

ANNUAL BUSINESS 2020 PLAN AND BUDGET 2021

Adopted 14 July 2020



CITY OF
Port Adelaide Enfield



KAURNA ACKNOWLEDGMENT

We acknowledge and pay respect to the Traditional Owners of the land on which we stand, the Kurna 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 and present and emerging.

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

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ECONOMY

COMMUNITY

ENVIRONMENT
& HERITAGE

PLACEMAKING

LEADERSHIP

Front Cover: Port Adelaide Fringe, Port Adelaide

Back Cover: Overlooking the North East of our City

MAYOR'S FOREWORD

Welcome to City of Port Adelaide Enfield's 2020-2021 Annual Business Plan and Budget, that has been developed to reflect our vision of a City that values its diverse community, embraces change through innovation, resilience and leadership.

We recognize that COVID-19 has had a major impact on the health and living pressures of our residents and businesses, so we acted swiftly to provide assistance for those facing hardships with increased support services for our aged and most vulnerable residents, financial support for rate relief, a rent free period for all Council owned facilities, and the establishment of a business task force to support local businesses and local jobs.

We are now addressing the time when Federal and State Government restrictions are lifting, and new reforms announced. We have included in this budget \$2.4m to lead our recovery and set our future direction as a vibrant and resilient City with even stronger community connections. We want you to tell us what support you require so we can direct these funds to where they will make the greatest difference.

Having a recovery plan in place is vital for our future. It means we can reinvigorate our businesses to provide the experiences, activities, support and services that our community need to go about their daily lives safely and as soon as possible. This includes attracting private investment, establishing training programs and seeking new partnerships with State and Federal Government to help deliver

some major infrastructure projects that have previously been considered but shelved because of funding limitations.

We have considered the optimum budget to do this successfully and set a modest overall average rate increase of 1.5%, which continues to be the lowest rate in metropolitan Adelaide. This is a disciplined and careful approach to keeping our rates as low as possible, while delivering the most appropriate and sustainable programs, services and infrastructure that our community needs, especially over the next 12 months.

This budget will also ensure that we deliver a number of key infrastructure projects that will benefit PAE for years to come.

These projects include the collaborative delivery of a Materials Recovery Facility to grow our green and circular economy industries and create opportunities for waste minimisation; commencement of the \$7 million Regency Park sporting facility; \$2.5 million for changeroom facility upgrade at LJ Lewis, and Eastern Parade Reserves; \$2 million streetscape upgrade at Prospect Road, Kilburn; delivery of eight new playgrounds across PAE, and the planting of over 2,500 trees along streets, in hot spots and public places to increase our tree canopy coverage.



We will be delivering over \$58.9 million in capital works including roads, footpaths, traffic plans and stormwater management, with \$25.7 million to be spent on new infrastructure and \$33.2 million spent on replacing assets. This includes \$5.5 million for significant storm water and drainage works at North Arm East and Dover Street, Blair Athol. Our capital works program will not only continue to maintain our City's liveability, but also help stimulate the economy and create jobs.

The next twelve months are crucial for PAE. We all have an important role in coming together to shape our future through support, collaboration and innovation.

We have thought carefully about the needs of our diverse community, not only over the next twelve months, but also further into the future. We will work in partnership with you to emerge as a stronger and more sustainable City.

I want you to be part of our future, and to be proud to live, work and play in the new, reinvigorated PAE.

Mayor Claire Boan

THE ANNUAL BUSINESS PLAN AND BUDGET

The Annual Business Plan and Budget (ABPB) is our statement of the programs, activities and outcomes we plan to deliver with and for our community in the coming financial year. The ABPB defines the continuing services, programs and strategic directions embodied in our City Plan, Strategic and Operational Plans and the Long Term Financial Plan (LTFP).

In accordance with legislation, the ABPB includes:

- an outline of our objectives for next financial year, the priorities to be undertaken to achieve those objectives, with financial and non-financial performance measures against these objectives;
- an assessment of the financial requirements for the year and summarises the proposed operating expenditure, capital expenditure and sources of revenue;
- the rates structure and policies;
- an account of the long-term financial plan and relevant issues relating to management and development of major assets.

COMMUNITY ENGAGEMENT SUMMARY

Between 18 May to 15 June 2020 we sought feedback from the community on our draft Annual Business Plan and Budget 2020-2021. Given the current challenges with social distancing, the majority of consultation was conducted online and through the distribution paper based material via the post.

While responses are lower than in previous years ABPB consultation, given the restrictions of COVID-19 it was pleasing to see significant number of community members investing time and effort to provide feedback to the draft document. Throughout the consultation process we heard from a total of 172 community members who provided their submissions in a variety of methods which include:

- Email (21)
- Postcards (70)
- Via elected member consultation (22)
- Have Your Say PAE webpage (59)

Community feedback and submissions have been very robust with people sharing their stories, appreciation for Council and feedback on how we can improve. Some of the key themes are provided below:

Parks and Gardens (59 submissions)

59 out of the 172 submissions (34%) concerned Parks and Gardens.

Submissions mainly focused on request for maintenance of specific verges, parks and playgrounds as well as our foreshore, including increased tree planting across the City.

Some of submissions are already being addressed as community requests while others are covered in our capital works program.

Roads and Infrastructure (48 submissions)

Feedback relating to traffic and maintenance issues on specific roads, footpaths and other infrastructure continues to be a key submission theme this year. 48 out of the 172 submissions (28%) concerned

Infrastructure. Submissions included concerns on road safety and requests for traffic management improvements, parking issues and footpath repairs. Some of the submissions regarding infrastructure are already being addressed as community requests, while others are covered in our capital works program and traffic management plans.

City Development (42 submissions)

42 out of the 172 submissions (24%) concerned City Development. These submissions are a combination of suggestions for more support on small business post-COVID-19, protection of our heritage properties as well as concerns on the increasing number of re-development (small property blocks).

Council has been very busy supporting businesses during the quarantine period and will be reviewing the Economic Development Plan in 2020-2021, while heritage protection continues to be a key priority in the City Plan 2030.

Proposed Rate Increase (22 submissions):

It should be noted that only 22 submissions out of the 172 (13%) commented on the proposed rate increase. Of the 22 submissions received 2 were in support of the 1.5% increase. The 20 submissions against the proposed rate increase cited concerns regarding the financial impact of COVID-19 to ratepayers.

The breadth and detail provided by our community has been extensive. These feedback provided valuable information for Council to consider before final Plan was adopted.





COVID-19 RECOVERY FRAMEWORK

Council will play a critical role in the City's COVID-19 recovery, prioritising the health and wellbeing of our community.

Our recovery will include cultural, social, environmental, and economic wellbeing elements which contribute to our overall wellbeing.

We will seek to identify opportunities where we can emerge as a stronger and more resilient community.

A Recovery Fund of \$2.4 million has been included in the 2020-2021 budget to help us deliver support where it is most needed over the next 12 months. Council has developed this framework to outline the key areas where we will focus recovery efforts and the immediate projects and actions.

GUIDING PRINCIPLES

Our recovery will consider cultural, social environmental and economic elements which impact on our overall wellbeing.

- Understand the context
- Recognise complexity
- Use community led approaches
- Coordinate all activities
- Communicate effectively
- Recognise and build capacity



OUR 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

CITY PLAN 2030

The City Plan 2030 captures and presents the vision and aspirations for PAE and encapsulates what we believe is important for our future development. Our Plan is organised under five main themes: Economy; Community; Environment & Heritage; Placemaking; and Leadership. Each theme has an outcome statement; strategies and outlines what Council will deliver to achieve on each outcome statement.

The City Plan is underpinned by a suite of Strategic, Financial and Asset Management Plans which have more detailed objectives and activities to ensure we are sustainable long term. A full list of our Plans can be found on Council's website www.cityofpae.sa.gov.au/plans

OUR PLANNING FRAMEWORK

Council's Strategic Management Framework, illustrated in the diagram (to the right), demonstrates how our Plans connect together to deliver on our Vision. We will undertake regular performance reporting and reviews of our Plans to ensure we deliver on our commitments and are accountable to you, our Community.

The ABPB is an essential part of the Strategic Management Framework outlining how Council will deliver on its Vision.

MONITORING AND REPORTING

Consistent with our commitment on delivering this plan and budget we will consciously keep track of our progress and report back to you, our community through quarterly reviews.

At the end of the financial year, we will produce an annual report – a summary of what has been achieved in the year. This is a legislated requirement and provides information to the community on what services, facilities and programs we are delivering for rate payers, residents and visitors.

OUR VISION

A City that values its diverse community and embraces change through innovation, resilience and community leadership



OUR CITY AT A GLANCE



9,412^{ha}



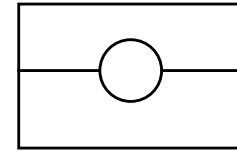
total land area

127,740



estimated resident
population

2.3%



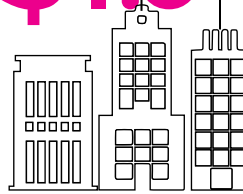
aboriginal and torres
strait islander population

40,372



residents born
overseas

\$1.6^b



assets managed

9,054



businesses

80,637



local jobs

\$9.34^b



gross regional product

25,051^t



general waste
collected

EXTERNAL OPPORTUNITIES AND CHALLENGES

In developing our ABPB we not only look at our internal environment but more broadly at external political, social, economic, technological and environmental challenges and opportunities. This Plan has been shaped by the following opportunities and challenges:

COVID 19

The COVID-19 pandemic has had a devastating impact globally and locally. Council will continue to respond to COVID 19 and play a pivotal role in the recovery stage, seeking to provide hardship support, stimulate the economy and build community resilience and connections.

ECONOMY

PAE has a gross regional product of \$9.34 Billion which has shown a steady increase over time. It represents over 10% of Greater Adelaide's GDP. PAE is home to a significant amount of strategic economic infrastructure including port facilities, industrial land, commercial and retail areas and tourism assets. The biggest area of economic growth in recent years has been in defence related industries, based predominantly on the Lefevre Peninsula. Council in 2020-21 will seek to secure local jobs within the defence chain. Council will also seek to maximise the opportunities within the circular economy as we build a Materials Recovery Facility for the region.

CULTURALLY DIVERSE COMMUNITY

PAE is culturally rich with an increasing proportion of people born overseas (33%) with some areas such as the Parks having up to 50% overseas born. Almost one third speak a language other than English at home. PAE also has a higher proportion of persons from Aboriginal and Torres Strait Islander community representing 2.3% of the community compared to only 1.4% for Greater Adelaide. This adds to our cultural richness but also presents challenges in service provision and community engagement. Council will continue to strive to connect with our Culturally and Linguistically Diverse and Aboriginal and Torres Strait Islander communities to ensure equity in service provision and that their voices are heard.

TECHNOLOGY

Technology continues to provide opportunities in the way we manage operations, deliver services and develop our City. Council will invest in technology to build our capability in online engagement and use of data to inform decisions. In planning new infrastructure we will consider future transport modes which will include electric cars and driverless vehicles.

PLANNING REFORM

The State Government is in the process of undertaking significant legislative reform to the Planning system. The changes will impact on the City's urban development, heritage and environmental protection. Council will advocate for a new planning code which protects our heritage and seeks to minimise negative impacts of urban infill such as parking and access to open space.

LOCAL GOVERNMENT REFORM

State Government is undertaking Local Government reform which seeks to strengthen transparency and accountability, drive efficiency and deliver good governance. As a Council we will continue to play an active role in this reform, advocating for changes which deliver increased public value.

WASTE MANAGEMENT

China Sword and changes in the national recycling and waste management markets is requiring councils to innovate. Council, in collaboration with the City of Charles Sturt, is seeking to proactively address this through the construction of a Materials Recycling Facility to be managed by a Subsidiary.

CLIMATE CHANGE

Climate Change, together with increased heatwaves and urban heat island effects, coastal erosion and inundation, flooding and stormwater management, are all significant considerations for our City. Our City of PAE is also home to unique natural environments - including the largest constructed tidal wetlands in the world at Barker Inlet; State-listed nature reserves such as Mutton Cove, Dolphin and Bird Sanctuaries; coastal beaches; extensive mangrove and samphire areas; some of the only remaining areas of original vegetation of the Adelaide Plains at Folland Park; and freshwater rivers and creeks including the River Torrens and Dry Creek. These environments need to be preserved and protected against climate change.

SOCIAL DISADVANTAGE

Disadvantaged areas such as Kilburn, Blair Athol, the Parks area and the eastern portion of Taperoo. When compared to Greater Adelaide the PAE has a higher proportion of low income households (those earning less than \$650 per week). It is essential Council continues to advocate for the most vulnerable in our community and deliver community services and programs that strengthen community resilience.

HEALTH & WELLBEING

Participation in physical activity has a positive impact on people's health and wellbeing. The provision of parks and open space, recreational facilities, walking and cycling facilities, along with community programs seeks to promote active and healthy lifestyles.

HERITAGE PROTECTION

The City of PAE is home to a number of historically significant areas and it is essential that as development occurs, this heritage is protected and celebrated. Council will advocate strongly for heritage protection within the Planning reforms and will also continue to seek ways to activate our heritage buildings and precincts.



VOICE OF THE COMMUNITY

We believe our service delivery, facilities and programs should always be informed by a detailed understanding of our community, and informed by the voice of our community. It's important that our services and facilities are relevant for the communities we serve and are delivered in a way that meets community needs. This can only be achieved through consistent and detailed community engagement activities such as our annual community perception survey, and key engagement

activities throughout the year, as well as our day-to-day contact with customers and key stakeholders.

In 2016 we introduced the community indicators survey to better understand our community's perception about the City. Results are then fed into our City Scorecard* which informs us how changes in the City are on track with our aspirations, as embodied in the City Plan 2030.

CITY SCORECARD

OUTCOME	INDICATOR	2016 BASELINE	2017	2018	2019	change from prev. year
ECONOMY: A City of opportunity						
Prosperous	gross regional product	\$8.8 billion	\$9.0 billion	\$9.3 billion	not available	-
Growing	proportion who feel that they can easily access information and organisation	3.4	3.8	3.8	3.8	-
Connecting	number of local jobs	74,831	76,330	77,048	not available	-
COMMUNITY: A City that supports community wellbeing						
Healthy	proportion who say they are healthy	3.4	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	-
Cohesive	proportion who say they feel safe in their neighbourhood or community	73%	3.6	3.7	3.6	-0.1
ENVIRONMENT: 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	-0.1
Sustainable	proportion who say the City's natural environment is effectively protected	3.3	3.3	3.2	3.1	-0.1
PLACEMAKING: A City where people love to be						
Belonging	City net promoter score		+25	+19	+15	-4
Accessible	proportion who say they can easily access places and services across the City	4.1	3.8	3.8	3.8	-
Creative	proportion who feel they had an opportunity to participate/experience local arts and cultural activities	57%	62%	62%	57%	-5%
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	-
Accountable	proportion who are satisfied with council services	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	-
	proportion who say Council is engaging with organisations	3.0	3.3	3.0	3.3	+0.3
	proportion who say Council is engaging with businesses	2.9	3.0	2.7	3.1	+0.4

For the last three years we have captured large data sets (more than 2,000 respondents) as part of our annual perception survey.

The survey is available in a variety of formats, as well as eight languages other than English (Vietnamese, Mandarin, Cantonese, Greek, Italian, Farsi, Hindu and Punjabi) to ensure the views we are capturing are as representative as possible.

To expand our understanding of community voice we conducted a comparative analysis of the community survey against the asset management perception survey and customer requests. Some of the most significant findings include:

- While the community are not looking to Council as a responsible entity in relation to their health, there is a strong correlation between low health outcomes and poor social inclusion and our social licence to operate.
- This year's community perception survey highlighted the low levels of social licence and satisfaction among two key cohorts (business owners, and those impacted by disability).

Safety

- Safety in certain parts of the City has been highlighted as a concern in the last four years. Digging in with the other data sets shows asset maintenance and renewal (e.g. lighting, traffic calming etc.) helps safety outcomes and community facilities including Parks Library can help with safety and connection.
- Feedback from the community indicates that street tree maintenance, nature strips and verge maintenance are priorities.

Environment

- Focus on community education and management of waste continues to be a primary environmental issue.

Asset Maintenance

- Footpaths and road surface condition are key issues for access and inclusion and rated as very important and with low levels of satisfaction among the community in the Asset Management Community Perception Survey.
- Prioritise road and footpath condition in areas with more businesses and concentrations of disability groups, and street lighting and controlling traffic in areas with more safety concerns.

We continue to acknowledge the importance of the voice of our community as we integrate the survey outcomes with our business planning and budgeting process for 2020-2021.

More information about the annual perception survey is available on our website.

MAJOR PROJECTS FOR 2020 - 2021

- Build and operate a Materials Recovery Facility in conjunction with Charles Sturt Council to reduce landfill and generate employment within the circular economy
- Investment of \$13.2M in stormwater infrastructure to keep homes and businesses safe from flooding
- Investment of \$16.3M towards our road network
- Traffic Management improvements to improve access and parking across our City
- The upgrade of 8 playgrounds to support active and healthy living with an annual average expenditure of \$1.1M
- Tree planting to green our City and increase our canopy coverage to mitigate urban heat island
- Commence Streetscaping works valued at \$2M along Prospect Road Kilburn
- Commence the development of the \$7M Regency Park Sporting Facility Upgrade
- Upgrade to facilities at LJ Lewis Reserve and Eastern Parade Reserve
- Upgrade of Greenacres Football Clubrooms - Grand North Refurbishments Providing 2 Change Rooms





Derrick Diver Bridge, Port Adelaide

ECONOMY

In 2030 PAE is a thriving economy and a business-friendly City

Existing and new businesses are growing, and we attract new investment and embrace innovation and start-ups. We are national leaders in waste minimisation, collaborating to create a local circular economy and green business opportunities. We purchase locally while maintaining value and quality for the community. Known as the home of Australia's defence ship building program and the State's sea freight hub, PAE boasts a range of employment opportunities and is the engine room of the South Australian economy. Our City is an attractive and affordable place to live and work and has a range of training, education and learning opportunities.

Urban renewal has stimulated new economic activity and employment. Our public and private transport network is well integrated and supports economic growth. Our City's infrastructure and assets meet the needs of existing and new businesses and communities. As a preferred tourist destination, Port Adelaide's local tourism industry is booming. Adelaide Airport and the CBD are only 20 minutes away from this great waterfront City, which is also the gateway for cruise ship passengers to discover our maritime, cultural and built heritage. The Port River estuary is home to ancient mangroves, the Adelaide Dolphin Sanctuary and Adelaide International Bird Sanctuary, and white, sandy beaches on our coast.



Bakery, Prospect Rd, Kilburn

ECONOMY

STRATEGIES TO GET THERE:

- Support existing business and attract new investment and innovation
- Create opportunities for the growth of green industries and the creation of a local circular and low carbon economy
- Secure local content and local job opportunities in the defence supply chain
- Advocate for training in new industries and tech based jobs that provide employment opportunities
- Collaborate with skills training providers to ensure that PAE has the appropriate courses to support business
- Ensure an infrastructure led approach to urban development
- Promote PAE as a unique tourism destination comprising heritage, beaches, waterways and recreation attractions

RELATED PLANS

- Economic Development Strategy
- Living Environment Strategy 2017 - 2022
- Open Space Plan
- Tourism Strategy and Action Plan 2020

PRIORITIES TO DELIVER ON OUR VISION:

- Support businesses to recover from COVID-19 through a targeted plan to revitalise the local economy and tourism
- Deliver a council owned and operated Materials Recovery Facility (MRF) in collaboration with the City of Charles Sturt to grow the circular economy
- Explore options to develop a procurement strategy which supports Buy Local principles whilst representing value for money and ensuring a competitive tendering environment
- Create a business-friendly culture in service delivery
- Engage with local schools on traineeships and future employment opportunities
- Actively encourage inward investment into the region, especially international Defence supply businesses
- Collaborate with the Adelaide Business Hub and local business networks
- Develop an integrated transport and movement strategy for the City that meets current and future needs
- Deliver annually the renewal of our 695km road network to maintain our roads to an acceptable condition and to support industry and business (approximately \$13M each year)
- Develop the local tourism industry, including activation of the Port River

CONTINUING SERVICES

- Attract businesses into our City and Increase in local jobs within PAE
- Help boost the Annual Gross Regional Product (GRP) of the region
- Support growth in visitor economy
- Provide visitor information services
- Support defence and shipbuilding opportunities through local business engagements



COMMUNITY

In 2030 residents, businesses and visitors describe PAE as a safe, vibrant, inclusive and welcoming City

No matter your age, ability or stage of life PAE is a community where it's easy to be active, get involved, and enjoy a good life. There's a sense of care and cohesion as people look out for each other and the neighbourhoods in which they live. It's easy to connect with friends, neighbours, activities, opportunities, and services that support individual and community health, wellbeing, safety and aspirations.

We are proud of our diversity. The rich heritage of our First Nations people, together with those from countries around the globe, is reflected in our food, art, enterprise, traditions and celebrations.

We are active in advocating for and on behalf of our community, and work with agencies

and tiers of government to address individual and community needs and aspirations.

Our green open spaces, sporting facilities, libraries, centres, halls and hubs are places where people come together and learn skills for life and employment. They are contemporary, high quality, well maintained examples of community infrastructure, which are well positioned across PAE.

New and old neighbourhoods are developed in ways which reflect an expectation of good lives for individuals and communities. Our City offers a range of affordable housing choices and essential health services are easily accessible.

Our community is resilient and faces challenges together.



Performance at Outdoor Cinema Klemzig

COMMUNITY

STRATEGIES TO GET THERE:

- Foster strong and diverse community participation and pride
- Develop effective ways to engage people in planning for services, programs, events and activities that meet their needs
- Develop and maintain quality, contemporary social infrastructure, sporting facilities and services
- Strengthen our work at the neighbourhood level, focusing on place-based initiatives and activities that build connection, cohesion, participation and inclusion

RELATED PLANS

- Sports Development Plan 2017 - 2022
- People, Pets and Places: Animal Management Plan 2018 - 2023
- Tourism Strategy and Action Plan 2020
- Public Health and Wellbeing Plan 2015 - 2020
- Open Space Plan
- Inclusive Communities Plan 2019 – 2024
- Active Recreation Facilities Plan

PRIORITIES TO DELIVER ON OUR VISION:

- Support community recovery following COVID-19
- Become accredited as a Welcoming City
- Explore the development of an Aboriginal Cultural Centre
- Commence \$7M Regency Park Sporting Facilities Upgrade
- Progress with the delivery of the LJ Lewis and Eastern Parade and Edward Smith Reserve Masterplans
- Advocate for vulnerable people in our community
- Implement Sport Development Plan (2017 – 2022) actions and undertake the Inclusive Sports Facility Review

CONTINUING SERVICES

- Provide community transport services
- Deliver a range of programs and activities supporting young people 12-18 years who are at risk
- Community grant programs
- Manage and continue to grow our volunteering program
- Celebrate and support our multicultural community through events, scholarships, awards and inclusive activities
- Provide services under the Commonwealth Home Support Program and advocate for vulnerable people
- Promote community health and safety through education, compliance and enforcement
- Deliver a range of public and environmental health and wellbeing programs in partnership with the community
- Deliver a range of innovative community library programs and services from our five libraries
- Manage and maintain our community centres, sport and recreation facilities and Community halls (and grounds)
- Support responsible dog and cat ownership through education and enforcement and the implementation of Council's Animal Management Plan
- Deliver our 2020-2021 capital works program for sport and recreation facilities



Largs Bay Jetty, Largs Bay

ENVIRONMENT & HERITAGE

In 2030 PAE is a low carbon, water sensitive and climate resilient City and our built heritage is protected, embraced and celebrated throughout the region.

Green streets are a dominant feature of our urban landscapes, and our tree canopy on private and public land is healthy, connected and expanding. Our green corridors and conservation areas also create habitat for wildlife and our biodiversity is improving. We manage our energy, water and waste resources wisely and we strive to find new ways to keep reducing our greenhouse gas emissions. Our transport networks encourage environmentally sensitive modes of transport.

Our coast, estuaries, waterways and wetlands are healthy. We collaborate to protect and restore the ecological and cultural values of our coastal environments and the catchments of the Port River and Torrens River.

Existing and new communities continue to come together to share their knowledge about our natural and built heritage. We also work with our community to ensure that we are well prepared to manage the impacts and mitigate the risks of natural hazards and disasters.



ENVIRONMENT & HERITAGE

STRATEGIES TO GET THERE:

- Protect, conserve and promote the City's built heritage
- Accelerate actions to adapt to climate change and to reduce greenhouse gas emissions
- Foster climate and water sensitive and energy efficient development at all scales
- Collaborate to improve City greening and biodiversity
- Manage energy, water and waste resources sustainably
- Protect and restore our rivers, coast, water dependent and estuarine environments
- Empower community led approaches to environmental and climate change learning and action
- Plan for and manage the impacts of natural hazards and disasters

RELATED PLANS

- Living Environment Strategy 2017 - 2022
- Biodiversity Management Plan 2016 - 2020
- Coastal Management Plan 2017 - 2022
- People, Pets & Places: Animal Management Plan 2018 - 2023
- Tourism Strategy and Action Plan 2020
- Waste Management Strategy 2018 - 2023
- Public Health and Wellbeing Plan 2015 – 2020
- Open Space Plan

PRIORITIES TO DELIVER ON OUR VISION:

- Advocate for heritage protection and conservation in our built environment
- Encourage adaptive reuse of heritage buildings and deliver heritage incentives and promotions
- Deliver a council owned and operated Materials Recovery Facility (MRF) in collaboration with the City of Charles Sturt to reduce landfill
- Deliver the AdaptWest climate change adaptation priorities
- Increase the City's tree canopy coverage and greening in hot spots and public spaces
- Participate in the national Cities Power Partnership to drive emissions reduction
- Invest \$13.2M in 2020-21 in stormwater infrastructure to assist in reducing the flood impact to our City
- Deliver on our waste minimisation and greenhouse emissions reductions commitments
- Ensure our procurement practices support energy, water and waste efficiency outcomes
- Collaborate to improve the management of the Port River, Torrens River and the City's wetlands as healthy living ecosystems
- Develop a strategic approach to coastal adaptation, protection and management
- Partner with community groups, government and the private sector to support the Green Adelaide priorities
- Provide opportunities for our community to become informed and learn about climate change and its impact

CONTINUING SERVICES

- Provide high quality waste and recycling services.
- Deliver environment sustainability initiatives to minimise waste and greenhouse emissions contained in our strategic management plans and related practices
- Promote safe and healthy living and business environments via good urban design, stormwater infrastructure, heritage protection and by supporting investment and job growth within the City.
- Support the promotion and maintenance of the City's built heritage by providing advice, guidance and a heritage grant program
- Enhance our City's environment for our present and future community through the effective maintenance of our open spaces, wetlands, beaches and streetscapes.
- Help protect the environment and minimise our community's environmental impact



PLACEMAKING

In 2030 PAE is a unique, creative and distinctive collection of places, created, and cared for through strong partnerships between Council, community and other stakeholders

Our places enable people to connect with each other, with nature and through their unique, local identity. We are also recognised for supporting and empowering local artists, and their creative and artistic expressions can be found throughout PAE.

Our places attract people to PAE because they are well planned, designed, and maintained to encourage activity. They are places where our community connects through recreation, business and pleasure to support individual and community wellbeing and prosperity.

The people of PAE have a strong sense of ownership in their places because they have a say in how they are imagined, shaped and transformed.

We use placemaking as a way to focus our work and to ensure strong community, economic and environmental benefits are derived from the places we own and manage for the community.



Karl Meyer/Exhibition Studios - 'Spirited', Parks Library

PLACEMAKING

STRATEGIES TO GET THERE:

- Collaborate to bring life and activity to our places
- Champion local culture, creativity, pride and identity
- Undertake ongoing and meaningful community engagement to underpin our efforts to shape, transform and care for our places
- Apply a “place first” approach to our work in order to create public value
- Strive for excellence in the design of the public realm and the built environment
- Work with other tiers of government and the private sector to deliver high quality placemaking outcomes.

RELATED PLANS

- Economic Development Strategy
- Sports Development Plan 2017 - 2022
- People, Pets and Places: Animal Management Plan 2018 - 2023
- Tourism Strategy and Action Plan 2020
- Living Environment Strategy 2017 - 2022
- Public Health and Wellbeing Plan 2015 - 2020
- Open Space Plan
- Inclusive Communities Plan 2019 - 2024
- Asset Management Plans
- Community Land Management Plans
- Active Recreation Facilities Plan
- Events Strategy (to be developed)

PRIORITIES TO DELIVER ON OUR VISION:

- Support local artists to recover from COVID-19 through arts and cultural activities programmed across our City
- Deliver \$2M streetscape works to enliven the retail precinct on Prospect Road and strengthen community connections
- Engage with stakeholders to develop a design narrative for the Port Adelaide inner harbour waterfront, to support high quality public realm and future activation
- Maintain and creatively activate our parks and public spaces to create beautiful places, increase utilisation, support community connections and active healthy living
- Encourage and enable temporary activations, street celebrations, and vibrant business precincts to create 'buzz' and bring people together in neighbourhood places
- Invest in upgrades to community infrastructure that build active participation and promote social inclusion
- Develop and implement frameworks and strategies for placemaking and events to drive the implementation of our "place first" approach
- Implement the Arts and Culture Strategy and Action Plan
- Develop and implement an Events Strategy

CONTINUING SERVICES

- Ensure our streets, roads, footpaths and drainage are safe, clean and properly maintained
- Help create great developments, public spaces, facilities and healthy communities through relevant urban design, planning and major project advice
- Ensure new development contributes to a safe and healthy living and business environment
- Uphold community safety by providing building assessment services
- Create opportunities for members of our community and visitors to experience and participate in a range of vibrant, cultural and fun events across the City
- Provide high quality signage and line marking and invest in infrastructure to promote cycling and walking to promote ease of movement across the City



Groundbreaking ceremony of Starfish Development at Dock 1, Port Adelaide

LEADERSHIP

In 2030, PAE is known as an innovative, collaborative and high performing leader within local government

We are innovative in the ways in which we connect, engage with and listen to our community in order to make good decisions. Our community is empowered and has trust in our decisions and we deliver on our promises. We communicate with our community on a regular basis, in a variety of ways using clear and consistent messages that reflect who we are. We are responsive in addressing current community needs whilst also planning for future generations and requirements. We have well established relationships at all levels of government and effectively advocate for the current and future needs of our community.

We excel in providing an exceptional customer experience, offering services which are responsive, inclusive and provide choice. We make responsible financial decisions, and invest prudently for the future of PAE. Our assets and infrastructure are planned for and managed sustainably with equity of provision across the region. We use technology and data to enable us to work smarter and deliver value. We continue to attract and retain highly skilled and motivated staff and volunteers, who are passionate about working with and for our community.



Community Engagement Workshop at Parks Library

LEADERSHIP

STRATEGIES TO GET THERE:

- Ensure transparent and accountable leadership which delivers excellent decisions
- Proactively engage with our community to build relationships and connections using a variety of channels
- Ensure clear, consistent and comprehensive communication with our community and throughout the organisation
- Develop strategic partnerships and take a planned approach to advocacy
- Plan for and manage finances and assets sustainably
- Ensure quality project management which delivers on time and budget
- Excel in service provision and the use of technology and data to drive innovation
- Invest in our people and culture to develop a safe, inclusive and high performing organisation

RELATED PLANS

- People & Cultural Strategy
- Marketing & Communications Strategy and Plan (to be developed)
- Annual Business Plan and Budget
- Long Term Financial Plan
- Information and Communications Technology Strategy
- Community Engagement Framework
- WHS Improvement Plan
- Asset Management Plans

PRIORITIES TO DELIVER ON OUR VISION:

- Implement a service review program to ensure we deliver value to our community
- Develop performance metrics to understand and manage our operations
- Strengthen our audit functions to achieve quality assurance
- Develop and implement a Marketing and Communications Plan to share our vision and achievements
- Implement our Community Engagement Framework including website and social media engagement tools
- Develop and deliver an ICT strategy to inform future investment
- Implement our People and Culture strategy to develop our people and drive performance
- Collaborate with other councils and key stakeholders

CONTINUING SERVICES

- Continue our focus on customer experience, customer service and community engagement
- Provide leadership, strategic planning and delivery of services and facilities for the community
- Ensure Council is financially sustainable to meet community needs through the administration of Council's financial affairs in accordance with the Local Government Act and Financial Regulations.
- Support staff with learning and developmental requirements
- Develop and promote systems and practices that support the safety of our staff and those we interact with externally
- Undertake effective and efficient procurement and maintenance of Council's plant and equipment.

MANAGING OUR COMMUNITY ASSETS

The City of PAE currently owns and manages a large and diverse community asset portfolio with an approximate value of \$1.62 billion. These assets, including roads, footpaths, drains, community buildings, parks and reserves, play a vital role in the local community and on quality of life. Assets exist in order to provide services to the community and businesses for the benefit of current and future generations.

Large portions of Council's asset portfolio have been in existence for many years and continue to provide ongoing services. Council also receives a number of 'gifted' or 'donated' assets from developers. These assets attract ongoing operational and maintenance costs over their life.

At the same time, environmental change is challenging the capacity of existing assets to continue to provide an effective service. The community's expectations are also increasing, which affects the ability of existing assets to meet the changing needs of current and future residents. As community assets have a comparatively lengthy useful life, it is a complex task to monitor, maintain and program the timing of their renewal.

Asset management is a critical tool in ensuring appropriate provision is made for the long-term management of community assets, and their impacts on all areas of service planning and delivery.

Council's Asset Management Plans detail information about our assets and define the services to be provided, how the services are provided, and identify the funds required to maximise the delivery of the services.

All City of PAE assets are audited annually and are frequently inspected on a rolling program.

2020 – 2021 CAPITAL WORKS

We will be delivering \$58,988,300 in capital works in 2020-2021. \$25,663,500 will be spent on new assets and \$33,324,800 will be allocated to replacing assets.

Significant capital projects incorporated within the budget and the projected 2020-2021 expenditure include:

- Regency Park Oval - Soccer Facility Development - \$4,000,000
- Greenacres Football Clubrooms - Grand North Refurbishments Providing 2 Change Rooms - \$1,096,800
- LJ Lewis Clubrooms - Change Rooms x 4 - \$1,510,400
- NAE Open Channel Stage 1 and 2 Drainage works - \$2,393,100
- Dover St Blair Athol, Detention Basin & Stormwater, Continuation - \$3,132,700

A summary of the capital works budget is provided below. Full details of the 2020-2021 Capital Works Program is provided in Appendix 3.

SUMMARY OF CAPITAL EXPENDITURE	
DETAILS	TOTAL (\$)
Footway Construction	2,407,400
Roadway Construction	16,291,900
Drainage Construction	13,203,500
Traffic Management Construction	2,087,800
Commercial Activities Infrastructure	140,000
Foreshore Infrastructure	131,000
Active Sport & Recreation Reserves	7,054,500
Passive Sport & Recreation Reserves	4,755,000
Property Management Buildings & Improvements	6,137,500
Waste / Recycling Bins	123,200
Infrastructure Support Infrastructure & Minor Plant	324,400
Replacement of Plant, Machinery, Fleet Vehicles	5,309,000
Furniture & Equipment & Major Software	1,023,100
Total Capital Program	58,988,300

FUNDING THIS PLAN

The 2020-2021 budget has been prepared mindful of the following principles:

- Delivering against our City Plan 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 we responsibly remain within key financial indicator benchmarks and ensure Council's financial sustainability going forward.

Your Rates

The Annual Business Plan is based on an average rate increase of 1.5% plus growth; growth being the increase in rateable properties. In setting rates for 2020-2021, the rate increase is set at a level that provides confidence that services will be maintained and that a sufficient capital expenditure program is planned to maintain Council's assets. Consideration has also been given to the impact of COVID-19 in the preparation of the budget.

Rates account for 86% of Council's operating revenue with other sources including fees, charges and grants.

While the average rate increase is 1.5% plus growth, 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 at the land.

These valuations are assessed annually and supplied by the Valuer General in the case of residential property, and by the City Valuer in the case of non-residential property.

Over the years we have continually been one of the lowest rating Councils and are aware of the impact of rate increases on the community. Therefore, we are continually looking for opportunities to keep any impact to a minimum.

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 2020-2021 is set out in the table below: The estimated rate revenue increase is expected to be 1.5% plus growth (with the 1.5% plus growth not applied to the Regional Landscape Levy (previously known as NRM Levy) and New Haven Village Water Scheme.

	2019-2020	2020-2021	2019-2020	2020-2021	2020-2021
Differential Factor	Estimated Rate Revenue	Projected Rate Revenue	Estimated Rate Rebates	Estimated Rate Rebates	Projected Rate Revenue by Differential Factor
	\$	\$	\$	\$	\$
Residential	(59,783,200)	(62,107,400)	1,930,100	1,978,300	54.8%
Commercial - Shop	(6,968,900)	(7,143,100)	13,000	13,300	6.3%
Commercial - Office	(1,010,200)	(1,035,500)	17,700	18,100	0.9%
Commercial - Other	(15,563,400)	(15,952,500)	311,500	319,300	14.1%
Industry - Light	(1,537,400)	(1,575,800)	100	100	1.4%
Industry - Other	(14,847,900)	(14,706,600)	23,000	23,600	13.0%
Primary Production	(42,400)	(43,400)			0.0%
Vacant Land	(3,928,300)	(4,026,500)	64,500	66,100	3.6%
other	(3,691,500)	(3,783,800)	1,230,600	1,261,400	3.3%
Marina Berths	(84,800)	(86,900)			0.1%
*Regional Landscape Levy	(2,786,600)	(2,856,300)	100,600	100,600	2.5%
	(110,244,600)	(113,317,800)	3,691,100	3,780,800	100.0%

(*ex-NRM Levy)

SEPARATE RATES

New Haven Village Water Management

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 waste water 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 waste water and storm water treatment service.

There are 62 assessments within the Village area.

Regional Landscape Levy (previously known as NRM Levy)

From 1 July 2020, the new Landscape South Australia Act 2019 (the Act) will replace the Natural Resources Management Act 2004 as the new framework for managing the state's water, pest animals, plants and biodiversity. Green Adelaide has been specifically created in this new 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, and Uniform Presentation of Finances. The Statements comply with the requirements of the Act, 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.

COUNCIL'S FINANCIAL REQUIREMENTS FOR THE 2020-2021 FINANCIAL YEAR.

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 \$126,959,100
- Operating Surplus Ratio of 0%
- Capital Expenditure of \$58,988,300
- Total Assets at 30 June 2021 of \$1,625,719,700
- Total Liabilities as at 30 June 2021 of \$43,016,000
- Net Financial Liabilities Ratio as at 30 June 2021 of 29.8%
- Asset Renewal Funding Ratio of 130.2%
- COVID-19 Recovery Fund of \$2,435,500

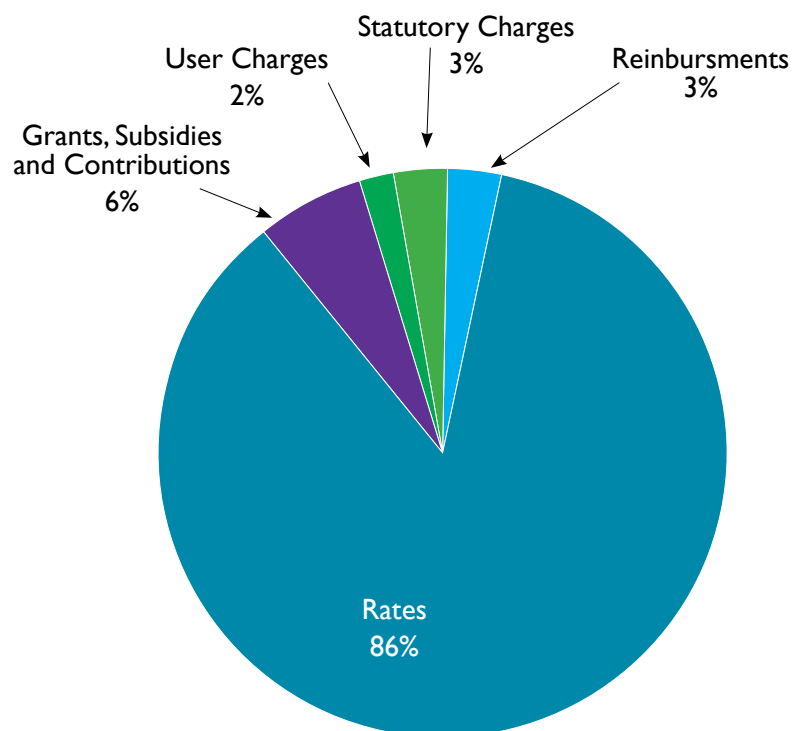
STATEMENT OF COMPREHENSIVE INCOME

	2019-2020 Projected Final	2020-2021 Requested Budget
INCOME		
Rates	106,553,500	109,537,000
Statutory Charges	4,054,700	3,422,800
User Charges	1,839,700	2,707,200
Grants, Subsidies and Contributions	12,574,000	7,738,300
Investment Income	63,500	70,000
Reimbursements	4,211,200	3,483,800
Other Revenue	0	0
Total Income	129,296,600	126,959,100
EXPENSES		
Employee Costs	45,332,000	46,669,500
Materials, Contracts & Other Expenses	46,699,300	46,871,400
Finance Expenses	262,400	356,000
Depreciation	32,150,400	33,062,200
Total Expenses	124,444,100	126,959,100
Operating Surplus / (Deficit)	4,852,500	0
Asset Disposal & Fair Value Adjustments	(1,652,700)	(25,500)
Grants Specifically for New or Upgraded Assets	1,817,800	1,621,300
Physical Resources Received Free of Charge	0	0
Net Surplus / (Deficit)	5,017,600	1,595,800
Total Other Comprehensive Income	0	0
TOTAL COMPREHENSIVE INCOME	5,017,600	1,595,800



OPERATING REVENUE

Council's total operating revenue for 2020-2021 (before capital revenues) is anticipated to be \$126,959,100. Council's main source of income is rate revenue, representing 86% of Council's total revenue, with other sources being grants, reimbursements, user charges and statutory charges



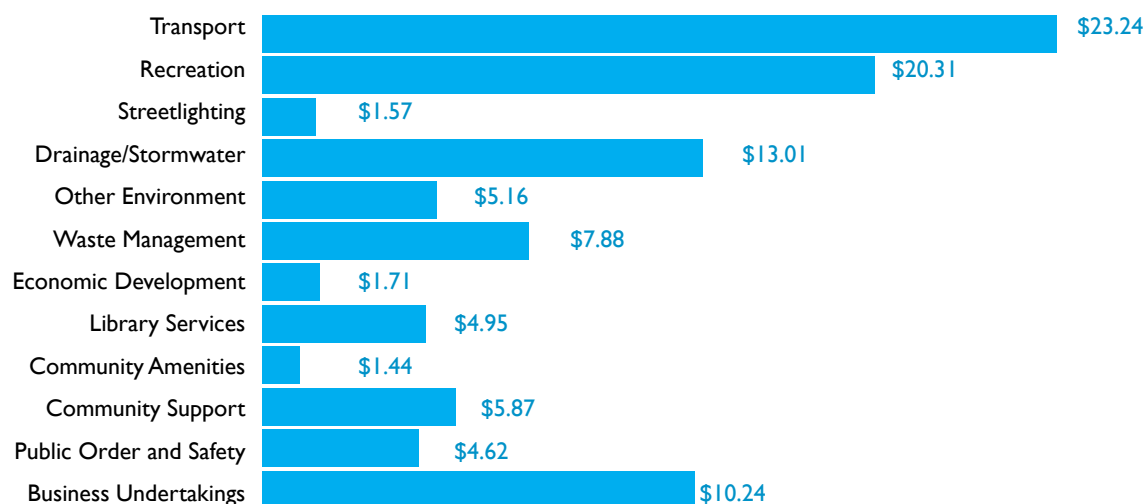
OTHER SOURCES OF REVENUE

- **Grants Subsidies and Contributions** - includes grants and subsidies from all sources but excludes grants and subsidies specifically for new/upgraded assets. Major funding for Council anticipated for 2020-2021 is in relation to the maintenance of assets and community services related activities.
- **Investment Income** – represents interest earned on cash reserve funds and surplus cash on hand during the period not immediately required. This is predicted to be very minimal in 2020-2021.
- **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 budget 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.

TOTAL EXPENDITURE

Council's total expenditure for 2020-2021 is anticipated to be \$185,947,400. This includes both Operating \$126,959,100 and Capital \$58,988,300. The following graph shows a breakdown of expenditure across Council services for every \$100 spent:

2020 - 2021 PROPOSED EXPENDITURE FOR EVERY \$100 SPENT



Business Undertakings	Transport	Recreation	Other Environment	Waste Management
Depot Operations	Footpaths and Kerbing	Parks and Gardens	Coastal Protection	Waste Collection and Disposal of:
Governance	Roads	Sporting Facilities	Water Catchment Board Contribution	Green Waste
Council Administration	Traffic Management		Street Cleaning	Recycling
			Streetscaping	

Employee Costs

Includes all labour related expenses such as salaries, wages and on-costs, leave entitlements, employer superannuation and workers compensation insurance.

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, health and community care as well as many other services.

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 2020-2021 include, but are not limited to, waste management and maintenance of our infrastructure and building assets.

FINANCING THE BUDGET

Borrowings

The City of PAE recognises borrowings provide an alternative source of funding to enable Council to achieve its objectives and a means by which cash flows can be averaged out over a longer time frame. Accordingly Council has historically restricted borrowing to capital expenditures.

A component in the development of Council's Long Term Financial Plan and Annual Budget was the consideration of Council's Treasury Management Policy. This policy has determined that Council will largely manage its finances holistically and in accordance with its overall financial sustainability strategies and targets. This means that Council will:

- Generally not retain and quarantine money for particular future purposes;
- Generally borrow funds in accordance with the requirements set out in its Long Term Financial Plan; and
- Generally apply any funds that are 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 and Council's Long Term Financial Plan the budget proposes an additional drawdown of its cash advance debenture facility (CAD) to the value of \$8,761,200 for the 2020-2021 financial year.

The budget provides for repayments of principal of \$758,800 in accordance with repayment schedules for existing fixed debenture loan borrowings.

The following schedule is a summary of proposed loan movements as provided for in the proposed budget:

SUMMARY OF PROPOSED LOAN FUND MOVEMENTS 2020-2021

Nature of Movement	Amount (\$)
Fixed Debenture Loans	
Projected Opening Balance - 1 July	1,394,600
Proposed New Loans	-
Proposed Principal Repayments	(758,800)
Projected Closing Balance - 30 June	635,800
Cash Advance Debenture Facility	
Projected Opening Balance - 1 July	12,132,400
Proposed Drawdown	8,761,200
Proposed Principal Repayments	-
Projected Closing Balance - 30 June	20,893,600
Total Projected Closing Borrowings Balance-30 June	21,529,400



Civic Centre, Port Adelaide

APPENDIX I

STATEMENT OF FINANCIAL POSITION

	2019-2020 Projected Final	2020-2021 Requested Budget
ASSETS		
Current Assets		
Cash and Cash Equivalents	500	500
Trade & Other Receivables	7,981,700	5,175,600
Inventories	4,937,000	281,200
Total Current Assets	12,919,200	5,457,300
Non-Current Assets		
Financial Assets	7,200	7,200
Infrastructure, Property, Plant & Equipment	1,596,063,900	1,617,277,500
Other Non-Current Assets	2,960,300	2,977,700
Total Non-Current Assets	1,599,031,400	1,620,262,400
Total Assets	1,611,950,600	1,625,719,700
LIABILITIES		
Current Liabilities		
Trade & Other Payables	5,293,000	9,416,800
Borrowings	758,800	432,100
Short-Term Provisions	11,212,100	11,255,800
Total Current Liabilities	17,263,900	21,104,700
Non-Current Liabilities		
Long-Term Borrowings	12,768,100	21,097,300
Long-Term Provisions	810,700	814,000
Total Non-Current Liabilities	13,578,800	21,911,300
Total Liabilities	30,842,700	43,016,000
NET ASSETS	1,581,107,900	1,582,703,700
EQUITY		
Accumulated Surplus	822,673,400	831,065,000
Asset Revaluation Reserve	745,618,700	745,618,700
Other Reserves	12,815,800	6,020,000
TOTAL EQUITY	1,581,107,900	1,582,703,700

STATEMENT OF CHANGES IN EQUITY

Item Description	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	TOTAL EQUITY 2020-2021
Projected Balance End of Previous Period	822,673,400	745,618,700	12,815,800	1,581,107,900
Net Surplus / (Deficit) for Year	1,595,800	0	0	1,595,800
Other Comprehensive Income	0	0	0	0
Transfers between Reserves	6,795,800	0	(6,795,800)	0
Balance At End of Period	831,065,000	745,618,700	6,020,000	1,582,703,700

STATEMENT OF CASH FLOWS

	2019-2020 Projected Final	2020-2021 Requested Budget
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Operating Receipts	126,220,600	129,860,800
Investment Receipts	79,600	67,900
Payments		
Operating Payments to Suppliers & Employees	(100,659,700)	(89,558,800)
Finance Payments	(262,400)	(376,900)
Net Cash Provided by Operating Activities	25,378,100	39,993,000
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts		
Grants Specifically for New or Upgraded Assets	1,817,800	1,621,300
Sale of Replaced Assets	533,600	1,519,600
Sale of Surplus Assets	0	3,150,000
Sale of Non Current Assets Held for Sale	0	4,702,000
Repayment of Loans by Community Groups	0	0
Deferred Rates	(100)	0
Net Disposal of Investment Securities	0	0
Payments		
Expenditure on Renewal / Replacement of Assets	(26,164,300)	(33,324,800)
Expenditure on New / Upgraded Assets	(13,149,700)	(25,663,500)
Net Cash Used in Investing Activities	(36,962,700)	(47,995,400)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds From LGFA Cash Advance Debenture	10,522,400	8,761,200
Proceeds From New Borrowings	0	0
Payments		
Repayments of LGFA Cash Advance Debenture	(8,990,000)	0
Repayments of Borrowings	(1,052,000)	(758,800)
Net Cash Used in Financing Activities	480,400	8,002,400
Net Increase/(Decrease) Cash Held	(11,104,200)	0
Cash & Cash Equivalents at Beginning of Period	11,104,700	500
Cash & Cash Equivalents at End of Period	500	500

UNIFORM PRESENTATION OF FINANCES

Item Description	2019-2020 Projected Final	2020-2021 Requested Budget
Operating Revenues	129,296,600	126,959,100
less Operating Expenses	(124,444,100)	(126,959,100)
Operating Surplus / (Deficit) before Capital Amounts	4,852,500	0
Less Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing Assets	26,164,300	33,324,800
Less Depreciation, Amortisation and Impairment	(32,150,400)	(33,062,200)
Less Proceeds from Sale of Replaced Assets	(533,600)	(1,519,600)
	(6,519,700)	(1,257,000)
Less Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	13,149,700	25,663,500
Less Amounts received specifically for New and Upgraded Assets	(1,817,800)	(1,621,300)
Less Proceeds from Sale of Surplus Assets	0	(3,150,000)
	11,331,900	20,892,200
Net Lending / (Borrowing) for Financial Year	40,300	(19,635,200)



RATIOS – FINANCIAL INDICATORS

To ensure that we continue to manage our finances sustainably Council utilises a series of financial indicators that have been endorsed by the Local Government Association of South Australia. These indicators are built into our LTFP plan to ensure we are sustainable long term.

Financial Indicators	Long Term Financial Plan Target	2018-2019 Actual	2019-2020 Projected Final	2020-2021 Requested Budget
Operating Surplus				
Operating Surplus/ (Deficit)	0 - \$19,000,000	\$4,441,100	\$4,852,500	\$0
Represents the difference between day to day income and expenses for the period.				
Operating Surplus Ratio				
Operating Surplus	0% - 15%	3.64%	3.75%	0.00%
Operating Revenue				
This ratio expresses the operating surplus (deficit) as a percentage of net general and other rates. There is a significant change in 2020-21 ratio with the surplus being redirected into the budget to deliver a COVID-19 Recovery Fund.				
Net Financial Liabilities Ratio				
Net Financial Liabilities	0% - 75%	18.7%	17.7%	29.8%
Total Operating Revenue				
Net Financial Liabilities are defined as total liabilities less non-equity financial assets. Total operating revenue excludes profit on disposal of non-current assets. This ratio is a measure of Council's total indebtedness.				
Asset Renewal Funding Ratio				
Net Asset Renewals	80% - 110%	101%	107%	130.22%
AMP/ABP Asset Renewal Budget				
Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets and excludes new capital expenditure on the acquisition of additional assets. This ratio is calculated as capital expenditure on renewal of existing assets divided by renewal expenditure from Asset Management Plans (AMP) and current budget for those asset classes without a completed AMP.				

LONG TERM FINANCIAL PLAN

The Long Term Financial Plan with a 10 year timeline has been developed as part of the City of PAE's ongoing financial planning within a strategic framework.

Key inputs and influences on the Long Term Financial Plan include:

- An assessment of our current financial position and financial sustainability
- Alignment with the Strategic Plan
- Governance principles
- Corporate Programs and internal support strategies
- Service provision and delivery standards
- Revenue and financing guidelines, including Rating Policy and Treasury Policy
- Asset Management Plans

The assumptions underpinning the Long Term Financial Plan include:

- Rates valuation growth, on average, is assumed in line with forecast inflation
- Other revenue and expenditure growth, in general, is assumed in line with forecast inflation
- Statutory charges reflect dollar increments or percentage increases as specified by statute
- Salaries and wages forecasts based on current and expected enterprise agreement outcomes
- Interest rates are based on market expectations
- Capital expenditure is in line with Asset Management Plans

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

APPENDIX 2

STATEMENT OF COMPREHENSIVE INCOME

Year Ended 30 June:	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$(‘000)	Estimate	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
STATEMENT OF COMPREHENSIVE INCOME											
General Rates	106,554	109,537	112,166	115,194	118,881	123,041	127,348	132,060	137,210	142,424	147,551
Other Income	22,743	17,422	18,532	18,779	19,105	19,525	19,955	20,434	20,965	21,539	22,083
Expenditure	124,444	126,959	129,537	132,630	135,613	139,097	142,544	146,093	150,022	154,197	158,329
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	4,853	0	1,160	1,343	2,373	3,470	4,759	6,401	8,153	9,766	11,306
Net gain/(loss) on disposal or revaluations	(1,653)	(26)	-	-	-	-	-	-	-	-	-
Amounts specifically for new assets	1,818	1,621	-	-	-	-	-	-	-	-	-
NET SURPLUS/(DEFICIT)	5,018	1,596	1,160	1,343	2,373	3,470	4,759	6,401	8,153	9,766	11,306
Changes in revaluation surplus - IPP&E	-	-	13,011	16,893	23,321	25,097	25,630	26,171	26,716	27,234	27,738
TOTAL COMPREHENSIVE INCOME	5,018	1,596	14,171	18,236	25,694	28,567	30,389	32,572	34,870	37,000	39,043
STATEMENT OF FINANCIAL POSITION											
Current Assets	12,919	5,457	5,631	5,745	5,887	6,055	6,227	6,417	6,626	16,046	29,801
Non-Current Assets	1,599,031	1,620,262	1,637,865	1,657,870	1,684,078	1,709,125	1,736,066	1,762,571	1,787,235	1,812,237	1,837,720
Total Assets	1,611,950	1,625,719	1,643,496	1,663,615	1,689,965	1,715,180	1,742,293	1,768,987	1,793,860	1,828,284	1,867,521
Current Liabilities	17,264	21,105	21,029	21,011	21,232	21,486	21,745	22,028	22,337	22,643	22,934
Non-Current Liabilities	13,579	21,911	25,593	27,495	27,930	24,323	20,789	14,629	4,322	1,439	1,343
Total Liabilities	30,843	43,016	46,622	48,506	49,162	45,809	42,534	36,656	26,659	24,082	24,276
STATEMENT OF CASH FLOWS											
Receipts	126,300	129,929	130,534	133,872	137,859	142,418	147,150	152,325	157,990	163,728	169,355
Payments	(100,923)	(89,936)	(95,148)	(96,607)	(98,409)	(100,495)	(102,614)	(104,939)	(107,463)	(110,071)	(112,610)
Net Cash provided by (or used in) Operating Activities	25,377	39,993	35,386	37,264	39,451	41,924	44,535	47,386	50,527	53,657	56,744
Amounts Specifically for New/ Upgraded Assets	1,818	1,621	-	-	-	-	-	-	-	-	-

Year Ended 30 June:	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
\$(‘000)	Estimate	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
Sale of Assets	534	9,372	7,238	602	574	648	912	1,085	730	1,212	763
Expenditure on Renewal/Replacement of Assets	(26,164)	(33,325)	(24,787)	(27,570)	(28,623)	(30,861)	(30,784)	(29,962)	(28,450)	(28,382)	(28,992)
Expenditure on New/Upgraded Assets	(13,150)	(25,664)	(21,287)	(11,742)	(11,684)	(8,000)	(11,052)	(12,295)	(12,472)	(14,440)	(14,964)
Net Cash Provided by (or used in) Investing Activities	(36,963)	(47,995)	(38,836)	(38,710)	(39,732)	(38,214)	(40,924)	(41,172)	(40,192)	(41,610)	(43,192)
Proceeds from LGFA Cash Advance Debenture	10,522	8,761	5,492	1,649	281	-	-	-	-	-	-
Repayments of CAD	(8,990)	-	-	-	-	(3,710)	(3,612)	(6,214)	(10,335)	(2,836)	-
Repayments of Borrowings	(1,052)	(759)	(2,042)	(204)	-	-	-	-	-	-	-
Net Cash provided by (or used in) Financing Activities	480	8,002	3,450	1,446	281	(3,710)	(3,612)	(6,214)	(10,335)	(2,836)	-
Net Increase/(Decrease) in cash held	1	1	1	1	1	1	1	1	1	9,212	22,764

Year Ended 30 June:	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
KEY FINANCIAL INDICATORS											
Indicator 1 - Operating Surplus / (Deficit) - \$'000	4,853	0	1,160	1,343	2,373	3,470	4,759	6,401	8,153	9,766	11,306
Indicator 2 - Operating Surplus Ratio - %	3.75%	0.00%	0.89%	1.00%	1.72%	2.43%	3.23%	4.20%	5.15%	5.96%	6.66%
Indicator 3 - Net Financial Liabilities - \$'000	22,854	37,833	41,268	43,042	43,561	40,048	36,606	30,546	20,348	8,358	(5,195)
Indicator 4 - Net Financial Liabilities Ratio - %	17.68%	29.80%	31.58%	32.13%	31.57%	28.09%	24.85%	20.03%	12.86%	5.10%	(3.06)%
Indicator 5 - Interest Cover Ratio - %	0.15%	0.23%	0.30%	0.33%	0.32%	0.28%	0.21%	0.13%	0.01%	(0.04)%	(0.05)%
Indicator 6 - Asset Renewal Funding Ratio - %	108%	130%	105%	119%	122%	121%	116%	116%	102%	103%	105%

APPENDIX 3

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF FOOTWAY CONSTRUCTION	
DETAILS	
Adhoc Customer Requests, Port Adelaide Enfield	
Boomerang Rd, Croydon Park - Both sides Torrens Rd to James St & North West side - James St to Little St	
Bus Stop Upgrades and DDA Compliance, Port Adelaide Enfield	
Dale St Laneway, Port Adelaide - Dale St to Thomas St	
Divett St, Port Adelaide - South side Divett St to Stevedore Pl	
Duncan Rd Stage 1, Dry Creek - North side Cavan Rd to 25 Duncan Rd	
Fifth St, Wingfield - North side Hanson Rd to Wingfield Rd	
Flinders St, Rosewater - East side Grand Junction Rd to Murray St; Both sides (intersections of Ann St & Murray St)	
Gordon Luxton Dr, North Haven - South side Rennie Reserve to Walkway East of 20 Gordon Luxton Dr	
Grand Junction Rd, Rosewater - South side Tomset St to Canning St	
Harry Wierda Reserve Stage 1, Oakden - Reserve Western end of Arlington Court to Basketball Courts	
John St, Mansfield Park - Southern Property Boundary of 426 Frederick St, 6 John St & Both sides William St to End	
Leslie Pl, Port Adelaide - North side Langham Pl to Clare St	
Naweena Rd Stage 2A, Regency Park - West side Aruma St to 24 Naweena Rd	
Northgate Pde, Northgate - Eastern Property Boundary of 31 The Common	
Pioneer Cct & Westport Ave Queenstown - 14 Westport Ave to 22 Pioneer Cct	
Porter Cr, Enfield - South side 1 to 13 Porter Cres & North side Eastern Property Boundary of 2 Wilkinson Ct to 25 Porter Cres	
Princes St, Port Adelaide - Both sides Webb St to Leslie Pl & South side Langham Pl to End	
Pritchard St, Largs North - North East side Carnarvon Tce to Bickers Ct	
Prospect Rd, Gepps Cross - Eastern Property Boundary of 581A Grand Junction Rd	

DETAILS	
Regency Rd, Regency Park - Days Rd to Crossley Ave	
Ridley Grove Woodville Gardens - Southern & Eastern Property Boundary of 160-168 Ridley Grove	
Ruby St, Peterhead - North side Hamley St to Whyte St	
Sheffield Cres, Blair Athol - 14 to 22 Sheffield Cres	
Smith St, Port Adelaide - North side Western Laneway to Leslie Pl (Includes Eastern Laneway)	
Thomas Pl, Port Adelaide - South side (Commercial Rd to End)	
Tim Hunt Way, Peterhead - North side	
Todd St, Port Adelaide - West side (St Vincent St to Divett St) Todd St	
Victoria Rd, Osborne - East side Osborne Rd to Brookman St	
Warner Cres, Klemzig - Reserve to Linear Park	
William St, Semaphore South - North West side (Jervois Rd to Paxton St)	
Wilson St, Queenstown - Both sides (intersections of Spring St, New St & Long St)	
Total Construction	2,407,400



2020-2021 CAPITAL SCHEDULES

SCHEDULE OF ROADWAY CONSTRUCTION	
DETAILS	Total
Reconstruction	8,841,900
Arthur St, Northfield - Grand Junction Rd to Harrison Gr	
Barnes Ave, Northfield - Arthur St to Cox Tce	
Cox Tce, Northfield - Justin Ave to Grand Junction Rd	
Haig St, Broadview - Regency Rd to Bruce St	
Hender Ave, Klemzig - North East Rd to Lomond Rd	
Heritage Ct, Oakden - Hilltop Dr to End	
Jetty Rd, Largs Bay - Esplanade to Military Rd (Streetscape)	
Justin Ave, Northfield - Cox Tce to Arthur St	
Kilburn Depot, Kilburn - works to accommodate MRF	
Langham Pl, Port Adelaide - Wellington St to Princes St	
Leighton Ave, Klemzig - Cameron Rd to Hender Ave	
Leslie Pl, Port Adelaide - Langham Pl to Clare St	
Mill Court, Kilburn - Grand Junction Rd to Mill Crt Intersection - Works to Accommodate MRF	
McLaren Pde, Port Adelaide - Commercial Rd to Timpson St (Streetscape)	
Northfield Rd, Northfield - Linden Ave to Western Property Boundary of #12	
Princes St, Port Adelaide - Webb St to End	
Smith St, Port Adelaide - Princes St to Leslie Pl	
Deep Lift Program	750,000
Harrison Rd, Dudley Park - Belford Ave to Blight St	
Waldaree St, Gepps Cross - Boulderstone Ave to Blight St	
Webb St, Queenstown - Port Rd to Sinclair St	
Reseal Program	5,750,000
Adams Pl, Alberton - Torrens Rd to End	
Arthur St, Northfield - Harrison Gr to Leeds Ave	
Arthur St, Semaphore - Esplanade to Military Rd	
Austin St, Croydon Park - Hudson Ave to Pym St	
Barnes Ave, Northfield - Cox Tce to End	
Caire St, Alberton - Princes St to End	

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF ROADWAY CONSTRUCTION	
Cleveland Tce, Ottoway - Allenby Rd to Henry St	
Cox Tce, Northfield - Justin Ave to Leeds Ave	
Firth Ave, Northfield - Folland Ave to Mansfield Rd	
Fourth Ave, Woodville Gardens - Hanson Rd to Liberty Gr	
Gambia Ave, Hampstead Gardens - Page St to Fleet St	
Glanville St, Ethelton - Willimott St to Russell St	
Haig St, Broadview - Bruce St to Winton St	
Hargrave St, Birkenhead - Roberts St to Victoria Rd	
Hargrave St, Largs Bay - Military Rd to Woolnough Rd	
Justin Ave, Northfield - Cox Tce to End	
Kent Ave, Clearview - Branson Ave to Ormond Ave	
Lamont St, Croydon Park - Days Rd to Flanders St	
Laneway, Clearview - Amber to Fairview Tce	
Leeds Ave, Northfield - Rowe Ave to Dumfries Ave	
Leighton Ave, Klemzig - Thistle Ave to Cameron Rd	
Lord Howe Ave, Northfield - Oakden - Fosters Rd to Upton St	
Macedonia St, Taperoo - Railway Tce to Marmora Tce	
Mansfield Rd, Northfield - Rowe Ave to Dumphries Ave	
Maple St, Broadview - Meredith St to Erin St	
Mersey Rd, Taperoo - Strathfield Tce to Yandra St	
Moldavia Walk, Taperoo - Military Rd to Macedonia St	
Ninth St, Wingfield - West Tce to East Tce	
Northfield Rd, Northfield - Rowe Ave to Linden Ave	
Northfield Rd, Northfield - Western PB of #12 to Folland Ave	
Oxburgh St, Oakden - Montacute Dr to Wakehurst Ave	
Plymouth Ave, Devon Park - Harrison Rd to Exeter Tce	
Port Wakefield Rd, Gepps Cross – Kerbing	
Richard St, Mansfield Park - Grand Junction Rd to Dudley St	
Ridley Gr, Woodville Gardens - Albion St to Hookings Tce	
Rickaby St, Croydon Park - Ena St to Regency Rd	
Rowe Ave, Northfield - Folland Ave to Charles St	

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF ROADWAY CONSTRUCTION	
Rowe Ave, Northfield - Grand Junction Rd to Link St	
Second Ave, Woodville Gardens - Hanson Rd to Hookings Tce	
Staite St, Wingfield - South Tce to Glasgow St	
Thorpe St, Oakden - Wakehurst Ave to End	
Wakehurst Ave, Oakden - Parkview Dr to End	
Wilkins Rd, Wingfield - Hanson Rd to Bend	
Rejuvenation Program	200,000
Cheesman Ct, Queenstown - Prominent Pl to End	
Ernest St, Taperoo - Railway to Victoria	
Goodman Ave, Kilburn - Churchill Rd to Brunswick St	
Heathfield Dr, Queenstown - Westport Ave to Simpson Ave	
Jean St, Broadview - Moresby Ave to Lae Ave	
Myhill Cr, Queenstown - Westport Ave to Heather Dr	
Pioneer Cct, Queenstown - Westport Ave to Westport Ave	
Princes St, Port Adelaide - Langham to End	
Prominent Pl, Queenstown - Simpson Ave to End	
Shropshire Ave, Hillcrest - Fosters to Queensborough Ave	
Simpson Ave, Queenstown - Old Port Rd to End	
Westport Ave, Queenstown - Prominent Pl to Port Rd	
Windsor Gr, Windsor Gardens - Alexander to McLauchlan	
Intersection Upgrades	550,000
North-South Corridor - Intersection Upgrades	
Road Design	200,000
TOTAL CONSTRUCTION	16,291,900

Council has proposed a budget for \$16,291,900 for the 2020-2021 capital works road program.

If Council delivers the above capital works program under budget, some of the listed roads below will be added to the 2020-2021 program taking into account Councils road audit scheduled for completion late 2021 which may identify additional roads as a priority for renewal.

2020-2021 | CAPITAL SCHEDULES

SCHEDULE OF ADDITIONAL ROADWAY CONSTRUCTION	
DETAILS	
Delhi Ave, Hillcrest - Patricia Ave to Beatty Ave	
Denver Tce, Kilburn - Lehunte At to Way St	
Foote Ave, Kilburn - Churchill Rd to Blackburn St	
Gascoyne Ave, Hillcrest - Macquarie Ave to Hood St	
Hood St, Hillcrest - Flinders Rd to Patricia Ave	
McGregor Tce, Rosewater - Grand Junction Rd to Lee Tce	
McNicol Tce, Rosewater - - Grand Junction Rd to Lee Tce	
Stuart St, Hillcrest - Balmoral St to Queensborough Ave	

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF DRAINAGE CONSTRUCTION	
DETAILS	TOTAL (\$)
Adhoc, Drainage Maintenance & Localised Flood Mitigation	
Birkenhead Naval Reserve Birkenhead Stage 1, Detention Basin & Stormwater Upgrade	
Carlise St Ethelton, Catchment Flood Mitigation	
Cheapside St Largs North, Gravity Outfall, Infiltration Basin & Lateral Drains	
Dover St Blair Athol, Detention Basin & Stormwater, Continuation	
Finsbury Rail Corridor Ottoway, Continuation of Basin & Lateral Drains	
Hack St Central Port Adelaide, Lateral Drains (Design)	
Hack St North Port Adelaide, Pump Station	
Jetty Rd Largs Bay, Stage 2 Detailed Design	
Jetty & Elder Rds Largs Bay, Dewatering to London Crt (Design & Construct)	
Lulu Pump Station Peterhead, Switchboard and Generator	
Mersey Rd, Pump Station	
NAE Channel Basin/ NAE Sport Park	
NAE Open Channel Stage 1, Outlet to Railway Reserve Wingfield	
NAE Open Channel Stage 2, Railway Reserve Dry Creek to Grand Junction Rd Gepps Cross (Design)	
Newhaven WWPS - Upgrade Sewer Treatment Plant	
Osborne Rd North Haven, Tidal Valve	
Phillips Reserve Semaphore (Detailed Design)	
Providence PI Port Adelaide, Langham PI Lateral Drains (Detailed Design)	
Stormwater Upgrade associated with Road Program Upgrades	
Wade St Osborne, Soakage Pits	
Water Sensitive Urban Design Projects (Locations to be determined)	
Whicker Rd Gillman, Magazine Creek (Desilting of Wetlands)	
TOTAL CONSTRUCTION	13,203,500

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF TRAFFIC MANAGEMENT CONSTRUCTION	
DETAILS	TOTAL (\$)
All Traffic Control Hazardous Locations	
Black Spot Projects - Holden Hill, Ottoway & Semaphore	
Dudley Park Area LATM Design / Part Construction	
Enfield Central & North Area LATM including Design	
Greenacres Area LATM - Stage 2 (Redward Ave & Parna Ln)	
LATM Study - Hillcrest	
LATM Study - Klemzig	
LATM Study - Windsor Gardens	
Local Area Walking and Cycling Plan	
Northfield Area LATM Traffic Works	
Way to Go Program	
TOTAL CONSTRUCTION	2,087,800

SCHEDULE OF COMMERCIAL ACTIVITIES CONSTRUCTION	
DETAILS	TOTAL (\$)
Glanville Hall Reserve - Irrigation Upgrade	
Regency Park Golf Course - Carpark Northern Section Reseal	
TOTAL CONSTRUCTION	140,000

SCHEDULE OF FORESHORE CONSTRUCTION	
DETAILS	TOTAL (\$)
Semaphore Foreshore - Fitness/Exercise and Shade Sails Replacement	
TOTAL CONSTRUCTION	131,000

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF SPORT & RECREATION (ACTIVE) CONSTRUCTION	
DETAILS	TOTAL (\$)
Alan Iversen Athletics Reserve - Exercise / Fitness Equipment Replacement	
Devon Park Reserve / Playground - Playground Rubber Replacement	
Duncan Fraser Reserve - Electronic Scoreboard	
George Crawford Windsor Gardens Reserve - Fence Repairs	
Eastern Parade Reserve - Irrigation Upgrade With Tank and Pump	
Eastern Parade Reserve - Southern Carpark Reseal, Replace Shelter & New BBQ & Furniture	
Eric Sutton Reserve - Floodlighting Upgrade	
Goldingham St Reserve - Playground Removal & Site Remediation	
Hanson Reserve - Design Of Carpark & Lights	
Hartley Grove Reserve - Basketball Court Surface Upgrade	
Kapoola Cres Reserve (Wandana Res) Upgrade Inc. Playground, Shelter & Irrigation Replacement	
Kirkby Circuit Reserve - Playground Replacement	
Largs Bay Reserve - High Density Poly Mainline From Bore Pumps To Tank, New Irrigation Pump and Enclosure. Playground Rubber Replacement and Replace Shelter	
Largs North Reserve - Replace Irrigation Pump And Enclosure	
Laurie Knight Reserve - Full Upgrade & Replace Goalpost Sleeves & Floodlighting & Carpark Reseal	
Nazer EP Reserve - Floodlighting Design, Meter Relocation and Pump Replacement	
Northgate Oval Reserve - Exercise Replacement	
Polonia Reserve - Redevelopment Design	
Polonia Reserve - Playground	
Regency Park Oval - Soccer Facility Development	
Robin Rd Reserve - Playground Removal & Site Remediation	
St Albans Reserve Replace - Bollards	
Second Street Reserve - Playground, Furniture Replacement And Fencing Refurbishment	
TK Shutter Reserve - Retaining Wall & Irrigation Design and Playground Rubber Replacement	
Wilkinson Court Reserve - Irrigation Design	
TOTAL CONSTRUCTION	7,054,500

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF SPORT & RECREATION (PASSIVE) CONSTRUCTION	
DETAILS	TOTAL (\$)
Carlson EA Reserve - Playground Design & Consult	
Central Park - Installation of Pedestrian Lighting to Walkway	
Charles ER Reserve - Investigate & Design Bridge	
Dearing JB Reserve - Playground Design & Consult	
Delhi Reserve - Irrigation Design	
Emerald Park - Playground Upgrade	
Haddington Street Reserve - Bridge & Embankment Structural Repairs	
Harry Wierda Reserve - Design & Consult Playground, Upgrade of Tennis Nets, Mesh Fencing and Surface	
Hunter GE Reserve - Bridge Structural Repairs	
Kilburn Blair Athol Town Square	
Kilpatrick WAL Reserve - Playground Design & Consult	
Lady Gowrie Western Buffer - Irrigation Replacement & Landscaping	
LJ Lewis Park - Irrigation Upgrade & Playground Rubber Replacement	
Linear Park Partial Upgrade - Public Lighting	
Montpelier Square Reserve - Irrigation Upgrade and Reserve Upgrade Including Playground & Shelter Replacement	
Newport Quays - Irrigation Design	
Northgate Reserve - Exercise / Fitness Equipment Replacement & Paving Repairs	
Port Rd Median - Repairs to Heritage Stone Shelter Structure & Irrigation Design	
Ray Norton Reserve - Basketball Court Surface Upgrade	
Rogers ESP Reserve - Playground Design & Consult	
Shillabeer Reserve - Playground Rubber Replacement	
The Strand Reserve - Irrigation Upgrade	
Tim Hunt Way - Playground & Irrigation Upgrade & Landscaping	
Walkley Heights Reserve - Replace Shade Sails	
Woodland Reserve - Playground Upgrade	
Yandra St Reserve - Playground Rubber Replacement	
TOTAL CONSTRUCTION	4,755,000

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF PROPERTY MANAGEMENT CONSTRUCTION	
DETAILS	TOTAL (\$)
Alan Iversen Reserve - Port Adelaide Little Athletics - Refurbishment	
Alberton Oval - Scoreboard Replacement	
Beefacres Hall - Render External Walls & External Paint, Window Tint	
Blair Athol Reserve Toilets - Replace Toilet	
Branson Ave Reserve - Enfield Tennis Club Clubrooms / Toilet - Paint External, Relocate Gas HWS Services, Underpin External Slab	
Civic Centre - Minor Refurbishment Project	
Civic Centre - Solar / Energy Efficiency Upgrades	
Dry Creek Res Shed - Replace Shed	
Eastern Parade Clubrooms - Change Room And Public Toilet Building and Replace Air-Conditioning	
Enfield Community Centre - Split Systems x 2	
Enfield Library - Bathroom Refurbishment	
Glanville Golf Course Kiosk - Replace Verandah	
Harry Weirda Reserve Shelter - Full Brick Repoint, Repaint And Fascia Replacement	
Kilburn Community Centre - Solar / Energy Efficiency Upgrades	
Kilburn Community Tennis Blair Athol - Repairs & New Kitchen	
Kilburn Depot - Solar / Energy Efficiency Upgrades	
Laurie Knight Reserve Tennis Clubrooms / Toilet - Flooring Replacement, Kitchen Replacement and Painting	
Leslie Place Shed - Replacement	
LJ Lewis Clubrooms - Change Rooms x 4	
Millbank Tennis - Concrete Path, Pram Ramps And Underpinning	
Old Post Office Building - Paint Rear Exterior	
Osborne Over 50's Hall - Commercial Kitchen Refurbishment	
Port Adelaide Library - Toilet Refurbishments	
Rellum Rd Depot Office - Stage 3 (Construction) - New Office And Amenities / Warehouse Facility	
Semaphore Library - Bathroom Refurbishments	
Semaphore RSL - Repairs, Painting, Cabinets, Toilet Repairs And Ventilation	
Semaphore South Foreshore Toilets (Opposite Paxton Street) - Roof Refurbishment	
Shutter TK Reserve - Metro Stars Soccer - Firewall	
Smith E Reserve - Greenacres Football Clubrooms - Grand North Refurbishments Providing 2 Change Rooms	
St Johns Toilet Esplanade Semaphore - Internal & External Painting	
Taperoo Family Centre - Operable Wall	
Valley View Pauls Drive Reserve - Kindergarten - Roof & Timber Flashings / Cladding	
Willochra Depot, Willochra Build / Services Shed & Willochra Depot Truck Wash - Rectangular Air-Conditioning Replacement, Painting, Guttering & Lighting, Replace Fascia's, Derust & Paint	
TOTAL CONSTRUCTION	6,137,500

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF WASTE MANAGEMENT SERVICES CONSTRUCTION	
DETAILS	TOTAL (\$)
New Waste Bins	
New Green Waste Bins	
New Recycling Bins	
TOTAL CAPITAL	123,200

SCHEDULE OF INFRASTRUCTURE SUPPORT CAPITAL	
DETAILS	TOTAL (\$)
Jervois Bridge Control Tower Reconstruction	
Minor Plant Capital Purchase	
TOTAL CAPITAL	324,400

SCHEDULE OF PLANT AND MACHINERY CAPITAL	
DETAILS	TOTAL (\$)
Aboriginal & Cultural Development	
Crime Prevention	
Youth Development	
Information Technology	
People & Culture	
Corporate Management	
Facilities Maintenance General	
Indirect Depot Kilburn	
Works Capital	
Plant and Machinery General	
By Laws & Fire Protection	
Planning Assessment & Monitoring	
Building Assessment & Monitoring	
Dog and Cat Management	
Environmental Management & Sustainability	
Parking - Inspectorial	
Community Services	

2020-2021 CAPITAL SCHEDULES

SCHEDULE OF PLANT AND MACHINERY CAPITAL	
Health Services - Health Care & Welfare	
Governance Administration	
TOTAL CAPITAL	5,309,000

NOTE: Replacement of Plant & Equipment (before deduction of trade in)

SCHEDULE OF FURNITURE AND EQUIPMENT AND MAJOR SOFTWARE CAPITAL	
DETAILS	TOTAL (\$)
Furniture & Equipment Purchases	
Data Processing - Computer Room Air-Conditioning	
Data Processing - VM Client Hardware - Replacement	
Data Processing - Tape Library / Backup Storage	
Data Processing - PABX - Replacement	
Data Processing - UPS at Kilburn Depot - Replacement	
Data Processing - Network Routers - Replacement	
Data Processing - Tape Library B Unit - Replacement	
Data Processing - Audio Visual - Depot - Replacement	
Data Processing - Mobile Solution	
Port Adelaide Library - Building Signage, Shelving Renewal	
Enfield Library - Shelving Replacement	
Greenacres Library - Shelving Renewal, Furniture Replacement	
Lefevre Stadium - New Basketball Rings & Backboards	
Governance Admin - Purchase and Installation of New Office Furniture	
Major Software Purchases	
Data Processing - RM Module (Minute Manager) - Replacement	
Data Processing - Upgrade Technology One - CIA Migration	
Data Processing - Server Licenses (Online Services)	
Data Processing - Technology One CIA Roadmap - Payroll Processing	
TOTAL CAPITAL	1,023,100



Hanson Road Velodrome, Woodville Gardens

APPENDIX 4

RATING STRUCTURE AND POLICY

RATING

(1) Valuation Methodology and Adoption

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 two in-house valuers. Valuations from both sources are adopted as at 1st of January in the rating year.

(2) Differential General Rates

All land within a council area, except for land specifically exempt under section 147 (2) of 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 PAE. 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.

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

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 (previously known as NRM Levy)

- The Council, under the new 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) determines an appropriate rate in the dollar, 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

The Council has determined that payment of rates for the 2020-21 financial year will be by four instalments, due in September, December, March and June. However, the total amount of rates may be paid in full at any time.

Council has determined that rates may be paid by the following methods;

- Internet – Councils home page www.cityofpae.sa.gov.au
- BPay – Telephone or internet payments
- Centrepay – Deductions directly from Centrelink deductions
- Direct Debit – Direct from either a Cheque or Savings account
- In person - At Council Offices, or at any Post Office using PostBillPay
- Telephone – Council offices 8405-6600, Australia Post 131 816
- By Mail – To City of Port Adelaide Enfield, GPO Box 1044, Adelaide 5001 (Rates Only)

(6) Late Payment of Rates

Council imposes an initial penalty (late fine) of 2% as prescribed under the Act on any instalment that is received after the due date. A further interest charge will be applied at the end of each month thereafter on any balance (including fines and interest) that remains unpaid.

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,

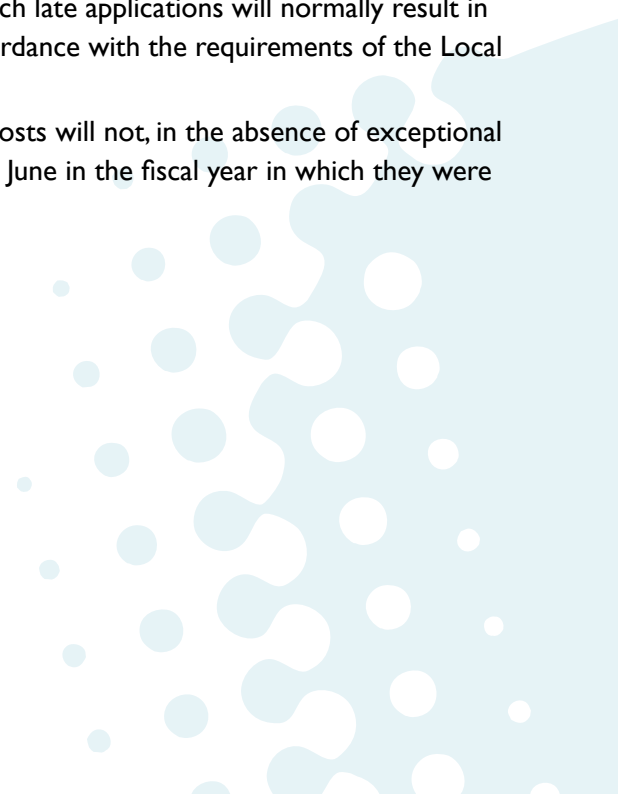
- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest debt first).

(7) Rate Postponements/Hardship

Ratepayers who are experiencing financial difficulties and who are unable to make payments by the date on which they fall due should contact the Customer Services team or Council's Rates staff at the earliest opportunity to apply for a revised instalment payment scheme that fits their particular circumstances.

Applications made after the amounts have fallen into arrears may, in some circumstances, be approved; however such late applications will normally result in fines and interest being incurred in accordance with the requirements of the Local Government Act 1999.

Payment of all rates, fines, interest and costs will not, in the absence of exceptional circumstances, be postponed beyond 30 June in the fiscal year in which they were incurred.



(7.1) Seniors Postponement

A person may apply to a council for a postponement of the payment of the prescribed proportion of rates for the current or future financial year if-

- the person is a prescribed ratepayer, or is the spouse 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-
 - i. the prescribed ratepayer; or
 - ii. the prescribed ratepayer and his or her spouse, (and no other person has an interest [as owner] in the land).
 - ii. the prescribed ratepayer and his or her spouse, (and no other person has an interest [as owner] in the land).

(7.2) Residential Construction on Vacant Land

Under Section 166 (1a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2020-21 financial year will be granted in respect of an assessment classed as vacant land by the Council, where:

- The principal ratepayer of the assessment applies to the Council for the rebate prior to 30 June 2021, and
- The footings have been poured on the property by 30 June 2021.

The amount of the rebate will be the difference between the general rate in the dollar applicable to vacant land, and the general rate in the dollar applicable to residential land. This is calculated by the number of days remaining between 1 July 2020 and 30 June 2021 from the date footings are poured for a residence on the land.

Minimum Rate is still applicable.

(8) Recovery of Outstanding Rates

The Council will apply prudent debt collection practices in the recovery of outstanding rates as prescribed in the Act, and Council's Debt Treatment Plan.

Rates which remain in arrears for a period exceeding 30 days will be subject to recovery action. The Council will pursue all legal avenues available in recovering amounts in arrears, including:

- Proceedings in any court of competent jurisdiction;
- An order requiring an occupier of a property to pay to the Council amounts of rent otherwise payable to the property owner;
- Compulsory sale of the property.

(8.1) Sale of Land for Non-Payment of Rates

Section 184 of the Local Government Act 1999 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 determines to pursue the sale of a property due to non-payment of rates Council will notify the land owner of its intention to sell the land, provide the owners with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

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

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

To assess the property owner's circumstances for non-payment of rates Council where appropriate will seek evidence which supports the exemption such as proof of a disability pension, financial records, documents indicating pending sale of property.

Where Council is satisfied there are legitimate circumstances for the non-payment of rates Council will seek to put in place payment plans to reduce the debt. The amount and timing of such payment plan will be at the absolute discretion of Council.

Elected Members will be provided appropriate notification when Section 184 is enacted to ensure transparency in the recovery process.

RATE REBATES

(1) Policy Statement

Council has decided to adopt a Rate Rebate Policy for all rateable land within the Council's area which is applied in accordance with Sections 159 to 166 of the Act. This Policy will assist the Council as a decision making function and is intended to provide guidance to the community as to the matters that the Council will take into account in deciding an application for a rebate.

The Policy also sets out the type of land use for which the Council must grant a mandatory rebate of rates and the percentage amount applicable, and those types of land use where the Council has the ability to grant a discretionary rebate of rates. Rebates will only be available when the applicant satisfies the requirements under both the Act and, where appropriate, the requirements of this Policy.

(2) Mandatory Rebates

Mandatory rate rebates will be granted by Council at the prescribed rate in accordance with Sections 159 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

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 lodge an application in accordance with this Policy.

Where a person or body is entitled to mandatory rate rebate of 75% only, the Council may increase the rebate up to a further 25%. The Council may grant this further 25% rebate upon application.

Where an application is made to the Council for a rebate of up to a further 25% the application will be determined and written notice will be provided to the applicant of its determination of that application.

(3) Discretionary Rebates

A discretionary rate rebate may be granted by the Council at its absolute discretion up to and including 100% relief to any cases pursuant to Section 166 of the Act. Any persons or bodies 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 other information that the Council may reasonably require.

(4) Application

Application forms may be obtained from the Council Civic Centre located at 163 St Vincent Street, Port Adelaide SA 5015.

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 the Council.

(5) In regards to prescribed discretionary rate rebates the Council will take into account, in accordance with Section 166 (1) of the Act the following matters –

- The nature and extent of Council services provided in respect of the land for which the rebate is sought, in comparison to similar services provided elsewhere in the Council area;
- The community need that is being met by activities carried out on the land for which the rebate is sought; and
- The extent to which activities carried out on the land, for which the rebate is sought, provides assistance or relief to disadvantaged persons; and
- Such other matters as the Council considers relevant.

(6) The Council may take into account other matters considered relevant by the Council including, but not limited to, the following –

- Determining why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- Whether the applicant has made/intends to make applications to another Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;
- Whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- The desirability of granting a rebate for more than one year;
- Consideration of the full financial consequences of the rebate for the Council;
- The time the application is received;
- The availability of any community grant to the person or body making the application;
- Whether the applicant is in receipt of a community grant; and
- Any other matters and policies of the Council, which the Council considers relevant.
- All persons or bodies wishing to apply for the Council for a discretionary rebate of rates must do so on or before 1 May in that financial year for which the rebate is sought.

- The Council may grant a rebate of rates on such conditions as the Council thinks fit.
- The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.
- Where 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 at the increased level (as the case may be), proportionate to the remaining part of the financial year.

It is an offence for a person or body to make a false or misleading statement in an application, or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.

The maximum penalty for this offence is \$5,000.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of the fact and (whether or not the Council is so informed) the entitlements to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The maximum penalty for this offence is \$5,000.



CITY OF
Port Adelaide Enfield