(5)	(31)	(55)	(72)	(61)
Financing Transactions	(3,607)	3,787	18,025	4,334	2,569	(411)	(428)	(1,391)	(3,310)	(4,461)	(6,613)	(5,076)

KEY FINANCIAL INDICATORS

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Surplus / (Deficit) - \$'000	1,408	(1,429)	(876)	(1,265)	(826)	(1,014)	(20)	309	935	1,715	2,304	2,891
Operating Surplus / (Deficit) Ratio - %	3%	(3)%	(2)%	(2)%	(1)%	(2)%	(0)%	0%	1%	2%	3%	4%
Net Financial Liabilities - \$'000	20,047	23,608	41,600	45,905	48,451	48,029	47,603	46,227	42,948	38,542	32,001	26,986
Net Financial Liabilities Ratio - %	42%	50%	79%	83%	83%	79%	75%	70%	62%	53%	42%	34%
Asset Renewal Funding Ratio - %	71%	150%	117%	79%	77%	79%	81%	84%	79%	87%	69%	92%
Loan Borrowings	18,615	18,377	36,856	40,872	43,410	43,216	42,976	41,594	38,503	34,130	27,766	23,114

3 year rolling average

KEY FINANCIAL INDICATORS

Operating Surplus / (Deficit) - \$'000	(11)	(299)	(1,190)	(989)	(1,035)	(620)	(242)	408	986	1,651	2,303	1,732
Operating Surplus Ratio - %	0%	-1%	(2)%	-2%	-2%	-1%	0%	1%	1%	2%	3%	2%
Net Financial Liabilities - \$'000	21,828	28,418	37,038	45,319	47,462	48,028	47,286	45,593	42,572	37,830	32,510	19,662
Net Financial Liabilities Ratio - %	46%	57%	70%	82%	82%	79%	75%	69%	62%	53%	43%	26%
Asset Renewal Funding Ratio - %	111%	113%	115%	91%	78%	79%	82%	81%	83%	78%	83%	54%

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
KEY FINANCIAL INDICATORS	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	Medium Term	Medium Term	Medium Term	Long Term	Long Term	Long Term	Long Term
Operating Surplus Ratio - %	(2) to 1	(2) to 1	(2) to 1	0 to 2	0 to 2	0 to 2	3 to 5	3 to 5	3 to 5	3 to 5
Net Financial Liabilities Ratio - %	≤120	≤120	≤120	≤110	≤110	≤110	≤80	≤80	≤80	≤80
Asset Renewal Funding Ratio - %	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110

CWMS

SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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	7,620	6,793	7,464	7,862	8,233	8,621	9,029	9,456	9,903	10,373	10,866	11,383
<i>less Operating Expenses</i>	5,400	5,876	6,859	6,931	7,297	7,679	8,120	8,550	8,892	9,211	9,535	9,886
Operating Surplus/(Deficit) before Capital Amounts	2,220	917	605	931	936	942	909	906	1,011	1,162	1,331	1,497
Less: Net Outlays on Existing Assets												
Capital Expenditure on Renewal/Replacement of Existing Assets	930	748	696	664	862	786	861	487	1,250	1,174	1,058	1,146
<i>less Depreciation, Amortisation and Impairment</i>	1,374	1,433	1,607	1,628	1,744	1,878	2,037	2,166	2,287	2,395	2,516	2,654
	(444)	(685)	(911)	(964)	(882)	(1,092)	(1,176)	(1,679)	(1,037)	(1,221)	(1,458)	(1,508)
Less: Net Outlays on New and Upgraded Assets												
Capital Expenditure on New/Upgraded Assets	4,110	1,695	2,625	2,322	2,264	2,735	3,262	2,376	1,971	1,426	1,828	2,248
<i>less Amounts Specifically for New/Upgraded Assets</i>	0	0	0	0	0	0	0	0	0	0	0	0
	4,110	1,695	2,625	2,322	2,264	2,735	3,262	2,376	1,971	1,426	1,828	2,248
Net Lending / (Borrowing) for Financial Year	(1,446)	(93)	(1,109)	(427)	(446)	(701)	(1,177)	209	77	957	961	757
FINANCING TRANSACTIONS	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
New Borrowings	0	900	1,277	675	810	2,825	1,740	325	900	290	200	0
Repayment of Principal on Borrowings	(2,486)	(600)	(270)	(149)	(172)	(2,099)	(510)	(407)	(1,241)	(1,163)	(1,127)	(652)
(Increase)/Decrease in Cash and Cash Equivalents	3,932	(207)	102	(99)	(192)	(25)	(53)	(127)	264	(84)	(34)	(105)
Financing Transactions	1,446	93	1,109	427	446	701	1,177	(209)	(77)	(957)	(961)	(757)

ESTIMATED KEY FINANCIAL INDICATORS (CWMS)

Year Ended 30 June:	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Operating Surplus / (Deficit) - \$'000	2,220	917	605	931	936	942	909	906	1,011	1,162	1,331	1,497
Operating Surplus / (Deficit) Ratio - %	29%	13%	8%	12%	11%	11%	10%	10%	10%	11%	12%	13%
Net Financial Liabilities - \$'000	2,590	2,683	3,792	4,219	4,665	5,366	6,543	6,334	6,257	5,300	4,339	3,582
Net Financial Liabilities Ratio - %	34%	39%	51%	54%	57%	62%	72%	67%	63%	51%	40%	31%
Asset Renewal Funding Ratio - %	574%	96%	166%	87%	119%	101%	198%	60%	132%	169%	152%	165%
Loan Borrowings	2,590	2,890	3,897	4,423	5,061	5,787	7,017	6,935	6,594	5,721	4,794	4,142

3 year rolling average	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	Actual	Estimate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Surplus / (Deficit) - \$'000	1,569	1,247	818	824	936	929	919	942	1,026	1,168	1,330	943
Operating Surplus Ratio - %	21%	17%	11%	10%	11%	11%	10%	10%	10%	11%	12%	8%
Net Financial Liabilities - \$'000	2,637	3,022	3,565	4,225	4,750	5,525	6,081	6,378	5,964	5,299	4,407	2,640
Net Financial Liabilities Ratio - %	37%	62%	72%	81%	86%	96%	101%	101%	91%	77%	61%	36%
Asset Renewal Funding Ratio - %	335%	279%	116%	124%	102%	139%	120%	130%	120%	151%	162%	106%

KEY FINANCIAL INDICATORS	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	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	Medium Term	Medium Term	Medium Term	Long Term	Long Term	Long Term	Long Term
Operating Surplus Ratio - %	(5) to 2	(5) to 2	(5) to 2	(2) to 3	(2) to 3	(2) to 3	2 to 6	2 to 6	2 to 6	2 to 6
Net Financial Liabilities Ratio - %	≤250	≤250	≤250	≤250	≤250	≤250	≤200	≤200	≤200	≤200
Asset Renewal Funding Ratio - %	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110	90-110



Appendix D – New Operating Initiatives

New Operating Initiatives

2023/24

Descriptions	\$
Additonal Roadside Slashing	84,000
Adelaide Car Rally Strathalbyn Staging	23,200
Affordable Housing Plan	25,000
Asbestos Inspections	55,000
Asset Revaluations	150,000
Biodegradable Dog Waste Bags	5,000
Building Structural Compliance	150,000
Cat By-Law Implementation	10,000
Clayton Bay SMART Lighting	25,000
Climate Change Officer and Initiatives	195,000
Communications and Marketing	134,000
Community Wastewater Management Scheme ESCOSA Reform	142,000
Community Centre Funding	155,000
CWMS Lagoon remediation at Swamp Road, Strathalbyn	5,000
Employee Attraction and Retention	22,000
Environmental Initiatives	26,000
Fines Enforcement	3,000
Goolwa Fireworks - Traffic Management	5,000
Goolwa Oval Recreational Precinct Operating	140,000
Goolwa Pageant - Traffic Management	10,000
Goolwa Township Masterplan	70,000
Internal Audit Program	40,000
Leadership Development	50,000
Murray Estuary Communities Coastal Adaption Engagement	10,000
Planning Development Engineer	142,000
Recreation and Sport Strategy and Facilities Development Plan	50,000
Signal Point Experience Operating	91,000
Strathalbyn Pageant - Traffic Management	10,000
Training and Development	140,000
Volunteer Program	19,000
WHS Field Safety Officer	113,000
Wooden Boat Festival - Goolwa Wharf Opening Celebration	75,000
Total	2,174,200

Appendix E – Draft Revenue Strategy 2025/28

Draft Revenue Strategy 2025–2028



Our revenue plan to thrive



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

Contents

➤ Community Consultation	4
➤ About this strategy	5
Our Strategic Framework	7
Our Revenue	8
General Revenue Principles	9
Long Term Revenue Goals	10
Council's Revenue Principles	11
Revenue Strategy	12
Rates Revenue	25
➤ Grants	20
Grants, Subsidies, Contributions, and Reimbursements	21
Recurring Grants	22
➤ User Charges and Fees	24
Council Property Leasing, Hire and Licencing	26
➤ Statutory Charges and Fines	30
➤ Appendix 1 - Competitive Neutrality Application	
➤ Appendix 2 - How Rates are Calculated	
➤ Appendix 3 - LTFP: Grants Income Requirement	

Community Consultation

Council welcomed community feedback on the Draft Revenue Strategy as part of the consultation process on our Annual Business Plan and Budget 2023/24 between the 25 May to 22 June.

The community were invited to provide feedback via our My Say website, in writing or by attending one of our 6 Budget Roadshow Public Meetings that were held on;

Monday 29 May – Middleton 6.30pm

Tuesday 30 May – Mount Compass 6.30pm

Monday 5 June – Clayton Bay 6.00pm

Tuesday 6 June – Strathalbyn 6.30pm

Tuesday 20 June – Goolwa 6.30pm

Wednesday 21 June – Milang 6:30pm

The overall consultation resulted in:

While Council received 288 responses to the Draft Annual Business Plan and Budget 2023/24, a limited number of 14 directly mentioned the Draft Revenue Strategy.

10 (23%) of the 42 My Say Survey participants opted to provide feedback on the Draft Revenue Strategy.

2 of the 213 participants at the Budget Roadshow directly referenced the Draft Revenue Strategy in their feedback.

3 of the 33 Written Submissions directly referenced the Draft Revenue Strategy.

Council Administration are recommending that the feedback and the Draft Revenue Strategy be reviewed as part of our broader Strategic Management Plan review during 2023/24.

8

posts across Facebook, Instagram, LinkedIn and newspaper notices



4,628 reach



5,309 impressions



42 reactions



44 comments



17 shares



Budget Roadshow Information Sessions: **6**



Roadshow attendance: **213**



Survey participants: **42**



Written submissions: **33**



Total participation: **288**

About This Strategy

It is fundamental to Council's operation that it continues to balance the needs of the community, deliver outstanding service whilst maintaining our long-term financial sustainability.

This strategy explains how Council sources the revenue needed to fund its activities for 2025 to 2028.

We consider how alternative forms of revenue can be generated, creating growth across the district to spread the total rates funding more widely and how the funding burden will be apportioned between ratepayers and other users of Council services. This is with the expectation of reducing the general rates tax burden on Alexandrina ratepayers.

This reduced reliance on general rates provides transparency and a more equitable distribution of the tax burden across all service users either as visitors to Alexandrina or ratepayers.

This strategy underpins our long-term financial sustainability and increases the diversity of our funding streams. This is not only good business practice but is a response to the uncertainty and pressures in today's economic climate.



Revenue Strategy



Our Strategic Framework

This plan is an important part of Council's integrated strategic planning framework all of which is created to achieve the vision for our community as set out in our *Community Strategic Plan, A2040*.

Goals and strategies outlined in this plan support the objectives of A2040 that guides the development of the *Annual Business Plan*, budget, and Council's *Long Term Financial Plans*.

Launched in February 2021, *A2040 Plan* articulates a strong vision for our community to thrive as Liveable, Green, and Connected

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

The A2040 suite of plans



Business continuity plan
Community land management plan
Community wellbeing action plan
Disability access and inclusion plan
Economic development strategy
Environmental action plan
Integrated water management plan
Regional public health plan
Revenue Strategy
Roadside vegetation management plan
Tourism and visitor strategy

Our Revenue

Alexandrina Council provides a wide range of services and infrastructure for the local community and collects revenue to cover the costs of providing them.

Our revenue sources comprise:

- **General rates, service charges and levies** including community wastewater system charges, Finniss water scheme, and the regional landscape levy.
- **Grants, subsidies, contributions, and reimbursements** including capital grants for new and upgraded assets, from federal and state government and third parties.
- **User charges and fees** for several services and facilities provided by Council.
- **Statutory charges and fines** including planning and development, health and animal management legislation.
- **Other income** including investment income, resources received free of charge, and share of results from the activities of joint ventures and associates.

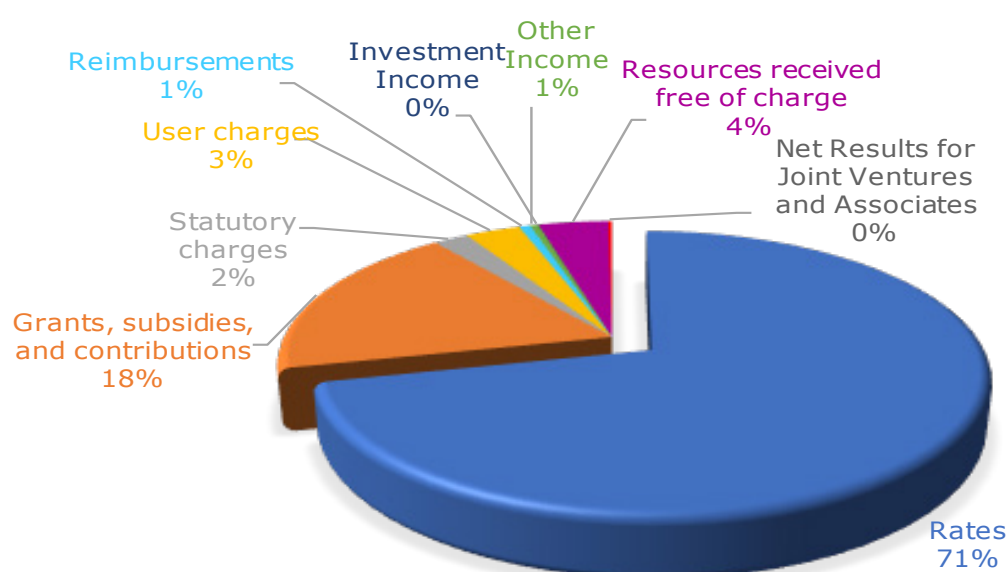
Rates and annual charges are the most significant revenue source and represents 71% of the total revenue within the 2022-23 Annual Budget.

Council also provides services on a fee or user charge basis. In general, the nature of these fees or charges depends on whether they relate to statutory or discretionary services. Some statutory charges are set by government legislation, such as planning fees. Where Council can set a fee or charge, these will be set based on the principles outlined within this revenue strategy.

Council's revenue is also dependent on levels of grant funding and contributions provided by government and third parties. Some types of funding are tied to delivering specific services or projects. It is important that Council is clear about what grants it intends to apply for and the obligations these grants create for future service delivery or infrastructure.

Annual Budget 2022-23

Revenue includes capital grants and resources received free of charge but excludes (i) changes in comprehensive income due to revaluations and (ii) profit or (loss) on disposal of assets (Australian Bureau of Statistics GFS Revenue definition)



General Revenue Principles

In setting the mix of pricing strategies for Council revenue, the following generally accepted rating principles and concepts have been considered:

- A pure **Wealth Tax** approach implies that the rates paid for services are dependent upon the value of ratepayer's real property. Such that there is no link to consumption of services or perceived benefits derived by individual taxpayers.
- The pure **Benefit** principle implies there is a clear link between the level of services used or benefits received and the amount of tax paid (opposite of the Wealth Tax principle).
- The **Equity** concept is twofold in that rate payers in similar situations (property value) should pay similar amounts and those who are better off should pay more than those who are worse off. This assumes that the value of a taxpayer's property is indicative of whether they are worse off or better off.
- **Efficiency** of a taxation system (rates) can be achieved by using pricing of services where the taxpayer is sensitive to price. For example, directly charging for specific services can influence demand and lead to more efficient use of resources. This can also reduce inflated demand for services and the resulting additional cost for Councils.
- **Simplicity and Transparency** refers to how easily a rates system can be understood by ratepayers and the practicality and ease of administration.
- **Capacity to Pay** for individual or groups of taxpayers where a property value may not be connected to a taxpayer's ability to pay. This may also occur where taxpayers are asset rich but cash poor.
- **Diversity** of taxpayers within the same property class for tax purposes. Residential households may have a different number of

breadwinners, members, and expenditure patterns. Similarly, property used for business may have small owner operated businesses or large corporations.

- **Sustainability** the extent to which there is a reasonable degree of stability in the rating system, and it is durable and flexible in changing conditions.

Rating and Other Revenue Mix

Rates and other sources of revenue such as fees, charges and grants are determined together. A balance needs to be struck between rating to fund public services, and associated benefits, compared to private services for specific groups or individuals where user fees may be applied.

Many services provided by Council contain an element of both public services and private services (known as "mixed goods").

User charging for services which are mainly public in nature is generally impractical. Examples are roads, footpaths, environmental protection etc. This is because the service and the associated costs cannot be directly associated with individuals or groups of users. The service is for the benefit of all, without exclusion.

Conversely, the cost of private services, their benefits, and therefore pricing for private services, can be attributed to individuals or groups of users. Examples are car parking, planning application fees and water usage.

Long Term Revenue Goals

In formulating the overall revenue strategy Council will work towards achieving the following revenue goals over the four-year period. These long-term goals have been set to improve our long-term financial sustainability and increase the diversity of our funding streams.

Long Term Revenue Goals

General rates revenue will aim to represent no more than 80% of total revenue.

User charges will aim to generate a breakeven financial position, after full cost recovery. This will also apply to statutory charges where Council can set the charge.

Business activities¹ (excluding prescribed services²) will aim to generate a surplus, after full cost recovery, at a minimum of 10% of revenue or 10% return on invested capital for capital projects.

General rates transparency will be increased such that the provision of all wastewater management, waste disposal services and water supply services will be itemised as specific service charges or service rates for each taxpayer. These charges and/or rates will be based on a full cost attribution basis.

Number of properties paying rates in the district will be targeted for an increase of 2.5% per annum.

Sustainable revenue streams will be targeted, and risk assessed to ensure long term funding is available to support the ongoing delivery of service provision at agreed service levels.

¹ - Please refer to Appendix 1 – Competitive Neutrality Application for definition of business activities.

² - Pricing for prescribed services under S155 of Local Government Act 1999 is set in accordance with legislation and is subject to determination under the Essential Services Commission Act 2002 regulating prices, conditions relating to prices, and price-fixing factors for water retail services. Prescribed services include the community wastewater management systems (CWMS), including water recycling, and the Finniss water scheme

Council's General Revenue Principles

In addition to specific revenue raising strategies and principles applied within the following sections, Council will also consider these general principles applicable to all funding sources.

Council General Revenue Principles

- We will continue to strive to identify and investigate **additional revenue sources** to lessen the general rates burden on Alexandrina ratepayers.
- We will enter into **new business activities** or services for **groups of users** only where a robust business case has been developed with a view to maximise returns to Council and funding is available.
- Consideration will be given to incentivising or encouraging taxpayers to work towards the **A2040 Plan** when setting user fees. For example, favourable charging to support activities that have a positive impact on the environment.
- Generally, **public benefit** services will not ordinarily be funded through user charges. This is because everyone benefits from the service, and it is impractical to (i) exclude certain groups from benefiting and (ii) spread the cost across individual users, eg. cost of maintaining a main road.
- In other respects, Council will aim to apply **user charges** to generate revenue where:
 - » Other sources, such as grants to fund the service, have been considered first.
 - » The consumption of services can be defined and easily calculated.
 - » The charge allows users to decide as to whether they want the service or not.
 - » The cost to set up and administer user charges does not outweigh the benefit of doing so.

Special consideration will be given to those Council services that contain both a public and private benefit (known as **mixed goods**). We will consider charging arrangements such as “basic access” for free, and user fees for “value added services”. For example, access to sports facilities or exhibitions where there is both a basic public benefit and other added value services where the benefit is more individually based.

Specific and sound **capacity to pay** criteria to be consistently applied where rebates and concessions are given.

Council's Revenue Strategy

Pricing Policy

In determining the revenue mix and pricing strategy we have taken into consideration Council's statutory powers and obligations under the Local Government Act 1999, the requirements of Council's **A2040 Plan**, generally accepted rating principles, and the need for sufficient revenue to fund local service delivery and infrastructure needs.

The most important funding sources are:

- General rates and service charges
- Grants, subsidies, contributions, and reimbursements
- User charges and fees
- Statutory charges and fines
- Other income.

The specific strategies for each of these funding sources are discussed in the next sections.

Overall, all avenues will be pursued to obtain external funds for prioritised works. Similarly, where Council can set fees and charges, it will aim to review these over the preceding two years and increase/ decrease pricing consistent with the application of the user pays principle – that is, as far as possible the cost of providing a direct service will be met by the fees charged.

We have determined that an annual assessment of all fees and charges is excessively costly. A rolling review process for all service areas are subject to review at least every four years.

A schedule of the current user fees and charges is presented as part of the annual budget. In instances where the price does not cover the cost of the service, a rationale will be included to explain the variance and the basis for the subsidy.

The balance of funds required by Council each year must be obtained from general rates revenue. We will strive to achieve our long-term goal of capping this amount at 80% of total revenue. As such, other funding sources will represent at least 20% of total revenue.

Competitive Neutrality Principles

Government and local government within South Australia are obliged to comply with the obligations of the Government Business Enterprises (Competition Act (1996) which deals with competitive neutrality.

These principles are designed to neutralise any net competitive advantage that a local government, engaged in significant business activities, would otherwise have because it is controlled by local government, compared to private business operating in the same market.

When setting fees and charges competitive neutrality must be considered. This is further discussed in **Appendix 1**.



Goolwa, Playground

General Rates Revenue

Legislative and Policy Framework

Council's powers to raise taxes are found in Chapter 10 of the South Australian Local Government Act 1999 and the supporting Local Government (General) Regulations 2013.

All land is rateable except for land that is specifically exempt under legislation. Broadly, exempt land is Crown land or land used by state and local government for a public purpose, certain recreational grounds, and certain universities.

This section of the revenue strategy should also be read in conjunction with Council's *Rating policy* which is issued annually. Council's *Rating Policy* sets out the specific basis and rationale for raising rates each year.

In accordance with the legislative framework, our rating system is based on the **capital value** of your property. This is the most recent valuation by the Office of the Valuer-General effective on 1 July each year.

Rates are calculated by multiplying the valuation of a property by the "adopted rate in the dollar". The "rate in the dollar" is a percentage number that is determined by Council each year.

This is applied to all rateable properties to determine the total rates raised across the Council area.

Council has several means by which it can vary the amounts calculated including setting

- A general "rate in the dollar" for all rateable land.
- Differential "rates in the dollar" for different classes of land.
- Some of the total rates payable levied as a fixed charge amount.
- Service charges for some specific services such as water supply and wastewater management.
- Separate rates and charges for particular local government areas or certain activities.
- Rebates, waivers, deferments, concessions, and exemptions for the payment of rates as defined under legislation

Proposed Rating System

Several scenarios are modelled each year to develop the most suitable rating system. These scenarios may include:

- Using the annual value or site value of land rather than the capital value.
- Using a uniform “rate in the dollar”.
- Using a uniform “rate in the dollar” combined with a fixed charge.
- Using differential “rates in the dollar” for different land classes without a fixed charge.
- Applying rates deferment schemes.
- Changing policy positions on granting concessions and discretionary rebates.

As a result of this modelling the key features and rationale of the rating system for Alexandrina are set out below.

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.

Alternative bases such as site value (SV), which only considers the value of land and not buildings or structures on the land, are not deemed suitable. Under the SV method there would be a significant shift of rates burden from the industrial/commercial sector to residential properties and larger land holdings such as farmland and recreational sectors with no consideration for the value of buildings on these holdings. This would be contrary to a fair and equitable rating system.

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**. Primary production is defined in the Valuation of Land Act 1971. Council recognises that the rural sector not only contributes greatly to our economy but also has significant responsibilities in environmental conservation.



Encounter Bikeway, Basham Beach

Council Rating Revenue Principles

- We will also continue to use the **capital value** of a ratepayer’s property as the basis for setting the rates payable.
- We will continue to provide **rate capping** to cushion the impacts of a spike in property valuations each year.
- We will apply a **fixed charge per property** combined with a “rate in the dollar”.
- We will apply **two different “rates in the dollar”** to our two classes of property. The general class and the primary production class.
- We will apply **service charges** for wastewater and water management.
- We will continue to collect the **regional landscape levy** on behalf of the Hills and Fleurieu Landscape Board.
- We will grant **rebates, concessions, remissions, and deferment** of rates payable in accordance with legislation and Council’s rating policies.

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

Council has regard to relative movements in valuation to ensure that the rate burden remains relatively constant between primary producers and other sections of the community. Council will continue to apply a differential rate for primary production.

The primary production “rate in the dollar” is currently 83% of the general “rate in the dollar”.

Specific Area Rates

The Local Government Act 1999 also permits councils to raise a specified area rate in addition to a general rate for land within that area.

This type of rate is used to fund specific work undertaken for a specific portion of the district. The funds raised must be applied to the purpose for which the rate was imposed.

Many new residential developments constructed with a **higher level of amenity** than the surrounding suburbs may attract a specified area rate. This is where specific services are provided by the local government to a defined part of the community that are not otherwise available to the wider community or existing community services require significant upgrade because of the new development. These rates can be for one year only or for longer periods.

We do not currently charge a specified area rate. Council will investigate whether this method of raising rates is applicable for 2025 to 2028 by reviewing all development activity throughout this period.

Fixed Charge

Council considers it appropriate that:

- **All rateable properties contribute** to the cost of administering Council’s activities.
- All rateable properties contribute to the cost of creating and maintaining the physical infrastructure that supports each property.

Approximately 20% of Council’s general rate revenue is generated via the fixed charge applied to each property.

Rate Capping

Rate capping is where the current year rates for a property are compared to the previous year. If the increase is more than a set percentage, then the current year rates increases are capped at a set percentage.

Council will continue the application of rate capping for a principal place of residence, the main property where you live. In the 2021-22 and 2022-23 financial years, rates were capped at a **12%** increase on the previous year.

For properties other than principal place of residence, rates were capped at a **50%** increase on the prior year for the 2021-22 and 2022-23 financial years. An application needs to be made to Council to obtain a cap for properties which are not a principal place of residence.

Specific conditions for rate capping are set in Council’s *Rating Policy*.

Appendix 2 sets out how differential rates, fixed charges and rates capping are applied to calculate the general rates due from each ratepayer.



Regional Land Levy

Council will continue to collect the Regional Landscape Levy (formerly 'NRM levy') wholly on behalf of the Hills and Fleurieu Landscape Board. The total amount to be collected is prescribed by and fully remitted to the Board.

A separate rate is applied to the capital value of each rateable property. Rebates are available as set out below.

Rates Service Charges

Community Wastewater Management Systems (CWMS)

Council maintains and manages Community Wastewater Management Systems for the townships of Goolwa, Strathalbyn, Port Elliot, Hindmarsh Island, Mount Compass, and Milang, and applies a separate additional charge for all properties serviced by these systems.

Service charges are calculated in accordance with the regulatory framework as set out in S155 of the Local Government Act 1999, the Local Government (General) Regulations 2013 and Local Government Association SA guidance for costing and pricing of CWMS. Price setting is also subject to price determinations by the Essential Services Commission (ESCOSA) under the Essential Services Commission Act 2002.

Broadly, Council will set the annual service charge based on the average annual long term full cost of providing the service shared amongst those who receive the service. The cost is allocated to each user depending on the number of CWMS "Property Units" attributed to each serviced property. The Local Government (General) Regulations 2013 set out how "Property Units" are calculated. The long term cost of providing the service includes allowances for direct and indirect costs, capital replacement, cost of capital and unquantified risks.

A uniform annual service charge amount is applied across all townships as the nature of the service delivered is the same.



Sailing, River Murray

Finniss Water Scheme

Council supplies non-potable water (not suitable for drinking) to a restricted number of properties in Finniss from an SA Water supply.

Service charges are calculated in accordance with the Local Government Act and Regulations. They are also subject to price determination by ESCOSA.

The principles for setting the annual service charge are on a similar basis as for CWMS.

Rates Rebates and Concessions

Rebates

The Local Government Act 1999 (Act) and Council's *Rating Policy* sets out the conditions under which rebates are available for rates due. Some rebates are mandatory under the Act whilst others are discretionary.

Broadly, the Act requires 100% mandatory rebates are given where land is used for:

- Health services
- Religious purposes
- Public cemeteries
- The Royal Zoological Society.

and up to 75% mandatory rebates are given where land is used for:

- Community services organisations
- Education – government schools and registered non – government schools
- University accommodation.

The Act also allows Council to grant discretionary rebates. We have considered a range of factors for determining when discretionary rebates are available. These include the nature of the services Council provides in the area for which the rebate is sought compared to elsewhere, the community need for the activities being provided by the ratepayer and whether these activities are aiding or providing relief to disadvantaged people.

However, Council is not required to provide either a mandatory or discretionary rebate where the land use is for business or income generating purposes.

Council's *Rating Policy* provides detailed eligibility guidance upon which a ratepayer is entitled to a rebate of rates.

Rebates are not available for service charges.

Concessions

Concessions are available for full or partial waiver of rates due to hardship and for deferment of rates payable for certain ratepayers. Please refer to Council's *Rating Policy* for specific details.



Past and Proposed Rate Levels

Source	Year	General Rates	"Rates Increase (%)"	"Adle CPI @ June (%)"	"Operating Revenue (%)"	"Total Revenue (%)"	"General Rates Per Property (\$)"	No. of Rateable Properties	No. of Properties Growth
ACTUAL	2018-19	33,874		1.4%	82%	76%	\$1,813	18,685	
ACTUAL	2019-20	35,414	4.5%	0.8%	85%	79%	\$1,887	18,765	0.4%
ACTUAL	2020-21	36,373	2.7%	2.8%	82%	76%	\$1,865	19,503	3.9%
ACTUAL	2021-22	38,043	4.6%	6.4%	81%	77%	\$1,938	19,632	0.7%
BUDGET 22-23	2022-23	41,110	8.1%	8.6%	87%	71%	\$2,100	19,580	-0.3%
LTFP	2023-24	41,283	0.4%	2.2%	87%	81%	\$2,081	19,835	1.3%
LTFP	2024-25	43,347	5.0%	2.2%	88%	83%	\$2,157	20,092	1.3%
LTFP	2025-26	45,515	5.0%	2.2%	88%	84%	\$2,236	20,354	1.3%
LTFP	2026-27	47,563	4.5%	2.2%	88%	84%	\$2,307	20,618	1.3%
LTFP	2027-28	49,703	4.5%	2.2%	88%	84%	\$2,380	20,886	1.3%

The increase in total rates levied in Alexandrina for 2020-21 and 2021-22 were below the CPI inflation rate for South Australia despite growth in the number of rateable properties. The total rates increase for 2022-23 is also expected to be below CPI inflation.

The Long Term Financial Plan for 2023-24 and thereafter includes increases more than CPI inflation. This is due to a 1.3% estimated increase in rateable properties, to accommodate additional funding required for sustainability and allow for timely delivery of major projects.

Notes:

1. Budget 22-23 - as adopted by Council on 4 July 2022
2. LTFP - Long Term Financial Plan as adopted by Council on 22 February 2021, effective from 1 July 2021
3. General rates revenue excludes: (i) service charges for CWMS and the Finnis Water Scheme and (ii) the Regional Landscape Levy
4. Total revenue includes operating revenue, resources used free of charge and income for new and existing asset upgrades
5. CPI rate for 2022-23 represents annual increase from Dec 21 to Dec 22 for Adelaide
6. CPI rate applied within the LTFP adopted by Council on 22 February 2021, effective from 1 July 2021
7. LTFP general rates increases includes CPI plus 1.3% for properties growth and 1.0% to 1.5% for sustainability

Grants



Grants, Subsidies, Contributions, and Reimbursements

Funding sources other than rates and user charges consists of other third-party funding. This may be through grants, subsidies, contributions, or reimbursements. Much of this funding is from grants and discussed in more detail below.

Contributions are also discussed further below.

Subsidies relate to government wage subsidies for apprenticeships and other wage related expenditure.

Reimbursements mostly relate to amounts received from Council tenants for property running costs.

or may not be linked to the delivery of projects.

Operating grants are to fund running costs and exclude amounts specifically received for new / upgraded assets (i.e., the acquisition or enhancement of assets). These latter grants are known as **capital grants**.

Rural and regional councils are highly dependent upon grant funding.



Grants

Grant revenue represents income usually received from other levels of government. Some grants are one-off and for the delivery of specific projects, whilst others can be of a recurrent nature and may

Specific Principles

- We will **actively pursue** all grants, subsidies, contributions, and reimbursement opportunities to fund our prioritised activities identified within the **A2040** plan.
- We will explore **partnering with neighbouring councils** to take advantage of regional incentives.
- We will only **apply for and accept external funding** if it is consistent with the Community Vision and does not lead to the distortion of **A2040 Plan** priorities.
- Projects which are reliant on grant funding will not proceed until a **signed funding agreement** is in place.
- Services that are specifically **funded by operating grants will be delivered** in line with the level of funding provided. Any decrease in funding will have an equal decrease in service delivery.
- **Whole of life costs and ongoing grant conditions** will also be considered when assessing acceptance of Capital Grants to ensure ongoing operating costs can also be funded in the long term without increasing the overall rates burden.
- We will aim to secure at **least 50% grant funding** to contribute to the cost of new and existing asset upgrades.

Recurring Grants

The following are specific grants that occur annually and are incorporated within our Long Term Financial Plan (LTFP):

- State Financial Assistance Grant Program (\$2.3M)
- Federal Roads to Recovery Program (\$0.6M).

The state financial assistance grant is provided by the Commonwealth Government under the Local Government (Financial Assistance) Act 1995. This is distributed by the state annually to local governing bodies within South Australia.

The financial assistance grant program consists of two parts:

- a general-purpose component, which is distributed between the states and territories according to population and
- an identified local road component, which is distributed between the states and territories according to historical proportions.

This grant is “untied” in the hands of local government, allowing councils to spend the grant according to local priorities. Council applies the local roads component to road rehabilitation projects in its and utilises the general-purpose component to fund Council operations and capital works.

Discontinuation of any of these recurring grants would likely require Council to re-assess the scope or quality of its service delivery to make a corresponding reduction to its expenses.

One – Off Grants

The *A2040 Plan* sets out the key initiatives that Council intends to undertake over a four-year time horizon. The accompanying annual budget and *LTFP* then incorporates Council’s funding source assumptions for those key initiatives.

Many major initiatives will require an upfront investment greater than the annual rates revenue can afford in a single financial year. For these projects Council will plan and advocate for external grant funding.

The annual budget and *LTFP* includes any required grant funding and the corresponding council cash contributions which may be required by the associated grant funding body.

The *LTFP* adopted in February 2021 anticipates \$19.6M will be required to fund new or upgraded assets over the 10-year period. Funding of \$11.5M has been secured and \$8.6M is still in progress or has been reviewed based on the revised requirements for each project. See **Appendix 3** for further detail.

In addition to pursuing planned grant funding priorities, council officers monitor new grant funding programs and will submit applications if further funding becomes available that will benefit the community. In this way, ratepayers will receive greater total value for money versus the rates they pay.



Port Elliot

Contributions

Open Space Developer Contributions

Part 15, Division 2 (S198) of the Planning, Development and Infrastructure Act 2016 relates to open space contributions required from applicants who submit development applications under certain circumstances. Broadly, and subject to the specific details within this Act, a contribution to Council is required of up to 12.5% of the area to be developed which is then held as open space. This is where the developer will be dividing the area into twenty or more allotments and at least one of these is less than 1 hectare.

The fair value of this land or the equivalent financial contributions are recognised as revenue by Council and is then applied to acquire or develop land as open space.

Infrastructure Developer Contributions

Other developer contributions, including those secured by separate rates, will be modelled based on the projected growth in the number of rateable properties in the district and indexed according to the applicable contribution types.

Contributions will be considered to fund essential infrastructure works to support growth or upgrade of amenities within specific areas.

Private Works Contributions

Council will undertake private works on a full cost recovery basis, plus a commercial return. Services will be provided alongside the private sector where gaps have been identified in the local market.

User Charges and Fees

User Charges and Fees

Council's powers to raise fees and charges are found in Chapter 10 Part 2 of the South Australian Local Government Act 1999 and the supporting Local Government (General) Regulations 2013.

User fees and charges are those that Council will charge for the use of a wide range of services and community infrastructure.

Examples of user fees and charges include:

- Council property leases, hire fees and licences
- Permits required and fines issued under Council by-laws
- Tourism and business support, tourist attractions and events
- Shared services and advisory fees
- Providing information, materials or copies or extracts from Council records
- Connection fees, water supply and water recycling
- Access to Council managed facilities or community services such as libraries, swimming pools, sports stadiums, car parks, and cemeteries.

The provision of infrastructure and services form a key part of Council's role in supporting the local community.

The Local Government Act 1999 allows councils to set non-statutory fees and charges at a level that recovers the full cost of providing those services.

Council typically sets fees and charges in line with the following principles:

- Full Cost Recovery Pricing
- Market Pricing
- Subsidised Pricing.

Specific Principles

- **Leasing, hire or licencing of council property** will be at market rates determined by an independent valuer unless a specific concession applies.
- Use of **Council's property portfolio** will be arranged to optimise both Council objectives and property rental yields.
- Where **utilities** and other services are used by the tenant during the term of the lease, hire or licence then these will be recovered from the tenant on a full cost recovery basis.
- Where services are enjoyed by both taxpayers and **visitors** to Alexandrina alike, then contribution to the cost of service delivery will be sought from all users where it is practical to do so. For example, car parking.
- Where services are **in limited in supply** then concessions will be given in favour of local ratepayers ahead of visitors to Alexandrina.
- We will review revenue generation initiatives on an ongoing basis which **positively impact on our environment**. These may include, but not limited to, expansion of water and waste circular economy initiatives and use of Council land for carbon offset schemes.
- **"Back-office expertise"** will be leveraged by providing shared services to other entities.
- Individual **tourism activities or events subsidies** will not exceed \$10,000 per event such that the balance is funded by user charges.
- Where **subsidies are given**, Council will provide the rationale and basis for the subsidy.

Full cost recovery pricing aims to recover all direct and indirect costs incurred by Council. This pricing is used where a service provided by Council benefits individual customers specifically, rather than the community. In principle, fees and charges aim to be set at a level that recovers the full cost of providing the services. Animal management service charges are an example of full cost recovery.

Market pricing is where Council sets prices based on the competitive prices of alternate suppliers. In general market price, at a minimum, aims to represent full cost recovery plus an allowance for profit after taking into consideration competitive neutrality principles, refer to **Appendix 1**. An example of this includes leasing of Council property.

Subsidised pricing is where Council subsidises a service by not passing the full cost of that service onto the customer. This is where the predominate purpose is to provide a community service to meet government policy objectives rather than generate a profit. Subsidies may range from full subsidies, where the service is free of charge, to partial subsidies, where Council provides the service to the user with a discount. The subsidy may be funded from other sources such as commonwealth and state funding programs

Examples of subsidised pricing are swimming pool user fees, hire of sports fields, and use of libraries

Council determines the extent of the subsidy for services consistent with the public and private benefit principle discussed earlier and in line with community expectations. A subsidy will be given for mixed goods services where the service is both for the public benefit and for individual private benefit.

Mechanisms may include “basic access” for free, and a user fee is charged for “value added services”. For example, access to sports facilities or exhibitions where there is both a basic public benefit and other added value services where the benefit is more individually based.

Council Property Leasing, Hire and Licencing

Where parts of Council’s property portfolio are not required to deliver on Council objectives then this property will be available for leasing, hire or licence. This will be at market rates unless the tenant applies for an eligible community group concession as set out below:

Eligible Concession Group	Concession Arrangement
Community Group – no commercial activity	Council provides full concession for property lease rental ³
Community group – minor commercial activity	Council provides a concession for the majority of the property lease rental ³
Community group – major commercial activity	Property lease rental at market rate with proportionate concession provided by Council ³

³ – Subject to external accounting opinion

Please refer to the *Lease and Licence Policy* for more specific details and terms.



Strathalbyn Rotunda

Permits and Fines

Local by-laws are established to protect public health and safety and for order and good governance in Alexandrina. Permits are required to undertake certain activities under these by-laws.

Council will set the price for each permit on a full cost recovery basis.

Fines for breach of Alexandrina by-laws will be set at the greater of (a) a full cost recovery basis and (b) at a level commiserate with seriousness of the offence and sufficient to deter future breaches.

By-law fines and expiation fees are subject to maximum amounts as set out in Chapter 12 Part 1 of the South Australian Local Government Act 1999.

Tourism, Culture and Business

Services which support the local business community and attract and support visitors to and within the district are by nature business activities.

Council will set the price for these services, attractions, and community events on a commercial basis.

Some activities such as cultural events or exhibitions may have both a public and private benefit and therefore subsidised pricing will apply. Subsidised pricing will be set only to the extent that the net cost to Council of an event or service per annum does not exceed \$10,000.

Shared Services and Advisory

Council advisory services such as planning, environmental management, environmental health, finance, information technology, and strategic advisory are charged on a commercial basis

Information, Materials and Council Records

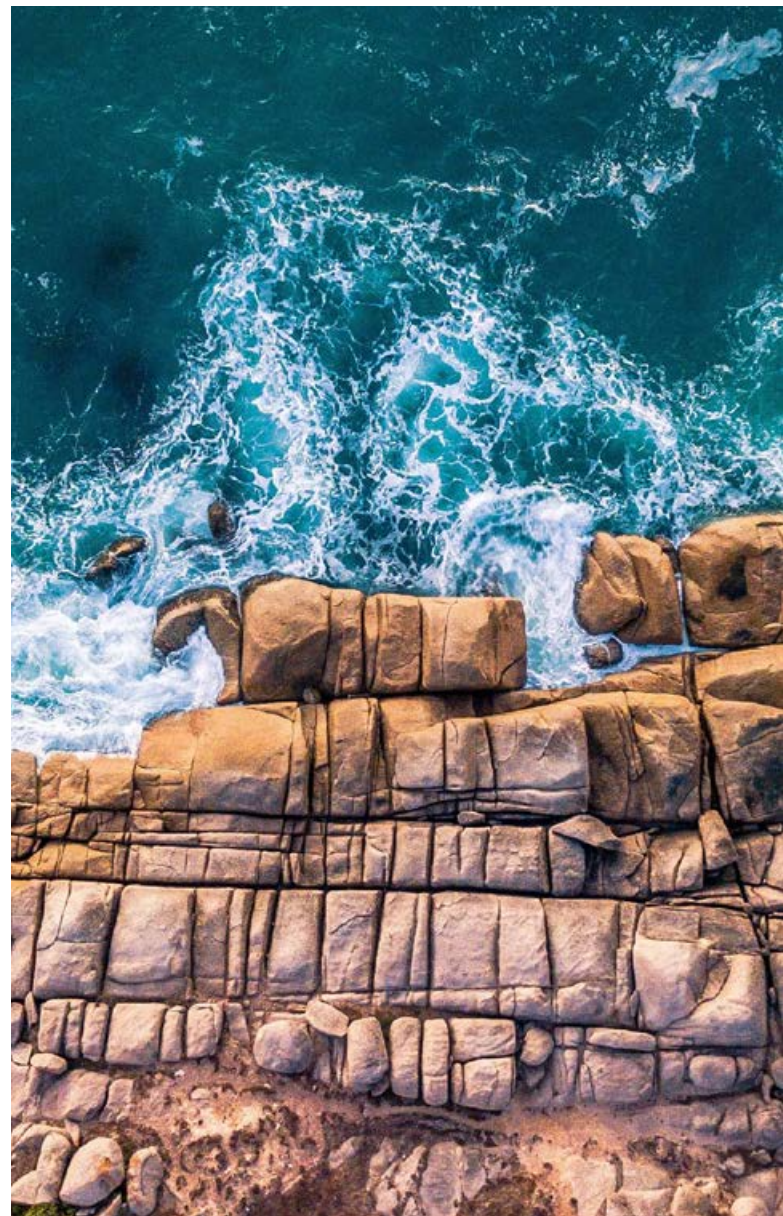
Fees are based on a reasonable estimate of the direct cost to Council in providing the information, materials, copies, or extracts.

Connection Fees, Water Supply and Water Recycling

In addition to annual service charges Council will also charge developer headworks charges and property owner connection fees for establishing a community wastewater management system (CWMS) or water supply to new land allotments. These are charged on a basis that ensures any augmentation costs and net increases in the cost of maintaining these services are born by new users.

Council also provides services for the recycling of wastewater and stormwater for onward commercial application. These services are charged on a commercial basis with a return on invested capital. Such fees aim to ensure CWMS users are not subsidising this service.

In addition to annual service charges for the Finnis water scheme, water usage per Kilolitre is also charged on a full cost recovery basis.



Facilities Management and Community Services

Our facility management and community services are categorised as follows to determine the fee charging basis

Service	Benefit Category	Funding Source	User Charge Basis
Parks, beaches and other public recreational spaces – general use	Public	General Rates	Free
Parks, beaches and other public recreational spaces – commercial use	Private	Business Activity	Profitable Market Price
Libraries – basic services	Public	General Rates	Free
Sports stadiums & swimming pools – general use	Mixed	User Charge	Subsidied Rates
Sports stadiums & swimming pools – commercial use	Private	Business Activity	Profitable Market Price
Cemeteries	Private	User Charge	Full Cost Recovery
Community transport	Private	User Charge	Full Cost Recovery
Animal management	Private	User Charge	Full Cost Recovery
Health services – food safety	Private	User Charge	Full Cost Recovery
Assets for hire	Private	Business Activity	Profitable Market Price
Car parking	Private	Business Activity	Profitable Market Price

Statutory Charges and Fines



Statutory Charges and Fines

Council is also responsible for charging fees for services that are prescribed in legislation. This will include fees such as building licence fees, development applications and animal related fines.

The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and councils will have limited discretion in applying these fees.

Where Council does have discretion to set these fees then these will be on a full cost recovery basis.

Other Income

Consists of amounts that are more one-off or administrative in nature:

Workers' compensation

- Donations
- Insurance bonuses
- Fuel and diesel rebates
- Investment income
- Resources received free of charge and
- Share of results from the activities of joint ventures and associates.

Summary

Our view is that the proposed revenue and rating strategy and pricing puts due emphasis on equity and capacity to pay. The proposed increases in rates are relatively moderate and help to address sustainability and allow for timely delivery of major projects.

Specific Principles

- We will dispose of Surplus Land and Assets to reinvest into activities identified within the A2040 plan.
- Where feasible "other income" revenue opportunities will allow greater engagement of and connection with causes personal to the rate payer. This may include discretionary donations tied to specific initiatives within the annual rates bill or adoption and maintenance of specific Council assets such as "adopt a tree" programs.

Administrative and Other Updates

It is recognised that from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a council department or minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

This revenue strategy is subject to revision every four years in conjunction with development and adoption of Council's strategic management plans including the *Long Term Financial* and *Asset Management* plans.

Appendix 1 – Competitive Neutrality Application

Background

In 1994 the Council of Australian Governments (COAG) accepted, in principle, the recommendations of a report entitled National Competition Policy (“the Hilmer report”). COAG endorsed subsequent reforms to implement most of the recommendations. These reforms included the Competition Principles Agreement (CPA) and, in particular, clause 7 applicable to local governments.

An updated **clause 7 statement** was agreed between the state government and the local government association of South Australia in May 2002. This statement, the *Government Business Enterprises (Competition) Act 1996* and the **department of treasury and finance SA policy statement and implementation guidance** form the framework for implementing National Competition Policy by local government entities in South Australia.

This Appendix 1, sets out how the competitive neutrality principles are to be applied in practice at Alexandrina Council.

Scope

The intent of the principles is to apply these to the business activities of Council and not all the activities of Council.

Business activities are defined as primarily the production of goods or services:

- for sale in the market
- having a commercial or profit making focus

- there is user charging for the goods or services and
- the activity is not primarily funded from rate or grant revenue.

It does not include activity where the local government intention is predominantly regulatory or policymaking, or where the achievement of community benefits is the main priority of the activity even if there is some cost recovery.

Further, competitive neutrality only applies to business activities which are significant in the relevant market.

Council activities which are considered primarily as business and significant in the relevant market are identified as:

- Private works
- Property leasing and hall hire
- Souvenirs, commission sales and certain tourism activities and events such as the Paddle Steamer Oscar W cruises
- Certain commercial uses of our sporting and recreational facilities
- Car parking.

Note that pricing for prescribed services under *S155 of Local Government Act 1999* is set in accordance with legislation and is subject to determination under the *Essential Services Commission Act 2002* regulating prices, conditions relating to prices, and price-fixing factors for water retail services. Prescribed services include *Community Wastewater Management Systems (CWMS)*, including water recycling, and the Finniss water scheme.

Lastly, competitive neutrality principles are only applied where the benefits of applying the principles, such as increased market contestability, outweighs any cost associated with implementing them.



Wastewater treatment plant, Strathalbyn

Method

Alexandrina Council applies the competitive neutrality principles using the **cost reflective pricing approach**.

This method is chosen because Council's business activities are either:

- a small portion of a larger department delivering local government activities (e.g., private works within the public works department) or
- the alternative competitive neutrality approaches such as corporatisation or commercialisation are difficult to apply to smaller business activities (e.g., Paddle Steamer Oscar W cruises).

Cost reflective pricing is **calculated by** considering all of the following to arrive at a price which is competitively neutral:

- the **actual costs** of providing the good or service on a full-cost basis including both direct and indirect costs
- then **adjusting for** the cost:
 - **advantages** of local government ownership (eg. non-payment of various taxes, lower cost of finance, mix of commercial and non-commercial activities, exemption from the operation of certain legislation such as the Privacy Act etc.)
 - **disadvantages** of local government ownership (e.g., increased accountability and administration, and higher costs associated with enterprise agreements) **plus**
- **a return on investment.**



Council will ring-fence the cost of business activities within its books and records. Where costs are shared across both business and non-business activities then appropriate cost allocation drivers will be used to apportion these shared costs (eg. facilities which house both business and non-business activities will apportion costs based on floor space).

Adjustments for the relative advantages and disadvantages of local government ownership need not be made if they do not materially affect the overall pricing.

Over the long term, the price for the goods or services should largely reflect this cost calculation methodology. However, the price will also take account of the marketplace, pricing strategies, technological advantages or disadvantages of competitors and the level of competition in the market place.

Appendix 2 –

How Rates are Calculated*

Your Property	Residential Land and Property 	Primary Production Land and Property 
Rate in the Dollar Amount	Capital Value multiplied by the General. Rate in the Dollar (Example: \$400,000 x 0.003515 = \$1,406)	Capital Value multiplied by the Primary Production. Rate in the Dollar (Example: \$800,000 x 0.002917 = \$2,334)
Fixed Charge Amount	PLUS \$415	PLUS \$415
Total A	= \$1,821	= \$2,749
Principal Place of Residence?	YES Total A more than last year plus 12%? YES General Rates capped at last year value plus 12% NO General Rates as per TOTAL A	NO Total A more than last year plus 50%? NO General Rates capped at last year value plus 50% YES General Rates capped at last year value plus 12%
Rate Capping	YES General Rates capped at last year value plus 12% NO General Rates as per TOTAL A	YES General Rates capped at last year value plus 12% NO General Rates as per TOTAL A
Total B		
Entitled to Rebates and Concessions?	NO – NO CHANGE	
	YES – APPLY	
TOTAL PAYABLE	<div> <div>GENERAL RATES</div> <div>+</div> <div>Service Charges**</div> <div>+</div> <div>Regional Land Levy***</div> </div>	

* - All rates, charges and percentages relate to fiscal year 2022-23 and are for example only

** - Properties serviced by the Community Wastewater Management Scheme and Finniss Water Scheme

*** - Rebates may also apply

Appendix 3 –

Long Term Financial Plan: Grants Income Requirement

LTFP New or Upgraded Assets	"LTFP Total Project Cost (\$'000)"	"LTFP Council Own Funding (\$'000)"	"LTFP Grant Funding Required (\$'000)"	"Total Grant Funding Secured (\$'000)"	"Funding Gap (\$'000)"
New Assets - Major Projects	33,954	18,532	15,422	10,772	4,650
New Assets - Parks & Gardens	900	900			-
New Assets - Buildings	1,100	1,100			-
New Assets - Sealed Roads	3,270	3,270			-
New Assets - Stormwater	-	-			-
New Assets - CWMS	2,370	2,370			-
New Assets - IT	1,894	1,894			-
New Assets - Other	1,500	1,500			-
Upgrade - Sealed Roads	8,160	4,823	3,337	686	2,651
Upgrade - Buildings	3,950	3,950			-
Upgrade - Parks & Gardens	5,500	5,500			
Upgrade - Bridges	750	750			
Upgrade - Kerbs	750	750			
Upgrade - Footpaths	6,140	6,140			-
Upgrade - Stormwater	7,700	7,400	300		300
Upgrade - CWMS	14,695	14,695			-
Upgrade - IT	50	50			-
Upgrade - Other	90	90			-
Sub-Total	92,773	73,714	19,059	11,458	7,601
Indexation	10,297	9,729	567		567
Total 10 Years	103,069	83,443	19,626	11,458	8,168

Notes:

1. LTPF as adopted by Council on 22 February 2021, effective from 1 July 2021.
2. New and upgraded assets expenditure of \$103M is planned across the 10-year period 2022-21.
3. Grant income is required of \$19.6M for the corresponding period. Funding of \$11.5M has been secured and \$8.6M is still in progress or has been reviewed based on revised requirements of each project.



How to contact us

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