



---

## **CONFIDENTIAL ORDINARY COUNCIL MEETING**

---

**CONFIDENTIAL MATTERS****COMMITTEE REPORTS****Corporate Governance Committee - 1 April 2025***Matters which cannot be delegated to a Committee or Staff*

- 17.1 2025/26 Draft Annual Business Plan and Long Term Financial Plan  
(Attachment) .....5

## **COMMITTEE REPORTS**

### **CORPORATE GOVERNANCE COMMITTEE**

---

***Confidential Matters which  
cannot be delegated to a  
Committee or Staff***

---

**17.1 2025/26 DRAFT ANNUAL BUSINESS PLAN AND LONG TERM FINANCIAL PLAN**

Contact Person: Luke Culhane

**Why is this matter confidential?**

Subject to an order pursuant to Section 90(3)(b) of the *Local Government Act 1999*, this matter is confidential because the report is informing Council on decisions relating to the 2025/26 Draft Annual Business Plan which has not yet been finalised..

**A. COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE**

No action – this motion passed in the open section.

**B. THE BUSINESS MATTER****17.1 2025/26 DRAFT ANNUAL BUSINESS PLAN AND LONG TERM FINANCIAL PLAN**

**Responsible Executive Manager :** Luke Culhane

**Report Author :** Trisca Price

**Delegated Authority :** Matters which cannot be delegated to a Committee or Staff

**Attachments :** 1 [↓](#). Annual Business Plan Presentation

**PURPOSE**

The purpose of this report is for Council to consider the advice of the Corporate Governance Committee as it relates to financial sustainability. This advice may assist Council in making its decision on the Draft 2025/26 Annual Business Plan and Draft Long Term Financial Plan.

**STAFF RECOMMENDATION**

Council notes the following advice of the Corporate Governance Committee regarding financial sustainability for consideration in finalising the 2025/26 Draft Annual Business Plan and Draft Long Term Financial Plan.

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**COMMITTEE RECOMMENDATION****6208**

Council notes the following advice of the Corporate Governance Committee regarding financial sustainability for consideration in finalising the 2025/26 Draft Annual Business Plan and Draft Long Term Financial Plan.

**That the Committee supports option 1 (rate rise 4.54%) due to the following reasons:**

- **Demonstrates financial sustainability by maintaining Council's target ratios allowing for some flexibility to meet unforeseen events and community requirements as evidenced during the 2024/25 financial year.**
- **Allows for the continuation of existing services as well as new services and projects.**
- **Rate increase of 4.54% is consistent to support inflationary pressure on existing services and the provision of new services.**
- **These increases address existing cost pressures, many outside of Council's control and by meeting these pressures reflects prudent financial management.**
- **Proposed budget includes continuous improvement savings to help fund part of the budget.**
- **Preparation of the 2025/26 budget has been well-considered and reasoned. It is comprehensive in terms of the economic and financial challenges facing a growth Council.**

## EXECUTIVE SUMMARY

Council is due to endorse the Draft 2025/26 Annual Business Plan and Long-Term Financial Plan at the April 2025 Ordinary Council Meeting. As part of this decision Council is required to consider the long-term financial viability of Council.

The Corporate Governance Committee has provided advice which may assist Council in making its decision with respect to preparing the budget to deliver the 2025/26 Annual Business Plan.

### 1. BACKGROUND

During February and March 2025 Council has been considering the new projects and services it proposes to deliver to the community in the 2025/26 Annual Business Plan. Council has also been considering the costs to continue delivery of the existing services and the new services and projects and the available funding pathways.

Section 8(k) of the *Local Government Act 1999* (the Act) requires Council to ensure the sustainability of Council's long term financial performance and position. Further, Section 122(1)(ab) of the Act requires Council to make assessments in its strategic management plans of the sustainability of Council's financial performance and position.

To provide a transparent and consistent approach to assessing financial sustainability, Council approved a suite of financial indicators and targets in the Financial Sustainability Ratios and Targets Policy and Procedure. Council monitors these financial indicators each month and considers these as part of its annual planning process.

Section 2.2 of the Corporate Governance Committee Charter states:

*"The Committee shall propose and provide information relevant to, a review of the Council's strategic management plans including the Annual Business Plan and Long Term Financial Plan, and review and provide recommendations on the sustainability of Council's financial performance giving consideration to Council's financial indicators."*

### 2. RELEVANCE TO STRATEGIC PLAN

#### Community Theme 5: Using Money Wisely

Considering the financial implications of the Draft 2025/26 Annual Business Plan and Long-Term Financial Plan aligns with Community Theme 5 – Using Money Wisely. It ensures

Council can afford the services and projects it proposes to deliver to the community now and into the future.

### 3. PUBLIC CONSULTATION

Section 123(3) of the Act requires Council to consult the community on its Draft Annual Business Plan and Long-Term Financial Plan.

### 4. DISCUSSION

- 4.1 The Corporate Governance Committee has received the information provided in Attachment 1 which includes:
- 4.1.1 The services and projects proposed to be delivered to the community.
  - 4.1.2 The cost pressures impacting Council over the 2025/26 financial year.
  - 4.1.3 The financial assumptions to be adopted in the Draft 2025/26 Annual Business Plan and Long-Term Financial Plan.
  - 4.1.4 The funding pathways available to fund the 2025/26 Annual Business Plan maintaining the lower end of the structural surplus target ratio.
- 4.2 Pursuant to Section 2.2 of the Corporate Governance Committee Charter advice has been sought from the Committee regarding the sustainability of Council's financial performance considering Council's financial indicators.

### 5. OPTIONS

#### Recommendation

Council notes the following advice of the Corporate Governance Committee regarding financial sustainability for consideration in finalising the 2025/26 Draft Annual Business Plan and Draft Long Term Financial Plan.

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### 6. ANALYSIS OF OPTIONS

#### 6.1 Recommendation Analysis

##### 6.1.1 Analysis & Implications of the Recommendation

Noting the independent advice of the Corporate Governance Committee ensures that Council is fully briefed to meet its legislative obligations to consider financial sustainability.

#### **Risk Appetite**

##### Financial Sustainability

*Council has a low appetite for short-term financial risk that adversely impacts on the delivery of the long term financial plan and the Council's overall stability and sustainability.*

This decision will enable Council to make a fully informed decision when determining the services to deliver and the rate rise to include in the Draft 2025/26 Annual Business Plan and Long-Term Financial Plan. Remaining financially sustainable will ensure that Council can deliver services to the community now and into the future.

#### 6.1.2 Financial Implications

Noting the advice of the Corporate Governance Committee does not in itself result in any financial or resource implications. However, the advice provided by the Corporate Governance Committee is likely to inform Council's final decision on the Draft 2025/26 Annual Business Plan and Long-Term Financial Plan which may impact on the achievement of the financial sustainability ratios.

# Corporate Governance Committee

## 2025/26 Business Plans

1 April 2025



## Purpose

- Rating Framework recap
- 2025/26 Annual Business Plan – Budget
- Sustainable Finance and Rate Rise

# Rating Framework recap

# Rating Framework

Rate Policy and Rate Rebate Policy were reviewed Policy Review Committee on 11<sup>th</sup> March 2025

CITY OF Playford

Rating Policy

Policy Author	General Manager Corporate Services
Date of next review	June 2026

1. Statement of Intent

In South Australia, council rates are a form of property tax levied by Local Government, as the primary source of funding for the many mandatory and discretionary services provided by councils. Rates are administered by each council in line with the *Local Government Act 1999* (the Act). This document sets out the Council's policy for setting and collecting rates from its community.

Council rates are not a fee for service but a system of taxation for Local Government purposes. All land within the Council's area is rateable except land that is subject to an exemption under the Act.

Council considers a general rate, which consists of two components – one based on the value of the land and the other a fixed charge – to be the fairest and most equitable method of imposing rates. A fixed charge is a means of ensuring all ratepayers contribute equally to Council services and the development and maintenance of community infrastructure.

Council may impose differential general rates that vary based on land use. It assesses rates against each piece or section of land subject to separate occupation, except for land with a commercial or industrial land use where rates are assessed against each piece or section of such land subject to separate ownership.

Council's aim is to have a competitive rating environment for commercial properties. Its strategy is to gradually reduce the rate in the dollar for commercial properties in a staged approach, that balances the demands from business for rate relief with the needs from residential rate payers to continue to provide a sustainable level of services.

Council's rates are based on the capital values of land in its area as assessed by the Valuer-General. An owner of land may, in accordance with the *Valuation of Land Act 1971*, object to a valuation made by the Valuer-General of their land.

Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- Rates constitute a system of taxation, and the equity principle of taxation requires that ratepayers of similar wealth pay similar taxes, and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.
- Property value is considered a relatively good indicator of wealth, and the capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

Council is required to collect a separate rate, the Regional Landscape Levy to reimburse the Council for the funding contribution required by the *Landscape South Australia Act 2019* for the Green Adelaide Board. The total value of this contribution is fully recoverable. This separate rate is effectively a state tax and Council does not retain the revenue collected by way of the separate rate.

1

CITY OF Playford

Rate Rebate Policy

Policy Author	General Manager Corporate Services
Date of next review	June 2026

1. Statement of Intent

The objective of this Policy is to ensure that all applications for rate rebates are considered in an equal and fair manner in line with the provisions set out under the *Local Government Act 1999* (the Act) and this Policy.

Rates are a form of taxation and provide the main revenue stream for Council to deliver services to the community. Rates are levied under the Act on the basis of land value and use, which is widely accepted as a reasonable indicator of capacity to pay. Recognising that there may be circumstances where this may not always be the case, the Act makes provision for Council to consider applications for rate rebates. This supports the provision of equitable services and facilities to meet the needs of the whole community.

This Policy is intended to provide guidance as to the grounds upon which relief of rates payable is available to a person, body, or organisation, in the form of rebates. Council will consider each application to ensure the requirements under the Act have been met.

When assessing requests for rebates, Council may take into account, but is not limited to, the following:

- the availability of rebates under the Act
- the applicant's need for financial assistance
- whether, and to what extent, the applicant provides a benefit or service to the local community
- whether the applicant is a public sector, not-for-profit or commercial entity
- whether the rebate will assist in securing new development in the City of Playford
- if the applicant has been subject to a substantial change in rating or valuation
- the impact of adverse environmental impacts on existing business
- the extent of other financial assistance, if any, available to the applicant from other sources (e.g., Commonwealth or State government)
- whether there are any relevant historical considerations that may be relevant
- the level of rates that would be applied by neighbouring councils
- the financial consequences of the rebate for the Council
- any other matters, and policies of the Council, which the Council considers relevant.

1

CITY OF Playford

Hardship Policy

Policy Author	General Manager Corporate Services
Date of next review	April 2026

1. Statement of Intent

This Policy reinforces the commitment of the Council to assist ratepayers and debtors experiencing financial hardship, with the aim of recovering council rates and charges in a fair and financially responsible manner.

Ratepayers should:

- Be treated in a fair, equitable and respectful manner;
- Be offered mutually negotiated and agreed payment plans or extension of time to pay, that address arrears and ongoing rates charges;
- Have their capacity to pay considered;
- Be offered Centrepay and direct debit payment options;
- Have debts to be paid within fair and reasonable timeframes;
- Receive empathetic, confidential and consistent assistance;
- Be offered referral to financial counselling and other services where required; and
- Be protected from legal action and additional costs while meeting their obligations.

2. Scope

This Policy endorses consistent application of assistance for ratepayers seeking relief from rates and charges due to hardship or extenuating circumstances. Relief and assistance may be in the form of postponement or remission of rates, negotiated flexible debt repayment plans, or referring the ratepayer to see an accredited financial counsellor.

A ratepayer experiencing financial hardship is someone who is identified by themselves, by Council, by an accredited financial counsellor, or by a welfare agency, as having the intention, but not the financial capacity, to make required payments in accordance with Council's payment terms.

This Policy also endorses appropriate and consistent action that meets delegation requirements, in relation to sundry debtors.

3. Legislation and References

This Policy is to be read in conjunction with the Hardship Procedure.

Related documents include:

- *Local Government Act 1999*
  - Section 177 - advises that rates imposed on land are a charge on the land
  - Section 178 - advises that liability for the rates charged on the land is the principal ratepayer (owner)

1

# Commercial Rates Strategy

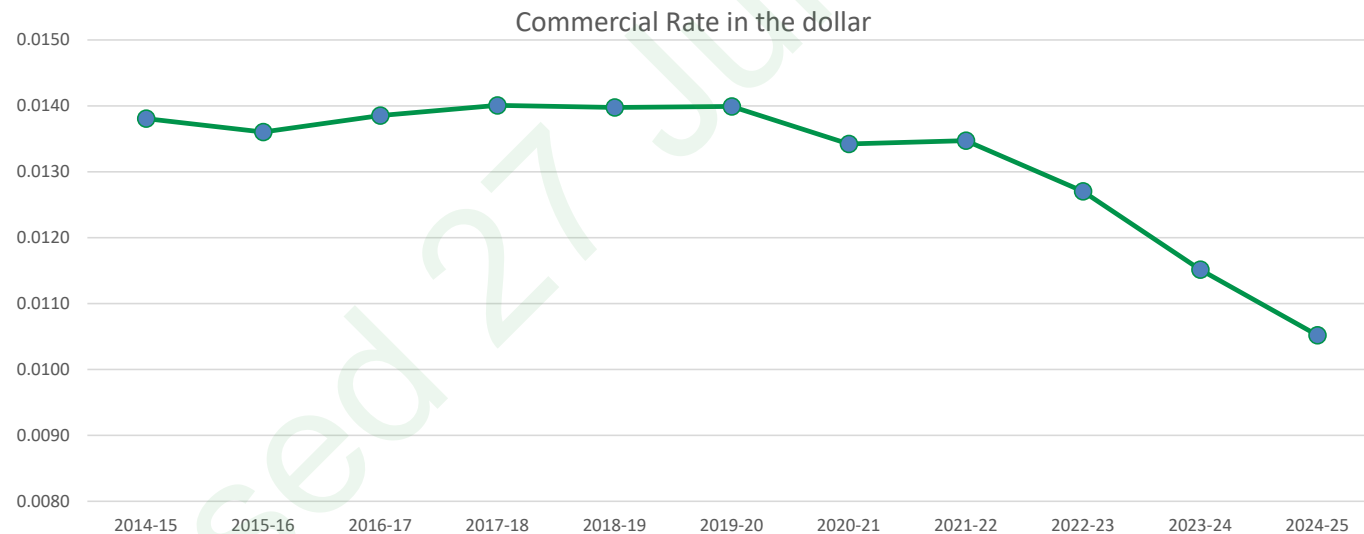


- Reduce the share of rates paid per property value by the commercial and industrial sector from 203% to 135%
- Commercial Rate in the Dollar (RID) to reduce by approximately 40%
- Invest \$5.5M of commercial rates growth to reduce commercial Rate in the Dollar over 13 years (commenced in 2014)
- 75% new commercial growth handed back to commercial rate payers when in a structural surplus position
- Amount that has been reinvested is \$2.4M
- Amount to bottom line is \$3.1M
- Strategy Review - in progress
- Recommendation - not to apply 75% as the starting position is below the recommended structural surplus ratio



# Commercial Rates Strategy

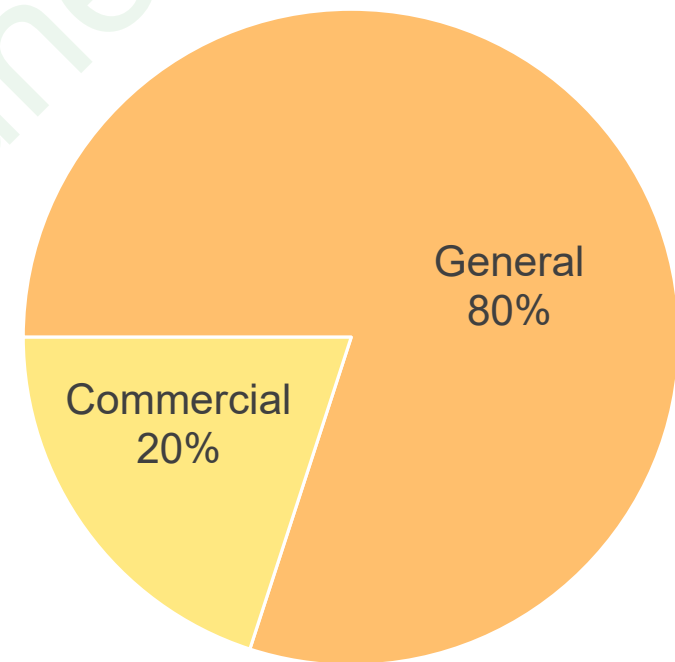
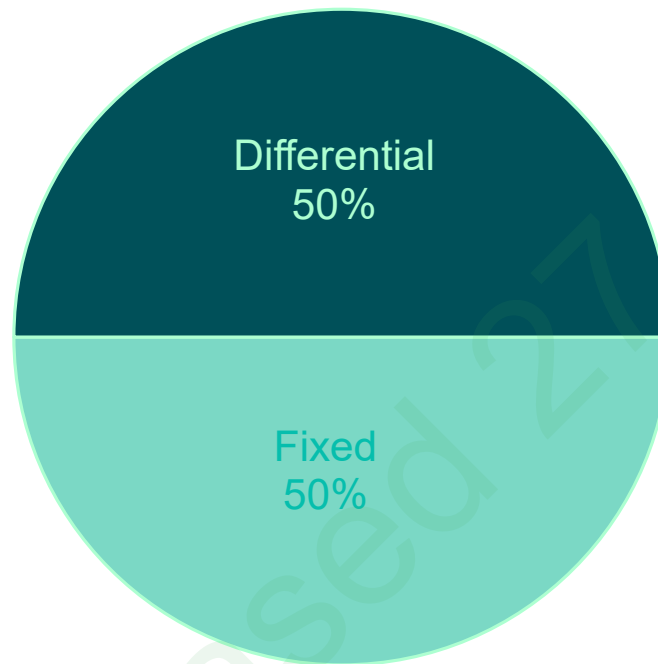
- To date \$1.5M reinvested
- RID reduced 23.80% since 2014/2015



- For 2025/26 propose not to apply as in structural deficit once taking into account cost pressures and CPI.



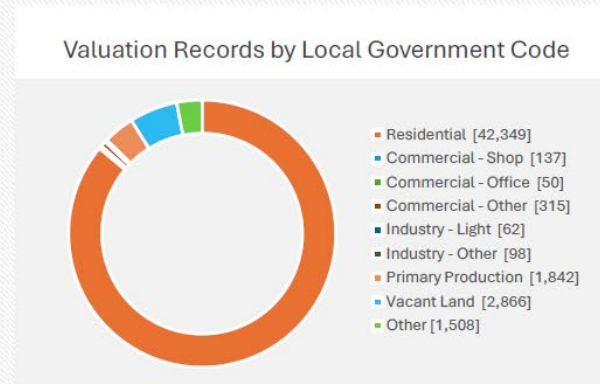
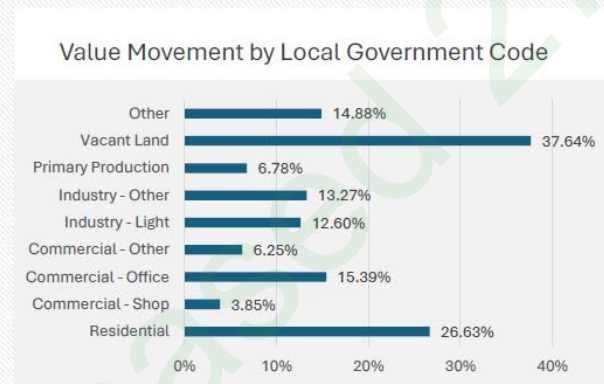
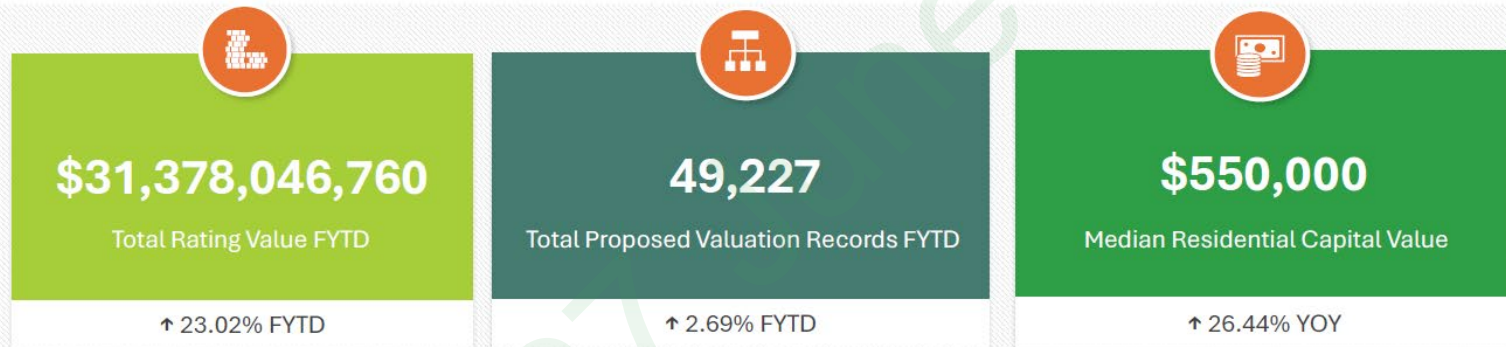
# Rates Distribution





## GENERAL VALUATION 2025-2026 DASHBOARD | PLAYFORD

Overview of overall General Valuation value movement and counts collated by Local Government Code as of 19 March 2025.










## GENERAL VALUATION 2025-2026 DASHBOARD | PLAYFORD

Overview of overall General Valuation value movement and counts FYTD collated by Local Government Code as of 19 March 2025.



<b>Residential</b>  <p><b>Proposed Rating Value</b> \$24,625,144,000 ↑ 26.63%</p> <p><b>Proposed Valuation Records</b> 42,349 ↑ 1.71%</p> <ul style="list-style-type: none"> <li>The market has remained in a growth phase during 2024, with affordable areas in Adelaide's North and South continuing to perform strongest overall.</li> <li>Growth continues to be underpinned by strong demand and constrained supply.</li> <li>Many properties have experienced 15 to 35% change in value.</li> </ul>	<b>Commercial</b>  <p><b>Proposed Rating Value</b> \$2,150,538,000 ↑ 5.67%</p> <p><b>Proposed Valuation Records</b> 502 ↑ 0.20%</p> <ul style="list-style-type: none"> <li>Value growth across this sector have stabilised on the back of softening yields and moderate increases in rentals.</li> <li>Many properties have experienced up to 17% change in value with some locations experiencing adjustments outside of this range due to the impact of growth in underlying land values.</li> </ul>	<b>Industry</b>  <p><b>Proposed Rating Value</b> \$308,934,000 ↑ 13.14%</p> <p><b>Proposed Valuation Records</b> 160</p> <ul style="list-style-type: none"> <li>Many properties have experienced 6 to 32% change in value with some specific properties experiencing adjustments outside of this range due to the impact of growth in underlying land values.</li> </ul>
<b>Vacant Land</b>  <p><b>Proposed Rating Value</b> \$931,464,000 ↑ 37.64%</p> <p><b>Proposed Valuation Records</b> 2,866 ↑ 24.34%</p> <ul style="list-style-type: none"> <li>Percentage growth has been influenced by increases to Site Values and the number of Vacant Land Valuation Records.</li> <li>Adjustments vary based on zone and location and typically range between 12 to 40%.</li> </ul>	<b>Primary Production</b>  <p><b>Proposed Rating Value</b> \$ 2,230,555,800 ↑ 6.78%</p> <p><b>Proposed Valuation Records</b> 1,842 ↓ 0.70%</p> <ul style="list-style-type: none"> <li>Demand in this sector continues to be influenced by productivity of land and commodity prices.</li> <li>Capital Value typically moved in the range of 0 to 20%.</li> </ul>	<p>The Playford Revisit Program remains ongoing and is scheduled for completion 30 May 2025.</p> <p>As a result, ongoing changes of rating values and Local Government Codes associated with individual properties will occur up until this date.</p>



# Hardship Assistance

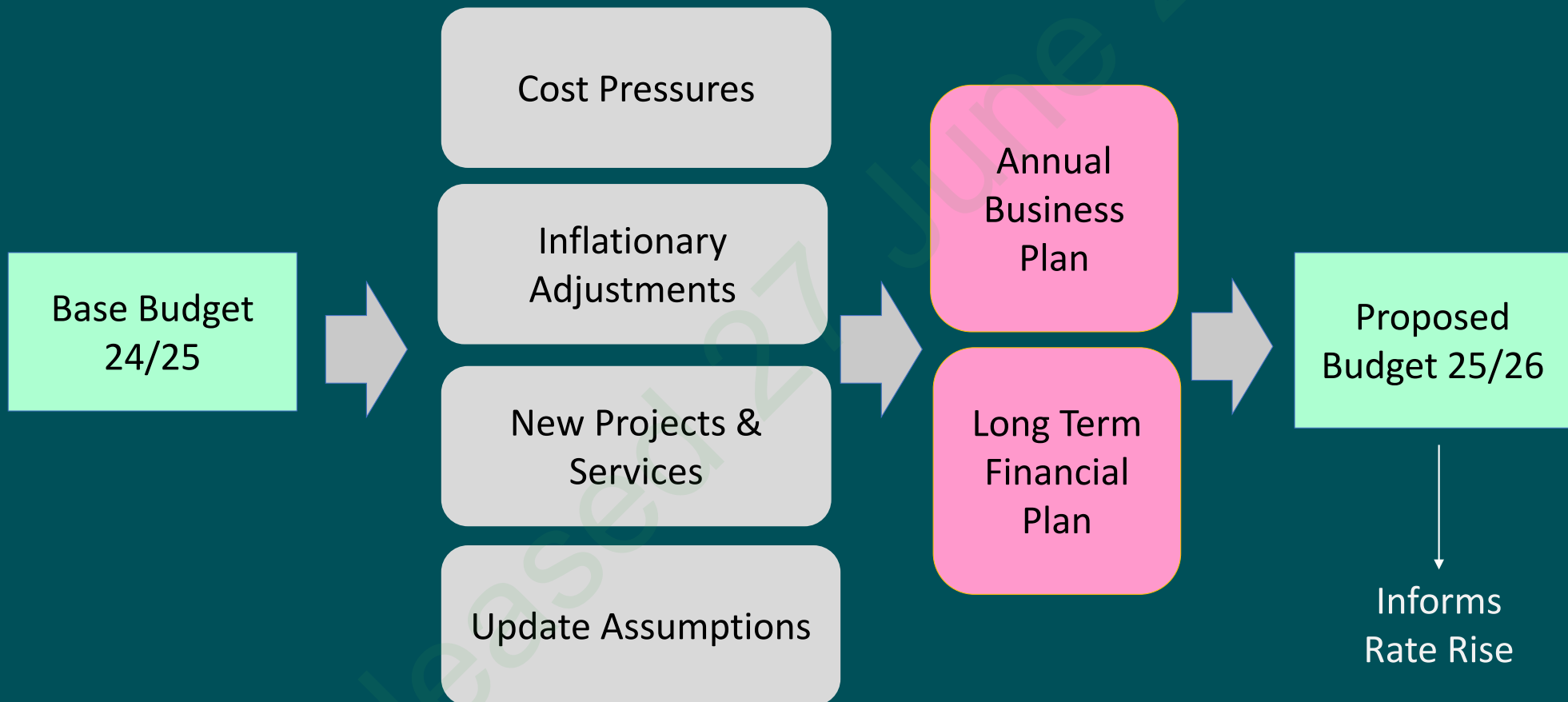
*Ratepayers who have the intention, but not the financial capacity to make required payments.*

## Assistance can include:

- Fair and reasonable Payment Plan – 390 ratepayers (0.84%)(Feb 25)
- Setting up Centrepay or Direct Debit
- Referral to accredited financial counsellor
- Protection from debt recovery
- Waiving of overdue fines where meet payment plan
- Seniors Rates Postponement – 31 ratepayers (0.07%) (Feb 25)

# 25/26 Budget Breakdown

# Budget Approach



# Capital Budget

	\$M
Carry Ins	27.9
Additional Budget Bids	13.3
AMP	39.8
New Capital 2025/26	35.7
Multi Year Carry Out to 2026/27	(20.7)
Total Capital Spend 2025/26	96.0
Donated Assets	39.46

# New Capital Projects and Services

Asset Class	Capital Budget \$'000	Operating Budget \$'000
Footpaths	3,842	407
Stormwater	7,779	225
Sport & Recreation	26,244	2,426
Transport	6,942	300
Open Space	414	37
Road Deeds	1,652	58
Buildings	231	20
Corporate	1,895	62
New Services*	-	584
<b>Total</b>	<b>48,999</b>	<b>4,119</b>

\* Not all new services have a capital costs

# Existing Assets (AMP)



AMP Asset Category	AMP \$M	Supplementary \$M	Total Budget \$M
Transport (including bridges)	15.7	-	15.7
Stormwater	0.3	-	0.3
Streetscapes	4.9	1.0	5.9
Water Delivery	0.1	-	0.1
Buildings	6.0	0.2	6.2
Parks and Sportsfields	3.2	0.2	3.4
Minor Plant	0.02	-	0.02
Fleet	3.3	-	3.3
Technology and Office	0.6	-	0.6
Playford Alive	4.3	-	4.3
<b>Grand Total</b>	<b>38.4</b>	<b>1.4</b>	<b>39.8</b>

*\*Budget figures are subject to change up until the adoption of the LTFP and ABP.*

# Financial Assumptions 2025/26

Consumer Price Index



- Last year applied 4.8% 2024/25 budget
- Dec 24 Actual 2.5% applied 2025/26 budget

Wage Price Index



- Last year applied 5% EA negotiation underway 2024/25 budget
- Feb 25 based on current EA negotiation 4.5% 2025/26 budget

Interest Rates



- Existing fixed debt at existing rates
- Variable debt 5.75% compared to 6.15% this time last year

# Cost Pressures – Estimates

Item	Description	\$'000
Contracts	Increase in contracts above CPI	116
Superannuation	Half percent increase to meet legislative obligations	222
License and Subscription Fees	Microsoft, TechnologyOne, Cyber	374
Valuation Role Rates	VG valuation fee	62
Waste	Increase in rates above CPI	1,245
<b>TOTAL</b>		<b>2,019</b>

## Funding Challenge

	\$'000	Rate Rise % equivalent
Base Budget	384	0.35%
Cost Pressures	2,019	1.82%
CPI	1,727	1.56%
New Services/Assets	2,033	1.83%
New Services/Assets - Growth	741	0.67%
Growth Existing Services	2,121	1.91%
Overall	9,025	8.14%

# **Sustainable Finance & Rate Rise**

# Finance Strategy

## **A Commitment to Financial Sustainability:**

- Council has the means to fund the services and projects it provides to the community now and into the future.
- Council has a long-term financial position that enables us to manage debt and support growth of the city.

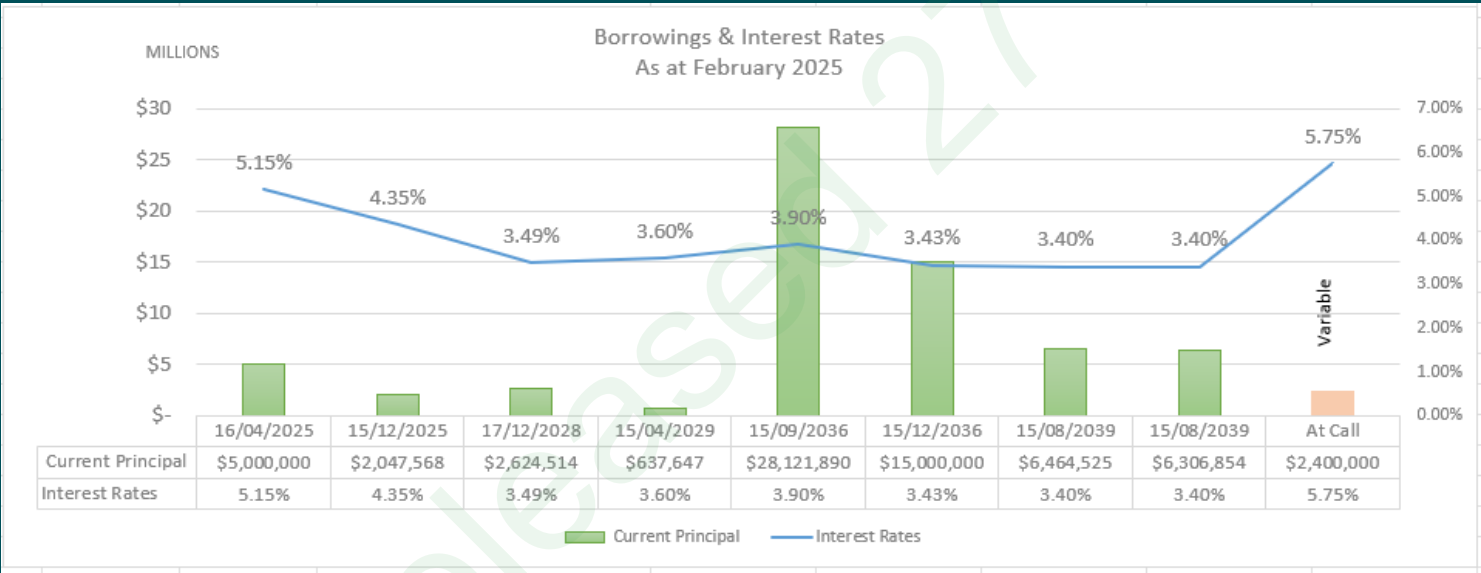
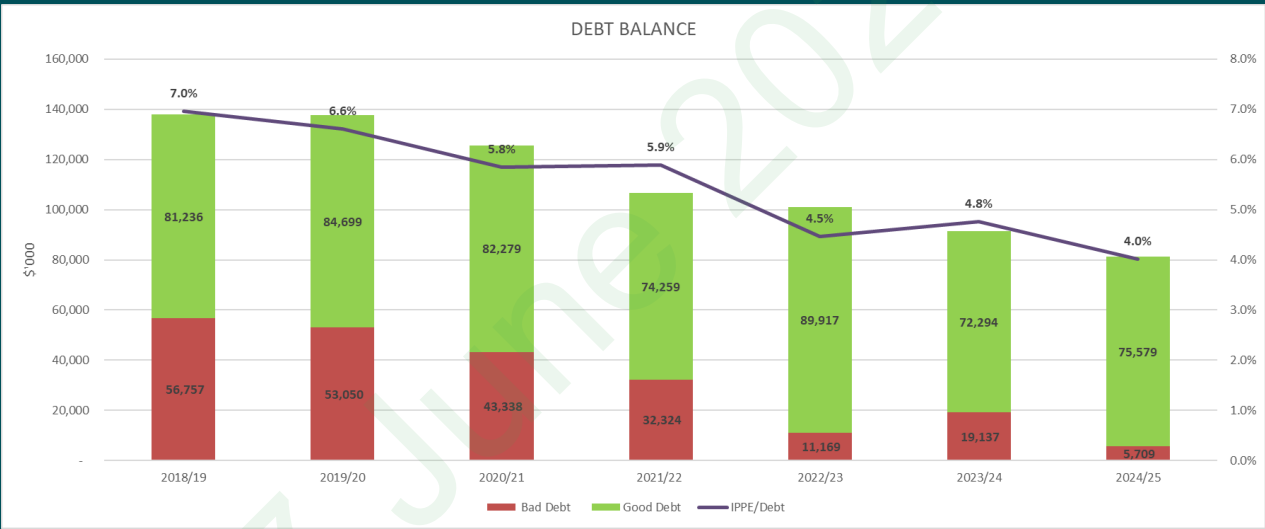
## **Three Key Actions:**

1. No more debt from deficits
2. Reduce bad debt through surpluses and asset repurposing
3. Invest in good debt to ensure inter-generational equity

## Monitoring our Strategy

Item	Endorsed Ratio	Mandated/ Discretionary	External/ Internal	Target Range
Financial Performance	Operating Surplus Ratio	Mandated	External	Between 1% and 10%
	Structural Surplus Ratio	Discretionary	External	Between 1% and 4%
Debt Management	Net Financial Liabilities Ratio	Mandated	External	Between 50% and 160%
	Interest Expense Ratio	Discretionary	External	Between 0% and 8%
Asset Management	Asset Renewal Funding Ratio	Mandated	External	Between 90% and 110%
	Cash Flow from Operations	Discretionary	External	Between 90% and 110%

Debt



# Long Term Financial Plan

## (Adopted)

LTFP	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result - Surplus (Deficit)	7,729	6,296	6,973	6,839	6,791	6,779	6,706	6,570	6,379	6,641
Non-Structural Items	5,528	4,733	5,332	5,138	5,044	4,953	4,805	4,586	4,231	4,406
Structural Operating Surplus/(Deficit)	2,201	1,563	1,641	1,701	1,748	1,826	1,902	1,984	2,148	2,235
Operating Surplus/(Deficit) Ratio (1-10%)	5.1%	4.0%	4.3%	4.0%	3.8%	3.7%	3.5%	3.3%	3.0%	3.0%
Structural Surplus Ratio (1-4%)	1.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

## Updated for BR1

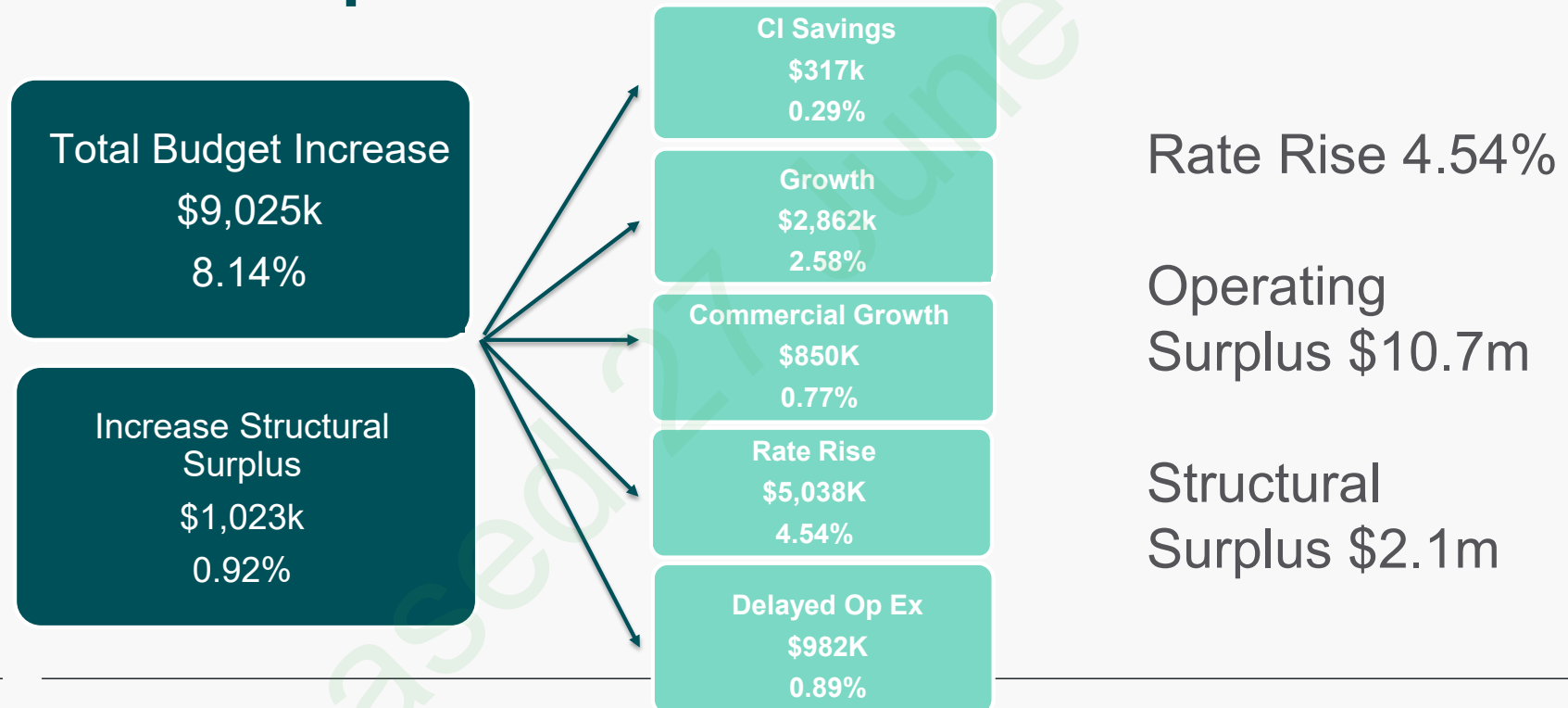
LTFP	2024/25
	\$'000
Operating Result - Surplus (Deficit)	7,423
Non-Structural Items	6,218
Structural Operating Surplus/(Deficit)	1,205
Operating Surplus/(Deficit) Ratio (1-10%)	4.9%
Structural Surplus Ratio (1-4%)	0.8%

## Updated for BR2

LTFP Forecast Operating Result 2024/25	2024/25
	\$'000
Operating Result - Surplus (Deficit)	7,924
Non-Structural Items	6,848
Structural Operating Surplus/(Deficit)	1,076
Operating Surplus/(Deficit) Ratio (1-10%)	5.3%
Structural Surplus Ratio (1-4%)	0.8%

## Proposed Funding Pathway – Option 1

### Structural Surplus 1.4%



# Draft LTFP – Option 1

## Structural Surplus Target 2025/26

Long Term Financial Plan 2025/26	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result - Surplus (Deficit)	7,924	10,742	6,920	7,110	7,155	6,941	6,837	6,913	7,001	7,080	7,149
Non-Structural Items	6,848	8,642	5,288	5,414	5,377	5,079	4,892	4,883	4,874	4,849	4,823
Structural Operating Surplus/(Deficit)	1,076	2,099	1,632	1,697	1,778	1,862	1,945	2,030	2,127	2,232	2,326
Operating Surplus/(Deficit) Ratio (1-10%)	5.3%	6.6%	4.1%	4.1%	3.9%	3.6%	3.4%	3.3%	3.2%	3.1%	3.0%
Structural Surplus Ratio (1-4%)	0.8%	1.4%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

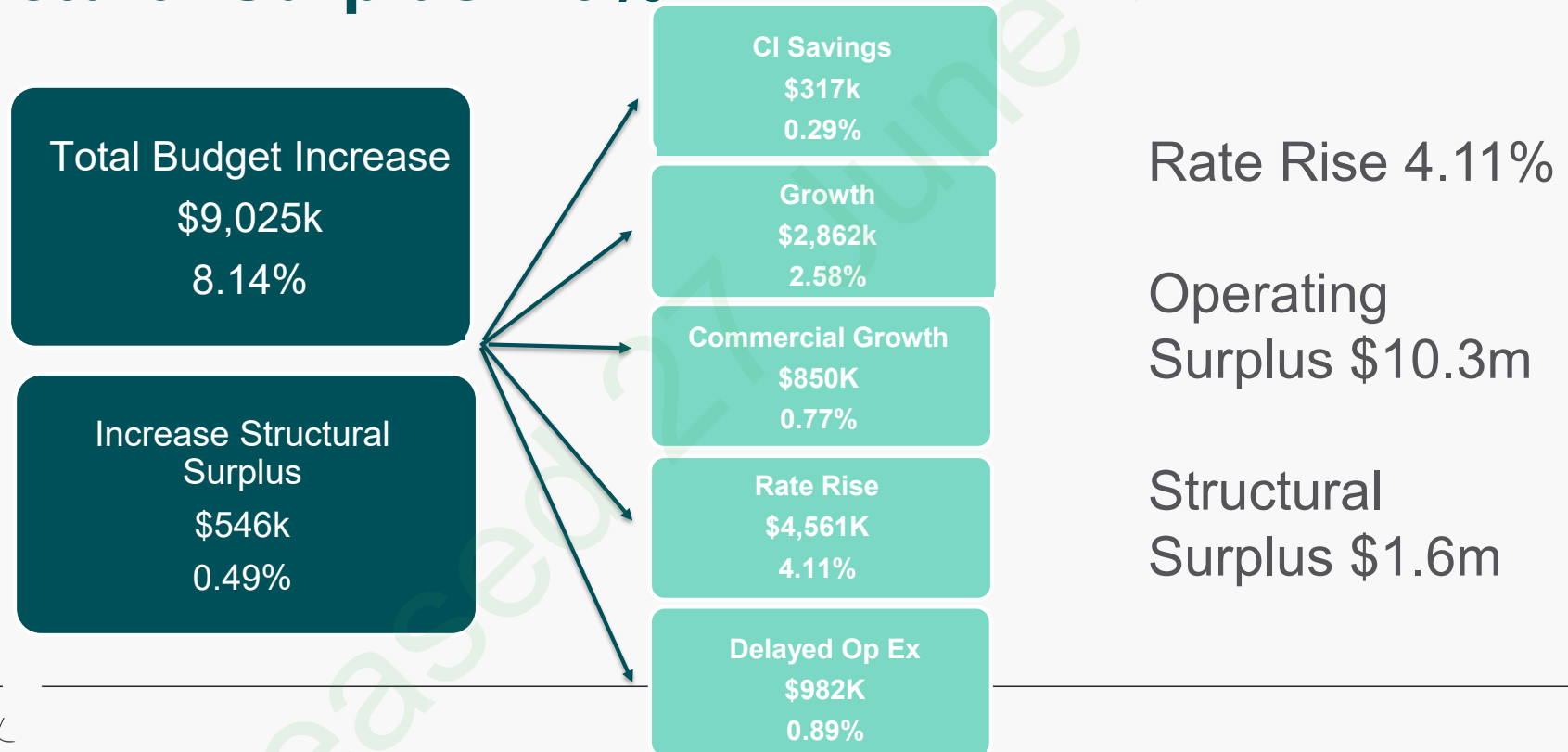
Rate Rise 4.54%

Increase per general Average Rates bill p.a. \$88.40, \$1.70 per week

# Financial Ratios – Option 1

Ratio	Target Range	25/26 Budget
Operating Surplus Ratio	Between 1% - 10%	6.6%
Structural Surplus Ratio	Between 1% - 4%	1.4%
Interest Expense Ratio	Between 0% - 8%	5.5%
Net Financial Liabilities Ratio	Between 50% - 160%	97.3%
Asset Renewal Funding Ratio	Between 90% - 110%	107.8%
Cashflow from Operations	Between 90% - 110%	118.8%

## Proposed Funding Pathway – Option 2 Structural Surplus 1.0%



# Draft LTFP – Option 2

## Structural Surplus Target 2025/26

Long Term Financial Plan 2025/26	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Result - Surplus (Deficit)	7,924	10,265	6,917	7,108	7,154	6,941	6,837	6,914	7,001	7,081	7,151
Non-Structural Items	6,848	8,642	5,288	5,414	5,377	5,079	4,892	4,883	4,874	4,849	4,823
Structural Operating Surplus/(Deficit)	1,076	1,623	1,628	1,694	1,777	1,862	1,945	2,031	2,128	2,232	2,328
Operating Surplus/(Deficit) Ratio (1-10%)	5.3%	6.3%	4.1%	4.1%	3.9%	3.6%	3.4%	3.3%	3.2%	3.1%	3.0%
Structural Surplus Ratio (1-4%)	0.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

Rate Rise 4.11%

Increase per general Average Rates bill p.a. \$80.04, \$1.54 per week

Difference per general Average Rates bill p.a. \$8.37, 16cents per week  
from 4.54% Rate Rise

## Financial Ratios – Option 2

Ratio	Target Range	25/26 Budget
Operating Surplus Ratio	Between 1% - 10%	6.3%
Structural Surplus Ratio	Between 1% - 4%	1.0%
Interest Expense Ratio	Between 0% - 8%	5.5%
Net Financial Liabilities Ratio	Between 50% - 160%	97.9%
Asset Renewal Funding Ratio	Between 90% - 110%	107.8%
Cashflow from Operations	Between 90% - 110%	117.4%

**Discussion & feedback**

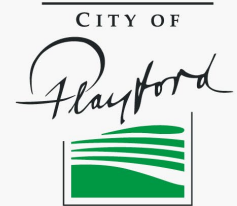
**Next steps**

# Business Plans 2025/26

Date	Meeting Type	Item
<b>PHASE 1 – Shape the ABP and SAMP (discuss the new projects and services + renewal program)</b>		
3 February 2025	CGC	LTFP assumptions
18 February 2025	Info Session	Review the 4YDP, Year 1 ABP 25/26, Asset Renewal and finance update
<b>PHASE 2 - draft the ABP, budget, LTFP and SAMP</b>		
18 March 2025	Info Session	25/26 Budget + funding pathways + LTFP + commercial rates strategy
1 April 2025	CGC	Overview of draft ABP, LTFP and SAMP
8 April 2025	SSC	Fees and Charges
15 April 2025	Info Session	Overview of draft ABP, LTFP and SAMP + feedback from CGC
22 April 2025	Council	Draft Plans endorsed for public consultation (Ordinary Council only)
<b>PHASE 3 – consultation on the ABP, budget, LTFP and SAMP</b>		
April/May 2025	Council	28-day public consultation period, including public hearing at Ordinary Council Meeting (27 May)
<b>PHASE 4 – adoption of the ABP, budget, LTFP and SAMP</b>		
10/24 June 2025	SSC & Council	Adoption of ABP and Budget, LTFP and SAMP
July 2025		Post adoption activities – rates summary flyer, website, social media, Playford News

# Thank you

visit [playford.sa.gov.au](http://playford.sa.gov.au)



**C. COMMITTEE TO DECIDE HOW LONG ITEM 17.1 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 17.1 is to be kept confidential.

**STAFF RECOMMENDATION**

Pursuant to Section 91(7) of the *Local Government Act 1999*, Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 17.1
- Attachment(s) for Item 17.1
- Minutes for Item 17.1

This order shall operate until *the 2025/26 Annual Business Plan and Long Term Financial Plan are endorsed by Council*, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the *Local Government Act 1999*, whichever comes first.

**COMMITTEE RESOLUTION****6209**

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Committee orders that the following aspects of Item 8.1 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90(3)(b) of the *Local Government Act 1999*:

- Report for Item 8.1
- Attachment(s) for Item 8.1
- Minutes for Item 8.1

This order shall operate until the *2025/26 Annual Business Plan and Long Term Financial Plan* are endorsed by Council or will be reviewed and determined as part of the annual review by Council, in accordance with section 91(9)(a) of the *Local Government Act 1999*, whichever comes first, with the exception of the Report and Minutes for Item 8.1 which can be released at the time that the April 2025 Ordinary Council Agenda is made public.

