



CITY OF
Port Adelaide Enfield

Draft Annual Business Plan 2022-23



Kaurna Acknowledgment

We acknowledge and pay respect to the Traditional Owners of the land on which we stand, the Kaurna People of the Adelaide Plains. It is upon their ancestral lands that the Port Adelaide Enfield Council meets. It is also the Place of the Kardi, the Emu, whose story travels from the coast inland. We pay respect to Elders past, present and emerging.

We respect their spiritual beliefs and connections to land which are of continuing importance to the living Kaurna people of today.

We further acknowledge the contributions and important role that Aboriginal and Torres Strait Islander people continue to play within our shared community.



DRAFT

Note for Draft Document Only

This is our draft Annual Business plan for 2022-23. We want to hear your feedback on the draft plan and give you the chance to have your say about what we are proposing before we adopt the plan and budget. Community consultation about the draft Annual Business Plan will happen between 26 April and 25 May 2022. To have your say:

- Visit www.haveyoursay.cityofpae.sa.gov.au
- Email us at consultation@cityofpae.sa.gov.au
- Phone our Customer Relations team on **8405 6600**
- Write to us at **PO Box 110, Port Adelaide, SA, 5015**
- Attend a meeting at the Council Chambers on 10 May 2022. Please let us know you will be attending and that you would like to speak by calling us on **8405 6600** or email consultation@cityofpae.sa.gov.au

Once the community consultation is completed, we will update this draft document and adopt the plan. This will include updating proposed income and expenditure projections to reflect March 2022 Consumer Price Index (CPI) figures.

Contents

Kaurna Acknowledgement.....	2
Mayor's Message.....	4
Strategic Management Framework	5
City Plan 2030 Vision.....	6
Voice of the Community	6
City Scorecard	7
External Opportunities and Challenges.....	8
Your Rates at Work.....	9
Major Projects	10
Our Services	11
Priorities 2022-23	12
Funding the Annual Business Plan.....	14
Appendices:	
1. Statement of Financial Position.....	20
2. Statement of Changes in Equity.....	21
3. Statement of Cash Flows	22
4. Uniform Presentation of Finances.....	23
5. Capital Works Program 2022-23	24
6. Valuation and Rating Policy	32

Mayor's Message

Welcome to the City of Port Adelaide Enfield's Annual Business Plan 2022-23.

I am thrilled to present this plan in the lead-up to Local Government elections in November.

The Annual Business Plan shows what we will do during 2022-23 to continue working towards the overall vision and strategic goals we committed to in our City Plan 2030. It's an exciting and progressive plan that seeks to deliver on what you have said is important to support a vibrant, well-connected and healthy community and environment. We aim to spend our time, money and resources as effectively as possible.

As we continue our community-led recovery from the COVID-19 pandemic, we will deliver projects and services to help our community to connect, heal and thrive. To harness new opportunities and growth, we are proposing a rate increase based on the March 2022 CPI, which is yet to be released. This draft document currently reflects the December 2021 CPI of 3.3%.

During 2022-23 we want to:

- Complete Design of the Aboriginal Cultural Centre
- Continue our adaptation to climate change through our Living Environment Strategy to green our City, lower our emissions, and protect our coast and landscape
- Upgrade change rooms at Greenacres, T K Shutter and Gepps Cross Reserves to modernise and make them more accessible



- Celebrate and enjoy the Port River with the inaugural three-day Port River Sports Festival featuring sports, performance, culture and food
- Complete master plans for upcoming redevelopment projects at the Semaphore Foreshore and E P Nazer Reserve
- Deliver eight playground upgrades across the City including Dover Street Reserve (Blair Athol) and Polonia Reserve (Croydon Park)
- Deliver \$65.5 million of infrastructure works to improve our streetscapes, community facilities, roads, drainage, parks and reserves

This budget will enable us to maintain our existing \$1.7 billion of infrastructure and deliver services that are both sustainable and in line with our community's needs and expectations.

This Plan includes information on these and other initiatives we are committed to delivering in the next 12 months. I encourage you to provide feedback on the Plan and I look forward to hearing your ideas and thoughts about what we can achieve together.

Strategic Management Framework

Our Strategic Management Framework demonstrates how our plans deliver on our vision.

The City Plan 2030 captures our vision and aspirations for PAE. It is organised under five main themes: Economy; Community; Environment & Heritage; Placemaking; and Leadership. Each of these themes has an outcome statement and strategies and outlines how we intend to deliver on our vision.

The City Plan is underpinned by a suite of strategic, financial and asset management plans. These plans have more detailed objectives and activities aimed at ensuring that we deliver important and sustainable services, programs and facilities for our community.

You can find a full list of our plans at: www.cityofpae.sa.gov.au/council/corporate-documents/plans

Each financial year we develop an Annual Business Plan to show how we plan to spend our money for that year to deliver on the City Plan 2030 vision. We track our progress and report back to our community through quarterly reviews to ensure that we will deliver this plan and budget. At the end of each year, our Annual Report presents a summary of what we have achieved.

City Plan 2030

- Economy
- Community
- Environment & Heritage
- Placemaking
- Leadership

Four yearly review

Strategic Plans

- Long Term Financial Plan
- Asset Management Plans
- Public Health and Wellbeing Plan
- Development Plan
- Emergency Response Plan
- Inclusive Communities Plan
- Strategic Management Plans

*Annual review
City Scorecard*

Annual Business Plan

*Annual Report
Quarterly reviews*

Operational Plans

- Section Plans
- Performance Development Review

*Corporate
Scorecard*

City Plan 2030 Vision

“A city that values its diverse community and embraces change through innovation, resilience and community leadership”

Economy

We are a thriving economy and a business-friendly City

Community

We are a safe, vibrant, inclusive and welcoming City for our residents, businesses and visitors alike

Environment & Heritage

We are a low carbon, water sensitive and climate resilient City and our built heritage is protected, embraced and celebrated

Placemaking

We are a unique and distinctive collection of active places, created and cared for through strong partnerships

Leadership

We are an innovative, collaborative and high performing leader within local government

Voice of the Community

The most important and valuable information that shapes the direction of our services, facilities and programs is the information provided by our community – the people who live, work, learn and play in our City. We gather and assess feedback from a combination of engagement activities, community forums, perception surveys, the data we hold and our day-to-day contact with residents, businesses, groups, clubs, government and visitors.

In 2021 we conducted our biennial Community Survey, in which more than 3,500 community members participated. This survey informs our work and the delivery of our aspirations.

Here is what you told us:

- You believe that Council plays a critical part in creating community wellbeing – especially for people aged between 50-84 years old
- You generally feel safer when you are more connected with your community
- You continue to believe in the importance of protecting, maintaining and promoting built and cultural heritage, especially if you live in the western part of our City
- You think that our performance in managing heritage has improved, and you also feel that protecting heritage buildings and character remains critical, particularly in Port Adelaide and Semaphore
- Because of COVID-19 you have experienced fewer opportunities to participate in and experience local arts and cultural activities
- The way you prefer to access information about us is through our website
- You feel that we could improve our community engagement practice further by involving you more in decision making

City Scorecard

Tracking our community's perception of performance against our City Plan 2030

OUTCOME	INDICATOR	2016 Baseline	2017	2018	2019	2021	change from prev. year
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ECONOMY A City of opportunity

Prosperous	gross regional product	\$8.8 b	\$9.0 b	\$9.3 b	\$9.3 b	\$10.16 b	+\$0.9 b
Growing	proportion who feel that they can easily access information and organisation	3.4	3.8	3.8	3.8	3.7	-0.1
Connecting	number of local jobs	74,831	76,330	77,048	80,637	81,799	+1,162

COMMUNITY A City that supports community wellbeing

Healthy	proportion who say they are healthy	3.4	3.9	3.9	3.9	3.9	-
Inclusive	proportion who feel they are part of their local community	3.4	3.5	3.5	3.5	3.5	-
Cohesive	proportion who say they feel safe in their neighbourhood or community	73%	3.6	3.7	3.6	3.6	-

ENVIRONMENT & HERITAGE A City which cares for its natural environment and heritage

Distinctive	proportion who say the City's heritage is effectively managed	3.2	3.1	3.0	2.9	3.1	+0.2
Sustainable	proportion who say the City's natural environment is effectively protected	3.3	3.3	3.2	3.1	3.1	-

PLACEMAKING A City where people love to be

Belonging*	City net promoter score		+25	+19	+15	+16	+1
Accessible	proportion who say they can easily access places and services across the City	4.1	3.8	3.8	3.8	3.8	-
Creative ^α	proportion who feel they had an opportunity to participate in/experience local arts and cultural activities	57%	62%	62%	57%	47%	-10%

LEADERSHIP A City confident in its leaders

Strategic	proportion who say Council delivers value for the rate dollar	3.1	3.2	3.2	3.2	3.2	-
Accountable	proportion who are satisfied with Council services	3.5	3.5	3.5	3.5	3.5	-
Engaged	proportion who say Council is engaging with residents and ratepayers	3.1	3.0	3.0	3.0	3.1	+0.1
	proportion who say Council is engaging with organisations	3.0	3.3	3.0	3.3	3.2	-0.1
	proportion who say Council is engaging with businesses	2.9	3.0	2.7	3.1	3.0	-0.1

Note: City Scorecard indicators are perception based and provide a range from 1 to 5 with 5 being strongly agree with each statement

* This indicator represents the willingness of people to promote PAE to others and is taken from -100 to 100 range

^α This indicator represents the actual percentage of respondents who had the opportunity to engage in arts and cultural activities across PAE

External Opportunities & Challenges

Each year as we develop our Annual Business Plan, we consider the possible impact of the external environment on our City.

Political Landscape

The political landscape is expected to change with elections at federal, state and local government levels coinciding in 2022. This may result in changing priorities in line with election commitments and new opportunities that benefit our City.

At an international level, the conflict between Russia and Ukraine may further contribute to global resource demands, which may exacerbate existing materials and labour shortages. This could impact delivery of infrastructure projects and being able to buy plant and equipment.

Cost of Living

The last few years have seen significant growth in the housing market as a result of low interest rates and property shortages. The insufficient supply of affordable housing along with increases in the cost of living, means more people are at risk of, or are experiencing homelessness in our community.

COVID-19

COVID-19 continues to affect our community's health and well-being. Easing of restrictions presents opportunities for local businesses to rebound, including those within the tourism sector as international visitors return to our shores. Arts and culture will play an important role in our recovery by connecting communities, activating spaces and supporting local artists and performers. It will also be important to continue to strengthen community connections through our community facilities, services and neighbourhood activations.

Climate Change

The effects of climate change are already being felt by South Australians. With projected temperature rises, there is a need to accelerate programs that address urban cooling. Extreme weather events are expected to result in more frequent floods and coastal inundation.

Technology

Advancements in cloud technologies and increasing access to diverse data sources will impact the way organisations work, make decisions and provide services. The organisation is about to undertake a significant digital transformation with our Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) projects. This presents opportunities to utilise ICT as an enabler to work smarter and improve service delivery. Cyber security will also continue to be a significant risk requiring system controls and staff training.

Your Rates at Work

How every \$100 of rates payment is spent

\$31.44



Environment, Stormwater
& Waste Management

\$23.22



Road & Footpath
Infrastructure

\$22.84



Sporting Facilities,
Parks & Recreation

\$6.92



Community Safety
& Support Services

\$6.26



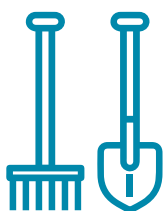
Libraries, Culture
& Heritage

\$4.06



Building, Planning
& Health Services

\$3.03



Depot Operations

\$1.26



Council Governance

\$0.97



Tourism & Economic
Development

Major Projects

Each year we identify major projects based on the commitments we have defined in our suite of strategic plans.

Aboriginal Cultural Centre

We are working with community to build a new Aboriginal Cultural Centre in Yerta Bulti, the heart of Port Adelaide. It will be the largest public open space redevelopment ever undertaken in Port Adelaide. The project will transform the four-hectare Western Region Reserve, providing outdoor recreation and indoor activity spaces. The Centre will be a culturally immersive community place for First Nations and non-First Nations people.

Living Environment Program

We will continue to accelerate our response to climate change and environmental sustainability priorities. This includes supporting businesses and community action through the Greening Our City initiative, the Green Business Incentive Scheme and the Community Environment Program. We will also continue to accelerate our efforts to achieve zero net emissions and work with others to ensure that the organisation and our City can adapt and be resilient to climate change.

Inclusive Sports Facility Program

Community sports facilities will be upgraded at Greenacres Reserve, Gepps Cross Reserve and T K Shutter Reserve to support increased and diverse participation in community sport. We are also planning future upgrades at Klemzig Reserve, Duncan Fraser Reserve and Largs Reserve.

Barker Inlet Tidal Gates

New tidal gates will improve biodiversity in the Barker Wetlands by creating a barrier between salt and fresh water. The gates will also help reduce the risk of localised flooding in the industrial areas of our City.

Playground Upgrades

We are continuing our work to make our playgrounds accessible and inclusive through the principles of universal design. This year we will complete eight playground upgrades including Dover Street Reserve and Polonia Reserve.

Port River Sports Festival

A new three-day summer festival will help us to showcase and celebrate our fantastic Port River. Highlighting the Summer of Sail competition, the festival will feature a range of water sports as well as some fun water activities. There will also be food, wine, music and other kinds of entertainment in what promises to be a surprising and satisfying long weekend in the Port.

Semaphore Foreshore and E P Nazer Reserve

Master plan documents help us to create a clear and strategic approach for how we will deliver major projects. This year, we will create master plans for two popular and highly used spaces — Semaphore Foreshore and E P Nazer Reserve.

Customer Service Portal

The rollout of a new CRM system will improve customer experience and enable us to deliver an even more effective level of service. The online portal will enable customers to interact with us whenever it suits them.

Local Government Elections

Our Elected Members make decisions with and on behalf of the community. We hold council elections every four years and our next election will be in November 2022. We will work with the Electoral Commission and the Local Government Association to ensure that we hold the elections in accordance with legislative requirements.

Our Services

We provide a broad range of services and facilities to the community in response to the needs and priorities of our local residents, businesses and visitors to our city. We will continue to deliver:

- Street infrastructure such as roads, footpaths and kerbing
 - Development and building assessments
 - Urban development planning and policy
 - Animal management
 - Environmental health such as food safety, litter and nuisance requirements, and immunisation
 - Emergency planning and response
 - Parks and gardens, playgrounds and skate parks, walking and cycling network
 - Sporting grounds and facilities, and club support
 - Environmental management and leadership, including waste and recycling, stormwater, coastal protection, wetlands and landcare
 - Libraries and community/recreational centres
 - Arts and cultural activities and events
 - Community development and capacity building
 - Public health services, youth and disability services and community transport services
 - Economic and tourism development programs, business support and the Visitor Information Centre
 - Customer experience and community engagement
- Helping us deliver for our community, the organisation has a number of corporate services.

 - Financial Management
 - Procurement
 - Information and Communications Technology
 - Marketing and Communications
 - Strategic Planning and Insights
 - Risk and Audit
 - Governance
 - People and Culture
 - Fleet Management
 - Project Management

Our Organisational Values

Our organisational values guide how we work together to deliver well for our community.

Make a Difference We serve our community well	Grow & Improve We improve our work every day	Better Together We collaborate & create to deliver meaningful outcomes
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Priorities 2022-23

The following table lists the priorities for 2022-23 which will be delivered alongside our business as usual services.

	City Plan 2030 Theme	New or Continuing	Relevant Plans
Establish a new Economic Development & Tourism Strategy	Economy	New	City Plan 2030
Review the Visitor Information Centre service delivery model	Economy	New	City Plan 2030
Invest \$13.4 million in maintenance/ renewal of our 702km road network	Economy	Continuing	Asset Management Plan (Roads)
Complete Design of the Aboriginal Cultural Centre	Community	Continuing	City Plan 2030
Develop a business case for priorities identified through the Social Infrastructure review	Community	Continuing	City Plan 2030
Deliver on our Inclusive Sports commitments: <ul style="list-style-type: none"> • Greenacres Reserve Clubrooms • T K Shutter Reserve Change Rooms • Gepps Cross Clubrooms • Klemzig Reserve Change Rooms • Duncan Fraser Reserve Change Rooms • Largs Reserve Change Rooms 	Community	Continuing	Sports Development Plan Inclusive Sports Facilities Plan

	City Plan 2030 Theme	New or Continuing	Relevant Plans
Deliver Year 2 of our Living Environment Program activities, including the introduction of the Tree Initiative Program	Environment & Heritage	Continuing	Living Environment Strategy
Begin to implement the Built Heritage Strategy and Action Plan	Environment & Heritage	Continuing	Built Heritage Strategy
Invest \$14.9 million on stormwater and drainage to help mitigate flooding issues	Environment & Heritage	Continuing	Stormwater Management Plan
Upgrade the Barker Inlet Tidal Gates	Environment & Heritage	Continuing	Stormwater Management Plan
Deliver eight playground upgrades across the City including Dover Street Reserve (Blair Athol) and Polonia Reserve (Croydon Park)	Placemaking	Continuing	Asset Management Plans — Parks and Gardens
Deliver the E P Nazer Reserve Detailed Design	Placemaking	Continuing	Open Space Strategy
Deliver the Semaphore Master Plan	Placemaking	Continuing	Open Space Strategy
Implement the Port Place Development Plan by producing a creative venue guide, fostering artist and business collaboration and increasing opportunities for live music in the Port	Placemaking	Continuing	Arts and Culture Strategy
Deliver the inaugural Port River Sports Festival	Placemaking	New	City Plan 2030
Implement our Communications & Engagement Framework	Leadership	New	Communications & Engagement Framework
Undertake collaborative service reviews with the Cities of Marion and Charles Sturt to drive efficiencies and increase public value	Leadership	Continuing	City Plan 2030
Continue with the delivery of our People and Culture strategy to develop our people, embed diversity and inclusion, and strengthen workplace safety	Leadership	Continuing	People and Culture Strategy
Commence the Enterprise Resource Planning (ERP) Systems Project	Leadership	New	Information Technology Strategy
Implement the CRM/Single View Customer System	Leadership	Continuing	Information Technology Strategy
Conduct the 2022 Local Government Elections	Leadership	New	Local Government Act 1999

Funding the Annual Business Plan

The 2022-23 budget has been prepared bearing in mind the following principles:

- Delivering against the City Plan 2030 and the priorities of our community
- Sustainable, accurate and timely asset management
- Delivering major new assets and projects for the community for the longer term
- Keeping it affordable

The budget has been structured to ensure that Council remains within key financial indicator benchmarks and ensure Council's financial sustainability into the future.

Your Rates in 2022-23

The Annual Business Plan 2022-23 will be based on an average rate increase for existing properties in line with movements in the Adelaide CPI for the 12 months to 31 March 2022 (due to be published on 28 April 2022). In addition, we expect the number of rateable properties in the Council area to grow by approximately 1.0%.

At the time of preparing the draft budget for 2022-23, the latest available Adelaide CPI data is for the 12 months to 31 December 2021 (3.3%). As such, the financial projections in the draft budget (including the average rate increase) are subject to adjustment prior to formal adoption by Council in June 2022. In the event the Adelaide CPI movement for the 12 months to 31 March 2022 is higher or lower than 3.3%, the income (including average rate increase) and expenditure projections will be adjusted accordingly.

Rates account for 86% of Council's operating revenue. Other sources of revenue include fees, charges and government grants.

While the average rate increase will be in line with Adelaide CPI, it should be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement on the land.

Property Valuations

Council uses Capital Value as the basis for valuing land within the Council area. Capital Value is the value of the land and all of the improvements on the land. Council continues to adopt the capital valuations distributed by the Valuer-General for residential property, and for all other properties using Council's in-house professional valuers. Valuations from both sources are generally adopted with a value date of 1 January in the rating year.

For 2022-23, we expect that property valuations provided by the Valuer-General will be significantly higher, reflecting general market movements in residential real estate pricing across metropolitan Adelaide in the past year. However, this does not mean your Council rates will necessarily increase more than Adelaide CPI. In setting rates applicable for 2022-23, the applicable rate-in-the-dollar will be reduced to ensure average rates payable do not increase more than Adelaide CPI.

Differential Rating

Council uses a differential rating system to raise revenue based upon its land use to ensure fairness and equity in the distribution of rates. The anticipated level of rate revenue to be raised by each differential factor for 2022-23 is set out in the table overleaf:

Net Rate Revenue by Differential Factor	2021-22 Projected (\$m)	2022-23 Budget (\$m)	2022-23 Budget (%)
Residential	62.19	64.85	54.8%
Commercial - Shop	7.03	7.33	6.2%
Commercial - Office	1.38	1.45	1.2%
Commercial - Other	17.14	17.87	15.1%
Industry - Light	2.09	2.18	1.8%
Industry - Other	17.22	17.96	15.2%
Primary Production	0.01	0.02	0.0%
Vacant Land	3.70	3.90	3.3%
Other	3.33	3.48	2.9%
Marina Berths	0.07	0.07	0.1%
Separate Rate - New Haven Village Wastewater	0.04	0.04	0.0%
Separate Rate - Regional Landscape Levy	2.91	2.91	2.5%
	117.12	122.06	
LESS Mandatory Rebates	(3.16)	(3.24)	(2.7%)
	113.96	118.82	
LESS Discretionary Rebates & Remissions	(0.38)	(0.40)	(0.3%)
	113.58	118.42	100.0%

Separate Rates

New Haven Village Wastewater

Council sets a separate rate for the purpose of supporting the New Haven housing development that trialled new technology in energy efficiency, environmentally friendly materials and on site treatment and reuse of domestic wastewater that is considered to be of benefit to the land and occupiers of the land. A separate rate is declared in respect to each allotment contained within Deposit Plan No. 42580 comprising the New Haven Village at North Haven. The revenue is for the purpose of providing a wastewater and storm water treatment service. There are 62 assessments within the Village area.

Regional Landscape Levy

The Landscape South Australia Act 2019 is the framework for managing the State's water, pest animals, plants and biodiversity. The Green Adelaide Board has been specifically created in this legislation, in recognition of the unique environmental challenges faced in urban areas. The levy is collected by Council on behalf of State Government. Revenue from this levy is not retained by the Council, nor does the Council determine how the revenue is spent.

Budget Overview

The Annual Budget contains five principal accounting statements namely:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Uniform Presentation of Finances

The Statements comply with the requirements of the Local Government Act 1999, relevant Regulations and Accounting Standards.

Our expenditure focuses on the prioritisation of core community and civic services, initiatives that support the City of PAE's cultural and economic development, and projects that maintain and upgrade infrastructure within the local area.

Budget Highlights for 2022-23

The Budget has been structured to ensure that we responsibly remain within key financial indicator benchmarks, ensuring Council's financial sustainability going forward.

Some of the financial statistics of the budget include:

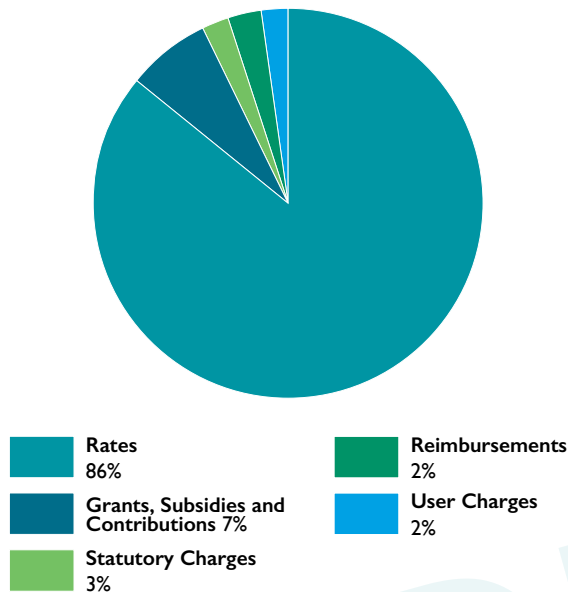
- Operating Expenditure of \$138.3 million
- Operating Surplus Ratio of 0%
- Capital Expenditure of \$65.5 million
- Total Assets at 30 June 2023 of \$1.7 billion
- Total Liabilities at 30 June 2023 of \$62.5 million
- Net Financial Liabilities Ratio at 30 June 2023 of 42%
- Asset Renewal Funding Ratio of 115%

Statement of Comprehensive Income

	2021-22 Projected (\$m)	2022-23 Budget (\$m)
Operating Revenue:		
Rates	110.8	115.6
Regional Landscape Levy	2.8	2.8
Statutory Charges	4.7	4.4
User Charges	2.8	3.0
Grants, Subsidies and Contributions	10.1	9.3
Investment Income	0.0	0.0
Reimbursements	3.9	3.2
Net Gain – Equity Accounted Council Businesses	1.7	0.0
	136.8	138.3
Operating Expenditure:		
Employee Costs	48.5	52.5
Materials, Contracts & Other Expenses	49.7	50.3
Finance Expenses	0.2	0.5
Depreciation	33.8	35.0
	132.2	138.3
Operating Surplus (Deficit)	4.6	0.0
Asset Disposal & Fair Value Adjustments	5.4	0.8
Grants Specifically for New or Upgraded Assets	5.1	4.3
Physical Resources Received Free of Charge	0.0	0.0
Net Surplus (Deficit)	15.1	5.1
Other Comprehensive Income	0.0	0.0
Total Comprehensive Income	15.1	5.1

Operating Revenue

Council's total operating revenue for 2022-23 (before capital revenues) is anticipated to be \$138.3 million. Council's main source of income is rate revenue, representing 86% of Council's total revenue. Other sources include government grants, reimbursements, user and statutory charges.



Grants Subsidies and Contributions

Includes grants and subsidies from all sources, but excludes grants and subsidies specifically for new/upgraded assets. Major funding anticipated for 2022-23 relates to the maintenance of assets, community services and related activities.

Investment Income

Represents interest earned on cash reserves and surplus cash on hand during the period not immediately required. This is predicted to be negligible in 2022-23.

Statutory Charges

Represents income received for regulatory services. The fees are associated with regulating the Planning, Development and Infrastructure Act 2016, the Dog & Cat Management Act 1995, Food Act 2001 and South Australian Public Health Act 2011. Under these Acts, fees are applicable to registering dogs, assessing planning and building applications, granting of permits and licences and compliance audits. Most of these fees are determined by the State Government and are reviewed annually.

User Charges

Relate to the recovery of service delivery costs associated with the use of Council facilities. They include hire of community facilities such as ovals, halls, community centre services, and golf courses. These charges are determined by Council annually as part of the Annual Business Planning process.

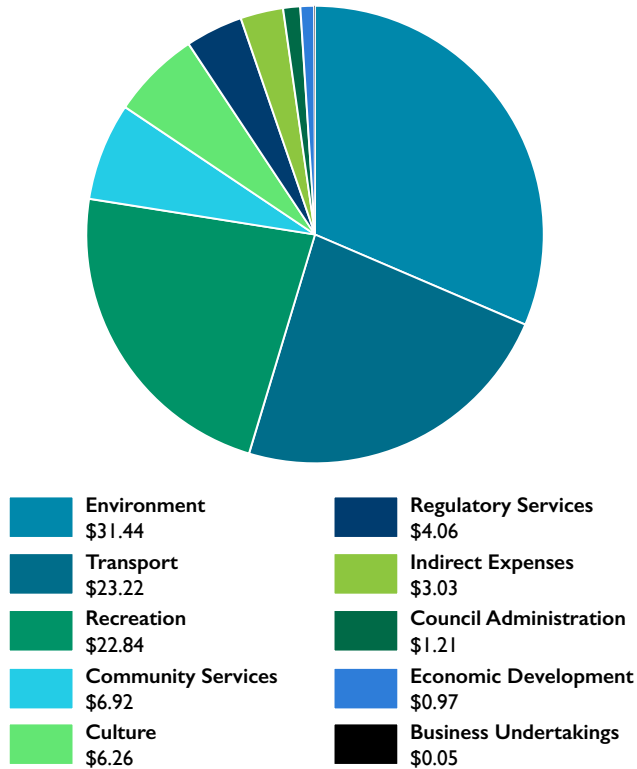
Reimbursements

Represents amounts received as payment for work done by Council acting as an agent for other government bodies, property owners, organisations and individuals. It also includes contributions received for joint undertakings.

Operating Expenditure

Council's total expenditure for 2022-23 is anticipated to be \$203.8 million. This includes operating expenditure of \$138.3 million and capital expenditure of \$65.5 million.

2022-23 Expenditure for every \$100 spent



Employee Costs

Employees are responsible for the provision of Council's key services, including the ongoing maintenance of open space areas, roads, libraries, sporting and community facilities, and health and community care, as well as many other services. Employee costs include all labour related expenses such as salaries, wages and on-costs, leave entitlements, employer superannuation and workers compensation insurance. However, the cost of temporary/agency staff is not included here.

In 2022-23, employee costs are projected to be \$4.0 million higher than 2021-22 due to the following factors:

- Enterprise Agreement increase @ Adelaide CPI (costed at 3.3%)
- Superannuation Guarantee increase from 10.0% to 10.5% from 1 July 2022
- Prudent management of staff vacancies during 2021-22
- Additional contract and permanent roles to deliver priority Council projects and services in 2022-23

Materials

Council's materials budget includes payments for physical goods such as office consumables, water, fuel, electricity, safety equipment, and infrastructure maintenance materials.

Contractors

Contractor expenditure includes payments for the provision of external services. Major areas of anticipated contractor expenditure for Council in 2022-23 include, but are not limited to: waste management, maintenance of infrastructure and building assets, temporary/agency staff, specialist resources/consultants.

Capital Expenditure

The City of PAE owns and manages a large and diverse community infrastructure portfolio with an approximate value of \$1.7 billion. These assets, including roads, footpaths, stormwater drains, community buildings, parks, reserves, plant and fleet, play a vital role in the quality of life for the local community. Council invests in the renewal and upgrade of these assets to service the community for current and future generations. Council also receives 'gifted' or 'donated' assets from developers. These assets attract ongoing operational and maintenance costs over their lifetime.

In 2022-23, we will be delivering a total capital works program of \$65.5 million, including \$40.8 million on renewal/replacement of existing assets and \$24.7 million on new/upgraded assets. The following table summarises Council's planned Capital Works Program:

Capital Expenditure	2022-23 Budget (\$m)
Infrastructure:	
Footways	2.3
Roadways	13.4
Stormwater & Drainage	14.9
Traffic Management	3.0
Commercial Activities	0.5
Foreshore	1.3
Active Sport & Recreation Reserves	7.0
Passive Sport & Recreation Reserves	4.7
Buildings & Improvements	10.1
Waste Management	0.1
Minor Plant	0.6
Major Plant & Fleet	6.8
Furniture & Equipment	0.9
	65.5

Financing the Budget

The City of PAE is currently in a very strong financial position, with capacity to invest in intergenerational asset renewal and upgrades. However, in the interests of intergenerational equity, it is important that each generation of ratepayers meets the cost of the services and community assets they consume. Borrowings are a very effective tool to deliver intergenerational equity across long-lived assets and infrastructure.

Council has historically restricted borrowing to capital expenditures and this principle is reflected in Council's Treasury Management Policy. In accordance with this policy, Council aims to manage its finances holistically. This means that Council will:

- not retain or quarantine money for a particular future purpose
- borrow funds in accordance with the projections set out in its Long-Term Financial Plan and
- apply any funds not immediately required to meet approved expenditure to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required

In order to achieve continued investment in Council's assets, and in accordance with Council's Treasury Management Policy, the budget proposes an additional drawdown of its cash advance debenture facility (CAD) to the value of \$21.9 million for the 2022-23 financial year.

The following schedule is a summary of budgeted movements in borrowings:

Borrowings	2022-23 Budget (\$m)
Fixed Debenture Loans:	
Projected Opening Balance	0.2
New Loans	0.0
Principal Repayments	0.2
Projected Closing Balance 30 June 2023	0.0
Cash Advance Debenture Facility (CAD):	
Projected Opening Balance	13.0
Net Drawdowns	21.9
Net Repayments	0.0
Projected Closing Balance 30 June 2023	34.9
Total Projected Borrowings 30 June 2023*	34.9

* excludes lease liabilities

Financial Ratios

To assist Council in meeting its objective of financial sustainability, a series of financial indicators endorsed by the Local Government Association of South Australia are maintained. The following table details these financial indicators.

Ratio	Target Range*	2021-22 Projected	2022-23 Budget
Operating Surplus Ratio	0%-15%	3.4%	0.0%
Net Financial Liabilities Ratio	35%-100%	27.1%	41.9%
Asset Renewal Funding Ratio	100%	91.0%	114.8%
Interest Payment Ratio	1%-5%	0.1%	0.4%

* Target as per LTFP 2022-31 and/or Treasury Management Policy

All financial ratios are forecast to be within their 'conservative' target ranges for 2022-23.

Operating Surplus Ratio = Operating Surplus divided by Total Operating Revenue

The extent to which the current generation of ratepayers is meeting the costs of services they are consuming. The larger the ratio the more revenue is available to fund infrastructure expenditure and/or repay borrowings.

Net Financial Liabilities Ratio = Net Financial Liabilities divided by Total Operating Revenue

Indicates the extent to which net financial liabilities of Council can be met out of a single year's operating revenue.

Asset Renewal Funding Ratio = Asset Renewal Expenditure divided by Asset Management Plan (AMP) Renewal Expenditure

Indicates the extent to which infrastructure assets are being renewed in line with AMP's, thereby maintaining service levels to the desired standard.

Interest Payment Ratio = Annual Interest Payments divided by Annual Operating Revenue

Ensures the Council only borrows to a level that results in interest costs that are reasonably manageable in relation to the Council's level of operating revenue.

Appendix I

Statement of Financial Position

	2021-22 Projected (\$m)	2022-23 Budget (\$m)
Assets:		
Current Assets:		
Cash & Cash Equivalents	0.5	0.5
Trade & Other Receivables	4.0	4.1
Inventories	0.3	0.3
Other Current Assets	0.0	0.0
	4.9	4.9
Non-Current Assets:		
Financial Assets	0.0	0.0
Equity Accounted Investments in Council Businesses	3.7	3.7
Infrastructure, Property, Plant & Equipment	1,654.3	1,680.4
Other Non-Current Assets	0.0	0.0
	1,658.1	1,684.1
Total Assets	1,662.9	1,689.0
Liabilities:		
Current Liabilities:		
Trade & Other Payables	12.8	13.1
Borrowings	1.1	0.8
Short-Term Provisions	12.0	12.2
	26.0	26.1
Non-Current Liabilities:		
Long-Term Borrowings	14.8	35.6
Long-Term Provisions	0.8	0.8
	15.6	36.4
Total Liabilities	41.6	62.5
Net Assets	1,621.3	1,626.4
Equity:		
Accumulated Surplus	867.3	884.0
Asset Revaluation Reserve	739.6	739.6
Other Reserves	14.5	2.8
Total Equity	1,621.3	1,626.4

Appendix 2

Statement of Changes in Equity

	Accumulated Surplus (\$m)	Asset Revaluation Reserve (\$m)	Other Reserves (\$m)	Total Equity 2022-23 (\$m)
Opening Balance	867.3	739.6	14.5	1,621.3
Net Surplus (Deficit) for the Year	5.1	0.0	0.0	5.1
Other Comprehensive Income	0.0	0.0	0.0	0.0
Transfers Between Reserves	11.7	0.0	(11.7)	0.0
Balance at End of Period	884.0	739.6	2.8	1,626.4

Appendix 3

Statement of Cash Flows

	2021-22 Projected (\$m)	2022-23 Budget (\$m)
Cash Flows from Operating Activities:		
Receipts:		
Operating Receipts	134.6	138.2
Investment Receipts	0.0	0.0
Payments:		
Operating Payments to Suppliers & Employees	(96.0)	(102.4)
Finance Payments	(0.2)	(0.5)
	38.4	35.3
Cash Flows from Investing Activities:		
Receipts:		
Grants Specifically for New/Upgraded Assets	2.9	4.3
Sale of Replaced Assets	0.7	0.8
Sale of Surplus Assets	0.0	4.5
Sale of Non-Current Assets Held for Sale	13.0	0.0
Payments:		
Expenditure on Renewal/Replacement of Assets	(29.1)	(40.8)
Expenditure on New/Upgraded Assets	(29.9)	(24.7)
	(42.4)	(55.9)
Cash Flows from Financing Activities:		
Receipts:		
Proceeds from LGFA Cash Advance Debenture	3.7	21.7
Proceeds from New Borrowings	0.0	0.0
Payments:		
Repayments of LGFA Cash Advance Debentures	0.0	0.0
Repayment of Borrowings	(1.4)	(1.1)
	2.3	20.6
Net Increase (Decrease) in Cash Held	(1.7)	0.0
Cash & Cash Equivalents at Beginning of Period	2.2	0.5
Cash & Cash Equivalents at End of Period	0.5	0.5

Appendix 4

Uniform Presentation of Finances

	2021-22 Projected (\$m)	2022-23 Budget (\$m)
Operating Surplus (Deficit) before Capital Amounts:		
Operating Revenues	136.8	138.3
LESS Operating Expenditure	(132.2)	(138.3)
	4.6	0.0
Net Outlays on Existing Assets:		
Capital Expenditure on Renewal/Replacement of Existing Assets	(29.1)	(40.8)
ADD Depreciation, Amortisation, and Impairment	33.8	35.0
ADD Proceeds from Sale of Replaced Assets	0.7	0.8
	5.5	(5.1)
Net Outlays on New and Upgraded Assets:		
Capital Expenditure on New/Upgraded Assets	(29.9)	(24.7)
ADD Amounts Received Specifically for New/Upgraded Assets	2.9	4.3
ADD Proceeds from Sale of Surplus Assets	0.0	4.5
	(27.0)	(15.9)
Net Lending (Borrowing) for Financial Year	(16.9)	(20.9)

Appendix 5

Capital Works Program 2022-23

SCHEDULE OF FOOTWAY CONSTRUCTION
Birkenhead - Hargrave St (Peterhead St to Roberts St; Whyte St to Wooldridge St)
Blair Athol - Fisher St (Trigg St to Audrey Ave)
Broadview - Ian St (Bruce St to Hampstead Rd)
Dry Creek - Churchill Road North Stage 2 of 3 (Parkin St to Railway Tce)
Ferryden Park - Westwood Bvd (Macghey to Lachlan St)
Gillman - Bedford St Stage 1 (Rutland St to Bus Stop 36A)
Hillcrest - Blacks Road Driveway Link (Gilles Cres to Bristol Tce)
Northfield - Stockade Botanical Park (Hoods Rd to Twin St)
Kilburn - Denver Tce (Le Hunte St to Northcote St) and Way St (Brooklyn Tce to Prospect Rd)
Kilburn - Jack Watkins Reserve
Klemzig - Linear Park Path
Klemzig - OG Rd (First St to North East Rd)
Mansfield Park - Hanson Rd (Chapman Rd to Cleve St & Dudley St to Harcourt St)
North Haven - Sir Claud Gibb St (West end to East end)
Northgate - Northgate Pde (Chafey Common to Dumfries Ave)
Northgate - Northgate Reserve
Peterhead - Clouston St (Wills St to Olive St) & Wills St (Hamley St to Victoria Rd)
Port Adelaide - Bower Cres
Port Adelaide - Gracechurch St (Clare St to Commercial Rd), Clare St (Gracechurch St to South End)
Port Adelaide - Jubilee St (Todd St to St Vincent St), St Vincent St (Jubilee St to Todd St)
Port Adelaide - Lipson St (McLaren Pde to Divett St)
Port Adelaide Enfield - Adhoc Customer Requests
Port Adelaide Enfield - Bus Stop Upgrades and DDA Compliance including Pedestrian ramps and crossings
Queenstown - Cross St (Intersection of Port Rd)
Rosewater - Ann St (McGregor Tc to Flinders St)
Rosewater - Clarke St (Duchess St to Evans St)
Rosewater - Lee Tce (Henry St to Gray)
Semaphore - Robin Road Reserve
Semaphore South - Paxton St (Whitby Ln to Military Rd)
Taperoo - Indarra St (Railway Tce to Victoria Rd)
Taperoo - Lawhill Ct (Orungal Ct to End) and Walkway (Lawhill Ct to Military Rd)
Windsor Gardens - Buckingham Ct (McKay Ave to Buckingham Ct)
Windsor Gardens - Metcalf St (Albion St to Cookes Rd)
Wingfield - Francis Rd (Wingfield to Plymouth) & Wingfield Rd (Francis Rd to Sixth St)
Wingfield - Staite St (South Tce to Paisley St), South Tce (Millers to Staite St)
\$2,301,500

SCHEDULE OF ROADWAY CONSTRUCTION

Reconstruction Program

Enfield - Clarice Ave (Main North Rd to End)
 Enfield - Corralyn Ave (Markham Ave to Ragless Ave)
 Gilles Plains - Blacks Rd (Grand Junction Rd to Dally Rd)
 Hampstead Gardens - Flint St (Frome Ave to Dyott Ave)
 Holden Hill - Kyle Rd (North East Rd to Andrew Ave)
 Holden Hill - Sutherland Rd (Dundee Ave to Lyons Rd)
 Largs Bay - Wattle St (Military Road to Hampton Cres)
 Windsor Gardens - Innes Rd, (Pellew St to Irwin St)
 Windsor Gardens - Irwin St (Innes Rd to Tallack St)

Deep Lift Program

Dry Creek - High St (Churchill Rd North to Railway Tce)
 Greenacres - Princes Rd (Birdwood Rd to Fosters Rd)
 Largs Bay - Elder Rd (Wills St to North)
 Lightview - City View Bvd (Folland Ave to The Strand)
 Lightview - East Parkway (Hampstead Rd to Fosters Rd)
 Northfield - Rowe Ave (GJ Rd to Link St & Folland to Charles St)
 Ottoway - Vernon Smith Ct (Grand Junction Rd to End (Patch Only))
 Taperoo - Gedville Rd (Military Rd to Victoria Rd)
 Woodville Gardens - First Ave (Hanson Rd to Hookings Tce)

Reseal Program

Alberton - Station Pl (Torrens Rd to End)
 Croydon Park - Alvis Rd (Regency Rd to Essex Cres)
 Croydon Park - Charron Rd (Hotchkiss Cres to Overland Rd)
 Croydon Park - Lancia Rd (Hotchkiss Cres to Overland Rd)
 Croydon Park - Talbot St (Itala Ave to Overland Rd)
 Enfield - Tindall Rd (Turnbull Rd to Gove Rd)
 Enfield - Turnbull Cres (Turnball Rd to Turnball Rd)
 Enfield - Turnbull Rd (Durand Tce to Tindall Rd)
 Exeter - Sidoli St (Wellington St to First Bend)
 Ferryden Park - Wright St (Warren St to Orkney St)
 Ferryden Park - York Tce (Third Ave to Lachlan St)
 Greenacres - Karoomba Ave (Wootten St to Mullers Rd)
 Greenacres - Kilner Rd (Redward Ave to Princes Rd)
 Hampstead Gardens - Dyott Ave (Kirby St to Elm St)
 Hampstead Gardens - Falcon Ave (The Parkway to Orlando Ave)
 Hampstead Gardens - Frome Ave (Ways Rd to The Parkway)
 Hampstead Gardens - Hope St (Ways Rd to End)
 Hampstead Gardens - Leroy St (North East Road to Dyott Ave)
 Hillcrest - Burdekin Ave (Macquarie Ave to Napier St)
 Hillcrest - Delhi Ave (Patricia Ave to Beatty Ave)
 Hillcrest - Gascoyne Ave (Macquarie Ave to Hood St)
 Hillcrest - Hood St (Flinders Rd to Patricia Ave)
 Hillcrest - Napier St (Norseman Ave to Burdekin Ave)
 Klemzig - River St (Second Ave to First Ave)
 Largs Bay - Alexander St (Esplanade to Military Rd)
 Largs Bay - Hampton Cres (Military Rd to Wattle St)
 Largs Bay - Hannay St (Esplanade to Military Rd)
 Largs North - Marloo St (Wandilla St to Willochra St)
 Largs North - Wandilla St (Riverina St to Mersey Rd)

Largs North - Wyreema St (Riverina St to Warilda St)
Mansfield Park - June St (Wilson St to Chapman Rd)
Northfield - Druce Ave (Thompson Ave to End)
Northfield - Hawke St (Northfield Rd to Glenburnie Ave)
Northgate - Bishop Pl (Shiers Ave to Abingdon Way)
Northgate - Bremerton Way (Mornington Tce to Vickers Vimy Pde)
Northgate - Butler Gr (Vickers Vimy Pde to Brookfield Cct)
Northgate - Cranbourne Cl (Westbrook Tce to Mornington Tce)
Northgate - Westbrook Tce (Cranbourne Cl to Leopold Ave)
Oakden - Ascott Pl (Annesley St to End)
Oakden - Mottistone Ct (Petworth St to End)
Oakden - Sussex Ct (Oxford St to End)
Oakden - Tappa Ct (Whistler Dr to End)
Ottoway - Allenby Rd (Grand Junction Rd to Eastern Pde)
Ottoway - Pearce St (Agnes St to Mildred Ave)
Ottoway - Rosewater Tce (Grand Junction Rd to Eastern Pde)
Peterhead - Alfred St (Hargrave St to Olive St)
Queenstown - Victoria St (Portland Rd to Old Port Rd)
Queenstown - Webber St (Port Rd to Spring St)
Rosewater - Bridges St (Neptune Tce to Florence Tce)
Rosewater - Chad St (Canning St to Newcastle St)
Rosewater - Florence Tce (Jenkins St to Bend)
Semaphore South - Anne St (Jervois Rd to Paxton St)
Valley View - Audrey Cres (Rosemary St Rd to Lindsay Ave)
Valley View - Carolan Cres (Forrest Ave to Rhoda Ave)
Valley View - Cornell Ave (Forrest Ave to Vale Ave)
Valley View - Forrest Ave (Carolan Cres to O'Loughlin Rd)
Valley View - Geoffrey Ave (Vale Ave to 22/27a)
Valley View - Nanette Rd (Audrey Cres to Lindsay Ave)
Valley View - Novak Cr (O'Loughlin Rd to End)
Valley View - Rhoda Ave (Carolan Cres to Cornell Ave)
Valley View - Thomas Turner Reserve Internal Rd
Wingfield - Hill Rd (Grand Junction Rd to Morgan St)
Rejuvenation Program
Various
\$13,370,200

SCHEDULE OF STORMWATER AND DRAINAGE CONSTRUCTION

Adhoc outside of maintenance budget design and construction (including Stormwater upgrade associated with road program upgrades)
All catchments water quality study
Baker St, Port Adelaide - construct new storm pipe
Barker Inlet Tidal Gates Upgrade
Design of upgrades to HEP Channel
Design of upgrades in Talbot Rd, Croydon Park
Divett Place, Alberton - replace existing culvert
Dover Street (Carry Over from 2021-22)
Dry Creek - Geraldine St Stormwater Upgrade
Hart St Pump Station Upgrade (Carry Over 2021-22)
Hart St - Programming Upgrades
Jetty Rd Drainage Construction - Pump Station Upgrade Design (Carry Over 2021-22)
Lefevre - Hamilton Ave Pump Upgrade
Lefevre - Kolapore Ave - Construction of Basin
Lefevre - Mersey PS Catchment Study
Lefevre - Wigley St to Military Rd Lateral Drain upgrade
Mersey Rd - Replace Pumps & Valves #4 & #5
Midlunga Pump Station (Carry Over 2021-22)
NAE State Sports Park Basin and Outlet Detailed Design (Carry Over 2021-22)
NAE - Upgrade concrete channel - Outlet to railway reserve
New and Upgrades of Soakage Pits as required (Walcot St)
New Haven (Carry Over from 2021-22)
Port Rd Queenstown (Paraker to Bishops Ave)
PRE - Wilson St, Queenstown - Drainage upgrade
PRE Hack St - Quebec St Lateral Drain Upgrade
Review of existing and opportunities study (water Reuse)
Torrens River Stormwater Management Plan Design (Carry Over from 2021-22)
TRDA - GPT upgrade Design
TRDA - Eastern Parade - Detailed Design investigation Channel Side Walls
Various - Rising main inspections
Water Sensitive Urban Design Projects
Wellington Street Upgrade Pump Station & GPT Design (Carry Over from 2021-22)

\$14,928,300

SCHEDULE OF TRAFFIC MANAGEMENT CONSTRUCTION

All Traffic Control Hazardous Locations
Enfield North and Central LATM
Manningham, Hampstead Gardens, Hillcrest & Gilles Plains (ie 5086) LATM
Integrated Transport Strategy
Narrow Streets implementation
Holden Hill, Klemzig, Windsor Gardens LATM
Walking & Cycling Plan
Way to Go Programme and school safety improvements

\$3,000,000

SCHEDULE OF COMMERCIAL ACTIVITIES CONSTRUCTION

Glanville Golf Course - Repair irrigation bores
Regency Park Golf Course - Car Park Lighting
Regency Park Golf Course - Netting Replacement (Carry Over 2021-22)
Valley View Golf Course - Fencing
\$483,000

SCHEDULE OF FORESHORE CONSTRUCTION

Largs Foreshore (Union - Walcot) - Shared Use Path Lighting
Largs Foreshore (Everard - Anthony) - Irrigation Upgrade
Semaphore Foreshore - Master Plan
Semaphore Foreshore (North Palais) - Playspace Design
Semaphore Road / Timeball Tower - Wall Remediation
Semaphore South (Opp. Arthur St) - Playspace & Shadesail Upgrade
Taperoo Foreshore - Open space, Header Tank & Irrigation Design
\$1,305,000

SCHEDULE OF SPORT & RECREATION (ACTIVE) CONSTRUCTION

Blair Athol Reserve - Playspace Rubber Softfall Replacement
Brian Lehmann Reserve - Court Reconstruction
Dry Creek Reserve - Carpark, Lighting & Fencing Upgrade
Eastern Parade Reserve - Playspace Rubber Softfall Replacement, Enlarge Half Court & New Interchange Bench
Eric Sutton Reserve - Playspace Rubber Softfall Replacement
George Crawford Reserve - Court Reconstruction & Sports Lighting Upgrade
Gepps Cross Reserve - Irrigation Design
Gepps Cross Reserve - Playspace Rubber Softfall Replacement
Greenacres Reserve - Playspace & Rubber Softfall Replacement
Greenacres Reserve - Tennis Courts, Lighting, Half Court Upgrade & Cricket Nets (Carry Over 2021-22)
John Hart Reserve - Netball Sports Lighting Design
Klemzig Reserve - Playspace Rubber Softfall Replacement
Largs Reserve - Sports Lighting Upgrade & Design Northern Tennis Court Upgrade
LeFevre Recreation Reserve - Netball Court Upgrade, Alteration of Lighting Controls & Adjustable Basketball Hoop
Lois Bell Reserve - Irrigation Design
Nazer EP Reserve - Replace Perimeter Fencing/Upgrade Baseball Fencing (Carry Over 2021-22)
Nazer EP Reserve - Masterplan
Nazer EP Reserve - Upgrade Irrigation (inc. bore pumps, mainline & shed) (Carry Over 2021-22)
Paringa Street Reserve - Reserve Upgrade
Peter Cousins Reserve - Playspace Rubber Softfall Replacement
Port Adelaide Reserve - Sports Lighting Design
Port Adelaide Reserve - Cricket Nets
Polonia Reserve Playground (Carry Over 2021-22)
Polonia Reserve - Open Space, Landscaping, New Playspace, Fencing (Carry Over 2021-22)
Rushworth Reserve - Carpark Facilities Review & Detailed Design. Playspace Removal.
Semaphore Bowling Club - Largs Reserve - Carpark Upgrade
St Albans Reserve - Half Court Upgrade
St Albans Reserve - Irrigation Upgrade
\$6,965,700

SCHEDULE OF SPORT & RECREATION (PASSIVE) CONSTRUCTION

Alberton Primary School - Playground

Bristol Terrace - Irrigation Design

Carlson EA Reserve - Reserve Development (Carry Over 2021-22)

Conrad Leopold Reserve - Fountain Replacement

Emerald Park - New Fencing, Shelter & BBQ

Fotheringham/Catherine Hutton - Irrigation Upgrade

Francis St Reserve - Irrigation Upgrade

Haddington Reserve - Embankment Stabilisation

Hart St Roundabout - Landscaping

Jack Watkins Reserve - Design & Consult Playspace & Fitness Upgrade

Joyce Snadden Reserve - Playspace Consultation & Design

Linear Park - Public Lighting Upgrade Stage 3 (Carry Over 2021-22)

Mapleton Reserve - Playspace Upgrade

Meyer reserve - Playspace & Fitness Rubber Softfall Replacement

Morton JS Reserve - Playspace Removal & Remediation

Multiple Passive Reserves - Signage Upgrade (Carry Over 2021-22)

Northgate Reserve - Playspace & Boardwalk Upgrade

New Port Quays - Landscape & Irrigation Upgrade (Parri Crescent & Yelta Court)

Rogers ESP - Reserve Upgrade (Including Playspace, Half Court & Irrigation) (Carry Over 2021-22)

Roy Amer Reserve - Playspace Upgrade

Stockade Botanic Park - Waterfall Upgrade & Memorial

Strathfield Median - Landscape Upgrade

Walkley Heights Reserve - Playspace Upgrade

\$4,660,800

SCHEDULE OF BUILDINGS & IMPROVEMENTS CONSTRUCTION

Aboriginal Cultural Centre
Blair Athol Reserve Clubrooms - Air-Conditioning Replacement (Carry Over 2021-22)
Civic Centre Compliance & Fitout Replacement Works Stage 1 of 5
Combined Districts Dog Obedience Club Inc - Remove Shed (Birkenhead Reserve)
Company Square Toilet Relocation
Dry Creek Reserve Clubrooms - Air-Conditioning Replacement (Carry Over 2021-22)
Duncan Fraser Reserve - Upgrade Changerooms (scope and design)
Duncan Fraser Reserve - New Toilet
Dynamic Gymnastics - Toilet Upgrade
Enfield City Soccer Clubrooms - Painting, Glass Replacement, Tiles & Repairs (Rushworth Reserve)
Enfield Community Centre - Remediate Kitchen Floor Movement & Wall Cracking (Carry Over 2021-22)
Enfield Library - Replace Glass Wall with Fire Rated Wall
George Crawford Hall - Windsor Gardens - Replace Heating (Carry Over 2021-22)
Gepps Cross Reserve Clubroom (Carry Over 2021-22)
Greenacres Reserve New Club Rooms - Construction
John Hart Reserve - Toilet Refurbishment
Kilburn Depot Refuel area - Repainting of Shelter, Paint and Realign Gutters
Kilburn Depot - Install New Gas Heating in Workshop
Klemzig Reserve - Change Room Upgrade (scope and design)
Largs Foreshore Public Toilet (Carry Over 2021-22)
Largs Reserve - Change Room Upgrade (scope and design)
Largs Reserve - Semaphore Bowling Club
Oakden - Records Archives - Harry Wierda Reserve - Air-Conditioning Replacement (Carry Over 2021-22)
Polonia Reserve - New Toilet
Port Adelaide Library - Upgrade Lift and Upstairs Refurbishment
Port Adelaide Library - Replace Glass Wall with Fire Rated Wall
Port Adelaide Black Diamond Square - New Toilet
Port Adelaide Reserve - Rugby Clubrooms - Air-Conditioning Replacement (Carry Over 2021-22)
Port Adelaide Reserve - Shed Replacement (Alan Iversen Reserve)
Rushworth Reserve Clubrooms - Air-Conditioning Replacement (Carry Over 2021-22)
Smith E Reserve - Greenacres Football Clubrooms Grand North Refurbishments Providing 2 Change Rooms including Social Club Storage Shed Relocation (Carry Over 2021-22)
Thomas Turner Reserve (East) - Toilet/Change Room Roof Replacement
TK Shutter Reserve - Change Rooms - Construction
Water & Energy Efficiency Projects
\$10,145,000

SCHEDULE OF WASTE MANAGEMENT CAPITAL

New Waste Bins
New Green Waste Bins
New Recycling Bins
\$118,200

SCHEDULE OF MINOR PLANT CAPITAL

Minor Plant Capital Purchases

\$588,000

SCHEDULE OF MAJOR PLANT & FLEET CAPITAL

Plant and Machinery Replacement Purchases (before trade in)

\$6,797,300

SCHEDULE OF FURNITURE & EQUIPMENT CAPITAL

Furniture & Equipment Purchases

Data Processing Furniture & Fittings

Visitor Info Centre Furniture & Fittings

Enfield Library Furniture & Fittings

Parks Library Furniture & Fittings

Port Adelaide Library Furniture & Fittings

Semaphore Library Furniture & Fittings

\$854,500

Appendix 6

Valuation & Rating Policy

1 Valuation Methodology and Adoption

- 1.1 Council uses Capital Value as the basis for valuing land within the Council area. Capital Value is the value of the land and all of the improvements on the land. The Council continues to adopt the capital valuations distributed by the Valuer-General for residential property, and for all other properties using Council's in-house professional valuers. Valuations from both sources are adopted as at 1st of January in the rating year.

2 Differential General Rates

- 2.1 All land within the council area, except for land specifically exempt under Section 147 (2) of the Local Government Act 1999 ('the Act') is rateable. The Act provides for a council to raise revenue through a general rate, which applies to all rateable land, or through differential general rates, which differentially apply to classes of rateable land. Council uses a differential rating system to raise revenue based upon Land Use to ensure a fair and equitable distribution of rates within the City of Port Adelaide Enfield. In applying this approach Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories.
- 2.2 The differential general rate Land Use categories are as follows:
 - Category 1 - Residential
 - Category 2 - Commercial – Office
 - Category 3 - Commercial – Shop
 - Category 4 - Commercial – Other
 - Category 5 - Industry – Light
 - Category 6 - Industry – Other
 - Category 7 - Primary Production
 - Category 8 - Vacant
 - Category 9 - Other
 - Category 10 - Marina Berths

These differential rates will be used to determine the rates in the dollar for all properties within the City of Port Adelaide Enfield area for the financial year. These rates will be specified in Council's rate declaration for each financial year.

3 Minimum Rate

- 3.1 A minimum amount payable by way of general rates is determined to apply to the whole of an allotment (including land under a separate lease or licence) and only one minimum amount is payable in respect of two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier. The Minimum Rate to apply to properties within the City of Port Adelaide Enfield will be detailed in Council's rate declaration for each financial year.

4 Regional Landscape Levy

- 4.1 The Council, under the Landscape South Australia Act 2019, is required to collect this levy. It does so by imposing a separate rate for all rateable properties within the Council area. For each financial year, the levy for each property will be determined by using the calculation below:

Total Capital Value divided by the Total Amount Required (set for the financial year by the Green Adelaide Board). This determines an appropriate rate in the dollar, and this rate in the dollar will then be applied to each property.

The Council does not retain any of the revenue raised by way of the separate rate or determine how the Board spends the funds.

5 Payment of Rates

- 5.1 The due date for payment of rates will be detailed in Council's rate declaration for each financial year. Typically, these will be by four instalments, due on 1 September, 1 December, 1 March and 1 June. However, the total amount of rates may be paid in full at any time.

- 5.2 Council has determined that rates may be paid by the following methods:
- Internet - Council's home page www.cityofpae.sa.gov.au
 - BPAY - Telephone or internet payments
 - Centrepay - Deductions directly from Centrelink payments
 - Direct Debit - Direct from either a Cheque or Savings account
 - In person - At Council Offices
 - Australia Post - Post Office, Telephone, or Internet
 - Telephone - 8405 6600
 - By Mail - City of Port Adelaide Enfield, PO Box 110, Port Adelaide 5015

6 Late Payment of Rates

- 6.1 Council imposes an initial penalty (a fine) of 2% as prescribed under the Act on any instalment that is received after the due date. A further interest charge (at the prescribed interest rate) will be applied at the end of each month thereafter on any balance (including fines and interest) that remains unpaid.
- 6.2 When the Council receives a payment in respect of overdue rates the Council applies the money received in the order set out below in accordance with Section 183 of the Act:
- 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 debt first).

7 Mandatory Rebates

- 7.1 Council will grant mandatory rate rebates at the prescribed rate in accordance with Sections 160 to 165 of the Act:
- S160 – Health Services 100% Rebate
 - S161 – Community Services (Including Housing Associations) 75% Rebate
 - S162 – Religious Purposes 100% Rebate
 - S163 – Public Cemeteries 100% Rebate
 - S164 – Royal Zoological Society of SA 100% Rebate
 - S165 – Educational Purposes 75% Rebate

- 7.2 Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly. Where the Council is not satisfied based upon the information in its possession or otherwise does not hold relevant information it will require the person or body to provide evidence to confirm their eligibility for a rate rebate.
- 7.3 Where a person or body is entitled to a mandatory rebate of 75 percent, the Council may, pursuant to Section 159 (4) of the Act, and at Council's absolute discretion, increase the rebate to greater than 75 percent. The Council may grant a higher rebate upon application, or on its own merit. In either case, the Council will take into account those matters set out in this policy and other matters considered relevant to the application.

8 Discretionary Rebates

- 8.1 A discretionary rate rebate may be granted by the Council at its absolute discretion up to and including 100 percent relief pursuant to Section 166 of the Act.
- 8.2 Any person or body seeking a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any additional information the Council may reasonably require. First time applicants can request a form via email or on Council's website.
- 8.3 The Council will advise an applicant for a rebate of its determination of that application in due course, after receiving the application and receiving all information requested by Council. The advice will state:
- If the application has been granted, the amount of the rebate; or
 - If the application has not been granted, the reasons why.

- 8.4 Consideration of discretionary rebates will examine matters relevant including, but not limited to:
- Whether the applicant is public sector body, a private not-for-profit body, or a private for-profit body;
 - The specific sub-section of the Act under which an application is made;
 - Why there is a need for financial assistance in the form of a rates rebate;
 - The level of rebate being sought and why it is appropriate;
 - Whether the applicant is in receipt of or is eligible for a community grant;
 - Consideration of the full financial consequences of the rebate for Council;
 - The community need that is being met by activities carried out on the land;
 - The extent to which activities provide assistance to the relief of disadvantaged persons;
 - The range of community services the applicant is providing within the Council area;
 - Services and/or facilities provided by groups being open for broad community use and not restricted to individuals or small groups;
 - The ratepayer's ability to pay and fairness of rates distribution that ensures an equitable approach is taken with the community;
 - The financial position of the applicant;
 - The extent of financial assistance, if any, being provided to the applicant and in respect of the land by Commonwealth or State agencies;
 - Any other matters and policies of the Council, which the Council considers relevant.

8.5 All persons or bodies wishing to apply to the Council for a discretionary rebate of rates must do so on or before 1 May in the financial year for which the rebate is sought.

8.6 The Council may grant a rebate of rates on such conditions as the Council thinks fit.

9 Lapse of Entitlement for Rebates

9.1 The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.

9.2 Where an entitlement to a rebate of rates ceases

or no longer applies during the course of a financial year, the Council will recover rates at a proportionate amount relating to the remaining part of the financial year as entitled under the Act and provide the applicant with a revised Rates Notice and letter advising of action taken.

10 Eligibility Review

10.1 Council will periodically issue a questionnaire survey to rebate recipients to confirm the applicant still meets the eligibility criteria. Should the questionnaire not be returned, the rebate for the following year may no longer be provided, at Council's discretion.

11 Rate Remission or Postponement (Hardship)

11.1 Council may postpone or remit rates in whole or part under Section 182 (1) of the Act if satisfied on the application of a ratepayer that payment would cause hardship.

11.2 The Council has an absolute discretion to:

- Allow or decline postponement, remission of rates, service charges or a payment arrangement; and
- Determine the amount of any such postponement, remission of rates, service charges or a payment arrangement.

11.3 A ratepayer experiencing financial hardship may submit an application in writing to the Council's Team Leader Property & Rating, with sufficient information to enable an objective assessment of the individual circumstances. The supporting information will need to substantiate the ratepayer is currently experiencing financial hardship. The Council treats any such information confidentially.

11.4 The amount of any rate remission granted will not be greater than the difference between the minimum rate and the amount of rates raised. The Regional Landscape Levy is payable in full.

12 Rate Postponement (Seniors)

12.1 An application may be made to Council by ratepayers who meet the criteria required for qualification for postponement of rates under Section 182A of the Act. The following criteria applies:

- the person is a prescribed ratepayer, or is the

domestic partner of a prescribed ratepayer; and

- the rates are payable on land that is the principal place of residence of the prescribed ratepayer; and
- the land is owned by:
 - the prescribed ratepayer; or
 - the prescribed ratepayer and his or her domestic partner (and no other person has an interest, as owner, in the land); and
- the application must be made in the prescribed form and be accompanied by such information as the Council may reasonably require; and
- the account must be current (i.e. there are no arrears).

12.2 Where a postponement of rates is granted, the postponement will only apply to the value of annual rates more than \$500. The first \$500 of annual rates must be paid in accordance with Section 182A of the Act.

12.3 Interest will still accrue on postponed amounts at the prescribed interest rate. However, fines will not be imposed, if the terms of the arrangement are honoured by the ratepayer.

13 Deceased Estates

13.1 Council will remit fines and interest for a period of twelve (12) months from the 'date of death' recorded on the death certificate, except in the circumstances where a property is held jointly with a person(s) or body.

13.2 Council are unable to obtain the death certificate on behalf of a ratepayer. On this basis, the death certificate must be provided to Council by the Executor of the Estate before the remission can take place. Extensions over the initial 12 month period may be granted upon receipt of a written request from the Executor, and will be considered on its merits.

14 Sale of Land for Non-Payment of Rates

14.1 Section 184 of the Act provides that a Council may sell any property where the rates have been in arrears for three (3) years or more and a payment plan is not in place or is not being adhered to. Where Council has followed its debt treatment plan and determines, as a last resort, to pursue the sale of a property due to

non-payment of rates, Council will notify the land owner of its intentions if payment of the outstanding amount is not received within one month.

14.2 Council recognises that there are circumstances where property owners are unable to make rate payments. This may include but not be limited to:

- Health or social issues;
- Financial hardship;
- The owner is awaiting sale or settlement of the property.

14.3 Where Council is satisfied there are legitimate circumstances for the non-payment of rates, action to sell a property in accordance with Section 184 of the Act may be paused or discontinued at the absolute discretion of Council.

15 Elected Member Communication

15.1 Elected Members will be provided appropriate notification when Section 184 is enacted by the Chief Executive Officer, to ensure transparency in the recovery process.

16 Definitions

Ratepayer - a person who is responsible for amounts of rates levies, fees, or other charges due and payable to the Council and appears in the assessment record as the owner or occupier of a rateable property.

Prescribed Ratepayer - a ratepayer who is the holder of a current State Seniors Card or a person eligible to hold such a card who has applied but is yet to be issued with a card.

Hardship - refers to a person or body experiencing a lack of financial means that may be temporary or ongoing that has been substantiated by provision of relevant supporting evidence. A situation where a person chooses not to meet a liability for an unpaid debt is not considered to be hardship.

Remission - a reduction of the rates amount to be paid or the return of part or all of an amount of rates pursuant of Section 182 of the Act.

Mandatory rebate - a rebate which has been applied under Sections 160 to 165 of the Act.

Discretionary rebate - a rebate which has been applied under Sections 166 of the Act.

Not-for-Profit organisation - an organisation that does not operate for the profit, personal gain or other benefit of particular people (for example, its members and the people who run it, or their friends or relatives).



Draft Annual Business Plan 2022-23

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