



DRAFT

**ANNUAL BUSINESS PLAN
2017/18**

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Preamble

Under section 123 of the Local Government Act 1999 each council must have a budget for each financial year. This budget must be considered in conjunction with the Council's Annual Business Plan (and be consistent with that plan, as adopted) and must be adopted before 31 August for the financial year.

Each council must therefore also prepare, as part of its budget development process, an Annual Business Plan. Each Council's Annual Business Plan must:

- include a summary of the Council's long-term objectives (as set out in its strategic management plans)
- include an outline of —
 - (i) the Council's objectives for the financial year
 - (ii) the activities that the Council intends to undertake to achieve those objectives; and
 - (iii) the measures (financial and non-financial) that the Council intends to use to assess the performance of the council against its objectives over the financial year
- assess the financial requirements of the Council for the financial year and, taking those requirements into account, set out a summary of its proposed operating expenditure, capital expenditure and sources of revenue
- set out the rates structure and policies for the financial year
- assess the impact of the rates structure and policies on the community based on modelling that has been undertaken or obtained by the council, and
- take into account the Council's long-term financial plan and relevant issues relating to the management and development of infrastructure and major assets by the Council.

Before a Council adopts its Annual Business Plan it must prepare a Draft Annual Business Plan and undertake a public consultation process that, as a minimum, meets the requirements of section 123 (4) of the Local Government Act 1999. During the public consultation period copies of the Council's Draft Annual Business Plan and any other associated documents must be made available for inspection and purchase by the public at the principal office of the Council.

Once adopted by the Council, copies of the Annual Business Plan and Budget must be available for inspection or purchase at the principal office of the Council. Copies of a summary of the Annual Business Plan must be included with the first rates notice sent to ratepayers and available at the Council offices.

This Draft Annual Business Plan 2017/18 was adopted by the Council of the City of Charles Sturt at its meeting on Monday 10 April 2017 following endorsement by the Corporate Services Committee Meeting on the 3 April 2017.

Draft Annual Business Plan 2017/18

A Guide to Reading and Using This Plan

Introduction to the City of Charles Sturt

The introductory section of the 2017/18 Annual Business Plan provides a summary of the key characteristics of the City.

Strategic Context

This section provides a diagrammatical representation of how Council's various plans fit together to produce priorities and actions and identifies the key strategic issues facing the City.

Strategic Priorities for 2017/18

This section of the Business Plan sets out an easy reference list of the Community Plan objectives which provide the framework for Council's short and medium term focus. Examples are provided of Council initiatives to be implemented in 2017/18 in direct response to each of the objectives.

Financial Strategy – Long Term Financial Plan

This section provides an overview of the Long Term Financial Plan endorsed by Council for the period 2017/18 until 2026/27. It explains the strategy and key indicators used to evaluate its financial position and performance.

Proposed Budget Framework 2017/18

From the tabled Long Term Financial Estimates the high level parameters for the budget 2017/18 are listed including forecasts for income, expenditure and rates.

What Services will we deliver to the Community?

In planning its activities for the coming year, and specifically for the purposes of financial planning, Council splits its activities into two categories – 'operational' and 'project'.

Those activities considered to be 'core' business of Council and which more or less continue to be provided each year, are dealt with as part of Council's operational budget.

The extent of these services is summarised in this section, with a comprehensive listing included as [Attachment A](#).

Those activities which support the current strategic focus of Council and/or which may be short term or one-off initiatives are considered annual operating projects and funded as part of the project budget. Proposed Annual Operating Projects under review for 2017/18 are listed in the section **Annual Operating Projects**.

Expenditure proposed on renewal/replacement and new/upgraded assets is discussed in the section **Capital Projects**.

Both annual operating projects and capital projects listings will be reviewed within the context of the Long Term Financial Plan parameters to determine a final list of projects for endorsement in the 2017/18 Annual Budget.

How Does Council propose to fund its Program?

This section identifies potential revenue sources for 2017/18 excluding rates.

What does it mean for Rates?

The rates structure and policies are discussed including an overview of proposed rate relief measures.

Measuring achievement of the 2017/18 Business Plan.

This section discusses how Council measures and monitors its performance on a regular basis to ensure delivery of Community and Corporate Plan outcomes.

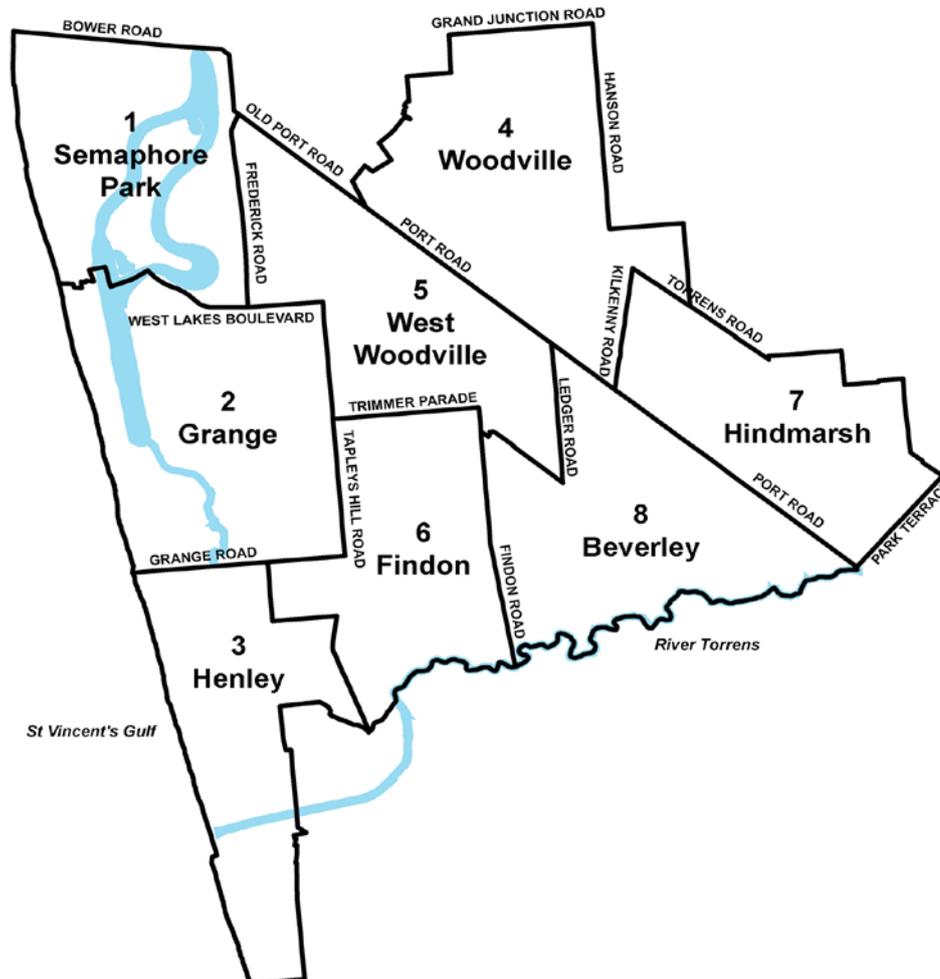
Introduction to the City of Charles Sturt

The City of Charles Sturt is one of South Australia’s largest metropolitan council areas. The city spans approximately 5,500 hectares, has a population of around 115,000 and 56,000 rateable properties. Charles Sturt Council has developed a reputation for being as diverse as it is large, with the city providing a wide range of opportunities for housing, business, sporting and leisure.

People choose to live in the City because it is close to the beach, the City (of Adelaide), the port, the airport and regional shopping facilities. The City of Charles Sturt has long been considered the sporting and entertainment hub of Adelaide with national basketball, soccer and football stadiums, three privately owned golf courses, an international rowing course, the River Torrens Linear Park, the Coast and numerous highly regarded local sporting venues. The City is also well catered for in terms of schools, medical services, local sporting and community facilities including libraries and community centres.

The population of Charles Sturt is older than that of metropolitan Adelaide with a higher proportion of people aged 65 and over and a lower proportion aged 14 years and under (compared to metropolitan Adelaide). While most of the occupied dwellings within the City are occupied by families, the City has a high proportion of single person households compared to metropolitan Adelaide. The City is culturally diverse with people from in excess of 100 cultures living within the City.

The City is undergoing change led primarily by the development of improved transport infrastructure and the objectives of the 30 Year Plan for Greater Adelaide which forecasts an increase in population, primarily along the City’s transport corridors.



Strategic Context

This Draft Annual Business Plan 2017/18 for the City of Charles Sturt has been developed within an overall planning framework which sets the strategic directions for the Council over the medium and long term and converts these into annual actions and outputs.

A 10 year Long Term Financial Plan summarises the financial impacts of Council's strategic directions and provides an indication of the sustainability of these plans. By evaluating our financial strategies over a planning horizon of 10 years we can determine how decisions we make now and for the 2017/18 budget will impact on future budgets and ensure the impact of rates is spread equitably across generations of ratepayers so that Council is financially sustainable over the long term and planned service standards and infrastructure levels can be met without unplanned and disruptive increases in rates or cuts to services.

The Community Plan 2016-2027 – *Charles Sturt – A Leading, liveable City*, is the lead document in council's strategic planning framework. Five theme areas developed through extensive community consultation reflect the community's aspirations and set down the broad direction and emphasis that Council will pursue over the next 20 years.

The Corporate Plan is the next step in the delivery of that plan and details the strategies and actions that will deliver, over the next 4 years, the first stage of the Community Plan. Progress and achievements from this Annual Business Plan will be reported each year through the Annual report.

As required by the Local Govt. Act, the Community Plan had been developed in the broader context of the State Strategic Plan and the State Government's seven key priorities:

- Supporting a clean green food industry
- Ensuring the mining boom stays on track and its benefits flow to the public
- Encouraging advanced manufacturing
- Nurturing a vibrant city
- Ensuring safe and active neighbourhoods
- Working on affordable living
- Focusing on early childhood development.

State Strategic Targets have been cross-referenced to the applicable strategies within the City of Charles Sturt Community Plan. It is important to note that the strategies within the Community Plan will not in themselves achieve the targets of the State Strategic Plan but will contribute to their achievement.

The Community plan and other relevant documents are all available from council's website:
www.charlessturt.sa.gov.au

The following diagram depicts Council's strategic planning framework for the five theme areas.

CITY OF CHARLES STURT STRATEGIC PLANS & FRAMEWORKS - ALIGNMENT TO COMMUNITY PLAN THEMES

OUR COMMUNITY

Community Services Framework
Regional Public Health Plan 2014-2019
Animal Management Plan 2016-2020
Marketing and Communications Plan

OUR LIVEABILITY

Charles Sturt Development Plan
Strategic Directions Report 2014
Community Land Management Plans
Place Making Framework
Asset Management Plans
Transport Plan 2016-2031
Open Space Strategy 2025

OUR ENVIRONMENT

Living Green Environmental Plan
AdaptWest

OUR ECONOMY

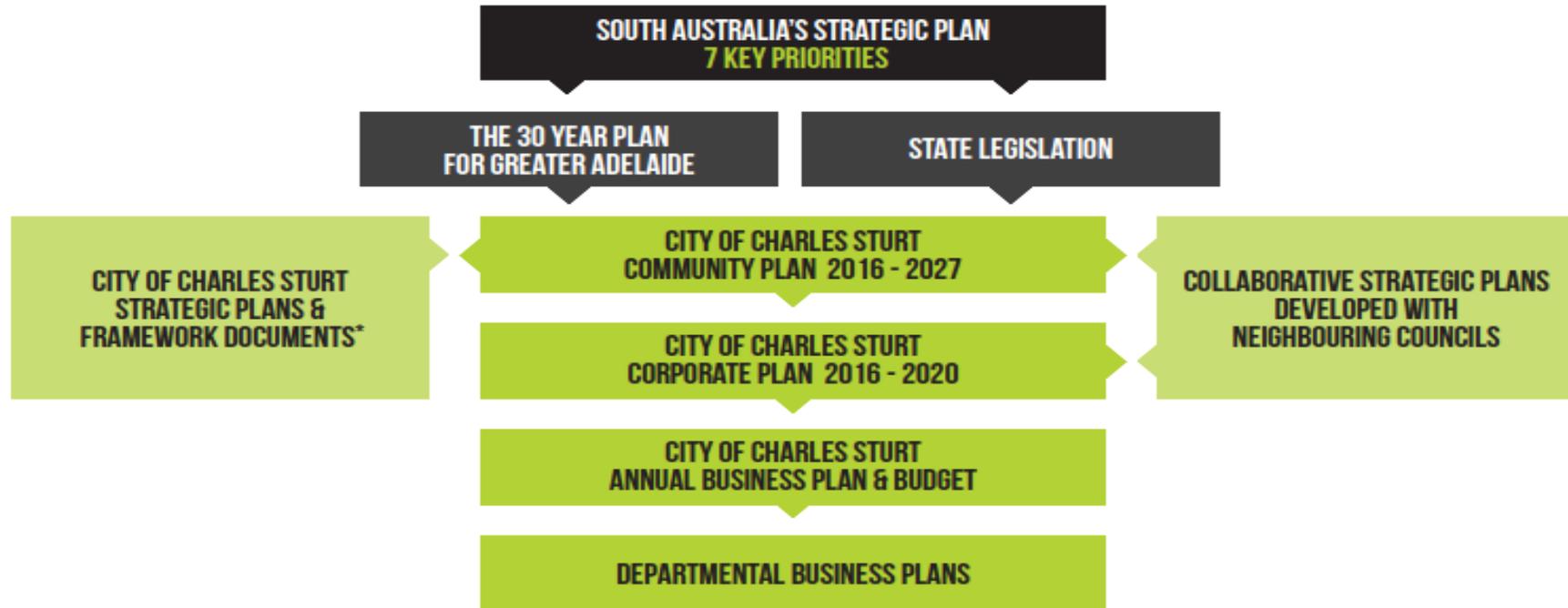
Economic Development Plan 2016-2021
Building Western Adelaide

OUR LEADERSHIP

Long Term Financial Plan
Annual Business Plan & Budget
Council Policy Framework
Cultural Change Program
City Survey

The diagram above reflects the integrated nature of our business unit specific strategies and plans which provide further subject specific detail and actions in alignment with our Community Plan theme areas.

This diagram depicts how Charles Sturt plans align with the state strategic directions



A Vision for Charles Sturt

The ultimate role and responsibility of Council in all of its endeavours is to provide for and respond to the needs of its community. Our Community Plan is our public commitment to our City that we value our strong and connected community, are dedicated to providing a liveable City of great places, that we continue to be environmentally sustainable, that our economic strategies are targeted and that our leadership is bold and innovative.

Key Strategic Issues for Charles Sturt

There are a number of challenges and opportunities facing the City today and into the future. These initiatives and pressures include:

- Infrastructure demands
 - ongoing maintenance of existing infrastructure is required to ensure continued benefit to the community
 - provision of new infrastructure to facilitate growth in services to meet increased demand
 - Significant commitment of resources for stormwater projects that will bring enormous benefit to the City through water harvesting/reuse and flood mitigation
- 30 Year Plan for Greater Adelaide – need to plan now to cater for future projected population growth
- Review of The City of Charles Sturt Development Plan - guided by the Strategic Directions Report, this will set the parameters for development within the City for the coming years
- Balancing the expectations of keeping rates low against increasing service delivery and infrastructure responsibilities and unavoidable cost increases
- Long term financial pressures with the need to ensure that Council can continue to meet its financial obligations without leaving a financial impost for future generations
- Increased focus on economic development and the need for employment-generating business growth
- Impact of Digital Economy through smart cities and e-commerce initiatives
- Encouraging and supporting greater participation and active engagement by the community in facilitating outcomes

For these reasons and more it is important that we understand the future our community aspires to and that we work together to form a strong connected community with exciting places, sustainable strategies and economic opportunity. In this way we can demonstrate accountable leadership, working towards providing a sustainable future for generations to come in partnership with our community.

Council's extensive review of its Strategic Planning Framework has resulted in the Community Plan 2016 – 2027 which is a statement of how we will work with the community to achieve our shared vision. The Corporate Plan 2016-2020 is the second tier in our planning framework which identifies the strategies that will deliver our Community Plan objectives over the next 4 years.

Strategic Priorities for Charles Sturt in 2017/18

The 5 theme areas for the City of Charles Sturt are listed below. Attached to each of these are a range of objectives and key strategies from which actions and key performance indicators (KPI's) are attributed. A range of key projects as detailed in the section on Annual Operating and Capital projects for the 2017/18 financial year align with the strategies. The detail of these key actions and KPI's which we will use to measure our success can also be found in the Charles Sturt Corporate Plan 2016 -2020 document.

Theme Areas, Objectives and Strategies

1. OUR COMMUNITY – A Strong and Connected Community

Objective	Strategies
<i>Provide accessible social infrastructure and services that engage our diverse community</i>	<ul style="list-style-type: none"> • <i>Leverage, reposition and align Council's social infrastructure to maximise resources and diversify service offerings to the community.</i> • <i>Provide a range of inclusive and accessible programmes that build skills, capacities, confidence and networks.</i> • <i>Support community and sporting groups to be viable and grow by providing high quality, accessible facilities.</i> • <i>Develop digital technology to support inclusion and accessibility.</i> • <i>Support citizens to age in place and continue to participate in community life.</i> • <i>Provide opportunities for formal and informal recreation and leisure experiences.</i>
<i>Capitalise on partnerships, building community resilience and sense of belonging</i>	<ul style="list-style-type: none"> • <i>Develop mutually beneficial partnerships with key stakeholders that effectively respond to and support community needs.</i> • <i>Support Charles Sturt communities to celebrate their unique sense of identity.</i> • <i>Strengthen the ability and skills of residents to adapt to changing circumstances and adversity.</i> • <i>Work with the traditional owners to identify, promote and protect locations of significance to Kaurua</i>

Objective	Strategies
	<p><i>heritage and culture.</i></p> <ul style="list-style-type: none"> • <i>Utilise innovative communications techniques to promote our City and bring people together.</i> • <i>Actively support volunteering.</i>
<p><i>Create opportunities for community leadership and civic participation</i></p>	<ul style="list-style-type: none"> • <i>Support and facilitate citizens to be engaged in their community and actively contribute to life in Charles Sturt.</i> • <i>Upskill sporting and community groups to build sustainability.</i> • <i>Promote local ownership and encourage residents to become actively involved in shaping our City.</i>
<p><i>Educate and regulate to enable a safe and healthy environment</i></p>	<ul style="list-style-type: none"> • <i>Support community safety and positive health outcomes through prevention, education and encouragement.</i> • <i>Administer and enforce delegated legislation and by-laws.</i>

2. OUR LIVEABILITY –A Liveable City of Great places.

Objective	Strategies
<i>An urban environment that is adaptive to a changing and growing City.</i>	<ul style="list-style-type: none"> • <i>Influence the design of urban renewal projects through master planning, policy and assessment.</i> • <i>Ensure new developments complement and enhance the desired character and liveability of our city.</i> • <i>Collaborate with government and the private sector to support residential development that delivers housing choice and affordability.</i> • <i>Pursue opportunities to enhance parking provisions in areas of high demand across the City.</i>
<i>City assets and infrastructure are developed and well maintained on a strategic and equitable basis</i>	<ul style="list-style-type: none"> • <i>Implement asset improvements and maintenance via Asset Management Plans to ensure they are fit for purpose and meet changing demands.</i> • <i>Manage maintenance service levels and asset lifecycles to optimise design life and achieve service efficiency in line with community needs and diverse urban densities.</i>
<i>Create valued urban places that bring people together and reflect local character and identity.</i>	<ul style="list-style-type: none"> • <i>Implement a coordinated approach to the creation of main streets and key place making precincts in collaboration with key stakeholders.</i> • <i>Develop destinations that cultivate art, culture, place making and recognise heritage principles.</i>
<i>Drive an integrated, responsive transport system and network.</i>	<ul style="list-style-type: none"> • <i>Continue to implement improvements to our transport network to improve road safety.</i> • <i>Invest in upgrades to the whole transport network to promote a balanced distribution of residents walking, cycling, using public transport and driving.</i> • <i>Advocate and improve access to and investment in public transport options, including light rail, across the city.</i>

Objective	Strategies
<i>Enhance the quality and diversity of open and public spaces.</i>	<ul style="list-style-type: none">• <i>Create public and open spaces that are engaging, safe and connected, and meet diverse community needs.</i>• <i>Manage open spaces to facilitate sustainable and diverse community needs.</i>• <i>Work regionally to enhance and optimise the use of Council owned sporting facilities.</i>• <i>Enhance provision of and access to recreation facilities by collaborating with schools and clubs.</i>

3. OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City.

Objective	Strategies
<p><i>Continue to implement climate change mitigation and adaptation solutions.</i></p>	<ul style="list-style-type: none"> • <i>Identify priority areas and adaptation options to develop key actions and responsibilities associated with climate change mitigation and adaptation.</i> • <i>Manage stormwater to mitigate the impacts of flood and climate change.</i> • <i>Effectively manage and operate recycled water systems to provide alternative water sources for parks reserves and other open space environments (including schools).</i> • <i>Influence key stakeholders and agencies to develop and implement strategies to protect our coast.</i>
<p><i>Enhance the state of the City's environment and biodiversity.</i></p>	<ul style="list-style-type: none"> • <i>Enhance and protect biodiversity across the City.</i> • <i>Develop, manage and maintain green infrastructure.</i> • <i>Protect and enhance our urban tree canopy.</i>
<p><i>Lead and Educate to reduce the City's impact on the environment and build resilience.</i></p>	<ul style="list-style-type: none"> • <i>Promote and implement sustainable business practices to minimise our impact on the environment.</i> • <i>Incorporate sustainable design principles in development of public realm infrastructure.</i> • <i>Develop understanding and appreciation of our environment and support citizen science.</i> • <i>Promote sound waste management practices to reduce our City's amount of waste to landfill.</i> • <i>Implement sustainable solutions that improve the efficiency of water use on public open space.</i> • <i>Actively advocate and partner with relevant stakeholders to implement LED street lighting conversions.</i>

4. OUR ECONOMY – An Economically Thriving City

Objective	Strategies
<p><i>Lead regional collaboration to promote the Western Adelaide economy</i></p>	<ul style="list-style-type: none"> • <i>Develop Strategic Alliances to develop economic growth and resource sharing.</i> • <i>Engage with business and key markets to encourage and support export orientated initiatives.</i> • <i>Develop strategic alliances to grow defence, advanced manufacturing and health sectors in Western Adelaide.</i> • <i>Maximise tourism investment to increase visitation and expenditure.</i>
<p><i>Support and enable local business prosperity and growth.</i></p>	<ul style="list-style-type: none"> • <i>Support opportunities to ‘buy local’ via our procurement practices.</i> • <i>Build capabilities to support entrepreneurialism, social enterprise, and grassroots business start-ups.</i> • <i>Attract and support major events that link sport and tourism to local jobs.</i> • <i>Educate and support local business to adapt to an increasingly digital environment.</i> • <i>Reduce red tape and streamline processes to support business establishment and expansion.</i>
<p><i>Facilitate an environment for a diversity of business and industry types</i></p>	<ul style="list-style-type: none"> • <i>Undertake initiatives to increase flexibility of employment land, industrial and commercial precincts to support growth.</i> • <i>Actively advocate for advanced digital infrastructure that strengthens our economic base by providing for growth sectors and new industries.</i>

5. OUR LEADERSHIP – A Leading and Transformational Local Government Organisation

Objective	Strategies
<i>Be bold and innovative in our practises, leadership and decision making.</i>	<ul style="list-style-type: none"> • <i>Review traditional ways of delivering services and solutions to cut red tape and improve efficiency.</i> • <i>Lead through business excellence and exceptional customer service.</i> • <i>Continue to drive innovation and efficiency through collaboration with other councils and external agencies.</i> • <i>Leverage technology to develop Charles Sturt as a Smart City.</i>
<i>Adaptive and sustainable management of the City's finances</i>	<ul style="list-style-type: none"> • <i>Review and regularly update the Long Term Financial Plan to ensure financial sustainability into the future.</i> • <i>Vigorously pursue grant and co-funding opportunities.</i> • <i>Influence State legislation to minimise the impact of cost shifting.</i>
<i>A collaborative, agile and high performing work place.</i>	<ul style="list-style-type: none"> • <i>Continue to develop a constructive organisational culture with accountable leadership and performance.</i> • <i>Develop staff and the workplace to meet the demands and expectations of future employment trends.</i>
<i>Practise transparent and accountable governance</i>	<ul style="list-style-type: none"> • <i>Actively and effectively communicate Council decisions.</i> • <i>Implement marketing and communication strategies to support and promote Council projects and initiatives.</i> • <i>Ensure robust strategies and systems underpin decision making.</i>

Long Term Financial Plan

Council uses financial modelling tools to examine the potential impact of its decisions over the long term in determining what the community can afford for a level of rates, debt and services. Council's long-term financial performance and position is considered to be financially sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services. The Long Term Financial Plan (LTFP) modelling provides a high level budget framework to guide us when preparing the budget detail and ensure we understand the impact of decisions made today on our future so we can be financially sustainable over the long term.

Our current 10 year Long Term Financial Plan is prepared using a number of tabled assumptions which reflect an assessment of the economic climate and predictions on variables which will impact on Council operations. The process is iterative and assumptions are reviewed every 12 months using updated information and predictions on performance.

Given that Long Term Financial Plans are derived from a "best guess" estimate of future performance it should be appreciated that actual results are likely to vary from the information contained in the Long Term Financial Plan, and at times these variations could be material. The accuracy of predictions over the longer term decreases over time and major difficulties exist in the ability of Council to accurately predict the capital expenditure requirements for Council's extensive infrastructure and new capital.

A number of scenarios were modelled for Council Members to review for varying levels of rates, debt and capital expenditure using a standard number of base assumptions. Following an analysis of key financial indicators and review of the impact on long term financial sustainability a preferred scenario for the ensuing 10 years was adopted on 14 March 2017.

The preferred scenario adopted identifies the high level parameters for total rates, borrowings, level of capital expenditure, annual operating projects and recurrent budget forecasts for development of the annual budget for 2017/18. As the actual inputs are refined over the budget process a comparison to the LTFP high level parameters adopted will determine any changes required to those high level parameters and a review of the impact on future financial forecasts.

Asset Management Plans (AMP) have been produced and reviewed regularly as required for asset renewal/replacement of each major asset category and which have been presented to Council for endorsement. These are used as the basis for predicting Council's ongoing commitment to infrastructure spending on asset renewal and replacement of its existing asset infrastructure based on assessments of useful life and condition.

Council's ongoing commitment to infrastructure, as reinforced in its Budget Principles, requires that an amount equal to that identified in relevant Asset Management Plans will be applied when possible to the rehabilitation and/or renewal of existing infrastructure with the balance of any funds applied to new/upgrade capital works.

Council staff have also been gathering financial forecast information on new/upgrade capital projects derived from existing strategic managements plans such the Open Space Strategy, Council resolutions supporting new projects and major project initiatives such as Port Road Flood Mitigation, the St Clair Precinct upgrade and funding for the completion of the Beverley waste and recycling centre. The projects included in the LTFP for new/upgrade capital were presented to Council at a workshop on 6 March 2017.

In 2017/18 Council's contribution to the level of new/upgrade works is \$26.549m, in 2018/19 \$20.084m and then decreases to \$11.3m in the following 2 years. The increase in upgrade capital works over the next 2 years is due to significant projects such as our commitment to Port Road Flood Mitigation, St Clair precinct upgrade, West lakes library and completion of the Waste and Recycling centre upgrade which comprise a contribution from council of \$33.018m over the next 2 years for which an associated external party co-funding contribution of approx. \$27.2m over 2 years has also been factored in to complete the total works.

The modelling assumes that Council will continue to use debt where relevant as a mechanism for funding of its new/upgrade capital program to avoid unacceptable rates increases over the short term and as a way of achieving inter-generational equity.

Debt levels will be within the constraints dictated by Council's Borrowing Policy such that Council's total indebtedness or net financial liabilities ratio is less than 100%.

Although renewal capital expenditure is funded by rates, the level of new/upgrade works which is largely funded by loan borrowings over the life of these assets will impact the level of loan borrowings required over the forecast 10 year period. This means to fund these significant projects Council will need to make use of borrowings in spreading the cost across the generation of users but the increase is well within Council's borrowing limits.

Current depreciation rates for Council's assets have been applied and depreciation expense is based on adherence to Australian Accounting Standards.

Rateable property growth or new properties from development is based on assessments from our Planning Department.

CPI forecasts are obtained from Deloitte Access Economics in an effort to obtain expert and independent assessments.

Wages forecasts are based on currently endorsed Enterprise Bargaining agreements and where they are not in place are based on Deloitte Access Economics predictions for wages growth in SA.

Other assumptions regarding items such as utilities costs are based on either known information or from discussions with relevant staff having regard to existing trends in performance.

The preferred scenario adopted by Council assumes a total rate increase of 2.7% in 2017/18 plus new property development, hereafter referred to as "growth" of 1.2%. This increase was based on an assumption of achievement of a productivity dividend from the forecast recurrent budget over 2 years of approximately \$900k equating to 0.4% in 2017/18 and 0.5% in 2018/19. Given the increased capital program projected over the next 2 years and with regard to the current economic conditions this target was put in place to reduce the pressure on rates by seeking a commensurate reduction in operating costs. Rate increases excluding growth from 2018/19 are forecast at 4.0%, then 3.0%, 3.0% and 2.5% until 2021/22 for the assumptions tabled.

Annual operating projects or service level increases are assumed for a total \$2.1m.

In summary the high level parameters for 2017/2018 which will be used to **guide** the development of the budget are:

- Total rates increase of 2.7% plus assumed property growth of 1.2%
- Total annual operating projects \$2.1m
- Total net capital (renewal) \$26.324m
- Total net capital New/Upgrade \$26.549m (including Council's contribution of \$10.625m for Port Road Flood Mitigation and \$5.276m for St Clair Precinct)
- Operating surplus \$1.54m
- Operating surplus recurrent budget including depreciation \$3.64m
- New borrowings \$21.5m.

All assumptions used for the LTFP forecasts are detailed in [Schedule A](#) (located in attachment B) and are prepared on the basis of best estimates as to future events which Council expects are likely to take place.

To determine whether this financial plan achieves financial sustainability of Council operations over the long term a number of key financial indicators have been endorsed by Council. Indicators include the operating sustainability ratio, asset sustainability ratio and net financial liabilities ratio and performance is monitored against benchmarks established which support the principles Council has been using over a number of years in striving to ensure;

- 1) operating revenues are sufficient to meet operating expenses such that ratepayers are paying for their consumption of resources in that year (**operating sustainability ratio >0% and <15%** calculated as operating surplus/deficit divided by total operating income)
- 2) that Council is ensuring it maintains the value of its asset stock by renewing or replacing council's assets such as buildings, footpaths, roads compared with what is need to cost effectively maintain service levels in line with its asset management plans. (**asset sustainability ratio >80%** calculated as capital expenditure on renewal of existing assets divided by renewal expenditure from Asset Management Plans) and;
- 3) that it is managing the total indebtedness of the Council including borrowings to ensure its liabilities and associated costs can be met comfortably from council's operating revenues without the prospect of disruptive service cuts and/or excessive rate increases (**net financial liabilities ratio <100%** calculated as total liabilities less financial assets divided by total operating income)
- 4) Council also uses the interest cover ratio as an indicator to ensure the interest costs associated with borrowings for new/upgrade capital works are not a significant impost on council revenues (**interest cover ratio <10%** calculated as net interest expenses divided by total operating income).

Scenario Summary table of key high level parameters used as basis for development of Annual Budget.

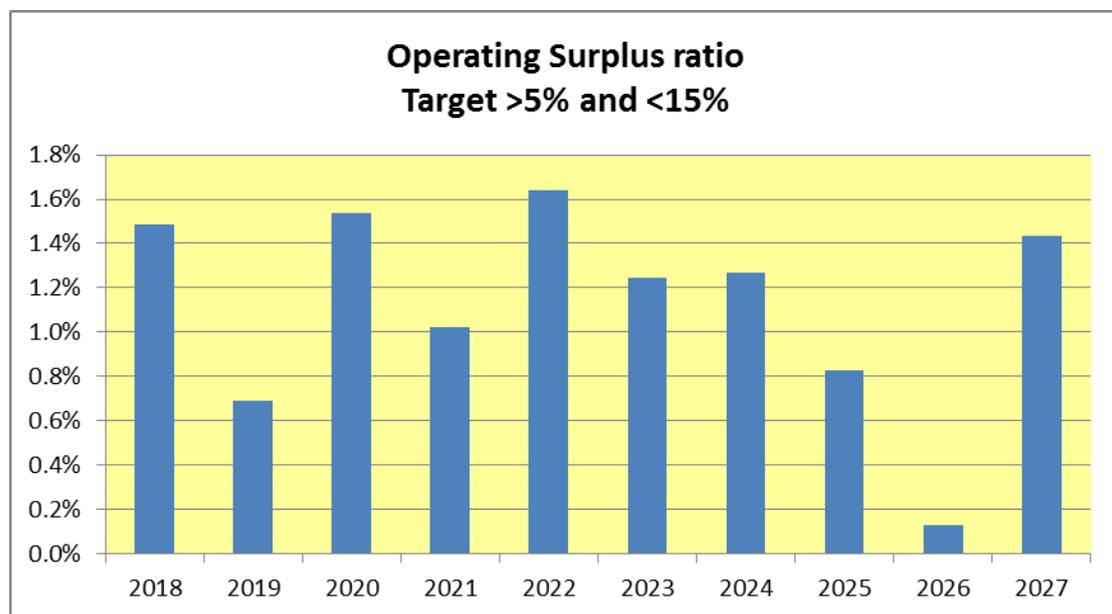
Operating Revenue	2017	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Year Ended 30 June: Estimate	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
General Rates	99,548	103,434	108,744	113,333	118,276	123,007	127,804	132,533	137,304	142,659	147,652
CPI	1.9%	1.9%	2.1%	2.1%	2.3%	2.5%	2.4%	2.2%	2.2%	2.5%	2.5%
Extra Impost above CPI & Growth	1.1%	0.8%	1.9%	0.9%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Forecast Rise Exclusive of Growth	3.0%	2.7%	4.0%	3.0%	3.0%	2.5%	2.4%	2.2%	2.2%	2.5%	2.5%
Growth	1.4%	1.2%	1.1%	1.2%	1.4%	1.5%	1.5%	1.5%	1.4%	1.4%	1.0%
Total Rise	4.3%	3.9%	5.1%	4.2%	4.4%	4.0%	3.9%	3.7%	3.6%	3.9%	3.5%
Prev LTFP Rates Rise exclusive of Growth		2.5%	4.1%	4.1%	2.6%	2.7%	2.6%	2.4%	2.5%	2.7%	
Total Rate Rise Diff to Prev LTFP		0.2%	-0.1%	-1.1%	0.4%	-0.2%	-0.2%	-0.2%	-0.3%	-0.2%	
	2017										
	Estimate	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
Indicator 1 - Operating Surplus / (Deficit) - \$('000)	3,858	1,540	752	1,739	1,206	2,013	1,588	1,680	1,134	179	2,117
Indicator 2 - Operating Surplus Ratio - %	3.8%	1.5%	0.7%	1.5%	1.0%	1.6%	1.2%	1.3%	0.8%	0.1%	1.4%
Indicator 3 - Net Financial Liabilities Ratio - %	37.1%	55.5%	62.9%	60.6%	58.8%	54.0%	47.7%	36.5%	28.7%	19.6%	11.3%
Indicator 4 - Asset Sustainability Ratio - %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Indicator 5 - Interest Cover Ratio - %	1.15%	1.75%	1.64%	2.23%	2.18%	2.03%	1.85%	1.68%	1.20%	0.79%	0.43%
Net Loans	28,568	49,231	63,361	65,457	68,518	64,543	61,030	44,977	30,884	17,248	5,000
Net Loans as a Percentage of Operating Revenue	24.9%	42.3%	51.9%	51.5%	51.7%	46.9%	42.7%	30.3%	20.1%	10.8%	3.0%
Capital Program											
Renewal & Replacement	26,559	26,324	26,671	25,764	28,083	25,024	27,549	25,863	28,171	27,522	27,292
New & Upgrade	14,616	33,842	24,493	5,692	5,291	6,824	3,584	3,712	3,391	3,712	6,372
Flood Mitigation & Major Stormwater Projects		10,626	4,911	5,535	6,000	5,000	5,250	250	5,000	5,000	5,000
Less Amounts Specifically for New & Ugraded Assets	- 4,561	- 17,919	- 9,319								
Total Net Capital Spend	36,614	52,873	46,755	36,991	39,374	36,848	36,383	29,825	36,562	36,234	38,664
Annual Operating Projects	2,353	2,100	2,163	2,208	2,263	2,322	2,381	2,436	2,490	2,553	2,618

Ideally a council should raise enough revenue from rates to cover all of its operating expenses. This means that a council should aim for at least a ‘break even’ operating position where total income equals total expenses and ratepayers in that year are paying for all the resources consumed by the City.

Operating deficits are not sustainable or equitable in the long term as they result in services consumed by current ratepayers being paid for by future ratepayers. A fair and equitable tax system is one in which taxes paid by each generation is in proportion to the benefits that generation receives.

Local government costs for services such as waste, road materials, wages and stormwater increase greater than movements in the CPI. The rate revenue increases endorsed sustain a break even operating position over the forecast period such that operating revenues are sufficient to cover operating expenses while delivering an increased capital works program that accommodates both asset management plan requirements and anticipated new and upgraded infrastructure that delivers the community plan outcomes.

The Operating surplus ratio expresses the level of operating surplus/deficit as a percentage of Operating Income with a negative ratio highlighting the additional revenue percentage required to ensure current ratepayers are paying for their current consumption of resources. This ratio is positive over the forecast period for the adopted LTFP and within benchmarks set by Council, reinforcing Council’s ability to maintain its sustainable operating surplus position.



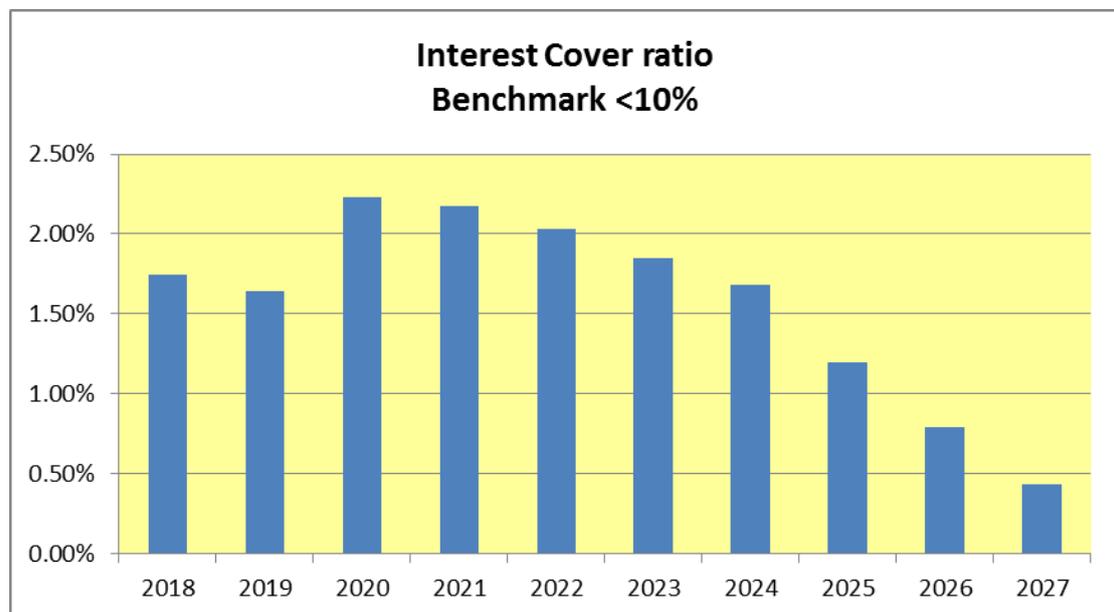
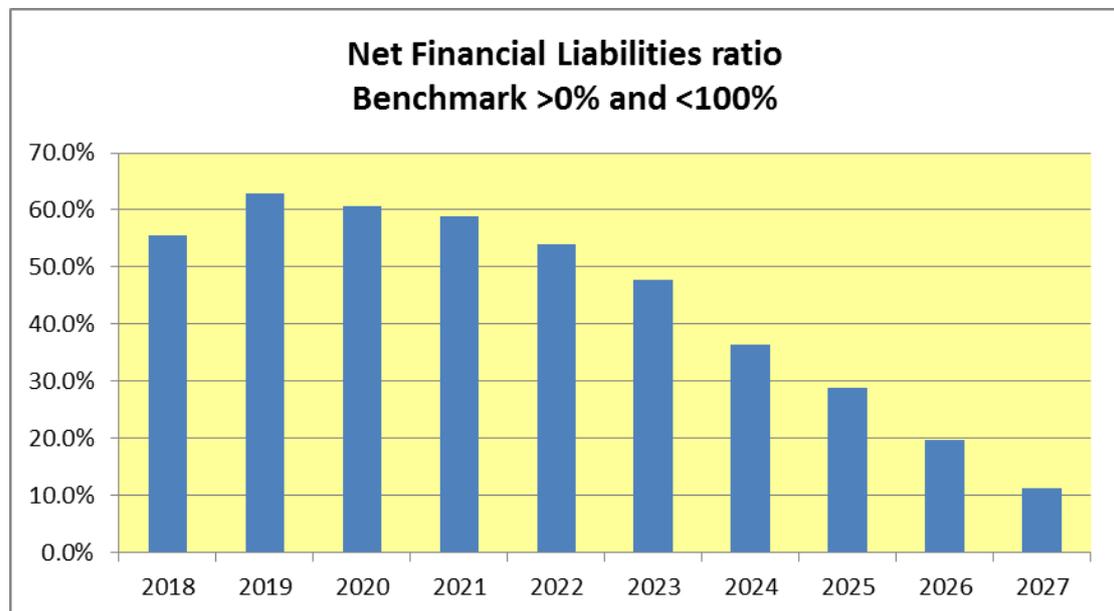
A council must also ensure its total debt does not exceed its ability to service this level of debt.

Net financial liabilities measure Council’s total indebtedness and includes not only its loans but its obligations for leave entitlements and provisions.

The Local Government endorsed ratios for a council’s indebtedness is for net financial liabilities as a percentage of operating revenue with acceptable limits between 0% and 100% and for an interest cover ratio with interest costs as a percentage of operating revenues within an acceptable benchmark of less than 10%.

The preferred scenario delivers a net financial liabilities ratio of between 37.1% and 62.9% and an interest cover ratio less than 2% over the 10 year forecast period, all well within acceptable benchmarks.

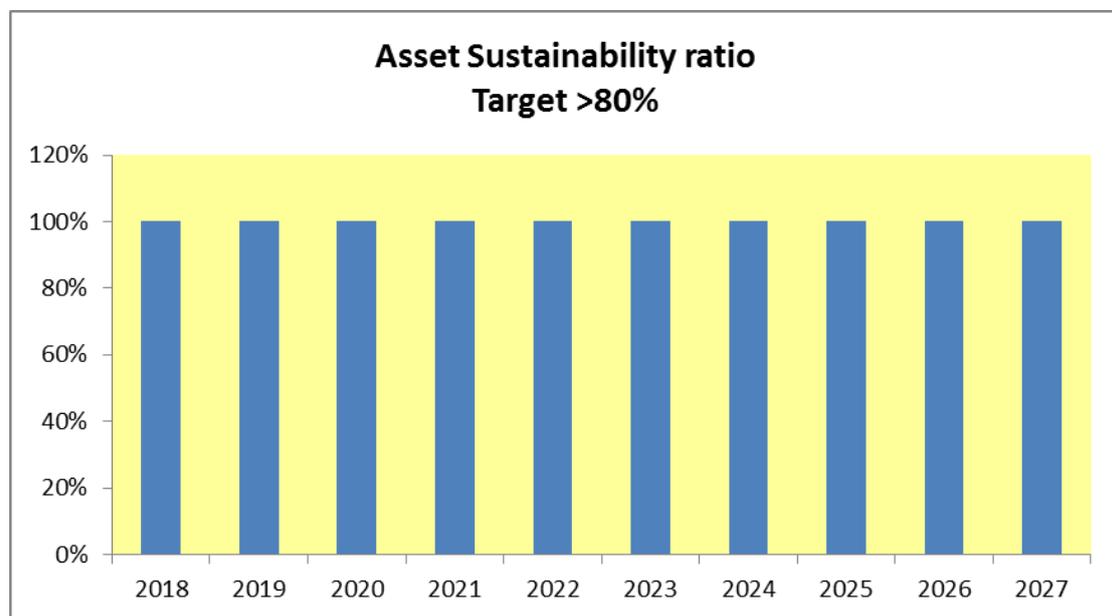
It should be noted that ideally renewal/replacement of existing infrastructure should be financed by current rate payers with any infrastructure backlog financed by an increase in debt to be repaid as quickly as possible by current ratepayers. New/upgrade capital expenditure should be financed by a long term increase in the volume of debt with the current generation of ratepayers meeting interest repayments on that debt.



Charles Sturt is the caretaker for more than \$1.0 billion of community assets and is responsible for maintaining the value of these assets.

Asset Management Plans have now been produced for all major asset classes and these have been used to more accurately predict Council’s ongoing commitment to infrastructure spending on renewal of Council’s existing assets based on assessment of condition and the useful life of those assets.

The asset sustainability ratio indicates whether a council is renewing or replacing existing infrastructure assets compared with what is needed to cost effectively maintain service levels as prescribed by its adopted Asset Management Plans. The scenario endorsed by Council shows a ratio which assumes the renewal of infrastructure equates to that identified in its adopted Asset Management Plans.



Overall the strategy endorsed by Council positions itself over the forecast period to be able to meet its obligations for current service levels plus future infrastructure commitments without excessive rate increases or cuts to services. An operating surplus ratio of nil or greater is achieved across the planning period with a break even position continuing to be sustainable for council operations. Councils’ infrastructure works are met that address asset management plans and strategic management plans within acceptable benchmarks for council’s key financial targets which are used to guide its decision making.

A full copy of the Long Term Financial Plan 2017 -2027 is included as **Attachment B**.

What services we will deliver to our community?

Recurrent Budget

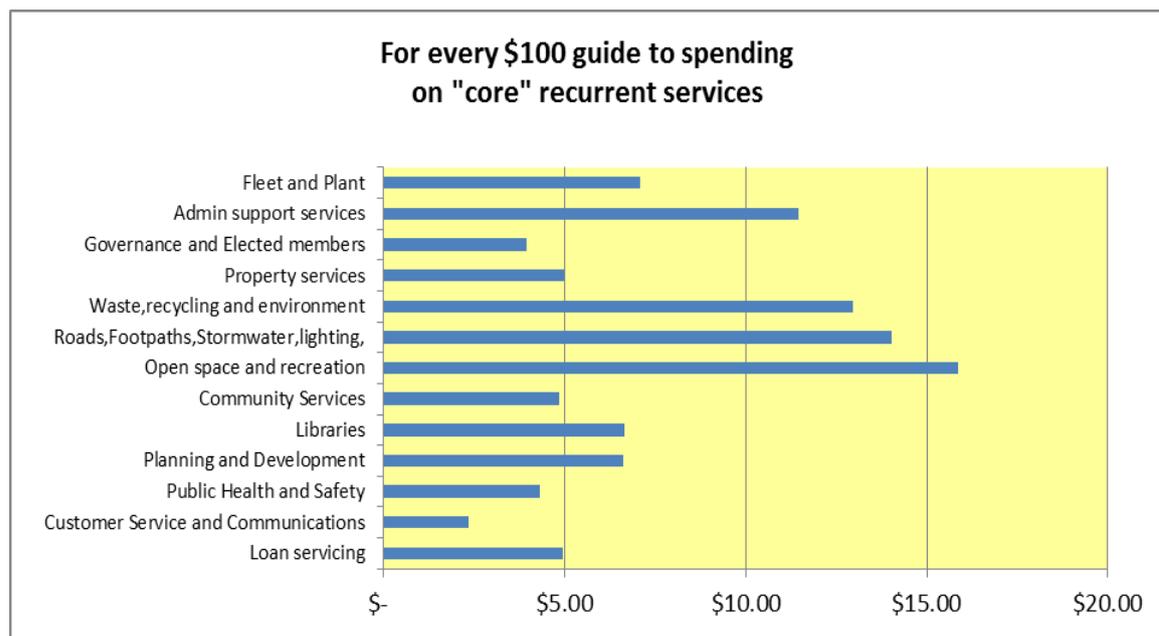
For 2017/18 it is forecast that Council will require approximately \$88.373m (operating expenses less depreciation) to deliver the core services. It is forecast that excluding rates \$15.403m will be sourced from non - rates operating income.

All councils have basic responsibilities under the Local Government Act 1999 and other relevant legislation. These include:

- Management of basic infrastructure include roads, footpaths, parks, public open space, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control including safety assessment
- Various environmental health services
- Maintaining the voters roll and supporting the elected council, and
- Setting rates, preparing an annual budget and determining longer term strategic management plans for the area.

In response to community needs we also provide further services including;

- Libraries
- Community centres
- Community programs
- On street parking management
- Dog and cat management, and
- Verge mowing.



A comprehensive listing of Council's core operational services as at June 2017 and which are funded by the recurrent budget is included as **Attachment A**.

Annual Operating Projects

In addition to Council's core activities monies are allocated to achieve a range of Annual Operating Projects. These activities support the current strategic focus of Council and /or which may be short term or one off initiatives.

In 2017/18 the LTFP suggested for the high level parameters adopted, the funding of approximately **\$2.1m** in Annual Operating Projects. Council Members reviewed the list of potential annual operating projects and following its meeting **27 March 2017 Item 2.4 (3.14)** endorsed the following list of annual operating projects for consultation for a total of **\$2,159,675**.

As the level of annual operating projects endorsed for consultation are in excess of the LTFP parameters (\$2.1m) it will result in a requirement for a funding decision to increase rates or reduce the operating project cost of recurrent services to ensure the targets for the LTFP for 2017/18 are met. Any reduction on the LTFP parameters for the final list of Annual Operating projects will result in a reduction in the level of rates adopted.

Projects currently under consideration include:

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Council Building Works - Operating 2017/2018 Bid ID PBB-00000282	Maintenance of building components in council owned buildings based on the remaining useful life of each component. Typical works include floor coverings, wet area minor works, painting and other minor building maintenance. Significant works include Public toilets, Kilkenny Community Centre, Woodville North Community Hall, and the grandstands at Woodville Oval. This operating maintenance budget is in addition to the \$200,000 in the recurrent budget for painting.	\$354,613
Doggy Days Community Events Bid ID PBB-00000286	The Doggy Day at the Beach and Doggy Day at the Green are annual events that form part of our educational campaign to promote responsible dog ownership. The events are directly aligned and achieve set actions as identified within the Urban Animal Management Plan 2016-2020. The events are aimed at promoting the importance of responsible dog ownership including free dog training and behavioural workshops, community awareness regarding dog safety and Council's role in animal management in the public realm.	\$20,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Tree Screen Renewal Bid ID PBB-00000293	To continue with the tree screen renewal program that commenced in 2002. There are approximately 30 kilometres of tree screen within the City and 12% (equivalent to 3.5 km) still require vegetation renewal.	\$125,000
Whole Street Planting 2018 Bid ID PBB-00000295	As part of the Whole Street Planting Program, a number of residential Streets will be planted with semi-advanced trees. A whole street approach provides a number of benefits to the residents of the street, Council and the community at large, including a consistent uniform planting which in time creates an 'avenue effect' of trees of a similar size, shape and appearance. The selection of streets has been primarily based on the absence of trees in the street, the overall condition of the existing trees being in decline, whether the existing species are appropriate for the location and the integration with Engineering construction projects	\$135,000
Planet Ark and Trees for the Future 2017-18 Bid ID PBB-00000297	Planet Ark - To accommodate community and local schools' requests to participate in the National Tree Planting Day by planting juvenile trees and shrubs on Council reserves. In addition, to provide donations of plants to schools who wish to participate in this event with a preference to plant trees on school grounds. Trees for the Future - To provide significant trees such as (but not limited to) River Red Gums on our reserves for future generations and to 'green' the City.	\$35,000
Sporting Club Professional Development Bid ID PBB-00000301	This program has been running for the past four years and offers a series of professional development seminars for sporting clubs at no cost. In 2016/17 a total of 9 workshops took place offering sporting clubs a chance to gain knowledge and expertise in various topics including; Mental Health in Sport, Successful Grant Writing, Culture of Volunteering, RSA and Emergency Response Coordinator. The program	\$10,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
	has been valuable for Clubs with over 35 people attending each workshop.	
School Holiday Sports Program Bid ID PBB-00000306	The School Holiday Sports program has been running for nine years. It is a program offering children aged; 2-17 years the chance to try different sports. The program has grown from 150 children registered in 2008, to a record 1258 children registering in the October 2016 program. The program attracts around 30 sporting clubs who offer approximately 70 free sessions to children during the April and September school holidays.	\$10,000
Adelaide City FREE Bikes Bid ID PBB-00000307	The Adelaide City FREE Bike program has been running at CCS since 2012. The program continues to be successful currently providing free bike hire at five locations around the City. These include Adelaide Shores Caravan Park, West Beach Surf Life Saving Club, Henley Library, Hindmarsh Library and West Lakes Library. The program offers residents and visitors to the City the chance to hire a bike for FREE and explore the city and surrounds. The program encourages an active, healthy lifestyle while promoting sites around the City.	\$20,000
Major Bridge Maintenance Bid ID PBB-00000313	Repair Concrete Spawling in bridge decking and abutments to the two footbridges (Bridges 29 & 30) providing walking access between Delfin Island and surrounding mainland. Repair damaged footpaths that meet abutments and remove trip hazards on approaches to both bridges and repair rusted and damaged steel handrails on the Seaview Road Underpass (bridge 5).	\$65,000
Sand Drift Fencing Renewal - 2017/18 Bid ID PBB-00000314	Replacing Sand Drift Fencing at various locations along the foreshore to assist in sand erosion control. Locations correspond with the sand shifting program undertaken by the Coast Protection Board (CPB) and are negotiated annually with the Coast Protection Board. CPB previously funded the program 50:50 but declined	\$25,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
	to do so since the sand pipeline project commenced.	
Systems Enhancements Compliance Legislation Bid ID PBB-00000323	Implementation of new IT software and enhancements to current systems across the Public Health and Safety portfolio in addressing changes to legislation around Local Nuisance and Litter Control and Dog and Cat Management and the potential enhancement of environmental health field technology software.	\$40,000
E-Panel Member Top-up Recruitment Bid ID PBB-00000330	The Charles Sturt Resident Email Advisory Panel (E-Panel) currently was formed in 2014 and currently has 800 members. This group was randomly recruited by consultants via a phone survey to be representative of the City's adult population, both demographically and geographically. The E-Panel provides Council with feedback- of statistical relevance on projects of strategic City wide importance. Membership of the Panel is for 2 years maximum. To ensure the E-Panel remains a body free of bias or conditioning 400 members are retired annually and replaced with 400 new members each year.	\$16,000
Woodville Town Hall Activation Year 1 Bid ID PBB-00000333	The Woodville Town Hall is a much loved asset, but is currently under-utilised with limited awareness. Town Halls play an active part in Council's interaction with the community and can be a significant contributor to the social capital of the community fostering community wellbeing and engagement.	\$73,000
Light Up your Christmas and Activations Bid ID PBB-00000337	This budget bid looks at a light installation on the Woodville Town Hall with activities for the weekend and promotion of the activity.	\$20,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Heritage Conservation Grants Program Bid ID PBB-00000339	The Heritage Conservation Grants Program applies to property owners of local heritage places and contributory items as identified in Council's Development Plan and to owners of regulated and significant trees (as defined in the Development Act 1993) in the City of Charles Sturt. The Program provide financial assistance for conservation and restoration works to local heritage places and contributory items as well as to regulated and significant trees which require maintenance pruning. The Program has a recurrent budget of \$25,000 from last financial year. The additional operation budget of \$15,000 will provide additional funds to the Grant Program to service the demand in the Program.	\$15,000
Development Plan Policy Program Bid ID PBB-00000341	The budget bid seeks funds to assist in investigations to implement amendments to policy contained within the Charles Sturt Council Development Plan.	\$40,000
Tourism Action Plan Implementation Bid ID PBB-00000342	This bid will see the implementation of tourism initiatives to support the implementation of the Western Region Tourism Destination Action Plan, creation of a Charles Sturt Tourism Strategy and promotion of tourism initiatives, working in partnership with the South Australian Tourism Commission.	\$30,000
Hindmarsh Business Association/trader engagement Bid ID PBB-00000345	To support traders in the Hindmarsh precinct to implement marketing campaigns, promotional material and activities to increase economic development opportunities, grow destination awareness of the precinct and manage visitor perceptions of the area during the ongoing capital works along Port Road. Specific strategies will be determined and driven by traders in partnership with Place Leader, Inner West and are likely to include street interface improvements, activations, promotional materials and social media development.	\$20,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Woodville Business Association Partnering & Support Bid ID PBB-00000349	To support the ongoing work of the Woodville Business Association to deliver projects that contribute to achieve their vision and specific aims such as: - make Woodville Road and Environs a destination for businesses, workers and residents; - encourage new development and new business to relocate to the area and improve the tenancy mix - promote the growth of local business and foster local jobs - continue to develop and promote the brand for Woodville Road The association will develop and implement projects in partnership with the Place Leader, Central. Expenditure will include the continuation of the management and curation of the Enjoy Woodville social media pages. In addition projects are likely to include activations and social events, marketing campaigns and supporting marketing materials.	\$20,000
Queen Street event/activations sponsorship Bid ID PBB-00000354	Sponsorship funding to support Queen St traders to run possible community event or a series of activations.	\$15,000
SA Planning Portal - Council Contribution Bid ID PBB-00000364	Council has received advice from the Local Government Association that it will be required to contribute to the SA Planning Portal as stipulated in Section 56(2) of the Planning, Development and Infrastructure Act 2016.	\$36,000
Event sponsorship for Woodville Traders Community Christmas Event Bid ID PBB-00000367	Sponsorship for Woodville Road traders to run a community Christmas event.	\$15,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
<p>Westside Place Makers Grant Scheme</p> <p>Bid ID PBB-00000368</p>	<p>Continuation of the successful city wide Place Makers grant program that funds projects in public spaces that contribute to the organisations vision for placemaking, can be easily implemented and have high impact.</p> <p>Place Makers provides community members, business owners and groups with the opportunity to lead the change they want to see in their local area.</p>	<p>\$40,000</p>
<p>City of Charles Sturt Public Transport Strategy</p> <p>Bid ID PBB-00000369</p>	<p>Internally prepare a strategy to align with the City of Charles Sturt Transport Strategy 2016 - 2031 forecasting public transport demand by growth and future land zoning, and identifying and setting targets for public transport improvements, as well as a strategy for working with the Department of Planning, Transport and Infrastructure to deliver these improvements.</p>	<p>\$17,500</p>
<p>Love My City - Film Competition</p> <p>Bid ID PBB-00000371</p>	<p>The objective of the Love My City film competition is to build the capacity of community members, from multiple age demographics, to engage with the medium of digital film and activate Woodville Town Hall with films screening with the inaugural film competition Awards Night.</p> <p>The Film Competition is to be based upon a positive theme, 'Love My City', and provide Council with an optimistic series of local community stories which may be share via social media networks.</p> <p>The project involves:</p> <ul style="list-style-type: none"> - community workshops to develop skills in film planning, filming and editing. - social media based competition - awards night within Woodville Town Hall which features screening of short-listed entries. <p>Project to be delivered as a pilot, which has the capacity to grow into a unique, well loved, annual community event.</p>	<p>\$18,500</p>

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Outdoor Dining & Business Improvement Fund Bid ID PBB-00000373	Funding for businesses to apply for minor business improvements (including facade improvement and internal fit-out) or to install energy-absorbing bollards if required for outdoor dining permits.	\$50,000
Living Green Community Education Programs Bid ID PBB-00000374	Living Green Community Education Programs are a range of initiatives to influence and lead our staff and community and the local government sector through implementing programs focussed on environmental sustainability. The programs this year will involve beehive hosting and related education programs, local indigenous plant subsidy, and travel behaviour change.	\$15,000
Strategic Events Partnerships 2017/18 Bid ID PBB-00000388	<p>To secure new and continue existing partnerships with high profile state wide festivals & events.</p> <p>It is proposed that by collaborating with high profile festivals, local creatives and businesses to activate the City a more efficient model of event delivery can be achieved.</p> <p>Conversations will be undertaken with residents, businesses and newer festivals such as the umbrella music festival to determine which festivals best fit with the community's needs. The partnerships are likely to be with festivals or events that have a visual arts, music or social inclusiveness theme.</p> <p>Partnerships will be sought with events that best achieve the following:</p> <ul style="list-style-type: none"> - Bring a mix of quality festivals and events to the City of Charles Sturt - Provide opportunities for increased community participation - Build community capacity and skills - Support and recognise local artists and creative enterprises - Celebrate social inclusion, diversity and unified community, - Raise awareness of the unique places in our City - Activate designated places and increase their vibrancy and 	\$40,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
	- Raise the profile of the City of Charles Sturt	
Tennyson Dunes Rain Garden Bid ID PBB-00000389	The proposal is to install a rain garden in the northern car park which services the Tennyson Dunes and Rowing SA on Military Road, West Lakes Shore. The rain garden would be co funded by the Environment Protection Authority as part of the Rain Garden 500 project	\$25,000
Breakout Creek Stage 3 Preliminary Design Bid ID PBB-00000390	To continue with the previous investment, design and concept plan development undertaken in 2015/16, this bid seeks to jointly contribute additional funding to Adelaide Mount Lofty Ranges Natural Resource Management Board (AMLRNRMB) project in a collaborative manner (jointly with City of West Torrens, SA Water). The additional funding will further investigate the details outlined in the concept plan including the geotechnical analysis and the professional survey undertaken as part of the collaborative project in 2015/16.	\$25,000
Spring Garden Competition Bid ID PBB-00000397	Conduct a Garden Competition following on from the success of the four previous annual competitions, encouraging greater participation from schools, Community Groups, Businesses, Home Owners and Streets	\$6,500
Roundabout Upgrades Bid ID PBB-00000399	Landscape roundabouts to increase street amenity and soften the street environment	\$50,000
Lake Edge Encroachments West Lakes - Survey, Notification and Permit Bid ID PBB-00000406	- Detailed boundary identification survey for locations identified as 'medium' to 'high' risk as part of preliminary visual investigations into private encroachment into public land along the Lake Edge in 2016/17. - Preparation and sending of Notification Letters and Permit Application Forms to owners of all properties with identified encroachments.	\$50,000
Corporate Key Performance Indicators - Annual City Survey Bid ID PBB-00000407	The purpose of the bid is to carry out a survey of our community to assist with measuring our performance and achievements towards the themes of the Community Plan. This survey will	\$30,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
	build on the baseline data identified via the inaugural City Survey in 2016-2017.	
Hindmarsh Parking Plan Bid ID PBB-00000411	Detailed parking management plan for the suburb of Hindmarsh, investigating and recommending strategies and actions to improve equity of access to existing parking areas and to increase the parking provision as land use intensifies through urban redevelopment. A Bowden Parking Plan, for the adjoining area, was delivered in 2016/17 and the Hindmarsh Parking Plan is to be delivered 2017/18.	\$35,000
Community Green Buildings Grants - Year 2 Bid ID PBB-00000426	Using the savings that Council is achieving through an energy efficiency program at the Civic Centre Complex (the Kill Bills project), a grant program has been established to assist community groups and sporting clubs occupying Council-owned premises within the City of Charles Sturt to save energy. The program is to be delivered for a period of at least three years, and commenced in 2016/17. Council adopted the structure and timing of this new community grant program at its meeting on 23 November 2015, and subsequently endorsed the guidelines for Round 2 which has been advertised from late January 2017.	\$38,000
Santa Sleigh Display Bid ID PBB-00000427	To create a window and civic centre internal street display that will incorporate the Santa Sleigh and provide a place where the community can make charity donations and visit.	\$20,000
Community Resilience and Well Being- Emergency redi-plan project Bid ID PBB-00000428	The program builds community capacity and resilience through delivery of the Redi-plan program. The program is an award winning and internationally recognised flagship service that is a community engagement program that aims to build the resilience of households and neighbourhoods to reduce and manage the health, financial and material consequences of emergencies.	\$15,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Outdoor Cinema - Summer in the City Bid ID PBB-00000441	Charles Sturt is celebrating summer in the City by hosting a series of outdoor cinema events in the following locations: - Thu 25 January - Bowden Town Square - Fri 26 January - St Clair - Sat 27 January - Henley Square (Subject to venue availability) This free community event will coincide with the Australia Day public holiday and provide family friendly school holiday fun in three popular locations across the City.	\$20,000
Western Business Leaders Bid ID PBB-00000444	Encourage Business Networking and promote economic growth through two Business Breakfasts and two Business Lunches per financial year.	\$16,000
Economic Development Strategy Implementation Bid ID PBB-00000445	Implement the Economic Development Strategy	\$20,000
China Strategy and Business Mission Bid ID PBB-00000451	The City of Charles Sturt's Western Adelaide, China Business Engagement Strategy has been undertaken to assist local business to become China Ready and to engage with China. This bid will: 1. Develop promotional material for the inbound mission 2. Fund China Ready program to upskill local businesses 3. Fund hosting the inbound delegation in September 2017. 4. Facilitate friendly cities school visit	\$20,000
Small Business Initiatives Bid ID PBB-00000463	Working with existing Business organisations to: - Continue Youth Entrepreneurs Program with Business SA - Provide Advice to Businesses in three Business Associations through Adelaide Business Hub - Support Multicultural Business Event at Town Hall	\$16,500

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
Graduate Asset Accountant 0.4 FTE Bid ID PBB-00000464	It is proposed to employ a Graduate Asset Accountant to act as an understudy to the Works and Assets System Officer who currently performs the dual role of both an Asset Accountant together with primary responsibility for system improvement and maintenance of Council's Works & Assets system which captures and manages all information for Council's \$1.6 Billion infrastructure assets. This role is highly specialised and currently there is neither the expertise nor the capacity to provide support or back up to this critical function during leave periods or peak work periods. There is also no succession plan in place should the Works & Assets System Officer leave employment with CCS. This has recently been identified as a risk in an Internal Audit Report conducted by EY.	\$26,062

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
<p>Tree Canopy Improvement Strategy</p> <p>Bid ID PBB-00000466</p>	<p>A recent study initiated by Council identified that tree cover across the City of Charles Sturt (both on public and private land) has declined since 1998, despite substantial Council efforts to grow trees through dedicated tree planting programs on public land. The City of Charles Sturt is seeking to reverse the decline in tree canopy cover across the City & identify opportunities to improve the quality and quantity of tree canopy across the Council area, on both public and private land. This desire to improve the tree canopy recognises the many and varied benefits tree canopy can provide to the Council area and its community including:</p> <ul style="list-style-type: none"> * Health and well-being * Character and amenity * Liveability * Improved property values * Urban cooling * Air quality * Biodiversity * Improved asset life (where trees provide shade over built infrastructure). <p>Despite these many benefits however, there is significant evidence that trees are often removed where health and safety is at risk (perceived or real), or where conflicts arise between trees and infrastructure or development. A key aspect of the project will be developing the 'case for change' that will enable Elected Members, staff and the community develop, embrace and sustain a commitment to improving the tree canopy.</p>	<p>\$10,000</p>
<p>Update Master Plan for Croydon Bowling Club</p> <p>Bid ID PBB-00000471</p>	<p>Revision of current master plan for Albert Greenshield reserve and surrounds, to encourage greater community use and upgrades to Croydon Bowling Club and Arch Paterson Community Centre in Ridleyton. Also, the Ridleyton Greek Home adjacent to the community centre and club looks set to expand its services and dwellings, and there are</p>	<p>\$10,000</p>

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
	opportunities for greater cooperation between them, the club and community centre, including access, programs and cross promotion.	
Creation of Useable Open Space in Seaton Park Bid ID PBB-00000472	The Open Space Strategy showed the Seaton Park area as lacking in open space provision. This proposal is to approach the Education Department with a view to creating a joint use park on the western side of the Seaton Park Primary School road reserve and part of the school grounds.	\$10,000
Adapt West - Regional Coordination and Local Implementation Bid ID PBB-00000478	This project provides a base of funds to support the implementation of the Adapt West Regional Climate Change Adaptation plan, which was formally endorsed by the City of Charles Sturt and its partners (Port Adelaide Enfield and West Torrens) in October /November 2016. The regional partnership program is now in its implementation phase, which includes a range of initiatives outlined further below. To date, this program has been coordinated internally by the City of Port Adelaide Enfield. While this input has been provided within existing resources in the past, recent changes in the relevant FTE at the City of Port Adelaide Enfield mean that cannot continue. Ongoing coordination of this project at the regional level will therefore need to be resourced at a regional level by the project participants, including the City of Charles Sturt. It is noted that other regions in metropolitan Adelaide have shared resources to employ a dedicated program coordinator hosted by one of the councils. It is anticipated that the funds will be used for a combination of project work (by a shared FTE resource working the region), with remaining funds used on the projects themselves. The details of this arrangement will be negotiated and	\$20,000

Name	Budget Bid Description	Net Budget Bid \$ 2017/18
	agreed by the 3 Councils through the project Steering Committee.	
Discretionary Ward Allowance for Council Members Bid ID PBB-00000485	To allow Council Members to assess the need for local grant allocations to support minor capital purchases or community initiatives within community groups.	\$276,000
Verge Mowing Service Level Increase 2017/18 Bid ID PBB-00000488	Currently the verge mowing budget allows for four cuts per year on local roads and eight per year on main roads. The frequency of cuts on local roads has been inadequate to cope with excessive growth caused by unseasonable weather this year. Additional funds are required to address seasonal growth in high growth areas, twice per year, spring and autumn.	\$100,000
	Total	\$2,159,675

All annual operating projects submitted as part of budget bid process will be reviewed by Council following community consultation. Projects will be reviewed to ensure alignment with community and corporate plan objectives and based on priority and ability to deliver within existing resources and LTFP parameters over the 2017/18 financial year.

Capital Projects

The City of Charles Sturt is responsible for a vast portfolio of assets with a carrying value in excess of a billion dollars. It is therefore critical for long term sustainability of assets that Council engages in practices that optimise the assets useful lives for the benefit of the community.

The City of Charles Sturt, like other government infrastructure asset owners, is faced with an increasing demand to provide services in an environment of ageing infrastructure, increased liability and reduced funding. In response to this an Asset Management Policy and Strategy has been adopted by Council.

The purpose of the Asset Management Policy is to set a broad framework for undertaking asset management in a structured and co-ordinated manner.

The broad goals identified are as follows:

- to ensure the right assets are provided to meet community needs
- to provide sustainable infrastructure through leadership and vision
- to be financially responsible by providing appropriate resources for the delivery of services
- to continually improve our knowledge of Council assets and their lifecycles
- to manage our assets in a manner that is fair for present and future users in terms of benefits and costs.

To ensure the value of our assets are maintained our long term strategy provides for us to fund a capital expenditure program based on Council endorsed Asset Management Plans for each asset. The Asset Management Plans determine future funding requirements based on life and condition assessments of Council's existing asset stock and which will be continually refined and updated with the best available information. Where Asset Management Plans do not exist for a category of asset we will fund a level of renewal/replacement expenditure for existing assets based on depreciation estimates.

For New and upgraded infrastructure, Council staff have also been gathering financial forecast information on New/Upgrade capital projects derived from existing strategic managements plans such the Open Space Strategy, Council resolutions supporting new projects and major project initiatives such as Port Road Flood Mitigation and the St Clair Precinct upgrade.

Capital projects included in the LTFP for New/Upgrade capital were presented to Council at a workshop on 6 March 2017.

In 2017/18 the Long Term Financial Plan suggests a net total capital program of approximately \$52.873m with approximately \$26.324m allocated to renewal/replacement of existing assets as prescribed in adopted asset management plans and including \$1.3m for council's contribution for the rebuild of the West Beach rock wall and \$600k for year 2 of the increased footpath program "Pathways to Prosperity". New and upgraded infrastructure which includes funding for projects such as Port Road Flood Mitigation, St Clair Precinct upgrade and the waste recycling centre upgrade is forecast at \$26.549m.

Council Members reviewed the list of potential Capital projects and following its meeting 27 March, Item 2.4 (3.14) endorsed a total net capital program for consultation of **\$53,128,395** comprising **\$27,469,425** for Council's contribution to renewal capital works and **\$25,658,970** for Council's contribution to new/upgrade capital projects.

As the level of Capital Projects endorsed for consultation are in excess of the LTFF parameters (\$52.873m) it will result in a requirement for a funding decision to increase rates, borrowings or reduce the operating project cost of recurrent services to ensure the targets for the LTFF for 2017/18 are met. Any reduction on the LTFF parameters for the final list of Capital projects will result in a reduction in the level of rates adopted.

Renewal Projects which are derived from Adopted Asset Management Plans and which forecast replacement of existing assets and infrastructure based on an independent assessment of condition and asset life can be found in **Appendix C**.

New/Upgraded capital projects are those which increase Council's current asset stock or significantly enhance an existing asset to provide a higher level of service or extends the life beyond that which it had originally.

New/Upgrade Projects currently under consideration (include:

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Bartley Terrace, Semaphore Park Streetscape Stage 2 Bid ID PBB-00000292	To continue infrastructure renewal, streetscape renewal and road safety improvements between Greenfield Crescent. and Anglers Court in line with the Streetscape Concept Plan adopted by Council Ref: AMC Item 3.17 of 21 March 2016	\$620,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Implement Strategic Asset Modelling for all Infrastructure Assets Bid ID PBB-00000322	Utilise currently owned Technology One Software to design and implement Strategic Asset Modelling for Drains, Footpaths, and all other asset classes. The Budget Bid will use Technology One consulting to configure Technology One Strategic Asset Management Software to deliver a Maturity Audit, a data health check and set baseline model for and valuation for Drains, Footpaths and other asset classes.	\$35,530	New
Semaphore Surf Life Savings Club Upgrade Contribution Bid ID PBB-00000325	Semaphore Surf Life Savings Club Upgrade Financial Contribution of \$578,375 over two years to upgrade the clubroom in order to meet current building code requirements. As per the Plexus Report Model for a total build of \$1,752,630 in addition to CCS contribution the State Government contribution will be \$981,475, and the Semaphore Surf lifesaving club \$192,780.	\$462,700	Upgrade
Investigate and implement technology for Fauna Boxes and a Discovery Trail Bid ID PBB-00000328	The Open Space and Recreation portfolio has partnered with Faunature to install, monitor and maintain Fauna Boxes around the City, providing habitats for species such as microbats, ducks, possums and parrots. This project will implement sensor technology to gather information on Fauna movements on 5 Fauna Boxes. Costs will cover procurement of sensors and installation of Wi-Fi technology.	\$15,000	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Heritage Recognition Markers Bid ID PBB-00000332	Installation of recognition markers for the City's listed Heritage Places. Continuation of project commenced in 2014/15. To date, the program has resulted in 26 markers, on key heritage properties in Woodville, Hindmarsh and Henley/Grange. The markers have been well received by property owners and the community as a valuable and effective means of educating and informing the public on significant heritage sites within the Council area. They also provide important recognition to historically significant places. The continuation of the program provides an opportunity for developing trails and heritage experiences, facilitating activation of local streets and generating a strong sense of connection to place. The 2017/18 project will focus on properties in Kilkenny-West Croydon, building on the enormous interest within those areas to local history.	\$20,000	New
Waste and Recycling Centre Upgrade - Stage 2 Bid ID PBB-00000338	Upgrade of the Beverley Recycling and Waste Centre to comply with the EPA legislative requirements and Workplace Health and Safety requirements. Upgrade will cover the disposal area, introduce a supervised 'Sort'n'Save' recycling process, improve way finding and customer service, and address safety risks to staff and the public associated with the current	\$1,550,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	<p>saw-tooth layout and design. The upgrade is planned to be constructed in one continuous process over two financial years to allow uninterrupted services to continue at the centre throughout the upgrade process. It has been designed to best practice standards and to allow maximum design flexibility to allow the layout to be easily adapted to future requirements.</p>		
<p>West Lakes Hub Bid ID PBB-00000344</p>	<p>Redevelopment of West Lakes Library and Community Centre. This will be construction of a fully integrated, co-located regional library and community centre facility, capable of serving the needs of the growing West development community, as well as the surrounding population of 100,000 plus people. The multi-purpose facility will have broad demographic appeal and increase community visitation above current levels. Conveniently located so as to provide access to other complementary activities such as cafes and retail shops, the Hub will showcase contemporary design, providing a well-lit and inviting community space, capable of catering to large numbers of participants in one area, or alternatively providing more discreet and private spaces for individuals to enjoy and engage in a range of formal</p>	<p>\$2,000,000</p>	<p>New</p>

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	or informal learning or socialisation activities. The new facility, part-funded via the \$3m sale of Brebner Drive, will possess the capability of supporting a broad range of IT functions and multi-media capabilities, capable of catering to the personal development and life-long learning needs of a diverse and growing population, including the potential to operate on 24/7 basis.		
Beach Access Way Upgrade Program 2017/2018 Bid ID PBB-00000346	The continuation of the Beach access way renewals/ upgrade program in accordance with the review of the beach access ways by Council in 2005. Refer to AM Report 23 May 2005 item 3.35 beach way review. Undertake design and specifications for the upgrade of the vehicle access way (including the drainage relocation) at South Street Henley Beach. Undertake design and specifications for the upgrade of the beach access way opposite 171 Esplanade Henley Beach, due storm and tidal damage.	\$140,000	Upgrade
Inclusive Beach Mats - Henley Beach Bid ID PBB-00000347	Beach matting is a relatively new innovation that aims to address the inequities in access and inclusion at Australia's beaches for those with mobility impairments. With 12km of coastline the expectation from our community to be able to access and enjoy the beach	\$18,000	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	<p>is high. Council resolved regarding the proposed new beach access ramp at Henley Beach, north of the Henley Surf Lifesaving Club (CL23/06/04, Item 7.15) "That the City of Charles Sturt constructs the ramp to be wheelchair compliant eg the angle of the slope shall be shallow enough to allow access to the beach by wheelchair users." The City of Charles Sturt has an opportunity to be a leader in this area by rolling out beach matting from the built ramp. This bid seeks to pursue the acquisition and installation of a beach mat for Henley Beach,</p> <p>Henley Surf Life Saving Club – have given us in principle support for roll-out on weekends and public holidays from October to Easter between 12pm – 6pm (tide and weather conditions being favourable) Depot staff servicing the Henley Square area in principle may be able to roll-out mats two days per week. The beach mat during favourable tide times and conditions is placed on top of the sand. It is not expected to damage or interfere with the dune ecosystem in any way. There is opportunity to seek partner funding for the infrastructure purchase from Bendigo Bank for the sum of \$10,000.</p>		

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Installation of Smart Parking Equipment in Henley Square Southern Car Park & Precinct Directional Way Signage Bid ID PBB-00000348	In the 2016/17 financial year, Council implemented Smart Parking solutions in the Henley Beach Northern Car Park and select Loading Zones on Seaview Road, Henley Beach. This project is to re-engage the Vendor, Database Consultants Australia, to complete the Henley Beach precinct Smart Parking project by way of installation of inground sensors and electronic directional signage.	\$85,000	New
Stormwater Quality Improvement - Tracey Avenue Catchment WSUD - Raingardens - Consult and Design Year 2 Bid ID PBB-00000350	Community consultation (street corner meetings at proposed sites), internal survey and design of 10 raingardens within the Tracey Avenue catchment. Streetscape raingarden locations include (subject to further investigation and community consultation) a) Greville Avenue/Nelson Avenue, Flinders Park intersection b) Greville Avenue/Flinders Parade, Flinders Park intersection c) Greville Avenue/Collingwood Avenue, Flinders Park intersection	\$25,000	New
MJ McInerney Reserve Redevelopment Stage 2 - 2017/18 Bid ID PBB-00000351	MJ McInerney Reserve Redevelopment Stage 2 - 2017/18 Construction works for the reserve redevelopment as per the Open Space Strategy for providing regional facilities, and funding as per the Asset Management Plan and Long Term Financial	\$723,500	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	Plan. There is combination of asset renewal and upgrade works to meet community expectations. Stage 1 (2016/17) is being undertaken for the community consultation and design process.		
Road Safety and Amenity Improvements - Charles Sturt Avenue Bid ID PBB-00000359	In 2015/2016 a petition was received seeking road safety improvement to Charles Sturt Ave. In response we have undertaken preliminary consultation which found support for action to be taken. In 2016/17 consultation on a concept design of traffic controls and review kerbside parking was undertaken, and a detailed design plan prepared. The 2017/18 budget bid is for the implementation of traffic controls and road safety/amenity improvements from the detailed design plan.	\$130,000	New
Design - Bridge Upgrade - Bridge 17 - Bartley Terrace Southern Overpass Bid ID PBB-00000360	Design for widening of Bartley Terrace Southern Overpass in preparation for construction in 2018/2019 as part of the construction of Stage 3 of Bartley Terrace Streetscape Project.	\$25,000	Upgrade
Expand Desktop Virtualisation Bid ID PBB-00000378	Purchase of Virtualised Desktop Infrastructure (VDI) server infrastructure and licencing costs to run VDI PC's. This project supports the PC renewal program. This budget bid is to expand the VDI network, removing existing unsupported technologies and expanding the existing server based	\$125,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	hardware and software to support the VDI expansion.		
Road Safety - Installation of 40 km/h Speed Limits Bid ID PBB-00000384	Installation of 40 km/h speed zones in various areas to follow on from 40 km/h speed limit installation in 2016/17. Areas planned for consultation and installation include: Area 1 - Allenby Gardens South, bounded by Grange Road, Holbrooks Road and Frederick Street Area 2 - Findon, bounded by Trimmer Parade, Findon Road, Grange Road and Tapleys Hill Road Area 3 - Seaton south, bounded by Grange Road, Frederick Road, Trimmer Parade and Tapleys Hill Road Area 4 - Seaton North, bounded by Tapleys Hill Road, West Lakes Boulevard and Clark Terrace Area 5 - Cheltenham North, bounded by Torrens Road, Cheltenham Parade, Buller Terrace and Durham Terrace (not including Durham Terrace) Area 6 - Cheltenham South, bounded by Port Road, Brougham Place/Earle Avenue, Railway Terrace/Tewkesbury Street and Cheltenham Parade Area 7 - Woodville South and Beverley. Area bounded by Findon Road, Port Road, East Avenue and Grange Road (not including Crittenden Road). This area will be broken into manageable consultation areas based on distributor roads	\$90,000	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	The 40 km/h installation would be on Council controlled roads only, and does not include any arterial roads.		
Installation of Coastal Signage Bid ID PBB-00000391	In 2015/16 an internal Coastal Signage Framework was developed incorporating recommendations from the Surf Life Saving SA Aquatic Safety and Risk Assessment Audit, which was undertaken along the Charles Sturt coastline. The framework includes a suite of signs to ensure compliance with the audit recommendations. Replacement signage, additional signs and updated regulatory requirements are included in the Framework.	\$30,000	New
Bowden One-Way Street System - Implementation Bid ID PBB-00000392	Implementation of the Bowden One-way Street System in area bounded by Hawker Street, Drayton Street, Eighth Street and Trembath Street. Works include installation of signage, pavement marking and physical traffic control devices.	\$75,000	New
Pedestrian and Outdoor Dining Safety Improvements - Main Street, Henley Beach Bid ID PBB-00000393	Installation of bollards along the kerbside adjacent Seaview Road preventing any vehicles from turning left into Main Street, Henley Beach	\$15,000	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Port Road Drainage - Stage 2 - 2017/18 Bid ID PBB-00000400	This project is continuation of the Old Port Road storm water upgrade that was completed as part of Water proofing the West project. The purpose of the project is to mitigate storm water flooding in part of suburbs of Cheltenham, Albert Park, Woodville West, Woodville South and Woodville along Port Road. Once completed the project will improve to great extent flood mitigation around the QEH and Civic Centre.	\$8,500,000	Upgrade
Port Road Drainage - Stage 3 Design - 2017/18 Bid ID PBB-00000401	This project is the continuation of the Port Road Drainage Upgrades. The purpose of this project is to mitigate storm water flooding along the corridor and surrounding suburbs. The design of stage 3 now will allow the construction to continue following the completion of stage 2 currently on site. Stage 3 runs from Park Street South, Woodville to Jane Street (Glass Company). Stage 4 runs from Jane Street to Minnie Street/Arlington Terrace.	\$250,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Road Safety Improvements - Lancaster Avenue, Fulham Gardens Bid ID PBB-00000403	Council has received a number of complaints on Lancaster Avenue regarding driver behaviour and rat-running between Marlborough Street and Tapleys Hill Road. Council staff reviewed traffic counts undertaken on Lancaster Avenue, and identified weekday traffic volumes exceeding the desirable conditions for a local street, and 85th percentile speeds (being the speed that 85% of drivers are travelling at or below) approaching levels where intervention should be considered. Council staff proposes to consult and design on treatments in 2017/18, with installation of treatments planned for a budget bid application in 2018/19. Consultation will include working with Henley and Seaton High Schools to empower students to identify the negative driving behaviour and identify positive changes that can be made in their community.	\$20,000	New
St Clair Recreation Centre Precinct Upgrade 2017-2018 Bid ID PBB-00000405	St Clair Recreation Centre Precinct Upgrade 2017-2018 - Year 1 Upgrade of St Clair Recreation Precinct including recreation centre upgrade, improvements to car parking facilities, upgrade of passive recreation spaces which incorporates new skatepark and new regional play space (as identified within the	\$5,276,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	<p>Woodville Village Master Plan and revised Open Space Strategy), Renewal/upgrade to 14 tennis courts and sportsground reconfiguration.</p> <p>Total Project cost: Recreation Centre and surrounds \$25.77m; \$12.932m for council contribution \$12.838m Other contribution including asset sales.</p> <p>2017/18 Asset renewal Building, tennis courts/Open Space /Upgrade/Sportsfield reconfiguration design \$18.114m Income: State Government Funding : \$7.5m secured Other Funding incl asset sales \$5.338m</p> <p>2018/19 Asset Renewal Building, carpark, Brocas Ave Road/carpark & rock retaining wall, Open Space / reconfiguration design \$6.656m</p> <p>2019/20 Sportsground reconfiguration \$1.0m</p>		
New Paths Program 2017/18 Bid ID PBB-00000410	To Construct New Paths at locations requested by residents and prioritised by staff	\$200,000	New
Port Road Streetscape Improvement Bid ID PBB-00000413	Landscape works to support the civil works associated with the proposed drainage upgrades along Port Road from Old Port Road to Woodville Road.	\$1,675,500	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
2017/18 AMP Playground Integration Bid ID PBB-00000414	Ensure playground Asset Management Plan renewals are considered within the context of the reserve and the Open Space Strategy addressing integration issues within existing site where master plans do not exist. Scope includes the concept design, irrigation modifications, turf repair and incorporation of nature play principles; earth works/mounding, mature tree plantings, rocks/logs. Focus of Integration will be on the incorporation of nature play principles. Reserves included: Bunker Reserve, Dampier Reserve, Mooloola Reserve, Parfit Square, Rowley Park, Valentine Reserve.	\$90,000	Upgrade
Croydon Station South - Streetscape Project Bid ID PBB-00000421	- Construction of a new sealed footpath on the northern side of Euston Terrace, linking the steps at the eastern entrance to the outbound station platform to the Queen Street footpath. - Planting of the verge adjacent the new path. - Placemaking activities	\$15,000	New
Croydon Avenue and Garnet Street - Reserve and Streetscape Project - Stage 1 Design Bid ID PBB-00000422	Detailed design for Stage 1 of the Croydon Avenue and Garnet Street - Reserve and Streetscape Project (previously titled 'Croydon Link Masterplan'). Consultation and concept design for the Croydon Avenue and Garnet Street - Reserve and Streetscape Project is being undertaken in 2016/17.	\$15,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Backup Electrical Generator - Beverley Centre and Relief Centres Bid ID PBB-00000424	The project is for the purchase and installation of an electrical generator including existing switchboard alterations at the Beverley Centre The recent storm events demonstrated the vulnerabilities of Council properties at defined sites including the Beverley Centre. This project is for the purchase of a generator to ensure the Beverley Centre is operational during a power outage. This generator will be interchangeable between identified emergency relief centres and stormwater pump stations during emergencies to mitigate flood inundation	\$50,000	New
Open Space Water and Irrigation Strategy Implementation Bid ID PBB-00000425	Implementation of recommendations and outcomes of the Open Space Water and Irrigation Strategy	\$58,000	Upgrade
Coast Park Fencing - South Street to Gilmore Road Henley Beach Bid ID PBB-00000429	Erect fencing adjacent to the Henley South Coast Park to improve beach user safety, prevent dune damage and sand blow outs resulting from informal access paths created by foot traffic and illegal access through the dunes directly from car parks.	\$75,000	New
Coast Park Construction- Third Avenue to Terminus Street - Stage 2 Bid ID PBB-00000433	Completion of final stage of Coast Park	\$1,250,000	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Henley Memorial Oval Master Plan Bid ID PBB-00000435	Development of master plan for Henley Memorial Oval Reserve to guide future capital and asset renewal expenditure.	\$25,000	Upgrade
SAPN Street Light LED lamp replacement program Bid ID PBB-00000439	<p>This budget bid allocation will facilitate transitioning SA Power Networks (SAPN) street lighting assets to LED (Light Emitting Diode) technology. The business case for this project identifies significant energy and SAPN tariff cost savings and constitutes the largest greenhouse gas reduction opportunity for Council. The project plan identifies a four year roll out of LED lights across the City (including the resolution of issues arising from compliance mapping) and project management capacity.</p> <p>Also includes new and upgraded lights identified by customer requests including Veronica Lane, Margaret St Lane, Nelson Ave, Cooke Street Findon and other customer requests identified throughout the year.</p>	\$735,740	Upgrade
Rowing Course Reserves - Stage 4 : Scullers Reserve Bid ID PBB-00000457	Upgrade of Scullers Reserve, West Lakes.	\$260,000	Upgrade
Aquatic Reserve West Lakes Shore Reserve Furniture Bid ID PBB-00000468	To supply and install new park furniture to cater for four large community groups which are very active throughout the Aquatic Reserve complex, including the BMX track. This area does not have secure shade areas or bench seating located nearby.	\$68,000	New

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Parkway Reserve Playground and Irrigation Upgrade Bid ID PBB-00000473	To install a new playground and irrigation system in this large Reserve so that greater use of the open space can be made by parents and grandparents living nearby. In particular resident grandparents advise that Collins Reserve is too far away to take small children especially with the traffic on Valetta Road. Similarly, Glenwood Crescent is too far away also. A playground would attract a greater use of this Reserve and improved family participation in outdoor activity.	\$183,000	New
Carnegie Reserve - Reserve Clubroom Wet Area Upgrade 2017/2018 Bid ID PBB-00000480	Wet area upgrade at the Carnegie Reserve Clubrooms - The existing change rooms do not meet the needs of players and members of the club - Councillor request 17/33569	\$90,000	Upgrade
Radio Frequency Identification (RFID) Solution Bid ID PBB-00000482	Development and implementation of a complete Radio Frequency Identification (RFID) solution for the Charles Sturt Library Services	\$317,000	New
Maple Avenue - Footpath Maze Bid ID PBB-00000489	Installation of new fencing and new concrete pad on the two existing footpaths at the cul-de-sac of Maple Avenue, towards George Street, in Royal Park to create a maze which aims to provide physical barriers to deter motorcyclists from cutting through the existing footpath thus accesses the cul-de-sac.	\$20,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Disabled Access Shower and Toilet Facility - Henley Square 2017/2018 Bid ID PBB-00000490	Year 1 - \$20,000.00 - Design and Documentation for a new Disabled access shower, change and toilet facility at Henley Square, This bid is a result of a need which was identified by participants of an access beach trail/ fun day in February 2017. The work includes a change table, lifter, wash down facilities and a curtain for dignity. Year 2 - Cost of construction if not yet known but will be advised on completion of design and investigations	\$20,000	New
New Park Infrastructure Requests 2017/18 Bid ID PBB-00000491	To accommodate community requests for new park infrastructure ie: seats, bins, drinking fountains. A list of community requests is kept throughout the year, and then actioned in the following financial year, subject to budget.	\$20,000	New
Port Road Drainage - May Street Lateral Upgrade Bid ID PBB-00000493	The May Street lateral drain is a critical component of the Port Road Stormwater Upgrade Project. Scope of this project within 2017/18 is to carry out detailed design and hydraulic modelling of the May Street lateral upgrade and procure a contractor for construction. Future year's budgets are for the Construction of this lateral, as well as other lateral upgrades coming off of the Port Road Drainage - Stage 2.	\$200,000	Upgrade

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	2017/2018 - Design and commence construction of May Street Lateral drain including rail corridor works at Jervois Street. 2018/2019 - Complete construction of May Street lateral and Design Clovelly lateral 2019/2020 – Construct Clovelly lateral, investigate and Design Stroud St and other Laterals 2020/2021 – Construct Stroud St / other laterals		
Bicycle Parking, Access and Line Marking Improvements Bid ID PBB-00000495	Improvements and upgrades to bicycle parking facilities, bicycle links and line marking in various areas throughout the City of Charles Sturt. This will include more secure parking facilities at public transport locations and public attractions, and construction of bicycle links through road closures in the Bowden and Brompton area pending detailed design. Upgrades to line-marking and way-finding along the Outer Harbour Greenway will also be delivered as part of this budget.	\$61,000	New
	Total	\$25,658,970	

All capital projects submitted as part of budget bid process will be reviewed by Council following community consultation. Projects will be reviewed to ensure alignment with Community and Corporate Plan objectives and based on priority and ability to deliver within existing resources and LTFP parameters over the 2017/18 financial year.

How does Council propose to fund its program?

Although rates provide the main source of income for Council to fund its operations and infrastructure requirements, other source of revenue include:

Statutory Charges

Statutory Charges relate mainly to fees and fines levied in accordance with legislation and include development application fees, animal registrations, health act registrations and parking fines.

User Charges

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council facilities, library charges for photocopying, section 7 searches and fees for the operation of Council's Waste Management facility at Toogood Avenue, Beverley.

Grants

Grants include monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs.

Investment Income

Investment income includes interest on investments and rate arrears.

Reimbursements

This includes income from recouping specific costs of Council activities and private works.

Other Income

Other income relates to a range of unclassified items that do not fit within the main income categories.

Amounts for new/upgraded assets

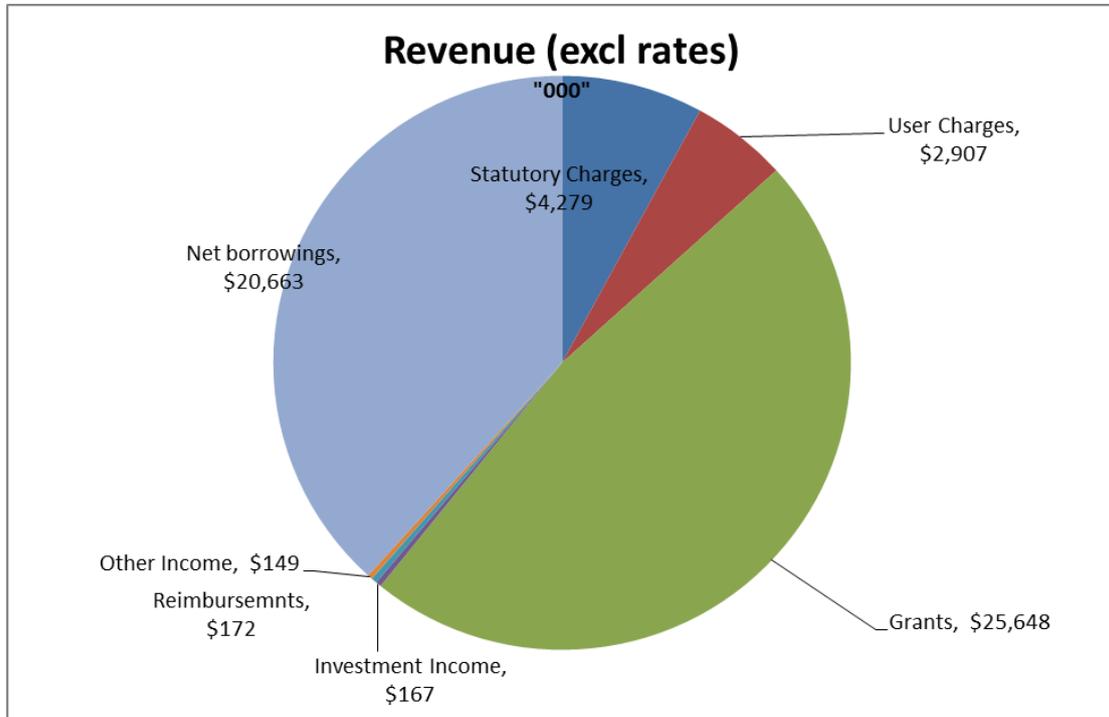
Amounts for new/upgraded assets include grants from State, Federal and community sources for the specific purpose of funding new capital expenditure.

Borrowings

Loan borrowings are considered an important source of funding for asset acquisition and upgrade. Ideally infrastructure backlog should be financed in the short term by an increase in debt to be repaid as soon as possible by current ratepayers. New capital expenditure should be financed by a long term increase in the volume of debt with the current generation only meeting interest payments on that debt.

Infrastructure renewal/replacement should be financed by rates with ratepayers in any year paying for the resources they consume.

Under the adopted high level LTFP parameters for 2017/18, Income from Other Operating income sources (excluding net rates) is projected to be \$15.403m. Net Borrowings are forecast to increase by \$20.6m (which includes new borrowings of \$21.5m to fund council's contribution towards the major new/upgrade projects).



What does this mean for rates?

Rates are Council's main source of income to deliver the services and maintain the infrastructure required by our community.

In the community there is always pressure to provide more services but it is important that this is balanced against the community's ability to pay today and into the future.

Rates are a form of property taxation and property values play an important part in determining how much each individual ratepayer contributes. As it is a system of taxation the rates paid may not directly relate to the services used by each ratepayer. Generally it is assumed the higher the value of the property relative to others in the community the higher the rates paid.

Local Government rates are based on:

- The value of the property
- A rate (in the dollar).

Under the Local Government Act 1999 councils may use one of three valuation methodologies:

1. **Capital value** - value of land and all improvements
2. **Site value** - value of land and any improvements which permanently affect the amenity of use of the land, such as drainage works but excluding value of buildings and other improvements, or
3. **Annual value** - valuation of the rental potential of the property.

The City of Charles Sturt, as with most other metropolitan councils, uses **Capital value**. This is because it is a well understood concept and most of us can relate fairly easily to the market value of our property.

In applying the principles of any taxation it is important that the 5 principles of taxation (equity, benefit, ability to pay, efficiency, simplicity) are balanced against the need to raise revenue and the effects of the tax on the community.

Rates are a property tax that provide an independent indication of the relative wealth of a ratepayer. The system of rate rebates, remissions and postponement is designed to enable issues of hardship and temporary incapacity to pay to be specifically targeted for special treatment amongst identified classes of ratepayer.

In determining how rates are applied and in determining the rate in the dollar Council's also have a number of options:

Single Rate. This is where the same rate in the dollar is applied to the value of properties from using a single rate in the dollar regardless of what the land is being used for.

Differential General Rate. This is where a council may charge a different rate in the dollar depending on whether the land is used for residential, commercial, primary production or other purposes.

A Minimum Amount. This provides a mechanism by which lower valued properties pay not less than a flat (minimum) amount determined by Council. No more than 35% of properties can be on the minimum.

Tiered Rates. This is where Council can adopt a tiered rating scale where rates can be altered for properties within specified valuation ranges.

A Fixed Charge. Under this system some revenue will be raised by applying a fixed charge (a flat amount) to all ratepayers to ensure everyone contributes a base equal amount. The remaining revenue is then collected from ratepayers based on the value of each ratepayers property.

Charles Sturt we uses a **differential rating system** with a **minimum** amount.

Valuation information on land use and property values for use in determining how much each ratepayer is levied is purchased from the Valuer General. A ratepayer may object to the valuation by the Valuer General in writing setting out the reasons for the objection within 60 days of receiving the notice of the valuation.

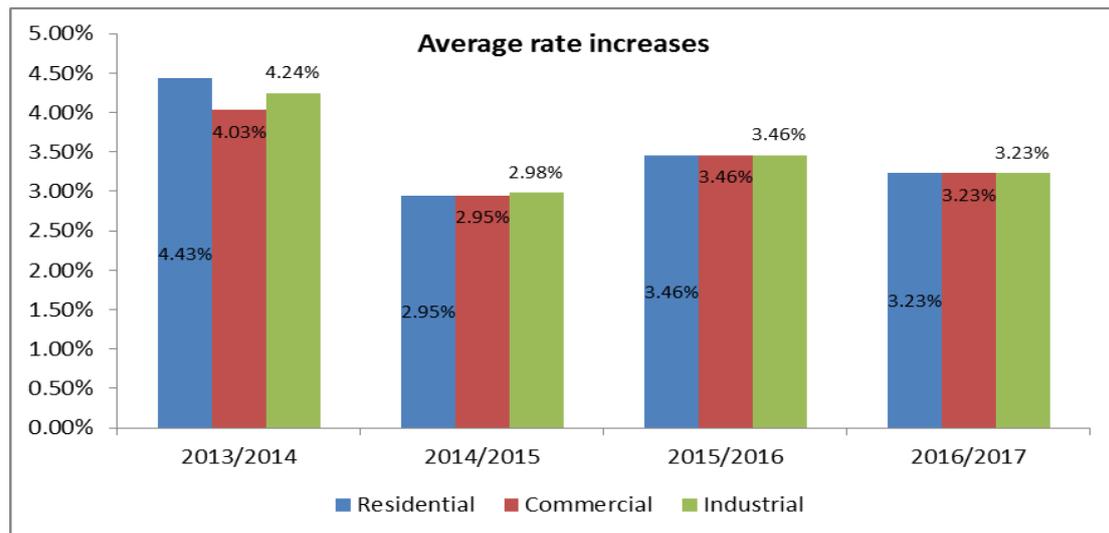
Although property valuations are used as an indicator of ability to pay rates, where property valuation increases across the city are inconsistent the effect of growth in one ratepayers property compared to others may lead that ratepayer to believe they are paying more than their fair share compared to others in the community. This can also be an issue where ratepayers are on fixed incomes and there is significant growth in the valuation of their property.

This is where rate rebates or remissions can be used. By targeting this rate relief Council endeavour to address potential inequities.

For 2016/17 the adopted LTFP forecasts we require a total rates increase of 2.7% (plus growth or forecast new properties of 1.2%) on 2016/17 to fund the high level parameters for the core service levels, projects and capital expenditure projected for 2017/18.

Although we are still to receive final valuations from the Valuer-General, based on modelling in previous years and general trends **we would expect the “typical” ratepayer for each land use category to pay an between a 2.0% and 3.0 % increase on 2016/17 rates.** This is against a forecast CPI (as provided by Access Economics for 2017/18 of 1.9% and wages growth for Charles Sturt wages of 2.0%). The All Groups Adelaide CPI for December 2016 was 1.3 % (Australia 1.5%) against a Local Government Price Index of 1.6% for the December quarter.

As with previous year’s rating strategies it is proposed to continue to increase the minimum rate to ensure we remain within the legislated maximum of 35% of properties.

Average rate increases since 2013/2014

Since 2013/14 the average residential rate increase has been approximately 3.52% with the industrial 3.42% and commercial land use categories 3.48%. Over the last 4 years Council has sought to ensure the relative distribution from all categories has been constant to ensure greater equity across all land uses in relative contributions. It is envisaged that this consistent relative contribution from all land use codes will continue and consequently the average increase from all land use codes will be uniform.

Proposed Rate Relief

To address any potential inequities in how the rates are levied across the city the following rate relief options are proposed:

Rate Capping

This option will provide relief where a ratepayer is levied an increase in rates greater than 12.5% (after considering other rebates) and ensure no ratepayer will pay any more than 12.5% on the previous year in "rates". This rebate would not apply where:

- The increase is due to an increase in valuation as a result of improvements greater than \$20,000
- The increase is as a result of a change in land use
- Ownership of the property has changed since July 2016
- The increase is applicable to land use categories of commercial, industrial, primary production, vacant land and other.

This rebate is effectively applicable to the residential land use category only

Residential construction

The vacant land rate in the dollar is usually three times higher than the residential rate and it is proposed to maintain that comparative for 2017/18. For the purposes of securing the proper development of the area a rebate however will be given to ratepayers who are assessed as vacant land as at 30 June 2017 but who build their new family home on that land and can demonstrate that they will live in this house for at least 1 year. If the footings are poured prior to 31 December 2017 a full rebate will be given. If the footings are poured after 31 December 2017 a 50% rebate will be granted.

Pensioner rebates – minimum rate

For pensioners and self-funded retirees who are on fixed incomes and who are on the minimum rate in 2017/18 we propose to continue the targeted rate rebate or remission we have had in place over previous years. This means those pensioners and self-funded retirees who are on the minimum in 2017/18 and who received a rebate in 2016/17 will continue to have their rates capped at the average increase for residential ratepayers.

Postponement of rates

In accordance with the new provisions of the Local Government Act 1999, persons who hold a current Seniors Card will be eligible to postpone any amount in excess of \$500 (\$125 per quarter) less any concession entitlement. Interest will accrue on postponed balances as per Section 182A (12) of the Act (ie with a premium of 1% over the cash advance debenture rate).

Hardship

Any ratepayer experiencing difficulties in meeting rates payments or experiencing financial hardship will be able to access payment plans tailored to meet their particular circumstances. All arrangements will be strictly confidential.

Measuring Achievement of the 2017/18 Annual Business Plan

Measuring performance is an important factor in ensuring Council is delivering on the community's aspirations as expressed in Charles Sturt's Community and Corporate Plan. For each key objective in the Corporate Plan, Council has identified a number of key indicators to measure and track our success.

This range of indicators, in addition to progress against our annual operating and capital project outcomes are monitored via regular reports presented to Council and through our Annual report.

1. **OUR COMMUNITY – A Strong and Connected Community**

Objective - Provide accessible social infrastructure and services that engage our diverse community

We will know our social infrastructure and services are highly valued and engaging by

- ❖ *Our community positively rates the provision of services and facilities.*
- ❖ *% of Charles Sturt residents are active library members.*
- ❖ *Membership of sporting facilities provided by Charles Sturt as a percentage of our population.*
- ❖ *The number of participant contacts at Council's community centres.*
- ❖ *The number of Community Care service outputs compared to our Commonwealth funding targets.*
- ❖ *The utilisation of Council owned halls is growing with an increase of 20% by 2020.*
- ❖ *Number of people participating in community programs.*

Objective - Capitalise on partnerships, build community resilience and sense of belonging

We will know our community feels connected and supported by

- ❖ *% of volunteer positions occupied.*
- ❖ *Number of total and unique website visits and disengagement rate within social media platforms.*
- ❖ *People have strong networks of support from family, friends and neighbours.*

Objective - Create opportunities for community leadership and civic participation.

We will know our community members are participating in active citizenship by

- ❖ *The number of new Australian Citizens conferred in CCS.*
- ❖ *Number of people (or % of population) participating in consultation projects.*
- ❖ *% of sports clubs participating in Council's professional development program.*
- ❖ *Voter turnout: % of eligible population voting in Council elections.*
- ❖ *Number of people and projects supported through Young Changemakers program.*

Objective - Educate and regulate to enable a safe and healthy environment.

We will know our proactive and compliance activities support positive health and safety outcomes by

- ❖ *Our citizens feel safe in their neighbourhood.*
- ❖ *% of immunisation coverage in Charles Sturt.*
- ❖ *% of dogs desexed compared to State average.*
- ❖ *% of building inspection policy quotas completed.*
- ❖ *% of food premises inspections that resulted in a Improvement Notice being issued.*

2. OUR LIVEABILITY –A Liveable City of Great Places.

Objective – An urban environment that is adaptive to a changing and growing City.

We will know our city is meeting the needs of a changing community by

- ❖ *Monitoring our population growth.*
- ❖ *The number of new dwellings that deliver housing choice in the City.*
- ❖ *Number of (or % increase/decrease in number of) development applications lodged.*

Objective – City assets and infrastructure are developed and well maintained on a strategic and equitable basis.

We will know our asset renewal is in line with Asset Management Plans and community needs by

- ❖ *Asset sustainability ratio.*
- ❖ *% of assets actually renewed in line with AMP renewal schedule.*

Objective - Create valued urban places that bring people together and reflect local character and identity.

We will know our city comprises vibrant and unique precinct by

- ❖ *Number of collaborative partners involved in delivering events funded by the Strategic Events Partnerships budget.*
- ❖ *Average participation in business association meetings.*
- ❖ *Annual designated place community satisfaction survey.*

Objective - Drive an integrated, responsive transport system and network**We will know our roads are safe and our citizens are exercising choice of travel mode by**

- ❖ % of population utilising non-car travel modes to travel to work.
- ❖ Public transport patronage.
- ❖ Number of motor vehicles per household.
- ❖ % of local roads with a 40km/h speed limit.
- ❖ Number road crashes (Council & all City roads) is reducing.

Objective - Enhance the quality and diversity of open and public spaces**We will know our public and open spaces are well maintained and utilised by**

- ❖ % of surveyed residents positively rating their satisfaction with our public spaces.
- ❖ % of residents that live within 300m of quality open space.
- ❖ % of programmed tree pruning completed.
- ❖ % of programmed reserve mowing completed

3. OUR ENVIRONMENT – An Environmentally Responsible and Sustainable City.**Objective - Continue to implement climate change mitigation and adaptation solutions.****We will know our adaption and resilience projects are progressing by**

- ❖ The Urban Heat Island project stage 1, is complete.
- ❖ Integration of climate change considerations into Asset Management Plans.
- ❖ Stage 3 AdaptWest is complete and adaptation pathways considered.

Objective - Enhance the state of the City's environment and biodiversity**We will know our biodiversity and tree canopy cover are improving by**

- ❖ Number of understory plants planted in biodiversity sites.
- ❖ % of tree canopy cover (city / public / private land).

Objective - Lead and educate to reduce the City's impact on the Environment and build resilience.**We will know our environmental management and efficiency is improving by.....**

- ❖ Decrease in the reliance of potable water.
- ❖ Decrease in waste sent to landfill.
- ❖ Stability or a reduction in our Green House Gas emissions.

4. OUR ECONOMY – An Economically Thriving City

Objective - Lead regional collaboration to promote the western Adelaide economy

We will know our strategic alliances are supporting the growth of our economy by

- ❖ *5% per annum increase in number of Western Region businesses participating in business development events.*
- ❖ *Increase in Gross Regional Product for the Western Region.*
- ❖ *Increase in tourism visitation and expenditure.*

Objective - Support and enable local business prosperity and growth

We will know our local businesses are growing by

- ❖ *Increase in Gross Regional Product (CCS).*
- ❖ *Increase in number of business in CCS.*
- ❖ *An increase in employment/output in identified growth sectors.*
- ❖ *Growth in annual employment numbers.*
- ❖ *% of surveyed Charles Sturt businesses satisfied with Council support for business.*
- ❖ *Net increase in the annual number of business start-ups.*

Objective - Facilitate an environment for a diversity of business and industry types.

We will know our industry sectors are diversifying by

- ❖ *% of employment in a range of sectors in CCS.*
- ❖ *Growth in annual development application value by sector.*

5. OUR LEADERSHIP – A Leading and Transformational Local Government Organisation

Objective - Be bold and innovative in our practices, leadership and decision making.

We will know our organisation is innovative and achieves business excellence by

- ❖ *Customer service satisfaction.*
- ❖ *Smart City gains.*
- ❖ *Identified reductions in Council business processes.*
- ❖ *We are achieving our key priorities.*

Objective - Adaptive and sustainable management of the City's finances

We will know our finances are sustainable by

- ❖ *Operating surplus ratio is $\geq 0\%$ and $< 15\%$.*
- ❖ *Net financial liabilities ratio is $< 100\%$.*
- ❖ *Asset sustainability ratio is $> 80\%$.*
- ❖ *\$ value of grants and co-funding received.*
- ❖ *Resident acceptance of Council rates as value for money.*

Objective - A collaborative, agile and high performing work place.

We will know our organisational culture is collaborative, agile and high performing by

- ❖ *85% of our Portfolios are demonstrating the benchmark level of constructive culture.*

Objective - Practise transparent and accountable governance.

We will know our organisation is transparent and accountable by

- ❖ *% of Council and Committee items considered in confidence.*
- ❖ *Number of website visits and interactions via our social media platforms.*
- ❖ *Biannual review of marketing and communications benchmarking survey.*
- ❖ *S270 review of decisions undertaken.*

Conclusion

The 2017/18 Annual Business Plan is presented in the context of the Council endorsed strategic directions for the City. The document reflects Council's continuing focus on ensuring that the physical infrastructure of the City is fit for use and maintained in a cost effective way. Through implementation of this year's Annual Business Plan, we aim to deliver to residents and ratepayers a well-managed, sustainable City environment for current, as well as future generations.

The City of Charles Sturt is looking for your input into its 2017/18 budget development process.

The Long Term Financial Plan models Council's financial performance over the next 10 years. Based on this modelling the high level parameters of the 2017/18 budget are set including the proposed total rates increase.

This public consultation process provides you with the opportunity to have your input into the detail and budget priorities for 2017/18 **before** the final budget and list of capital and operating projects are finalised by Council.

It also enables you to comment on the rates increase proposed and the trade-off between the level of rates required to fund additional services and infrastructure provided, as well as the potential distribution of rates across the City and any rate relief options we should consider or issues we should be aware of when we model our valuation data and determine the distribution of rates for 2017/18.

We encourage you to take part in this community involvement process and look forward to your input.

Submissions will be accepted by 5.00pm Thursday 11 May 2017, by email to: council@charlessturt.sa.gov.au or by mail to:

2017/18 Budget Consultation
City of Charles Sturt
PO Box 1
Woodville SA 5011

We also encourage you also to go to our website www.charlessturt.sa.gov.au where you are able to make on line submissions and ask any questions you may have regarding the Draft Annual Business Plan and any projects under review.

There will be a webinar on 10 May between 7pm and 8 pm which we also encourage you to be involved in.

All persons who want to make a submission to Council are invited to attend the Council meeting at 7.00pm on 24 April 2017 and be given the opportunity to address Council members on this Draft Annual Business Plan. You will need to contact Council on 8408 1213 (Brenda Julian) if you wish to make a deputation.

Attachment A**City of Charles Sturt Core Operational Services**

Below is a comprehensive listing of our core operational services as at June 2017.

Core Business	Key Outputs
Community Services	
<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> – Work with disadvantaged communities and other partners to provide support and to facilitate the coordination of services. – Manage the Community Benefit Donation Scheme – Assist community groups to seek out grant funding
<ul style="list-style-type: none"> • Youth Services 	<ul style="list-style-type: none"> – Provide support to the Youth Advisory Committee – Implement Council’s Youth Policy and Action Plan
<ul style="list-style-type: none"> • Crime Prevention 	<ul style="list-style-type: none"> – Implement the Crime Prevention Through Environmental Design principles
<ul style="list-style-type: none"> • Graffiti 	<ul style="list-style-type: none"> – Remove 15,600 square metres of graffiti from private property and bus shelters within 5 working days
<ul style="list-style-type: none"> • Community Centres 	<ul style="list-style-type: none"> – Provide support staff in Community Centres at Findon, Cheltenham, Henley & Grange, Bower Cottages and West Lakes; with 85,000 participants supported by 25,600 volunteer hours – Implement and deliver on actions in the ‘People, Programs, Partnerships and Places Strategy’
<ul style="list-style-type: none"> • Community Care – Transport 	<ul style="list-style-type: none"> – Assist 700 clients with transport. Provide 9,500 return trips to local shopping centres and social programs
<ul style="list-style-type: none"> • Community Care – Volunteers 	<ul style="list-style-type: none"> – Coordinate the efforts of approximately 550 volunteers supporting various community service programs and donating around 46,000 hours per year.

Core Business**Key Outputs****Community Services (cont.)**

- Community Care – Aged & Disability Services
 - Implement Council’s ‘Ageing in Charles Sturt’ action plan
 - Assist approximately 500 residents with 8,000 hours of domestic assistance.
 - Provide 250 residents with 30,000 hours of social support and activities
- Home Maintenance & Security
 - Provide 3,500 hours of home maintenance and security to approximately 1,700 clients

Contracted Services

- Cleaning Council Property
 - Manage the contract for the cleaning of Council property, Halls etc.
- Graffiti
 - Manage the contract for the removal of Graffiti from Council owned property
- Herbicide & Pesticide Spraying
 - Manage the contract for spraying of weeds by Contractors
- Kerb and Gutter replacement
 - Assist Engineering & Construction to manage the contract for kerb and gutter replacement work in conjunction with the Road Reseal Backlog program
- Litter Bins
 - Manage the contract for emptying the Street/Reserves/Foreshore litter bins, including bins on jetties
- Playground Maintenance
 - Manage the contract for maintenance of Council playgrounds
- Road Reseal Backlog Program
 - Assist Engineering & Construction to manage the contract for road reseal works
- Segmental Paved Footpaths
 - Assist Engineering & Construction to manage the contract for the installation of segmental paved footpaths
- Verge Mowing
 - Manage the contract for verge mowing which provides for mowing of verges on local roads up to 4 times per year and those on main roads up to 8 times per year.
- Waste Management
 - Manage the contract for waste management which provides for a weekly domestic waste collection, fortnightly recycling, fortnightly green waste service and an annual collection of hard waste.

Core Business***Admin/Governance***

- | Core Business | Key Outputs |
|---|---|
| <ul style="list-style-type: none"> • Research & Analysis | <ul style="list-style-type: none"> – Provide coordinated research and business analysis support to all business units – Provides leadership/management of demographics information, provides research and analysis for major projects and customer service management |
| <ul style="list-style-type: none"> • Information Systems | <ul style="list-style-type: none"> – Establish, maintain and support all of Council's IT and administrative systems – Maintain base property, street numbering and electoral roll information – Deliver property certification for land transfers and sales – Provide record management services for all administrative processes |
| <ul style="list-style-type: none"> • Financial Services | <ul style="list-style-type: none"> – Manage Council's requirements for financial reporting, processing and internal controls. – Manage administration of rates assessment book and collection of rates income – Manage council's loan portfolio |
| <ul style="list-style-type: none"> • Governance & Risk | <ul style="list-style-type: none"> – Provide risk management advice and services in relation to Council's operations, goods and services. – Ensure Council operates in line with good governance practices, legislative requirements and Council procedures. – Manage Council's fleet requirements – Provide procurement services, including tender preparation and evaluation – Provide support to Council Members – Manages the Work Health and Safety of our employees |
| <ul style="list-style-type: none"> • Human Resource Management | <ul style="list-style-type: none"> – Supports and guides organisational development that meets both the human resource needs of the organisation and the satisfaction and development needs of staff. – Ensure staff are paid accurately and on time – Manages Workers Compensation claims and employee rehabilitation programs |

Core Business**Key Outputs*****Admin/Governance (cont.)***

- Asset Management
 - Development of strategic asset management plans for all assets including identification of demand for services and the lifestyle costs for each asset.
- Sustainability Programs
 - Coordinate Council's environmental response by developing and implementing our environmental plan 'Towards One Planet Living: Greening the Western Suburbs'
 - Coordinate programs to reduce negative environmental impacts from Council operations, Coordinate programs to promote and facilitate environmental improvements by, and on behalf of, our community
 - Liaise with State and Federal Government representatives to ensure optimum access to funding and other assistance for environmental reforms
 - Provide educational and professional development opportunities for staff and Elected Members, to increase Council's capacity to implement environmental reforms over time

Customer Relations

- Corporate Promotions
 - Continue to develop the relationship between Council and our community
 - Communicate and promote Council's programs, events and activities
- Communications
 - Manage Council's communication activities including media liaison
 - Provide 4 Council newsletters 'Kaleidoscope'
 - Manage community events
 - Assist business units with undertaking effective community consultation
 - Management of Council's website and digital mediums

Core Business

- Customer Services

Key Outputs

- Process approximately 34,000 transactions per year and provide general information to the community on both Council and community issues
- Manage Council's call centre operations fielding approximately 128,000 calls per year with in an average of 21 seconds
- Monitor customer perceptions and satisfaction levels
- Process 9,000 customer requests for service

Engineering

- Road Maintenance

- Manage and maintain 557 kms of sealed local roads and associated infrastructure, including kerb and gutter
- Deliver projects in line with the approved Road Reseal/Reconstruction programs

- Footpath Maintenance

- Manage and maintain 940 kms of concrete, paved or asphalt footpaths
- Deliver projects in line with the approved New Footpath and Footpath Reconstruction programs
- Manage and maintain 337 kms of unsurfaced footpaths

- Drainage Maintenance

- Manage and maintain 7,000 side entry pits, 2,300 junction boxes and Council's stormwater drainage system
- Deliver projects in line with the approved Stormwater Management program
- Deliver projects in line with the approved Box Culvert Replacement program
- Deliver projects in line with the approved Pump Station Upgrade program
- Continue with the development of the Urban Stormwater Master Plan across the remainder of the City

- Foreshore Maintenance

- Manage and maintain 11.5 kms of foreshore

- Street Sweeping

- Main roads swept weekly, residential roads every 6 weeks, with additional autumn and coastal sweepings done weekly

Core Business

- Traffic Management

- Public Lighting

- Recycled water

Library Services

- Library Service

Open Space and Recreation

- Arboriculture

- Parks & Reserves Maintenance

- Open Space Planning
-
- Sporting Club Support

- Urban design Projects

Key Outputs

- Effectively respond to the community regarding the management of traffic and transport across the City

- Deliver projects in line with the approved Traffic Management program

- Effectively respond to the community regarding the provision of public lighting along Council managed roads, reserves and walkways.

- Maintain and operate council's recycled water system and wetlands

- Deliver a range of library products and services including access to print and audio visual collections and resources, community language collections, community information, internet and wireless service access, literacy programs, lifelong learning programs and recreational programs

- Service a membership of over 50,000 people, over 500,000 visits and 1 million loans annually

- Provide 5 branch libraries across the City plus a mobile library and home service

- Provide services and programs to Culturally and Linguistically Diverse Communities

- Deliver a selection of Council Customer Services, including a rate payment service

- Maintain Council's trees (street trees & reserves) including pruning 44,000 street trees once every two years

- Maintain 345 hectares of parks and reserves and council properties

- Natural Resource Management
- Environmental Management

- Maximise the use of Council's 70 sporting facilities and 4 clubrooms

- Provide support to around 65 sporting clubs operating on community land in the City

- Design and deliver endorsed open space landscape and public place projects

Core Business**Key Outputs*****Planning & Development***

- Development Assessment
 - Provide pre-lodgement advice and process Development Applications for approximately 4,000 projects per year
- Development Control
 - Inspect approximately 40% of approvals per year to ensure compliance with the Building Code of Australia and conditions of approval
- Development Compliance
 - Respond to complaints and identify illegal activity related to land use and planning conditions
- Planning Policy
 - Formulate planning policy that reflects the needs of the community and the State Planning Strategy and ensure Council's Development Plan is relevant and up to date

Property Services

- Property Management
 - Manage over 300 Council properties including commercial, community and residential properties. Manage the acquisition and disposal process of properties. Manages the upgrades of Council owned buildings
- Property Maintenance
 - Maintain and repair Council property including bus shelters, public toilets, playgrounds and administration, recreation and sporting facilities
- Rapid Response
 - Attend to over 5,000 customer requests per year to make the roads and footpaths safe for residents, undertake minor pruning of street trees and collect dumped litter and waste
- After Hours Callout
 - Attend customer requests after hours between the hours of 4.00pm and 7.00 am 7 days a week

Core Business***Public Health & Safety***

- Compliance

Key Outputs

- Respond to approximately 5,800 complaints regarding parking, dogs, Local Government Act, Metropolitan Fire Services Act and general by-law issues
 - Respond to approximately 1,000 complaints in relation to trees overhanging footpaths, overgrown grass, rubbish dumped on Council land and illegal backyard burning
 - Respond to approximately 1,100 abandoned vehicle complaints and make arrangements for approximately 100 vehicles to be towed away
 - Undertake School Safety Program to address safety related parking offences around 58 schools within the City
 - Implement Council's by-laws and administer various legislation through education, encouragement and enforcement
 - Undertake enforcement patrols throughout the city in relation to illegal parking
- Animal Management
 - Ensure compliance with the Dog & Cat Management Act, by handling complaints regarding barking dogs, wandering at large, dog attacks and other dog related complaints
 - Maximising dog registration - register 16,000 dogs per year
 - Implement the Urban Animal Management Plan
 - Impound approximately 900 dogs
 - Investigate approximately 150 dog attacks
 - Investigate approximately 50 barking dog complaints
 - Receive 220 barking dog enquiries
 - Respond to approximately 1,000 dogs wandering at large complaints
 - Respond to approximately 550 other complaints relating to dogs
 - Conduct compliance patrols for dog related issues particularly in high usage areas such as the foreshore and Linear Park

Core Business

- Environmental Health

Key Outputs

- Undertake inspections of approximately 750 food premises in line with the Australian Food Safety Assessment system
- Inspect and audit approx 44 cooling towers
- Inspect and undertake water quality analysis of 20 public swimming pools and spa facilities
- Provide education material to 110 hairdressing and beauty salons
- Respond to approximately 350 public health complaints
- Respond to approximately 50 food complaints
- Provide rat bait for approximately 1,000 households
- Destroy approximately 200 European Wasp Nests
- Administer approximately 6,500 vaccines to clients attending 140 public clinics, 10 High School clinics.
- Investigate approximately 50 incidents of stormwater pollution
- Assist in the development and implementation of Council's water strategy with a particular focus on water quality and community education initiatives

- Immunisation

- Environmental Management

Urban Projects

- Cultural Development

- Deliver cultural projects and promote the value of built heritage
- Support community and cultural groups to preserve and build cultural identity
- Advocate for inclusion and recognition of Kurna heritage and role of Kurna Meyunna as the custodians of the City of Charles Sturt

- Economic Development

- Support the growth of local employment and export opportunities by engaging with major local businesses through the Western Business Leaders group and facilitating programs and initiatives.
- Work collaboratively with the Western Region Councils through the Western Alliance to promote and facilitate economic development outcomes and grow local employment

Core Business

- Major Projects

Key Outputs

- Facilitate Council's response to major projects and identify value adding opportunities to optimise outcomes
- Identify and promote economic development opportunities through major urban development projects

Attachment B

Long Term Financial Plan

Executive Summary

This document details the City of Charles Sturt's current financial position and outlook to 2026/27 as at January 2017.

The key issues arising from these Long Term Financial Plan estimates are:

- A strong alignment with Council's Community and Corporate Plan.
- Achievement of an ongoing sustainable operating surplus position
- An ongoing commitment to asset rehabilitation and replacement to ensure the proper management of the community's infrastructure assets.
- A commitment to the long term sustainability of Council operations by ensuring all key financial indicator benchmarks are met for key ratios such as operating surplus, net financial liabilities and asset sustainability ratio.
- The use of debt as a means of funding new asset and upgrade works. Debt levels will be within the constraints of ensuring Council's net financial liabilities (Council's total indebtedness, which includes all of Council's obligations including provisions for employee entitlements and creditors) is less than 100% of Council's total operating revenue and/or council's net interest expense is less than 10% of council's total operating revenue.
- The Long Term Financial Plan estimates are predicated on achieving ongoing operational efficiencies.

The Long Term Financial Plan forecasts have been prepared using anticipated CPI movements over the outlook period based on forecasts provided by Deloitte Access Economics as at January 2017.

LTFP

The Long Term Financial Plan estimates are presented as a series of reports comprising the following:

- Estimated Comprehensive Income Statement
- Estimated Balance Sheet
- Estimated Cash Flow Statement
- Summary Statement including financing transactions

These are detailed in [Schedule B](#)

A number of assumptions have been made in constructing the LTFP estimates and these are detailed in [Schedule A](#).

Financial Indicators

A series of Key Financial Indicators tabled by the LGA for the local government industry have been identified and included in the suite of reports. These indicators are:

- Operating surplus/deficit
 - This is an indication of whether Council's operations are generating an operating surplus or deficit. An operating surplus indicates the extent to which operating revenue is sufficient to meet all of Council's operating expenses and therefore not transferring a burden that will need to be met by future ratepayers. For the planning period council continues to forecast a break even position.

- Operating surplus ratio
 - This ratio expresses the operating surplus/deficit as a percentage of operating Income and where the ratio is negative indicates the percentage in operating income required to achieve a break even operating result. Ideally Council should be aiming to achieve a breakeven operating surplus ratio and over the forecast period council has continued to budget for this outcome.

- Net financial liabilities ratio
 - This ratio indicates the extent to which the net financial liabilities of Council or its total indebtedness can be met by Council's total operating revenue. Net financial liabilities measure a council's indebtedness. It is a broader measure than net debt as it includes all of a council's obligations including provisions for employee entitlements and creditors. Net financial liabilities equals total liabilities less financial assets where financial assets include cash, investments, loans to community groups, receivables and prepayments. The target for the ratio should be greater than zero but less than 100%.

- Interest cover ratio
 - This ratio indicates the extent to which Council's commitment to interest expenses can be met by total operating revenues. A ratio of less than 10% is considered a reasonable limit to ensure net interest costs can be met comfortably by operating revenues.

- Asset sustainability ratio
 - This ratio indicates whether Council's capital expenditure on renewal/replacement of existing assets is what is needed to cost effectively maintain services levels as prescribed in Council's adopted Asset Management Plans (AMP). Council strives for a ratio >80%.

Commentary

Long Term Financial Plan

The Statement of Comprehensive Income forecasts small operating surpluses over the forecast period (operating surplus ratio is 0% or greater) as Council ensures it sustains its relative break even position.

A break even operating position ensures that Council's total operating revenues can meet total operating costs. Running operating deficits is not sustainable or equitable in the long term as it results in services consumed by current ratepayers being paid for by future ratepayers.

Over the next 5 years total net rate increases (based on the assumptions detailed in **Schedule A**) and excluding growth estimates for new developments from 2017/18 are projected to be rate increases of 2.7%, 4.0%, 3.0%, 3.0%, and 2.5% until 2021/22.

This is between 0% and 1.9% greater than the forecast CPI over the next 5 years and reflective of the Local Government basket of goods and increasing cost pressures with imposed legislation, utilities, governance and infrastructure material costs as well as an increased new and upgrade capital program over the next 2 years which includes Port Road Drainage, St Clair Recreation centre upgrade, the waste recycling centre.

The Balance Sheet forecasts an increase in total assets from \$1.17b in 2017/18 to \$1.374b in 2026/27. Over the planning period total liabilities are expected to increase from \$76.27m in 2017/18 to \$96.5m in 2020/21 and then reduces to \$33.9m in 2026/27 as the impact of borrowings reduces with the increasing ability of rates levied available to fund capital expenditure over and above depreciation without increasing Council's level of net financial liabilities or total debt. Borrowings are increased to address forecast new/upgrade capital expenditure requirements. With the completion of Water Proofing the West stage 1 for which the loan borrowings were drawn down on a cash advance debenture with variable interest only has now converted \$10m of that loan to principal and interest loan over the life of the asset at 3.85%. Loan borrowings therefore are forecast at \$49.23m in 2017/18 (assuming completion of incomplete projects or works in progress from 2016/17), increasing to \$68.5m in 2020/21 and then reducing down to \$5m in 2025/27.

Council's total equity or net assets is forecast to increase from \$1.093b in 2017/18 to \$1.34b in 2026/27.

Key Performance Indicators

The Key Financial Indicators support a positive forward outlook and adherence over the longer term to Council's Budget Principles and financial sustainability of Council operations.

Council continues to sustain its break even operating position without imposing an additional rates burden on future ratepayers.

The Operating Surplus ratio is positive over the planning period demonstrating that Council has the ability to reduce its net financial liabilities with an increasing percentage of total rates available to fund capital expenditure over and above depreciation expenses.

The Net Financial Liabilities ratio increases from 55.5% in 2017/18 to 60.6% in 2019/2020 and then reduces to 11.3% in 2026/27, well within the 100% ceiling.

Net borrowings as a percentage of income increases from 42.3% to 51.7% in 2020/21 and then reduces to 3% in 2026/2027. (For a ratepayer earning \$80,000 per annum this would equate to net borrowings of \$41,360 on their home).

The interest cover ratio is also well within the accepted benchmark of 10% rising to a maximum ratio of 2.23% in 2019/20.

In line with Council's ongoing commitment to capital expenditure, spending on renewal/replacement of existing assets is targeted at > 80% of what is forecast in the adopted asset management plans, as is evidenced by the asset sustainability ratio. Ideally council should be spending 100% of what is prescribed in the asset management plans but realistically following consultation and taking account of projects which for a variety of reasons remain incomplete at each year end, 80% is more reflective of actual performance.

One should appreciate that forecasts for capital are based on currently available information and recognise that staff planning is more accurate over the first 4 year planning period with the level of capital expenditure most difficult to predict especially for new/upgrade components. These estimates will continually be revisited based on competing priorities.

The Indicators enable an assessment of Council's long term financial performance and position and are used to guide its decision making based on the assumptions contained in the modelling. The LTFP allow council to position itself using the benchmarks for sustainability indicators as a guide to ensure that anticipated services and infrastructure projects can be met without significant rates increases or disruptive cuts to services.

Long Term Financial Plan 2017-2026

Schedule A – Assumptions

General Assumption Drivers

The Long Term Financial Plan is prospective information. Actual results are likely to vary from the information presented and the variations are likely to be material. The delineation of the Long Term Financial Strategy is financial forecast information; consequently the information presented is prepared on the basis of best estimate assumptions as to future events which Council expects are likely to take place. These estimates arise from information known as at 31 January 2017.

Rateable Property Growth has historically approximated 0.75%-1% per annum. Over the 10 year forecast it is anticipated to average 1.3% or approximately 750 new properties per annum. These growth forecasts are provided by our Planning and Development Department each year.

HAF (Housing Affordability Fund) project funding has been excluded from this model as it is anticipated to be operating income/expense neutral.

Salary and Wage forecasts for the next 10 years are based initially on anticipated Enterprise Bargaining agreement increments until July 2021 and thereafter based on Deloitte Access Economics SA average weekly earnings growth projections.

CPI Forecasts are based upon Deloitte Access Economics SA CPI projections and this expert, independent organisation has stated that their current CPI forecasts are;

Year ended 30 June:	2016	Audited	Actual				
	2017	This Year	Estimate	Growth	CPI	Wages	Materials
	2018	Long Term Financial Plan	Year 1	1.2%	1.9%	2.0%	1.9%
	2019		Year 2	1.1%	2.1%	2.0%	2.1%
	2020		Year 3	1.2%	2.1%	2.0%	2.1%
	2021		Year 4	1.4%	2.3%	3.4%	2.3%
	2022		Year 5	1.5%	2.5%	3.3%	2.5%
	2023		Year 6	1.5%	2.4%	3.1%	2.4%
	2024		Year 7	1.5%	2.2%	2.7%	2.2%
	2025		Year 8	1.4%	2.2%	2.5%	2.2%
	2026		Year 9	1.4%	2.5%	2.6%	2.5%
	2027		Year 10		1.0%	2.5%	2.8%

Waste Costs are anticipated to rise by an additional \$900,000 pa from 2021-22 for the subsequent 5 years due to new bin replacement contract being factored into the waste collection contract.

This equates to a total additional cost of \$4.5m over 5 years being the replacement of the blue and green bins throughout Council.

The Long Term Financial Plan provides for \$446,000 annual Waste Contract savings per year associated with reductions in both Kerbside Collections and Recyclables Collections. These Kerbside Collection Contract savings however will be eroded partially over the next three years by approximately \$314.6 K per annum as the EPA Levy progressively increases from \$76 per tonne to \$103 per tonne in 2019-20.

Operating grants for Roads to Recovery Federal Assistance funding cease to have a prepaid component in 2017/18 reducing from \$2.8m in 2016/17 to \$847.9k in 2017/18 and 2018/19.

Rate Revenue base is anticipated to be eroded by approximately \$1,000,000 over the next two years due to migration of 1,170 South Australian Housing Trust properties to two Housing Association providers. These properties once under Housing Association managed ownership will become eligible for a 75% mandatory rebate.

Electricity Costs are anticipated to rise by 33% over 2017-18 largely due to residual impact of a new public lighting contract which took effect in 2016-17.

The operating impact of the Recycling and Waste Centre upgrade is anticipated to be neutral with completion of any facility upgrade to be funded by a new charging regime which is expected to cover incremental costs.

The Model assumes the Recycled Water Business will achieve a breakeven position in 2024-2025, post depreciation expenses relevant to the Water Business Unit.

Internal recycled water revenues are treated as a saving in operating expenses with the net margin on internal sales approximating the net margin between SA potable costs and costs of producing our own water.

Finance charges on actual committed 10 year Fixed Loan of 10 Million Dollars attracts an effective interest rate of 3.85% per annum on a 10 year fixed rate. Finance Costs for unfixed loans are assumed to attract an effective interest rate of 4.1% being an average of the current offering of 4.45% for an LGFA 10 Year Fixed Rate Loan and 3.75% for the Current Cash Advance Debenture Rate.

An additional 1 FTE from Council endorsed Annual Operating Projects from 2016/17 has been factored into the recurrent FTE base establishment from 2017 -2018.

Depreciation in this model is anticipated to grow in approximate proportion with Total Rate Rises over the 10 year timeframe. Depreciation is a non-cash-flow item that represents an allocation of predominantly historical costs over the useful lives of the assets, rather than an estimate of future costs.

As per Council's endorsed Budget Principles the model is structured such that there is no reliance on gains made from asset sales to fund core services. If sales are realised the revenue will be applied as per the policy to reducing debt or to fund specific projects as determined by council resolutions.

Operating cash surpluses will be used when possible to fund Capital Expenditure on Renewal & Replacement and then New & Upgraded Assets. The balance of available surplus funds will be used to retire debt or minimise the use of new debt.

Forecasts for asset renewal capital expenditure is derived from Council's adopted asset management plans (AMP). AMP's are reviewed on an annual cycle and then presented to Council including detail of a rolling 4 year renewal program.

New/Upgrade forecasts are based on current Strategic Management Plans and Council in principle adopted projects. These projects will be presented to Council at the workshop 6 March 2017.

The increase in loans is largely due to the escalation in the forecast new/upgrade capital expenditure associated with Port Road Flood Mitigation program and the inclusion of several new major projects identified below for Council’s expected contribution to the total project expenditure:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	
Net Capital Budget (Council contribution)											
Port Road Drainage (PRD)stage 2 including median upgrade	\$10,376	\$4,661	\$2,535	\$1,000							New/Upgrade
PRD Stages 3 and 4	\$250	\$250	\$3,000	\$5,000	\$5,000	\$5,000					New/Upgrade
Other catchments - Trimmer/Meakin	\$0	\$0	\$0	\$0	\$0	\$250	\$250	\$5,000	\$5,000	\$5,000	New/Upgrade
TOTAL	\$10,626	\$4,911	\$5,535	\$6,000	\$5,000	\$5,250	\$250	\$5,000	\$5,000	\$5,000	
St Clair Recreation Precinct Upgrade	\$5,276	\$6,656	\$1,000								New/Upgrade
West Lakes Hub Centre	\$2,000	\$2,000									New/Upgrade
Coastal Rockwall Reconstruction	\$817										Renewal

Over the forecast 10 year period Stormwater Mitigation projects for stage 2 are included for a net \$18.571m representing Council’s contribution to Port Road Flood Mitigation stormwater and lateral upgrades. \$34m is provided for stage 3, 4 and other catchments over 10 years.

It is assumed capital works projects carried forward from 2016/17 of \$7.4m will be reduced to \$5.0m in 2017/18, ready for commissioning from 1 July 2018. It is also assumed there is approximately \$6m in carry forward budgeted capital works (\$8.8m in 2016/17) in progress for all forecast years which has been factored into projections on forecast for borrowings, interest expenses and depreciation.

Infrastructure Assets are revalued every 5 years in line with CPI forecasts for future years, noting that actual revaluations are undertaken as per accounting standards.

Annual Operating projects or service level increase are \$2.1m in 2017/18 (less than in previous iterations of the LTFP), escalating by 2.5% to 3% pa to 2026/27.

Significant Assumption Risks:

Interest Rate Risk

Interest Rate Risk is significant when Financial Liabilities exceed approximately \$80 Million such that a 1.4% interest rate rise would require approximately an additional 1% increase in rate revenue.

Wage Growth Index Forecast Risk

With employee costs comprising approximately 35% of total operating expenditure a 1% error in anticipated wage growth can result in a \$439,000 misstatement in the 2018 operating result and up to a \$545,000 misstatement in the 2027 year.

Schedule B

**City of Charles Sturt
Long Term Financial Plan Model - Scenario 2
ESTIMATED COMPREHENSIVE INCOME STATEMENT**

Year Ended 30 June:	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Estimate	Plan									
		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)
INCOME											
Rates	100,448	103,606	108,641	113,201	118,122	122,838	127,621	132,334	137,090	142,429	147,409
Statutory Charges	4,150	4,279	4,416	4,562	4,731	4,920	5,112	5,301	5,492	5,706	5,906
User Charges	2,622	2,907	3,198	3,505	3,735	3,976	4,220	4,466	4,716	4,982	5,255
Grants, subsidies, contributions	9,500	7,729	7,891	8,057	8,242	8,448	8,651	8,841	9,036	9,262	9,494
Investment Income	164	167	171	175	179	183	187	191	195	200	205
Reimbursements	169	172	176	180	184	189	194	198	202	207	212
Other Income	48	149	152	155	159	163	167	171	175	179	183
Total Revenues	117,101	119,009	124,645	129,835	135,352	140,717	146,152	151,502	156,906	162,965	168,664
EXPENSES											
Employee costs	40,456	41,345	42,225	43,121	44,633	46,303	47,936	49,529	51,066	52,693	54,466
Materials, contracts & other expenses	43,887	44,993	46,004	47,123	49,406	51,117	53,022	55,128	57,270	59,637	61,972
Depreciation	27,580	29,096	33,661	35,013	37,221	38,484	40,966	42,667	45,593	49,189	49,398
Finance Costs	1,320	2,035	2,003	2,839	2,886	2,800	2,640	2,498	1,843	1,267	711
Total Expenses	113,243	117,469	123,893	128,096	134,146	138,704	144,564	149,822	155,772	162,786	166,547
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	3,858	1,540	752	1,739	1,206	2,013	1,588	1,680	1,134	179	2,117
Amounts specifically for new assets	4,561	17,919	9,319	0	0	0	0	0	0	0	0
Physical resources free of charge	2,625	200	200	200	200	200	200	200	200	200	200
NET SURPLUS/(DEFICIT)	11,044	19,659	10,271	1,939	1,406	2,213	1,788	1,880	1,334	379	2,317
Other Comprehensive Income											
Changes in revaluation surplus - IPP&E	1	0	0	80,476	0	19,976	0	0	98,363	0	24,027
Total Other Comprehensive Income	1	0	0	80,476	0	19,976	0	0	98,363	0	24,027
TOTAL COMPREHENSIVE INCOME	11,045	19,659	10,271	82,415	1,406	22,189	1,788	1,880	99,697	379	26,344

City of Charles Sturt											
Long Term Financial Plan Model - Scenario 2											
ESTIMATED BALANCE SHEET											
Year Ended 30 June:	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Estimate	Plan									
		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)
ASSETS											
Current Assets											
Cash & Equivalent Assets	2,501	538	2,470	4,379	6,601	6,487	9,233	7,869	4,085	3,736	3,005
Trade & Other Receivables	9,500	9,671	9,859	10,054	10,276	10,524	10,772	11,011	11,254	11,531	11,802
Inventories	60	65	65	65	65	65	65	65	65	65	65
Sub-total	12,061	10,274	12,394	14,498	16,942	17,076	20,070	18,945	15,404	15,332	14,872
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	12,061	10,274	12,394	14,498	16,942	17,076	20,070	18,945	15,404	15,332	14,872
Non-Current Assets											
Equity Accounted Investments in Council Businesses	196	196	196	196	196	196	196	196	196	196	196
Infrastructure, Property, Plant & Equipment	1,109,858	1,154,554	1,177,167	1,259,821	1,262,174	1,280,714	1,276,331	1,263,689	1,353,221	1,340,466	1,353,959
Other Non-Current Assets	7,425	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Non-Current Assets	1,117,478	1,159,750	1,182,363	1,265,017	1,267,370	1,285,910	1,281,527	1,268,885	1,358,417	1,345,662	1,359,155
Total Assets	1,129,539	1,170,024	1,194,757	1,279,515	1,284,312	1,302,986	1,301,597	1,287,830	1,373,821	1,360,994	1,374,027
LIABILITIES											
Current Liabilities											
Trade & Other Payables	16,650	16,878	16,973	17,115	17,249	17,588	17,715	17,974	18,192	18,427	17,180
Borrowings	837	870	904	939	3,975	4,513	16,053	14,093	13,636	12,248	0
Provisions	9,328	9,218	9,407	9,461	9,601	9,660	9,806	9,888	9,990	10,109	10,212
Sub-total	26,815	26,966	27,284	27,515	30,825	31,761	43,574	41,955	41,818	40,784	27,392
Total Current Liabilities	26,815	26,966	27,284	27,515	30,825	31,761	43,574	41,955	41,818	40,784	27,392
Non-Current Liabilities											
Borrowings	27,731	48,361	62,457	64,518	64,543	60,030	44,977	30,884	17,248	5,000	5,000
Provisions	900	945	993	1,044	1,100	1,162	1,225	1,290	1,357	1,433	1,514
Total Non-Current Liabilities	28,631	49,306	63,450	65,562	65,643	61,192	46,202	32,174	18,605	6,433	6,514
Total Liabilities	55,446	76,272	90,734	93,077	96,468	92,953	89,776	74,129	60,423	47,217	33,906
NET ASSETS	1,074,093	1,093,752	1,104,023	1,186,438	1,187,844	1,210,033	1,211,821	1,213,701	1,313,398	1,313,777	1,340,121
EQUITY											
Accumulated Surplus	448,337	467,996	478,267	480,206	481,612	483,825	485,613	487,493	488,827	489,206	491,523
Asset Revaluation Reserve	625,756	625,756	625,756	706,232	706,232	726,208	726,208	726,208	824,571	824,571	848,598
TOTAL EQUITY	1,074,093	1,093,752	1,104,023	1,186,438	1,187,844	1,210,033	1,211,821	1,213,701	1,313,398	1,313,777	1,340,121

City of Charles Sturt											
Long Term Financial Plan Model - Scenario 2											
ESTIMATED CASH FLOW STATEMENT											
Year Ended 30 June:	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Estimate	Plan									
		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)
CASH FLOWS FROM OPERATING ACTIVITIES											
<u>Receipts</u>											
Rates	100,448	103,606	108,641	113,201	118,122	122,838	127,621	132,334	137,090	142,429	147,409
Statutory Charges	4,150	4,279	4,416	4,562	4,731	4,920	5,112	5,301	5,492	5,706	5,906
User Charges	2,622	2,907	3,198	3,505	3,735	3,976	4,220	4,466	4,716	4,982	5,255
Grants, subsidies, contributions	9,491	7,808	7,883	8,090	8,257	8,502	8,669	8,881	9,069	9,298	9,532
Investment Income	164	167	171	175	179	183	187	191	195	200	205
Reimbursements	169	172	176	180	184	189	194	198	202	207	212
Other Income	48	149	152	155	159	163	167	171	175	179	183
<u>Payments</u>											
Employee costs	(40,456)	(41,345)	(42,225)	(43,121)	(44,633)	(46,303)	(47,936)	(49,529)	(51,066)	(52,693)	(54,466)
Materials, contracts & other expenses	(43,216)	(45,086)	(45,852)	(47,104)	(49,313)	(50,959)	(52,952)	(55,001)	(57,159)	(59,520)	(63,344)
Finance Costs	(1,320)	(2,035)	(2,003)	(2,839)	(2,886)	(2,800)	(2,640)	(2,498)	(1,843)	(1,267)	(711)
Net Cash provided by (or used in) Operating Activities	32,100	30,622	34,557	36,804	38,535	40,709	42,642	44,514	46,871	49,521	50,181
CASH FLOWS FROM INVESTING ACTIVITIES											
<u>Receipts</u>											
Amounts Specifically for New/Upgraded Assets	4,561	17,919	9,319	0	0	0	0	0	0	0	0
<u>Payments</u>											
Expenditure on Renewal/Replacement of Assets	(26,559)	(27,685)	(26,671)	(25,764)	(28,083)	(25,024)	(27,549)	(25,863)	(28,171)	(27,522)	(27,292)
Expenditure on New/Upgraded Assets	(14,616)	(45,907)	(29,403)	(11,227)	(11,291)	(11,824)	(8,834)	(3,962)	(8,391)	(8,712)	(11,372)
WIP Adjustment	0	2,425	0	0	0	0	0	0	0	0	0
Net Cash Provided by (or used in) Investing Activities	(36,614)	(53,248)	(46,755)	(36,991)	(39,374)	(36,848)	(36,383)	(29,825)	(36,562)	(36,234)	(38,664)
CASH FLOWS FROM FINANCING ACTIVITIES											
<u>Receipts</u>											
Proceeds from Borrowings	7,200	21,500	15,000	3,000	4,000	0	1,000	0	0	0	0
<u>Payments</u>											
Repayments of Borrowings	(500)	(837)	(870)	(904)	(939)	(3,975)	(4,513)	(16,053)	(14,093)	(13,636)	(12,248)
Net Cash provided by (or used in) Financing Activities	6,700	20,663	14,130	2,096	3,061	(3,975)	(3,513)	(16,053)	(14,093)	(13,636)	(12,248)
Net Increase/(Decrease) in cash held	2,186	(1,963)	1,932	1,909	2,222	(114)	2,746	(1,364)	(3,784)	(349)	(731)
Opening cash, cash equivalents or (bank overdraft)	315	2,501	538	2,470	4,379	6,601	6,487	9,233	7,869	4,085	3,736
Closing cash, cash equivalents or (bank overdraft)	2,501	538	2,470	4,379	6,601	6,487	9,233	7,869	4,085	3,736	3,005

City of Charles Sturt											
Long Term Financial Plan Model -Scenario 2											
SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS											
Year Ended 30 June:	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Estimate	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
Operating Revenues	117,101	119,009	124,645	129,835	135,352	140,717	146,152	151,502	156,906	162,965	168,664
<i>less Operating Expenses</i>	113,243	117,469	123,893	128,096	134,146	138,704	144,564	149,822	155,772	162,786	166,547
Operating Surplus/(Deficit) before Capital Amounts	3,858	1,540	752	1,739	1,206	2,013	1,588	1,680	1,134	179	2,117
Less: Net Outlays on Existing Assets											
Capital Expenditure on Renewal/Replacement of Existing Assets	26,559	27,685	26,671	25,764	28,083	25,024	27,549	25,863	28,171	27,522	27,292
<i>less Depreciation, Amortisation & Impairment</i>	27,580	29,096	33,661	35,013	37,221	38,484	40,966	42,667	45,593	49,189	49,398
	(1,021)	(1,411)	(6,990)	(9,249)	(9,138)	(13,460)	(13,417)	(16,804)	(17,422)	(21,667)	(22,106)
Less: Net Outlays on New and Upgraded Assets											
Capital Expenditure on New/Upgraded Assets	14,616	45,907	29,403	11,227	11,291	11,824	8,834	3,962	8,391	8,712	11,372
<i>less Amounts Specifically for New/Upgraded Assets</i>	4,561	17,919	9,319	0	0	0	0	0	0	0	0
	10,055	27,988	20,084	11,227	11,291	11,824	8,834	3,962	8,391	8,712	11,372
Net Lending / (Borrowing) for Financial Year	(5,176)	(25,037)	(12,342)	(239)	(947)	3,649	6,171	14,522	10,165	13,134	12,851

In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

Attachment C – Capital Renewal Projects

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
<p>Moredun Reserve - Demolish existing and install a new automated public toilet</p> <p>Bid ID PBB-00000279</p>	<p>Demolish the existing public toilet and install a new automated public toilet. The existing public toilet block is in poor condition, The new section of the coast path will be constructed which will run past this reserve and new toilet facilities would enhance this development.</p>	<p>\$195,000</p>	<p>Renewal</p>
<p>Council Building - Civic Centre Air Conditioning Renewal 2017/2018</p> <p>Bid ID PBB-00000280</p>	<p>Stage 3 of a 3 stage project to replace the Air conditioning plant at the Civic Centre and the Civic Library, The existing units are at the end of their useful life and the refrigerant gas is being phased out over the next 4 years. Stage 3 cost to replace the units \$215,480.00, The building costs associated with the project is approx \$30,000.00.</p>	<p>\$245,480</p>	<p>Renewal</p>
<p>Year 2 Toogood Avenue Brick kilns - Stabilisation and Interpretive works</p> <p>Bid ID PBB-00000281</p>	<p>Stabilisation and Interpretive works at the Toogood Avenue Brick Kilns, A Heritage and Conservation plan has been completed by Heritage Architects in 2004 and it has identified various conservation works to be undertaken to preserve the structure as per the heritage act.</p> <p>AMP endorsement was 25 May 2015 - Agenda Item 3.57</p>	<p>\$250,000</p>	<p>Renewal</p>
<p>Council Operated Buildings - Office Furniture Replacement 2017/2018</p> <p>Bid ID PBB-00000284</p>	<p>Ongoing WH&S requirement to update office furniture in council operated properties, These properties include Community Centres, Libraries, Beverley Centre, Civic Centre and other council occupied facilities.</p>	<p>\$45,000</p>	<p>Renewal</p>

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Road Rehabilitation Program of Works 2017/18 Bid ID PBB-00000294	Undertake works to extend the useful life of road pavements by using the following rehabilitation treatments: 1. Road reseal treatment 2. Kerb & Gutter renewal 3. Crack sealing treatment 4. Road Preservation & Rejuvenation treatments The proposed Road Rehabilitation Program is included in TRIM reference 16/386979.	\$3,781,917	Renewal
Road Reconstruction Program of Works 2017/18 Bid ID PBB-00000296	The reconstruction of road pavements and associated kerb and gutters that have reached the end of their useful life and/or due to poor pavement condition it cannot be rehabilitated. The proposed Road Reconstruction Program is included in TRIM reference 16/386979. This bid includes \$400k of required stormwater works associated with the road reconstruction projects (identified in Stormwater AMP).	\$6,900,000	Renewal
Bridge Renewal - Bridge 42 - Point Malcolm Boardwalk Bid ID PBB-00000298	Design and construction of new boardwalk deck, repair of handrails, posts and support structure.	\$250,000	Renewal
Car Park Renewal Program of Works 2017/18 Bid ID PBB-00000300	Renewal of Car Parks in accordance with the Asset Management Plan renewal program forecast. The proposed Car Parks Renewal Program is included in TRIM reference 16/386979.	\$300,045	Renewal
Road Renewal - Large Asphalt Renewal 2017/18 Bid ID PBB-00000308	The program commenced in 2008/09 and involves the replacement and renewal of large sections of failed, cracked and deformed asphalt areas within roads and footpaths, in particular at vehicle turning points and roundabouts throughout the City.	\$165,000	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	The aim of the program is to improve road safety and extend the life of the pavement at these locations until such time reseal works are programmed for the road segment.		
Pathways to Prosperity - Year 2 Bid ID PBB-00000309	Continue to address a backlog of customer requests for footpath trip steps and kerb and gutter defects and once completed to undertake work on Condition 3 paths to improve condition and extend useful life, while at the same time employing the nine previously unemployed local people thereby creating job opportunity.	\$600,000	Renewal
Large Concrete Footpath and Kerb and Gutter Renewal - 2017/18 Bid ID PBB-00000310	Renewal of sections of existing concrete footpaths and kerb and gutter as identified by CRM's and risk management audits. Reduction of trip hazards throughout the city caused by raised, cracking and deteriorating concrete footpaths. This project will improve pedestrian safety, reduce Council's liability and increase the useful life of the footpath.	\$900,000	Renewal
Kerb Ramp Renewal - DDA Compliance - 2017/18 Bid ID PBB-00000311	To replace kerb ramps throughout the city so that they comply with DDA specifications with the renewal works to be undertaken with one of the internal concrete teams as determined by the whole of city footpath audit.	\$481,000	Renewal
Footpath Renewal - Block Paved Path Large Area Renewal - 2017/18 Bid ID PBB-00000312	This capital bid is for continued funding of an internal paving crew for the renewal of paved footpaths throughout the city. The renewal work undertaken by this paving crew extends the life of these paved assets. The project will continue to address the backlog of CRM's and high risk trip steps in paved footpaths	\$418,000	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
	and will include labour, materials and equipment.		
Audio Visual Refresh for Meeting Rooms Bid ID PBB-00000327	Renewal of #5 audio visual facilities used in meeting rooms located at Beverley and Civic Centre which are at the end of their useful life.	\$32,000	Renewal
Council Intranet Software Upgrade Bid ID PBB-00000334	<p>This Budget Bid is to upgrade Council's Intranet and the Council Member Extranet</p> <p>The current version of Intranet [The Mine] and Extranet [Council Member Portal] was installed in 2007 and is no longer supported by Microsoft.</p> <p>The current functionality in the software is limited preventing on-going improvements and enhancements, including participating in wider Council to Council collaboration projects</p>	\$52,000	Renewal
Rebuild of West Beach Rock Wall and Associated Infrastructure Bid ID PBB-00000336	<p>The project will see the rebuild of 400 metres of rock wall (extending from slightly north of the West Beach Surf Life Saving Club in a southerly direction to Adelaide Shores) that was undermined and damaged during severe storms and periods of high tides between 2014-2016. The Project will include rebuild of the associated infrastructure including storm water drainage, the Chetwynd Street staircase access way and the damaged section of Coast Park Shared - Use path.</p>	\$1,300,000	Renewal
AMP Reserve & Street Furniture Bid ID PBB-00000356	<p>To renew existing reserve and street furniture as identified in the Open Space & Recreation Asset Management Plan (AMP). Renewal priorities are based on condition ratings and where maintenance can no longer return the asset to an acceptable level of service.</p>	\$245,534	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Decomission - Electronic Traffic Control Renewal - Valetta Road adjacent Kooralla Grove Bid ID PBB-00000357	Decommissioning of the Pedestrian Activated Signal Crossing (PAC) at Valetta Road adjacent Kooralla Grove. In July 2015 Council endorsed a report to decommission the crossing as it is no longer used and no longer services a local school.	\$25,000	Renewal
AMP - Fences, Walls & Bollards Bid ID PBB-00000358	To renew assets in line with the Open Space & Recreation Asset Management Plan for fences, walls and bollards based on condition rating, risk and remaining useful life.	\$235,283	Renewal
AMP - Irrigation system renewal Bid ID PBB-00000361	To renew existing irrigation systems and controllers to ensure that the system is working effectively for efficient use of our water resource in line with the Irrigated Public Open Space Code of Practice and requirements set by SA Water. Locations where renewals are planned include Collin Sellars, Dame Pattie, Hero, Sunningdale, Eildon, Frome, Bentley, Samoa, Lakeview, Wastell, Silver and Gordon Reserves.	\$560,520	Renewal
AMP - Sporting Accessories Bid ID PBB-00000363	To renew sporting accessory assets as identified in line with Council Open Space and Recreation Asset Management Plan. Such assets include; community courts and cricket practice facilities.	\$78,220	Renewal
AMP - Playground Renewals Bid ID PBB-00000372	To renew playgrounds throughout the City as identified in line with the Open Space and Recreation Asset Management Plan. Reserves planned for renewal include; Dampier Reserve, Bunker Reserve, Mooloola Reserve, Parfitt Square, Rowley Park Reserve and Valentine Reserve.	\$335,000	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Desktop PC Replacement Program Bid ID PBB-00000377	This is the annual program to renew #150 Council PC's including staff, community centre and library PC's. Preference will be given to allocation of VDI units as the most cost effective solution.	\$135,000	Renewal
Renew Computer Room Uninterrupted Power Supplies Bid ID PBB-00000379	To renew #2 Uninterrupted Power Supplies (UPS) in the Civic computer room.	\$30,000	Renewal
Renew Data Backup Appliances Bid ID PBB-00000380	To renew a mixture of data backup appliances; used in either disk-to-disk or disk-to-tape data backup processes integrated with the Storage Area Network (SAN).	\$45,000	Renewal
Renew Remote Site Communications Cabinets Bid ID PBB-00000381	To renew #17 remote site communications cabinets located at Community Centres, Libraries and Works depots.	\$35,000	Renewal
Renew Network Infrastructure Appliances Bid ID PBB-00000382	Renew #3 Network infrastructure servers which support the connectivity, monitoring, quality and redundancy of the core communications network. Appliances are due for renewal as per life cycle & infrastructure asset management requirement.	\$24,000	Renewal
Renew Storage Area Network Member Bid ID PBB-00000383	Renewal of a Storage Area Network (SAN) modular member as per life cycle requirements.	\$35,000	Renewal
Box Culvert Replacement 2017/18 Bid ID PBB-00000398	Replace Box Culvert in Griffiths Street Henley Beach. Survey & Design future Box Culvert replacements - Burford Road, Henley Beach or other priority locations	\$500,000	Renewal
Path Renewal 2017/18 Bid ID PBB-00000404	Renew Paths in condition 4 and 3 in accordance with Path Asset Management Plan. Most paths will be renewed with fibre reinforced except in special areas where other materials may be used.	\$5,075,000	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Asset Contingency Building Works 2017/18 Bid ID PBB-00000408	<p>This project is for contingency funding across all Property Services assets for emergency breakdowns including hot water services, electric and gas stoves, whitegoods, switchboards and air conditioners.</p> <p>It also allows for emergency building works, building stormwater services, sewer and minor building works, in 5 aged care complexes (91 Units), 50 Sporting Clubs, Commercial Properties, Civic and Admin buildings, Community Centre and Libraries, Community Halls and Toilet Facilities.</p>	\$130,000	Renewal
Bus Stop Renewal 2017/18 Bid ID PBB-00000409	Renew existing bus stops as they reach the end of their useful life and to make compliant with Disability Discrimination Act requirements.	\$400,000	Renewal
Major Heavy Plant Replacement Bid ID PBB-00000449	<p>Major Heavy Plant Replacement program to Replace Council Major Plant in accordance with the asset Management Plan and Long Term Financial Plan, Emission, fit for purpose and cost effective replacement.</p> <p>This year's schedule is higher than subsequent year due to a number of major plant items coming to the end of life, including</p> <ul style="list-style-type: none"> - Jetvac - 4 Wood Chippers - Road Sweeper - 4 Trucks 	\$2,811,461	Renewal
Light Fleet Replacement Bid ID PBB-00000450	Light Fleet Replacement program to Replace Council Light Fleet in accordance with the asset Management Plan and Long Term Financial Plan, Emission, fit for purpose and cost effective replacement.	\$336,566	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Council Building Renewals 2017/2018 Bid ID PBB-00000465	Various Council Building Renewal works that have been identified by the renewal schedule and inspected by council staff and the Asset Management Plan which is aligned to the Long Term Financial Plan. Works in 2017/18 include Seaton Ramblers - Pedlar Reserve - Roof renewal work, carpet replacement, gas heater and air conditioning renewal and Minor building works \$101,251.00 - 17/26186 Forecast for 2023, however this roof has recently been inspected by Property Maintenance who confirmed it has rusted and requires repair/replacement. The leaking has caused the damage to the ceiling and carpets. Air Conditioner forecast for 2025, HWS was not assessed for replacement however the air conditioning and hot water systems are problematic and intermittently fail to work effectively.	\$227,279	Renewal
Irrigation Renewal - Krista Reserve Bid ID PBB-00000474	To renew existing irrigation systems at Krista Reserve so that the system works effectively for efficient use of water resources as per IPOS Code of Practice and legislative requirements.	\$40,120	Renewal
Valetta Reserve Irrigation Upgrade Bid ID PBB-00000487	Valetta Reserve is located next to shops (including a café and Kumon learning centre) on Valetta Road. It is largely undeveloped and the irrigation is non-functional having been turned off during the drought. Budget bid is for renewal of irrigation on the site.	\$50,000	Renewal

Name	Budget Bid Description	Net Budget Bid \$ 2017/18	Nature of Works
Public Lighting Renewal - Various Projects Bid ID PBB-00000494	Renewal of lighting in the following areas with energy efficient LED Lighting, including all wiring, poles and light fittings: Scullers Reserve Pine Lodge Reserve Entry statement lights at 6 locations within West Lakes/ replace with solar lights as original ones fail.	\$200,000	Renewal
	Total	\$27,469,425	

*those renewals shaded include year 2 of additional footpath program and West Beach Rockwall included in LTFP for 2017/18 but were not part of current AMP