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**ATTACHMENTS FOR ITEM 15.2 DRAFT  
2023/24 ANNUAL BUSINESS PLAN &  
BUDGET, LONG TERM FINANCIAL PLAN  
AND STRATEGIC ASSET MANAGEMENT  
PLAN, FOR PUBLIC CONSULTATION**

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**ATTACHMENT 5** - Rate Rebate Policy & Procedure



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## **ATTACHMENT 1**

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# Annual Business Plan and Budget **2023/24**



# Acknowledgement of Country

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We acknowledge and pay our respects to the Kaurna people, the traditional custodians whose ancestral lands we gather on. We acknowledge the deep feelings of attachment and relationship of the Kaurna people to country and we respect and value their past, present and ongoing connections to the land and cultural beliefs.





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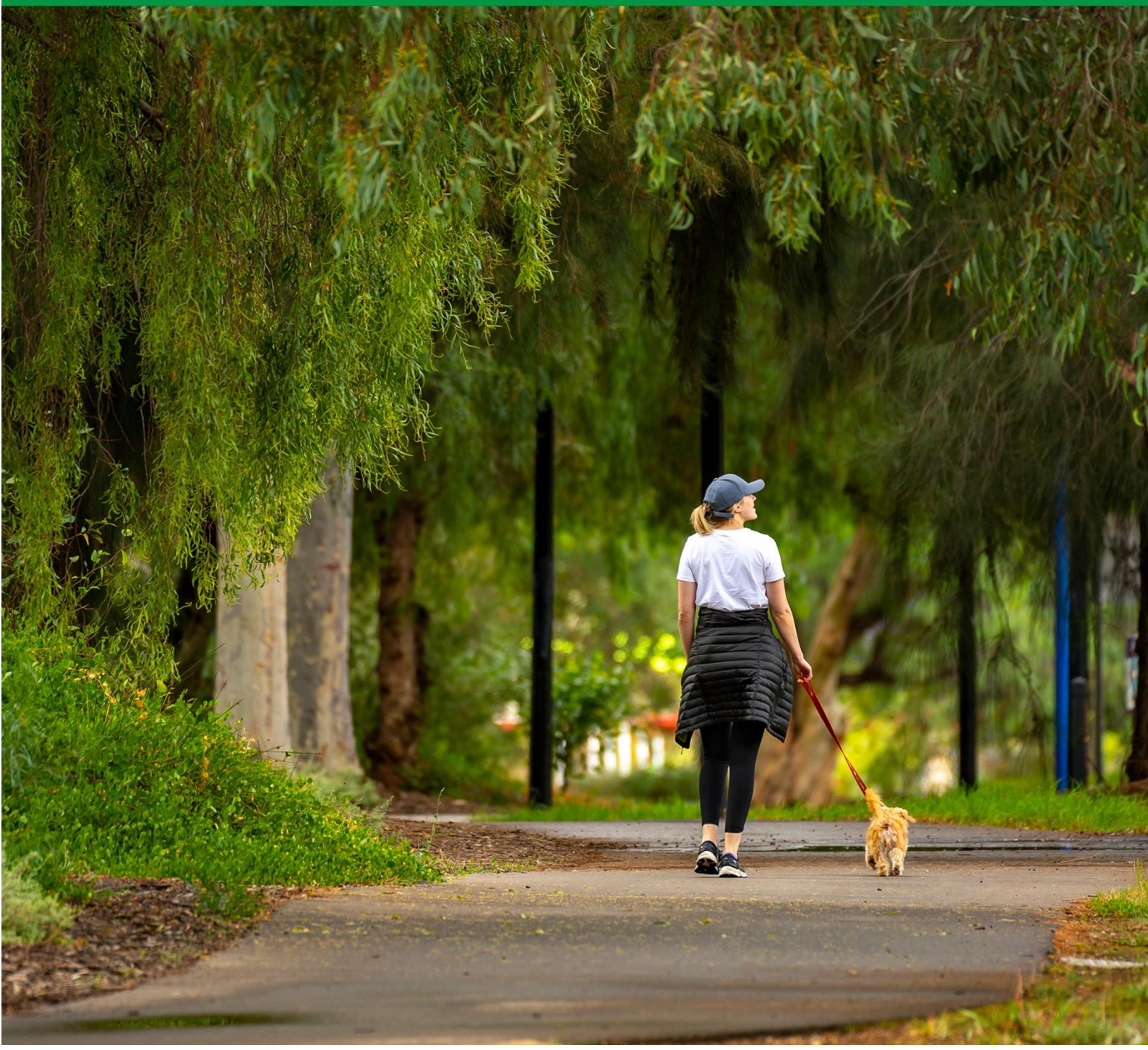
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# Welcome

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## Community Engagement and Submissions Process

Our community has clearly told us they want more opportunities to connect with the Council and each other and have their ideas and experiences understood and listened to.

The City of Playford recognises the role of community engagement and public consultation to support decision making and ensuring residents and other stakeholders can participate in the decision-making process.

The draft Annual Business Plan and Budget 2023/24 provides an opportunity for Council to articulate its plans and priorities for the next 12 months.

The community is invited to provide feedback on the draft Plan during a community engagement period. The community engagement period is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999*, which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Annual Business Plan and Budget available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy which states that any legislatively required consultation run for 28 days, the draft 2023/24 Annual Business Plan and Budget, Long Term Financial Plan and Strategic Asset Management Plan will be released for a public consultation period from Wednesday 26 April to Tuesday 23 May 2023.

During this time, the following activities will be undertaken:

- Advertisements in local newspapers advising the community that the draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Care locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 23 May 2023 Ordinary Council Meeting

Further information can be found via our online Engagement Hub at [playford.engagementhub.com.au](https://playford.engagementhub.com.au)

## Executive Summary

Each year Council plans the services and projects it will deliver to the community in its Annual Business Plan and Budget, Long Term Financial Plan and Strategic Asset Management Plan.

The Annual Business Plan and Budget for 2023/24 has been developed in line with the decision-making filters and community themes outlined in our Strategic Plan 2020-24. This includes the need to maximise opportunities for external funding and finish what we have started whilst meeting our legislative requirements and legal obligations.

When we engaged with our community on the Strategic Plan our community told us that they want us to focus on their foundational needs, from having improved safety and accessibility and a neighbourhood that looks nice, to local employment opportunities and a Council that talks to them more and uses money wisely.

We are one of South Australia's fastest growing council areas, and on average 7 new people move into our city each day and will continue to do so for the next 20 years. That is an average of around 18 new families and new homes each week.

We have a responsibility to balance the needs of existing residents while laying the foundations for future generations, by providing the parks, sporting facilities, stormwater infrastructure, footpaths, and services our growing community will need.

This year's draft Annual Business Plan shows Council will continue to invest over \$104 million in supporting the delivery of existing services, including programs at community facilities, waste and recycling and business support.

It will also invest over \$19 million in renewing or replacing existing assets such as kerbs, footpaths, roads, playspaces and sporting facilities.

New projects and services will be invested in to support the needs of our growing and diverse community. These projects will provide local level connections through park and reserve upgrades. Investment in transport infrastructure like roads and footpaths will make getting around the city easier.

New projects for 2023/24 include:

- Detailed design for Broster Road Shared Use Path Connection in Angle Vale
- Design and construction of new side entry pits (SEPS) to address nuisance flooding across Queen Street and Jane Street, Smithfield
- Detailed design for Munno Para Sportsground Stage 1, as well as construction of the Kiss and Drop at Mark Oliphant College
- Delivery of over 1000m of New Footpaths
- Upgrading the Stebonheath Road / Dalkeith Road intersection\*
- Open Space Minor Projects
- Traffic Management Minor Projects

*\*Subject to successful grant funding*

See Appendix 1, Proposed Capital Works 2023/24, for further details of these projects.

As part of the joint delivery of Council's growth area infrastructure obligations (Infrastructure Deeds), design will occur for the McEvoy Basin and Culvert and the upgrade of the Old Port Wakefield Road and Penfield Road intersection.

This year we are also introducing two new service increases. A green bin rollout will commence and provide a free opt-in Food Organics Green Organics (FOGO) bin to residents who currently do not have one. This supports community and Council efforts to increase our environmental sustainability by reducing the amount of material going to landfill.

To further lift our city's appearance with the provision of green spaces, the greening Playford – urban tree planting service will deliver additional trees in our pocket parks, local reserves and larger biodiversity reserves, as well as supporting resident planting. This project will help uplift and create attractive streetscapes and contributes to Council's commitment to increase tree canopy coverage across the city in the longer term.

The new services and projects not only support our new residents but provide a more connected and liveable city for our existing community.

A new section is included in this Annual Business Plan that describes the lifecycle of our projects. This includes everything from feasibility studies, planning and design, to community engagement, procurement and construction. The different stages of a project lifecycle are explained, including what we as Council will be working on and what the community can expect at each stage. The anticipated timelines for the projects that we will be working on during 2023/24 is also provided.

Like much of the business community, local government is facing significant cost and inflationary pressures. Many of these cost pressures are outside of our control, such as inflation, electricity and fuel price increases as well as legislated superannuation obligations. This means that the cost of providing the same services in 2023/24 will be higher than last year. We have worked diligently to reduce the impact of these cost and inflationary pressures by only factoring in inflationary pressures where absolutely necessary. This helps minimise the impact for our ratepayers.

The regular revaluation of our existing assets has also resulted in increased depreciation costs. The revaluation ensures that Council is collecting sufficient funds over time to fund the renewal of its assets when they come to the end of their life.

This Annual Business Plan provides details of how we will fund the inflationary costs for our existing services and the costs associated with new projects and services. These additional costs to our budget have been partially offset with \$0.6 million of Continuous Improvement savings.

Financial sustainability, in line with Council's Finance Strategy, has been a focus in the development of this plan ensuring Council has the means to fund the services and projects it provides to the community now and into the future.

The Annual Business Plan proposes a 7.91% increase in rate revenue for 2023/24. The proposed increase funds new projects and services that the community has asked for while covering rising costs due to inflation and meeting budget goals that support long term financial sustainability.

We look forward to working with our community to continue to deliver the services and projects that contribute to a liveable city that is enjoyed by current and future generations.



# Our City

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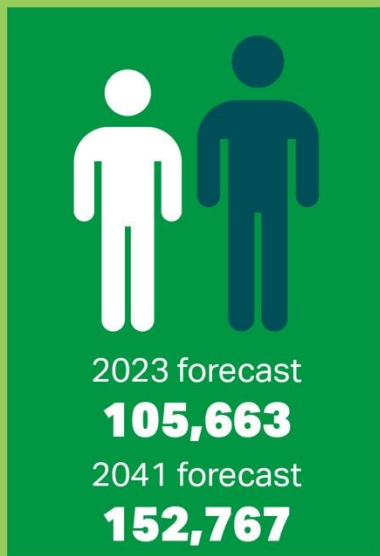
The City of Playford is a diverse city enriched by resilient communities living in new and established suburbs as well as semi-rural townships. Residential development is occurring at a rapid pace, with Playford the centre of growth in South Australia.





# Playford at a glance

## Population → What this means for our city



ABS 2021

Residents living with a disability **8,374**

Aboriginal and Torres Strait Islander **4.2%**

## Diversity



## Employment

Health care and social assistance are our biggest employers. We also work in retail trade, education and training, as well as manufacturing.

**345km<sup>2</sup>**  
**Area**

Covering the northern perimeter of metropolitan Adelaide



# Existing assets

Council has a significant portfolio of assets, ranging from roads and footpaths, to parks, community buildings, stormwater and fleet.

## Transport

MORE THAN  
**900KM**

of roads, plus eight Adelaide Ovals worth of carparks, as well as bridges, traffic islands and fencing



## Footpaths & Signage



MORE THAN  
**800KM**

of paths plus signage, bus pads and pram ramps

## Parks & Sportsfields

OVER  
**1000**

hectares of open space including 24 sportsfields and 100+ playgrounds



## Buildings

**189**

buildings including civic and corporate buildings, community centres, sports club rooms and halls



## Stormwater

**527KM**

of stormwater pipes plus 55km of network distributing recycled water to Council reserves, as well as schools and external customers



## Fleet

**255**

assets including cars, van, utes, heavy machinery and movers essential to delivering services to our community

## Technology



**2780**

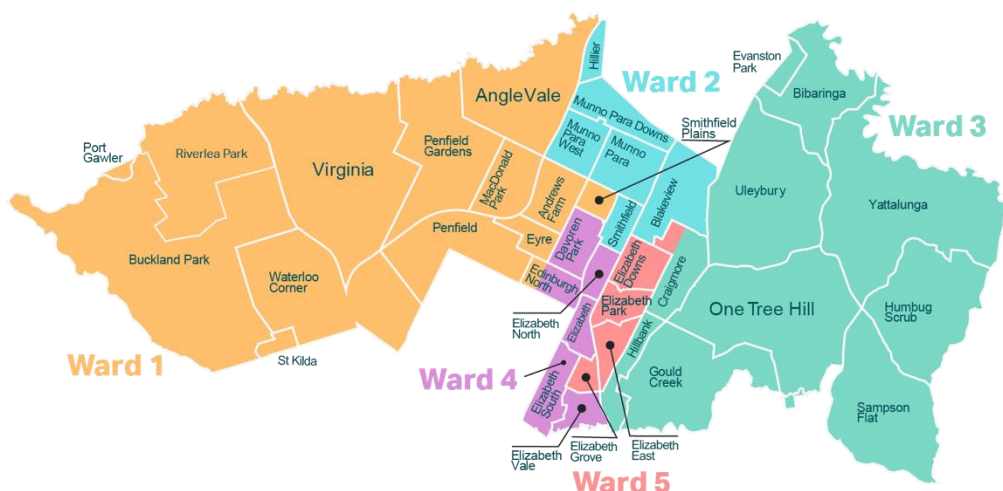
items of technology equipment including computers, mobile devices and community audio-visual equipment



# Your Council



**Mayor Glenn Docherty**



**Cr Peter Rentoulis**



**Cr Rebecca Vandepeer**



**Cr Clint Marsh**

**Ward 1:** Andrews Farm, Angle Vale, Buckland Park, Davoren Park, Edinburgh North, Eyre, Hillier, Macdonald Park, Munno Para, Munno Para Downs, Munno Para West, Penfield, Penfield Gardens, Riverlea Park, Smithfield, Smithfield Plains, Virginia, Waterloo Corner.



**Cr Jane Onuzans**



**Cr Gay Smallwood-Smith**



**Cr Chantelle Karlson**

**Ward 2:** Angle Vale, Blakeview, Craigmore, Davoren Park, Edinburgh North, Elizabeth Downs, Elizabeth North, Hillier, Munno Para, Munno Para Downs, Munno Para West, Smithfield, Uleybury



**Cr Andrew Craig**



**Cr David Kerrison**



**Cr Tanya Smiljanic**

**Ward 3:** Bibaringa, Craigmore, Elizabeth East, Elizabeth Park, Evanston Park, Gould Creek, Hillbank, Humbug Scrub, One Tree Hill, Sampson Flat, Smithfield, Uleybury, Yattalunga



**Cr Zahra Bayani**



**Cr Katrina Stroet**



**Cr Marilyn Baker**

**Ward 4:** Davoren Park, Edinburgh North, Elizabeth, Elizabeth Downs, Elizabeth East, Elizabeth North, Elizabeth Park, Elizabeth South, Elizabeth Vale, Smithfield



**Cr Akram Arifi**



**Cr Misty Norris**



**Cr Shirley Halls**

**Ward 5:** Blakeview, Craigmore, Edinburgh North, Elizabeth, Elizabeth Downs, Elizabeth East, Elizabeth Grove, Elizabeth Park, Elizabeth South, Elizabeth Vale

# Strategic Planning Framework

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Our Strategic Plan sits at the centre of our Strategic Planning Framework. It outlines Council's four-year goals for the city and provides direction for decision-making and how we prioritise the allocation of resources.





# Strategic Planning Framework



## The three phases of our Strategic Planning Framework are:



### PLAN

Our high-level plans guide our investment. **The Playford Community Vision 2043\*** was developed in 2013 based on extensive community engagement and reflects the longer term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness. Our **City-wide Strategies** focus on a particular area such as open space or cycling and walking and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Lyell McEwin Health Precinct or Virginia Township.



### INVEST

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan\*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. The **Annual Business Plan and Budget\*** is the 12-month plan to deliver the Strategic Plan and secure funding.



### REVIEW

We are constantly reviewing our investment. **The Strategic Asset Management Plan\*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities** such as the Public Health Plan and Disability Access and Inclusion Plan that continue to guide our investment in our existing services.

*\*These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.*



# Budget Summary

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The Annual Business Plan and Budget focuses on the services and projects to be delivered in the next 12 months, while ensuring the decisions we make this year do not undermine our long-term financial sustainability.





# Budget Summary

## Capital and Operating Budgets

Each year Council develops a capital and an operating budget.

- The **capital** budget is Council's expenditure on projects that will create or renew long-term assets.
- The **operating** budget incorporates all costs associated with delivering our existing services, including maintaining our community assets. The budget is adjusted for inflation and cost pressures for existing services, and for the introduction of new projects and services.
- Our four-year planning horizon ensures the decisions we make within a specific budget year do not undermine our long-term strategic direction and financial sustainability.

### Capital budget summary 2023/24

	Capital Budget \$M
Asset Management Plans – Capital Renewal	19.85
Multi-year projects commenced in prior years	30.70
New capital projects 2023/24	9.71
<b>Council expenditure – Sub Total</b>	<b>60.26</b>
Donated Assets	25.00
<b>Increase in Council capital assets - Total</b>	<b>85.26</b>

*Note that many of our projects are multi-year projects, and it is currently estimated that \$15.30M of the above capital costs will be delivered in subsequent financial years.*

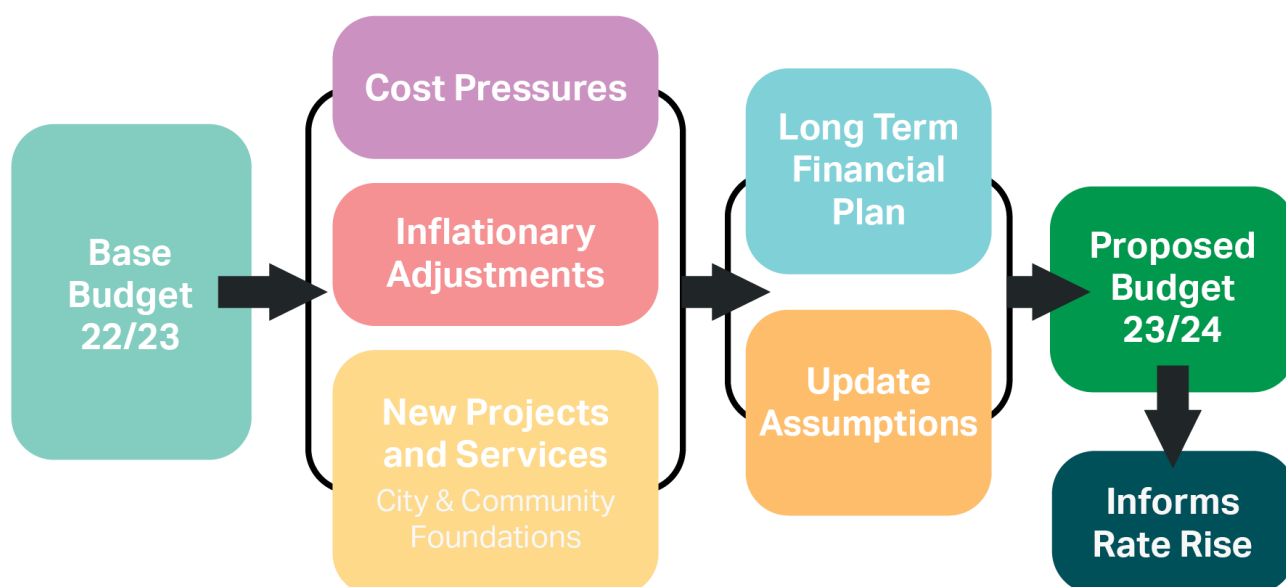
### Operating budget summary 2023/24

	Operating Budget \$M
Operating Income	136.25
Operating Expenditure	130.79
<b>Operating Surplus/(Deficit)</b>	<b>5.46</b>



# Budget Summary

## How we develop the budget



### Base Budget

#### BASE BUDGET

Council's existing services make up most of our base budget. Service Standards articulate the service Council delivers and the benefits the community can expect to receive.

### Cost Pressures

#### COST PRESSURES

Our costs may be impacted by increases above inflation due to external pressures such as the increasing cost of electricity and fuel, as well as depreciation.

### Inflationary Adjustments

#### INFLATIONARY ADJUSTMENTS

Inflation relates to increases in the cost of doing business. To ensure the budget is sufficient to cover inflationary pressures we reference the consumer price index (CPI) and Council's Enterprise Agreement on wages.

# Budget Summary

## New Projects and Services

### NEW PROJECTS AND SERVICES

Council's Strategic Plan 2020-24 outlines the decision-making filters and community themes we use to decide on any new projects or services to be introduced to the community each year.

This year's draft Annual Business Plan invests in new projects and services to support the needs of our growing and diverse community. Some projects will provide local level connections through park and reserve upgrades, while investment in transport infrastructure like roads and footpaths will make getting around the city easier. Increases to two of our existing services will contribute to environmental sustainability and create a greener, more liveable city.

## Long Term Financial Plan

### LONG TERM FINANCIAL PLAN (LTFP)

The LTFP provides information on Council's long term financial sustainability. It is the key tool used by Council to assess the long term financial implications of decisions.

## Update Assumptions

### UPDATE ASSUMPTIONS

Each year Council reviews the assumptions used to form the budget. These include interest rates, asset disposals, developer contributions and growth.

## Proposed Budget 23/24

### PROPOSED BUDGET 2023/24

After considering the above, Council can see how much budget it needs to fund services and any new projects/services for the coming year.

## Informs Rate Rise

### INFORMS RATE RISE

Rates are a financially sustainable funding pathway to pay for Council services. Council uses the proposed budget to inform any required rate rise, and this ensures that we only rate the community for what is needed.

# Budget Summary

## 2023/24 BUDGET

As a result of the budget process, Council intends to fund the following changes to the 2023/24 budget:

	\$'000	Rate Rise Equivalent %
Base Budget	(88)	(0.10)
Cost Pressures	4,732	5.27
Inflationary Pressures	1,538	1.71
New Services/Assets	949	1.06
New Services/Assets – Growth	611	0.68
Growth Existing Services	1,633	1.82
Total Additional Costs	9,375	10.44
Commitment to Financial Sustainability	942	1.05
Total to be funded	10,317	11.49

## Council's commitment to financial sustainability

The City of Playford's Finance Strategy outlines our commitment to financial sustainability. Developed in 2017/18, the strategy aims to achieve long term financial sustainability while enabling Council to deliver planned services, responsibly manage debt and promote the growth of the city, both now and into the future.

When considering our financial sustainability, we reference our operating and structural position. The difference between these terms is explained below:

The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus and where income is less than expenses, Council would be in an operating deficit.

The **structural position** is a reflection of our operating position, **without** the inclusion of once off grants and developer contributions. Grants and developer contributions are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day to day services in any given financial year.

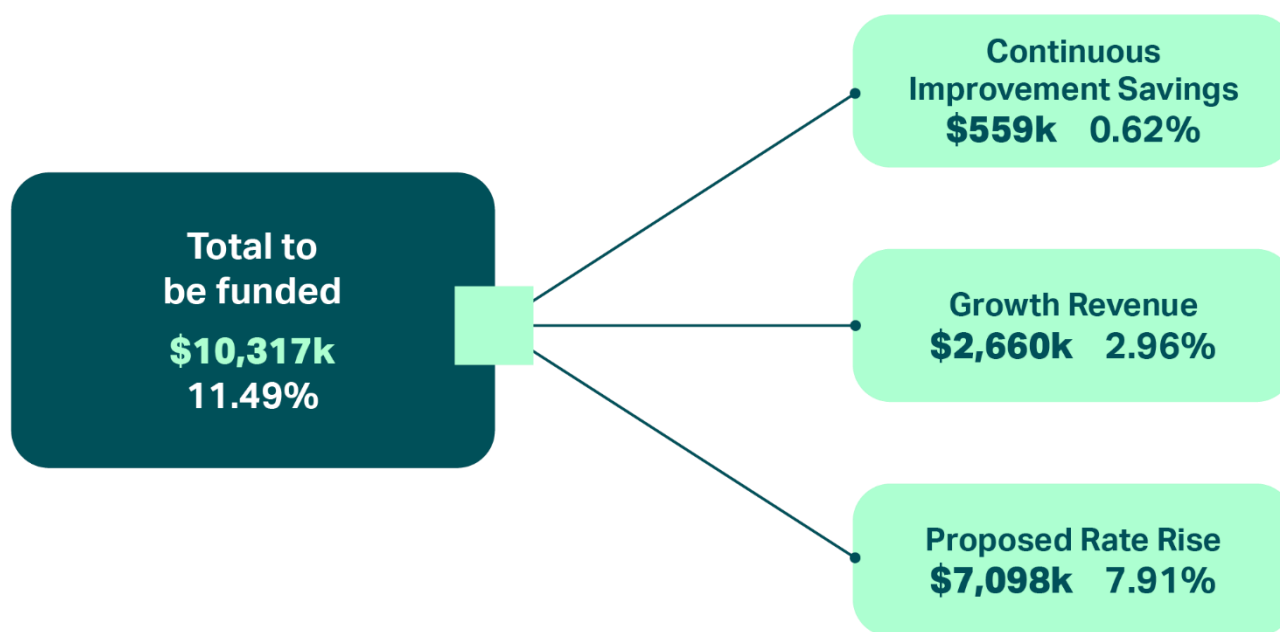
Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long term commitments and be financially sustainable.

To ensure Council remains financially sustainable we monitor our budgets and our performance against an operating surplus ratio and a structural surplus ratio. Council has endorsed a target range of 1% to 10% for the operating surplus and 1% to 4% for the structural surplus. For 2023/24, a further \$942k of revenue is required, to ensure Council remains within the target ratio range for the structural surplus ratio.

# Budget Summary

## BUDGET FUNDING PATHWAYS

This Annual Business Plan details how we will fund the inflationary costs for our existing services, new projects and services and meet our commitment to financial sustainability. The budget increase will be funded as follows:



## Continuous Improvement Savings

Council's focus on continuous improvement has resulted in savings of over \$16.9M since 2011.

The savings have either been:

- allocated to services to reduce the rate burden of providing new services and assets to the community; or
- used to ensure that Council is operating within its means and not using debt to fund its operations

Council has identified \$0.6M of savings during the 2023/24 budget process which will be used to part fund the increased cost of services and projects.

## Growth Revenue

Council receives new rate revenue from new dwellings and commercial properties. This is used to fund the additional services required in a growing community.

## Rate Rise

Council's primary revenue stream comes from raising and collecting rate revenue. Council will need to increase rates to fund the remainder of the budget unable to be funded by Continuous Improvement savings and Growth revenue as outlined above. A 7.91% increase in rate revenue is proposed for 2023/24. The proposed increase funds new projects and services that the community has asked for while covering rising costs due to inflation and meeting budget goals that support long term financial sustainability.



# Delivering for our Community

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The City of Playford provides a wide range of services, programs and infrastructure to meet the needs of our community and to fulfil our legislative requirements under the *Local Government Act (1999)*.





# Delivering for our community

## What makes up our 2023/24 budget



### Existing Services Operating Budget

Page 22

Council has 25 core services it delivers to the community annually. Each of these services is delivered to its own specific standard to ensure the same level of service across the city from year-to-year.



### Strategic Projects Operating Budget

Page 29

This is the work we will do to plan for future projects such as concept plans, feasibility studies and other investigations.



### Existing Assets Capital Budget

Page 31

Council has a significant portfolio of assets, ranging from roads and footpaths to parks and community buildings. Council manages these assets through regular maintenance and renewal programs.



### Infrastructure Projects Capital Budget

Page 33

These are projects that commenced in previous years and will continue in 23/24.



### Rising Costs Operating Budget

Page 37

Each year Council's costs are impacted by inflationary and external cost pressures.



### New Projects/Services Capital and Operating Budget

Page 40

Each year Council considers the introduction of a range of new services and assets.



### Project Lifecycle

Page 50

The lifecycle of our projects includes everything from feasibility studies, planning and design, to engagement, procurement and construction.



## Delivering Existing Services in 2023/24

### Community Facilities, Programs and Events

#### Club and Sporting Governance

We support over 80 sporting clubs with facilities for training and competition, including regional sites such as the Playford Tennis Centre, Aquadome, Playford Bowling Club and Elizabeth Oval. We work with clubs and associations to support effective administration, operations and compliance to optimise utilisation of facilities for the community's benefit.

#### Community Development and Health Initiatives

Community development supports knowledge and skills development for individuals and families. Services are delivered at several sites including the Playford Wellbeing Hub, the Healthy Food Co, Marni Waiendi and the Elizabeth Rise Community Centre.

These initiatives support the community in various ways, such as promotion of health and wellbeing practices, providing volunteer opportunities, advocacy and provision of a range of social and educational activities.



### Community Inclusion

Council provides education, information and support to assist older and vulnerable people to remain independent and connected within the community. Inclusion programs are run at sites including the Grenville Hub and Playford Wellbeing Hub, as well as outreach programs in One Tree Hill and Virginia. We also support people living with a disability through the NDIS, which is supported by Council's Disability Access and Inclusion Plan.

### Community Venues

We have a range of venues the community can access for events and experiences.

The Shedley Theatre is the northern suburbs' premier theatre venue, hosting a calendar of high-profile, professional artists, as well as supporting local amateur groups and school events.

The Uley Road and Spruance Halls provide high quality space for the community to utilise.

The Northern Sound System (NSS) is the state's leading youth music facility, engaging young people through music and creative industries. An extensive range of programs build the capacity of young people, while also offering a live music venue, rehearsal spaces and recording studio.

### Customer Contact

Our Customer Contact Team provides prompt, helpful and accurate information and transactional services to our community.





### **Event Management**

Council delivers a range of community and civic events across the city and, where appropriate, looks to partner to extend the range of events on offer. These events celebrate the community and promote a sense of connection.

### **Library**

Library Services provide access to information, technology and educational programs, cultural engagement, local history, social interaction, entertainment and leisure for our community. Branches at the Civic Centre and Stretton Centre are supported by the Mobile and Home Library Services.

### **Volunteer Development**

Volunteers extend and enhance the services and programs delivered by Council through sharing their time, energy and skills to benefit the community. Volunteers receive many opportunities to develop new skills and knowledge, connect with others and enjoy a sense of accomplishment.



### City Maintenance

#### **Parks and Reserves**

Council maintains approximately 170 irrigated parks and reserves throughout the city. They provide a range of amenity consisting of welcoming outdoor spaces, accessible play spaces, park furniture and green open space to encourage sporting activities and recreation. In addition, Council also maintains approximately 92 dryland reserves that provide natural open space.

#### **Rapid Response**

Council provides a rapid response team to attend to urgent situations and help reduce risk to our community. The primary objective is to make the situation safe, with additional work then referred to other Council services.

#### **Rural Streetscapes**

Regular road maintenance is undertaken in our rural areas, with a programmed and proactive approach based on risk. This service enables a safe and connected community for our rural residents.

#### **Sportsfield Maintenance**

The maintenance of Council's many sports fields is important to ensure our community can actively engage and participate in a range of sporting activities on offer across our city.

#### **Stormwater Network**

The stormwater network provides for the collection and transportation of stormwater throughout the city. Maintenance of the network reduces the risk of flooding and associated property damage. It also improves the water quality to wetlands and protects against water damage to road infrastructure.





### **Tree Services**

Our tree services team maintain trees on community land, which contributes to the look and feel of the city, as well as positively impacting on the health and wellbeing of Playford residents and visitors.

### **Urban Streetscapes**

This service provides safe pedestrian access, a safe and orderly urban road network, and improved appearance of street frontages, contributing to overall city presentation.

### **Graffiti Operations**

The graffiti team provides a quick and timely response to the removal of graffiti from Council assets, leading to a clean and attractive city with a reduction in overall visible graffiti.

## **Waste and Recycling**

### **Kerbside Waste**

The kerbside waste management service includes household waste, recycling, green organics and hard waste. Diversion rates away from landfill, through recycling, reduction in contamination rates, and uptake of the green organics service are a focus of this service.

### **Illegal Dumping**

This service manages the collection and disposal of illegally dumped rubbish throughout the city as well as penalises illegal dumping offences.



### Public Health, Regulatory and Environment



#### Environmental Health

This service covers the assessment, improvement and compliance to public health, food safety and wastewater standards.

#### Environmental Sustainability

In collaboration with our community, we enhance our local environment with resident engagement initiatives such as plant distribution programs, projects to improve our urban and rural biodiversity and targeted biodiversity management on rural roadsides.

#### Immunisation

Our immunisation service seeks to minimise the incidence of vaccine-preventable diseases and covers early childhood immunisation, secondary school programs, the New Arrival Refugee Immunisation (NARI) program and public and business programs.

#### Regulatory Services

Key regulatory requirements are maintained to minimise the risk to public safety: animal management, parking compliance, fire prevention, litter prevention, by-laws and Local Government Act compliance. Coupled with education initiatives, these all contribute to a safer and better quality of life for our community.

#### Development Services

This service facilitates safe and desired city development by coordinating and managing growth, assessing development applications, providing advice, ensuring development is constructed to Council standards and is compliant with relevant regulations.

### Local Business Support

#### Business Support and Industry Development

This service fosters business growth and supports and facilitates the creation of local jobs. Our modern co-working facility at the Stretton Centre provides cost effective office space and one-to-one business support. Support is also provided at an industry level through specific projects, advocacy and connection, as well as through the Virginia Horticulture Centre.



## Existing Services Operating Budget

Service Standard	2023/24 Net Operating Budget \$'000
Business Support and Industry Development	820
Club Development and Access to Sporting Facilities	932
Community Development	2,159
Community Inclusion	1,315
Community Venues	898
Customer Service	3,502
Development Services	4,581
Environmental Health	1,191
Environmental Sustainability	310
Event Management	687
Graffiti operations	434
Health Initiatives and Healthy Food Co.	679
Illegal Dumping	1,301
Immunisation	291
Kerbside Waste	15,311
Library Service	3,249
Parks and Reserves	9,778
Rapid Response	1,268
Regulatory Services	775
Rural Streetscape	5,867
Sportsfield Maintenance	5,817
Stormwater Network	5,377
Tree Services	4,031
Urban Streetscape	33,601
Volunteer Strategy and Development	198

NB The cost of service delivery is calculated based on both direct and indirect costs of delivering the services.

Direct costs such as materials, contract fees and salaries that are directly attributable to delivering the service form the base of these service costs. Indirect costs such as corporate overheads and depreciation are spread proportionately across all service areas and are included in the net cost of each service. Costs are also net of any direct revenues in the form of grants, user charges and fees earned during the course of service provision.





## Strategic Projects Operating Budget



### Strategic Projects

Each year, we budget for the planning work that needs to be done to support future projects. This work includes things like developing concept plans, feasibility studies and other investigations for projects that will be delivered in future years. This is part of Council's long-term approach to planning and is important to ensure projects are not viewed in isolation from year-to-year.

Project Name	Description	Operating Budget \$'000
City wide Transport Strategy	Funding required to further develop the city wide Transport Strategy and update Council's transport priority list	50
Local Area Traffic Management Plan	Planning required to identify future Annual Business Plan traffic management minor projects	70
Northern Adelaide Plains Food Cluster	Partnership arrangement with the Northern Adelaide Plains Food Cluster. This work will underpin the delivery of a suite of activities that will support the growth of the local food industry.	50
Urban Design Guidelines	Funding required to further develop Urban Design Guidelines. To provide guidance to designers, developers and project delivery staff on open space and streetscape public realm specifications.	50



## Strategic Projects Operating Budget

Project Name	Description	Operating Budget \$'000
Open Space Upgrades – Concept Planning	Concept planning for Sandford Reserve, Gloaming Reserve and O'Brien Reserve.	19
NEXY Basin Upgrade – Concept Planning	Review of stormwater strategy for the NEXY Basin and concept planning.	25
Riverlea Social Infrastructure Planning	Concept planning for social infrastructure at Riverlea.	20
Sheedy Road – Concept Planning	Concept planning for upgrade of Sheedy Road, between Old Port Wakefield Road and O'Loughlin Road.	30
Dauntsey Reserve - Masterplan	Masterplanning and co-design process for high priority reserve in Sports Strategy	25
Dwight Reserve – Concept Planning	Preparation of concepts for design and location of additional change rooms for Eastern Park clubs and car parking options for the site.	15
Angle Vale Community Centre – Concept Planning	Concept and service planning for the proposed Angle Vale community centre. To meet Council's obligations under Angle Vale Social Deed.	30
Australian Data Observatory Subscription	Subscription to digital planning tool developed by RMIT University to support Council in planning and identifying priorities for the livability and growth of our city.	10
Regional planning, code amendments and investigations	Strategic advice on the development of regional plans, code amendments and investigations to support future development of the city.	100
Blakes Crossing Changerooms – Concept Planning	Concept planning to consider design and location of a small clubroom to activate the oval and provide potential community meeting space.	15
Elizabeth Oval Connections, including review of Venue Improvement Plan	Review of the oval master plan in consideration of additional club feedback and to ensure safe connectivity between the oval and Playford International College.	25





## Existing Assets Capital Budget



### Existing Assets

Each year, Council spends a large proportion of its budget replacing our existing assets that have either reached the end of their useful life or are no longer able to provide a service to the community. A summary of the renewal program is included below, and further details on Asset Management Planning can be found in the Strategic Asset Management Plan.

#### Transport

Transport assets such as roads, kerbing, car parks and traffic islands degrade over time due to age, increasing vehicle loads, soil movement, tree roots and drainage problems. Transport assets are regularly inspected and given a condition rating which informs our renewal plans.

#### Stormwater

Most stormwater assets are underground, out of sight and have long lifespans. Each year a sample of Council's underground stormwater pipe network is inspected using CCTV cameras to inform our renewal plans.

#### Streetscapes

Footpaths fail over time due to age and can also be damaged by soil movement, tree roots and construction traffic. Just like transport assets, footpath assets are regularly inspected and given a condition rating which informs our renewal plans.

#### Buildings

Building renewals are triggered by inspections, compliance requirements and data such as expected life and maintenance expenditure.





## Existing Assets Capital Budget

### Parks and Sportsfields

Council manages an extensive number of parks and sportsfields throughout the city. The assets within these spaces – such as irrigation systems, fencing, park furniture, playground equipment and sporting surfaces – are inspected regularly to meet safety standards as well as helping to inform our renewal plans.

### Fleet and Technology & Office

Council's fleet of vehicles, plant and equipment is critical to ensure our services can be delivered reliably, efficiently and safely. By renewing these assets proactively, we minimise the chances of physical injury to staff and community members, infrastructure damage and excessive downtime for repairs.

Asset Category	Budget \$'000
Transport	11,488
Stormwater	31
Streetscapes	2,247
Water Delivery	238
Buildings	1,196
Parks and Sportsfields	393
Minor Plant	15
Fleet	3,239
Technology and Office	1,005
<b>Total</b>	<b>19,852</b>

*NB: The maps and tables in Appendix 1, Proposed Capital Works 2023/24 provide further detail on the specific assets scheduled for renewal across the city in 2023/24.*



## Infrastructure Projects Continuing from Previous Years

Council has a process to carry over budget from year to year to fund works that are delivered across multiple financial years. The proposed carry over budget for 2023/24 is \$30.7M.

The information below provides a summary of the work that is forecast to continue into 2023/24.

### **Andrews Road Upgrade PN14 (Road and Stormwater) – Detailed Design**

This project will deliver detailed design for the upgrade of the road between Petherton Road and Curtis Road, including kerbs, footpaths, indented parking and cycling lanes, as well as associated stormwater works.

*This project forms part of the PNE14 Playford North Extension Road Infrastructure Deed*

### **Argana Park – Car Parking and Oval Lighting**

Stages 1, 2a and 2b of the Master Plan will result in two additional light towers to the AFL Oval whilst further increasing parking around the AFL Oval and Clubrooms. Additional car parks are also proposed between the AFL Oval and Cricket Oval/Soccer Pitch, and improved parking along Mavros Road. Additionally, traffic visiting the site will benefit from widened 2-way internal roads and signage and an extended and lit path network connecting the main facilities and car parking.

*This project is part funded by Council's Open Space Fund and leverages a \$0.3M State Government grant.*





### **Argana Park – Shared Change Facilities**

Stage 3b of the Master Plan will result in a new shared change room facility to cater for increasing participation at the Elizabeth Netball Association and the Elizabeth Downs Soccer Club.

*This project is part funded by Council's Open Space Fund and leverages a \$1.1M State Government grant.*

### **Blakes Crossing – Local Area Traffic Management Plan**

The Local Area Traffic Management Plan (LATM) will investigate issues identified by residents including pedestrian safety around schools, additional indented public parking spaces, speed limits, pedestrian lighting upgrades, an indented bus stop on Craigmores Road as well as traffic flow around surrounding suburbs. The study will identify concepts for appropriate treatments and priorities.

*This project is funded by a \$400k State Government Grant. The ongoing depreciation and maintenance costs are included in the 2023/24 budget.*

### **Curtis Road /Frisby Road Intersection Upgrade (Road and Stormwater)**

This project will deliver the design and construction of the upgrade of the Curtis Road and Frisby Road intersection as a channelised T-junction to deal with increased traffic volumes. Stormwater works will facilitate the construction and operation of the upgraded intersection as there is inadequate existing road drainage.

*This project forms part of the AV21 Angle Vale Road Infrastructure Deed.*

### **Dwight Reserve North Upgrade**

This reserve, opposite the Eastern Park Football Club at Elizabeth Park, has an off-street car park, irrigated oval and large playground. An upgrade of this space aims to improve the recreation and sporting facilities that will help to create a destination park for the surrounding community.

The upgrade will be staged, with the first stage envisaged to include new playground and rubber soft fall, including DDA access equipment and pathway, football and soccer goals.

*Stage 1 of this project is funded by a \$400k State Government grant.*

### **Gould Street Reserve Upgrade**

The upgrade of the reserve forms part of Council's contribution to the Elizabeth Park Neighbourhood Renewal Project (Northway), a joint project with the State Government. Apart from a bench, this small reserve is currently vacant, and will undergo redevelopment to improve its appearance and create a little rest spot and place for kids to play.

*This project leverages a \$200k State Government grant*

### **Heaslip Road and Stormwater Upgrade, Angle Vale**

Design and construction for the upgrade of Heaslip Road, from Angle Vale Road to Woodbridge Road, to provide a safe and efficient road and footpath network for the Angle Vale community.

*This project forms part of the Angle Vale Growth Area Road Deed Fund*



### **Kalara Reserve – Clubroom Upgrade**

Council's Sportsground Strategy identifies Kalara Reserve as a high priority district level sportsground with a soccer focus. The strategy recommends consolidation of buildings which are in poor condition, and inclusion of a fitness track. Further planning and project scoping needs to occur in consultation with the local clubs. The objectives of the strategy will be delivered as a multistage project. The focus of this stage of the project will be on the redevelopment of the club rooms.

In 2022/23 the State Government allocated \$1M to this project and as part of the 2023/24 budget, Council has also allocated Phase 4 of the Local Roads and Community Infrastructure (LRCI) grant funding to the project. It is expected that this project will need further funding in 2024/25.

*This project is part funded by a \$1M State Government grant and a \$1.4M Federal Government grant*

### **McGilp Recreation Park**

Redevelopment of the reserve will include an oval extension to accommodate a senior pitch, stormwater improvements, new changerooms, a new BMX track and upgrades to car parking.

*This project is part funded by Council's Open Space Fund and leverages a \$1.5M State Government grant.*

### **Mofflin Reserve Upgrade**

The upgrade of Mofflin Reserve, located within the Lyell McEwin Health Precinct, will provide the opportunity for informal recreation for residents as well as workers, patients and shoppers that visit the area. Proposed facilities include a loop track, playspace, BBQ space, raised garden beds, seating areas and tree planting. Design commenced in 2022/23.

*This project is funded by Council's Open Space Fund and leverages a \$2M State Government grant.*

### **Munno Para West Reserve – Peerless Road**

Council acquired land in Munno Para West for the purposes of establishing a neighbourhood park. The construction of this new park on the corner of Peerless and Tatura Road Munno Para West has undergone community consultation and will feature new playspaces for various ages, basketball key, obstacle course, picnic shelter with BBQ, indented car parking and toilet facilities.

*This project is funded by Council's Open Space Fund.*

### **Park Road Drainage System**

The Park Road drainage system is identified in the regional Stormwater Management Plan (SMP) for the Smith Creek catchment. Construction of the drainage system will protect housing in Virginia from flooding and substantially reduce flood damages for horticultural land in the area.

*This project is part funded by a \$2.6M State Government grant*





### **Playford Alive – Pete Smith Reserve Upgrade**

Playford Alive is one of the biggest urban renewal projects in Australia. As our contribution to this project, Council renews targeted public realm and streetscape assets in coordination with Renewal SA/ SA Housing Authority. Many of the public houses around Pete Smith Reserve have been demolished and will be replaced with new higher density housing. As part of Council's contribution to this stage, Pete Smith Reserve will be upgraded to include new playground equipment, half-court basketball court, sheltered picnic setting, seating, pathways and landscaping.

### **Playford Sports Precinct – Playford International College Floodlights**

The installation of LED floodlighting at the College will allow Central District Football Club to use the oval for training purposes for both male and female teams, which will support more flexible training options for the club. The project will complement the new change rooms at Elizabeth Oval.

### **Stormwater Minor Works – Andrews Road**

This project will deliver improvements to stormwater capture at Andrews Road through the installation of pipes, culverts and swale drains. Construction will take place in 2023/24 to follow design and heritage approvals completed in 2022/23.

### **Virgo Street Reserve and Barrow Street Reserve Upgrades**

Upgrades to Virgo Street Reserve in Elizabeth South and Barrow Street Reserve in Elizabeth Vale will see these vacant sites upgraded to local parks, providing improved access to quality open spaces for the community and contributing to the renewal of these older Elizabeth suburbs.

*This project is funded through an existing joint fund between Council and the SA Housing Authority.*



## Rising Costs Operating Budget



### Rising Costs

Like much of the community, local government is facing rising costs and inflationary pressures in 2023/24. This means it will cost us more to deliver the services we offer to the community.

#### Inflation

To ensure the budget is sufficient to cover inflationary pressures we reference the consumer price index (CPI) and apply this index to costs only where the inflationary pressure is unavoidable. The CPI index has increased significantly over the last 12 months.

*The impact for 2023/24 is \$1.5M*

#### Depreciation

In 2022/23, Council undertook its annual revaluation of its existing assets. Annual revaluations are a legislative requirement, with external independent review also required every five years (maximum).

Keeping the value of our assets reflective of their fair value ensures Council is collecting sufficient funds over time to fund the renewal of its assets when they come to the end of their life. The key underlying principle of depreciation is intergenerational equity to ensure current and future ratepayers contribute to funding community assets.





## Rising Costs Operating Budget

Stimulus in the construction sector, combined with supply constraints in certain markets has resulted in higher than expected price increases which has a flow on impact to asset valuations and depreciation.

*The impact for 2023/24 is \$1.9M*

### Management of Growth

The City of Playford has been experiencing significant growth in its residential population following rezoning of land to facilitate growth consistent with the 30 Year Plan for Greater Adelaide.

The current structure of the organisation has been in operation for four years, generally serving the organisation well. However, with an ever-changing external environment and with residential growth likely to continue at a significant rate for more than a decade, it is inevitable that the organisation and its resource structure needs to respond to the changes occurring externally. This will enable Council to manage the growth and development of our city and maintain services and infrastructure standards for a growing number of residents in line with our strategic objectives and deliver these in a customer centric way.

*The impact for 2023/24 is \$1.1M*

### Northern Adelaide Waste Management Authority (NAWMA) – Equity Share

NAWMA manages recycling, waste collection and waste disposal for the City of Playford, City of Salisbury and Town of Gawler. Council participates in cooperative arrangements for the provision of services. Based on NAWMA's draft budget and Council's percentage share, Council will incur an increased cost associated with NAWMA's draft budget position.

*The impact for 2023/24 is \$0.5M*

### Enterprise Resource Planning Software Uplift

Due to the removal of vendor support for Council's on premise version of the Enterprise Resource Planning software, Technology One, we need to transition to the Software as a Service (SaaS) platform. The ongoing service fees for SaaS will be higher than existing support and maintenance fees but reduces Council's requirement for replacement infrastructure in the future.

*The impact for 2023/24 is \$0.4M*

### Electricity

The electricity market has seen sharp increases during 2022/23, with regulators predicting further pressure to continue into 2023/24. This is reflective of a market response to gas and coal pricing and the transition to renewables.

The local government sector electricity contract expired on 31 December 2022 and the sector experienced an uplift in electricity costs from 1 January 2023. Given the uncertainty in the market around that time the local government sector elected to only lock in short term contracts and reapproach the market from April 2023 for longer term pricing to apply from 1 July 2023. For the 2023/24 budget an estimate of the current electricity cost pressure has been incorporated as the actual impact remains difficult to predict. Council will continue to monitor a broad range of options to minimise its exposure to electricity pricing and secure the lowest cost pricing possible in current markets.

*The impact for 2023/24 is \$0.4M*



## Rising Costs Operating Budget

### Fuel

Council is subject to rising fuel prices that have arisen over the past 12 months. Fuel prices affect the costs of running our fleet of vehicles that provide services across the city such as verge mowing, parks and reserves, and streetscape maintenance.

*The impact for 2023/24 is \$0.2M*

### Superannuation Guarantee Charge

From 1 July 2023, the prescribed Superannuation Guarantee rate has been legislated to increase to 11.0% from 10.5%.

*The impact for 2023/24 is \$0.2M*

### Finance Costs

Note that while interest rates have also increased substantially over the past 12 months, the impact on Council's budget has been minimised through proactive debt management to secure longer term fixed rates at attractive rates. This has enabled Council to minimise the impact interest rates.

See pages 48/49 for other minor cost pressures that are included in the 2023/24 budget.





## New Projects/Services for 2023/24

New projects/services have been identified using the decision-making filters and community themes outlined in Council's Strategic Plan (2020-24) Community & City Foundations. The new projects for 2023/24 as identified below align with the strategic plan and support the needs of our growing and diverse community. See Appendix 1 for a list of locations and maps indicating where work will be undertaken.

### Broster Road Shared Use Path Connection – Detailed Design

Broster Road is identified as a key local route to Angle Vale Road which will increase in importance with future expansion to the north. This project will undertake detailed design for a missing verge and shared use path, including site works and drainage, along a portion of Broster Road in Angle Vale. Once constructed, this missing link will deliver increased walking and cycling connectivity across the shared use path network in the northern half of Angle Vale.

### Footpaths – AMP Supplementary

This project will widen a footpath on Turner Drive, Craigmore in conjunction with AMP renewal works also taking place. The footpath will be widened from 1.2m to 1.8m, providing a safe and accessible all-abilities footpath for pedestrians along this road which is a bus route and the location of schools and a shopping centre.



### **Irrigation Projects – St Leonard’s and Harold Wissell Reserves – Detailed Design**

This project will carry out detailed design to include irrigation on Harold Wissell and St Leonard’s Reserves to complement existing infrastructure and investment into these local-level reserves. The design aims to increase utilisation of the reserves, whilst also providing a safer environment for the community.

### **Minor Stormwater Projects – Queen Street and Jane Street – Detailed Design and Construction**

This project will address nuisance flooding across Queen Street and Jane Street, Smithfield, reducing the frequency and/or extent of ponding currently experienced by residents. Concept designs identified the need for two new side entry pits (SEPs) at the low point of Queen Street to ensure the trapped water that currently ponds on the street is effectively drained to Smith Creek. Two new SEPs are also identified to capture the flow of water coming down Jane Street.

### **Munno Para Sportsground Stage 1 – Detailed Design**

Munno Para Sportsground is identified as a priority growth area project in Council’s Sports Facility Strategy. The concept plan for the facility proposes that it be delivered in three stages. This project will carry out detailed design for Stage 1 which is anticipated to include main pitch (potentially synthetic), club room and parking (inclusive of the kiss and drop – see below).

### **Mark Oliphant Kiss & Drop – Detailed Design and Construction**

Detailed design for the kiss and drop is included in the Munno Para Sportsground - Stage 1 – Detailed Design project (see above). This facility at Mark Oliphant College will provide a unique opportunity to install parking for the sportsground. The two uses will complement each other with the school using the parking during the day and recreation and sport users during the evenings and weekends.

Construction of the kiss and drop will provide improved safety and convenience for students and parents. It will also help to reduce congestion during school drop off and pick up times. Additional parking will immediately support use of the school netball/tennis courts by the community.

*This project leverages a \$2.5M of State Government grant*

### **New Footpath Projects – Detailed Design and Construction**

This project will provide over 1000m of new footpaths where none currently exist on either side of the road to address some of the safety and connectivity issues across the city. Eleven pram ramps will also be installed to assist in meeting Council’s obligations under the *Disability Discrimination Act (DDA)* and *Disability Inclusion Act (DIA)*.

### **Road Safety Lighting**

This project will provide a safe walking, cycling, and driving environment by improving lighting at the following locations:

- Intersection of Petheron and Stebonheath Roads
- Beatrix Road, Craigmore





### Stebonheath Road / Dalkeith Road Intersection Upgrade

The proposed upgrade at the intersection of Stebonheath Road / Dalkeith Road is expected to include:

- A new roundabout
- Implementation of channelisation treatments at all approaches to the intersection with appropriate deflection curves to reduce vehicle approaching design speed from 90km/h to 60km/h.
- Installation of footpath, pram ramps, pedestrian refuges, and lighting.

This project will improve safety at the intersection and increase connectivity and accessibility for the community to key destinations across our city.

*This project is subject to Blackspot grant funding and is a joint project with the Town of Gawler*





### Open Space Minor Projects – Detailed Design and Construction

Minor improvements to several of Council's reserves will be undertaken to complement existing facilities. Projects identified for 2023/24 are:

- Blakes Crossing, Blakeview – 1 x drink fountain and doggie bowl
- Angle Vale Community Sports Centre, Angle Vale – 1 x drink fountain and doggie bowl
- Lachlan Drive, Craigmore linear path – 2 x bench seats
- Augusta Square Reserve, Smithfield – 2 x solar lights

The following items will also be delivered to supplement renewal works at Strathaird Boulevard Reserve, Smithfield:

- Playground to upgrade the reserve from a local park to a neighbourhood park standard
- Painting of existing shelter and picnic setting
- New fencing and plinth
- Skate deterrents

*These projects are funded by Council's Open Space Fund*

### Traffic Management Minor Projects – Detailed Design and Construction

This project aims to improve road, pedestrian, and traffic safety within the city through the delivery of pedestrian crossings around schools and roads with high traffic volume, as well as the installation of traffic calming devices.

Projects identified for 2023/24 are:

- Woodford Road - provision of a Pedestrian Actuated Crossing (PAC) adjacent Playford College.
- Peerless Road - provision of traffic calming devices to improve traffic speed concerns.
- Haynes Street - provision of an Emu Crossing adjacent Elizabeth Grove Primary School.





### Infrastructure Deeds

Infrastructure Deeds are legal agreements between landowners, Council and the State Government covering social, transport and stormwater infrastructure in the Playford Growth Areas. They spread the cost of infrastructure more evenly among interested parties.

Deeds are executed when land developments achieve certain sales numbers, or when population levels reach a specific level. When these triggers are met, parties involved in the deeds need to fulfil their obligations to fund or construct infrastructure. In 2023/24, Council will contribute to the following projects through its Infrastructure Deed agreements:

### McEvoy Road Basin and Culvert – Detailed Design

Detailed design for McEvoy Road basin and culvert is required as part of the need to move flood and stormwater flows to the east where they will be released under the Port Wakefield Highway.

*This project forms part of the Virginia Interim Stormwater Infrastructure Deed.*

### Old Port Wakefield Road and Penfield Road Intersection – Detailed Design for Road and Stormwater

This project will deliver detailed design for this intersection of a state-owned road as well as stormwater works identified for the intersection. In line with the scope of the Virginia Growth Area Road Infrastructure Deed, the detail design will inform the future delivery of a signalised intersection, necessary to cater for future traffic volumes. As this is a State owned road, detailed design will be delivered by the Department for Infrastructure and Transport (DIT).

*This project forms part of the V10 Virginia Growth Area Road Infrastructure Deed.*



### Strategic Land Acquisition – Angle Vale North

This project seeks to acquire a key portion of private land within the Angle Vale Growth Area that forms a vital connection between two land divisions and east-west movements through Angle Vale North. Acquisition of the land will assist in unlocking development and the delivery of key infrastructure.

*This project forms part of the Angle Vale Interim Stormwater Infrastructure Deed.*

### Green Bin Rollout



This service increase will see the commencement of the provision of a free opt-in Food Organics Green Organics (FOGO) bin to residents who currently do not have one. The green bin and inclusive kitchen caddy and roll of compostable bags will support our community's ability to undertake food recycling to compost. A targeted marketing and engagement campaign will support education around food waste diversion.





### Greening Playford – Urban Tree Planting

Council's Urban Tree Strategy recommends an increase of tree canopy from 15% to 20% within the city's urban and township areas. This equates to an estimated 60,000 additional trees to be planted in a variety of locations over 25 years.

In 2023/24, this increased service will deliver the following:

- Local Amenity Trees Program – 1,500 trees per year planted in pocket parks and local reserves in proximity to dwellings
- Linear Corridor Trees Program – 350 trees per year planted in larger biodiversity reserves
- Private Property Tree Program – 240 trees per year through resident planting

The focus on these programs allows Council to plant the type of species that will increase canopy and provide a visual amenity uplift across the urban areas. A Street Tree Program is anticipated to be introduced in future years.





## New Projects/Services Capital & Operating Budget

2023/24 NEW CAPITAL PROJECTS FUNDING PATHWAYS	Total Capital Budget	Capital Tied Funding	Operating Grant Funding	Reserves	Council Debt Funding	Other/AMP Funding	Ongoing Operating Investment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Broster Road Shared Use Path Connection - detailed design	57				57		6
Footpaths – AMP Supplementary - detailed design & construction	301				301		32
Green Bin Rollout	448				448		263
Irrigation Projects - Harold Wissell - detailed design	17			17			1
Irrigation Projects - St Leonards detailed design	20			20			2
Kalara Reserve – Clubroom Upgrades	1,395		1,395				116
McEvoy Road Basin and Culvert - detailed design*	205				205		17
Minor Stormwater Projects - Queen Street and Jane Street – detailed design & construction	212				212		17
Munno Para Sportsground Stage 1 - Detailed Design Mark Oliphant Kiss and Drop – detailed design & construction	4,636	2,500			2,136		496
New Footpath Projects – detailed design & construction	459				459		49
Open Space Minor Projects – detailed design & construction	176			176			15
Stebonheath Road/Dalkeith Road Intersection - Blackspot Funding Program	993	993					39
Strategic Land Acquisition - Angle Vale North	265			265			-
Traffic Management Minor Projects	525				525		47
<b>GRAND TOTAL</b>	<b>9,709</b>	<b>3,493</b>	<b>1,395</b>	<b>478</b>	<b>4,343</b>	<b>-</b>	<b>1,100</b>





## New Projects/Services Capital & Operating Budget

2023/24 OPERATING INVESTMENT FUNDING PATHWAY	Total Operating Budget	Other Funding	Growth	Other (Once off)	Grant Funding (once off)
	\$'000	\$'000	\$'000	\$'000	\$'000
Blakes Crossing Local Area Traffic Management Plan	22	22			
Broster Road Shared Use Path Connection - detailed design	6		6		
Footpaths – AMP Supplementary	32	32			
Green Bin Rollout	428	227	36	165	
Greening Playford - Urban Tree Planting	403	403			
Irrigation Projects - Harold Wissell - detailed design	1		1		
Irrigation Projects - St Leonards - detailed design	2		2		
Kalara Reserve – Clubroom Upgrades	116	116			
McEvoy Road Basin and Culvert - detailed design	17		17		
Minor Stormwater Projects - Queen Street and Jane Street – detailed design & construction	17	17			
Munno Para Sportsground Stage 1 - detailed design	496		496		
Mark Oliphant Kiss and Drop – detailed design & construction					
New Footpath Projects – detailed design & construction	49	49			
Old Port Wakefield Road and Penfield Road Intersection (V10) - detailed design (Road and Stormwater)	19			19	
Open Space Minor Projects – detailed design & construction	15		15		
Road Safety Lighting	187			187	
Stebonheath Road/Dalkeith Road Intersection - Blackspot Funding Program	1032		39		993
Traffic Management Minor Projects	47	47			
<b>Total Project/Services Funding</b>	<b>2,889</b>	<b>913</b>	<b>612</b>	<b>371</b>	<b>993</b>
<b>Cost Pressures</b>					
Enterprise Resource Planning Software Uplift	398	398			
Depreciation	1,878	1,878			
Electricity	350	350			
Materials & Contractors contract rates	36	36			



2023/24 OPERATING INVESTMENT FUNDING PATHWAY	Total Operating Budget	Other Funding	Growth	Other (Once off)	Grant Funding (once off)
Fuel	229	229			
Management of Growth	1,095	1,095			
Superannuation Guarantee	206	206			
NAWMA (Equity Share)	535	535			
Interest	5	5			
<b>Total Cost Pressures</b>	<b>4,732</b>	<b>4,732</b>			
<b>GRAND TOTAL</b>	<b>7,621</b>	<b>5,645</b>	<b>612</b>	<b>371</b>	<b>993</b>





## Project Lifecycle



## The Lifecycle of our Projects

The lifecycle of our projects includes everything from feasibility studies, planning and design, to community engagement, procurement and construction. Many things need to happen, some behind the scenes, before a project is brought to life and the community start to see things happen on the ground.

The stages of a project lifecycle are explained overleaf, including what we as Council will be working on and what the community can expect at each stage.



## Project Lifecycle

### Initiation

**This stage:**

Includes things like feasibility studies, concept planning, community engagement and seeking Council approval to proceed with delivery of the project.

**Community experience:**

The community may be asked to share thoughts about initial plans and designs through a community engagement process.

### Planning

**This stage:**

Includes activities such as engaging a designer, undertaking site investigations, and producing detailed design drawings.

**Community experience:**

Council is busy working behind the scenes on finalising detailed designs based on the concept planning in the previous stage.

### Works

**This stage:**

Includes negotiating and awarding a contract, ordering materials and notifying the community about the upcoming work. Once this has been completed, construction work will start on site.

**Community experience:** During the construction stage access may be limited and there may be extra noise and dust in the area.

### Completion

**This stage:**

The project is complete.

**Community experience:**

This could be a new amenity that can be enjoyed by the community now and in years to come, or infrastructure that makes our city more liveable.





The estimated milestones for the projects that will either continue from prior years or start in 2023/24 are shown in the tables on the following pages.

*Note that the dates are based on current information, resourcing, weather predictions and contractor availability. All these factors are subject to change and therefore the milestones are subject to change.*









## Project Lifecycle

New projects 2023/24	 Initiation	 Planning	 Works	 Completion
New Footpath Projects	Commenced	July 2023	October 2023	June 2024
Footpaths – AMP Supplementary	Commenced	July 2023	October 2023	June 2024
Broster Road Shared Use Path	Complete	July 2023	TBC - Subject to Council approval of construction budget in 2024/25	
Minor Stormwater Projects	Commenced	July 2023	October 2023	March 2024
Munno Para Sportsground Stage 1	May 2023	November 2023	TBC - Subject to Council approval of construction budget in 2024/25	
Mark Oliphant Kiss and Drop	May 2023	November 2023	July 2024	July 2025
Stebonheath Road/Dalkeith Road Intersection*	Commenced	July 2023	April 2024	March 2025
Traffic Management Minor Projects	March 2023	July 2023	September 2023	June 2024
Open Space Minor Projects	February 2023	July 2023	September 2023	June 2024
Irrigation Projects – St Leonards & Harold Wissell Reserves	Commenced	July 2023	TBC - Subject to Council approval of construction budget in 2024/25	
Old Port Wakefield Road & Penfield Road Intersection	This is a State owned road and timelines are subject to Department for Infrastructure and Transport (DIT) delivery programs			
McEvoy Road Basin & Culvert	April 2023	July 2023	TBC - Subject to Council approval of construction budget in 2024/25	
Strategic Land Acquisition – Angle Vale North	N/A land acquisition			
Road Safety Lighting	N/A work undertaken by SA Power Networks			

\*Delivery of this project is subject to Blackspot grant funding and is a joint project with the Town of Gawler



## Project Lifecycle

Major Projects continuing from prior	 Initiation	 Planning	 Works	 Completion
Andrews Road Upgrade PN14 (Road & Stormwater)	Commenced	April 2023	TBC – Construction not scheduled	
Argana Park – Car Parking & Oval Lighting	Commenced	May 2023	February 2024	February 2025
Argana Park – Shared Change Facilities	Commenced	May 2023	February 2024	February 2025
Blakes Crossing LATM	Commenced	April 2023	December 2023	September 2024
Curtis Road / Frisby Road Intersection Upgrade (Road and Stormwater)	Commenced	April 2023	February 2024	March 2024
Dwight Reserve North Upgrade	Commenced	July 2023	May 2024	June 2025
Gould Street Reserve Upgrade	Complete	Commencing	November 2023	March 2024
Heaslip Road Upgrade, Angle Vale	Complete	Complete	Commenced	December 2023
Kalara Reserve – Clubroom Upgrades	Commenced	June 2023	March 2024	July 2025
McGillp Recreation Park	Complete	Commenced	December 2023	December 2024
Mofflin Reserve Upgrade	Complete	Complete	Commenced	October 2023
Munno Para West Reserve – Peerless Road	Complete	Commencing	November 2023	June 2024
Park Road Drainage System	Complete	Commenced	July 2023	June 2024
Playford Alive – Pete Smith Reserve Upgrade	Complete	Commencing	November 2023	March 2024
Playford Sports Centre Softball Lights	Complete	Complete	Commenced	December 2023
Stormwater Minor Works – Andrews Road	Complete	Commenced	April 2023	December 2023
Virgo Street Reserve and	Commenced	November 2023	December 2023	January 2025



# Rates

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Council is committed to maintaining a financially sustainable budget whilst keeping rates as low as possible. Balancing the need to fund new infrastructure in our growth areas with fairness and equity in the distribution of rates.

## DRAFT

The numbers in this section are draft and will be finalised upon completion of Rates Modelling. The final numbers will be reflected in the version of this Plan that is considered for adoption at the Ordinary Council Meeting





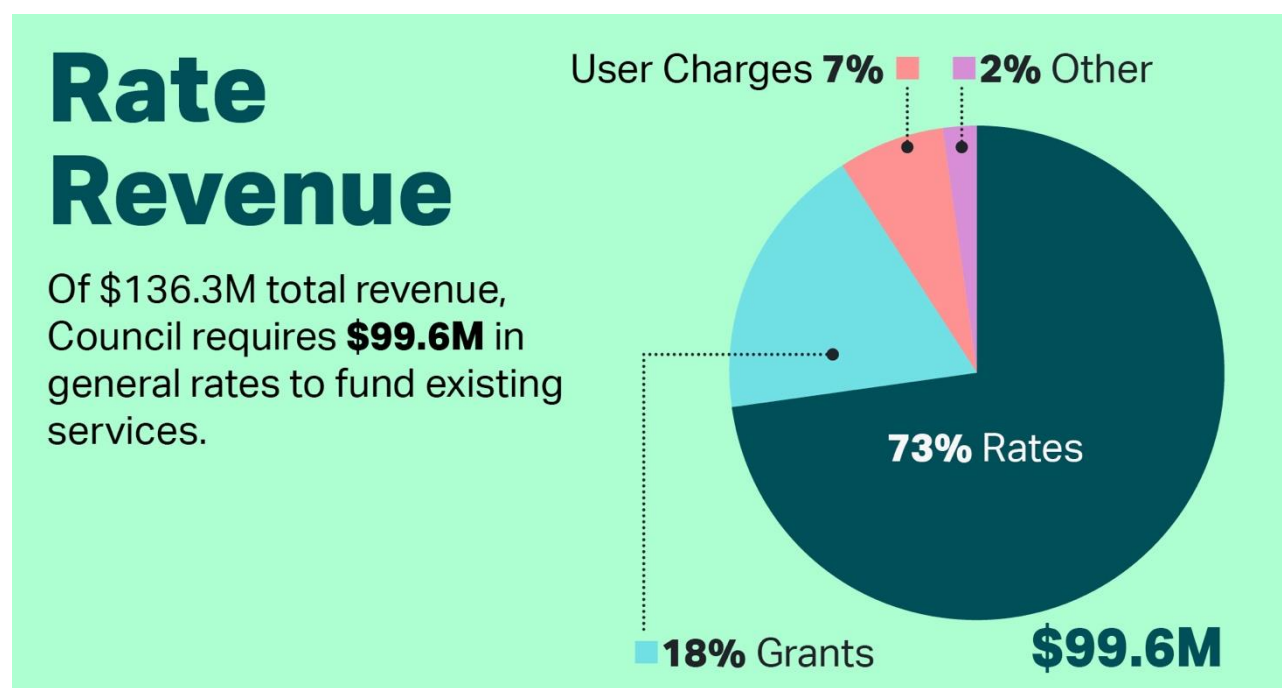
# Rates

## Rates

### Why are rates important

Rates are the primary source of revenue for Council. Rates are used to deliver Council services and to maintain community infrastructure.

This Draft Annual Business Plan provides details of how we will continue to fund and deliver our existing services, as well as new services, projects and cost pressures. Just like members of our community, council is facing increasing costs and seeks to cover these costs while minimising the impact on ratepayers. The additional costs to our budget have been partially offset with \$0.6M of continuous improvement savings and through new ratepayer revenue. However, to ensure council maintains a financially sustainable budget, we also need to raise rates to keep pace with the budgetary impacts. As a result, the Annual Business Plan proposes a 7.91% increase in rate revenue for 2023/24. The proposed increase funds new projects and services that the community has asked for while covering rising costs due to inflation and meeting budget goals that support long term financial sustainability.



### How we distribute our rates

Once our budget has been finalised Council needs to determine how rates will be distributed amongst our community.

Our Rating Policy explains how rates are distributed across the community and why. Our Rate Rebate Policy explains how and why Council approves rebates. Rating policies are all underpinned by the principles of fairness and equity.

# Rates

## About our rate revenue

The table below summarises information on how general rate revenue has increased from 2022/23 to 2023/24.

Rate Revenue	2022/23	2023/24	% Movement in Total Rate Revenue
General Rates (existing properties)	92,597,218	102,770,477	
General Rates (new properties)	2,686,045	2,660,442	
<b>General Rates (gross)</b>	<b>95,283,263</b>	<b>105,430,919</b>	
Less: Mandatory Rebates	-4,398,892	-4,708,986	
<b>General Rates (After Mandatory Rebates)</b>	<b>90,884,371</b>	<b>100,721,933</b>	10.82%
Less: Discretionary Rebates	-1,019,667	-1,091,547	
<b>General Rates (After Discretionary Rebates)</b>	<b>89,864,704</b>	<b>99,630,386</b>	10.87%

Note the table above does not take into account other rates collected such as the Regional Landscape Levy (net of rebates) of \$1.2M (collected on behalf of State Government) or other charges \$0.65M.

The 10.87% increase in total general rate revenue (after rebates) includes both the increase in rates from existing rate payers and new rates from new properties. See below table for breakdown:

Rate Revenue Source	Average % change in Rate Revenue
Rate revenue from existing rate payers	7.91%
Rate revenue from new properties	2.96%
<b>Total</b>	<b>10.87%</b>



# Rates

## Fixed Charge

City of Playford's rating structure allows for a maximum of 50% of Council's total general rate revenue to come from a fixed charge. It is expected that \$51.2M in fixed rates will be levied in 2023/24. Rebates will be applied to this amount bringing the collected general fixed rate revenue equal to 50% of General Rates after rebates.

In 2022/23, the fixed charge was \$1,042.95. The actual fixed charge to apply in 2023/24 can only be calculated once capital valuations and final growth in property numbers are made available. For the purposes of this consultation an indicative fixed charge for 2023/24 of \$1,118 can be used as a guide.

Please note: These figures represent a considered estimate based on the most current information available at the time of going out to consultation on the Draft Annual Business Plan and does not take into account the final growth in the number of dwellings as advised by the Valuer General. This information is updated regularly and therefore these figures will be subject to confirmation at the time of actual adoption of the Final Annual Business Plan.

## Differential charge

As per Council's Rating Policy, the remaining 50% of General Rates (after rebates) is collected from a differential charge. The amount payable per property is based on a rate in the dollar applied to the capital value of your property. City of Playford has two rate types declared, commercial and general. The table below provides indicative information on how rate revenue from each rate type is expected to increase from 2022/23 to 2023/24 and will be updated prior to final adoption by Council.

### Expected Differential Revenue and Properties<sup>1</sup>

Differential Charge	Differential Rate Revenue			Rateable properties		Average per rateable property		
	2022/23	2023/24	Change	2022/23	2023/24	2022/23	2023/24	Change
Rate Type	\$'000s	\$'000s	%	#	#	\$	\$	\$
General	29,064	32,159	10.7%	43,770	45,260	664	711	47
Commercial	19,994	22,094	10.5%	637	655	31,387	33,731	2,344
Total	49,058	54,253	10.6%	44,407	45,915			

<sup>1</sup> Table presented as gross revenue. Due to the impact of rate rebates gross rate revenue does not present as 50% of total gross revenue.

# Rates

Please note: These figures represent a considered estimate based on the most current information available at the time of going out to consultation on the Draft Annual Business Plan and does not take into account changing property valuations as advised by the Valuer General. This information is updated regularly and therefore these figures will be subject to confirmation at the time of actual adoption of the Annual Business Plan.



## Our growing city

As one of South Australia's fastest growing council areas, the population of the City of Playford is estimated to increase from about 105,000 to over 152,000 by 2041.

In 2022/23, City of Playford had 44,407 rateable properties. This is expected to increase to 45,915 in 2023/24, representing 3.4% growth in the number of rateable properties.



# Measures and Targets

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A range of performance measures and financial targets help track our progress as we deliver against the Annual Business Plan and Budget.





# Measures and Targets



## Measures and Targets

Section 123 of the *Local Government Act 1999* states that the Annual Business Plan must include the measures (financial and non-financial) that the council intends to assess the performance of council against its objectives over the financial year. Council has a strong focus on engaging with our community and customers to understand their experience of us and gather feedback and insights to help measure our performance and improve service delivery. Council monitors its performance in several ways to ensure we are on track to meet the objectives of our Strategic Plan 2020-24.

# Measures and Targets

## Playford Community Survey

Each year, Council undertakes a survey to better understand the views of our community. A move towards aligning community feedback with Council's strategic goals resulted in changes to the way the survey was delivered in 2021.

With the development of Council's new Strategic Plan, there was opportunity to align our annual community survey to Strategic Plan Community Themes to capture sentiment, perception and performance of Council's delivery against strategic objectives. Questions in the new survey focused on what it is like to live in, or experience Playford.

The July 2022 survey saw over 1289 members of the Playford community sharing their thoughts and experiences. The graphics below show the average rating out of five for each Community Theme. The average Community Sentiment is also shown below. This represents community trust and confidence in Council, as well as satisfaction with Council over the past 12 months.

We use the decision-making filters and Community Themes in the Strategic Plan to inform the development of the annual budget, to ensure we are working towards our longer-term objectives. The results of the Community Survey also guide our decision making around priorities for the budget to ensure up-to-date feedback from the community is considered as part of our planning.

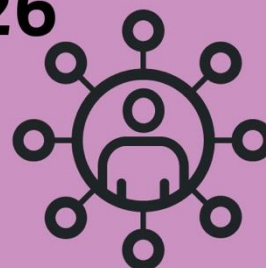
Community Theme 1  
**Improving safety  
and accessibility**  
**3.33**



Community Theme 2  
**Lifting city  
appearance**  
**3.03**



Community Theme 3  
**Connecting with  
our community  
and each other**  
**3.26**



Community Theme 4  
**Supporting  
business and  
local employment  
opportunities**  
**3.28**



Community Theme 5  
**Using money  
wisely**  
**2.91**



**Average  
community  
sentiment**  
**3.07**





# Measures and Targets

## Financial Indicators

Financial sustainability is achieved when Council can deliver the services it provides to the community at an agreed and consistent standard across a long period, without the need for significant rate increases above inflation or significant service reductions, whilst maintaining inter-generational equity.

### **Financial sustainability enables Council to:**

- Deliver and maintain intergenerational equity
- Maintain a solid and healthy financial position
- Maintain a degree of stability and predictability for future rate increases
- Manage its debt levels

### **Council has six financial indicators used to measure its financial sustainability:**

- Operating surplus ratio
- Structural surplus ratio
- Cashflow from operations ratio
- Asset renewal funding ratio
- Net financial liabilities ratio
- Interest expense ratio

# Measures and Targets

## Primary Financial Indicators

Financial Indicator	Explanation	Target	2022/23 Revised Budget	2023/24 Budget	Projected 5 Year Average
Operating Surplus Ratio	This ratio gives an indication of Council's ability to service its operations from expected income, while maintaining long term financial sustainability.	Between 1% and 10%	3.6%	4.0%	3.6%
Structural Surplus Ratio	This ratio gives an indication of Council's ability to service its operations from expected income excluding one-off items that are not recurrent in nature, while maintaining long term financial sustainability.	Between 1% and 4%	0.3%	1.0%	1.0%
Cash Flow from Operations Ratio	This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	186.1%	151.2%	161.9%
Asset Renewal Funding Ratio	This ratio shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	Between 90% and 110%	136.3%	121.6%	104.3%
Net Financial Liabilities Ratio	This ratio shows the extent to which Council is managing its debt.	Between 50% and 160%	108.5%	90.8%	81.2%
Interest Expense Ratio	This ratio shows how much discretionary income is used to pay interest on borrowings	Between 4% and 8%	5.0%	4.7%	3.8%

### Operating Surplus Ratio

Performance against this ratio has increased to 4.0% from 3.6% as at the 2022/23 revised budget. Although the ratio for 2023/24 remains within the target range, the operating surplus includes one-off operating grants/contributions which will need to be spent on future infrastructure projects.

### Structural Surplus Ratio

The structural surplus excludes one-off operating grants/contributions which will need to be spent on future infrastructure projects. Meeting the target range for this measure ensures Council remains financially sustainable. Performance against this ratio has increased to 1.0% from 0.3% as at the 2022/23 revised budget.



# Measures and Targets

## Cashflow from Operations Ratio

The 2023/24 result is above Council's target range at 151.2%. While it may appear that Council has "extra money", this is not the case. The receipt of one-off operating grants and contributions will need to be spent on infrastructure projects in the future to meet the needs of our growing community. Council also has cashflow from operations in excess of the short-term funding requirements for the annual asset renewal program. These funds are committed to replacing assets which will come to the end of life over the next 20-50 years. This ensures intergenerational equity – the idea that each generation pays their fair share for the use of an asset or resource.

## Asset Renewal Ratio

The result for 2023-24 is slightly higher than the target range at 121.6% due to carry forward of capital expenditure from 2022-23. This is a combination of projects which were planned to be delivered over multiple years and some projects where external factors have limited our ability to deliver projects this financial year. This ratio returns within the target range by year 2 of the Long Term Financial Plan and the 5 year average is within the target range.

## Net Financial Liabilities Ratios

The ratio sits within the target range in 2023/24. The forecasted debt for 2023/24 remains relatively stable and this is primarily due to Council's ongoing commitment to achieving a financially sustainable surplus and effective debt management.

## Interest Expense Ratio

Notwithstanding the significant investment in the city, the ratio is within the target range due to Council's commitment to achieving a financially sustainable surplus and effective debt management.



# Budgeted Financial Statements

Council is committed to delivering long-term financial sustainability with a focus on producing a sustainable operational surplus position, effectively managing debt and sustainably growing assets and services.

**DRAFT**

This section will need updating post rates modelling to allow for final growth and capital values





# Budgeted Financial Statements

## Budgeted Financial Statements & Explanations

### Financial Summary

	Operating Budget \$M
Operating Income	136.25
Operating Expenditure	(130.79)
<b>Operating Surplus/(Deficit)</b>	<b>5.46</b>

Council continues to be committed to maintaining an operating surplus as a key strategy of the Council's long-term financial sustainability.

Council's budget provides an operating surplus of \$5.46M. This budgeted operating surplus includes developer contributions and grants associated with future capital spend that does not form part of our ongoing sustainable structural position. These one-off items account for \$4.1M of the budgeted operating surplus.

Council continues to be committed to maintaining an operating surplus as a key strategy of the Council's long-term financial sustainability.

# Budgeted Financial Statements

## Statement of comprehensive income

Resource Group	Revised Budget 2022/23 \$'000's	Budget 2023/24 \$'000s	Increase (Decrease) \$'000
Rates	91,585	101,464	9,879
Statutory Charges	2,233	2,888	655
User Charges	6,008	6,046	38
Investment Income	9	52	43
Reimbursements	517	637	120
Other Income	203	177	(26)
Grants, Subsidies and Contributions	22,466	24,988	2,522
Net Gain – Joint Ventures & Associates	33	-	(33)
<b>Revenue Total</b>	<b>123,054</b>	<b>136,252</b>	<b>13,198</b>

### Rates income - \$101.5 million

Increases in Council rates allow Council to meet the community service delivery expectations and achieve Long Term Financial Plan objectives. The 2023/24 Budget includes the following:

- A rate revenue increase of 7.91% for existing ratepayers.
- Additional rate income of \$2.7M from new developments in the city.
- The Landscape Levy collected on behalf of the Green Adelaide Board of \$1.2M. Once collected this is paid to the Green Adelaide Board with no impact on the bottom line.
- Penalties and Legal recoveries \$0.65M.

### Statutory charges - \$2.9 million

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an activity, including *Planning, Development and Infrastructure Act* fees, parking fines and dog registration fees.

Most fees are set by State Government legislation and administered by Council.

Council is notified of the fee amounts in late June of each year and these will be adopted by Council in apply from July 2023.



# Budgeted Financial Statements

## **User charges - \$6.0 million**

User charges income is received from individuals, sporting groups and various other bodies that utilise user pay services and hire or lease Council owned property.

Council also receives commercial activity income from the operation of the theatres, café, function centre and the Northern Sound System, with a minor amount coming from the hiring of Council facilities for functions or meetings.

User charges for 2023/24 have increased as a result of increased demand for user paid services and to take into account inflationary cost pressures.

## **Reimbursement - \$0.6 million**

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers and other tiers of government.

Reimbursements have increased slightly compared with the 2022/23 budget.

## **Other income - \$0.2 million**

Other income is comprised of donations, sponsorships, and other miscellaneous receipts, which varies from year to year.

## **Grants, subsidies and contributions - \$25.0 million**

Grants, subsidies and contributions are income received from Federal and State Governments in addition to contributions from developers. Revenue received specifically to fund the construction or purchase of new or upgraded assets is included in a separate section of the Financial Statement.

Grants, subsidies and contribution income is budgeted to increase, mainly due to increased developer contributions for future capital investment and a projected increase in Federal Assistance Grant support consistent with the growth of our city and past history.

# Budgeted Financial Statements

## Operating expense by category

Resource Group	Revised Budget 2022/23 \$'000	Budget 2023/24 \$'000	Increase (Decrease) \$'000
Employee Costs	44,282	47,719	3,437
Contracts, Material and Other	42,085	47,227	5,142
Finance Costs	4,570	4,767	197
Depreciation	27,572	30,490	2,918
Share of Equity Loss on Associates and Joint Ventures	100	585	485
<b>Expense Total</b>	<b>118,609</b>	<b>130,788</b>	<b>12,179</b>

### Employee costs - \$47.7 million

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour.

The budgeted increase in employee costs is the combined result of new positions required to meet the needs of our growing city, level changes required under the Enterprise Agreement and 0.5% increase in Superannuation Guarantee Charge.

### Materials, contracts and other expenses - \$47.2 million

Materials covers many different expenses of Council including utility payments for water and electricity, library books and consumable materials.

Contracts covers costs such as contractors, waste collection, equipment hire, software license fees and consultants.

Other expenditure includes audit and legal fees, contributions, communication expenses, insurance and registration, levies paid to other organisations, Elected Member allowances, advertising, fringe benefits tax, training and travel expenses.

The budget increase reflects cost pressures in the market largely related to electricity, fuel and general inflation.

### Finance costs - \$4.8 million

Finance costs include interest payable on borrowings and finance leases and other banking charges.

Council is budgeting for a marginal increase in finance costs. Whilst interest rates have risen sharply over the past 12 months, Council has been able to effectively manage debt to secure attractive fixed rates where possible.



# Budgeted Financial Statements

## Depreciation - \$30.5 million

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential (cost or replacement value) of an asset over its useful life. Over the long term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned.

Depreciation is increasing in 2023/24, largely due to the revaluation of assets and an increase in the asset base to service our growing community.

## Loss on associates and joint ventures - \$0.6 million

Council's share of the Gawler River Floodplain Management Authority (GRFMA) will result in a net loss of \$0.1 million in 2023/24, based on advice from the Authority.

Council's share of the Northern Adelaide Waste Management Authority (NAWMA) will result in a net loss of \$0.5 million in 2023/24, based on advice from the Authority.

## Financial Statements

### Cash flow statement

The cashflow statement shows the cash movement reflective of Council's operating position and investment decisions for 2023/24.

Cashflow from operating activities increases by \$6M reflecting additional rates revenue and grant/developer contributions offset by higher costs.

Cash from investment activities increases by \$4M due to higher proceeds from sale of surplus assets offset by increased capital spend on new and existing infrastructure.

The positive impact in cashflow results in decreased borrowing requirements during 2023/24.

### Balance sheet

Total Non-Current Assets are projected to rise to \$1,772M in 2023/24, an increase of \$96M. This increase arises from the capital expenditure program, contributed assets and revaluation of assets.

Total borrowings are projected to decrease slightly to \$109.8M by 30 June 2024. This is a combination of sale of surplus assets and a lower debt funded capital program. The level of borrowings is within the target range. Please see the financial indicator section for more information.

# Budgeted Financial Statements

## Uniform Presentation of Finances

### **Operating surplus / (deficit)**

The operating surplus or deficit indicates the extent to which income is sufficient, or insufficient, to fund the cost of services. A surplus indicates Council is raising enough operating income to cover its operating expenses whereas a deficit indicates it is not.

### **Net outlays on existing assets**

This is expenditure that returns the service potential of existing assets back towards their original level. Consistent negative outlays on existing assets indicate that, overall, existing assets may be deteriorating as expenditure on their renewal or replacement is less than the rate of depreciation.

### **Net outlays on new and upgraded assets**

Outlays on new and upgraded assets indicate the net cost to Council of acquiring or creating new assets. Outlays on new or upgraded assets will increase depreciation and maintenance expenses in future periods.

### **Net lending / (borrowing) for financial year**

Net Lending, if a positive result, indicates that Council will reduce its level of borrowings over the period. Net Borrowings, if a negative result, means Council is required to borrow additional funds increasing the level of net borrowings over the period.

# Budgeted Financial Statements

**City of Playford**  
**Statement of Comprehensive Income**  
**For the year ended 30 June 2024**

2021/22 Actual		2022/23 Original Budget	2022/23 Revised Budget	2023/24 Original Budget
\$000's		\$000's	\$000's	\$000's
	<b>INCOME</b>			
86,346	Rates	91,585	91,585	101,464
2,852	Statutory Charges	2,233	2,233	2,888
3,929	User Charges	6,008	6,008	6,046
10	Investment Income	9	9	52
905	Reimbursements	517	517	637
205	Other Income	203	203	177
29,150	Grants, Subsidies and Contributions	20,229	22,466	24,988
842	Net Gain - Equity Accounted Council Businesses	33	33	-
124,239	<b>TOTAL INCOME</b>	120,817	123,054	136,252
	<b>EXPENSES</b>			
41,719	Employee costs	44,277	44,282	47,719
37,507	Materials, Contracts & Other Expenses	41,987	42,085	47,227
3,847	Finance costs	5,001	4,570	4,767
25,537	Depreciation, Amortisation and Impairment	27,572	27,572	30,490
77	Net Loss - Equity Accounted Council Businesses	100	100	585
108,687	<b>TOTAL EXPENSES</b>	118,937	118,609	130,788
15,552	<b>Operating Surplus / (Deficit)</b>	1,880	4,445	5,464
(4,769)	Asset Disposal & Fair Value Adjustments	3,844	-	-
2,516	Amounts Received Specifically for New or Upgraded Assets	11,436	8,701	17,356
48,511	Physical Resources Received Free of Charge	15,894	33,000	25,000
61,810	<b>NET SURPLUS / (DEFICIT)</b>	33,054	46,146	47,820
	<b>Other Comprehensive Income</b>			
215,794	Changes in Revaluation Surplus - I,PP&E	29,181	83,821	46,025
29	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-
(689)	Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	-	-	-
215,134	<b>Total Other Comprehensive Income</b>	29,181	83,821	46,025
276,944	<b>TOTAL COMPREHENSIVE INCOME</b>	62,235	129,967	93,845



# Budgeted Financial Statements

City of Playford  
Year End Balance Sheet  
For the year ended 30 June 2024

2021/22 Actual \$000's		2022/23 Original Budget \$000's	2022/23 Revised Budget \$000's	2023/24 Original Budget \$000's
	<b>CURRENT ASSETS</b>			
1,818	Cash & Cash Equivalents	1,500	1,500	1,500
6,426	Trade & Other Receivables	6,521	6,319	7,314
192	Inventories	180	185	208
-	Other Financial Assets	-	-	-
757	Other current assets	581	617	693
5,156	Non-current assets classified as Held for Sale	-	17,540	5,180
14,349	<b>TOTAL CURRENT ASSETS</b>	8,782	26,161	14,895
	<b>NON-CURRENT ASSETS</b>			
273	Financial Assets	248	249	223
10,759	Equity Accounted Investments in Council Businesses	9,829	10,691	10,106
1,527,134	Infrastructure, Property, Plant & Equipment	1,596,551	1,652,161	1,748,935
12,726	Other Non-Current Assets	16,361	12,726	12,726
1,550,892	<b>TOTAL NON-CURRENT ASSETS</b>	1,622,989	1,675,827	1,771,990
1,565,241	<b>TOTAL ASSETS</b>	1,631,771	1,701,988	1,786,885
	<b>CURRENT LIABILITIES</b>			
20,575	Trade & Other Payables	18,524	20,622	14,957
6,314	Borrowings	7,011	6,522	5,303
6,429	Provisions	6,210	6,461	6,575
33,318	<b>TOTAL CURRENT LIABILITIES</b>	31,745	33,605	26,835
	<b>NON-CURRENT LIABILITIES</b>			
100,269	Long Term Borrowings	135,885	106,659	104,456
1,269	Long Term Provisions	1,306	1,372	1,397
101,538	<b>TOTAL NON-CURRENT LIABILITIES</b>	137,191	108,031	105,853
134,856	<b>TOTAL LIABILITIES</b>	168,936	141,636	132,688
1,430,385	<b>NET ASSETS</b>	1,462,835	1,560,352	1,654,197
	<b>EQUITY</b>			
415,270	Accumulated Surplus	574,115	461,649	514,396
1,001,855	Asset Revaluation Reserves	886,953	1,085,676	1,131,700
13,260	Other Reserves	1,767	13,027	8,101
1,430,385	<b>TOTAL EQUITY</b>	1,462,835	1,560,352	1,654,197

# Budgeted Financial Statements

2021/22 Actual \$000's		2022/23 Original Budget \$000's	2022/23 Revised Budget \$000's	2023/24 Original Budget \$000's
Inflows / (Outflows)		Inflows / (Outflows)	Inflows / (Outflows)	Inflows / (Outflows)
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>			
	<b>Receipts</b>			
86,551	Rates Receipts	91,585	91,585	101,033
2,852	Statutory Charges	2,225	2,225	2,821
4,242	User Charges	5,994	5,994	6,043
29,228	Grants, Subsidies and Contributions	20,426	22,387	24,507
10	Investment Receipts	9	9	51
980	Reimbursements	520	520	626
6,464	Other Receipts	214	214	180
	<b>Payments</b>			
(41,885)	Payments to Employees	(44,142)	(44,147)	(47,581)
(42,989)	Payments for Materials, Contracts & Other Expenses	(42,847)	(43,056)	(45,697)
(3,847)	Finance Payments	(5,001)	(4,570)	(4,767)
<b>41,606</b>	<b>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>	<b>28,983</b>	<b>31,161</b>	<b>37,216</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
	<b>Receipts</b>			
138,615	Proceeds from Borrowings	13,723	12,902	3,099
	<b>Payments</b>			
(157,671)	Repayments of Borrowings	(7,577)	(6,174)	(6,440)
(134)	Repayment of Finance Lease Liabilities	(93)	(150)	(82)
<b>(19,190)</b>	<b>NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES</b>	<b>6,053</b>	<b>6,578</b>	<b>(3,423)</b>
	<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>			
	<b>Receipts</b>			
1,361	Sale of Replaced Assets	-	-	-
4,334	Sale of Surplus Assets	8,906	4,111	17,540
2,516	Amounts Received Specifically for New/Upgraded Assets	11,436	10,061	10,062
18	Repayments of Loans by Community Groups	23	23	24
	<b>Payments</b>			
(15,110)	Expenditure on Renewal/Replacement of Assets	(16,167)	(19,800)	(24,145)
(13,839)	Expenditure on New/Upgraded Assets	(39,234)	(32,452)	(37,274)
<b>(20,720)</b>	<b>NET CASH PROVIDED BY (USED IN) INVESTMENT ACTIVITIES</b>	<b>(35,036)</b>	<b>(38,057)</b>	<b>(33,793)</b>
<b>1,696</b>	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>-</b>	<b>(318)</b>	<b>-</b>
122	CASH AT BEGINNING OF REPORTING PERIOD	1,500	1,818	1,500
<b>1,818</b>	<b>CASH AT END OF REPORTING PERIOD</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>

# Budgeted Financial Statements

**City of Playford**  
**Statement of Changes in Equity**  
**For the year ended 30 June 2024**

2021/22 Actual \$000's		2022/23 Original Budget \$000's	2022/23 Revised Budget \$000's	2023/24 Original Budget \$000's
	<b>ACCUMULATED SURPLUS</b>			
496,160	Balance at end of previous reporting period	532,797	415,270	461,649
61,810	Net Surplus / (Deficit) for Year	33,054	46,146	47,820
16	Adjustments (Correction of Prior Period Errors)	-	-	-
29	Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-
(67,458)	Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-
(75,287)	Transfers between Reserves	8,264	233	4,926
<b>415,270</b>	<b>Balance at end of reporting period</b>	<b>574,115</b>	<b>461,649</b>	<b>514,395</b>
	<b>ASSET REVALUATION RESERVE</b>			
645,797	Balance at end of previous reporting period	857,772	1,001,855	1,085,676
-	Other Comprehensive Income	-	-	-
215,794	Gain(Loss) on revaluation of infrastructure, property, plant & equipment	29,181	83,821	46,025
(689)	Impairment (expense) / recoupments offset to asset revaluation reserve	-	-	-
67,458	Transfers to accumulated surplus	-	-	-
73,495	Transfers between Reserves	-	-	-
<b>1,001,855</b>	<b>Balance at end of reporting period</b>	<b>886,953</b>	<b>1,085,676</b>	<b>1,131,701</b>
	<b>OTHER RESERVES</b>			
11,468	Balance at end of previous reporting period	10,031	13,260	13,027
-	Transfers to accumulated surplus	(8,264)	(233)	(4,926)
1,792	Transfers from accumulated surplus	-	-	-
<b>13,260</b>	<b>Balance at end of reporting period</b>	<b>1,767</b>	<b>13,027</b>	<b>8,101</b>
<b>1,430,385</b>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>1,462,835</b>	<b>1,560,352</b>	<b>1,654,197</b>
415,270	Accumulated Surplus	574,115	461,649	514,395
1,015,115	Reserves	888,720	1,098,703	1,139,802
<b>1,430,385</b>	<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>1,462,835</b>	<b>1,560,352</b>	<b>1,654,197</b>



# Budgeted Financial Statements

City of Playford  
Uniform Presentation of Finances  
For the year ended 30 June 2024

2021/22 Actual \$000's		2022/23 Original Budget \$000's	2022/23 Revised Budget \$000's	2023/24 Original Budget \$000's
124,239	Operating income	120,817	123,054	136,252
(108,687)	Less: Operating expenditure	(118,937)	(118,609)	(130,788)
<b>15,552</b>	<b>Operating Surplus / (Deficit)</b>	<b>1,880</b>	<b>4,445</b>	<b>5,464</b>
	<b>Net outlays on existing assets</b>			
(15,110)	Capital expenditure on renewal and replacement of existing assets	(16,167)	(19,800)	(24,145)
25,537	add back Depreciation, Amortisation and Impairment	27,572	27,572	30,490
1,361	add back Proceeds from Sale of Replaced Assets	-	-	-
<b>11,788</b>	<b>Net Outlays on Existing Assets</b>	<b>11,405</b>	<b>7,772</b>	<b>6,345</b>
	<b>Net outlays on new and upgraded assets</b>			
(13,839)	Capital expenditure on new and upgraded assets	(39,234)	(32,452)	(37,274)
2,516	add back Amounts Received Specifically for New and Upgraded Assets	11,436	10,061	10,062
4,334	add back Proceeds from sale of surplus assets	8,906	4,111	17,540
<b>(6,989)</b>	<b>Outlays on New and Upgraded Assets</b>	<b>(18,892)</b>	<b>(18,280)</b>	<b>(9,672)</b>
<b>20,351</b>	<b>NET LENDING / (BORROWING) FOR FINANCIAL YEAR</b>	<b>(5,607)</b>	<b>(6,063)</b>	<b>2,137</b>

# **Proposed Capital Works 2023/24**



# Proposed Capital Works 2023/24

## Transport Renewals

Suburb	Location
<b>Roads – Asphaltic Concrete</b>	
Andrews Farm	Andrews Road Crawford Grove
Blakeview	Balmoral Circuit Berkshire Lane Bluebell Lane Laburnum Gardens Main Terrace
Craigmore	Autumn Avenue Baldina Crescent Blackwood Drive Blair Park Drive Frith Road Glastonbury Way Ironbark Avenue Jasmine Court Joshua Lane Protea Court Somerset Grove Spaxton Crescent
Davoren Park	Coventry Road Lawson Street Mitchell Street Tollerdown Street Whittington Road Wootton Street
Elizabeth	Codford Street Frobisher Road Idmiston Street
Elizabeth Downs	Bloomfield Crescent Garlick Road Hanson Road McKenzie Road Muller Street Parkinson Street
Elizabeth East	Blackburn Road Cardnell Crescent Gilmore Street Guy Court Martin Road Tyler Street
Elizabeth Grove	Main North Service Road Porton Street Smitham Street
Elizabeth North	Birdbush Street Breamore Street Larkhill Road Tidworth Road Whiteparish Road Woodford Road



# Proposed Capital Works 2023/24

Suburb	Location
Elizabeth Park	Dayman Street Gould Road Law Street Magor Street
Elizabeth South	Blake Road Harvey Road O'Leary Street
Elizabeth Vale	Barrow Crescent Coppleridge Drive Grovely Street Haxon Street Haydown Road Rollison Road Winklebury Road
Hillbank	Homestead Drive Victor Place
Munno Para	Newton Boulevard

Suburb	Location
<b>Roads - Other</b>	
Buckland Park	McEvoy Road (reconstruction/spray seal)
Waterloo Corner	Supple Road (reconstruction/spray seal)
<b>Kerbs</b>	
Blakeview	Balmoral Circuit Pineridge Drive
Craigmore	Somerset Grove
Davoren Park	Cummins Street Lawson Street
Elizabeth	Frobisher Road Philip Highway
Elizabeth Downs	Barritt Street Parkinson Street
Elizabeth East	Midway Road
Elizabeth Grove	Argent Street Haydown Road
Elizabeth North	Birdbush Street Larkhill Road Whitsbury Road Woodford Road
Elizabeth South	Harvey Road
Elizabeth Vale	Barrow Crescent Coppleridge Drive Haydown Road Longleat Road

# Proposed Capital Works 2023/24

Bridges	
Elizabeth	Winterslow Road (renewal design)
Traffic Safety	
Craigmore	Frith Road
Elizabeth Park	Midway Road/Seaborough Road

## Streetscape Renewals

Footpaths	
Suburb	Location
Blakeview	Albatross Place Main North Road Regent Grove
Blakeview/Craigmore	Craigmore Road
Craigmore	Admella Court Currawong Crescent Dublin Street Uley Road
Davoren Park	Coventry Road
Elizabeth	Frobisher Road
Elizabeth East	Bellinger Road Enterprise Road Midway Road Nimitz Road Paginton Crescent Yorktown Road
Elizabeth Vale	Winklebury Road
Munno Para	Koongarra Crescent
Smithfield	Amaroo Court Mora Crescent
Virginia	Coratina Road
Signs	
Angle Vale	Heaslip Road
Bibaringa	Gawler One Tree Hill Road
Blakeview	Cherrytree Crescent
Hillier	Wingate Road
Virginia	Baker Road Old Port Wakefield Road

# Proposed Capital Works 2023/24

Footpaths	
Pram Ramps	
Streetscape	x 40
Transport	x 161

## Stormwater Renewals

Pipes	
Suburb	Location
Blakeview	Balmoral Circuit

## Parks and Sportsfield Renewals

Suburb	Location	Item
Andrews Farm	Lomond Reserve	Irrigation Controller
Angle Vale	Angle Vale Sports Ground	Coaches Box x 2
Blakeview	Knightsbridge Reserve	Bench with concrete pad
Smithfield	Strathaird Reserve - Playford Waters	Playground and benches Softfall# Renewal of stone wall plinth
Smithfield Plains	Kooranowa Reserve	Discus Pad
Virginia	Coratina Reserve - Irrigation	Irrigation pipework and Controller

# Strathaird Reserve softfall renewal was included in 2022/23 financial year but will be delivered in 2023/24 in conjunction with the other reserve renewal works.

## Buildings Renewals

Suburb	Location	Item
Davoren Park	Playford Operations Centre	ATCO Transportable Renewal Horticulture Transportable Office Renewal Weedicide Office Renewal CCTV & Security Alarm System
	Arura Reserve Hall	Windows & Electrical Renewal
Elizabeth	Northern Sound System	Bar, amenities & kitchen



# Proposed Capital Works 2023/24

Suburb	Location	Item
	Aquadome	UV Controllers
Elizabeth Vale	Duncan Anderson Reserve Clubrooms	Amenities
One Tree Hill	One Tree Hill Institute	Amenities & Access Toilet

## Water Delivery Renewals

Facility	Item
Adams Creek Wetlands	Diversion & Irrigation pumps
Munno Para Wetlands	Evaporative Air-conditioning, Diversion pumps & Pit screens
Penfield Gardens	Evaporative Air-conditioning
Stebonheath Wetland	Evaporative Air-conditioning, Diversion pumps & Pit screens
Uley Oval	Diversion pump

## Open Space Minor Projects

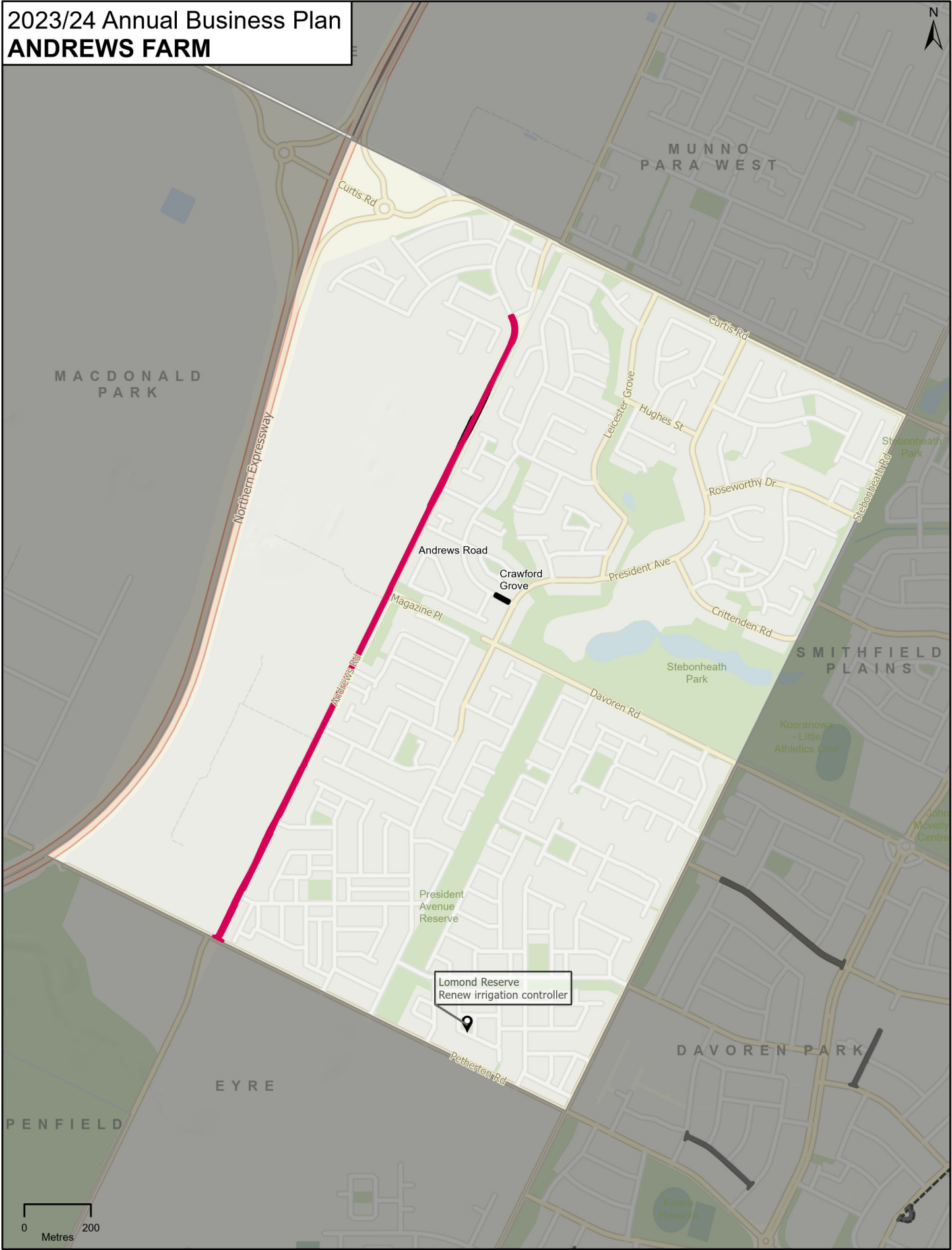
Suburb	Location	Item
Angle Vale	Angle Vale Community Sports Centre	Drink fountain & doggie bowl
Blakeview	Blakes Crossing	Drink fountain & doggie bowl
Craigmore	Lachlan Drive, Craigmore linear path	Beach seats x 2
Smithfield	August Square Reserve	Solar lights x 2

## Traffic Management Minor Projects

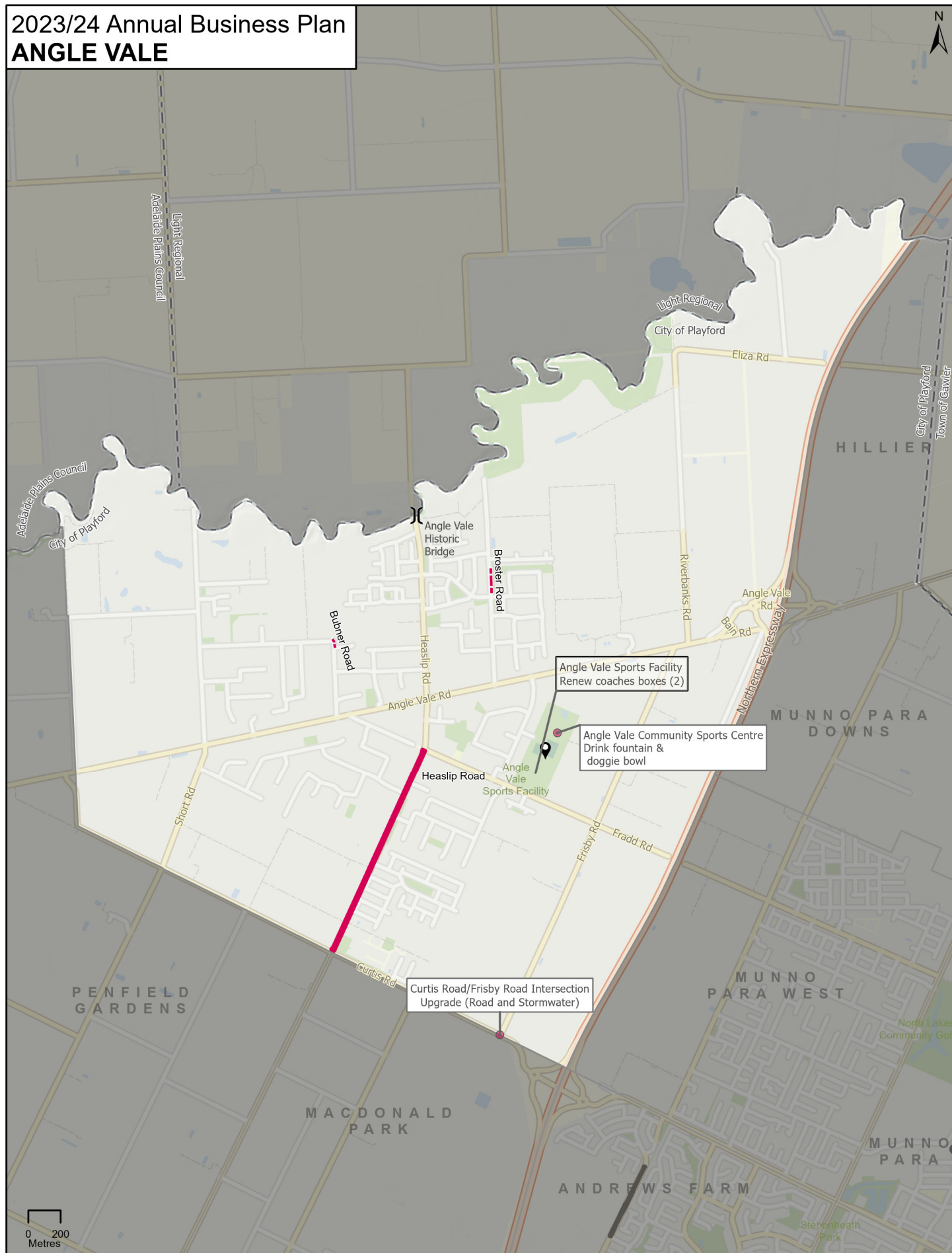
Suburb	Location	Item
Elizabeth	Woodford Road at Playford College	Pedestrian Actuated Crossing (PAC)
Elizabeth Grove	Elizabeth Grove Primary School	Emu Crossing
Munno Para West	Peerless Road	Traffic Calming Devices

# 2023/24 Annual Business Plan

## ANDREWS FARM



# 2023/24 Annual Business Plan ANGLE VALE



Footbridge - Renewal



Parks - Renewal



Footpath - New



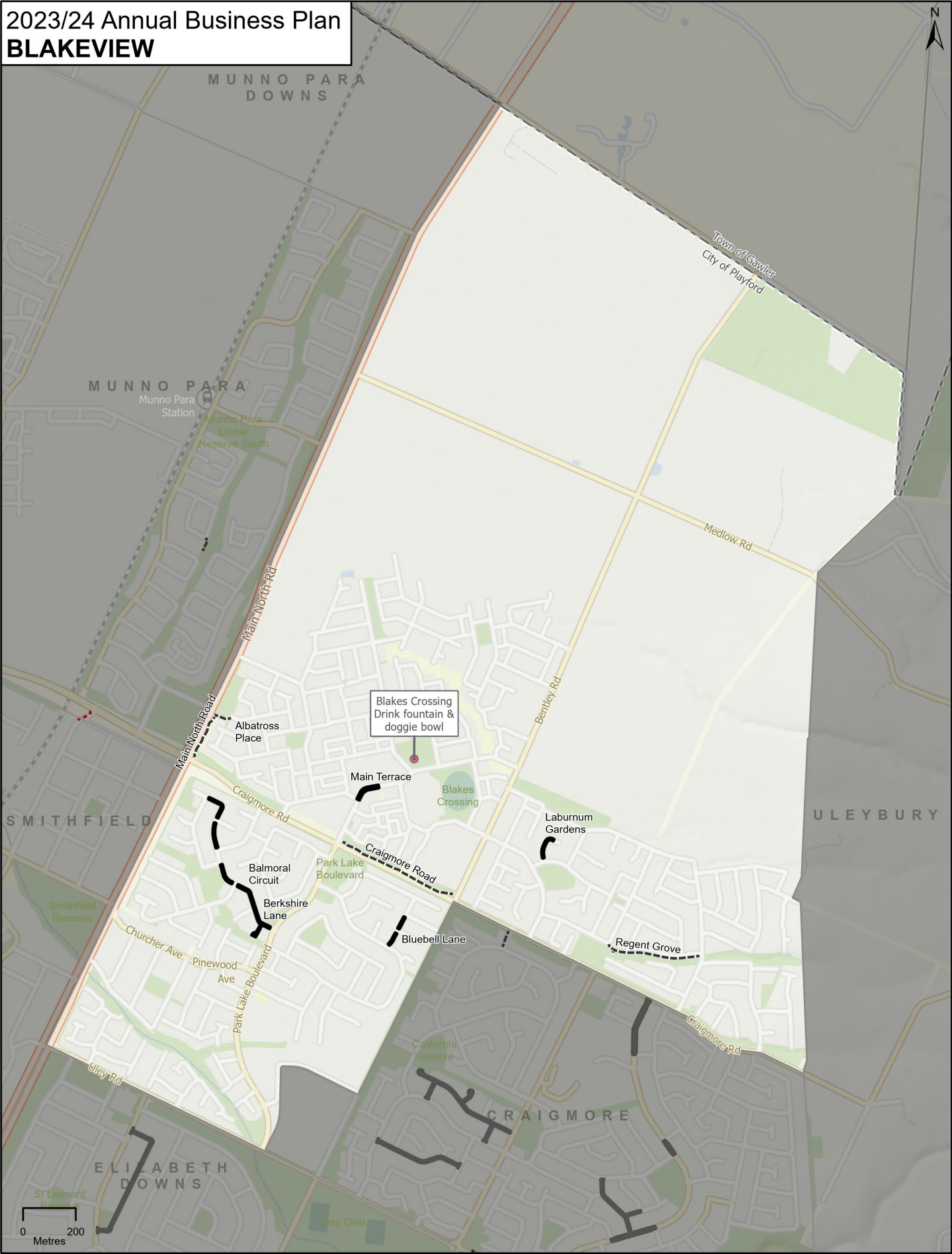
New Assets and Upgrades

Road - Upgrade (design only)



# 2023/24 Annual Business Plan

## BLAKEVIEW

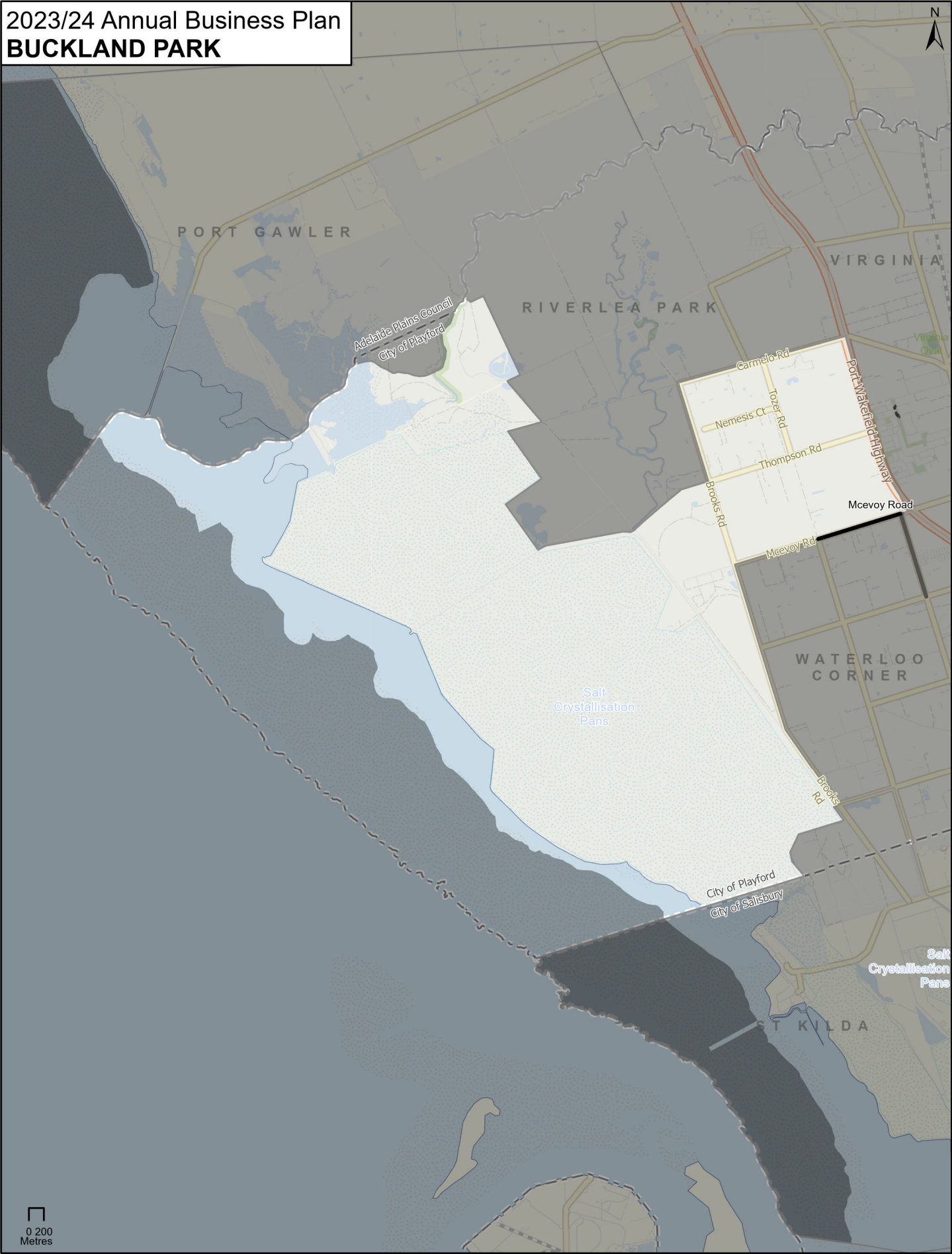


- Footpath - Renewal
- █ Road - Renewal
- New Assets and Upgrades

Disclaimer  
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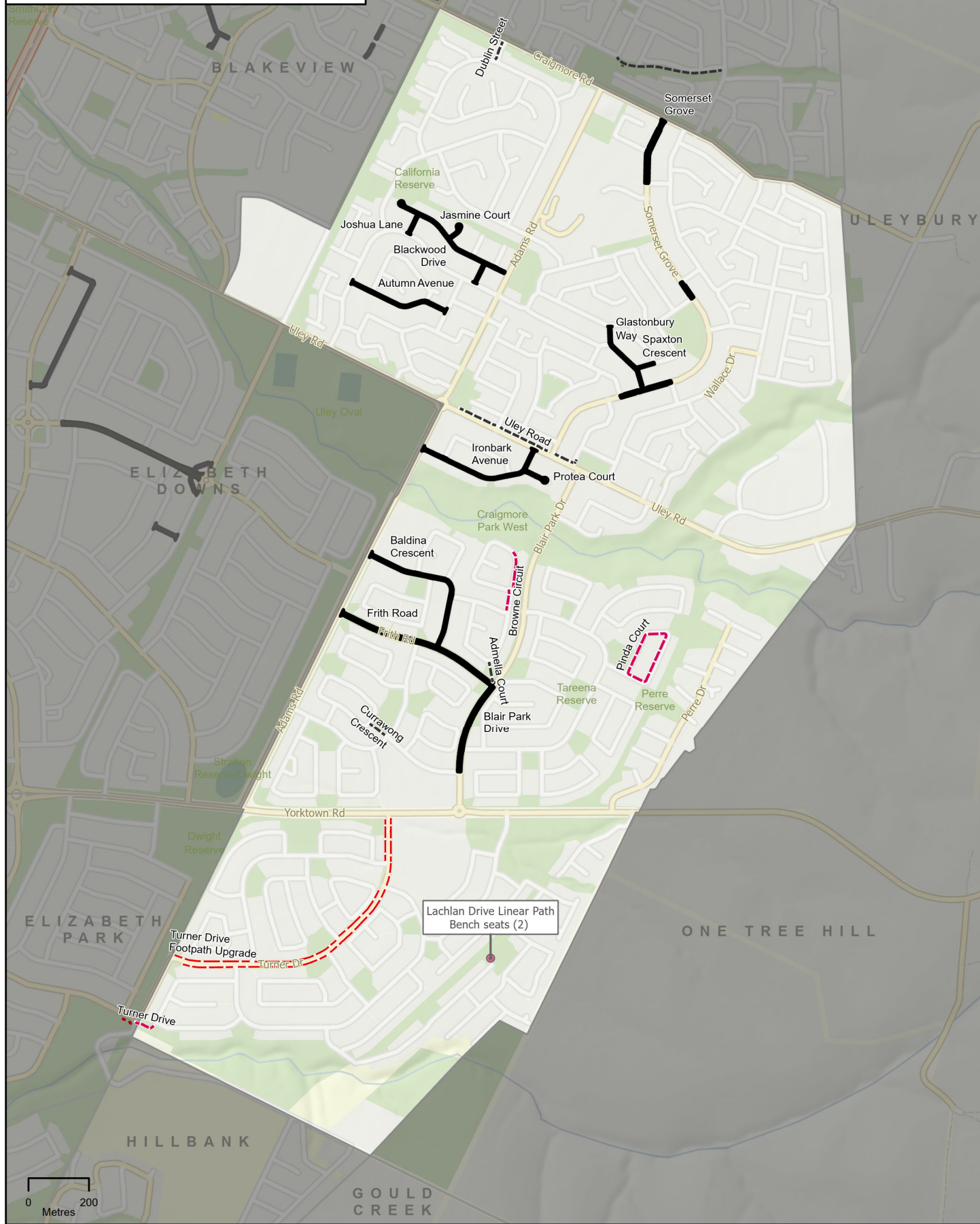
# 2023/24 Annual Business Plan

## BUCKLAND PARK





# 2023/24 Annual Business Plan CRAIGMORE





# 2023/24 Annual Business Plan

## DAVOREN PARK



# 2023/24 Annual Business Plan

## ELIZABETH



----- Footpath - Renewal  
 Road - Renewal

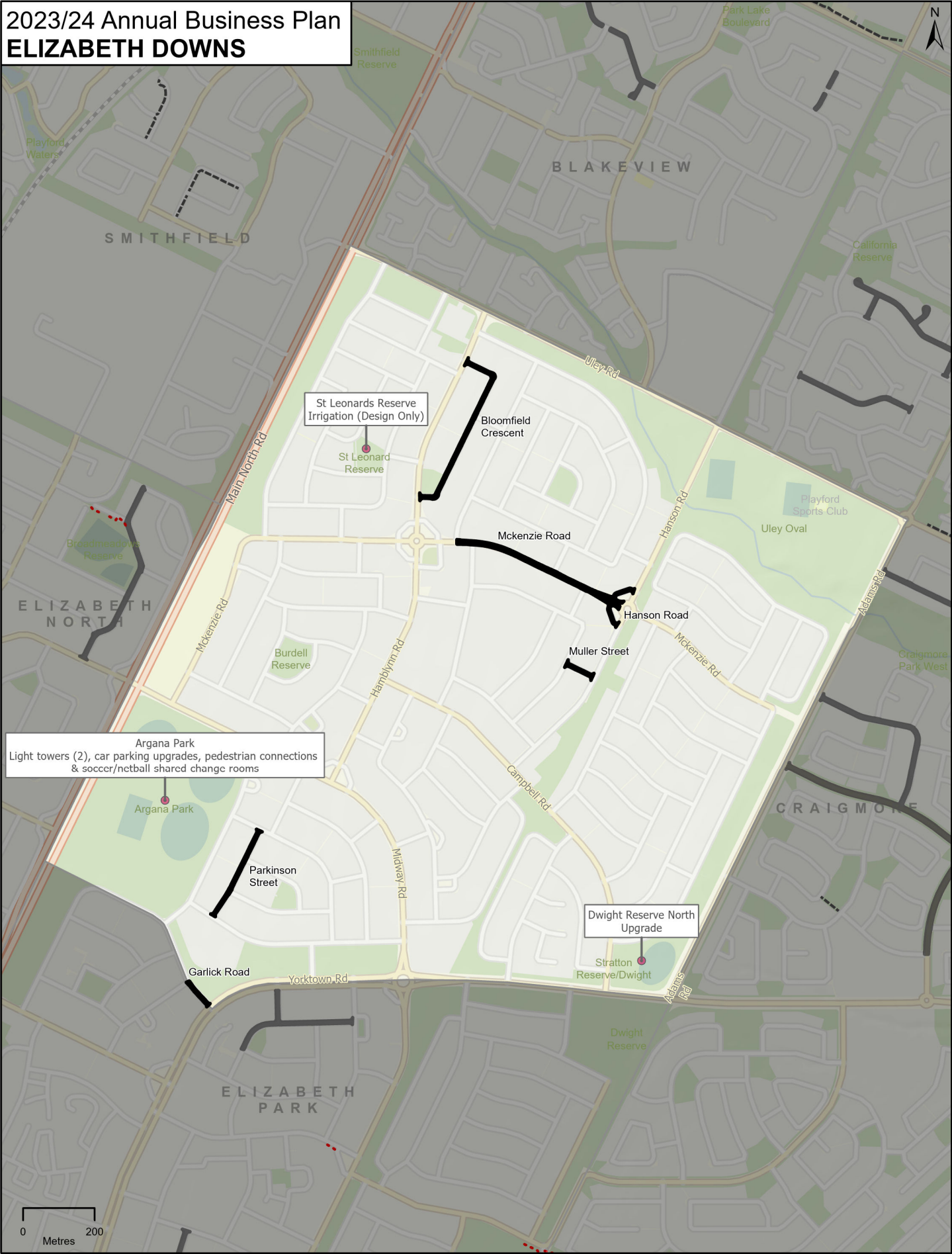
• New Assets and Upgrades

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# 2023/24 Annual Business Plan

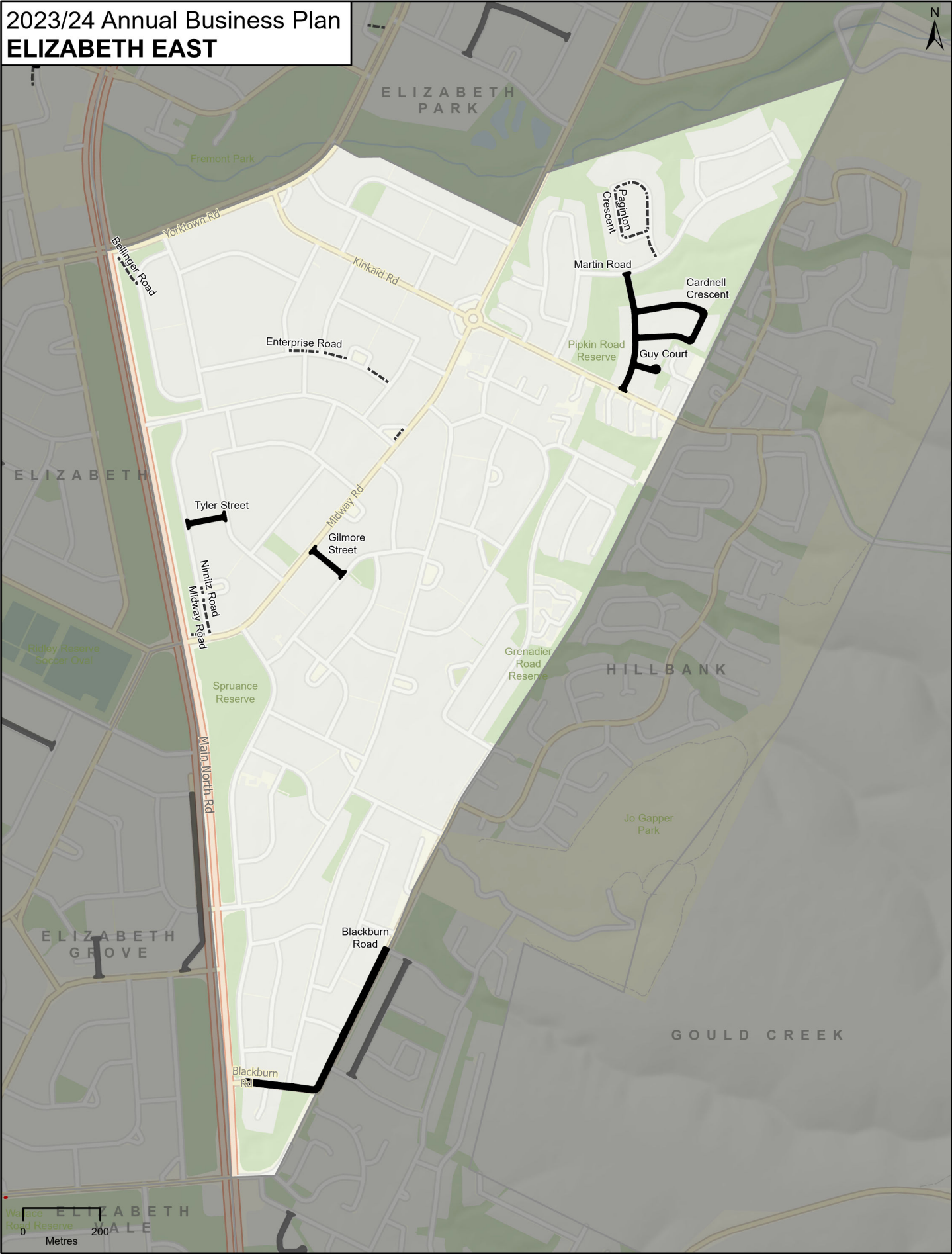
## ELIZABETH DOWNS



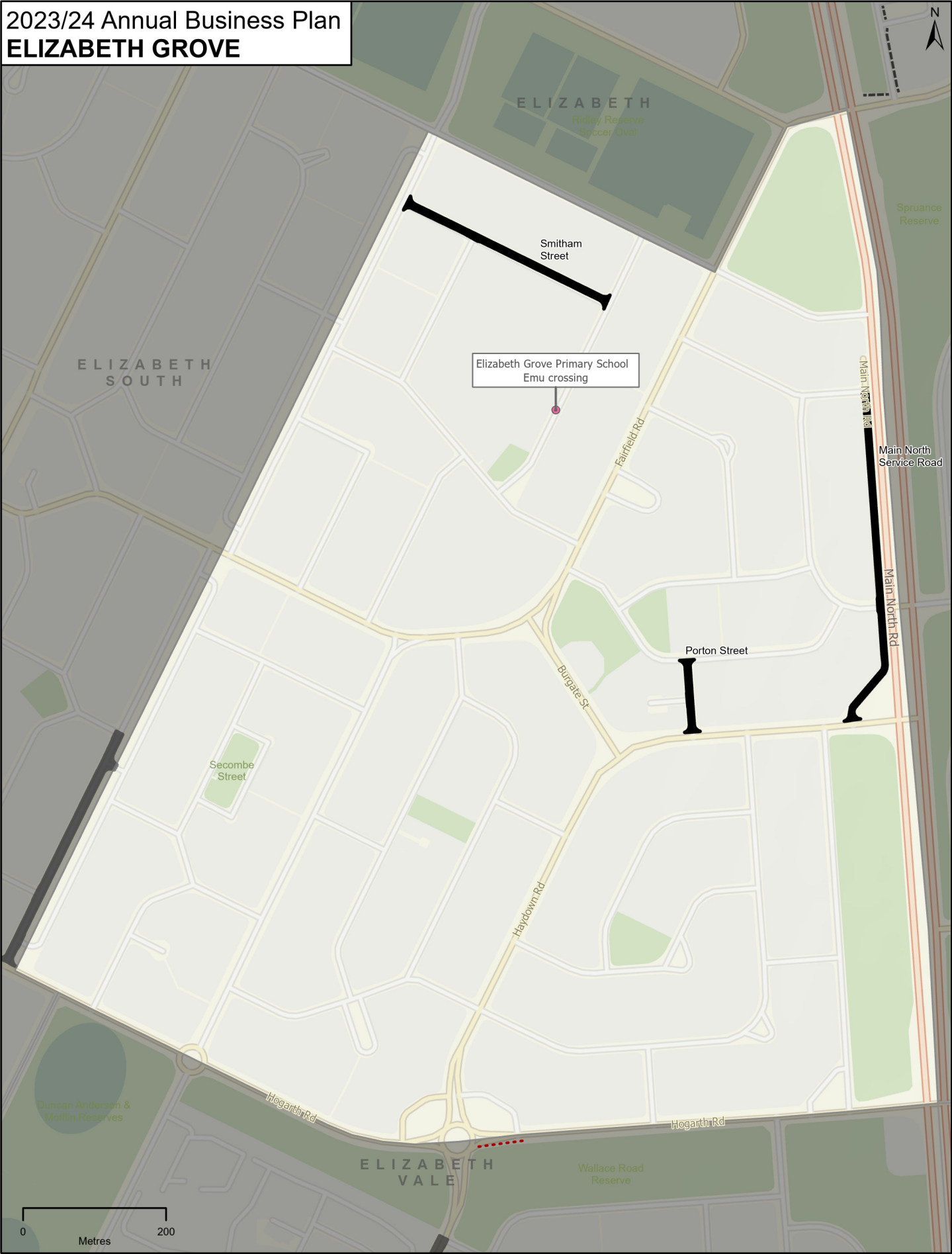


# 2023/24 Annual Business Plan

## ELIZABETH EAST



2023/24 Annual Business Plan
ELIZABETH GROVE





# 2023/24 Annual Business Plan

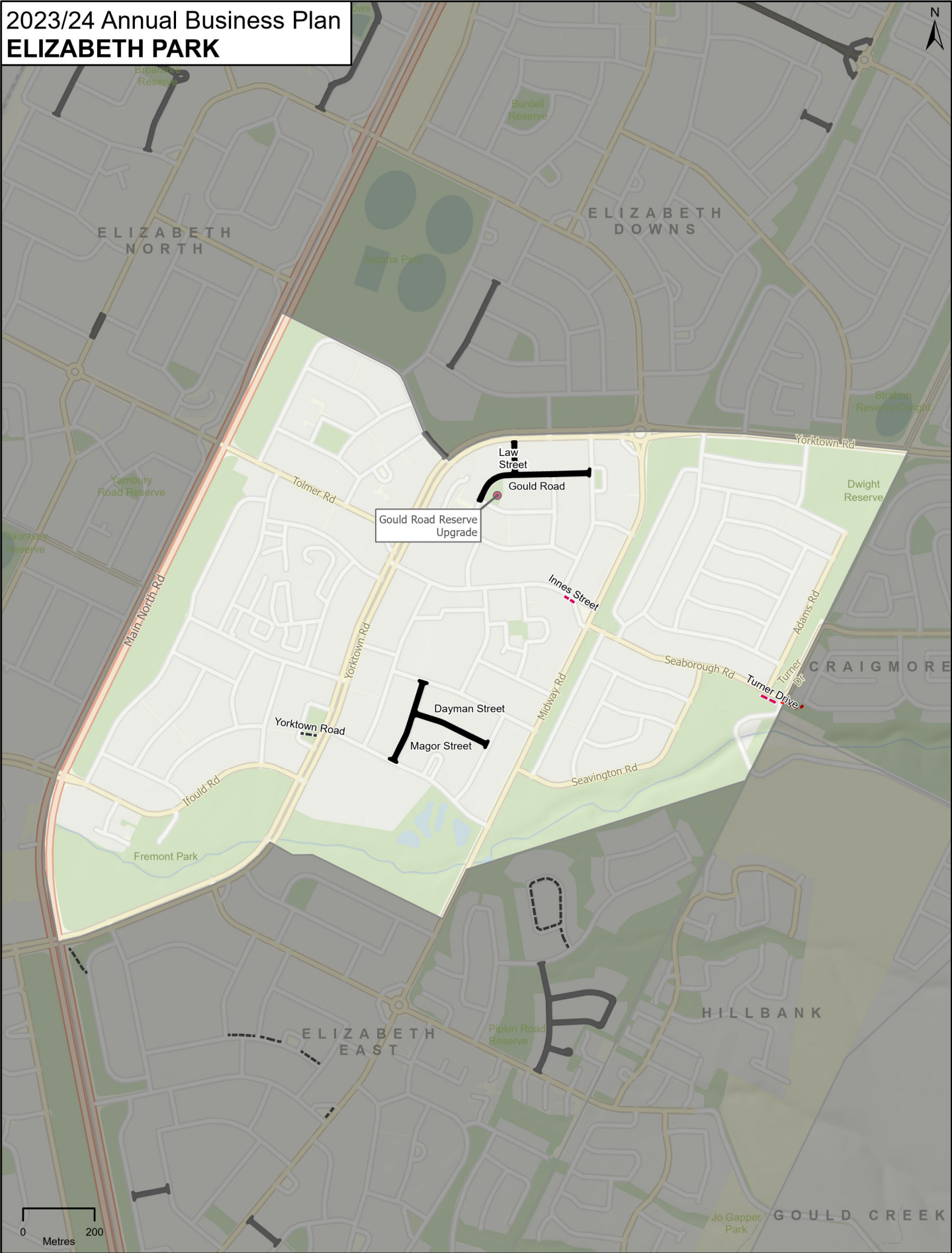
## ELIZABETH NORTH





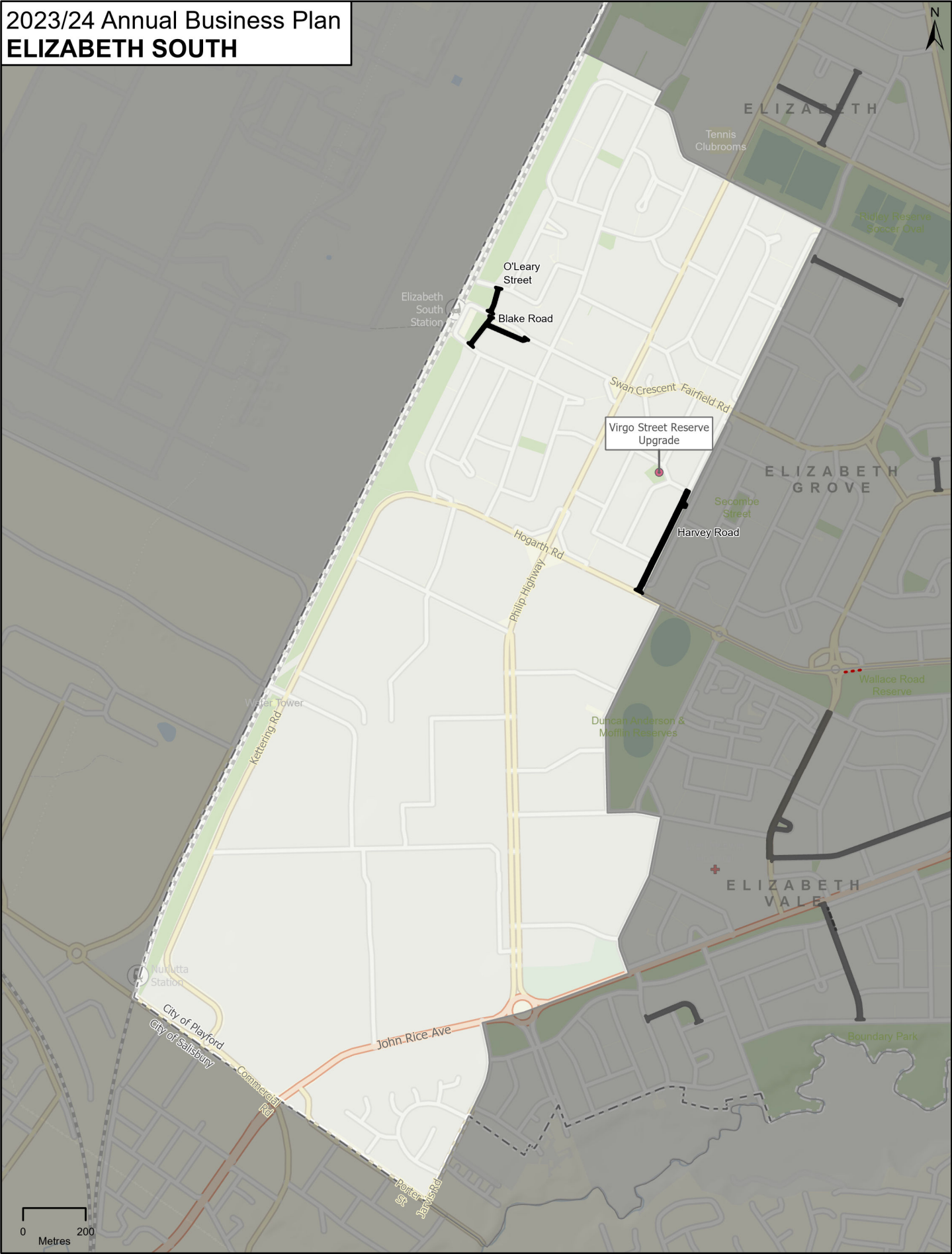
# 2023/24 Annual Business Plan

## ELIZABETH PARK



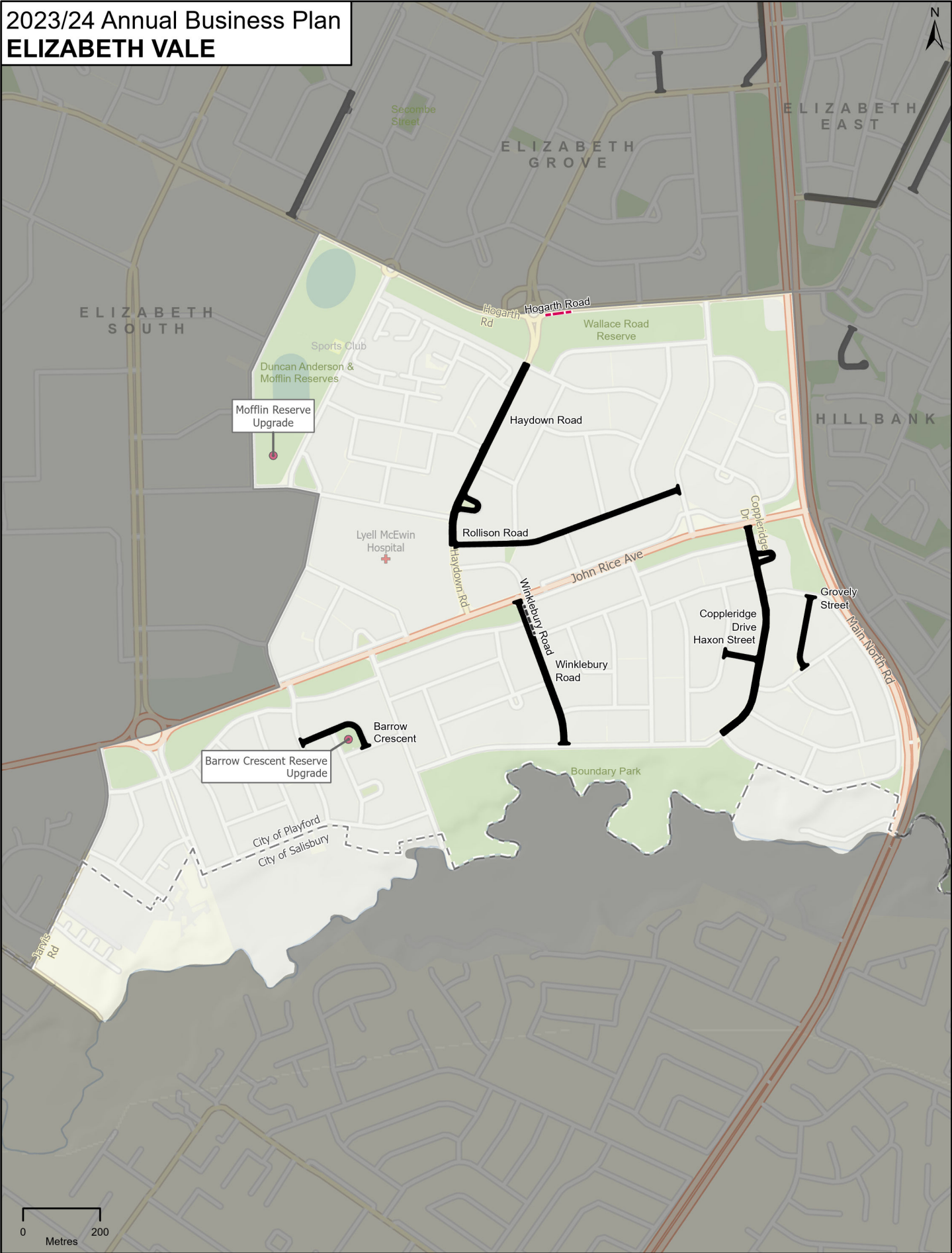
# 2023/24 Annual Business Plan

## ELIZABETH SOUTH



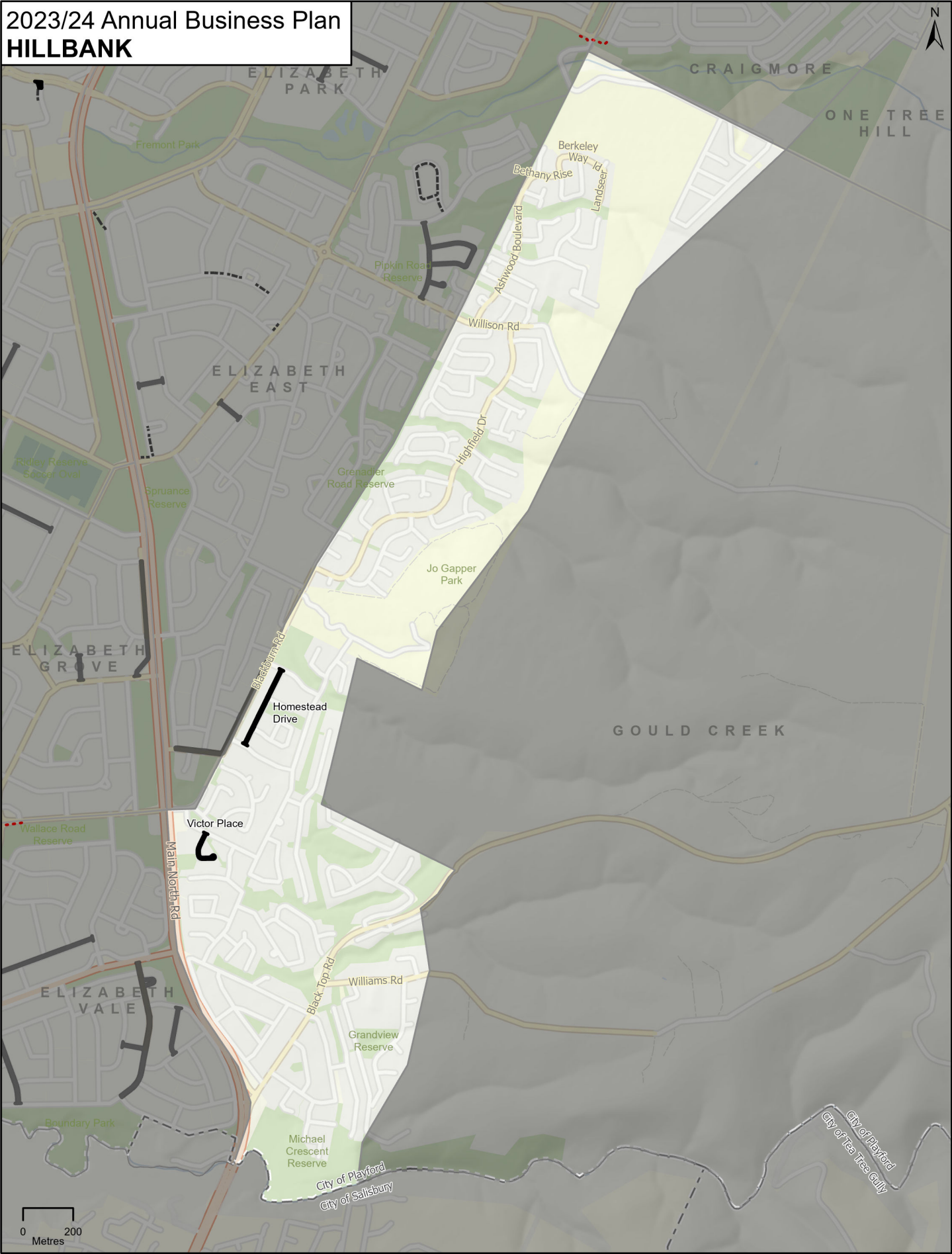


# 2023/24 Annual Business Plan ELIZABETH VALE



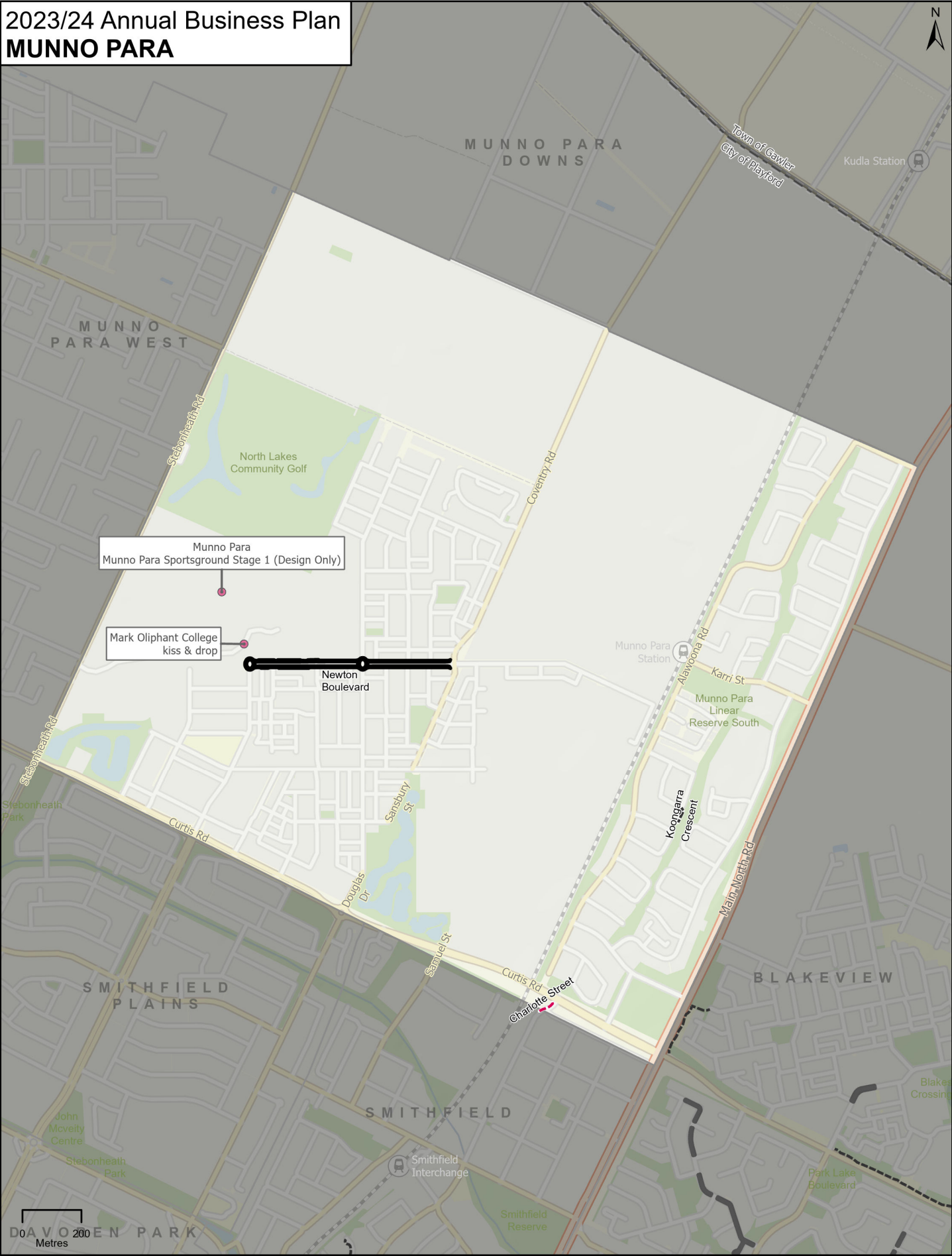


# 2023/24 Annual Business Plan HILLBANK



# 2023/24 Annual Business Plan

## MUNNO PARA



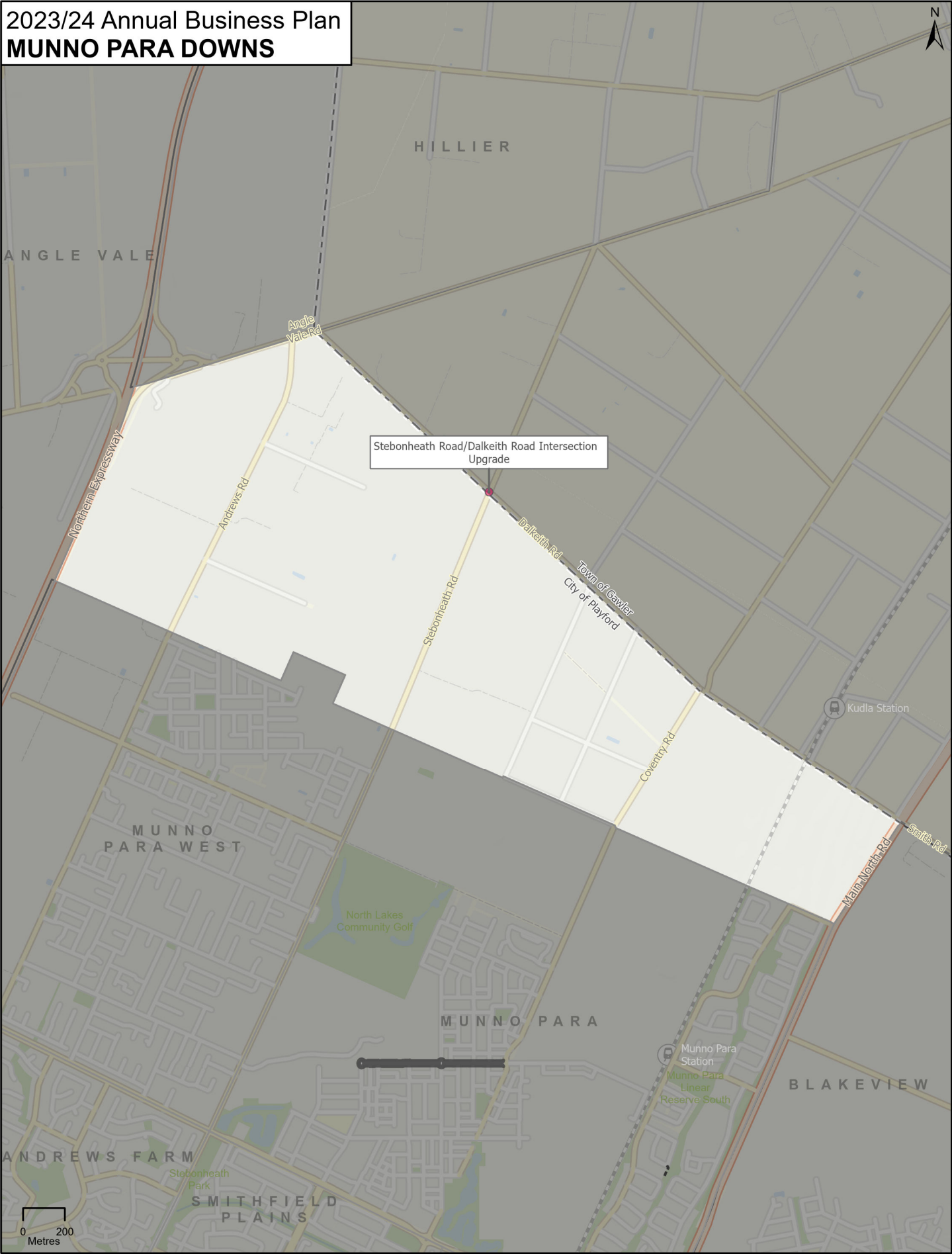
- Footpath - Renewal
- Footpath - New
- Road - Renewal
- New Assets and Upgrades

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# 2023/24 Annual Business Plan

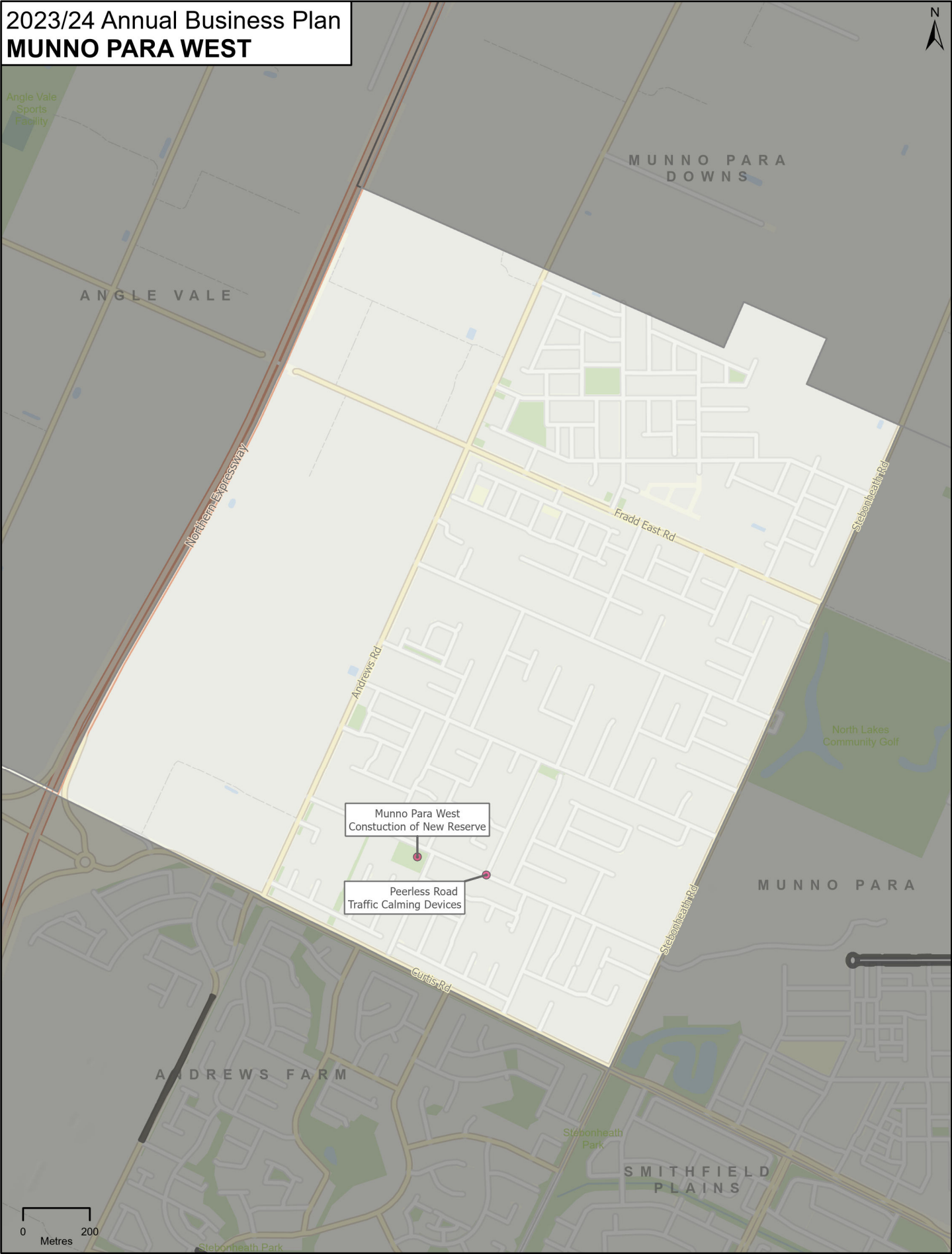
## MUNNO PARA DOWNS





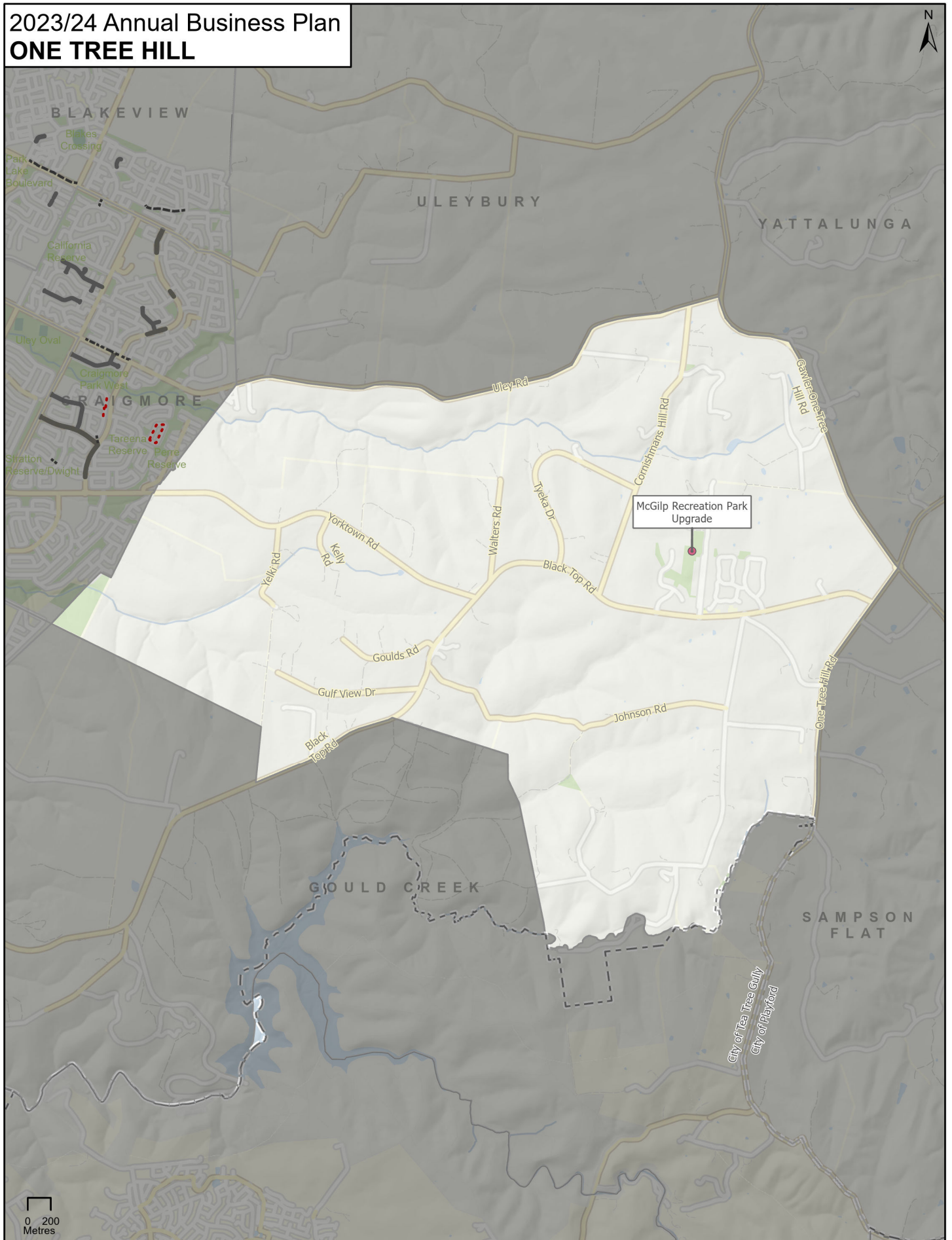
# 2023/24 Annual Business Plan

## MUNNO PARA WEST



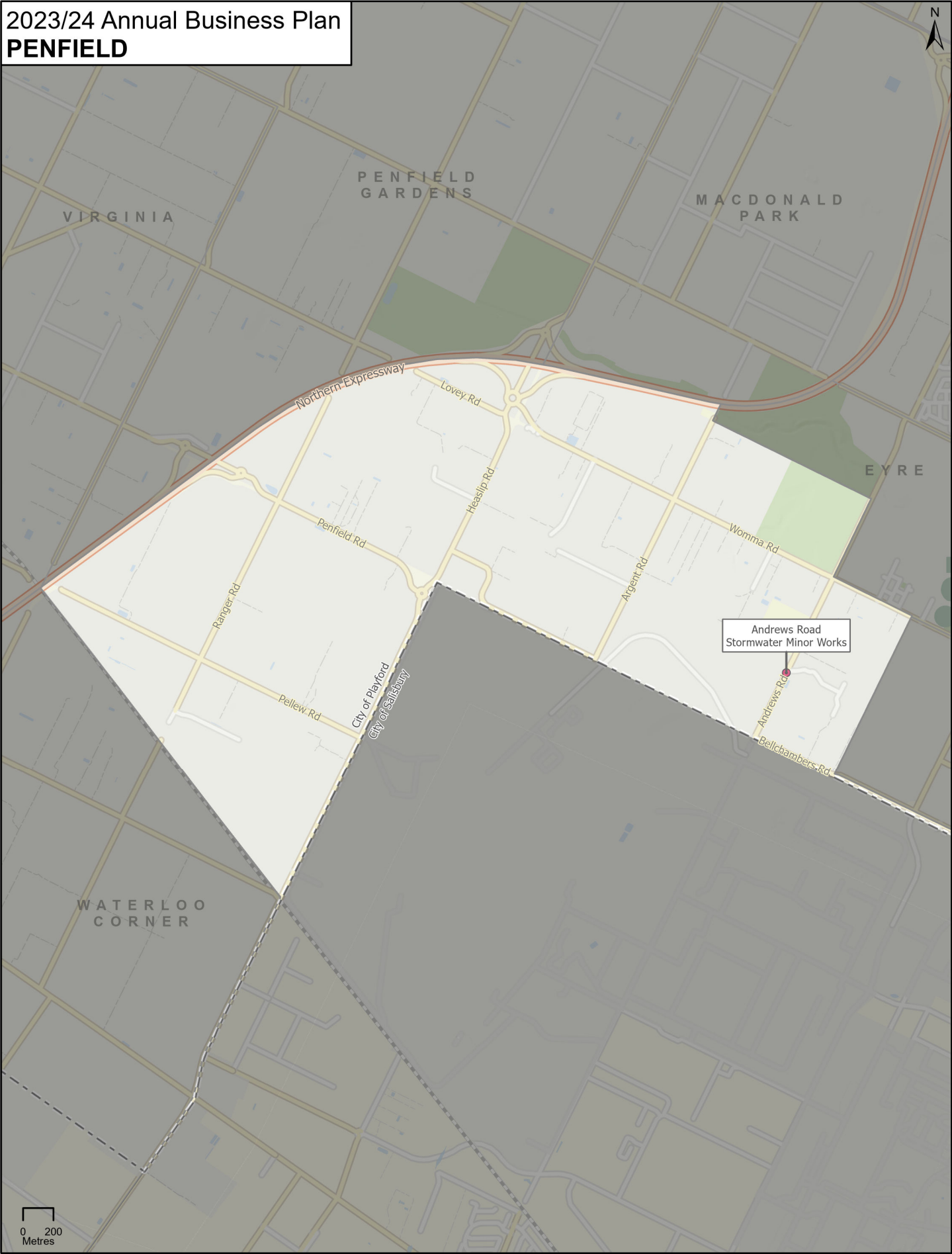
# 2023/24 Annual Business Plan

## ONE TREE HILL



# 2023/24 Annual Business Plan

## PENFIELD





# 2023/24 Annual Business Plan SMITHFIELD

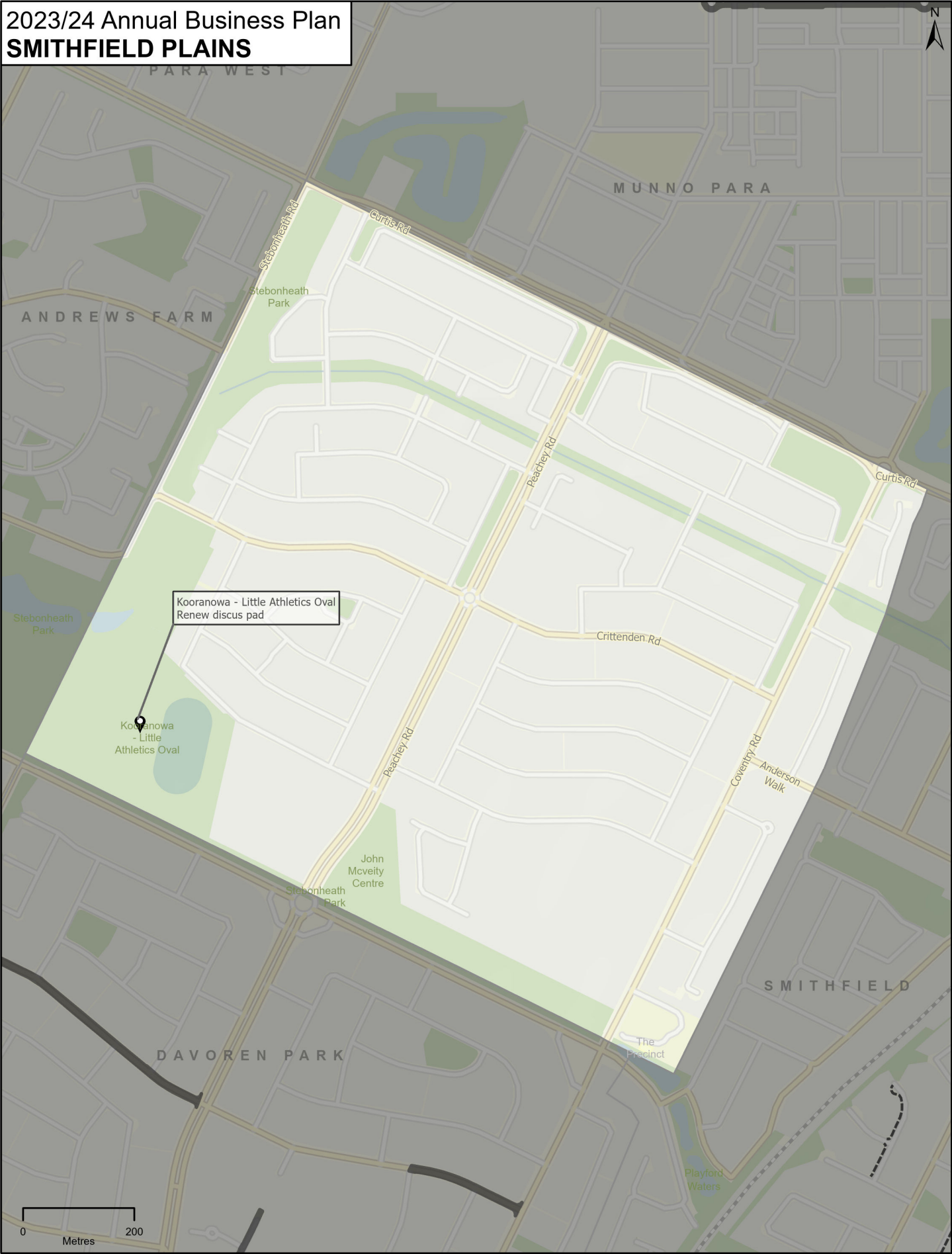


- Footpath - Renewal
- Parks - Renewal
- New Assets and Upgrades

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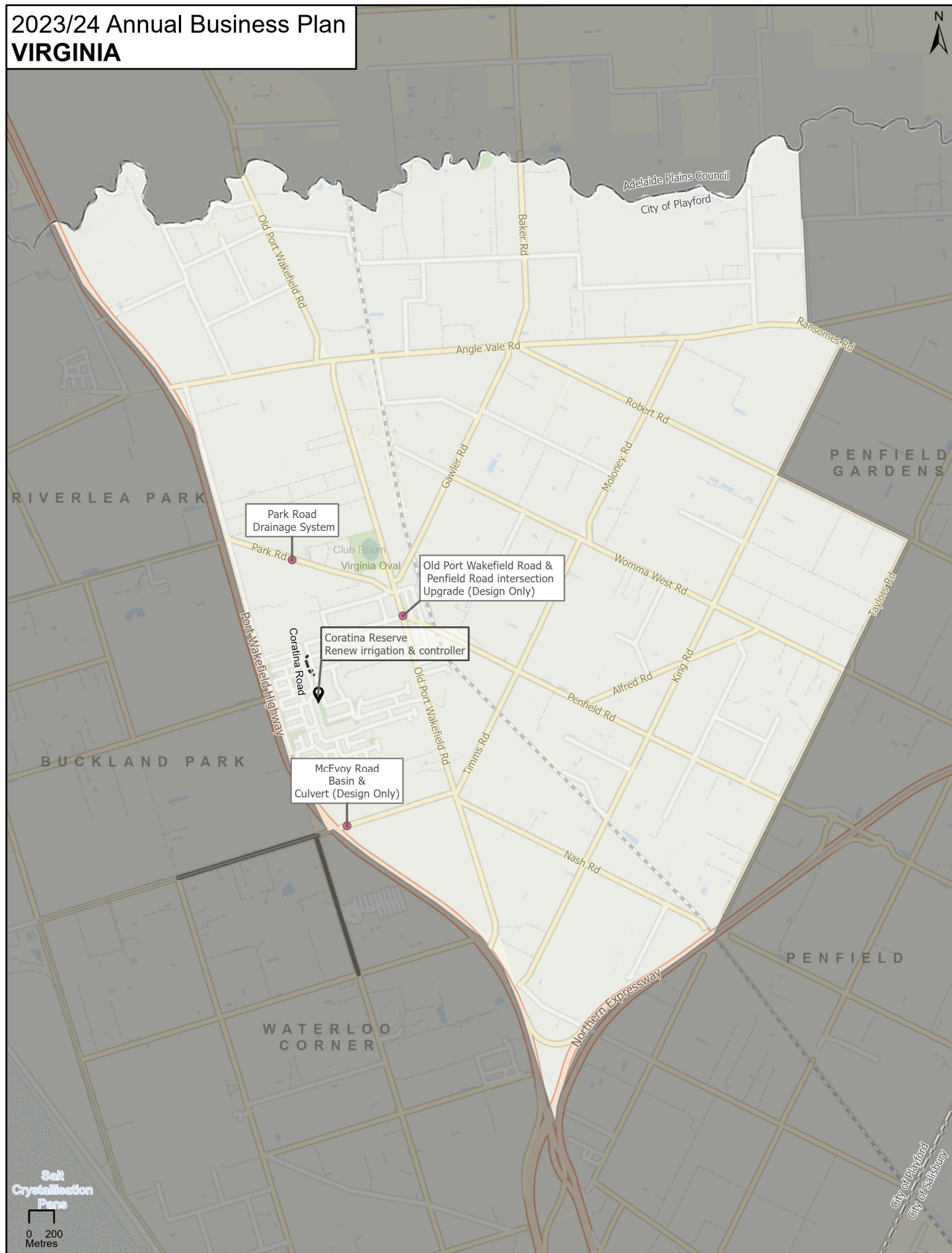
# 2023/24 Annual Business Plan

## SMITHFIELD PLAINS





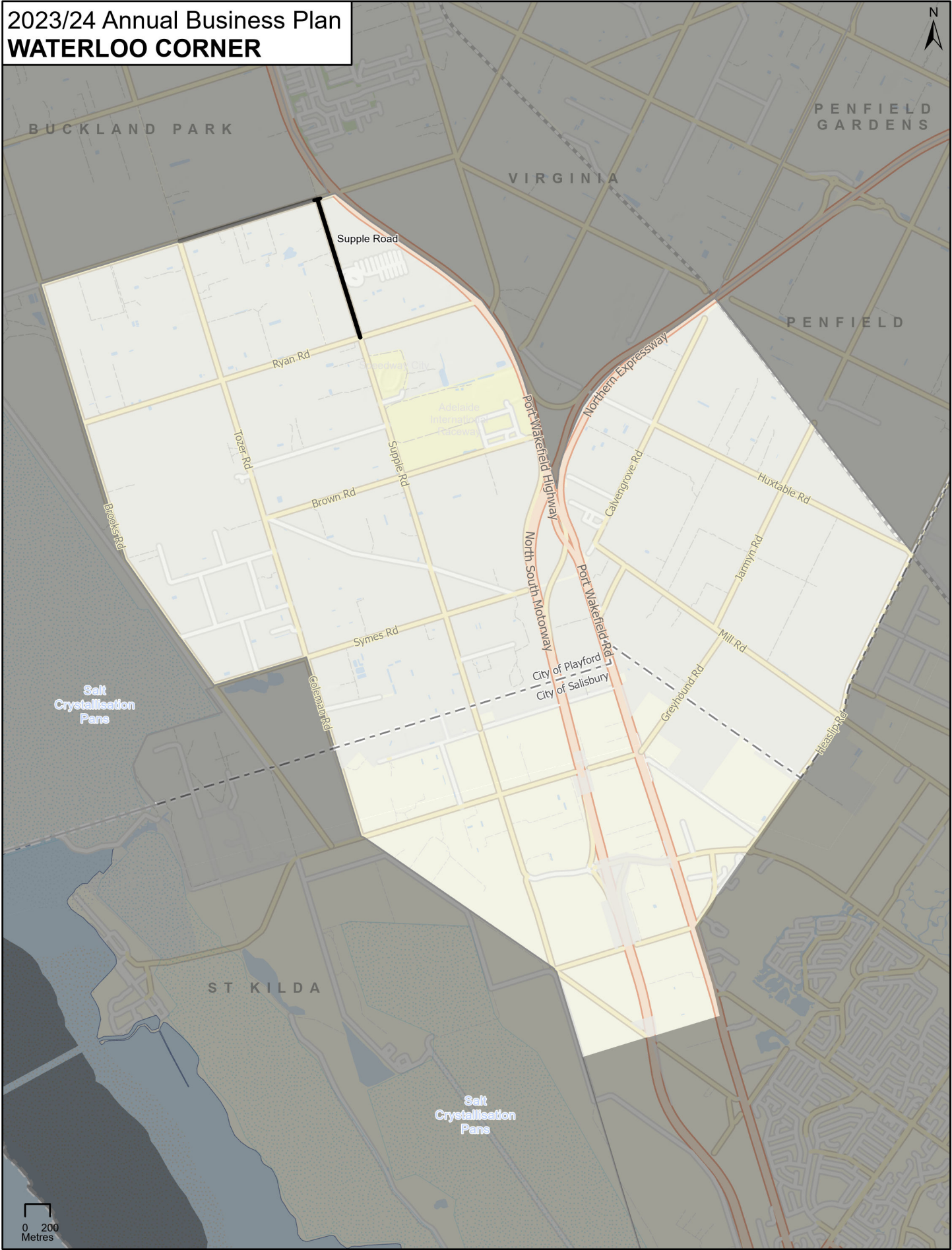
# 2023/24 Annual Business Plan VIRGINIA





# 2023/24 Annual Business Plan

## WATERLOO CORNER



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## **ATTACHMENT 2**

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DRAFT

# Long Term Financial Plan 2023/24



# Acknowledgement of Country

We acknowledge and pay our respects to the Kurna people, the traditional custodians whose ancestral lands we gather on.

We acknowledge the deep feelings of attachment and relationship of the Kurna people to country and we respect and value their past, present and ongoing connections to the land and cultural beliefs.





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# Long Term Financial Plan



## Community Engagement and Submissions Process

Our community has clearly told us they want more opportunities to connect with the Council and each other and have their ideas and experiences understood and listened to.

The City of Playford recognises the role of community engagement and public consultation to support decision making and ensuring residents and other stakeholders can participate in the decision-making process.

The draft Long Term Financial Plan 2023/24 outlines, in financial terms, the activities that Council proposes to undertake in order to deliver its strategic objectives over the medium to long term.

The community is invited to provide feedback on the draft Plan during a community engagement period. The community engagement period is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999*, which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Annual Business Plan and Budget available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy which states that any legislatively required consultation run for 28 days, the draft 2023/24 Long Term Financial Plan, Annual Business Plan and Budget, and Strategic Asset Management Plan will be released for a public consultation period from Wednesday 26 April to Tuesday 23 May 2023.

During this time, the following activities will be undertaken:

- Advertisements in local newspapers advising the community that the draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Care locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 23 May 2023 Ordinary Council Meeting

Further information can be found via our online Engagement Hub at [playford.engagementhub.com.au](https://playford.engagementhub.com.au)



# Long Term Financial Plan

## About this document

### *What is a Long Term Financial Plan (LTFP)?*

The LTFP expresses, in financial terms, the activities that Council proposes to undertake in order to deliver its strategic objectives over the medium to long term.

The LTFP includes 10 years of financial projections. Most importantly, it includes information on how Council is performing against a set of financial sustainability indicators.

The LTFP is a projection based on the most current available information. In making these projections it is necessary to make assumptions. These assumptions are frequently reviewed and updated when necessary.

The financial projections contained within the LTFP are an indication of Council's direction and financial capacity rather than a prediction of its future financial performance and position. The LTFP should be viewed as a tool to encourage long-term thinking about the impact today's decisions have on Council's future financial sustainability.

### *Why do we have a LTFP?*

While Council is required under legislation to produce an LTFP, it is more than a compliance exercise. Council uses the LTFP to assess the long-term impacts of its decisions. It provides clarity on the long-term financial implications of current decisions to assist with responsible resource management now and into the future.

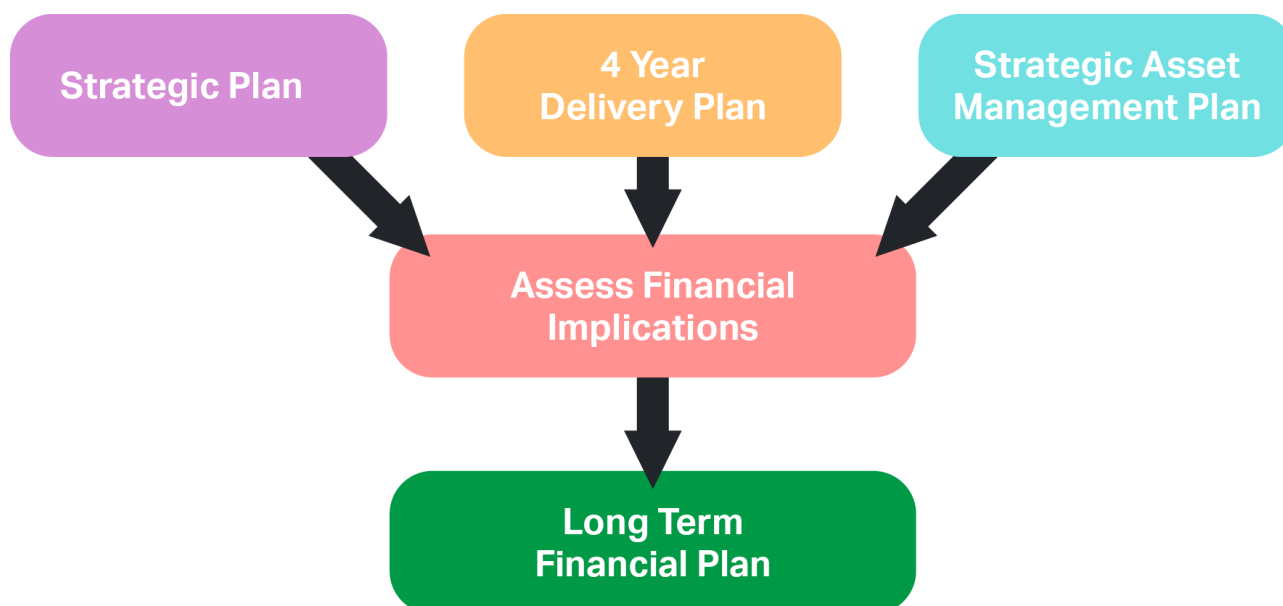
The LTFP is also used as a performance report for financial sustainability. By ensuring we stay within targets outlined in the LTFP over the medium to long term, it provides assurance that Council is adhering to its Finance Strategy and is using money wisely.

Every four years the LTFP is provided for review to the Essential Services Commission of South Australia as part of the Rates Oversight Scheme. City of Playford's 2023/24 LTFP is scheduled for review commencing in August 2023.

### *How is it developed and reviewed?*

When developing our Strategic Plan, Annual Business Plan and Strategic Asset Management Plan, Council assesses the financial implications of each objective, investment, or new service. We take these individual financial implications and build them into long term projections.

# Long Term Financial Plan



Key factors are taken into consideration when building long term projections, including inflationary pressures, interest rates, cost pressures and market conditions. Since these factors continually change, the LTFP is reviewed annually to ensure the resulting financial information remains robust. We run the process in line with the annual budget cycle, taking new projects or Council approved services into consideration

## *The 2023/24 LTFP*

This year there are several challenges that have long term financial implications. This plan provides information on those challenges. It also explains the strategies for managing them while maintaining Council's focus on financial sustainability, fairness and equity.



The Long Term Financial Plan ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

# CEO Financial Sustainability Report

## From the CEO



The City of Playford adopts a holistic and proactive approach to financial management. The management of operating results, debt and asset growth is integrated into strategic planning, asset management planning and long-term financial plans as well as the day-to-day activities of the organisation.

Our Draft Long Term Financial Plan demonstrates that Council can deliver our existing services, maintain assets, introduce new programs and achieve its strategic objectives in a financially sustainable manner over the medium to longer term.

Council continues to face some challenges that would have the potential to impact on our long-term financial position if we did not retain our proactive focus on financial sustainability.

### *A Growing Community*

As the centre of greenfield residential development in South Australia, growth remains a key characteristic of our city and community. The number of properties within the City of Playford is estimated to have increased by 3.4% or 1,490 properties in 2022/23. This rate of growth far exceeds the state-wide average.

While growth provides great opportunity to improve lifestyle and services in our community, servicing the new suburbs and residents puts increasing demand on Council resources. Financial sustainability is key to ensuring Council can continue to effectively manage growth for the benefit of its existing community and for those generations to come.

### *A Growing Asset Base*

Council is responsible for building, maintaining and renewing community infrastructure. It is essential to have a strong Finance Strategy and responsible financial management so Council can fund ongoing asset management and build new infrastructure in line with community needs. This is especially true for the City of Playford as we balance investment in new infrastructure for growth areas with maintaining our existing community assets.

The Draft LTFP includes our investment in new projects and services and renewal work for 2023/24 as detailed in our Draft Annual Business Plan and estimates the future investment across the life of our plans. Our proposals for future investment have been informed by our four-year delivery plan which incorporates an understanding of our community's needs, our Strategic Asset Management Plan, a detailed assessment of our capacity to deliver multiple infrastructure projects and an assessment of potential funding pathways. This enables us to plan for infrastructure investment over the longer term and understand the financial impact of those plans. We will continue to work with our community to refine the future scope of those projects.

Council's asset base continues to increase each year as a result of our capital program and also from assets contributed to Council from new developments and from revaluation of existing assets. A growing asset base enables delivery of services to our growing community but this also presents long term financial implications which need to be managed responsibly.

### *Rising Costs*

Like much of the community, local government is facing rising costs and inflationary pressures in 2023/24 and beyond. The Draft LTFP has been prepared against this backdrop. Many of these



# CEO Financial Sustainability Report

cost pressures are outside of our control, such as inflation, electricity and fuel increases, as well as legislated superannuation obligations. This means that the cost of providing the same services in 2023/24 will be significantly higher than last year.

The consumer price index (CPI), wage price index (WPI) and interest rates are important assumptions used in long term financial projections. These indices have increased significantly since 2022/23 and are forecast to increase over the life of this plan.

To maintain long term financial sustainability, we need to fund the increased costs to deliver our services. To minimise the impact for our ratepayers we have worked diligently to reduce the impact of these costs wherever possible and have only factored in inflationary pressures where absolutely necessary.

## *Our Commitment to Financial Sustainability*

Financial sustainability, in line with Council's Finance Strategy, has been a focus in the development of this plan ensuring Council has the means to fund the services and projects it provides to the community now and into the future.

When considering financial sustainability we reference our operating and structural position. The difference between these terms is explained below:

The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus and where income is less than expenses, Council would be in an operating deficit.

The **structural position** is a reflection of our operating position, **without** the inclusion of once off grants and developer contributions which are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day to day services in any given financial year.

Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long term commitments and be financially sustainable. We monitor our budgets and our performance against an operating surplus ratio and a structural surplus ratio against target ranges endorsed by Council.

Our Draft LTFP shows that we have been able to deliver new projects and services, cover increasing costs and return to a structural operating surplus (net of grants and developer contributions) within Council's target range.

## *Funding Plan*

From 30 June 2023, the *Local Government Act 1999* requires the LTFP to include a Funding Plan that outlines Council's approach to funding services and infrastructure, sets out the Council's projected total revenue and outlines the intended sources of that revenue.

Our Statement of Comprehensive Income (included at page 38) provides details of projected total revenue and the sources of that revenue. Further, the Annual Business Plan articulates how growth, continuous improvement savings and a general rate rise are all contributing to fund the increased costs of delivering services to our community.

# CEO Financial Sustainability Report

## Summary

It is pleasing to see Council's financial performance and sustainability remain strong over the coming 10 years. Performance against Council's Sustainability Ratios is generally within target ranges or demonstrates the future financial capacity of Council to deliver important services and infrastructure for our growing community whilst moderating the rate rise and impact on households and businesses.

# Strategic Planning Framework



## The three phases of our Strategic Planning Framework are:



### PLAN

Our high level plans guide our investment. **The Playford Community Vision 2043\*** was developed in 2013 based on extensive community engagement and reflects the longer term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or cycling and walking and help prioritise projects across the city. Our **Masterplans** outline our vision across a particular precinct or project area such as the Lyell McEwin Health Precinct or Virginia Township.



### INVEST

We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan\*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The **Annual Business Plan and Budget\*** is the 12-month plan to deliver the Strategic Plan and secure funding.



### REVIEW

We are constantly reviewing our investment. **The Strategic Asset Management Plan\*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities** such as the Public Health Plan and Disability Access and Inclusion Plan that continue to guide our investment in our existing services.

*\*These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans*



# Finance Strategy

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Council's Finance Strategy is focused on achieving a long-term financial position that is able to support delivery of planned services, manage debt and support and promote the growth of the city.



# Finance Strategy

## Finance Strategy

Council's Finance Strategy is focused on achieving a long-term financial position that supports the delivery of planned services, manages debt and supports growth of the city.

LTFP modelling provides a high-level budget framework to guide us in understanding the future impact of decisions we make today. It assumes that Council will continue to use debt as a mechanism for funding new assets, ensuring intergenerational equity.

The Finance Strategy is based on key parameters regarding sustainability and is used as a guiding principle for assessing the financial impact of all decisions. These principles are:

- Surplus
- Debt management
- Managing asset and service growth

## Operating and Structural Position

When considering our financial sustainability we reference our operating and structural position. The difference between these terms is explained below:

The **operating position** shows Council's income compared to the operating costs required to deliver services to the community. Where income exceeds expenses, Council would be in an operating surplus and where income is less than expenses, Council would be in an operating deficit.

The **structural position** is a reflection of our operating position, **without** the inclusion of once off grants and developer contributions. Grants and developer contributions are committed to be spent in future years. They do not form part of our ongoing sustainable base budget for delivering day to day services in any given financial year.

Maintaining operating and structural surplus positions over the long term ensures Council can meet current and long term commitments and be financially sustainable.

## Debt Management

To support a growing community, Council borrows money to invest in the growth of the city. Good debt management ensures we minimise the cost to the community of holding the debt and that the pathways to repay that debt deliver intergenerational equity – the idea that all ratepayers who benefit from the assets or services contribute to funding those assets and services.

## Managing asset and service growth

Council is responsible for ensuring that its assets and services are made available to the community in an equitable and sustainable manner, over generations. This means understanding the purpose of the asset or service and the benefits to the community. This dictates the funding pathway required to appropriately manage any associated debt.

Our Finance Strategy underpins our decision-making process and allows Council to deliver financial sustainability for the benefit of the Playford community.



# Asset Management

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Council is responsible for building, maintaining and renewing community infrastructure. It has a strong finance strategy in order to fund the ongoing management of existing assets as well as the development of new assets when required.





# Asset Management

## Asset Management

Asset Management is a comprehensive process which ensures Council is managing its infrastructure and other assets to an agreed service standard.

Asset Management considers all stages of the asset lifecycle including:

- Acquisition (referred to below as New Projects and Services)
- Renewal (referred to below as Strategic Asset Management Plan)
- Operations and Maintenance
- Disposal

### New Projects and Services

Year one of this Draft LTFP includes \$9.71M of capital expenditure to fund newly initiated infrastructure and services. Refer to the 2023/24 Annual Business Plan for further details.

New capital expenditure from Year 2 onwards is an estimate based on the average of the current year forecast and the previous two years actual capital project delivery. We will continue to work with our community to refine the exact nature of these projects each year in line with community needs.

### Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) provides information on the state of the Council's assets and the associated renewal and replacement program. The LTFP contains the financial forecast for the 10-year SAMP, ensuring Council has full visibility of the financial impacts of renewing its assets. The renewal program is funded through Council's cash operating surplus, generated through rate revenue. This is the financially responsible funding pathway for renewal of assets and ensures that we continue to deliver the services we always have been.

The Draft LTFP shows that the City of Playford has a fully funded asset renewal program.

Council's rolling 10-year renewal program is updated annually with the latest asset data including predicted remaining life and asset condition. This identifies the timing of asset replacement and, in combination with the LTFP, demonstrates how asset renewal can be achieved in a financially sustainable manner.

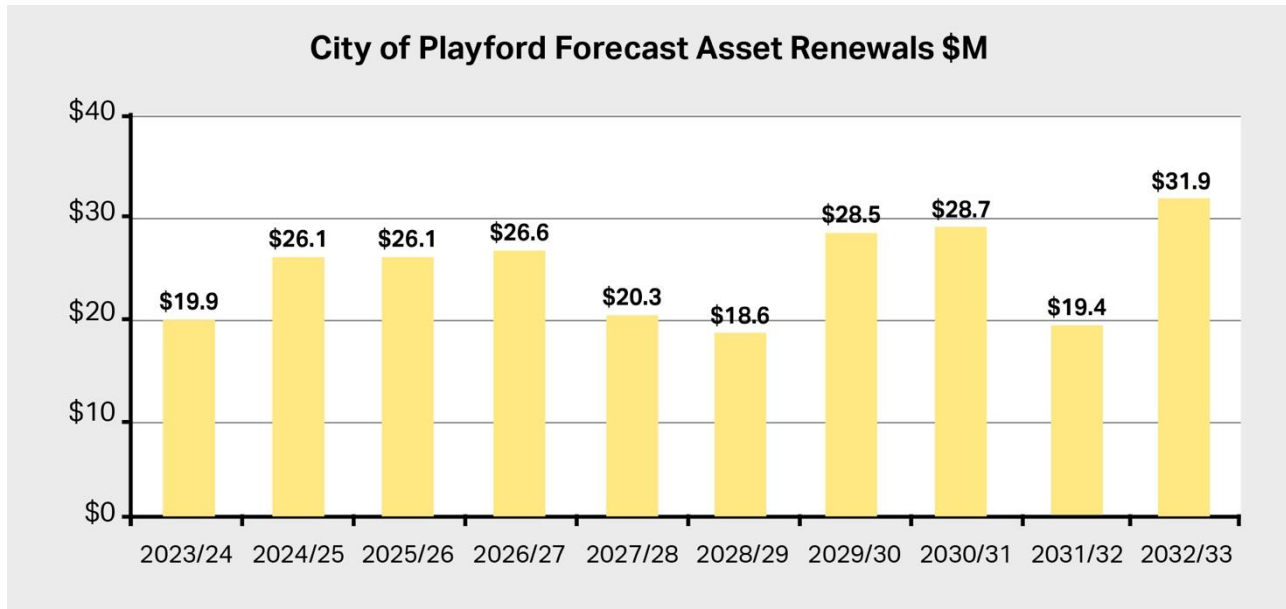
Costs associated with Council's assets form a significant part of Council's operating costs. Depreciation alone accounts for an average of 23% of the Council's annual operating budget over the 10-year plan. Once the cost of maintaining and operating these assets is factored in, this number becomes significantly higher.

Changes to the lifecycle estimates, particularly the cost of asset renewal, can have a significant impact on this plan.

The LTFP includes \$19.85M in 2023/24 for asset renewal. Renewal amounts for years 2-10 range from \$18.6M to \$31.9M depending on the age, condition and type of asset.

# Asset Management

The LTFP includes \$246.1M in asset renewal over 10 years:



## Revaluation of Assets

In 2022/23, Council undertook its annual revaluation of its existing assets. Annual revaluations are a legislative requirement, with external independent review also required every five years (maximum). Keeping the value of our assets reflective of their fair value ensures Council is collecting sufficient funds over time to fund the renewal of its assets when they come to the end of their life. The key underlying principle is maintaining intergenerational equity, ensuring all current and future ratepayers who benefit from use of the assets contribute to funding those community assets.

The outcome of the revaluation resulted in an uplift in the value of Council's assets which in turn led to an increase in depreciation expenditure of \$1.9M.



# Key Assumptions

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In making projections in the Long Term Financial Plan, Council makes a series of assumptions. These assumptions are made based on the best information known at the time.





# Key Assumptions

## Key Assumptions

A number of assumptions underpin this LTFP in regard to:

- Service Levels/Delivery
- Cost Drivers
- Rate Revenue
- Growth
- Grants
- Investment Decisions
- Repurposing of Assets

Further detail on each of these assumptions is outlined below.

### Service Levels/Delivery

The City of Playford provides a wide range of services and programs to our community. Each service has a Service Standard to ensure we are meeting our community's needs. The Draft LTFP assumes Council will continue to provide existing services at the current service levels except where Council proposes a change to our service delivery.

Commencing from 2023/24 Council will introduce two new service increases.

A green bin rollout will commence and provide a free opt-in Food Organics Green Organics (FOGO) bin to residents who currently do not have one. This supports community and Council efforts to increase our environmental sustainability by reducing the amount of material going to landfill.

To further lift our city's appearance with the provision of green spaces, the greening Playford—urban tree Planting service will deliver additional trees in our pocket parks, windbreaks and larger and linear reserves, as well as supporting resident planting. This project will help uplift and create attractive streetscapes and contributes to Council's commitment to increase tree canopy coverage across the city in the longer term.

The new services and projects not only support our new residents but provide a more connected and liveable city for our existing community.

### Cost Drivers

Several Indices were used as cost drivers in preparing this plan:

- Consumer Price Index (CPI)
- Estimates for wage escalation (Enterprise Agreement and Wage Price Index (WPI); and
- Interest Rates.

Using these indices shows the effect of inflationary pressures and economic conditions over time. Council will continue to closely monitor inflation forecasts, as projected inflation is likely higher in the short term before it returns to the longer term average. Future LTFP documents will incorporate the latest inflationary estimates.

CPI is only applied to non-salary expenditure lines where the inflationary impact is unavoidable in the provision of Council services and to years 2 to 10 for asset revaluation. Council traditionally applies CPI sourced from the Australian Bureau of Statistics (ABS), however, to minimise the impact on the community, Council has this year adopted the Deloitte Access Economics Forecast December 2022 release of 7.9%. Whilst lower than the ABS index, the inflation index applied in the Draft LTFP still represents a significant increase from the inflation assumption adopted in 2022/23 of 3.3%.

# Key Assumptions

Years 2-10 are also based on the Deloitte Forecast Economics December 2022 Release with CPI reverting to more historic values of between 2.3% and 2.6% for the remainder of the plan.

For salaries, Year 1 of this Plan is based on the current negotiated Enterprise Agreement of 2.5%. Years 2-10 are based on the Wage Price Index (WPI) from the Deloitte Forecast Economics December 2022 release of between 3.0% and 3.3% per annum. The LTFP also includes the additional statutory superannuation guarantee charge increase through to 2025/26. Refer table below for statutory increases to Superannuation Guarantee Charge included in the LTFP.

Year	Increase	Total Superannuation Guarantee
2023/24	0.5%	11.0%
2024/25	0.5%	11.5%
2025/26	0.5%	12.0%

Interest costs are based on projected debt levels. Existing interest rates are applied to fixed debt. The Deloitte Access Economics Business Outlook rates are applied to variable debt in Years 1-10.

The table below summarises the Indices included in the LTFP.

Driver	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Consumer Price Index	7.90%	2.58%	2.47%	2.51%	2.52%	2.43%	2.29%	2.29%	2.38%	2.40%
Enterprise Agreement/ Wage Price Index	2.50%	3.23%	3.00%	3.12%	3.21%	3.21%	3.21%	3.26	3.29%	3.33%
Interest Rates - variable	4.97%	4.63%	4.43%	4.18%	4.07%	3.92%	3.70%	3.60%	3.58%	3.58%

## Rate Revenue

The City of Playford's Rating Policy is applied consistently across the LTFP.

Council has set annual rate revenue increases at the level required to meet a 1% structural surplus (the operating surplus when adjusted for one-off grants or events) at the lower end of the target range resolved by Council. This rating approach is in line with Council's desire to remain financially sustainable over the medium to longer term whilst covering cost pressures.

To ensure a structural surplus over the life of the plan and the ability to deliver new projects consistent with historic levels the rate increase for years 2-10 of the plan averages 3.3%.

## Growth

Growth assumptions are based on development approvals and expected rates of land release, as well as consideration of the State Government's 30 Year Plan for Greater Adelaide.

The rate of growth of the city has several financial impacts, including:

- Developer contributions recorded as revenue in the income statement in accordance with accounting standards whilst the funds are being used for the construction of capital infrastructure (often in later years).
- Additional rate revenue resulting from new residents/businesses and additional expenditures to provide services to those ratepayers.

# Key Assumptions

- The value of assets increasing significantly over time, with infrastructure such as roads, footpaths and parks being donated to Council from developers once construction is complete.
- Maintenance costs to service and replace these large amounts of infrastructure placing an increasing financial pressure on Council's budget

The LTFP ensures Council is not reliant on growth to maintain a strong sustainable financial position. For years 1 and 2 residential growth is assumed at 1,500 new dwellings each year, with rate of residential growth expected to moderate to slightly lower levels over the remaining 8 years. The draft LTFP assumes residential rates revenue growth of between \$1.8M and \$2.3M per year over the next 10 years.

Council is party to a number of Infrastructure Deeds Agreements with landowners and the State Government for the expansion of the Virginia and Angle Vale townships and the Playford North Extension area. Council also receives developer contributions associated with the developments. These Deed Agreements and developer contributions ensure roads, drainage, parks and community buildings will be constructed to support the growth of new dwellings over the next 20 years. Estimates in the draft LTFP are an estimate based on development activity and historic trends.

## Grants

Council receives significant revenue through Federal Government Financial Assistance Grants (FA Grants). The Australian Accounting Standards require disclosure of these grants as income in the year they are received. Despite recent occasions whereby payments have been paid in advance, the LTFP assumes that these funds will all be paid in the year to which they relate. This provides consistency and comparability of financial performance over the life of the plan and removes the impact of timing variability caused by these prepayments.

In addition to FA Grants, Council has included a number of other grants in the LTFP. These include Roads to Recovery and Local Roads and Community Infrastructure grants. The LTFP assumes that a level of grant funding will continue, adjusted for known once-off occurrences.

## Cost Savings

Council's focus on continuous improvement has resulted in savings of over \$16.9M since 2011. The savings have either been:

- allocated to services to reduce the rate burden of providing new services and assets to the community; or
- used to ensure that Council is operating within its means and not using debt to fund its operations

Council has identified \$0.6M of savings during the 2023/24 budget process which will be used to partially fund the increased cost of services, projects and cost pressures.

## Investment Decisions

Investment decisions relate to projects or services requiring an upfront capital outlay with an expected future financial return. The investments are intended to be self-funded over time, which in turn, allows Council to bring new services to the community without a rate increase. Investment decisions produce substantial benefits to the community such as:

- Relief on the pressure to raise rates as investments generate a broadening of our rate base
- New services to the community
- Future positive financial returns
- Equity across generations



# Key Assumptions

The investment decision included in the LTFP centres on the development of the CBD. Only projects where there is a legal commitment are included

## Repurposing of Assets

A key direction in our Finance Strategy is the elimination of historic debt incurred to fund deficits (bad debt) through the repurposing of assets. This strategy identifies Council-owned properties that are surplus to community requirements. The identified assets will be disposed of, and the proceeds used to reduce debt and the property may contribute to an increase in rate revenue. The increased rate revenue will in turn reduce bad debt through increased operating surpluses.

Proposed asset disposals are only included in the LTFP when there is a high level of certainty associated with the disposal.

The key outcome of this strategy is to improve Council's debt profile by removing the legacy debt created by years of operating deficits. Council will focus on delivering a financially sustainable budget by utilising debt to achieve inter-generational equity and reduce future rate rises and impacts on households. This strategy is more about debt management than debt reduction.

# Risks

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While the Long Term Financial Plan is based on the latest available information, it is a predictive document and subject to certain risks.





# Risks

## Risks

The following section highlights risks to Council's long term financial position. The analysis focuses on those risks that have the highest sensitivity to movement.

Delivering on the LTFP's ten-year targets is subject to certain inherent risks and influences, including:

- Unforeseen economic changes or circumstances
- Unforeseen political changes or circumstances
- Market conditions and cost pressures.

## Service Delivery

Any changes to service levels in response to community expectations and needs, legislative requirements or changing economic conditions are managed via the annual business planning process.

Council's ability to respond to such financial pressures cannot be absorbed into current budgets without adversely impacting current service standards. As such these pressures create a direct cost impact for the community.

## Electricity

The electricity market has seen sharp increases during 2022/23 reflective of a market response to gas and coal pricing and the transition to renewables. The LTFP incorporates an estimate for the electricity cost pressure indexed by CPI, totalling \$3.9m over the life of the plan.

Energy regulators are predicting further pressure to continue into 2023/24. Electricity and gas costs together comprise around 2% of Council's expense budget. Council will continue to monitor a broad range of options to minimise its exposure to electricity pricing and secure the lowest cost pricing possible in current markets.

## Waste Management

Household waste management is one of the key services that Council provides, costing around 11% of the annual operating budget. It includes collecting and processing of the waste from the three kerbside bins, along with the hard-waste collection and drop-off services.

Waste collection is managed through the Northern Adelaide Waste Management Authority (NAWMA), a Council-owned subsidiary. Waste management has been, and is expected to continue to be, a cost pressure for Council.

Cost pressures arise from collecting and processing the waste along with participation by the community. Collection and processing costs are associated with changes in contract costs and the State Government Waste Levy. Participation is dependent on the community use of the services. An on-going risk is that the State Government may pass on an increased waste levy as has happened previously.

## Indexation

CPI is regarded as Australia's key measure of household inflation, designed to provide a general measure of the cost of living. Assumptions about future CPI movements are based on data projected by Deloitte Access Economics. However forecast CPI rates are subject to change as economic conditions change. The past 12 months have demonstrated a significant 5.6% increase in the 2023/24 inflation forecast using the same index.



# Risks

Movement in CPI affects rate increases, expenditure on services and asset replacement costs. As the cost of doing business increases, Council's costs increase as does the need to ensure financial sustainability.

Council will continue to monitor the long-term implications of inflationary pressures to ensure ongoing financial sustainability.

## Interest Rates

Movements in interest rates have the potential to substantially affect the future forecast financial position of the LTFP. Interest rate impacts are closely monitored and managed through Council's treasury management practices. The mix of variable and fixed interest debt facilities are considered in conjunction with the treasury management policy to minimise the impact of interest rate changes.

## Sensitivity Analysis

The table below summarises the potential impact to Council's operating expenditure over the 10-year LTFP as a result of a 1% increase in each Index, each year. There are significant impacts to Council's operating expenditure which would have to be funded via rates or other revenue. The change in variable interest rates is low due to Council's debt management practices.

Index	10-year Impact Operating Expenditure
Interest Rates	Increase of \$3.7M
CPI	Increase of \$34.7M
WPI	Increase of \$37.1M

## Investment Decisions

All Investment decisions contain inherent risks and uncertainty. Council has ensured that these risks are minimised via our Risk Management Framework.

## Capital Delivery

Like the rest of the economy, Council has been experiencing supply chain disruptions which could cause delays and unexpected increases in the cost of service and infrastructure delivery. These disruptions have been incorporated in the LTFP through the higher indexes.

## Growth

As the City of Playford is a high growth Council we make assumptions in our LTFP for growth in the form of developer contributions and rate revenue. These assumptions are based on the best and most current available data at the time of drafting. Despite this, there is inherent risk in any future assumptions which could have impacts on the future forecast financial position of Council.

# Long Term Financial Plan Results

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The financial projections contained within the LTFP provide an indication of Council's direction and financial capacity.





# Long Term Financial Plan Results

## Financial Plan Summary

The following section provides an overview of the key financial data and ratios resulting from the plan.

Long Term Financial Plan 2023/24	Current 2022/23 \$mill	Year 1 2023/24 \$mill	Year 2 2024/25 \$mill	Year 3 2025/26 \$mill	Year 4 2026/27 \$mill	Year 5 2027/28 \$mill	Year 6 2028/29 \$mill	Year 7 2029/30 \$mill	Year 8 2030/31 \$mill	Year 9 2031/32 \$mill	Year 10 2032/33 \$mill	10 Year Average
<b>Operating Result - Surplus (Deficit)</b>	<b>4.4</b>	<b>5.5</b>	<b>5.1</b>	<b>5.3</b>	<b>5.1</b>	<b>5.2</b>	<b>5.2</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.1</b>
Non-Structural Items	4.1	4.1	3.7	3.7	3.6	3.5	3.5	3.2	3.2	3.1	3.1	3.5
<b>Structural Operating Surplus/(Deficit)</b>	<b>0.3</b>	<b>1.4</b>	<b>1.4</b>	<b>1.6</b>	<b>1.5</b>	<b>1.7</b>	<b>1.7</b>	<b>1.8</b>	<b>1.8</b>	<b>1.9</b>	<b>1.9</b>	<b>1.6</b>
Operating Surplus Ratio	3.6%	4.0%	3.6%	3.6%	3.3%	3.2%	3.1%	2.9%	2.8%	2.7%	2.6%	3.2%
Structural Surplus Ratio	0.3%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
<b>Closing Balance Borrowings</b>	<b>113.2</b>	<b>109.8</b>	<b>105.5</b>	<b>105.0</b>	<b>103.9</b>	<b>95.0</b>	<b>83.1</b>	<b>79.8</b>	<b>75.2</b>	<b>59.8</b>	<b>55.3</b>	<b>87.2</b>

### Key financial data summary

#### Sustainable Surplus

Council is committed to maintaining a sustainable operating surplus as part of its Finance Strategy.

The operating surplus over the 10 years of the LTFP remains positive and the operating surplus ratio is towards the lower end of the target range for this ratio with an average of 3.2%. This ratio includes the revenue Council receives from grants and contributions which will be spent on future infrastructure projects when the needs of our growing community are known.

To ensure Council uses money wisely in the short term we also monitor the structural surplus ratio which adjusts for one-off grants/contributions. Our Draft LTFP has a structural surplus within the Council endorsed target range over the life of the LTFP.

The operating surplus in 2023/24 is \$5.5million. which reflects the budget required to deliver existing services to agreed service standards as well as the new and enhanced services as detailed in the 2023/24 Annual Business Plan. This is the surplus required to deliver a financially sustainable budget, keep rate increases to a minimum, manage future contingencies and continue to deliver services to the standard we have been.

#### Closing balance borrowings

The Draft LTFP shows that borrowings decrease slightly in 2023/24 from the budgeted debt position. This is due to the continued operating surplus, asset sales, and responsible asset management plan. Over the 10-year LTFP the debt reduces significantly. This is due to new capital expenditure being estimated at an average of the two most current years of historical actuals plus the current year forecast, coupled with ongoing cashflow from operations in excess of the short-term funding requirements for the annual asset renewal program. While it may appear that Council has “extra money” these funds are committed to replacing assets which will come to the end of life over the next 20-50 years. This ensures intergenerational equity – the idea that each generation pays their fair share for the use of an asset or resource.



# Long Term Financial Plan Results

## Reserves policy

The LTFP applies the existing Council policy for reserves where all funds collected for reserves will be applied to temporarily reduce borrowings. The policy aims to reduce the interest cost to Council over the long term.

The reserves currently held by Council and used to offset borrowings are:

- Open Space Reserve
- Playford Alive Initiatives Fund (committed to by the Playford Alive Steering Committee)
- Growth Areas Infrastructure Reserves

The reserve balances included in the LTFP are as follows:

<b>Reserves Balance</b>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill
Reserves Balance	8.1	9.5	10.9	12.1	13.3	14.4	15.3	16.2	16.9	17.7

If Council's policy for reserves was amended and the reserves were no longer used to temporarily reduce variable borrowings, the debt balance would be estimated as follows:

<b>Reserve Policy</b>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
not applied	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill	\$mill
Total Debt	109.8	105.5	105.0	103.9	95.0	83.1	79.8	75.2	59.8	55.3



# Financial Indicators

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Council has six key performance indicators (KPIs) which it uses to track its financial sustainability. These are reviewed annually as a way of monitoring our performance.

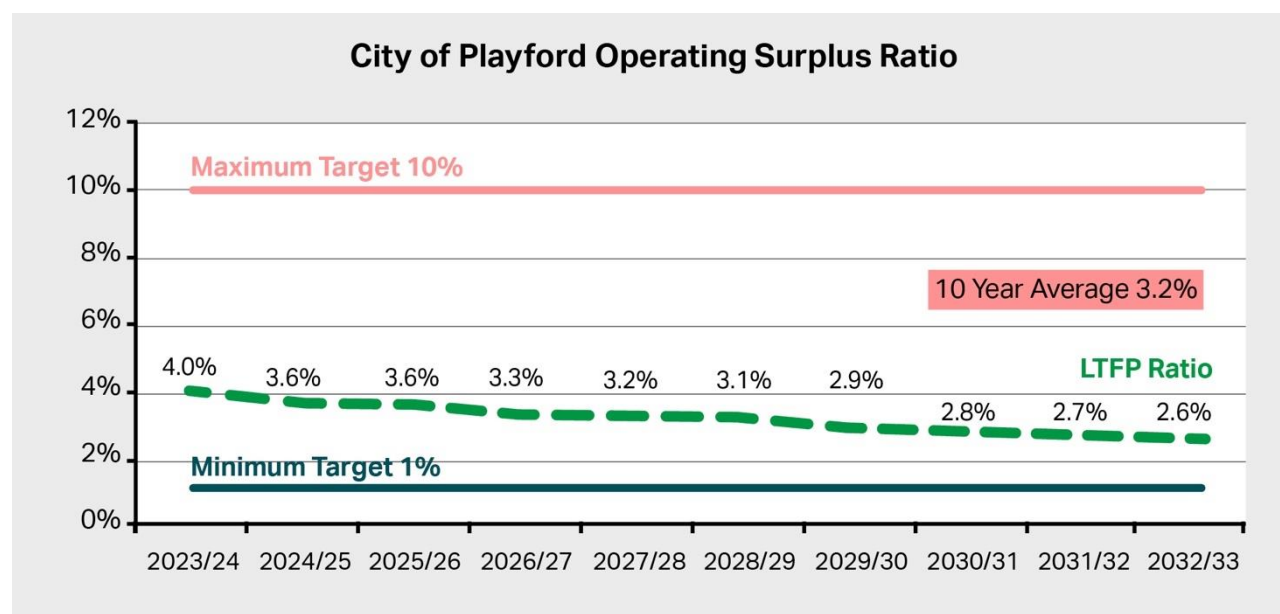




# Financial Indicators

Council's Financial Sustainability Policy provides the financial ratios and targets by which Council's financial performance and financial sustainability can be assessed. This section provides a summary of Council's performance against the financial ratios.

## Operating Surplus Ratio



**Calculated as** Operating Result / Total Operating Income

**Indicates** Financial Sustainability

**Target** Between 1% and 10%

### Long Term Financial Plan Commentary:

The Operating Surplus Ratio indicates Council's ability to service its operations from expected income, while maintaining long-term financial sustainability. Council is committed to maintaining an operating surplus within the target range over the duration of the LTFP as part of its Finance Strategy.

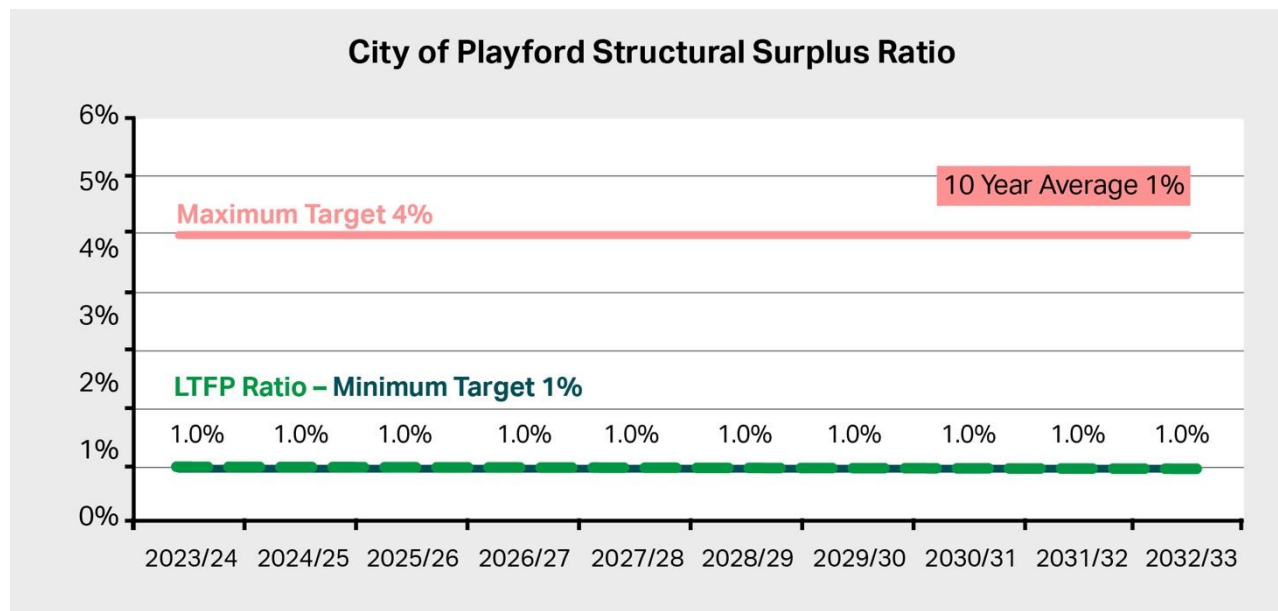
The operating surplus ratio remains within the target range over the 10 years of the Draft LTFP despite the cost pressures and increasing costs of doing business. This is through a combination of grant revenue, developer contributions, continuous improvement savings and rate revenue which covers the costs associated with new projects and inflation.

The downward trend in the ratio over the 10 years reflects declining estimates for developer contributions and grants which are not certain at this time. Council closely monitors development across our City and the availability of future grants so the assumptions underlying these estimates can be updated.



# Financial Indicators

## Structural Surplus Ratio



**Calculated as** Structural Operating Result / Structural Operating Income

**Indicates** Financial Sustainability

**Target** Between 1% and 4%

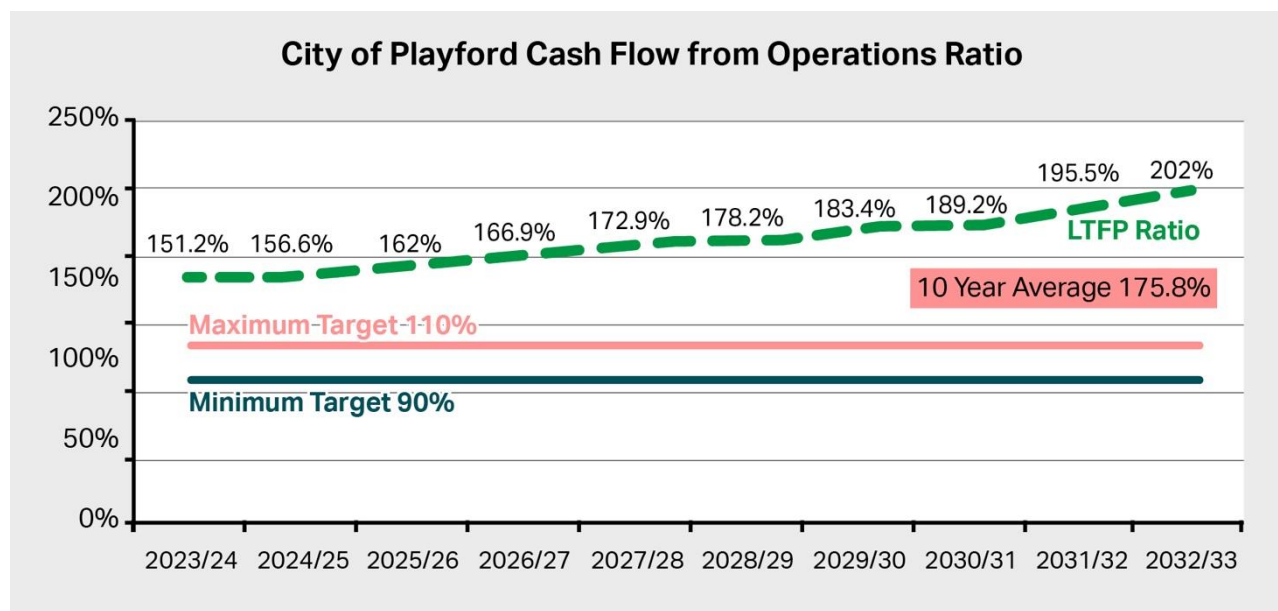
### Long Term Financial Plan Commentary:

The structural surplus ratio excludes one-off operating grants and contributions which need to be spent on future infrastructure projects. It demonstrates whether Council has a sustainable source or revenue to cover its underlying operating costs.

The structural surplus ratio is steady across the 10 years of the LTFP at 1% - the lower end of the target range for this ratio. Planning to achieve the lower end of the target range achieves a financially sustainable position whilst moderating the impact on rates for ratepayers.

# Financial Indicators

## Cash Flow from Operations Ratio



<b>Calculated as</b>	Cash Flow from Operations / Asset Management Plan Replacement Annuity
<b>Indicates</b>	If Council is generating enough cash from operations to cover the replacement of assets over time
<b>Target</b>	Between 90% and 110%, allowing for annual variation

### Long Term Financial Plan commentary:

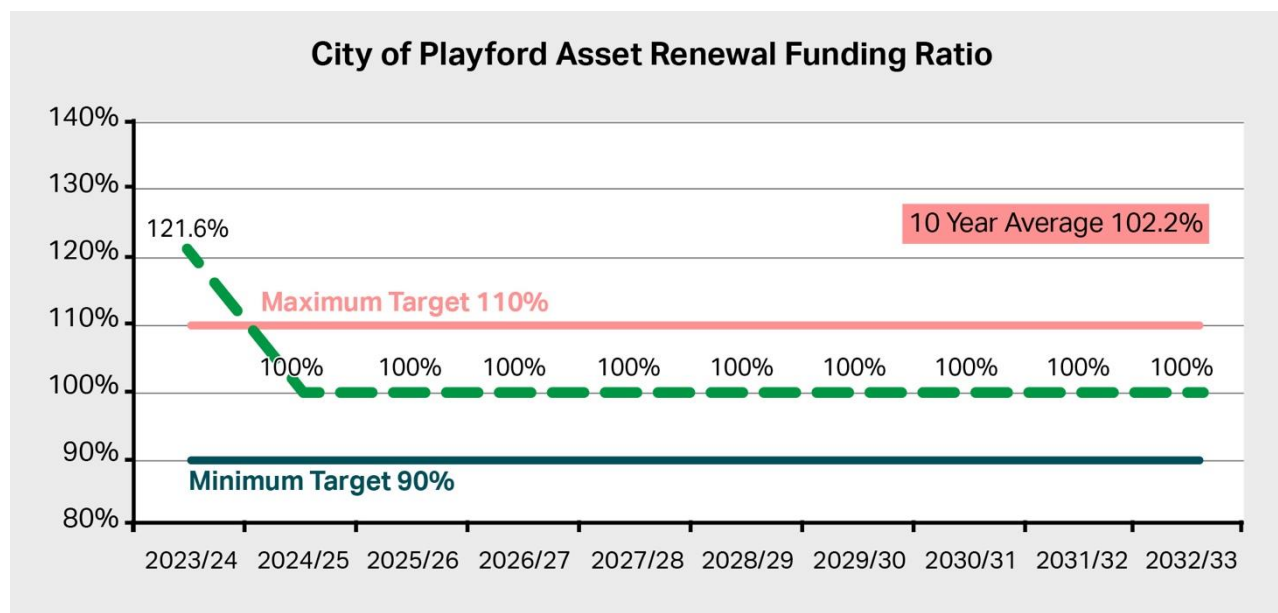
Council's Cash Flow from Operations increases over the life of the plan. This indicates Council will have sufficient cash reserves to replace infrastructure as it ages.

Over the 10 years of the LTFP, this ratio is above the target range. While it may appear that Council has "extra" money, this is not the case due to timing lags:

- One-off operating grants and developer contributions received in the near term will need to be held in reserve, then spent on infrastructure projects in the future to meet the needs of our growing community.
- Cashflows from operations in excess of the short-term funding requirements for the annual asset renewal program. These funds are committed to replacing assets which will come to end of their life over the next 20 to 50 years. Smoothing the requirement to fund the renewal over time ensures intergenerational equity - the idea that each generation pays their fair share for use of an asset or resource.

# Financial Indicators

## Asset Renewal Funding Ratio



**Calculated as** Amount spent on the replacement of assets (net of sale proceeds from replaced assets) / Amount Planned to be spent in AMP.

**Indicates** If Council is performing the required work to replace assets and maintain the level of service.

**Target** Between 90% and 110%

### Long Term Financial Plan commentary:

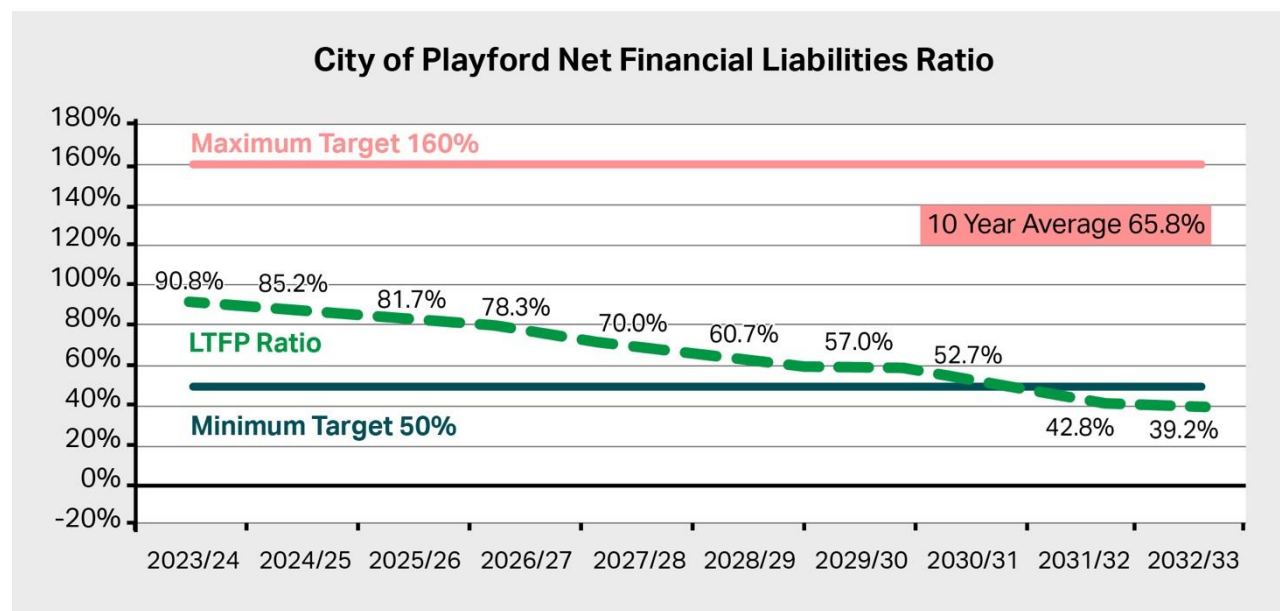
Council's Strategic Asset Management Plan determines when assets need to be replaced. A ratio of 100% means Council is spending exactly what is needed as per the Strategic Asset Management Plan. Spending within the target ranges shows that Council is replacing assets and infrastructure at a time that optimises asset lifespan – not too early and not too late.

The result for 2023/24 is slightly higher than the target range at 121.6% due to carry forward of capital expenditure from 2022/23. This is a combination of projects which were planned to be delivered over multiple years and some projects where external factors have limited our ability to deliver projects this financial year and some renewal works deferred to align with other projects and reduced disruption to the community. This ratio returns to within the target range by year 2 of the LTFP.



# Financial Indicators

## Net Financial Liabilities Ratio



**Calculated as** Net financial liabilities<sup>1</sup> / Total Operating Income

**Indicates** The extent to which Council is managing its debt

**Target** Between 50% and 160%

### Long Term Financial Plan commentary:

Funding the replacement of existing assets or the construction of new assets through borrowings addresses intergenerational equity - the idea that each generation pays their fair share for the use of an asset or resource. The net financial liabilities ratio shows the extent to which Council is managing its debt. The target range for this ratio allows for delivery of assets as our community develops. This ratio is considered in conjunction with the Interest Expense Ratio (ratio 6).

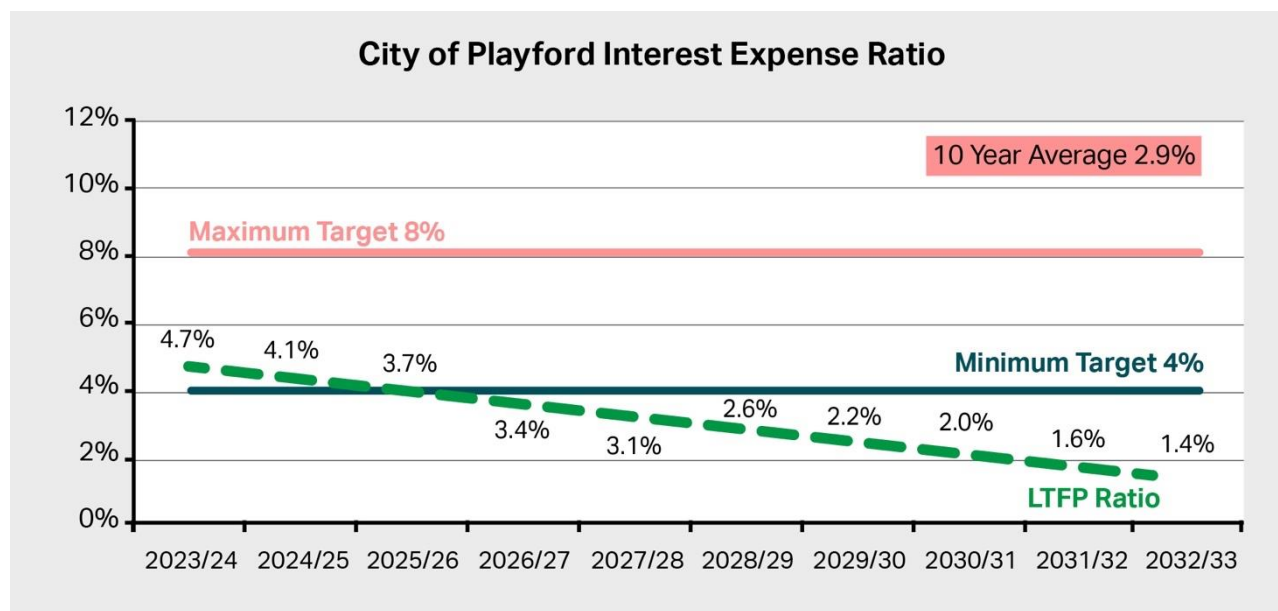
Our considered approach to developing the Annual Business Plan and Budget ensures we remain within the target range for this ratio in 2023/24 and the majority of the 10-year period.

Our focus on sustainable surpluses, responsible debt management and repurposing of assets sees a declining net asset ratio over the life of the LTFP. The ratio also demonstrates the future borrowing capacity of Council to replace assets which will come to the end of life over the next 20-50 years.

<sup>1</sup> Net financial liabilities are total liabilities less cash and other financial assets readily convertible to cash.

# Financial Indicators

## Interest Expense Ratio



**Calculated as** Interest expense less interest income / General rate income (less NRM levy)

**Indicates** Affordability of Council's debt

**Target** Between 4% and 8%

### Long Term Financial Plan commentary:

The target range of 4% to 8% provides flexibility to introduce new projects and services, while keeping the cost of debt affordable.

The interest expense ratio is budgeted to be within the target range until 2026/27, after which the ratio moves below the target range. This reflects Council's focus on responsible debt management and only delivering services our community has told us they want through a responsible budget.

A low interest expense ratio enables Council to manage interest rate risk which is particularly important given the uncertainty in interest rates at this time.

This ratio, combined with the Net Financial Liabilities ratio, indicates the capacity of Council to borrow if required over the medium to longer term. Building borrowing capacity to meet the growing needs of our new and existing communities and to meet the future commitments associated with developer contributions is important.

# Financial Statements

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Financial statements provide information about the financial position, financial performance and cash flows of Council.

**THIS SECTION WILL NEED  
UPDATING POST RATES  
MODELLING TO ALLOW FOR  
FINAL GROWTH AND CAPITAL  
VALUES**





# Financial Statements

## Financial Statements

### Uniform Presentation of Finances

The *Uniform Presentation of Finances* statement provides a high-level summary of both operating and capital investment activities enabling comparisons between councils.

### Statement of Comprehensive Income

The *Statement of comprehensive Income* presents the operating income, expenses and result. It also presents those amounts that are classified as capital income and other comprehensive income. It is based on the model financial statements as required under the *Local Government Act 1999*. Amounts included within this statement are used to calculate a number of the financial indicators that assist in assessing our financial performance and viability over time.

### Balance Sheet

The *Balance Sheet* provides a projection of total 'community wealth' (total equity). The balance sheet summarises our financial worth at a specific point in time including assets, liabilities and net equity. Amounts included within the balance sheet are used to calculate a number of the financial indicators that assist in assessing our financial position and viability over time.

### Statement of Changes in Equity

The *Statement of Changes in Equity* is used to illustrate the movement between the equity shown in the balance sheet at the beginning of an accounting period and the equity at the end of a period. It also provides details of reserves currently held including forecast movements.

### Statement of Cash Flows

The *Statement of Cash Flows* forecasts incoming and outgoing cash for the financial year. It also explains changes in the balance sheet and statement of comprehensive income affected by cash and cash equivalents. The statement is useful in determining the short-term viability of Council, particularly our ability to meet cash commitments.

# Financial Statements

## Projected financial statements 2023-24 / 2032-33

City of Playford												
10 Year Financial Plan for the Years ending 30 June 2033												
UNIFORM PRESENTATION OF FINANCES - GENERAL												
FUND	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Scenario: Rolled over from V13 (with 21/22 as base year)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating Activities</b>												
Income	124,239,000	123,054,798	136,252,062	140,987,541	147,147,053	153,093,792	159,444,353	165,292,344	171,380,691	177,999,258	184,758,430	191,960,538
less Expenses	(108,687,000)	(118,609,448)	(130,787,750)	(135,871,671)	(141,888,760)	(147,997,214)	(154,266,108)	(160,137,118)	(166,396,644)	(173,030,068)	(179,800,023)	(187,009,954)
Operating Surplus / (Deficit)	15,552,000	4,445,350	5,464,312	5,115,870	5,258,293	5,096,578	5,178,245	5,155,226	4,984,047	4,969,190	4,958,407	4,950,585
<b>Capital Activities</b>												
<b>less (Net Outlays) on Existing Assets</b>												
Capital Expenditure on Renewal and Replacement of Existing Assets	(15,110,000)	(19,800,463)	(24,145,473)	(26,125,749)	(26,109,382)	(26,649,200)	(20,313,371)	(18,639,926)	(28,457,377)	(28,650,774)	(19,402,318)	(31,880,738)
add back Depreciation, Amortisation and Impairment	25,537,000	27,571,636	30,489,513	32,186,896	33,493,023	34,815,398	36,196,324	37,509,138	38,968,457	40,424,105	41,926,027	43,523,058
add back Proceeds from Sale of Replaced Assets	1,361,000	-	-	-	-	-	-	-	-	-	-	-
(Net Outlays) on Existing Assets	11,788,000	7,771,173	6,344,040	6,061,147	7,383,641	8,166,198	15,882,953	18,869,212	10,511,080	11,773,331	22,523,709	11,642,320
<b>less (Net Outlays) on New and Upgraded Assets</b>												
Capital Expenditure on New and Upgraded Assets (including Investment Property & Real Estate Developments)	(13,839,000)	(32,451,908)	(37,273,994)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)
add back Amounts Received Specifically for New and Upgraded Assets	2,516,000	10,061,241	10,062,609	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163
add back Proceeds from Sale of Surplus Assets (including Investment Property & and Real Estate Developments)	4,334,000	4,111,000	17,540,000	5,180,250	-	-	-	-	-	-	-	-
(Net Outlays) on New and Upgraded Assets	(6,989,000)	(18,279,667)	(9,671,385)	(8,170,501)	(13,350,751)	(13,350,751)	(13,350,751)	(13,350,751)	(13,350,751)	(13,350,751)	(13,350,751)	(13,350,751)
Net Lending / (Borrowing) for Financial Year	20,351,000	(6,063,144)	2,136,966	3,006,516	(708,816)	(87,976)	7,710,447	10,673,688	2,144,376	3,391,770	14,131,365	3,242,153

# Financial Statements

<b>City of Playford</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2033</b>												
<b>STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND</b>												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>												
Rates	86,346,000	91,584,698	101,463,873	107,024,394	112,468,219	117,864,098	123,513,114	128,696,426	134,327,770	140,238,102	146,344,735	152,757,513
Statutory Charges	2,852,000	2,233,700	2,888,416	2,962,985	3,036,062	3,112,248	3,190,552	3,267,974	3,342,800	3,419,243	3,500,716	3,584,711
User Charges	3,929,000	6,007,965	6,046,579	6,202,680	6,355,659	6,515,145	6,679,067	6,841,140	6,997,782	7,157,806	7,328,361	7,504,195
Grants, Subsidies and Contributions	29,150,000	22,466,915	24,987,722	23,916,178	24,390,340	24,689,408	25,132,177	25,541,046	25,750,877	26,206,628	26,590,054	27,101,961
Investment Income	10,000	8,750	51,873	51,267	50,627	49,950	49,237	48,485	47,692	46,858	45,980	45,057
Reimbursements	905,000	516,770	636,770	653,209	669,319	686,115	703,378	720,446	736,942	753,794	771,755	790,272
Other Income	205,000	203,000	176,828	176,828	176,828	176,828	176,828	176,828	176,828	176,828	176,828	176,828
Net gain - equity accounted Council businesses	842,000	33,000	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>124,239,000</b>	<b>123,054,798</b>	<b>136,252,062</b>	<b>140,987,541</b>	<b>147,147,053</b>	<b>153,093,792</b>	<b>159,444,353</b>	<b>165,292,344</b>	<b>171,380,691</b>	<b>177,999,258</b>	<b>184,758,430</b>	<b>191,960,538</b>
<b>Expenses</b>												
Employee Costs	41,719,000	44,281,931	47,719,266	50,438,937	53,017,191	55,505,486	58,142,946	60,762,048	63,486,129	66,353,703	69,357,306	72,506,690
Materials, Contracts & Other Expenses	37,507,000	42,085,124	47,227,343	48,257,235	50,588,028	53,020,319	55,539,335	57,960,758	60,390,913	62,892,231	65,536,912	68,275,676
Depreciation, Amortisation & Impairment	25,537,000	27,571,636	30,489,513	32,186,896	33,493,023	34,815,398	36,196,324	37,509,138	38,968,457	40,424,105	41,926,027	43,523,058
Finance Costs	3,847,000	4,570,200	4,766,666	4,403,641	4,205,556	4,071,049	3,802,541	3,320,212	2,966,182	2,775,066	2,394,817	2,119,568
Net loss - Equity Accounted Council Businesses	77,000	100,556	584,962	584,962	584,962	584,962	584,962	584,962	584,962	584,962	584,962	584,962
<b>Total Expenses</b>	<b>108,687,000</b>	<b>118,609,448</b>	<b>130,787,750</b>	<b>135,871,671</b>	<b>141,888,760</b>	<b>147,997,214</b>	<b>154,266,108</b>	<b>160,137,118</b>	<b>166,396,644</b>	<b>173,030,068</b>	<b>179,800,023</b>	<b>187,009,954</b>
<b>Operating Surplus / (Deficit)</b>	<b>15,552,000</b>	<b>4,445,350</b>	<b>5,464,312</b>	<b>5,115,870</b>	<b>5,258,293</b>	<b>5,096,578</b>	<b>5,178,245</b>	<b>5,155,226</b>	<b>4,984,047</b>	<b>4,969,190</b>	<b>4,958,407</b>	<b>4,950,585</b>
Asset Disposal & Fair Value Adjustments	(4,769,000)	-	-	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	2,516,000	8,701,328	17,356,036	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163
Physical Resources Received Free of Charge	48,511,000	33,000,000	25,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>61,810,000</b>	<b>46,146,678</b>	<b>47,820,348</b>	<b>29,542,033</b>	<b>29,684,456</b>	<b>29,522,741</b>	<b>29,604,408</b>	<b>29,581,389</b>	<b>29,410,210</b>	<b>29,395,353</b>	<b>29,384,570</b>	<b>29,376,748</b>
<b>Other Comprehensive Income</b>												
<b>Amounts which will not be reclassified subsequently to operating result</b>												
Changes in Revaluation Surplus - I,PP&E	215,794,000	83,820,537	46,024,349	31,643,709	31,921,848	34,165,000	35,974,373	36,201,679	35,509,017	36,982,082	40,113,705	41,791,539
Share of Other Comprehensive Income - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation Reserve	(689,000)	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-	-	-
Other	29,000	-	-	-	-	-	-	-	-	-	-	-
<b>Amounts which will be reclassified subsequently to operating result</b>												
Available-for-Sale Financial Instruments - Change in Fair Value	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Available-for-Sale Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
Movements in Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>215,134,000</b>	<b>83,820,537</b>	<b>46,024,349</b>	<b>31,643,709</b>	<b>31,921,848</b>	<b>34,165,000</b>	<b>35,974,373</b>	<b>36,201,679</b>	<b>35,509,017</b>	<b>36,982,082</b>	<b>40,113,705</b>	<b>41,791,539</b>
<b>Total Comprehensive Income</b>	<b>276,944,000</b>	<b>129,967,215</b>	<b>93,844,696</b>	<b>61,185,743</b>	<b>61,606,305</b>	<b>63,687,741</b>	<b>65,578,781</b>	<b>65,783,068</b>	<b>64,919,227</b>	<b>66,377,435</b>	<b>69,498,275</b>	<b>71,168,287</b>



# Financial Statements

<b>City of Playford</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2033</b>												
<b>STATEMENT OF FINANCIAL POSITION - GENERAL FUND</b>												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	1,818,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Trade & Other Receivables	6,426,000	6,320,575	7,314,151	7,110,796	7,414,946	7,713,259	8,028,360	8,319,449	8,624,435	8,951,858	9,249,176	9,603,427
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	192,000	185,284	207,923	212,457	222,719	233,427	244,517	255,178	265,877	276,889	288,533	300,590
Other Current Assets	757,000	617,405	692,843	707,952	742,146	777,829	814,784	850,307	885,958	922,653	961,452	1,001,631
Non-current assets classified as "Held for Sale"	5,156,000	17,540,000	5,180,250	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>14,349,000</b>	<b>26,163,264</b>	<b>14,895,168</b>	<b>9,531,205</b>	<b>9,879,811</b>	<b>10,224,515</b>	<b>10,587,660</b>	<b>10,924,934</b>	<b>11,276,270</b>	<b>11,651,401</b>	<b>11,999,161</b>	<b>12,405,648</b>
<b>Non-Current Assets</b>												
Financial Assets	273,000	248,387	222,772	195,721	167,178	137,086	105,385	72,013	36,906	0	0	0
Equity Accounted Investments in Council Businesses	10,759,000	10,691,444	10,106,482	9,521,520	8,936,558	8,351,596	7,766,634	7,181,672	6,596,710	6,011,748	5,426,786	4,841,824
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	1,527,134,000	1,652,160,290	1,748,934,343	1,812,293,819	1,874,608,940	1,938,384,656	1,996,252,991	2,051,362,371	2,114,137,222	2,177,122,887	2,232,489,797	2,300,415,931
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000	12,726,000
<b>Total Non-Current Assets</b>	<b>1,550,892,000</b>	<b>1,675,826,121</b>	<b>1,771,989,597</b>	<b>1,834,737,060</b>	<b>1,896,438,677</b>	<b>1,959,599,339</b>	<b>2,016,851,009</b>	<b>2,071,342,056</b>	<b>2,133,496,839</b>	<b>2,195,860,635</b>	<b>2,250,642,584</b>	<b>2,317,983,755</b>
<b>TOTAL ASSETS</b>	<b>1,565,241,000</b>	<b>1,701,989,385</b>	<b>1,786,884,764</b>	<b>1,844,268,265</b>	<b>1,906,318,487</b>	<b>1,969,823,854</b>	<b>2,027,438,670</b>	<b>2,082,266,990</b>	<b>2,144,773,108</b>	<b>2,207,512,036</b>	<b>2,262,641,744</b>	<b>2,330,389,403</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Cash Advance Debenture	-	-	-	-	-	-	-	-	-	-	-	-
Trade & Other Payables	20,575,000	20,622,216	14,957,382	15,283,560	16,021,746	16,792,077	17,589,875	18,356,765	19,126,420	19,918,613	20,756,210	21,623,605
Borrowings	6,314,000	6,522,406	5,302,839	4,440,983	3,504,633	3,635,822	3,417,595	3,029,676	3,144,939	3,264,601	3,388,833	3,517,808
Provisions	6,429,000	6,460,719	6,575,019	6,693,010	6,814,540	6,939,856	7,069,190	7,202,673	7,340,441	7,482,704	7,629,653	7,781,498
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>33,318,000</b>	<b>33,605,341</b>	<b>26,835,240</b>	<b>26,417,552</b>	<b>26,340,918</b>	<b>27,367,756</b>	<b>28,076,660</b>	<b>28,589,114</b>	<b>29,611,800</b>	<b>30,665,918</b>	<b>31,774,696</b>	<b>32,922,912</b>
<b>Non-Current Liabilities</b>												
Cash Advance Debenture	29,540,000	42,442,787	45,542,129	46,573,492	50,572,859	52,972,848	47,690,100	39,224,217	38,904,095	37,445,849	25,326,121	24,242,829
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	70,729,000	64,216,560	58,913,720	54,472,738	50,968,104	47,332,282	43,914,686	40,885,010	37,740,071	34,475,469	31,086,636	27,568,827
Provisions	1,269,000	1,372,483	1,396,764	1,421,829	1,447,646	1,474,268	1,501,743	1,530,100	1,559,366	1,589,588	1,620,805	1,653,062
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>101,538,000</b>	<b>108,031,829</b>	<b>105,852,613</b>	<b>102,468,059</b>	<b>102,988,610</b>	<b>101,779,398</b>	<b>93,106,529</b>	<b>81,639,326</b>	<b>78,203,532</b>	<b>73,510,906</b>	<b>58,033,562</b>	<b>53,464,718</b>
<b>TOTAL LIABILITIES</b>	<b>134,856,000</b>	<b>141,637,170</b>	<b>132,687,853</b>	<b>128,885,611</b>	<b>129,329,528</b>	<b>129,147,154</b>	<b>121,183,189</b>	<b>110,228,441</b>	<b>107,815,332</b>	<b>104,176,825</b>	<b>89,808,258</b>	<b>86,387,630</b>
<b>Net Assets</b>	<b>1,430,385,000</b>	<b>1,560,352,215</b>	<b>1,654,196,912</b>	<b>1,715,382,654</b>	<b>1,776,988,959</b>	<b>1,840,676,700</b>	<b>1,906,255,481</b>	<b>1,972,038,549</b>	<b>2,036,957,777</b>	<b>2,103,335,211</b>	<b>2,172,833,486</b>	<b>2,244,001,773</b>
<b>EQUITY</b>												
Accumulated Surplus	415,270,000	461,649,479	514,395,804	542,571,787	570,861,398	599,154,540	627,563,810	656,013,038	684,537,289	713,056,811	741,678,664	770,292,694
Asset Revaluation Reserves	1,001,855,000	1,085,675,537	1,131,699,886	1,163,343,595	1,195,265,443	1,229,430,443	1,265,404,816	1,301,606,495	1,337,115,513	1,374,097,594	1,414,211,300	1,456,002,839
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	13,260,000	13,027,199	8,101,222	9,467,273	10,862,118	12,091,716	13,286,854	14,419,016	15,304,975	16,180,806	16,943,523	17,706,240
<b>Total Equity</b>	<b>1,430,385,000</b>	<b>1,560,352,215</b>	<b>1,654,196,912</b>	<b>1,715,382,654</b>	<b>1,776,988,959</b>	<b>1,840,676,700</b>	<b>1,906,255,481</b>	<b>1,972,038,549</b>	<b>2,036,957,777</b>	<b>2,103,335,211</b>	<b>2,172,833,486</b>	<b>2,244,001,773</b>

# Financial Statements

<b>City of Playford</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2033</b>												
<b>STATEMENT OF CHANGES IN EQUITY - GENERAL FUND</b>	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>2032/33</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Opening Balance</b>	1,153,441,000	1,430,385,000	1,560,352,215	1,654,196,912	1,715,382,654	1,776,988,959	1,840,676,700	1,906,255,481	1,972,038,549	2,036,957,777	2,103,335,211	2,172,833,486
Net Surplus / (Deficit) for Year	61,810,000	46,146,678	47,820,348	29,542,033	29,684,456	29,522,741	29,604,408	29,581,389	29,410,210	29,395,353	29,384,570	29,376,748
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	215,794,000	83,820,537	46,024,349	31,643,709	31,921,848	34,165,000	35,974,373	36,201,679	35,509,017	36,982,082	40,113,705	41,791,539
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	(689,000)	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	29,000	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Comprehensive Income</b>	215,134,000	83,820,537	46,024,349	31,643,709	31,921,848	34,165,000	35,974,373	36,201,679	35,509,017	36,982,082	40,113,705	41,791,539
<b>Total Comprehensive Income</b>	276,944,000	129,967,215	93,844,696	61,185,743	61,606,305	63,687,741	65,578,781	65,783,068	64,919,227	66,377,435	69,498,275	71,168,287
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>1,430,385,000</b>	<b>1,560,352,215</b>	<b>1,654,196,912</b>	<b>1,715,382,654</b>	<b>1,776,988,959</b>	<b>1,840,676,700</b>	<b>1,906,255,481</b>	<b>1,972,038,549</b>	<b>2,036,957,777</b>	<b>2,103,335,211</b>	<b>2,172,833,486</b>	<b>2,244,001,773</b>

# Financial Statements

City of Playford 10 Year Financial Plan for the Years ending 30 June 2033 STATEMENT OF CASH FLOWS - GENERAL FUND												
	Actuals	Current Year	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates Receipts	86,551,000	91,584,969	101,032,599	106,756,871	112,206,775	117,603,518	123,241,517	128,447,422	134,057,140	139,954,189	146,051,413	152,449,481
Statutory Charges	2,852,000	2,224,716	2,820,888	2,955,294	3,028,525	3,104,390	3,182,476	3,259,988	3,335,083	3,411,359	3,492,313	3,576,048
User Charges	4,242,000	5,993,601	6,042,597	6,186,580	6,339,880	6,498,696	6,662,160	6,824,424	6,981,626	7,141,301	7,310,770	7,486,060
Grants, Subsidies and Contributions (operating purpose)	29,228,000	22,986,785	24,507,227	24,413,739	24,373,866	24,679,017	25,116,793	25,526,840	25,743,586	26,190,793	26,576,732	27,084,176
Investment Receipts	10,000	8,838	50,972	51,280	50,640	49,965	49,252	48,500	47,709	46,875	45,998	45,077
Reimbursements	980,000	520,468	626,057	651,741	667,881	684,615	701,836	718,922	735,469	752,289	770,152	788,619
Other	6,464,000	213,646	179,527	176,828	176,828	176,828	176,828	176,828	176,828	176,828	176,828	176,828
<b>Payments:</b>												
Payments to Employees	(41,885,000)	(44,146,730)	(47,580,685)	(50,295,881)	(52,869,844)	(55,353,547)	(57,986,138)	(60,600,207)	(63,319,094)	(66,181,219)	(69,179,140)	(72,322,587)
Payments for Materials, Contracts & Other Expenses	(42,989,000)	(43,056,078)	(45,696,827)	(47,950,700)	(49,894,297)	(52,296,379)	(54,789,582)	(57,240,052)	(59,667,609)	(62,147,746)	(64,749,756)	(67,460,518)
Finance Payments	(3,847,000)	(4,570,200)	(4,766,666)	(4,403,641)	(4,205,556)	(4,071,049)	(3,802,541)	(3,320,212)	(2,966,182)	(2,775,066)	(2,394,817)	(2,119,568)
<b>Net Cash provided (or used in) Operating Activities</b>	41,606,000	31,160,016	37,215,689	38,542,111	39,874,698	41,076,053	42,552,601	43,842,454	45,124,555	46,569,603	48,100,493	49,703,614
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Amounts Received Specifically for New/Upgraded Assets	2,516,000	10,061,241	10,062,609	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163	4,426,163
Sale of Replaced Assets	1,361,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	4,334,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Non Current Assets "Held for Sale"	-	4,111,000	17,540,000	5,180,250	-	-	-	-	-	-	-	-
Net Disposal of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Developments	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	18,000	23,380	24,233	25,615	27,051	28,543	30,092	31,701	33,372	35,107	36,906	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Expenditure on Renewal/Replacement of Assets	(15,110,000)	(19,800,463)	(24,145,473)	(26,125,749)	(26,109,382)	(26,649,200)	(20,313,371)	(18,639,926)	(28,457,377)	(28,650,774)	(19,402,318)	(31,880,738)
Expenditure on New/Upgraded Assets	(13,839,000)	(32,451,908)	(37,273,994)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)	(17,776,914)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Development of Real Estate for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure on Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(20,720,000)	(38,056,750)	(33,792,625)	(34,270,635)	(39,433,082)	(39,971,408)	(33,634,030)	(31,958,976)	(41,774,756)	(41,966,418)	(32,716,163)	(45,231,489)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from CAD	-	12,902,787	3,099,342	1,031,363	3,999,367	2,399,989	-	-	-	-	-	-
Proceeds from Borrowings	138,615,000	-	-	-	-	-	-	-	-	-	-	-
Receipt of Funds from Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayments of CAD	-	-	-	-	-	-	(5,282,748)	(8,465,883)	(320,122)	(1,458,245)	(12,119,729)	(1,083,292)
Repayments of Borrowings	(157,671,000)	(6,173,681)	(6,440,276)	(5,260,313)	(4,412,992)	(3,504,633)	(3,635,823)	(3,417,595)	(3,029,677)	(3,144,939)	(3,264,602)	(3,388,833)
Repayment of Principal Portion of Lease Liabilities	(134,000)	(150,371)	(82,130)	(42,526)	(27,991)	-	-	-	-	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	(19,190,000)	6,578,734	(3,423,064)	(4,271,476)	(441,616)	(1,104,644)	(8,918,571)	(11,883,478)	(3,349,799)	(4,603,184)	(15,384,330)	(4,472,125)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,696,000	(318,000)	-	-	-	-	-	-	-	-	-	-
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	122,000	1,818,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Cash &amp; Cash Equivalents - end of the year</b>	1,818,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000



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## **ATTACHMENT 3**

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# Strategic Asset Management Plan **2023/24**



# Acknowledgement of Country

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We acknowledge and pay our respects to the Kurna people, the traditional custodians whose ancestral lands we gather on.

We acknowledge the deep feelings of attachment and relationship of the Kurna people to country and we respect and value their past, present and ongoing connections to the land and cultural beliefs.





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# Introduction



## Community Engagement and Submissions Process

Our community has clearly told us they want more opportunities to connect with the Council and each other and have their ideas and experiences understood and listened to.

The City of Playford recognises the role of community engagement and public consultation to support decision making and ensuring residents and other stakeholders can participate in the decision-making process.

The draft Strategic Asset Management Plan 2023/24 ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

The community is invited to provide feedback on the draft Plan during a community engagement period. The community engagement period is undertaken in accordance with Sections 122 and 123 of the *Local Government Act 1999*, which states that Council must adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans. Specifically, the Act requires Council to make its Annual Business Plan and Budget available for public consultation for a period no less than 21 days.

In accordance with the above, and the City of Playford Community Engagement Policy which states that any legislatively required consultation run for 28 days, the draft 2023/24 Strategic Asset Management Plan, Annual Business Plan and Budget, and Long Term Financial Plan will be released for a public consultation period from Wednesday 26 April to Tuesday 23 May 2023.

During this time, the following activities will be undertaken:

- Advertisements in local newspapers advising the community that the draft Plans are available for consultation
- Draft Plans and Feedback Forms available at Customer Care locations
- Draft Plans and online Feedback Forms available on Council's website
- Public Hearing at the 23 May 2023 Ordinary Council Meeting

Further information can be found via our online Engagement Hub at [playford.engagementhub.com.au](https://playford.engagementhub.com.au)

# Introduction

## About this document

### What is a Strategic Asset Management Plan?

The City of Playford Strategic Asset Management Plan (SAMP) ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

It provides staff, Elected Members, and our community with an overview of our assets, including what assets we are responsible for and their replacement value, the current condition of our assets and how they are performing, the service levels we provide, our asset goals and objectives, and our financial position.

The SAMP also describes the asset-based activities that Council proposes to undertake over the medium to long term in delivering its strategic objectives and providing services to the community through its assets.

This SAMP includes 10 years of asset renewal projections, in alignment with Council's Long Term Financial Plan (LTFP).

The SAMP also presents the current state of Council's Asset Management Framework, data, and systems, highlighting identified gaps and continuous improvement activities.

### Why do we have a SAMP?

Section 122 of the *Local Government Act 1999*, states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans. A SAMP (or equivalent) is one of the key documents demonstrating Council's compliance with this requirement.

Whilst Council is required under legislation to produce a SAMP, it is more than just a compliance document. Council uses the SAMP as the linkage between our high-level strategy and objectives, and our tactical asset management implementation, as described by the Asset Management Plans (AMPs) for each asset portfolio. The SAMP is also a key document for communicating with our stakeholders about our approach to asset management.

The SAMP (and the individual AMPs) also assists the City of Playford in meeting a wide variety of other legislative requirements, covering matters such as safety and risk management, building and development standards, equitable access, and accounting standards.



# Introduction

## From the CEO



The City of Playford adopts a holistic and proactive approach to Asset Management. The management of our existing asset base, levels of service delivered by these assets, and predicted asset growth is integrated into our strategic planning, renewal planning and long-term financial plans as well as the day-to-day activities of the organisation.

Council owns and manages approximately \$1.6 billion worth of assets, from large structures such as roads and buildings, to park furniture and office equipment.

These assets are a significant investment and Council needs to make sure they are managed appropriately for our existing community as well as for future generations.

This Strategic Asset Management Plan (SAMP) ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner in the short, medium and long term.

Day-to-day Asset Management includes the routine inspection and maintenance repair of public realm assets such as footpaths, roads and playground equipment to ensure safety.

Medium to longer term activities include the monitoring, planning, renewal, creation and disposal of assets. Ageing assets can require significant on-going maintenance, and this must be balanced against the need to provide new assets and services for our rapidly growing community.

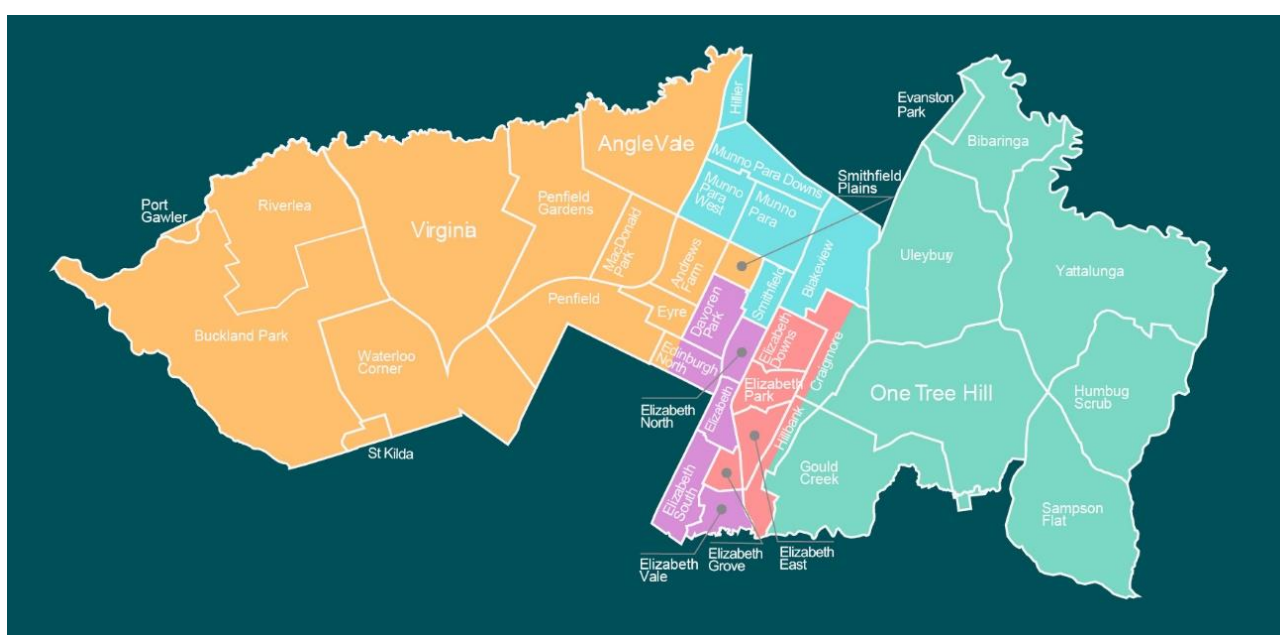
It is important that when we plan for new infrastructure, we not only consider the initial capital expenditure but ensure we also plan for the on-going operational, maintenance and future replacement costs.

Ultimately the SAMP provides a framework for the effective management and control of our infrastructure assets to achieve the desired balance of cost, risk and performance in community service delivery. It ensures we continue to provide safe spaces and places for our community to enjoy, as well as contributing to the appearance of our city and meeting the objectives of our Strategic Plan.

# Our City

The City of Playford is the third largest South Australian metropolitan council covering 345 square kilometres, and with a population of around 106,000\* people, which is anticipated to grow significantly over the next 10 years.

The city is diverse in nature, bounded on the west by the South Australian coastline (Gulf St. Vincent) which incorporates the Adelaide International Bird Sanctuary and remnant samphire vegetation, and bounded to the east by the Mt Lofty Ranges comprising hilly terrain containing rural living, native vegetation, and farming. At the western and northern end of the council is one of South Australia's leading horticultural zones, the Virginia Triangle, and at the southern end is an industrial zone. The city also boasts a health precinct containing the Lyell McEwin Hospital and allied services, and a growing sports precinct.



Council is responsible for an asset portfolio with a replacement value of over \$2 billion, comprising Transport, Stormwater, Streetscapes, Parks and Sportsfields, Water Capture and Delivery, Buildings, Technology and Office, Fleet and Minor Plant, and Land.

With the exception of Land, which is not included in this SAMP, Council manages its physical assets through the development and implementation of Asset Management Plans (AMPs), which detail information on Council assets, and the actions required to deliver the agreed level of service in a fiscally responsible and sustainable manner, and in accordance with Council's [Strategic Plan 2020-2024](#). These actions are a combination of maintaining and managing existing assets, providing new assets to meet forecast demand, and the renewal and upgrade of existing assets when they reach end of life or the optimum time in their lifecycle to intervene.

\*2023 population forecast for 2023 of 105,663, [forecast.id.com.au/playford](https://forecast.id.com.au/playford)



# Strategic Planning Framework

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Our Strategic Plan sits at the centre of our Strategic Planning Framework. It outlines Council's four-year goals for the city and provides direction for decision-making and how we prioritise the allocation of resources.





# Strategic Planning Framework



## The three phases of our Strategic Planning Framework are:

### PLAN



Our high-level plans guide our investment. **The Playford Community Vision 2043\*** was developed in 2013 based on extensive community engagement and reflects the longer term aspirations of the community, organised under the goals of Prosperity, Liveability and Happiness.

Our **City-wide Strategies** focus on a particular area such as open space or cycling and walking and help prioritise projects across the city. Our **Masterplans**

outline our vision across a particular precinct or project area such as the Lyell McEwin Health Precinct or Virginia Township.

### INVEST



We continue to invest in our growing community by undertaking new projects and delivering new services. The **Long Term Financial Plan\*** ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The **Annual Business Plan and Budget\*** is the 12-month plan to deliver the Strategic Plan and secure funding.

### REVIEW



We are constantly reviewing our investment. **The Strategic Asset Management Plan\*** ensures effective and comprehensive management of our asset portfolios. We complete a range of different **analyses and planning activities** such as the Public Health Plan and Disability Access and Inclusion Plan that continue to guide our investment in our existing services.

*\*These plans meet our obligations under Section 122 of the Local Government Act 1999, which states that a council must develop and adopt plans for the management of its area, to be called collectively the strategic management plans.*

# Strategic Planning Framework

## Strategic Plan 2020-24 Alignment

Asset Management planning is implemented in line with the decision-making filters in our Strategic Plan to ensure that we plan strategically for the future and:

- Work with other tiers of government and stakeholders to maximise external funding
- Meet our legislative requirements and legal obligations
- Stick to our Finance Strategy to achieve long term financial sustainability and deliver inter-generational equity
- Adjust our services to ensure the foundational needs of our community are met.

### The AMPs align to the following Strategic Plan Community Themes:



- Transport, Parks, and Streetscape renewals ensure our city remains safe, accessible and easy to get around
- Stormwater assets are inspected and renewed when necessary to mitigate flooding risk
- Technology, Fleet and Plant assets are renewed at the optimum time to ensure the continuity of delivery of maintenance and community services



- The condition of Transport, Parks, and Streetscape assets contribute significantly to the look and feel of an area Although asset renewals are not primarily driven by visual amenity, they do contribute to this outcome
- Irrigation of our reserves (using our environmentally sustainable recycled water network where available) uplifts their appearance and useability



- Many Council services are delivered from council-owned buildings. Regular maintenance and renewal ensure the continuing appeal and accessibility of these services, and our community's use of those facilities
- Where building renewals are undertaken works will meet current standards and accessibility requirements, and provide gender appropriate facilities



- Use of our lower cost, recycled water network where available to irrigate medians, reserves and sportsfields
- A clustered approach to renewal and upgrades to maximise delivery efficiency and reduce disruption
- Planning asset renewal at the optimal time to ensure functionality without uneconomic maintenance demands
- Ensuring intergenerational equity by funding operations, maintenance, and depreciation of new assets



# Organisational Context

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As well as the Strategic Planning Framework, Council operates in accordance with external legislation and industry practice, and multiple internal policies, procedures and organisational management frameworks. These influence our Asset Management operational activities and decision making.

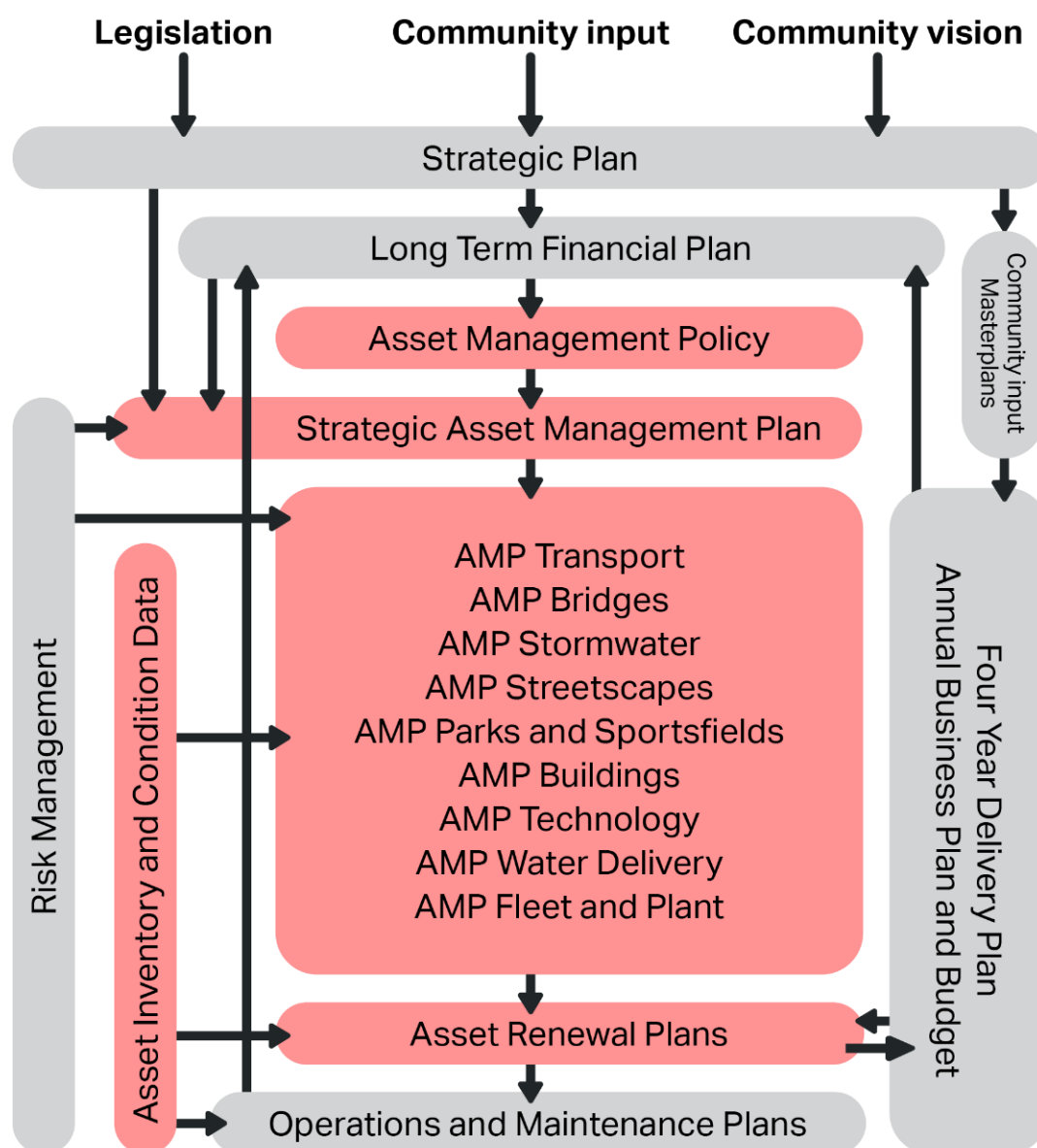




# Organisational Context

## Asset Management Framework

The figure below shows how the SAMP, AMPs and other infrastructure and asset management documents fit into the broader strategic planning framework. Whilst Asset Management planning is primarily concerned with the review phase of the Strategic Planning Framework, it is an integral part of the framework, receiving and providing input to all three phases.



## SAMP review

Although the SAMP is a medium to long-term document, it will be reviewed each year along with the LTFP and Annual Business Plan and Budget (ABP) to ensure that it contains current asset portfolio and condition data, risks and mitigations are current, continuous improvement initiatives are up to date, and to provide a rolling 10-year financial forecast of infrastructure and asset management investment requirements.

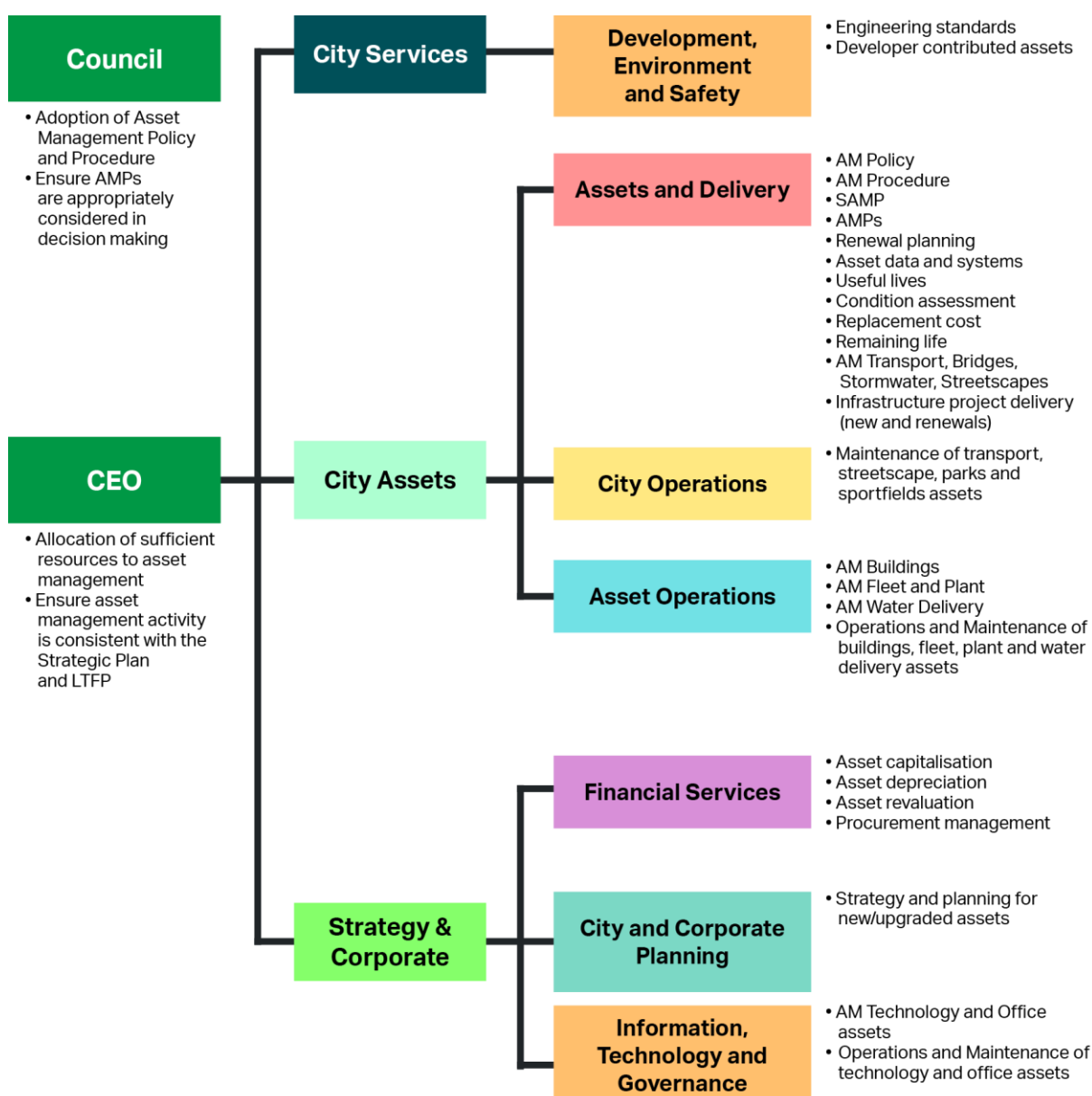
# Organisational Context

## Asset Management Roles and Responsibilities

Council's Asset Management team sits within the Assets and Delivery department, which is responsible for the custodianship of Council's infrastructure assets and the delivery of renewal works and new capital infrastructure projects. This team is responsible for the Asset Management Policy, Asset Management Framework, SAMP, asset data, and renewal planning in consultation with other teams.

The tactical and operational asset management activities for buildings, technology and office, fleet and plant, and water delivery assets, and the management and acceptance of contributed assets from developers, sit within other areas of Council. These areas are supported by the core Asset Management team who provide the centre of Asset Management expertise.

This relationship and the responsibilities of Council staff and Elected Members as they relate to Asset Management activities and decision making is shown below.



# Organisational Context

## Levels of Service

The purpose of Asset Management is to realise value from assets and achieve the desired balance of cost, risk and performance in community service delivery. This manifests in agreed Levels of Service which are described from both a high-level community outcome perspective, and a technical perspective.

## Customer Levels of Service

Council has developed Service Standards to ensure that levels of service are accurately defined, measured and reported on to enable staff and Elected Members to provide a consistent and quality level of service to the community. Council's 25 Service Standard Statements cover all aspects of Council's service delivery.

The Service Standards that relate to Council's infrastructure and assets are shown below.

Asset Class	Service Standard Statement
All	Financially efficient service provision
Parks and Sportsfields	Attractive and sustainable Open Space
	Fit for purpose sportsfields
	Vibrant and liveable parks and reserves
	Vibrant and liveable sportsfields
Stormwater	Fit for purpose stormwater network.
	Manage risk of flooding to properties
Transport and Streetscape	Provide safe and suitable urban and rural streetscapes*
	Fit for purpose urban and rural streetscapes*

*\*in the context of Council's Finance systems and Service Standards, "Streetscape" includes the whole road corridor, and therefore both the Transport and Streetscape asset classes.*

For Operations and Maintenance, Service Standards have specific measures and targets including response times (e.g. "make safe within 24 hours"), cost of the service per rateable property and the proportion of maintenance activities that are planned versus reactive maintenance (e.g. "percentage of work orders generated from a customer request").

For asset renewal, the Service Standards influence the investment and renewal strategies for each asset class.

In both cases the Service Standards lead to development of Technical Levels of Service.



# Organisational Context

## Technical Levels of Service

Our asset Technical Levels of Service are captured through Intervention Levels and Performance Standards.

Intervention Levels are the point at which Council undertakes activities to intervene with the assets. We aim to describe Intervention Levels in the maintenance plans and AMPs for each asset class. An example of intervention levels in the context of concrete footpaths may be to renew a footpath at a certain condition rating, or to undertake maintenance grinding when lipping reaches a certain point (currently 5mm - 40mm).

Performance Standards are the standards and specifications that these intervention works must meet when they are undertaken (e.g. when grinding is undertaken, achieve lipping of less than 1mm; for renewal, construct in accordance with a defined specification).

In addition to legal compliance, we aim to meet industry guidelines from organisations such as the Institute of Public Works Engineering Australasia, Austroads and Engineers Australia, as well as relevant Australian Standards and the requirements of State Government agencies.

## Community Input

Other general guidance for performance against our asset management Levels of Service comes from community sentiment; both through analysis of customer contact data, and from the results of more formal community surveys.

The Playford Community Survey 2022 acted as a 'pulse check' with our community.

We sought to understand how they are experiencing our city halfway through the delivery of our 2020-24 Strategic Plan. The figure below shows the average rating out of five for each Community Theme as well as the average Community Sentiment.



## Risk Management

Council uses a risk-based approach to managing business, project and operational activities and decisions. The Integrated Risk Management Framework (IRMF) is the means through which these are coordinated.

Council's IRMF includes commentary on its risk appetite, acknowledging that risk-based decision making to support the achievement of strategic objectives should be tailored to each major risk type. The Risk Appetite ratings are provided below and influence our Asset Management decision making.

# Organisational Context

## Risk appetite ratings

The City of Playford has rated its risk appetite across the six major risk types set out below

Risk Type	Willingness to accept risk			
	CONTROLLED (Zero tolerance)	CAUTIOUS (Low)	ACCEPTING (Medium)	OPEN (High)
Service delivery				
Financial sustainability				
Reputation				
Environmental impact				
Regulatory compliance				
Work health & safety				

The IRMF also establishes eight “Fundamental Principles”. Three of these are considered as overarching guiding principles for Asset Management:

- Fundamental Principle 1: All risk management activities will be undertaken in alignment with the International Standard, ISO 31000:2018 Risk Management – Guidelines.
- Fundamental Principle 2: Risk management will be embedded in all planning and activities undertaken across Council.
- Fundamental Principle 3: The COP will adopt and embed a risk-based approach to all activities and adhere to Council’s Foundation Principles of Full Disclosure and Do No Harm.

The IRMF further provides Risk Governance arrangements and a Risk Toolkit.

Council’s Risk Toolkit includes CAMMS Risk Software. CAMMS includes three registers: one each for Strategic Risk, Operational Risk and Project Risk. Asset Management risks are managed within the Operational Risk register.

A table of our Asset Management risks and the relevant management approaches for each, is provided in Appendix 1.

The controlled risk rating for each of the Asset Management risks identified, is “medium”.



# Our Assets

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The City of Playford owns and manages a diverse asset portfolio, worth in excess of \$2 billion. Council Assets are divided into groups that comprise Transport, Stormwater, Streetscapes, Parks and Sportsfields, Water Delivery, Land, Buildings, Technology and Office, Fleet and Minor Plant.





# Our Assets

## Asset Portfolio Summary



The replacement value of commissioned assets covered by this SAMP as at March 2023 is shown below. (Note this is different from the 'Fair Value' reported in the LTFP and annual financial statements as required by accounting standards).

It should be noted that this is correct at the point in time of the writing of this version of the SAMP, and varies with each revaluation and every time a new asset (whether developer contributed or constructed by Council) is commissioned into the Asset Register.

Asset Class	Replacement Value
<b>Transport</b>	\$817 million
Roads, bridges, kerbs, car parks, traffic islands etc	
<b>Streetscape</b>	\$168 million
Footpaths, bus pads, pram ramps, signage etc	
<b>Stormwater</b>	\$352 million
Pits, pipes, culverts, headwalls, earthworks	
<b>Parks and Sportsfields</b>	\$68 million
Playgrounds, irrigation, park furniture, fencing etc	
<b>Buildings</b>	\$135 million
Electrical, mechanical, hydraulic, structure, lifts etc	
<b>Water Delivery</b>	\$26 million
Bores, pipes, pumps, tanks, controllers, filters etc	
<b>Fleet and Minor Plant</b>	\$15 million
Light vehicles, trailers, heavy plant etc.	
Gardening and other small mechanical plant items.	
<b>Technology and Office</b>	\$8 million
Computers, printers, audio-visual equipment, library collections etc	
<b>TOTAL</b>	<b>\$1.589 billion</b>

# Our Assets

Land is not included in the above list and is valued at approximately \$0.5 billion giving an overall City of Playford asset portfolio in excess of \$2 billion.

A further breakdown of the assets within each asset class and their renewal value is provided in the individual AMP for that asset class.

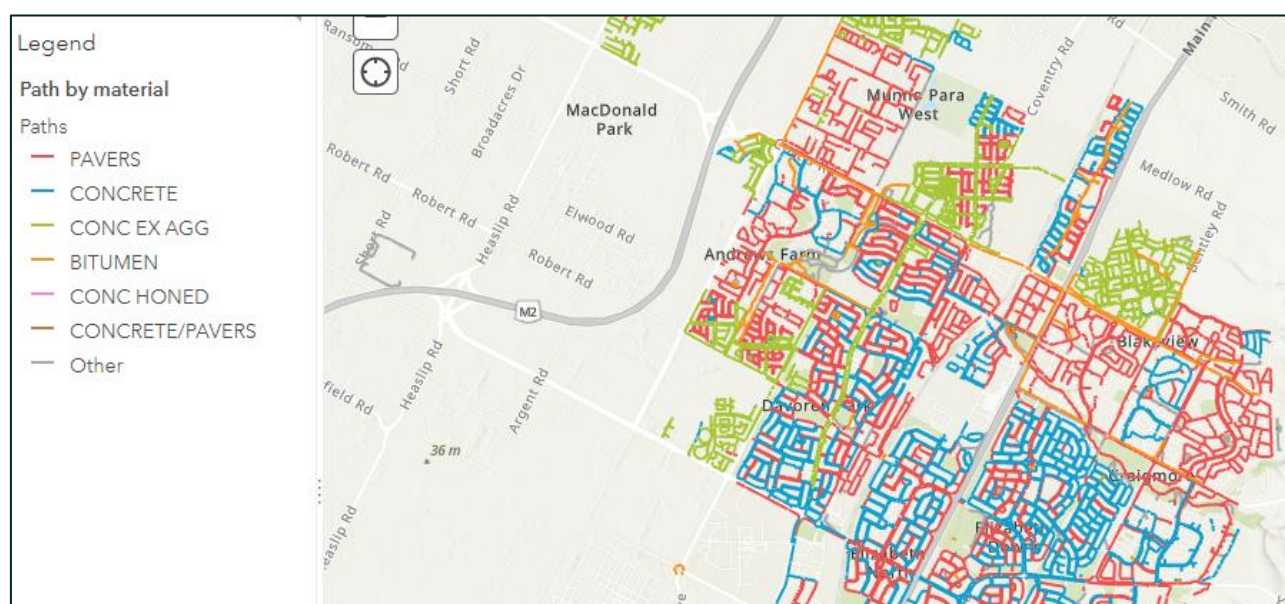
## Asset Data

Council collects, maintains and analyses a large amount of information across its asset portfolios.

Council's asset data is stored, managed, and maintained in an Asset Register within Technology One's enterprise information system. This provides a single interface that streamlines business operations and integrates information across the whole council as well as helping to manage the complexity of asset data management and planning.

The Asset Register records information for the asset class, condition, value, size, age, and the remaining life of individual assets. Our Asset Register currently contains over 96,900 asset components.

Council's enterprise Geographic Information System (GIS) is also utilised in conjunction with the Asset Register. GIS enables mapping, visualisation, spatial analysis and querying of asset data. An example (footpath material) of GIS based asset visualisation is shown below:



This information is used in multiple asset management decision making and reporting areas including the development of renewal programs, long-term forecasting, asset valuation and depreciation, and local government wide legislated reporting.

Our Asset Management decision making is a combination of 'top down' inputs from the strategic plan, strategies and asset management policy, and a 'bottom up' approach that largely consists of an analysis of available asset and condition data, forecasting and predictive modelling.

# Our Assets

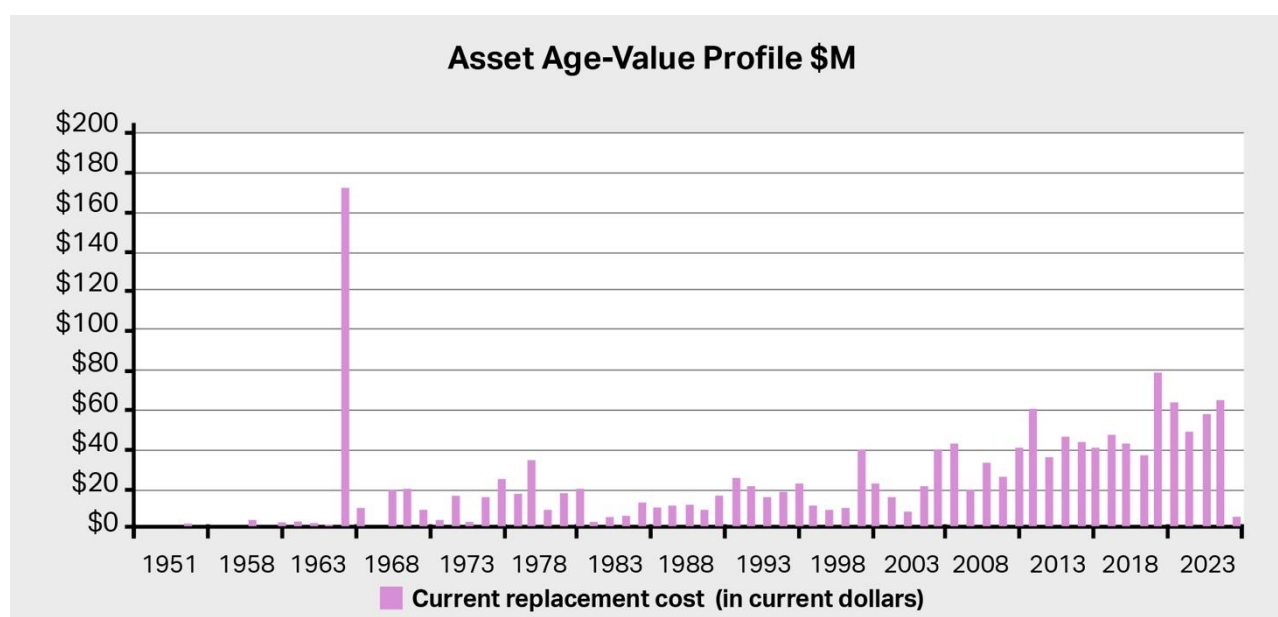
## Asset Profiles

### Age-Value Profile

The age profile of our assets is shown below. This shows a spike in asset construction in the mid-1960s and steadily increasing construction to the present day, due to land being released for development in a progressive manner. Our Asset Register tells us that the average asset age is 21 years. Compared to many Councils, this is a relatively young infrastructure portfolio. This age profile indicates that annual asset renewal requirements should be at a relatively low level for now but would be expected climb steadily (with occasional spikes) into the future.

The accuracy of the age data is good overall, nevertheless we can see evidence of some inaccuracies. For example, it is unlikely that \$150M was spent all in 1966 (but was probably an accumulation from the early to mid-1960's). We also know that we have a small number of heritage assets constructed a good deal earlier than 1951. Council amalgamations and incorrect data transfer in 1997 could be an example of another source of error. We will prioritise and fix these errors over time as we complete asset inspections and acquire more accurate data.

### ■ Current Replacement Cost (in current dollars)



A further breakdown of the assets within each asset class and their age-value profile is provided in the individual AMP for that asset class.

### Expected Useful Lives

Each asset is assigned an Asset Type, that has an associated expected useful life and a unit rate (that reflects its current replacement value). There are currently over 600 Asset Types in the Asset Register. The remaining useful life data is used to forecast when the asset will be due for renewal, and the unit rates are used to provide budget estimates for renewal programs and the overall value of our asset base. Together they allow us to calculate the written down value of Council's assets using straight line depreciation.



# Our Assets

A high-level summary of the expected useful lives of our assets is described below and in more detail in the individual AMPs.

Asset Type	Useful Life (years)
Buildings and Structures	10-100
Infrastructure – Stormwater	10-120
Infrastructure – Streetscape	10-100
Infrastructure – Parks and Reserves	10-100
Plant and Equipment	2-15
Office Furniture and Equipment	2-15
Land	infinite
Infrastructure – Formation / earthworks / swales	infinite

## Asset Condition Assessment

### Condition Rating

Condition of our assets is monitored periodically: proactively based on asset criticality, efficiency and opportunity; and reactively based on service level or operational concerns.

As a result of condition monitoring and where relevant, assets are assigned a condition rating.

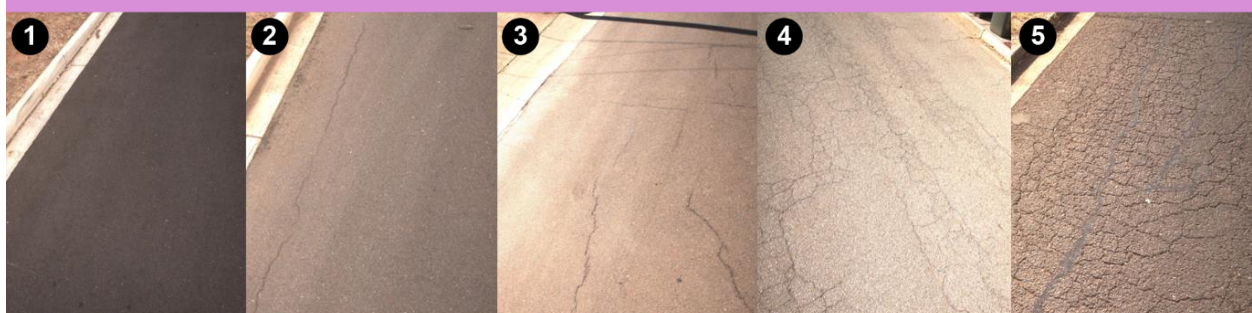
Asset condition is assessed using a 1-5 rating system as detailed in the table below.

Condition Rating	Description of Condition
<b>1</b>	<b>Very good / As new:</b> only planned inspection and maintenance required.
<b>2</b>	<b>Good:</b> only planned inspection and maintenance and/or some additional minor maintenance required.
<b>3</b>	<b>Fair:</b> some maintenance beyond planned inspection and maintenance required.
<b>4</b>	<b>Poor:</b> significant maintenance effort required; renewal/rehabilitation will likely be required in the short term.
<b>5</b>	<b>End of life:</b> physically unsound and/or beyond rehabilitation and maintenance. Renewal / disposal required.
<b>0</b>	<b>Not rated</b>

Examples of what this condition rating looks like for road, kerb and footpath assets is shown in the photographs of actual council assets below.

# Our Assets

## Road: Condition rating



## Kerb: Condition rating



## Footpath: Condition rating



## Asset Condition Assessment Tactics

Different tactics are employed for the condition assessment of different asset classes, as summarised below.

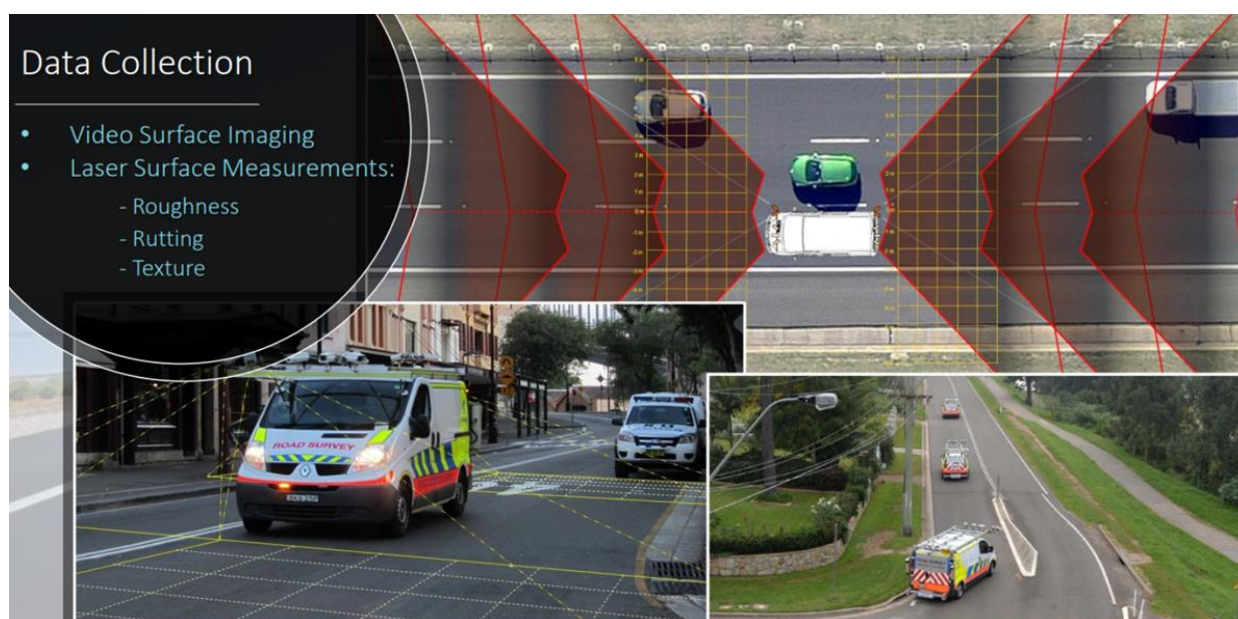
### Transport assets

The main aim of transport asset condition assessment is to prompt intervention at the optimum time for road seals to extend the life of the seal and underlying pavement.

As of May 2022, we commenced the capture of all visible road and kerb assets and their condition on a four yearly cycle by a contractor using vehicle mounted high-definition cameras and laser surface measurement.



# Our Assets



Data and imagery of road features and defects between (and including) kerbs was captured every 5, 10 or 20m.

Using agreed business rules and AI tools, this data is used to inform a forward four-year renewal plan. The value of this information will be enhanced significantly when a second data set is collected again in four years.

Transport assets are also inspected annually by Council maintenance staff as well as reactively in response to service level or operational concerns.

## Streetscape assets

As of September 2022, we commenced the capture of all visible streetscape assets and their condition on a four yearly cycle by a contractor using quad bike mounted high-definition cameras.



The collected imagery is then analysed to give asset condition rating in 20m segments that informs our forward renewal programs. The following information is also provided:

- Footpath Trip Hazards/Event Data (includes path lips and path obstructions)
- Pram Ramp DDA Compliance
- Bus Shelter DDA Compliance and presence of bins / seating



# Our Assets

Streetscape assets are also inspected (annually in established suburbs and every two years in newer suburbs) by Council maintenance staff as well as reactively in response to service level or operational concerns.

## Stormwater assets

A stormwater pipe condition assessment program is undertaken on a sampling basis. This is driven by factors such as high inspection cost and lack of incidental opportunity to inspect. The selection of sample assets is influenced by asset criticality and service level concerns (e.g. we do not intend to inspect younger pipes, of lesser criticality and that are performing as expected).

Condition assessments are typically undertaken on 8km of the 527km network annually using CCTV, on a cross-section of assets of varying ages, and on pipes located beneath roads on the forward road renewal program.

Pipe in good condition



Pipe requiring renewal works



As part of the transport asset mass data capture work undertaken in 2022, the extent and condition of roadside swale drains (typical in rural areas) was also captured for the first time.

## Parks and Sportsfields assets

The assets in this class are given an asset condition rating review once every two years and are also inspected on a routine basis by Council maintenance staff throughout the year. Playground assets are monitored for safety compliance through a variety of maintenance testing activities.

## Building assets

Buildings are inspected on a routine basis throughout the year. These inspections are geared toward regulatory compliance and maintaining service levels to customers. A sample of buildings are also selected to have an external audit on condition, component breakdown and asset data. This sample is driven by building criticality.

## Water Delivery

The inspection of water delivery assets is a continuous process that involves the monitoring of water quality and quantity performance metrics and, where relevant, ensuring these are within industry standards.

## Fleet and Plant assets

Fleet and Plant assets are inspected on a routine basis throughout the year. Teams follow a standardised inspection checklist to ensure the functionality and safety of assets. Council also has a qualified team who inspect and perform routine maintenance on these assets.

Fleet and Plant assets have an age-based renewal strategy and therefore are not given a condition rating. Renewal programs instead rely on asset commissioning date and service life.

## Technology and Office assets

Technology and Office assets are inspected for electrical safety on a routine basis during 'testing and tagging'. This process is undertaken by a qualified independent contractor. Most other user

# Our Assets

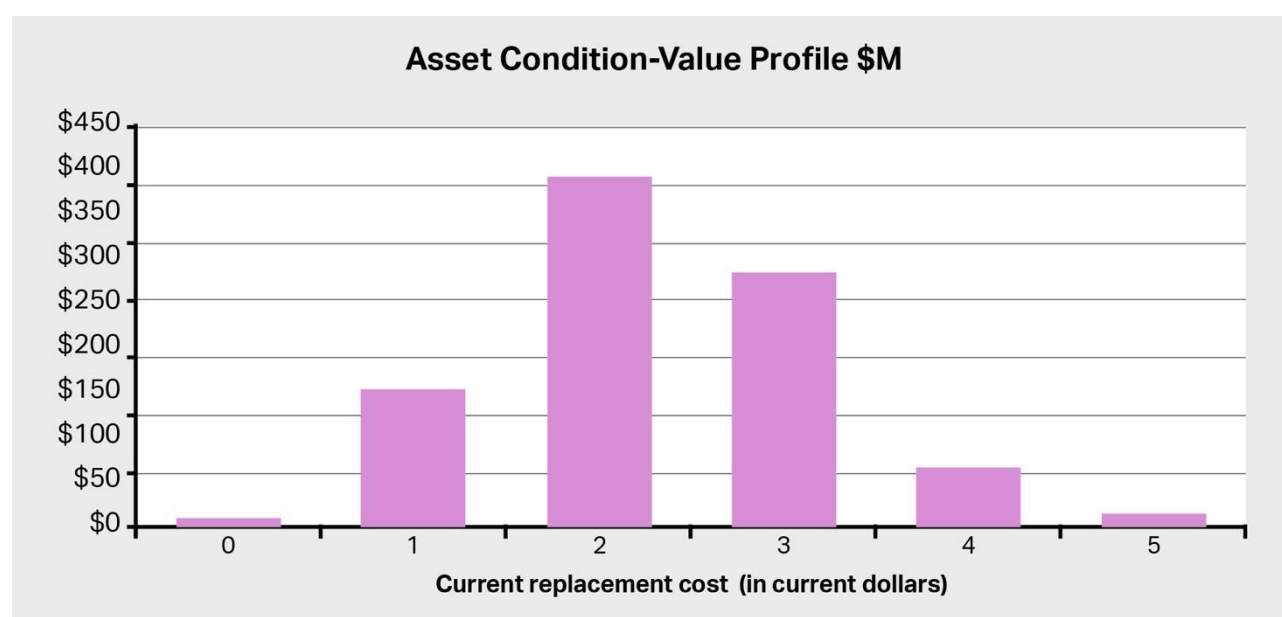
needs and performance issues are captured via a ticketing system for frequently used assets, allowing the ICT team to respond on a priority basis.

Technology and Office assets have an age-based renewal strategy and therefore are not given a condition rating. Renewal programs instead rely on asset commissioning date and service life.

## Asset Condition-Value Profile

For the assets that are assigned a condition rating, the current condition profile of our assets against this rating is shown below.

### Asset Condition-Value Profile



The condition of the majority of Council's assets is very good to fair (1-3), with only a minor proportion rated poor or very poor (4-5).

A further breakdown of the assets within each asset class and their condition-value profile is provided in the individual AMP for that asset class.



# Asset Investment

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Each year, Council spends a large proportion of its budget replacing existing assets and on the construction of new assets. The purpose of asset management is to provide effective management and control of infrastructure assets to achieve the desired balance of cost, risk and performance in the community service deliver.





# Asset Investment

## Hierarchy of Asset Investment Decision Making

Asset investment decision making needs to balance competing demands for limited funds. There are six main factors that we consider in deciding investment priorities.

In order of hierarchy these are:

1. Meeting legislated requirements
2. Managing safety and risk
3. Financial sustainability and alignment with the LTFP
4. Alignment with the Strategic Plan
5. Maintaining agreed Levels of Service for existing and contributed assets
6. Delivering increased Levels of Service / new assets

## Financial Sustainability Indicators

Council uses six Financial Sustainability Ratios to ensure it assesses, monitors and reports the financial and asset sustainability of its operations with a particular focus on intergenerational equity.

All ratios are addressed in the LTFP however for the purposes of Asset Management, the Asset Renewal Funding Ratio (also sometimes called Asset Sustainability Ratio) is the key indicator. In addition, our Asset Management Framework is cognisant of the Cashflow from Operations Ratio.

### Asset Renewal Funding Ratio

Calculated as the amount spent on the replacement of assets (net of sale proceeds from replaced assets) divided by the amount planned to be spent on renewals through the AMPs.

- Council's 2023/24 LTFP identifies the Asset Renewal Funding Ratio with an average of 102.2% over the next 10 years, with a target range between 90% and 110%.
- The ratio for 2023/24 is slightly higher than the target range at 121.6% due to carry forward of capital expenditure from 2022/23. This is a combination of projects which were planned to be delivered over multiple years, projects where external factors limited our ability to deliver in the 2022/23 financial year, and some renewals that were deliberately deferred to 2023/24 to better align with other works and reduce disruption to the community.
- Importantly, in alignment with Councils Finance Strategy, this indicates that Council intends to fully fund the asset renewals identified in the AMPs and summarised in this SAMP.

### Cash Flow from Operations Ratio

Calculated as Cash Flow from Operations divided by Asset Management Plan Replacement Annuity.

- This ratio measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.
- The target range of between 90% and 110% is designed to accommodate annual variation, but in general Council should be targeting 100%, to ensure enough cash from operations is available to cover the replacement of assets over time. This enables the delivery of intergenerational equity and a sustainable use of borrowings that can be repaid over the life of the asset and re-borrowed when the replacement is due.
- The annual average AMP renewal program for the next 10 years is \$24.61M pa and the 2023/24 cash flow from operations from the LTFP is \$37,215,689 giving a ratio of 151.2%. This indicates we intend to spend substantially less on asset renewals in the next 10 years compared with the theoretical rate of current asset consumption. This is not surprising given the generally young age of the Playford asset portfolio and a renewals approach that aims to

# Asset Investment

maintain the level of service. Younger assets will be left to age in place, with routine maintenance and monitoring, and we expect to expend larger amounts on renewals in future decades as assets come to end of their life over the next 20 to 50 years. Smoothing the funding for renewal over time ensures intergenerational equity - the idea that each generation pays their fair share for use of an asset or resource. In addition the Cash Flow from Operations figure is inflated by additional developer contributions and one-off grants to be used for future capital spend that need to be recognised as operating revenue.

## Lifecycle Management

Our goal is to provide assets that meet the community's needs, provide agreed levels of service and optimise the whole of life costs of those assets.

To manage assets effectively we must consider the whole lifecycle:

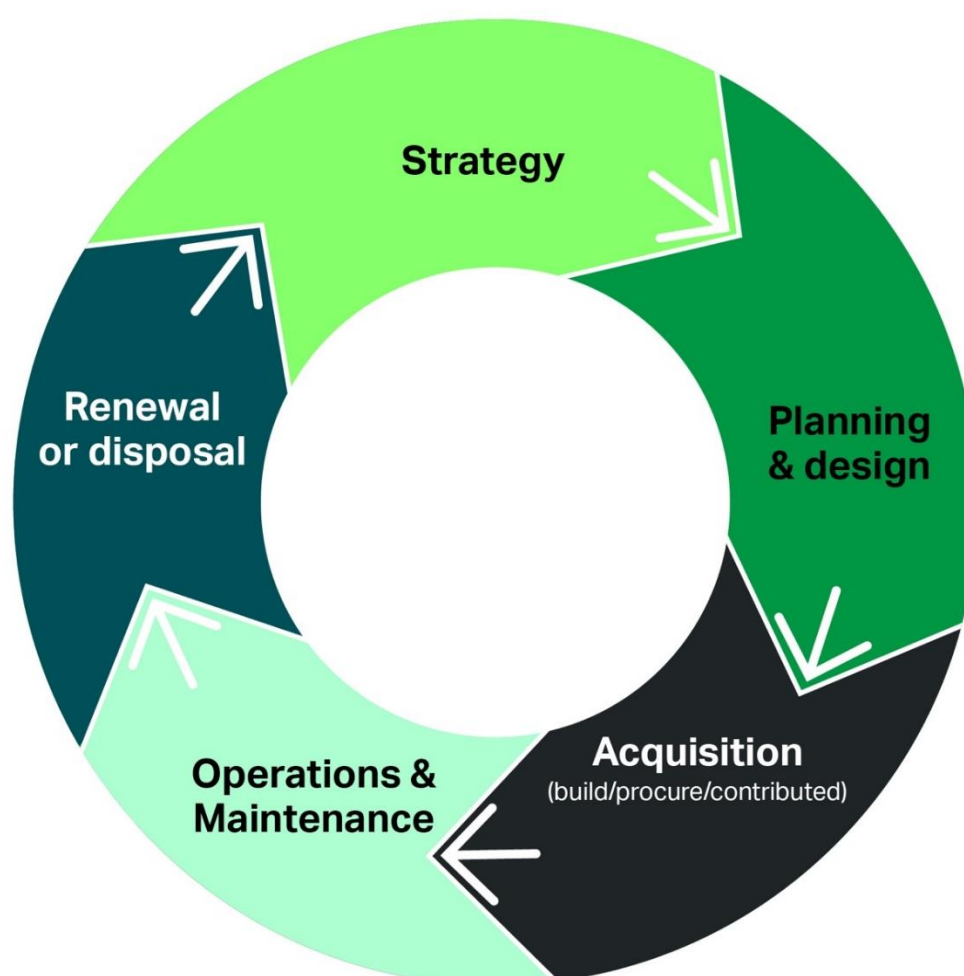
- The existing network, how it is performing and whether this meets agreed levels of service
- Whether we should expand the asset network through new projects
- How new projects are prioritised
- The contributed assets that we expect to receive from development
- How budgets are allocated
- How assets should be maintained
- When existing assets should be renewed
- How asset data is collected and managed

Asset Management Plans (AMPs) are developed for each asset class to guide us in our daily decision making and plan for longer term activities and investment. In conjunction with the establishment of Technical Levels of Service and performance targets, AMPs provide a framework for balancing operational activities with reactive maintenance, proactive maintenance, asset renewals, asset acquisition and disposal - with the overall aim of achieving the optimum lifecycle asset cost, for a given level of service.

# Asset Investment

## Asset Lifecycle

The lifecycle of an asset can be described in the following stages:



As one example, the table below lists the various activities that relate to each phase of the lifecycle for footpath assets.

<b>Strategy:</b> Cycling and Walking Strategy, SAMP and AMPs.
<b>Planning and Design:</b> design and scoping of works
<b>Acquisition:</b> new footpaths constructed by Council or developers
<b>Operations:</b> inspection, condition assessment, clearing of vegetation
<b>Reactive Maintenance:</b> re-laying a short section of footpath that is damaged or failing
<b>Proactive Maintenance:</b> annual concrete footpath grinding program to address minor trip hazards
<b>Renewal:</b> annual program to replace sections at end of life and beyond routine maintenance
<b>Disposal:</b> a footpath is no longer required (rare but possible due to a land use change)



# Asset Investment

## Annual Expenditure

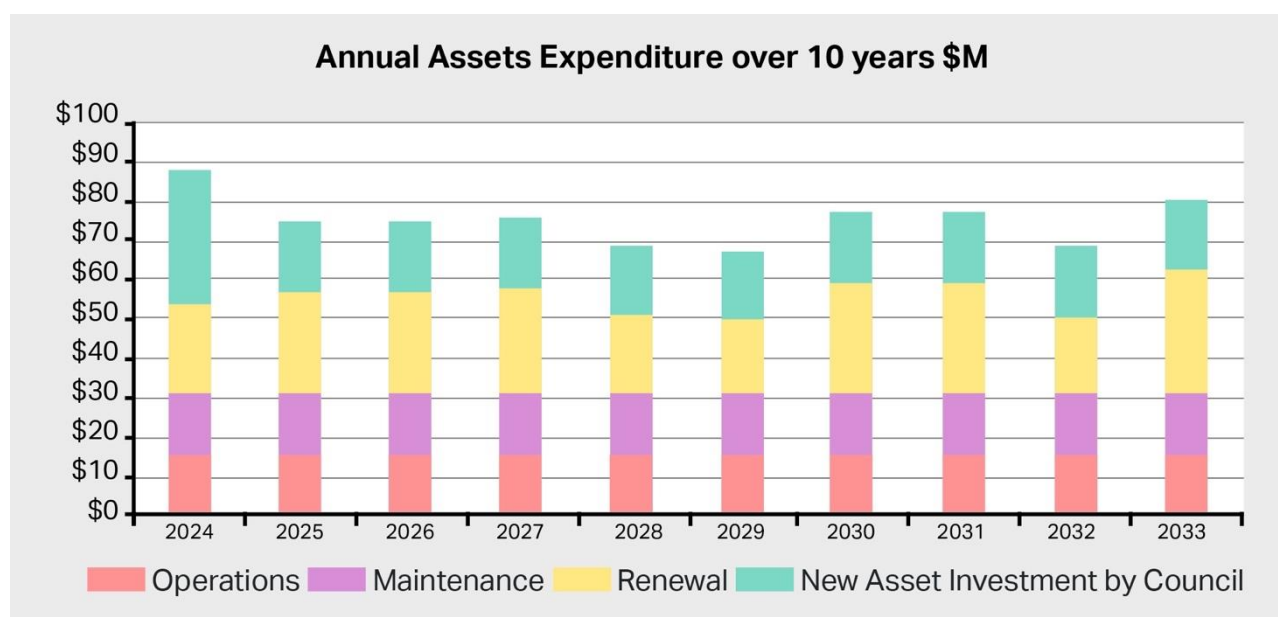
Over the next 10 years, estimated annual expenditure on Council's asset portfolio ranges between \$67.5M and \$88.2M.

The 2023/24 expenditure includes \$3.83M renewal carry-in and \$26.88M carry-in for new infrastructure projects commenced or funded in prior years.

Note that Acquisition (i.e. new capital projects) beyond year one of the Four Year Delivery Plan is projected as \$17.78M, being an estimate based on the current forecast result for 2022/23 and the average of the previous two years actual expenditure (2020/21-2021/22) in alignment with the LTFP.

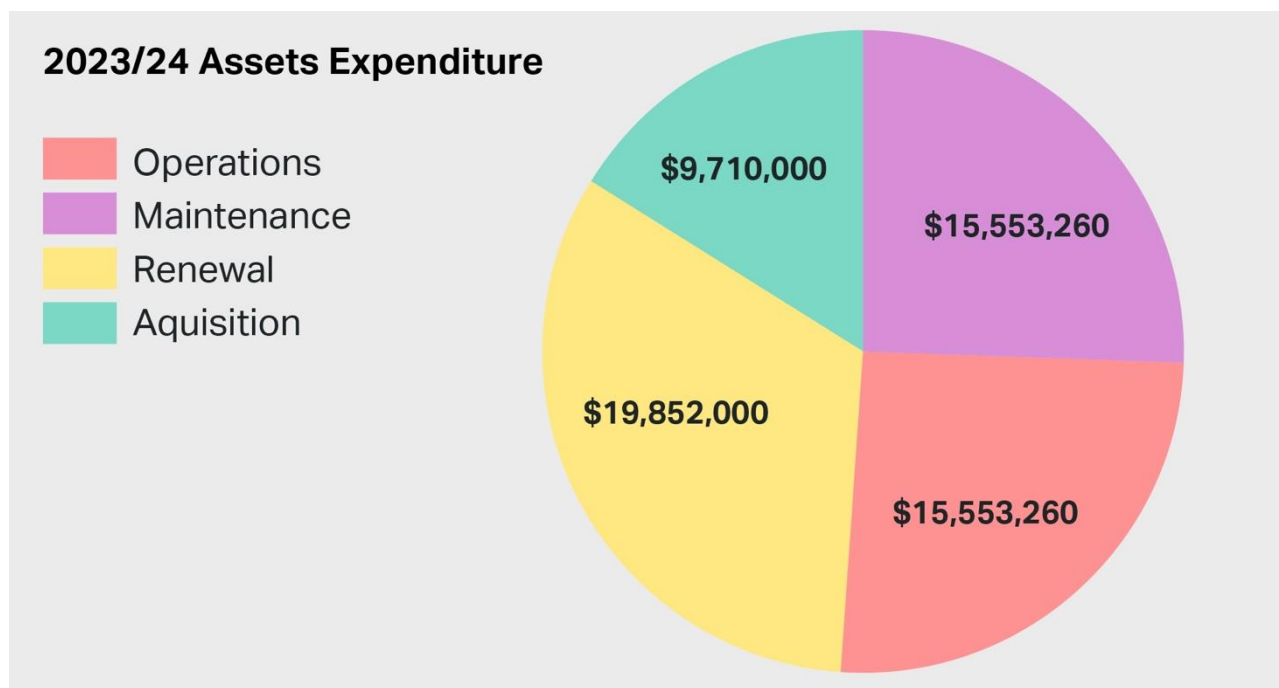
O&M expenditure is based on the 2023/24 operations and maintenance budgets. A future area for improvement is to review the assumptions made for the allocation of O&M budgets, in order to forecast the impact of the additional assets (new and contributed) on these budgets in a meaningful way.

All values are in 2023/24 dollars and are not indexed.



# Asset Investment

For 2023/24, the estimate for expenditure (excluding carry-in from previous years) is \$60.7M and is made up as follows:



# Asset Investment

## Renewal Tactics

Assets are largely selected for renewal based on their condition rating (verified by physical inspection) and reports from maintenance staff or community feedback. An internal four year forward work plan is created for asset renewal to enable future works to be aligned with identified strategic priorities. This enables works to be brought forward or pushed back over a four year planning horizon in order to achieve alignment and synergy with other planned capital projects, thus maximising efficiency and minimising disruption to the community.

Asset renewal strategies are specific to each asset class and are described in each AMP. A high-level description is provided below.

### Transport Renewal

Intervening at the optimum time for road seals to extend the useful life of the underlying pavement.

1. Renew roads at Condition 5
2. Assess for renewal at Condition  $\geq 4.5$
3. Renew roads at Condition  $\geq 4$  if adjoining assets have been selected for renewal
4. Renew small sections of assets at Condition  $\leq 4$  if they are located within a road that has otherwise been selected for renewal
5. Renew kerb at Condition  $\geq 4$  if on a road and/or footpath selected for renewal to reduce future damage

### Streetscape Renewal

The footpaths selected for renewal are predominantly driven by current condition rating, however a path's proximity to community amenity is also considered. The selection criteria are:

1. Condition 5 assets
2. Assess for renewal at Condition  $\geq 4.5$
3. Condition  $\geq 4$  footpaths with a high proximity score (proximity to local amenity)
4. Renewal of non-compliant pram ramps where located on a footpath or road that is being renewed

### Stormwater Renewal

Stormwater asset condition assessments (typically using CCTV inspection) are on-going throughout the year and renewals are programmed when the condition assessment identifies the need for repair or replacement. The selection criteria are:

1. Renew at Condition  $\geq 4$  where works can be combined with road renewal to reduce future damage
2. Renew where not performing as designed

### Parks and Sportsfields Renewal

Playgrounds and irrigated sites are the large cost items within this asset class and, as a result, act as drivers for the renewal of other assets in their proximity. The criteria used to identify assets that will be replaced is as follows:

1. Renew Condition 5 irrigation or playground assets
2. Renew the next oldest playground asset not meeting modern standards or community expectations
3. Renew Condition  $\geq 4$  minor assets in conjunction with irrigation renewals
4. Renew Condition  $\geq 4$  minor assets in conjunction with playground renewals
5. Renew Condition 5 minor assets in isolation



# Asset Investment

## Buildings Renewal

Building assets are broken down into components to assist decisions around partial building renewals, to optimise asset life by only replacing areas of expected failure. Building Asset renewal involves the replacement of existing infrastructure when required, so that Council can continue to deliver its services and meet legislative requirements in a sustainable manner.

Building renewals are triggered by:

1. Useful Life
2. Building Inspections
3. Maintenance Expenditure
4. Compliance Requirements

## Water Delivery Renewal

The strategy is to renew water delivery assets that are approaching the end of their useful life, as identified by visual inspection and/or measured condition.

For the Managed Aquifer Recharge (MAR) schemes to operate reliably, assets generally need to be renewed before they fail.

## Fleet and Plant Renewal

The aim of this program is to renew fleet assets that have either reached the end of their useful life, as identified by visual condition inspection, have poor performance or reliability, restricted parts availability, or the resale value of an existing asset is at an optimum level.

## Technology and Office Renewal

The aim of this program is to renew technology assets that have failed or are no longer performing as needed, are unsupported by the vendor, are out of warranty, have limited parts availability and while they still have residual market value.

# Asset Investment

## One Year Renewal Plan

Each year, Council spends a large proportion of its capital budget replacing existing assets that have either reached the end of their useful life or are no longer able to provide an acceptable level of service to the community.

The 2023/24 renewal plan budget summary is shown below.

Asset Category	Renewal Budget 2022/23 \$'000
Transport (including bridges)	11,488
Stormwater	31
Streetscape	2,247
Water Delivery	238
Buildings	1,196
Parks and Sportsfields	393
Minor Plant	15
Fleet	3,239
Technology and Office	1,005
<b>Total</b>	<b>19,852</b>

A breakdown of the assets within each asset class in the one year renewal plan is provided in each AMP and collated for public presentation in the Annual Business Plan and Budget.

# Asset Investment

## 10 Year Forward Renewal Plan

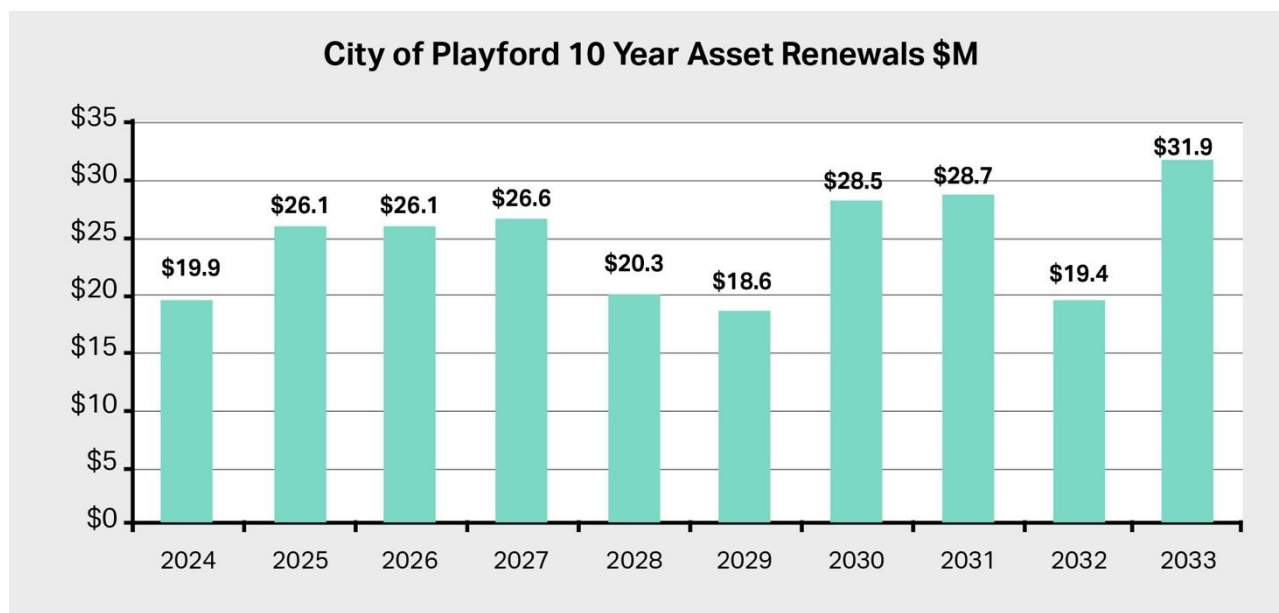
The 10 year forward renewal plan is a rolling indicator of future renewal investment requirements based on the expected remaining life of our assets and each asset class's renewal strategy.

The first four years in the plan are reflective of the internal four-year renewal plan derived from the Renewal Tactics outlined in the section above.

Beyond the first four years of the forward renewal plan, Council has moved to condition-based long-term renewal forecasting for Transport and Streetscape assets. These forecasts now show where we believe assets in these classes will require renewal based on a combination of their current condition and expected useful life, making the predictions more realistic.

All other asset class renewals beyond year 4 are forecasted using expected useful life only, i.e. an 'expiry date' methodology.

The following graph shows \$246.08M forecast for asset renewal over the coming 10 years. The individual AMPs show this forecast broken down into each asset class.



## 30 Year Investment Profile

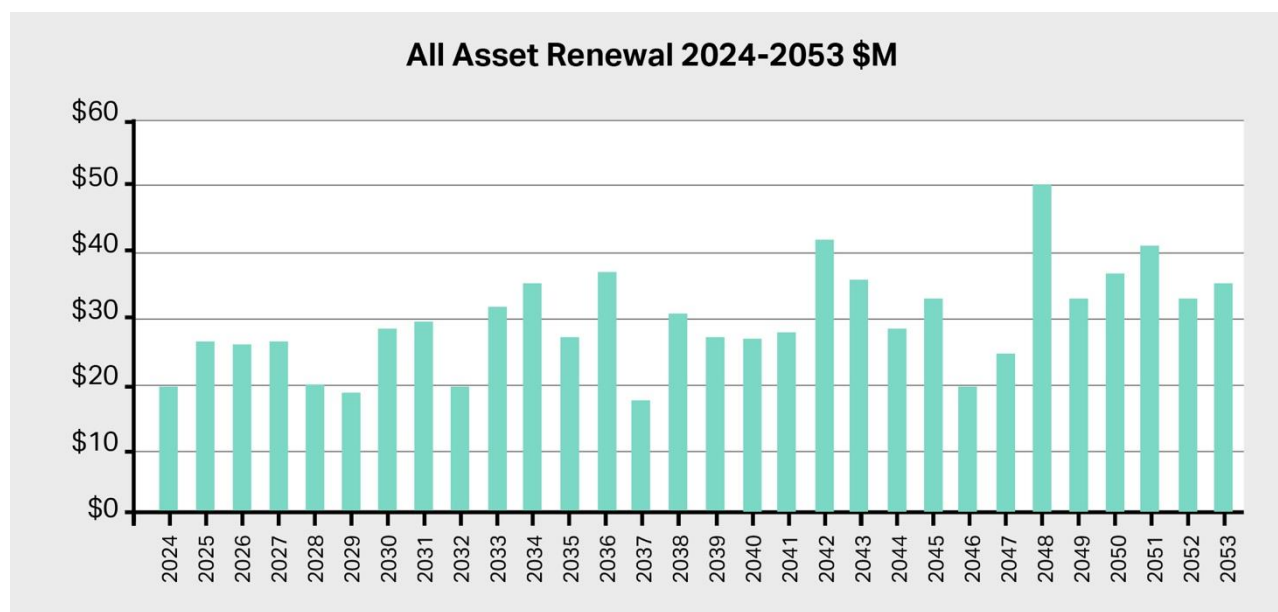
Renewals can be forecast over a much longer period using asset condition and useful life data. This long-term forecast is reviewed annually to provide a rolling program that increases in accuracy the closer it gets to delivery e.g. Years 1 and 2 of the renewal program may be subject to minor changes whereas forecasts in Year 20 may move significantly based on actual versus predicted failure rates.

Forecasting indicative funding requirements over a long-term planning horizon allows asset managers to identify any future potential spikes, and therefore plan to either smooth out renewals to avoid them or provide early advice to the delivery team that a large renewal program will be required and to resource accordingly.



# Asset Investment

The graph below shows the forecast renewals funding requirement for the next 30 years.



In the previous version of the SAMP this forecast showed a significant spike in renewals in 2046. This was predominantly made up of Transport assets commissioned in 1966 with a useful life of 80 years. This renewal forecast has now spread out due to the change in methodology to the condition-based forecasting mentioned in the 10 Year Forward Renewal Plan section.

Asset Managers will continue to monitor assets and their condition over time, and update forecasts accordingly.

## Management of Growth

Whilst the Asset Management Framework largely focuses on the responsible custodianship and renewal of existing Council assets, it is important that it also considers future demand. This is considered through three focus areas:

- Additional future demand on assets from external factors (e.g. population growth, climate change)
- Growth of the network from contributed assets (i.e. additional assets added to Council's portfolio through third party developers)
- Growth of the network from new Capital Projects (e.g. Council's Four Year Delivery Plan and ABP)

## Future Demand Forecasting

### Drivers of Demand

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

The present position and projections for demand drivers that may impact future service delivery and use of assets are documented in the table below.

# Asset Investment

## Demand Drivers, Projections and Impact on Services

Demand drivers	Present position	Projection	Impact on services
Population	105,663 (.id)	152,767 by 2041	Greater demand
Demographics	17.9% aged over 60 years	16.7% by 2041	Similar demand
Residential development	2,303 Ha of land recently rezoned	Area developed over 20-30 years	Increased demand on existing infrastructure and maintenance
Climate change	Factored into unfunded Stormwater Management Plans	Increase in extreme weather	Property flooded more frequently
Technology Changes	On site infrastructure and moderate levels of digital transformation	Cloud computing and high levels of digital transformation	Trend towards offsite management of hardware and software (IaaS and SaaS) may reduce capital requirements

## Demand Management Planning

Demand for new services will be met through a combination of managing existing assets, upgrading existing assets and providing new assets. Demand management practices can also include non-asset solutions, insuring against risks and managing failures.

Activities identified to date to manage future demand are shown in the table below.

## Demand Management Plan Summary

Demand Driver	Impact on Services	Demand Management Plan
Population (density) increase	Greater demand on infrastructure and services	Ensure development funds required upgrades where practical  Optimise renewal spend using new mass data capture and condition assessment methodology
Demographics	Similar demand mix for services	Disability Discrimination Act compliance – non-compliant pram ramps to be upgraded when footpath is renewed; footpath renewals increased to 1.5m from existing 1.2m where possible
Residential land development	Increased pressure on existing infrastructure; lower service level	Ensure new development funds or provides sufficient infrastructure

# Asset Investment

		Capacity shortfall to be addressed by upgrade and new capital projects
Climate change	Higher stormwater capacity required for same service level	Secure funding for Stormwater Management Plans; stormwater renewals to include upsizing to modern day minimum pipe size
Technology Changes	Trends toward offsite assets, mass data capture and remote working	Review lease vs purchase options. Ensure long term access to asset data

## Asset Programs to meet Demand

### New Capital Projects

The 2023/24 ABP and the LTFP identify planned new capital investment in 2023/24 as:

	Capital Budget 2023/24 \$M
New capital projects commencing 2023/24	9.71*
Multi-year new capital projects commenced in prior years	26.88**
<b>New Capital Infrastructure - Total</b>	<b>36.59</b>

\*Note this is the commencement date of projects, some of which will be delivered over multiple financial years but have been newly initiated in 2023/24.

\*\*Note this is new capital projects only and does not include AMP renewal funding carried over from previous years. Renewal does not increase Council's overall asset portfolio.

In alignment with the LTFP, the remainder of new capital expenditure forecast over the upcoming ten years is as follows:

Financial year	Capital Budget \$M
2024/25 onwards	17.78

This is a change from the previous methodology used in the SAMP, where the 4 Year Delivery Plan data was used for years 2-4. Future versions of these documents are likely to use the 4 Year Delivery Plan forecast for years 2-4, and an averaging methodology for years 5-10.

These new capital figures are incorporated into the Asset Investment and Portfolio Growth chart at the end of this section to show their potential impact. However, these forward programs have not been endorsed by or funded by Council and are indicative only.



# Asset Investment

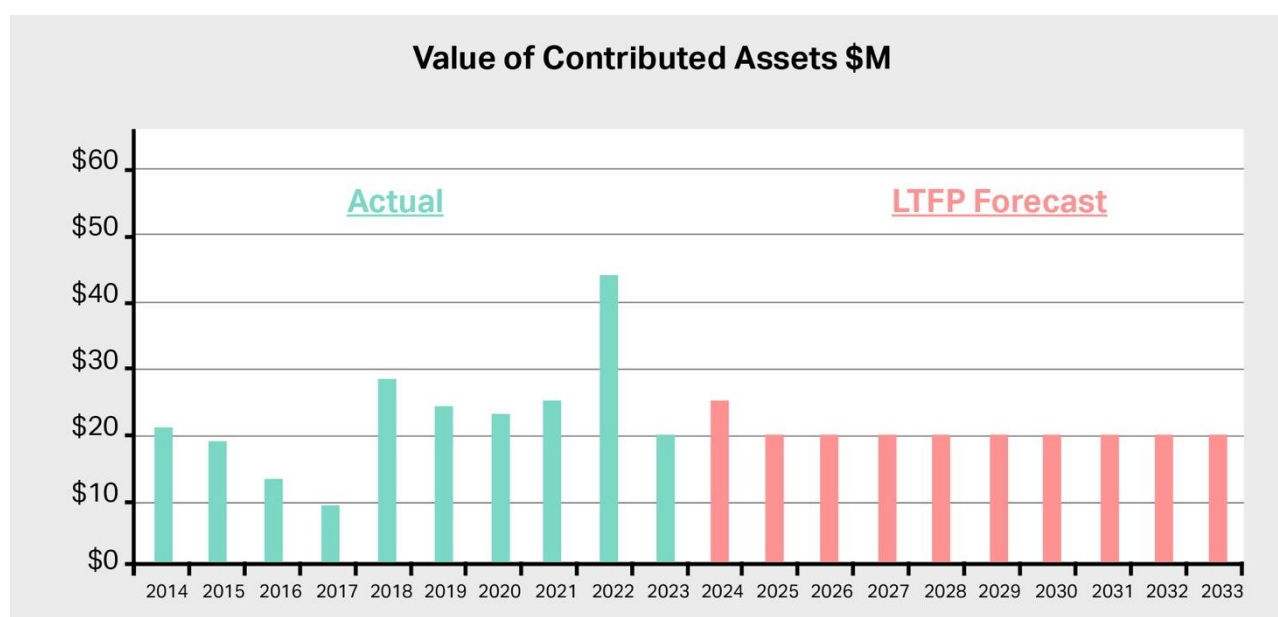
## Contributed Assets

The City of Playford is a fast-growing community and is expected to receive a lot of contributed infrastructure. This is shown in the figure below for both the previous 10 year actuals and the LTFP forecast for the next 10 years.

The LTFP identifies an on-going annual contribution rate of around \$20M pa (or about 1% of total fixed asset value).

The effect this has on Council's overall asset portfolio value is shown in the Asset Investment and Portfolio Growth chart.

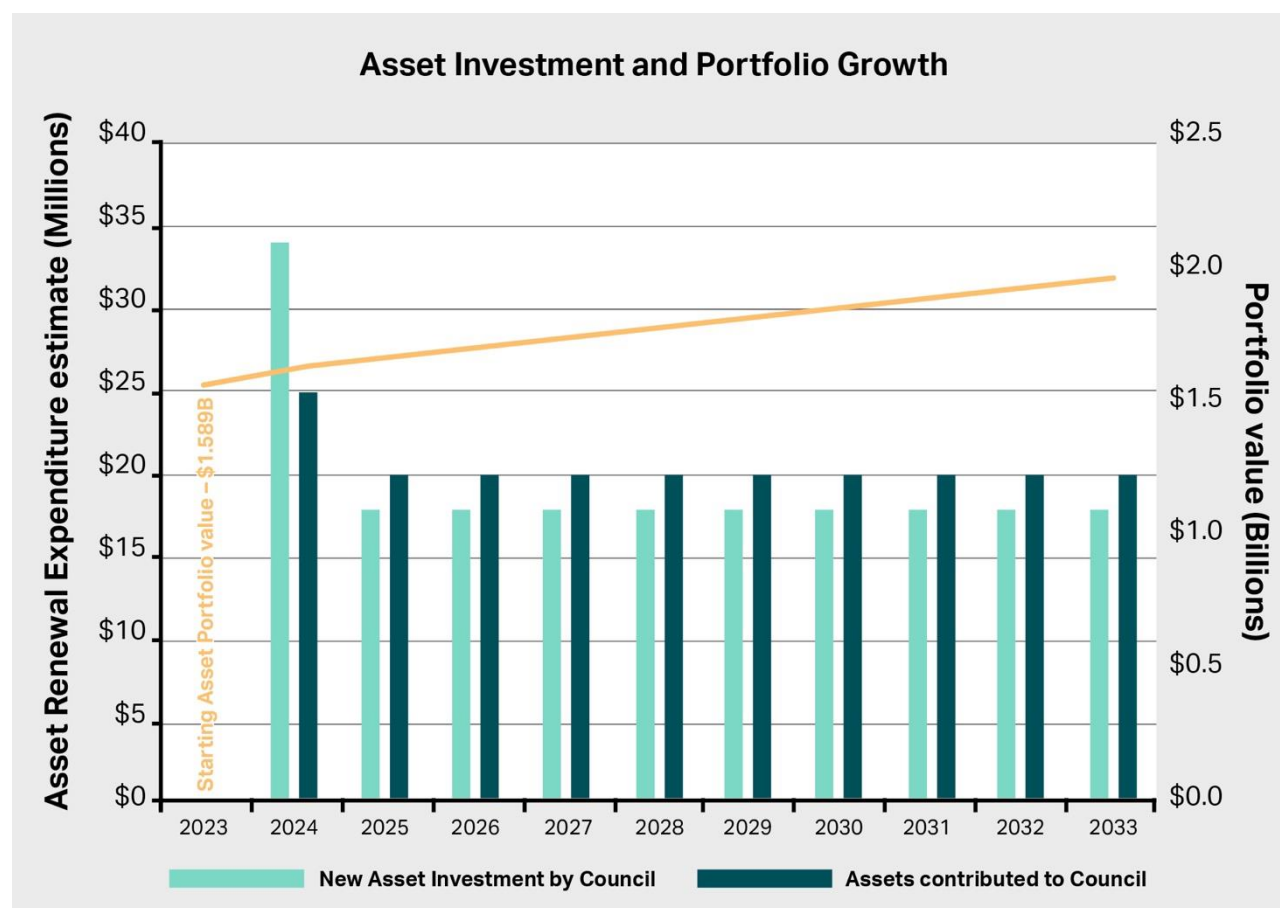
Note, the 'Actual' values for each year below reflect the date of completion of the actual infrastructure on the ground and is backdated to this completion date when entered into the system. The finance (LTFP) data reflects the date of commissioning into the enterprise information system, which may have a lag. The cumulative number over time will be the same but individual years will have a difference due to this processing lag.



# Asset Investment

## Total Asset Investment and Portfolio Growth

The new assets required / expected as described in the previous sections, and the impact on total asset portfolio value are shown in the figure below.



### Notes:

All values are in 2023 dollars and are not indexed for inflation.

Only Year 1 of the Four Year Delivery Plan is endorsed by Council and in an approved budget.

New capital investment shown beyond Year 1 is an estimate based on the average of the forecast for 2022/23 and the actual expenditure for the previous 2 years. The amount is not related to any planned initiatives and is only shown to indicate what investment and portfolio value might look like in that scenario.

Portfolio value is the result of both Council investment and assets contributed by development, and excludes land value.

All new assets commit Council to operating costs, including depreciation expense and on-going operations and maintenance costs. New capital projects initiated by Council include an allocation for these costs in the approved budget to ensure the on-going financial sustainability and intergenerational equity of new capital programs. The additional operating costs as a result of Contributed assets is funded from Growth.



# Continuous Improvement

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Continuous improvement is a part of the Asset Management culture at the City of Playford. We constantly review and assess our Asset Management Framework and will continue to implement improvement initiatives identified through this review.





# Continuous Improvement

## Asset Management Maturity Assessment

An Asset Management Maturity Assessment is currently underway at the City of Playford. This internally run process is intended to help identify the current state of asset management practice, as well as the gaps and priority actions needed to close those gaps (or at least priority areas needing further examination). Our maturity levels will be assessed against the International Infrastructure Management Manual (IIMM, 5<sup>th</sup> Edition, IPWEA, 2020).

**The 16 asset management practice areas being assessed are:**

Practice Area being assessed:
1. AM Policy and Strategy
2. Levels of Service and Performance Management
3. Forecasting Demand
4. Asset Register Data
5. Asset Performance and Condition
6. Decision Making
7. Managing Risk
8. Operational Planning
9. Capital Works Planning
10. Financial Planning
11. Asset Management Leadership and Teams
12. Asset Management Plans
13. Management Systems
14. Asset Management Information Systems
15. Service Delivery Mechanisms
16. Audit and Improvement

# Continuous Improvement

## Asset Management Improvement Initiatives

Council has a number of specific asset management improvement initiatives either in place, under development or for future investigation, as follows.

Item	Initiative	Timing
Bridge inspections	During 2021/22 we completed a comprehensive condition and structural assessment for our three road bridges and 18 of our major road culverts. This included determining a component rating for each structure and remedial works necessary. Bridge inspections will now continue to be undertaken in line with DIT guidelines.	Completed 2021/22
Bridge AMP	Bridges are currently covered by the Transport AMP. However, bridges have a unique risk profile and in future we intend to cover these with a separate AMP.	2023/24
National Heavy Vehicle Regulator (NHVR) bridge assessment process	The NHVR is assisting road managers to assess key local government road assets (the Strategic Local Government Asset Assessment Project (SLGAAP)). Council is participating in SLGAAP – specifically to assess the asset capability of bridges and culverts and how they relate to the heavy vehicle road network.	2024/25
CCTV stormwater	CCTV inspection of a selection of our stormwater pipes is undertaken annually. Selection has been previously based on the upcoming road renewal program and operational concerns. We intend adding to this program by using a risk-based selection approach and to get a cross-section of infrastructure of different age and size as a representative sample.	Underway, ongoing
Road, kerb and footpath condition assessments	In 2021/22 we commenced a comprehensive inspection and condition assessment of all sealed road reserve assets. Footpaths inspection and condition assessment is being undertaken in 2022/23. From 2023/24, we will trigger renewals using engineering-based failure prediction and measured level of service deficiencies. We aim to inspect each asset component every four years.	Roads & kerbs completed 2021/22  Footpaths completed 2022/23

# Continuous Improvement

Item	Initiative	Timing
Building componentisation	Our asset register defines buildings in terms of component type (eg structural, electrical etc), but does not break down each building into components suitable for good asset management (eg exterior roof covering or electrical switchboard A). We aim to better define our building assets, assess the individual components and develop a condition and risk-based renewal program as part of the Buildings AMP. This should improve renewal program reliability, cost control and level of service consistency.	2023/24
Complete building inspections	Aligned with building componentisation above, we aim to assess the condition of each building component, using a risk-based prioritisation approach.	On-going
Levels of Service	To focus our asset management efforts and improve efficiency, over the coming years we aim to develop a comprehensive range of levels of service and associated targets.	2023/24
Review road classification	Road criticality and usage can influence asset lifecycle decisions. Road classification is to be reviewed in conjunction with the development of a City-wide Integrated Transport Strategy (CWITS). This project is underway and being delivered by Council's City and Corporate Planning team.	2023/24
Rationalisation of unit rates (asset valuation)	As newly constructed or renewed assets have been entered into the asset information system, the number of asset types has grown significantly to in excess of 600. This list will be rationalised to a level that removes obsolete items and enables grouping of similar assets for efficient management without being unnecessarily cumbersome.	Commenced 2022/23  NB Financial Services are a major stakeholder
Capture missing assets into the asset register	Although Council's asset register is reasonably complete, there are still a few gaps. Road signage and roadside swale drains are areas where we will develop a more complete dataset.	Roadside swale drains completed 2022/23 (sealed road network only)  Signage data captured, consider in 2023/24 for data set purchase  NB Financial Services are a major stakeholder



# Continuous Improvement

Item	Initiative	Timing
Link maintenance data to renewals and vice versa	We will work to improve the integration and data sharing of the maintenance and asset management areas to ensure that maintenance is undertaken optimally to avoid premature failure, and that assets are renewed at the right time - before maintenance costs get too high, but not so early that service potential is wasted.	2023/24
Undertake assessment of O&M budgets	We will work with City Operations and Finance to review and test the assumptions made when allocating O&M budgets for asset portfolio growth	2024/25



# Appendices

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1. Asset Risk Register
2. Referenced Documents





# Appendix

## Appendix 1: Asset Risk Register

Risk Identification							Initial Analyse		Evaluate	Existing Controls	Existing Analyse		Evaluate	
Risk ID	Date Identified	Risk Appetite Statement Alignment	Risk Description	Risk Owner	Cause	Possible Consequence	Inherent Consequence (Risk Matrix)	Inherent Likelihood (Risk Matrix)	Inherent Risk Rating	Existing Controls Description	Residual Consequence (Risk Matrix)	Residual Likelihood (Risk Matrix)	Controlled Risk Rating	Mitigation Description
1	6/04/2021	Service Delivery	The risk that the necessary skill set is not available within the team.	Senior Manager	<ul style="list-style-type: none"> <li>Resignation/retirement dismissal</li> <li>Relocation/redeployment.</li> <li>Lack of succession planning.</li> <li>Specialised requirements.</li> <li>Covid.</li> <li>Extended leave.</li> </ul>	<ul style="list-style-type: none"> <li>Time delays</li> <li>Disruption to project continuity</li> <li>Negative impact on service delivery.</li> <li>Financial impact to outsource.</li> <li>Poor quality outcomes.</li> <li>Loss of information</li> </ul>	(3) Moderate	(3) Possible	MEDIUM	<ul style="list-style-type: none"> <li>Initial Recruitment.</li> <li>Job Description.</li> <li>Project Manager's working in pairs.</li> </ul>	(3) Moderate	(2) Unlikely	MEDIUM	<ul style="list-style-type: none"> <li>New PMF clear on documentation.</li> <li>Migration of information on the drives.</li> <li>Urban design guidelines.</li> <li>Additional staff (graduates / secondment).</li> </ul>
8	6/04/2021	Service Delivery	The risk that critical assets fail.	Senior Manager	<ul style="list-style-type: none"> <li>Lack of maturity in asset management for structures and stormwater assets.</li> <li>Lack of ongoing maintenance</li> <li>no inspection program in place.</li> <li>insufficient internal skillset.</li> <li>Poor specification.</li> <li>Force Majeure event. (i.e. fire, earthquake, war, revolution, flood, and pandemics).</li> <li>No alternative route.</li> <li>Reactive soil.</li> <li>Lack of access to asset backup.</li> </ul>	<ul style="list-style-type: none"> <li>Increased risk to public injury / death / health</li> <li>Reputation damage</li> <li>Financial Impact</li> <li>Negative service delivery impact (lack of transport / roads blocked).</li> <li>Litigation.</li> <li>Damage to neighbouring assets.</li> </ul>	(5) Catastrophic	(4) Likely	HIGH	<ul style="list-style-type: none"> <li>Asset Management Plans.</li> <li>Renewal strategy.</li> <li>Asset inspections.</li> </ul>	(5) Catastrophic	(1) Rare	MEDIUM	<ul style="list-style-type: none"> <li>Treatment Plan - Identify critical assets within council and alternative of failure</li> <li>Treatment Plan - Inspection program by specialised third party for key infrastructure.</li> <li>Impact statement / disaster management plan.</li> </ul>
9	6/04/2021	Legislative Compliance	The risk of legislative breach.	Senior Manager	<ul style="list-style-type: none"> <li>Unidentified legislative changes.</li> <li>Identified changes not implemented.</li> <li>Identified changes are misinterpreted.</li> <li>Processes outdated, superseded or do not reflect policy intent.</li> <li>Legislative tasks not identified and/or scheduled.</li> <li>Failure to have documented policy or processes for legislative tasks.</li> <li>Failure of a critical system.</li> </ul>	<ul style="list-style-type: none"> <li>Possible fine.</li> <li>Reputation damage.</li> <li>Regulatory intervention.</li> <li>Negative impact on staff morale.</li> <li>Possible legal action.</li> <li>Cost of rectification works.</li> </ul>	(3) Moderate	(4) Likely	HIGH	<ul style="list-style-type: none"> <li>LGA Legal updates.</li> <li>Norman Waterhouse Legal updates.</li> <li>Policy &amp; process review schedule.</li> <li>Documented processes.</li> <li>Approval requirements within scope document.</li> </ul>	(3) Moderate	(2) Unlikely	MEDIUM	
10	6/04/2021	Service Delivery	The risk that a critical system (i.e. TechOne) becomes unavailable.	Senior Manager	<ul style="list-style-type: none"> <li>Vendor contract lapses or not renewed.</li> <li>Software not updated.</li> <li>Software malfunction.</li> <li>Single point of failure.</li> <li>Cyber threat.</li> <li>Vendor ceases to trade.</li> <li>Power failure (or other natural event).</li> <li>Changing to a cloud based system</li> </ul>	<ul style="list-style-type: none"> <li>Inability to pay staff and contractors.</li> <li>Failure to meet legislative obligations.</li> <li>Loss of asset and finance data (backup).</li> <li>Staff loss of productivity.</li> <li>Potential flow on impact on other departments.</li> </ul>	(3) Moderate	(4) Likely	HIGH	<ul style="list-style-type: none"> <li>ICT software licensing.</li> <li>ICT Firewalls.</li> <li>ICT Software maintenance (inc patches etc).</li> <li>ICT Data Recovery Plan</li> <li>Weekly backup of data.</li> <li>Migrating to the Cloud as vendor will not support our current licence.</li> </ul>	(3) Moderate	(2) Unlikely	MEDIUM	<ul style="list-style-type: none"> <li>Cloud based system still retaining backups.</li> <li>Weekly backup of data on a spreadsheet.</li> </ul>
11	6/04/2021	Service Delivery	The risk that Asset data is incorrect.	Senior Manager	<ul style="list-style-type: none"> <li>Failure of process - Assets not recorded when completed/handed over or acquired.</li> <li>Failure of process assets not deleted when disposed of.</li> <li>Failure of process when an asset is revalued/renewed.</li> <li>Asset register not maintained historically (Legacy issues)</li> <li>Lack of resources.</li> <li>Poor staff training or contractor training.</li> <li>Maintenance considerations if assets are incorrect.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions (inc budgetary, LTFF &amp; future renewal) considered or made on incorrect information.</li> <li>Assets underinsured / over insured.</li> <li>Assets undervalued / overvalued.</li> <li>Financial shock.</li> <li>Reputation damage.</li> <li>Failure to meet legislative requirements.</li> <li>Money spent incorrectly.</li> <li>Assets not recognised within the system.</li> </ul>	(4) Major	(4) Likely	HIGH	<ul style="list-style-type: none"> <li>Scheduled external revaluations,</li> <li>Annual audits of asset register (External and Internal).</li> <li>Asset handover procedure.</li> <li>Asset Management Process.</li> <li>Admin access limited.</li> <li>Data gate keeping.</li> <li>Monthly Exception reporting (Reporting to pick up anomalies)</li> <li>Reconciliations against expenditure at Handover.</li> <li>Condition rating of assets.</li> </ul>	(4) Major	(2) Unlikely	MEDIUM	<ul style="list-style-type: none"> <li>Treatment Plan - Undertake a review of the process and systems in place.</li> <li>Move to annual revaluation.</li> <li>Capitalise actual costs of assets.</li> <li>Undertake a secondary check prior to commissioning.</li> </ul>
15	29/07/2022	Service Delivery	The risk that heavy vehicles will damage our assets i.e. road and bridges.	Senior Manager	<ul style="list-style-type: none"> <li>Weight and dimensions of the vehicles.</li> <li>Length of permit.</li> </ul>	<ul style="list-style-type: none"> <li>Damage to roads, stormwater.</li> <li>Reduces the life of the asset.</li> <li>Public safety.</li> <li>Litigation.</li> <li>Asset team may decline vehicle access due lack of knowledge. This then restricts industry and economic activity.</li> </ul>	(2) Minor	(5) Almost Certain	HIGH	<ul style="list-style-type: none"> <li>ODL (over dimension load) application process.</li> <li>Dilapidation report.</li> <li>Condition assessment.</li> <li>Provide an alternative route.</li> </ul>	(2) Minor	(3) Possible	MEDIUM	<ul style="list-style-type: none"> <li>Better data quality.</li> <li>Spatial mapping of restricted areas.</li> </ul>



# Appendices

## Appendix 2: Referenced Documents

Document	Link
Playford Community Vision 2043	<a href="#">Community Vision 2043</a>
City of Playford Strategic Plan 2020-24	<a href="#">Strategic Plan 2020-24</a>
2023/24 Long Term Financial Plan	<i>to be added when finalised</i>
City of Playford Asset Management Policy	<a href="#">Asset Management Policy</a>
City of Playford Asset Management Procedure	<a href="#">Asset Management Procedure</a>
2023/24 Annual Business Plan and Budget	<i>to be added when finalised</i>
Playford Community Survey	<a href="#">Playford Community Survey</a>
City of Playford Financial Sustainability Ratios and Targets Policy	<a href="#">Financial Sustainability Ratios and Targets Policy</a>

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## **ATTACHMENT 4**

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# Rating Policy

Policy Author	General Manager Strategy & Corporate
Date of next review	May 2024

## 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 also imposes 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. This separate rate is effectively a state tax and Council does not retain the revenue collected by way of the separate rate.

Council may apply rate remissions, postponements and rebates in accordance with the Act and the Rate Rebate Policy. In addition, if a ratepayer is experiencing hardship with paying their rates, they may make an application for rate relief by way of a remission or postponement in accordance with the Act and the Council's Hardship Policy. Fines and interest apply to overdue rates and if an amount payable by way of rates is in arrears for three years or more, the Council may sell the land for non-payment of rates.

### **Disclaimer**

A rate cannot be challenged on the basis of non-compliance with this Policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that Council has failed to properly apply this Policy, they should raise the matter with Council.

## **2. Scope**

This policy applies to all ratepayers within the Council's area.

## **3. Legislation and References**

This Policy should be read in conjunction with the:

- Rating Procedure
- City of Playford Strategic Plan
- Annual Business Plan and Budget
- City of Playford Long Term Financial Plan
- Debt Recovery Procedure
- Hardship Policy
- Hardship Procedure
- *Local Government Act 1999* – Section, 148 151 and 152
- *Local Government (Financial Management) Regulations*
- *Local Government (General) Regulations 2013 – Regulation 14*
- *Landscapes SA Act 2019*
- *Valuation of Land Act 1971*
- Rate Rebate Policy
- Rate Rebate Procedure
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to rating matters, other tiers of government, agencies or organisations may have legislation or policies that also apply.

## 4. Application

CEO	Facilitate endorsement of Rating Policy as part of the Annual Business Plan (ABP) and Long Term Financial Planning (LTFP) process.
General Manager Strategy & Corporate	To ensure an effective rating system.
Senior Manager Financial Services	To facilitate an effective rating system, and deliver as part of ABP and LTFP.
Manager Rates	To oversee the consistent application of the Rating Policy.
Rates Officers	To apply consistent delivery of the Rating Policy to ratepayers.

## 5. Relevance to Risk Appetite Statement

### Regulatory Compliance

The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation. The Rating Policy and Procedure is updated annually to ensure compliance is maintained for each financial year, as part of the ABP and LTFP process.

### Service Delivery

The City of Playford has a **MODERATE** appetite for service delivery requirements. Maintaining the Rating Policy and Procedure ensures service delivery within required timeframes.

## 6. Feedback

Your feedback on this Policy is invited and can be directed to the Manager Governance via email to [governance@playford.sa.gov.au](mailto:governance@playford.sa.gov.au) or by calling the Customer Contact Team on 8256 0333.

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### Administration use only

ECM document set no.	3994059
Version no.	5
Procedure link	Rating Procedure
Policy author	General Manager – Strategy & Corporate
Endorsed by	Council
Resolution no.	5025
Legal requirement	<i>Local Government Act 1999</i>
Review schedule	Annually
Date of current version	June 2023

Date of next review      May 2024

### Version history

Version no.	Approval date	Approval by	Change
1	02/07/2019	Council	Annual review
2	30/06/2020	Council	Annual review
3	22/06/2021	Council	Annual review
4	28/06/2022	Council	Annual review
5	xxx	Council	Name change of Regional Landscape Levy

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# Rating Procedure

Procedure Author	General Manager Strategy & Corporate
Date of next review	May 2024

## 1. Purpose

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) which allows some flexibility for each council to make decisions to suit its local community. This Procedure outlines Council's process for setting and collecting rates from its community.

This Procedure applies to all ratepayers within the Council's area.

## 2. References and Supporting Documentation

This Procedure should be read in conjunction with the Rating Policy.

## 3. Application

Senior Manager Financial Services	Annual review as part of Annual Business Plan (ABP) and Long Term Financial Plan (LTFP).
Manager Rates	To oversee the consistent application of the Rating Policy.
Rates Officer	To apply consistent delivery of the Rating Policy to ratepayers.

## 4. Procedure

### 4.1 General Rates

- 4.1.1 Each year Council plans the services and programs it will deliver to the community in its Annual Business Plan and Budget, Long Term Financial Plan and Asset Management Plans. The Annual Business Plan and Budget are developed in line with the decision-making filters and community themes outlined in the Strategic Plan.
- 4.1.2 The Council declares rates every year for the following financial year, taking into consideration the Annual Business Plan and Budget.

4.1.3 To meet its rating objectives Council adopts the following:

- Valuations are based on capital value assessed by the Valuer-General
- A general rate is declared each year that consists of two components: one based on the capital value of the land and the other a fixed charge, pursuant to Sections 151(c), and 152(1)(c) of the Act.

4.1.4 The first quarterly rates notices are issued in July each year, with 30 day terms of payment. Ratepayers can elect to pay their annual rates in full, however where ratepayers choose not to pay in full, three further rates notices are issued in October, January and April of each year to facilitate quarterly payments.

## **4.2 Fixed Charge**

4.2.1 The Act allows Councils to impose a fixed charge on each rateable property in its area, providing that it has not also imposed a minimum rate (Section 152 of the Act). A fixed charge ensures that all rateable properties make a base contribution to the cost of administering Council activities and maintaining the services and physical infrastructure that supports each property. A fixed charge has the effect of reducing the rate in the dollar that will be applied to the property valuations.

4.2.2 Each year Council declares a fixed charge as part of its rating strategy.

4.2.3 The Council is unable to raise more than 50% of total general rate revenue through the imposition of a fixed charge as a component of general rates.

4.2.4 In applying a fixed charge only one charge can be imposed on two or more adjoining assessments with the same owner and occupier (contiguous).

## **4.3 Differential Rates**

4.3.1 A general rate can include in addition to a fixed charge, a component that is based on the value of the land. Further, the Council can impose differential rates that vary according to the location of land or the use of land (residential, commercial, industrial etc.), or according to the locality of the land and its use. The Council has declared differential general rates that vary according to the use of the land prescribed by Regulation 14 of the *Local Government (General) Regulations 2013*. The Council attributes a land use for rating purposes to each piece of land in its area. The percentage of total rate revenue required from each land use category will be used to determine the rate in the dollar (differential rate) for each category.

## **4.4 Commercial Rating Strategy**

4.4.1 Council's Commercial Rating Strategy will be applied for the year following a year in which a surplus occurs. The impact of the Commercial Rating Strategy on individual business rates remains subject to changes in property valuations.

## **4.5 Method Used to Value Land**

4.5.1 In accordance with the principles in Section 148 of the Act, the Council assesses rates against each piece or section of land subject to separate occupation except for land with a commercial or industrial land use for which rates are assessed against each separate piece or section of land subject to separate ownership.

- 4.5.2 For rating purposes, the Council adopts the valuations made by the Valuer-General available to it at the time it adopts its budget for the following financial year.
- 4.5.3 If a ratepayer is dissatisfied with the valuation made by the Valuer-General, the rates notice issued by the Council will include information about how to object to the valuation. The Council has no role in this process. The lodgement of an objection does not change the due date for the payment of rates.

#### **4.6 Objections to Land Use classification**

- 4.6.1 If a ratepayer believes that a particular land use has been wrongly attributed by the Council to their land, then the ratepayer may object to that land use by writing to Council within 60 days of receiving the first notices of the current financial year or such longer period as the Council may allow. The objection must set out the basis for the objection and details of the land use that the ratepayer considers should be attributed to the land.
- 4.6.2 Council may decide an objection as it sees fit and may request the Valuer-General reassess the land use classification and, upon receiving the Valuer-General's recommendation, make a decision regarding the objection.
- 4.6.3 A ratepayer, if not satisfied with the Council's decision, may appeal to the South Australian Civil and Administrative Tribunal (SACAT) against Council's decision within 21 days after the ratepayer receives notice of the Council's decision (or within such longer period as SACAT may allow).

#### **4.7 Landscapes SA Levy**

- 4.7.1 The Council is required under the *Landscapes SA Act 2019* to make a specified contribution to the Green Adelaide Board. It recovers the contribution it makes to the Green Adelaide Board by imposing a separate rate on land within the area of the Green Adelaide Board and the Council.
- 4.7.2 Council does not retain any of the revenue, calculate the amount of its contribution or determine how the revenue is spent.
- 4.7.3 The Regional Landscape Levy appears separately on rate notices.
- 4.7.4 If a ratepayer has any questions in relation to the Regional Landscape Levy they are directed to the Green Adelaide Board at website [www.landscape.sa.gov.au](http://www.landscape.sa.gov.au). Ph 08 8463 3733.

#### **4.8 Rates Cap**

- 4.8.1 The Act requires the Council to decide each year whether to apply a maximum rate increase (or a rates cap) to a ratepayer's principal place of residence.
- 4.8.2 A cap can be applied to provide relief against a substantial change in rates payable incurred due to rapid changes in valuations.
- 4.8.3 The Council has determined that it will not apply a maximum increase (rates cap) for the general rate to be charged on rateable land constituting the principal place of residence of a ratepayer.



## 4.9 Pensioner Concessions and State Beneficiaries of Concessions

- 4.9.1 From 1 July 2015 Council concessions were replaced with the State Government cost of living concession for pensioners.
- 4.9.2 If a ratepayer seeks further information, they are directed to Concessions SA Hotline on 1800 307 758 or the concessions section of the SA.GOV.AU website.

## 4.10 Rate Relief

An application form for rate relief is available from Council's Customer Service Centres and Council website.

### 4.10.1 Remission of Rates – Hardship

- 4.10.1.1 Section 182 of the Act permits a council to postpone or give remission on rates due to hardship and other defined reasons. If a ratepayer seeks further information, they are directed to the Hardship Policy.
- 4.10.1.2 A ratepayer who will, or is likely to, experience difficulty with meeting the standard arrangements is invited to contact a Council rates officer to discuss alternative payment arrangements. Such enquiries are treated with the strictest confidence.

### 4.10.2 Seniors Postponement

- 4.10.2.1 Section 182A of the Act provides for postponement of rates for seniors.
- 4.10.2.2 The system is designed to assist senior card holders who may find themselves in the situation of being asset rich and cash poor by allowing them to postpone annual rates amounts greater than \$500. At least \$500 of the annual Council rates payable must be paid as it falls due, but any amount in excess of \$500 per year may be postponed for an indefinite period (up until the property is sold or eligibility ceases).
- 4.10.2.3 If a ratepayer seeks further information, they will be directed to the information about the Seniors Rate Postponement Scheme available on Council's website.

### 4.10.3 Discretionary Rebates

- 4.10.3.1 Council may consider an application and approve a rebate in its discretion in accordance with Section 166 of the Act. Further information is detailed in the Rate Rebate Policy.

## 4.11 Payment of Rates

- 4.11.1 Council will collect rates quarterly on the dates set by Council as detailed below:

- 1 September 2023
- 1 December 2023
- 1 March 2024
- 3 June 2024

- 4.11.2 Rates may be paid in person at Council's Customer Service Centres or by any method detailed on the rates notice.

## 4.12 Late Payment of Rates

4.12.1 The Act provides that the Council may impose a penalty of 2% on any instalment of rates that is not paid on or before the due date. A payment that is late is also charged a prescribed interest rate for each month it continues to be late.

4.12.2 When Council receives a payment in respect of overdue rates Council applies the money received in accordance with Section 183 of the Act as follows:

- first – to satisfy any costs awarded in connection with court proceedings;
- second – to satisfy any interest costs;
- third – in payment of any fines imposed;
- fourth – in payment of rates, in chronological order (starting with the oldest account first).

## 4.13 Non-Payment of Rates

4.13.1 Section 184 of the Act provides that a council may sell any land to recover outstanding rates where an amount payable by way of rates has been in arrears for three years or more.

## 5. Feedback

Your feedback on this Procedure is invited and can be directed to the Manager Governance via email to [governance@playford.sa.gov.au](mailto:governance@playford.sa.gov.au) or by calling the Customer Contact Team on 8256 0333.

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### Administration use only

ECM document set no.	3994060
Version no.	3
Policy link	Rating Policy
Procedure author	General Manager – Strategy & Corporate
Endorsed by	Council
Resolution no.	xxx
Legal requirement	<i>Local Government Act 1999</i>
Review schedule	<i>Annually</i>
Date of current version	June 2023
Date of next review	May 2024

### Version history

Version no.	Approval date	Approval by	Change
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1	22/06/2021	Council	New procedure to support Rating Policy
2	28 June 2022	Council	Annual Review
3	xxx	Council	Name change of Regional Landscape Levy and due dates

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## **ATTACHMENT 5**

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# Rate Rebate Policy

Policy Author	General Manager Strategy & Corporate
Date of next review	May 2024

## 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 or body/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 (eg 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; and
- any other matters, and policies of the Council, which the Council considers relevant.

When considering rate rebates Council gives consideration to the following five principles that apply to the imposition of taxes on communities.

- equity
- benefit
- ability-to-pay
- efficiency
- simplicity

Council Rebates will be annually assessed to determine if the circumstances justify the continued endorsement of the application of the rebate.

## 2. Scope

Mandatory rebates must be applied where ratepayers meet eligibility, as prescribed in sections 160 -165 of the Act.

Discretionary rebates may be applied, at council's discretion, where ratepayers make an application, and they meet the eligibility criteria, as prescribed in section 166 under the Act.

## 3. Legislation and References

This Policy should be read in conjunction with the:

- Rate Rebate Procedure
- *Local Government Act 1999* – Sections 159 – 166.
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to rate rebates, other tiers of government, agencies or organisations may have legislation or policies that also apply.

## 4. Application

Council	Approval of discretionary rebates greater than 50%, or for a commitment of greater than one year.
CEO, General Manager, Strategy & Corporate or Senior Manager Financial Services	Approval of discretionary rebates less than 50% for a period of less than one year.
Manager Rates	To oversee the consistent application of the Rate Rebate Policy.
Rates Officers	To apply consistent delivery of the Rate Rebate Policy to ratepayers.

## 5. Relevance to Risk Appetite Statement

### Regulatory Compliance



The City of Playford has **ZERO TOLERANCE** for non-compliance with applicable legislation. Maintaining the policy and procedure ensures compliance is maintained.

### Service Delivery

The City of Playford has a **MODERATE** appetite for service delivery requirements. Maintaining the policy and procedure ensures service delivery within required timeframes.

## 6. Feedback

Your feedback on this policy is invited and can be directed to the Manager Governance via email to [governance@playford.sa.gov.au](mailto:governance@playford.sa.gov.au) or by calling the Customer Contact Team on 8256 0333.

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### Administration use only

ECM document set no.	3978634
Version no.	8
Policy link	Rate Rebate Policy
Policy author	General Manager – Strategy & Corporate
Endorsed by	Council
Resolution no.	xxxx
Legal requirement	Sections 159-166 <i>Local Government Act 1999</i>
Review schedule	Annual
Date of current version	June 2023
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### Version history

Version no.	Approval date	Approval by	Change
1	April 2007	Council	Adopted by Council
2	August 2012	Council	Reviewed
3	30/06/2018	Council	Annual review
4	30/06/2019	Council	Annual review
5	30/06/2020	Council	Annual review
6	22/06/2021	Council	Annual review
7	28/06/2022	Council	Annual review
8	xxx	Council	Annual review

# Rate Rebate Procedure

Procedure Author	General Manager Strategy & Corporate
Date of next review	May 2024

## 1. Purpose

This Procedure provides guidance as to the grounds upon which a person or body/organisation is entitled to receive a rebate of rates. Council will consider each application to ensure the requirements under the *Local Government Act 1999* (the Act) have been met.

This Procedure includes both mandatory and discretionary rebates and support the provision of equitable services and facilities to meet the needs of the whole community.

## 2. References and Supporting Documentation

This Procedure should be read in conjunction with the:

- Rate Rebate Policy
- Complaints Handling Policy
- Complaints Handling Procedure

## 3. Application

Council	Approval of discretionary rebates greater than 50%, or for a commitment of greater than one year.
CEO, General Manager, Strategy & Corporate and Senior Manager Financial Services	Approval of discretionary rebates less than 50%, for a period of less than one year.
Manager Rates	To oversee the consistent application of the Rebate Policy
Rates Officers	To apply consistent delivery of the Rebate Policy to ratepayers

## 4. Procedures

### Division 5 - Rebates of Rates

Sections 159-166 of the Act outline the provision of rates rebates through mandatory and discretionary rebates.

#### 4.1 Preliminary grounds and penalties

Section 159 of the Act provides guidance regarding the grounds for rebates and penalties that may apply. These include:

- S159(1) If grounds exist for a person or body to receive a rebate of rates in pursuance of this Division, the person or body may apply to the council in a manner and form determined by the council (supplying such information as the council may reasonably require).
- S159(2) a person or body must not:
  - make a false or misleading statement or representation in an application made (or purporting to be made) under this Division; or
  - provide false or misleading information or evidence in support of an application made (or purporting to be made) under this Division.
  - Maximum penalty: \$5 000.
- S159(7) If a person or body has the benefit of a rebate of rates under this Division and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the council of that fact and (whether or not the council is so informed) the entitlement to a rebate ceases.
- S159(8) If a person or body fails to comply with subsection (7), the person or body is guilty of an offence. Maximum penalty: \$5 000.
- S159(10) A council may, for proper cause, determine that an entitlement to a rebate of rates in pursuance of this Division no longer applies.
- S159(11) If an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

## 4.2 Mandatory Rebates

Ratepayers entitled to a mandatory rebate may make an application in the form determined by council (refer to 4.6 below). Ratepayers are required to include evidence where requested and meet the requirements of section 159 of the Act.

Where a council is aware that a mandatory rebate applies to land, the council must apply the rebate regardless of whether or not an application has been made. This approach has equal application in respect of a property that becomes eligible for a mandatory rebate part way through a financial year when the rebate will be applied on a pro rata basis.

Otherwise, the Act does not impose any obligation on a council to seek out persons who may be eligible for a mandatory rebate if they have not made an application.

Where an application is made, or if a council becomes aware that an entitlement to a mandatory rebate exists during the course of the financial year, the council must apply the mandatory rebate for the whole of the financial year. The only exception is where the land becomes rateable during the course of a financial year where the rebate will be applied pro rata for the period of rateability.

Refunds for previous financial years are not required, unless the council was made aware or knew that an entitlement existed in that previous year or years.



Mandatory rebate eligibility is prescribed in the Act under the following sections:

- Section 160—100% Rebate of rates—health services
- Section 161—75% Rebate of rates—community services
- Section 162—100% Rebate of rates—religious purposes
- Section 163—100% Rebate of rates—public cemeteries
- Section 164—100% Rebate of rates—Royal Zoological Society of SA
- Section 165—75% Rebate of rates—educational purposes

#### **4.3 Discretionary Rebates**

Discretionary rebate eligibility is listed under Section 166 of the Act.

Ratepayers may make an application for a discretionary rebate by completing the application form on Council's website [www.playford.sa.gov.au](http://www.playford.sa.gov.au) or by contacting Council on (08) 8256 0333.

The discretion to grant a rebate must be exercised consistently and in the interests of the community. In this regard council must consider its community, not the wider community of the State. This is because decisions regarding rate rebates impacts directly on the ratepayers and residents of individual council areas.

#### **4.4 Council Endorsed Multi-Year Rebates**

The Senior Manager Financial Services and the Rates Manager will review multi-year rate rebates per the conditions set out in the Council endorsed application or agreement for ongoing eligibility.

#### **4.5 Granting of Rebates**

Under Section 166 - Discretionary rebate of rates, Council may grant:

- A rebate of rates or charges under subsection (1) on such conditions as the council thinks fit.
- A rebate of rates or charges under subsection (1)(a), (b) or (k) may be granted for a period exceeding one year, but not exceeding 10 years.
- A rebate of rates or charges under subsection (1)(l) may be granted for a period exceeding one year, but not exceeding three years.
- A council should give reasonable consideration to the granting of rebates under this section and should not adopt a policy that excludes the consideration of applications for rebates on their merits.
- A council may grant a rebate under this section that is up to (and including) 100 per cent of the relevant rates or service charge.

#### **4.6 Application and approval process**

Applications for rate rebates are to be made on Council's application form and accompanied by the appropriate supporting documentation. The rate rebate policy, and application form are available on Council's website [www.playford.sa.gov.au](http://www.playford.sa.gov.au) or by contacting Council on (08) 8256 0333.

In accordance with section 159(1) of the Act council may request any information from an applicant that it reasonably requires in order to make a decision in respect of a rebate application.

Where an application for a discretionary rebate is made after the date on which rates are declared, the council may choose not to consider the application for that financial year. However, the council will need to consider the application for a rebate applicable in the next financial year.

Retrospective discretionary rebates may, but need not be given by the council.

Assessment of discretionary rebates are to be undertaken in a fair and consistent manner, using the assessment eligibility weighting matrix based on reasons for application, which assists with recommendation for approval and calculating % and value of rebate.

Approval of rebates must be made in line with delegation levels.

The applicant should be advised of the council's decision and rights of review should the applicant not be satisfied with the decision.

## 5. Complaints and Appeals

Complaints and appeals will be considered in accordance with Council's complaints and grievance procedures and sections 270 and 271 of the Act. A copy of the Complaints Handling Policy can be found at [www.playford.sa.gov.au](http://www.playford.sa.gov.au)

Customers not satisfied with the outcome of their complaint should be directed to contact the Ombudsman SA on 08 8226 8699 or [Ombudsman@ombudsman.sa.gov.au](mailto:Ombudsman@ombudsman.sa.gov.au)

## 6. Feedback

Your feedback on this policy is invited and can be directed to the Manager Governance via email to [governance@playford.sa.gov.au](mailto:governance@playford.sa.gov.au) or by calling the Customer Contact Team on 8256 0333.

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### Administration use only

ECM document set no.	3978636
Version no.	4
Policy link	Rate Rebate Policy
Procedure author	General Manager – Strategy & Corporate
Endorsed by	Council
Resolution no.	5025
Legal requirement	Sections 159-166 - <i>Local Government Act 1999</i>
Review schedule	Annually
Date of current version	June 2023
Date of next review	May 2024

### Version history

Version no.	Approval date	Approval by	Change
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1	June 2018	Senior Manager Finance	New
2	22/06/2021	Ordinary Council	Annual Review
3	28/06/2022	Council	Annual Review
4	xxx	Council	Annual Review