



CITY OF
MITCHAM

***DRAFT* 2021/22 ANNUAL BUSINESS PLAN,
BUDGET & LONG TERM FINANCIAL PLAN.**





ACKNOWLEDGEMENT TO COUNTRY

We acknowledge the Kaurna people as the traditional custodians and caretakers of the land that includes much of the City of Mitcham, known as Tarndanyangga Country, which means "the place of the red kangaroo dreaming". The Kaurna people's rich cultural heritage and spiritual belief connects them with this land and we look forward to nurturing our relationship with the members of the Kaurna Community.

CONTENTS

WELCOME FROM THE MAYOR	3
OUR STRATEGIC PLANNING AND REPORTING FRAMEWORK	3
OUR VISION, GOALS & THEMES - MITCHAM 2030.....	4
OUR MITCHAM.....	5
OUR SERVICES, PROJECTS & AREAS OF MEASUREMENT	6
New Services and Projects	6
Operating Projects – One-off Initiatives and Programs.....	7
Ongoing Services	8
Areas of Measurement.....	9
OUR 2021/22 ANNUAL BUSINESS PLAN & BUDGET	11
Council's Expenditure In 2021/22.....	12
Council's Income In 2021/22	15
Council's Rates In 2021/22.....	16
OUR LONG TERM FINANCIAL PLAN	20
CEO Statement on Financial Sustainability	28
10 Year Key Financial Indicators	30
Forecast Financial Statements	36
APPENDICES.....	41
Appendix 1: Budgeted Financial Statements.....	43
Appendix 2: Capital Works Program 2021/22	46



WELCOME FROM THE MAYOR

On behalf of the City of Mitcham, I'm pleased to present the draft 2021/2022 Annual Business Plan, Budget and Long-Term Financial Plan.

With this budget, Council seeks to respond to a changing climate by investing in environmental initiatives, including energy efficient lighting, increased tree planting, stormwater infrastructure and flood mitigation works at Brown Hill and Keswick Creeks.

We continue to incorporate innovative water sensitive urban design measures, such as permeable paving and kerb inlets that increase the uptake of water by street trees, into our ongoing asset and maintenance programs.

We're pushing ahead with plans to build the Blackwood Hub, a community facility that is set to create a vibrant community precinct and act as a catalyst for local jobs and investment.

In line with our priority Mitcham 2030 themes, Council is creating opportunities for residents to stay active, safe and connected by developing the Flinders-City bikeway, an extension of the footpath network and pedestrian-focussed traffic upgrades.

These increased investments and more, are alongside council's commitment to keep the cost of existing services to our community at or below the cost of inflation, which we achieve through efficiencies, savings and innovation.

We've set aside funds to improve facilities at our parks, playgrounds and community buildings, and to increase the level of our community grants.

To fund investment in these new services and initiatives, Council is seeking to increase rates by an average \$42 per resident and \$110 for commercial business, an average increase of 2.33 per cent.

I encourage you to have your say on the services and projects proposed in this plan. Your feedback will help shape the decisions that support our community and help make the City of Mitcham a great place to live, work and visit.



Dr Heather Holmes-Ross
Mayor, City of Mitcham



OUR STRATEGIC PLANNING AND REPORTING FRAMEWORK

Council has a suite of strategic documents that work together to describe Council's long-term aspirations, prioritise key areas of focus, and identify specific funded actions to deliver each year.



Mitcham 2030 sets the high level vision and strategic direction for Council over ten years. It provides 12 Themes which capture Council's services and projects, and identifies the high level outcomes that we will strive to deliver.

To turn the ambitions of Mitcham 2030 into actions, a **Four Year Delivery Plan** identifies 'Priority Themes' as areas that Council will focus additional effort and/or investment for a four year period. This enables Council to prioritise investment and assign resources to particular challenges or opportunities.

The Delivery Plan maps priority investments across four years with a particular focus on these investments being within the Priority Themes.

The priority investments of the Delivery Plan inform Council's Annual Business Plan and Budget which sets out the actions that Council will deliver each financial year, including existing services and new services / projects.

Council has several other documents that are used in varying ways to reference, inform, deliver and report on its work, such as a Long Term Financial Plan, Asset Management Plans, and other strategies/plans.

Community insights (high level indicators) are included in the Delivery Plan to track Council's progress towards achieving its vision. The indicators formed a community survey which was undertaken in late 2020, to baseline community satisfaction and perception with Council. The indicators will be supported by other data sources as necessary.

Quarterly Performance Reports to Council, documents the organisations progress in delivering the activities, projects and ongoing services captured in Council's Annual Business Plan. Council's Annual Report identifies Council's activities and achievements towards achieving its goals and outcomes. Performance measures are identified against projects and ongoing services in this plan.

OUR VISION, GOALS & THEMES - MITCHAM 2030



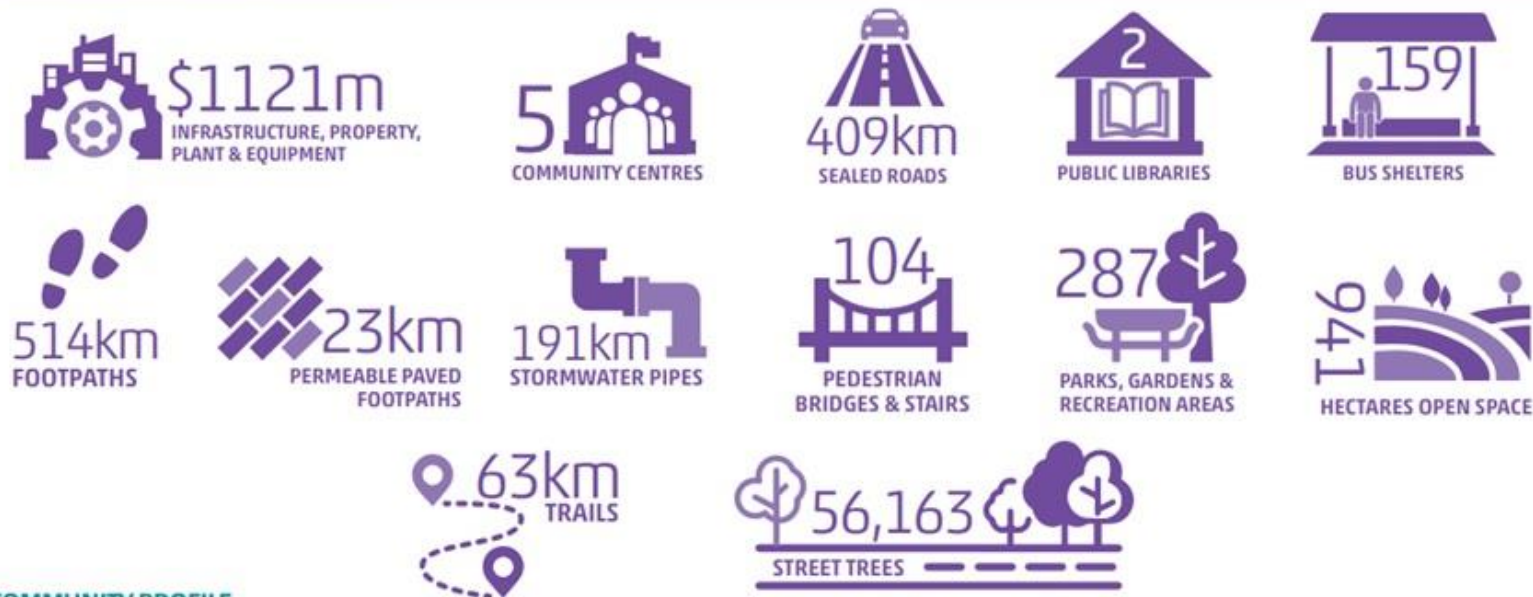


**WE ARE A WELCOMING AND INCLUSIVE
COMMUNITY THAT VALUES ITS HERITAGE
AND NATURAL ENVIRONMENT.**

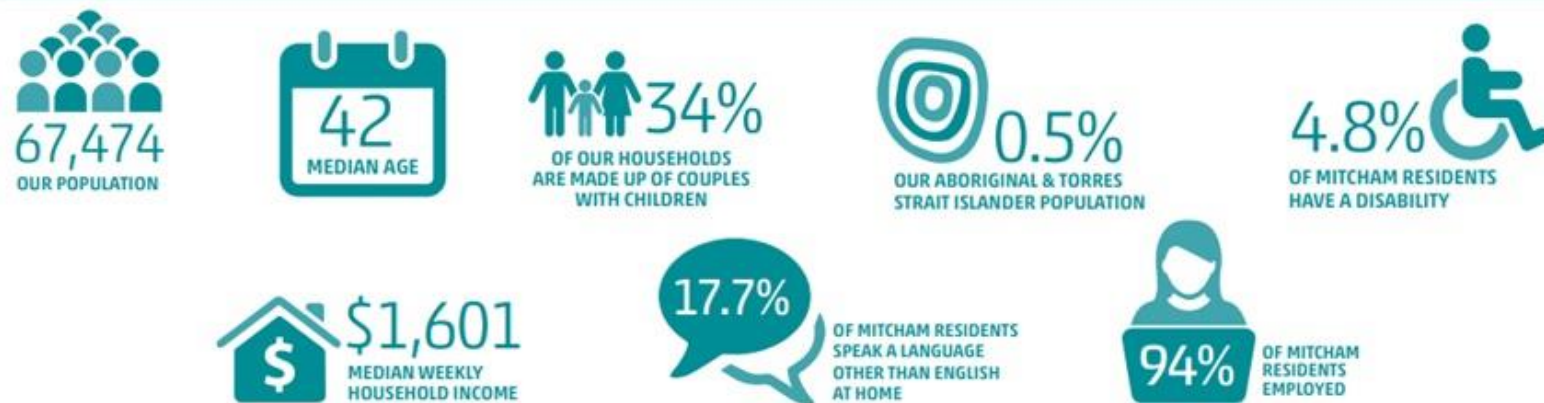
GOAL 1 ACCESSIBLE, HEALTHY & CONNECTED COMMUNITY	GOAL 2 SUSTAINABLE CITY	GOAL 3 DYNAMIC & PROSPEROUS PLACES	GOAL 4 EXCELLENCE IN LEADERSHIP
We connect our community with each other and with their places, and empower them to live healthy lives. THEME 1. 1 TRANSPORT NETWORK We are a City that is connected to places through an integrated, efficient and people friendly transport network for motorists, cyclists and pedestrians. 	We sustain and improve our natural and built environments for today's and future generations. THEME 2. 1 CLIMATE CHANGE MITIGATION & RESILIENCE We limit our impact on the climate, and are prepared and adaptable to the impacts of climate change. 	We have a strong and competitive economy that supports our unique and vibrant places and culture. THEME 3. 1 PLACEMAKING We have a spatial vision that guides the development of integrated, attractive and vibrant precincts that support diverse land uses and housing choice. 	We are a professional and innovative Council with responsible leadership that is valued by its people, community and partners. THEME 4. 1 GOOD GOVERNANCE We are transparent and accountable, make informed decisions, demonstrate integrity and empower our community to have a voice and participate in a meaningful way. 
THEME 1. 2 HEALTH & WELLBEING We build capacity for people to be active, healthy and connected, and provide inclusive and safe environments for all. 	THEME 2. 2 SUSTAINABLE RESOURCES We conserve resources through efficient practices, investment in technology, waste avoidance, and a commitment to reuse, recycle and repurpose. 	THEME 3. 2 CITY VIBRANCY We are a City well recognised for our social and cultural diversity, creativity, arts, events, heritage, natural environment, educational and medical facilities. 	THEME 4. 2 ORGANISATIONAL IMPROVEMENT We are efficient and effective with a culture of positive change and innovation to deliver sustainable outcomes and value-for-money services that meet community needs. 
THEME 1. 3 SERVICES & FACILITIES We provide convenient access to a diverse range of information, services, activities and facilities for our community. 	THEME 2. 3 NATURAL ENVIRONMENT We protect and enhance the environment and its biodiversity across natural landscapes, waterways, open spaces and across our suburbs. 	THEME 3. 3 PARTNERSHIPS We partner with neighbouring Councils, Government, universities, the private sector, not-for-profit organisations and community groups to maximise community and economic outcomes. 	THEME 4. 3 COMMUNITY EXPERIENCE We are easy to do business with and commit to a customer-centric approach that delivers positive experiences and builds trust. 

OUR MITCHAM

COMMUNITY INFRASTRUCTURE



COMMUNITY PROFILE



OUR SERVICES, PROJECTS & AREAS OF MEASUREMENT

Council delivers a range of ongoing services to the community each year. In addition, Council funds specific new services and projects, and operating one-off projects aligned to the Four Year Delivery Plan and Mitcham 2030.

Community Insights (high level indicators) are included to enable ongoing monitoring and review of Council's progress and effectiveness towards achieving its goals and outcomes.

New Services and Projects

Council has identified a number of new services and projects that it will deliver in 2021/22, aligned to the Four Year Delivery Plan and Mitcham 2030.

Service / Project	Primary Mitcham 2030 Theme
Implementing Brown Hill Keswick Creek Stormwater Master Plan Continue to invest in enhancements to Brown Hill Keswick Creek to reduce flooding risks.	2.1 Climate Change Mitigation & Resilience*
Investing in the Asset Renewal Backlog (to be completed by 2027) Undertake accelerated renewals of our civil infrastructure (e.g. roads and footpaths) to address our backlog by 2027.	1.1 Transport Network*
Upgrading and Extending the Stormwater Network Extend and upgrade our stormwater network to reduce flooding risks.	2.2 Sustainable Resources*
Stage 3 of increasing the annual Tree Planting Program Deliver Year 3 of our "Accelerated Tree Planting Program" to achieve our goal of planting 1800 trees per annum.	2.1 Climate Change Mitigation & Resilience*
Progressing the plans for the Flinders City Bikeway Progress the plans for the "Flinders City Bikeway" to improve cycling connections.	1.1 Transport Network*
Investing in additional Water Sensitive Urban Design Invest in additional "Water Sensitive Urban Design" that directs water from streets to trees.	2.2 Sustainable Resources*
Increasing Community Facilities Grants Provide a "Community Facilities Grant" to support community groups.	3.3 Partnerships
Converting street lighting to LED Undertake a further changeover of the globes in our streetlights to "LED" (saving money and reducing carbon emissions).	2.1 Climate Change Mitigation & Resilience*
Increasing general Community Grants Increase the level of community grants to support community groups.	3.3 Partnerships

Service / Project	Primary Mitcham 2030 Theme
Undertaking Pedestrian-focussed Traffic Safety Upgrades - Mitcham Way 2 Go Program – West Parkway, Colonel Light Gardens – Pedestrian safety improvements - Belair to City Bikeway – Progression of the section between Price Avenue to the existing Lynton Trails - Princes Rd, Torrens Park – Pedestrian crossing upgrade - Kalyra Rd, Belair – Traffic calming treatments - Waite St / Melton St, Blackwood – Traffic calming treatments - Edwardstown Primary, Melrose Park – Pedestrian refuge treatment - Winston Av, Cumberland Park – Pedestrian refuge treatment - Laffers Rd, Belair – Safety upgrades - Vaucluse Cr, Bellevue Heights – Traffic Safety Improvements	1.1 Transport Network*
Extending the Footpath Network Build new footpaths in streets currently without them to increase connectivity and liveability.	1.1 Transport Network*
Installing Playground Shade Sails at three new locations Install new shade sails at three of our playgrounds.	1.2 Health & Wellbeing
Investing in additional 'Minor' new capital requests in Open Space Create a new fund to respond to community requests for additional "minor assets" in our open spaces (e.g. benches, drinking fountains).	1.3 Services & Facilities*
Resourcing increased demand for Library Services To meet new demand and maintain existing services.	1.3 Services & Facilities*
Improving the Eden Hills Scout Hall, Karinya Reserve Partner with state and federal government to invest in improvements to the Eden Hills Scouts Hall.	1.3 Services & Facilities*

Note: Priority Themes are indicated by an asterisk ()*

Operating Projects – One-off Initiatives and Programs

In addition to the new service investments, Council will undertake several operating projects, which are one-off expenditures that are essential for Council to plan for future service delivery. They do not generate ongoing expenditure or create assets that need to be maintained or replaced. This can include things such as feasibility studies, plans or one-off events. Council is considering the following projects for 2021/22:

- tree canopy mapping
- furthering research into the conversion of Council's fleet to electric
- three bin pilot study in parks and reserves
- implementing reconciliation actions
- design of Coromandel Parade cycling improvements.

Ongoing Services

Council delivers a range of ongoing services to the community each year. The services are identified at a high level in the following table against Mitcham 2030 goals and themes..

Goal 1: Accessible, Healthy & Connected Community		
Theme 1.1 Transport Network	Theme 1.2 Health & Wellbeing	Theme 1.3 Services & Facilities
Traffic and transport infrastructure management	Regulations, registrations, inspections and controls	Community facilities hire and management
	Bushfire management	Library services
	Immunisation services	Open space, sport facilities and Council buildings management
	Youth development	Community programs
	Community care	Sports support
Goal 2: Sustainable City		
Theme 2.1 Climate Change Mitigation & Resilience	Theme 2.2 Sustainable Resources	Theme 2.3 Natural Environment
Environmental planning and project implementation	Water management	Native vegetation management
	Waste collection, management and education	Tree maintenance and planting
Goal 3: Dynamic & Prosperous Places		
Theme 3.1 Placemaking	Theme 3.2 City Vibrancy	Theme 3.3 Partnerships
Planning and development services	Events	Grants programs
Precinct / key site master planning	Local history service	Capacity building and community connections
		Volunteer management
Goal 4: Excellence In Leadership		
Theme 4.1 Good Governance	Theme 4.2 Organisational Improvement	Theme 4.3 Community Experience
Corporate reporting and financial management	Efficiency and effectiveness	Communications and marketing
Asset management and planning	ICT management and development	Information management services
Community engagement	Service reviews	
Governance and Council support	Workforce planning	
Strategic planning		
Risk and emergency management		

Areas of Measurement

Community Insights (high level indicators) are included in the Four Year Delivery Plan, and enable ongoing monitoring and review of Council's progress and effectiveness towards achieving its goals and outcomes. Community perception research on the insights periodically provides Council with insight into how the community perceive progress in these areas. The community insights are listed in the following table against Mitcham 2030 goals and theme and are supported by other measures and data sources as necessary. Council's Performance Reports are available at www.mitchamcouncil.sa.gov.au and provide detailed measures.

Goal 1: Accessible, Healthy & Connected Community	Goal 2: Sustainable City	Goal 3: Dynamic & Prosperous Places	Goal 4: Excellence in Leadership
Pride Rate	Valuing the Natural Environment Rate	City Vibrancy Rate	Trusted Council Rate
Support Rate	Theme 2.1 Climate Change Mitigation & Resilience	Theme 3.1 Placemaking	Theme 4.1 Good Governance
Theme 1.1 Transport Network	Response to Climate Change Rate	Attractive Local Area Rate	Council Decisions reflect Community Feedback Rate
Connected Paths Rate	Steps to Limit Impacts of Emergency Events Rate	Public Places free of Graffiti & Rubbish Rate	Council Decisions based on Evidence Rate
Safety when Travelling Rate	Theme 2.2 Sustainable Resources	Well Maintained & Appealing Streets Rate	Theme 4.2 Organisational Improvement
Ease of Travel Rate	Use of Alternative Materials to lower impact on Natural Environment Rate	Theme 3.2 City Vibrancy	Access to Information & Services Rate
Theme 1.2 Health & Wellbeing	Waste Rate	Events Rate	Value for Money Services Rate
Safety in the Community Rate	Theme 2.3 Natural Environment	Use of Public Places Rate	New ways of doing things Rate
Involvement in Sport, Activities & Programs Rate	Protection of Natural Environment	Creativity and the Arts Rate	Theme 4.3 Community Experience
Volunteer Participation Rate		Theme 3.3 Partnerships	Consistent Communication Rate
Theme 1.3 Services & Facilities		Thriving Local Businesses Rate	Consistent Response to Service Requests Rate
Amenities in Public Places (libraries, community centres, sports facilities, playgrounds, reserves) Rate		Employment Opportunities Rate	
Enjoyment using Public Places Rate			
Information to make Connections Rate			



OUR 2021/22 ANNUAL BUSINESS PLAN & BUDGET

The 2021/22 Annual Business Plan and Budget maintains Council's commitment to deliver services to the community at or below the cost of inflation which we are achieving in 2021/22, through efficiencies, savings and innovation.

In addition to this, Council is investing in the long term vision, goals and themes set out in Mitcham 2030 through the delivery of new projects and services, particularly aligned to the Priority Themes of Council's Four Year Delivery Plan, including transport, services and facilities, climate change mitigation and resilience, sustainable resources and placemaking.

This 2021/22 Annual Business Plan and Budget is projecting an underlying operating surplus of \$1,384,000 including recurrent financial savings of \$800,000.

Council is budgeting \$66.0 million in expenditure to continue existing services and invest in new service provision as well as investing \$39.8 million on asset replacement and creation, continuing the delivery of services to the community and providing new projects and services aligned to *Mitcham 2030*.

The major income source required to deliver the operations of the Annual Business Plan is rate revenue. Rates make up \$57.4 million or 85% of Council's total budgeted income for 2021/22. The general rate increase for 2021/22 is proposed at \$42 on average for residential and \$110 for commercial (2.33%).

A financial overview is provided below:

- \$66.0 million Operating Expenditure
- \$67.7 million Operating Income
- \$39.8 million Capital Expenditure
- \$1.99 million Operating surplus excluding subsidiaries



Council's Expenditure In 2021/22

In striving to achieve the community's objectives as documented in Council's strategic management plans, this budget delivers an investment in new infrastructure and several new and improved services. Emphasis has also been placed on ensuring adequate funding to maintain existing infrastructure, existing services levels and eliminating the infrastructure renewal backlog by 2027.

The proposed 2.33% rate increase is comprised of minus (0.21%) reflecting the cost of existing services less financial and efficiency savings of \$800,000, plus 0.55% towards new service decisions made during the course of the previous year, 1.01% to cover the cost of Council's COVID response in 2020 and 0.98% for the introduction of the proposed new services for 2021/22 listed below.

Services To The Community

New and Improved Services

The following services are new services or improvements to existing services that are being introduced in 2021/22 and generate new ongoing operating costs each year. They include, in some cases, the construction of new assets (one off capital) which creates ongoing operating expenses in the form of maintenance, depreciation and interest expenses (or foregone interest income).

The total of the new and improved services for 2021/22 \$550,000 ongoing rate funding expenditure¹, with an associated one-off \$17.8 million capital investment (including \$12m of new capital re-budgeted from 2020/21). These new and improved services are as follows:

- Implementing Brown Hill Keswick Creek Stormwater Masterplan
- Investing in the asset renewal backlog (to be completed by 2027)
- Upgrading and extending the Stormwater Network
- Stage 3 of increasing the annual Tree Planting Program
- Progressing the plans for the Flinders City Bikeway
- Investing in additional Water Sensitive Urban Design

- Increasing Community Facilities Grants
- Converting Street Lighting to LED
- Increasing general Community Grants
- Undertaking Pedestrian-focussed Traffic Safety Upgrades
- Extending the Footpath Network
- Installing Playground Shade Sails at three new sites
- Investing in additional 'Minor' new capital requests in Open Spaces
- Resourcing increased demand for Library services
- Improving the Eden Hills Scout Hall, Karinya Reserve

Ongoing Services

Council has budgeted \$66.0 million for services provided on an ongoing basis (including the State Government Landscape Levy, previously NRM Levy).

Our Commitment to Improving Community Assets

Council is committed to maintaining and improving fit for purpose assets which meet the needs of the community today and into the future. Council's Asset Management Plans set out the strategies for achieving this.

New Asset Program

New capital expenditure is one-off expenditure that creates a new asset. These assets incur ongoing costs, such as interest, maintenance and depreciation, which have been built into the budget. These include the new services and projects where there is capital expenditure.

Asset Replacement Program

Capital replacement is one-off expenditure to renew an existing Council asset. Even though all assets incur ongoing costs, such as maintenance and depreciation, capital replacement expenditure does not increase Council's ongoing costs as maintenance and depreciation is already built into the budget. Council has endorsed an asset replacement program to the value of \$22.0 million (including \$1.4 million re-budgeted from 2020/21).

¹ Includes estimated ongoing operating expenses in the form of maintenance and average cost of capital (interest and debt repayment over defined timeframe).

Asset Backlog

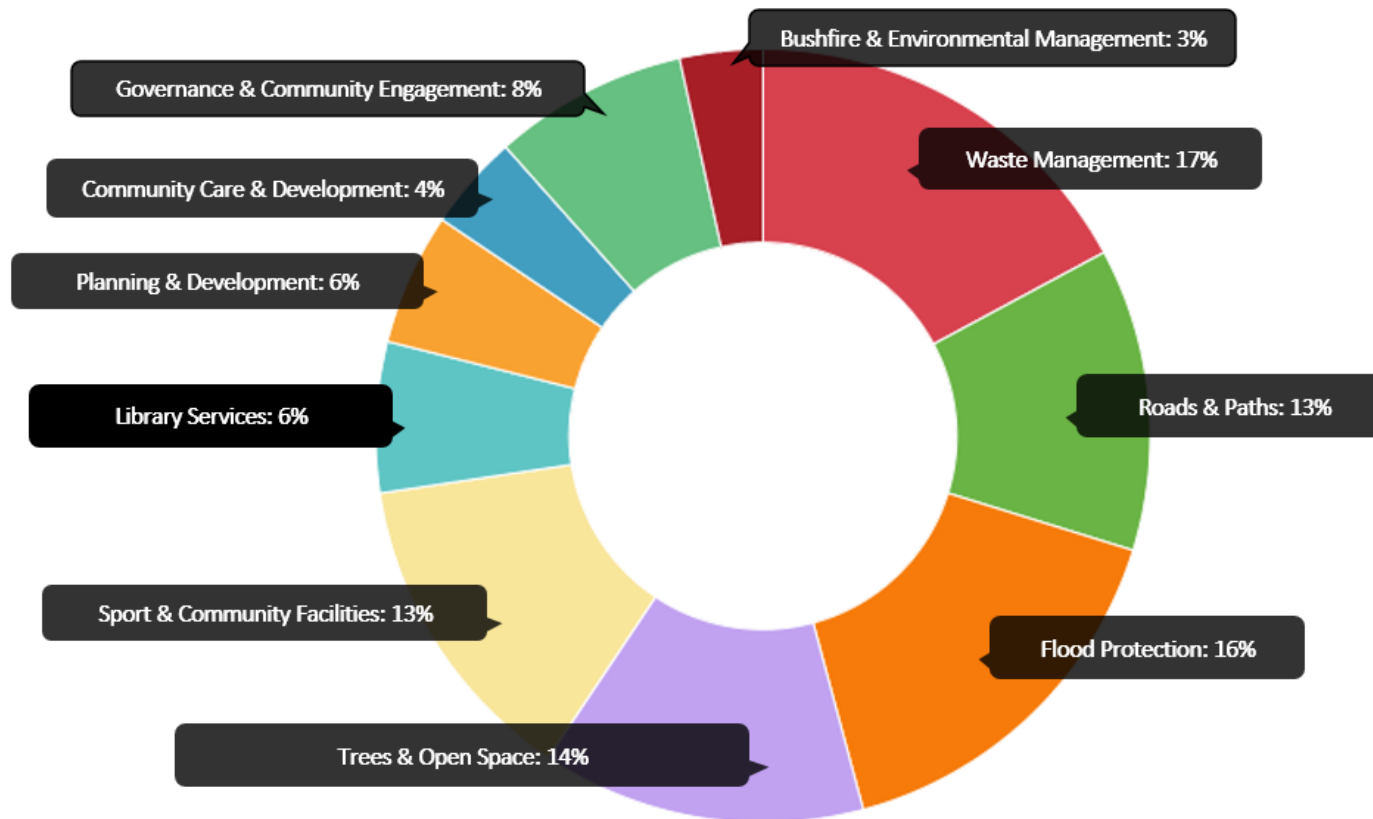
Underinvestment in asset renewal has contributed to an asset renewal backlog. This backlog (identified in 2011/12) has been systematically addressed over recent years in tandem with the new and replacement asset program. The backlog (assets past their renewal date) is scheduled to be addressed by 2027.

A summary of capital works expenditure and revenue by asset category is provided below. Details of the full capital works program for all assets can be found in Appendix 2.

Asset Category	Renewal (\$m)	Renewal Backlog (\$m)	New (\$m)	Total (\$m)
Bridges	1.31	-	-	1.31
Bus Shelters	0.07	-	-	0.07
Car Parks	0.14	-	-	0.14
Buildings & Land	2.20	-	12.74	14.94
Footpath *	0.28	1.35	0.75	2.38
IT Equipment	0.41	-	0.06	0.47
Office Furniture & Equipment	0.08	-	-	0.08
Open Space (incl. parks, gardens, playgrounds, lighting)	1.56	0.05	2.02	3.63
Plant & Equipment (incl Fleet)	1.94	-	-	1.94
Retaining Walls	0.08	-	-	0.08
Roads	9.53	2.36	0.78	12.66
Stormwater & Drainage (incl Brownhill & Keswick Creeks)	0.64	-	1.48	2.12
TOTAL	18.24	3.76	17.83	39.83



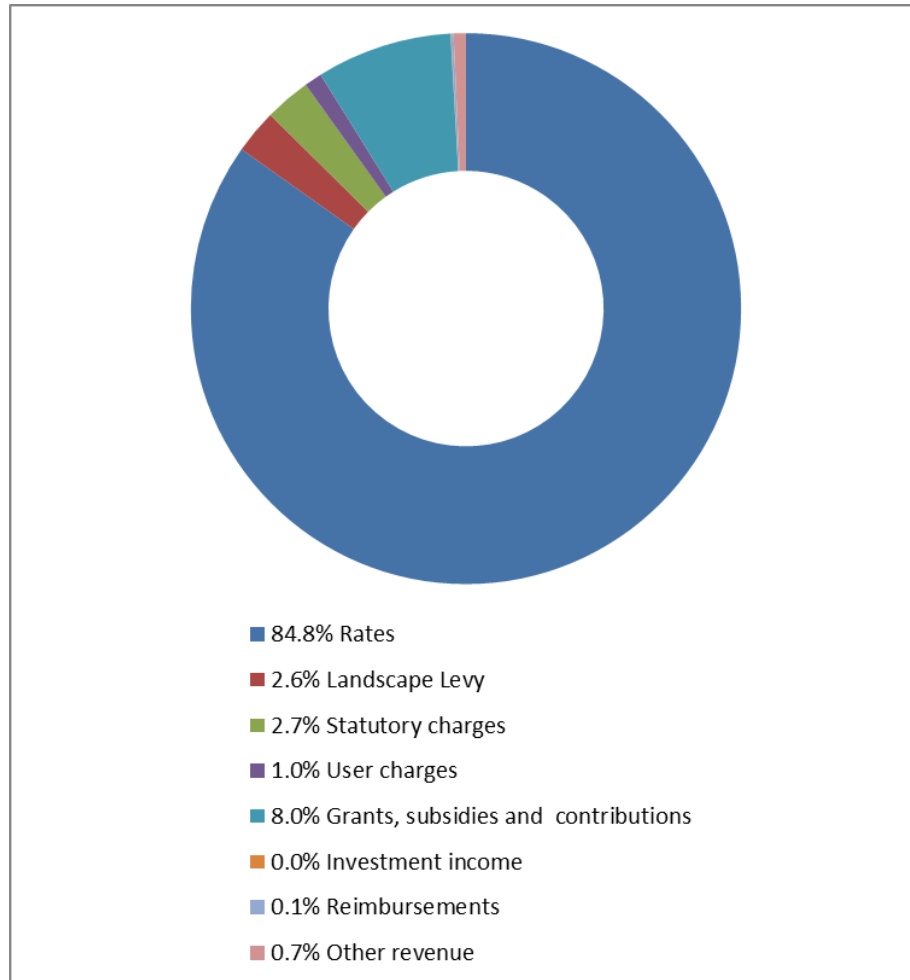
Budgeted 2021/22 Operating Expenditure



Please note: This illustration shows indicative expenditure budget allocations based on the previous budget year.

Council's Income In 2021/22

Budgeted 2021/22 Operating Income



Statutory Charges set by the State Government (2.7% of Total Operating Income)

These are fees and charges set by regulation and collected by the Council for regulatory functions such as, assessment of development applications, dog registrations and parking fines.

User Pay Charges set by Council (1.0% of Total Operating Income)

These comprise of charges for the Council's fee based facilities such as, hire of sporting and community venues.

Grants and Subsidies (8.0% of Total Operating Income)

The Council normally seeks to attract as much grant funding as possible from other levels of government, and major projects of wider State benefit are usually jointly funded in partnership with the State Government and other relevant parties.

Investment Income (0.0% of Total Operating Income)

Investment income is the interest that Council receives on surplus funds held on deposit with the bank. Council seeks to maximise the balance between surplus cash and borrowings, to minimise net interest expenses wherever possible.

Reimbursements and Other Income (0.1% of Total Operating Income)

Reimbursements and other income are generally one-off payments or donations received usually to offset or reimburse Council for expenditure incurred.

State Government Landscape Levy (Previously NRM Levy, 2.6% of Total Operating Income)

The City of Mitcham is part of the Green Adelaide Landscape Management Region and is required under the Landscape South Australia Act 2019 to raise a defined amount of revenue on behalf of the state government to fund the state governments operations of the Green Adelaide Board.

Additional Sources of Income

Capital Income (Grants, Sale of Assets, Contributions), made up of grants received from State & Federal governments to fund specific projects. Proceeds can also be received from the sale of assets.

Council's Rates In 2021/22

What rates will I pay?

In formulating the planned rates for the financial year, Council takes into consideration the economic environment, the supply of rate contributions by various classifications of ratepayers and all sources of revenue required to fund the delivery of services and projects set out in the Annual Business Plan.

In order to sustainably fund the activities in this business plan the total amount of rate revenue to be raised for 2021/22 is \$42 (2.33%) residential and \$110 (2.33% commercial average rate increase).

A summary of Council's rating changes for 2021/22 is shown in Appendix 1 and Council's full Rating Policy for 2021/22 is included in Appendix 2 and is also available on Council's website.

How are properties valued?

In setting rates each year, Council determines the rate revenue required then divides this by the sum of all property values in the Council area. The number arrived at is called the 'rate in the dollar'. The value of each rateable property is then multiplied by the 'rate in the dollar' to produce the rates bill for the property. Each year Council resets the 'rate in the dollar' so that only the required rate income is received in total. The total rates payable by the community will equal the amount required as part of the budget process.

The way in which the 'rate in the dollar' is calculated allows it to react to changes in property values. When the total value of all properties within a council increase more than the amount of rate revenue required, the rate in the dollar will decrease. Alternatively, when the total value of all properties decreases or increases less than the amount of rate revenue required, the 'rate in the dollar' will increase. This change to the 'rate in the' dollar ensures that only the required amount of rate revenue is raised, regardless of valuation movements. In summary:

- Total valuation drives the R.I.D needed to raise the required rate revenue in total.
- Individual valuations relative to each other in the City determine the portion of the total required rate revenue paid by each property.
- Valuations do not influence the total rate revenue received.

Rating Structure

Council's Rating Structure is developed in accordance with the requirements of The Act. Additionally, in determining this structure, the Council takes into account impacts Councils Strategic Management Plans, Annual Business Plan and Long Term Financial Plans, including:

- The competing demands of community priorities identified through the consultation process.
- Its role as custodian of significant community assets held and managed on behalf of the local community and future generations.
- The need for significant capital works to replace and upgrade infrastructure assets.
- The obligation to operate as effectively and efficiently as possible.
- The need to reassess the use and viability of community facilities.
- The impact of rates on all sectors of the community (householders and businesses) based on factors, such as the broad principle that the rate in the dollar should be the same for all properties, except where there is either a different level of services available to ratepayers, or some other circumstance exists which warrants variation from the broad principle. Council has addressed this through the application of differential rates on commercial, industrial and vacant land properties – refer to the section entitled "Differential Rates".

Reasons for Valuation Method and Equity

The Council uses capital value as the basis for valuing land within the Council area. The Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers, for the following reasons:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property and provides the best indicator of overall property value.
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay an increase significantly greater than the increase in average rates.

Impact of Rates Structure

Council considers the impact of rates on all businesses in the Council area. In doing so, Council considers and assesses the following matters:

- The demand made on Council services by commercial and industrial users as a proportion of rate revenue.
- Council's Strategic Management Plan and those priorities relating to business development mentioned above.
- Specific Council projects for the coming year that will solely or principally benefit businesses.
- Preference for local suppliers where price, quality and service provision are comparable to suppliers outside the Council area.
- Current local, state and national economic conditions and expected changes during the next financial year. The expectation is that relatively low rates of inflation and current levels of interest rates will prevail.
- Changes in the valuation of commercial and industrial properties in comparison to residential properties.

Differential Rates

The Local Government Act 1999 allows the Council to 'differentiate' rates based on the use of land, the locality of land, the use and locality of the land combined or on some other basis determined by Council. The City of Mitcham applies different rates on the basis of land use.

Differentiation assists in ensuring that the after tax cost of rates for businesses is fair and equitable in comparison with residential ratepayers. Additionally, in City of Mitcham, where there are commercial and business areas, businesses contribute to the early deterioration of Council infrastructure and the environment, which requires additional resource allocation by Council to address.

Rate Capping

Council has a rate capping scheme available to all rate payers, subject to eligibility criteria. This is designed to assist ratepayers who would otherwise have incurred a rate increase greater than 12.5%. For details of eligibility call 8372 8888 or visit www.mitchamcouncil.sa.gov.au.

Rebates

Council is required to provide mandatory rebates under Sections 160 to 165 of the Local Government Act 1999 in relation to properties:

- Primarily used for service delivery or administration by a hospital or health centre (Section 160).
- Primarily used for service delivery or administration by a community service organisation (Section 161).
- Containing a church or other building used for public worship or used solely for religious purposes (Section 162).
- Being used for the purpose of a public cemetery (Section 163).
- Occupied by a government school under a lease or licence or a non-government school being used for educational purposes (Section 165).

Residential Construction Rebate (Discretionary Rebate)

Further, we may provide discretionary rebates under Section 166. One of these is for the purpose of securing the proper development of the area. A discretionary rebate of general rates for the 2021/22 financial year will be granted in respect of an Assessment classed as vacant land where the:

- Principal Ratepayer of the Assessment applies to the council, in writing, for the rebate prior to 30 June 2022.
- Foundations or slab have been laid on the property by 30 June 2022, proof of the date the footings were laid must accompany the application.
- Land which has been subdivided in the current financial year will not be eligible for the rebate.
- Principal Ratepayer has confirmed, in writing, that the property will be their principal place of residence upon completion.

The amount of the rebate will be based on:

- The difference between the general rate in the dollar applicable to Vacant land, and the general rate in the dollar applicable to Residential land; and
- The number of days remaining between 1 July 2021 and 30 June 2022 from the date footings are poured for a residence on the land. The rebate will not fall below the Minimum Rate.

Vacant Land Rebate (Discretionary Rebate)

Council has agreed to apply a rebate on Vacant Land, where the land use has changed from Residential land use to Vacant Land in any given financial year. The rebate will apply within the first 12 months to the residential rate in the dollar adopted for properties that become vacant land and will be applied either by Council of its own initiative, where the Council is in possession of sufficient information to determine entitlement to the rebate, or otherwise on application to Council.

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2021/22 financial year will be granted in respect of an Assessment attributed as vacant land where:

- The Land Use is noted as Residential or Primary Production by the Valuer-General in the current year following a subdivision/development and the Council attributed the land use as Residential or Primary Production.
- The actual use of the land has changed to Vacant Land and the Valuer-General has determined a Vacant Land use code to the land in the following year and the Council has also attributed a rate in the dollar for Vacant Land.
- The principal rate-payer applies in writing prior to 31 December 2021 for a rebate the current year, confirming that the property will be their principal place of residence on completion of any development. The Council may consider any application received after 31 December 2021 for the 2021/22 financial year, solely at its discretion.
- The rebate will only apply for a maximum period of 12 months in the (same) financial year.
- The property will be re-assessed the following financial year - If the use of the land is still classified as Vacant Land by the Valuer General, and the Council also attributes this land use, then the rate in the dollar for Vacant Land will apply.
- Refer to the Residential Construction Rebate beyond the first 12 months.

Remission of Rates

Council, on the written application of a ratepayer, may partially or wholly remit rates or postpone rates on the basis of hardship.

Minimum Rates

Council has fixed a minimum amount payable by way of the general rates of \$1,122.



OUR LONG TERM FINANCIAL PLAN

The Long Term Financial Plan is an important part of Council's budgeting and financial management framework as it helps Council to monitor long term financial sustainability while working to address the needs and expectations of the community reflected in the strategic management plans. It sets the high level financial parameters that guide the development and refinement of Council's budgeted plans, strategies and actions and generates information that assists decisions about the mix, timing and affordability of future outlays on operating activities, renewal and replacement of existing assets and funding of additional assets and services.

In 2012 a review of Council's long term financial planning, budget management systems and asset management processes identified that Council was operating at an underlying annual deficit of \$1.7 million. It also established that, whilst Council had no net debt, it had generated a significant asset renewal deficit (backlog) as a result of under investing asset renewal over many years. Since 2012 Council has focused on achieving substantial operational savings and efficiencies, and on addressing the asset renewal deficit over a period of time. This focus has delivered:

- ongoing savings of \$6.9 million (includes an additional efficiency savings target of \$800,000 in 2021/22), and
- a Capital Renewal Program that will address the asset renewal backlog by 2027.

Council has continued to innovate and develop its financial modelling and decision making processes. As part of the 2021/22 budget deliberations a number of strategic aspects were considered including:

- service levels
- cost drivers
- cost shifting; budget pressures
- new recurrent expenditure (new services / new capital)
- operating projects (once-off expenditure)
- timeframe of addressing capital backlog
- debt levels
- savings and efficiencies
- rate levels
- strategic priorities (Mitcham 2030)
- economic environment
- financial ratios and forward projections.

The 2021/22 Long Term Financial Plan is based on the following principles:

- Maintaining existing service levels at or below CPI whilst continuing to drive efficiencies and financial savings.
- Improving service levels and closing service gaps within financial capacity.
- Monitoring and measurement of cash from operations in determining a balanced budget position, ensuring that Council is funding its asset renewals over the 10 year Long Term Financial Plan and repaying debt over a considered timeframe taking into account the balance between funding costs and intergenerational equity.
- Budgeting of ongoing costs associated with new capital in the year they are included rather than in the following year when maintenance costs and depreciation commence, thus avoiding pre-commitment of rates increases in the following year.
- Maintaining rates at a comparable and sustainable level whilst funding services and debt repayment sustainably in line with Council's considered position on intergenerational equity.

With these principles in mind, this Long Term Financial Plan is based on the following:

- 2.33% Rate Increase for 2021/22, on average
- generation of sufficient cash from operations to fund Asset Renewal over the life of the 10 year plan
- targeted financial and efficiency savings of \$800,000
- a provision of \$431,000 per annum to undertake operating projects and other one-off priorities
- new and improved services totalling \$550,000 per annum (with an associated once-off \$17.8 million capital investment)
- capital replacement program of \$22.0 million for 2021/22 in line with Council's Asset Management Plans and schedules working towards addressing the asset renewal deficit (and including \$1.4 million re-budgeted from 2020/21)
- new capital expenditure of \$17.8 million for 2021/22 (including \$12 million re-budgeted from 2020/21)
- a projected underlying operating surplus for 2021/22 of \$1,384,000 (excluding non-cash gains / losses from subsidiaries and once-off income and expenditure).
- a ten-year average net financial liabilities ratio of 67.9%, reaching a peak of 80% in 2021/22.

The financial progress made since 2012 has enabled this Long Term Financial Plan to assist those impacted by the COVID-19 pandemic in 2020/21, without diminishing Council's position to be able to meet the Community's expectations for service provision, address asset backlog and maintain financial sustainability.

The following tables are a summary of some items of key financial data used for the purposes of modelling. It is the result of the application of all the assumptions within the Long Term Financial Plan, using the current financial position and budget as the base. As part of Council's responsible approach to financial sustainability, non-cash gains and losses from Council subsidiaries and one-off items are not included when using Council's operating result for modelling and ratio calculation purposes. The

reason for not including non-cash items is that if they were included when determining if Council has a balanced budget, Council would actually need to borrow funds (either as borrowings or as reductions in surplus cash) equivalent to those non-cash gains in order to fund operating expenses, creating a false sense of sustainability. Borrowing to fund operating expenses is not sustainable and, therefore, this financial discipline being employed by Council is a key element to ensuring financial sustainability in the future from Council operations. Further, by not including one-off items Council is ensuring that it is focusing on the underlying long term financial position of Council providing additional robustness to Council's measure of long term financial sustainability.

FINANCIAL PLAN SUMMARY	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
Operating Income Including non cash gains on Subsidiaries	67,505 -	67,694 -	67,934 -	69,646 -	71,759 -	73,889 -	76,199 -	78,383 -	80,787 -	83,347 -	85,709 -
Operating Expenses Including non cash losses on Subsidiaries	67,531 658	66,013 307	67,534 269	68,833 122	70,831 147	72,550 19	74,538 -	76,646 -	78,999 -	81,428 -	83,673 -
Operating Result	(26)	1,681	400	813	928	1,339	1,661	1,737	1,788	1,919	2,036
Movements in Roads to Recovery Grant		605									
One off items	-	605	-	-	-	-	-	-	-	-	-
Operating Result (excluding non cash gains/losses from subsidiaries and other one off items)	632	1,384	669	935	1,075	1,358	1,661	1,737	1,788	1,919	2,036
Net Financial Liabilities	33,599	45,953	43,882	46,482	46,267	45,124	44,528	44,687	42,953	40,748	37,940

Operating Result

This is the operating result as reported in Council's end of year financial statements in accordance with accounting standards. It reflects whether in each year income was enough to cover expenses, including depreciation, one-off items and non-cash items from subsidiaries. Whilst this result is necessary to report and forms part of Council's annual financial statements, it is not that useful for measuring Council's underlying operating result from operations and, therefore, financial sustainability.

Underlying Operating Result (Excluding future Subsidiaries and Other One-off Items)

This is the operating result from direct Council operations only without the non-cash impacts of operating results of Council's subsidiaries, such as Centennial Park Cemetery Authority and East Waste Management Authority and without any one-off items. It is important to focus on this result because it represents a better view of the ongoing funding requirements of Council operations. If Council balances its budget, including these non-cash or one-off items it can give a false impression of financial sustainability.

Borrowings

This Long Term Financial Plan shows that net financial liabilities ratio peaks in Year 1 at 80% of forecast rate revenue in that year with a ten-year average of 67.9%. The increase in net financial liabilities from current levels is primarily due to redressing the asset renewal deficit that has accumulated over prior years and investing in key new infrastructure over the next 10 years. The significant strategic investment budgeted in this plan will result in Council briefly exceeding its self-imposed Net Financial Ratio Limit of 80%.



How does this plan compare to the 2020/21 plan?

A broad comparison of this Long Term Financial Plan with the 2021/22 projections contained in the previous Long Term Financial Plan shows a decrease in the operating result from a surplus projected last year of \$28,000 to a surplus of \$1,681,000, an increase of \$1,653,000.

The main difference between this Long Term Financial Plan and the equivalent period of the previous Long Term Financial Plan are captured in the adjacent table.

The decrease in rates revenue of \$193,000 is primarily a result of Council setting a 2.33% general rate increase, on average for 2021/22. This was opposed to a 2.71% rate increase that was projected for 2021/22 in the previous Long Term Financial Plan of 12 months ago.

Other income categories have since been reviewed and forecasting updated to take in consideration actual income being received. This realignment hasn't changed the overall total operating income. Grants, subsidies, contributions experienced an increase as a result of additional grant funding of \$605,000 for Roads to Recovery funding being moved to the 2021/22 financial year.

Employee costs are estimated based on the current forecasted CPI and superannuation guarantee increases which come into effect on the 1st July 2021 (1.1%) in absence of an agreed Enterprise Bargaining Agreement. The previous plan was based on a 1.6% increase reducing employee cost projection by \$128,000

Materials, contracts & other expenses have also been realigned as a result of a portion of new service expenditure being included as part of materials, contracts & other when it relates to employee costs. Local government price index moved down from last years plan of 1.36% to 0.98%.

Depreciation has also decreased as a result of disposing of assets offsetting the result of the new assets, being part of the new services Council has included in the updated Long Term Financial Plan. The Local government price index for capital has reduced by half from last years plan 1.28% to 0.62% in the current plan resulting in a \$103,000 decrease in the current plan.

The increase in capital new and capital renewal is as a result of new and improved services totalling \$0.55 million per annum, with an associated one-off \$17.8 million capital investment (including \$12m re-budgeted from 2020/21) .

	Previous Plan 2021/22 \$'000	This Plan 2021/22 \$'000	Variation \$'000
Rates	57,605	57,412	(193)
State Government Landscape Levy	1,766	1,758	(9)
Statutory Charges	1,900	1,818	(82)
User Charges	570	706	136
Grants, subsidies, contributions	4,662	5,391	729
Investment Income	14	16	2
Reimbursements	102	101	(1)
Other Income	490	492	2
Gain - Joint ventures & associates	-	-	-
Operating Income	67,110	67,694	584
Employee costs	25,896	25,759	(137)
Materials, contracts & other expenses	22,756	22,320	(436)
State Government Landscape Levy	1,766	1,758	(9)
Finance costs	1,145	838	(307)
Depreciation and Amortisation	15,212	15,031	(181)
Loss - Joint ventures & associates	307	307	-
Operating Expense	67,082	66,013	(1,069)
Operating Result Surplus/(Deficit)	28	1,681	1,653
Renewal Capital Expenditure	17,014	22,001	4,987
New Capital Expenditure	2,981	17,829	14,848
Net Financial Liabilities	50,911	45,953	(4,958)

External and Internal Influences

This Long Term Financial Plan generates information which is used to guide decisions about Council operations into the future. However, as with any long term plan, the accuracy of this Long Term Financial Plan is subject to many inherent influences.

In order to minimise the inherent risks of long term financial planning, Council reviews and updates its Long Term Financial Plan on a regular basis. Further to this, where possible, the assumptions within the Long Term Financial Plan are based on published Australian Bureau of Statistics data or other independent data sources. The assumptions are also subject to review and comment by Council's Audit Committee.

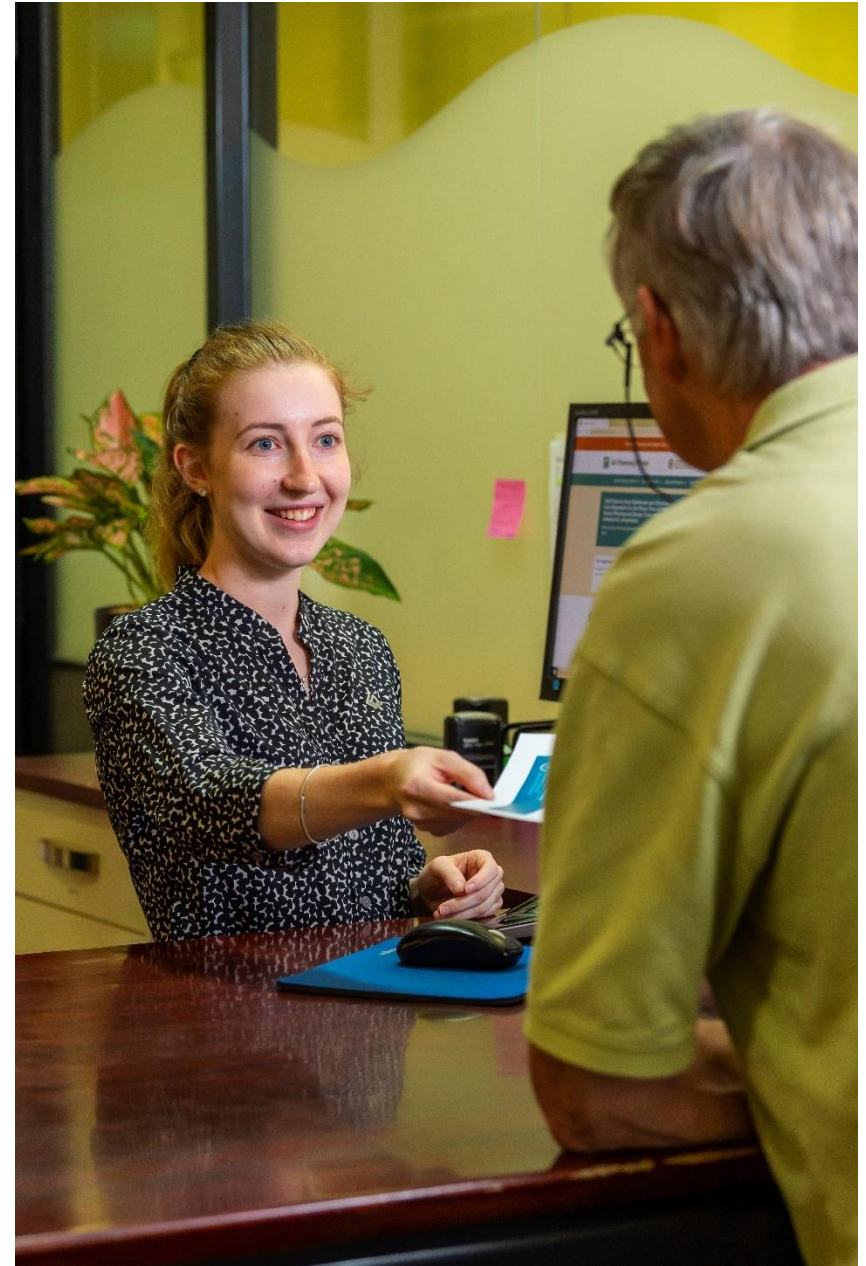
Key Economic Assumptions

It is important that Council's Long Term Financial Plan reflects the most recent economic data and forecasts available as Year 1 of the Long Term Financial Plan forms the basis for developing Council's Annual Business Plan and Budget. A review is conducted each year to ensure that the underlying parameters and assumptions are reasonable given the current economic conditions and expectations.

The forecast Consumer Price Index (CPI) for the March quarter drives non-rates income, while the Local Government Price Index (LGPI), which drives expenditure on contractual services and materials is 0.98% (forecasted as at December 2021). Whilst the CPI is regarded as a key measure of household expenditure inflation and is designed to provide a general measure of price inflation for household purchases, the LGPI is considered more suitable for measuring the inflation of Local Government sector services. The projections for Years 2 - 10 are based on the average of the past five years. Notwithstanding the costs of Council service provision going up greater than CPI, Council is committed to keep the cost of existing services to CPI or less through its efficiencies, financial savings and innovation. \$800,000 of operating efficiencies and savings are included in 2021/22.

The loan interest rates are based on Local Government Financing Authority (LGFA) lending rates for Year 1. Years 2 -10, the Long Term Financial Plan has assumed no movement in the rate. However, regular review of this Plan will ensure that the economic assumptions are reflective of the current market.

Administration undertakes a review of the parameters and assumptions underpinning the Long Term Financial Plan on an annual basis to ensure that the most appropriate forecast economic indicators are used.



Economic Indicator / Assumption	Drives	2021/22 Year 1	2022/23 Year 2	2023/24 Year 3	2024/25 Year 4	2025/26 to 2030/31 Year 5 to 10
Revenue						
Consumer Price Index (March quarter 2021 forecast)	Rates required for existing services and asset renewal program	0.60%	1.00%	1.70%	2.30%	Between 2.20% - 2.50%
Consumer Price Index (March quarter 2021 forecast)	Statutory Charges, Grants and Subsidiaries, Reimbursements, Other Revenue	0.60%	1.00%	1.70%	2.30%	Between 2.20% - 2.50%
Local Government Price Index (Weighted Total)	User Charges	0.86%	1.26%	1.96%	2.56%	Between 2.46% - 2.76%
Investment Interest Rate	Investment Income	1.05%	1.05%	1.05%	1.05%	1.05%
Expenditure						
Local Government Price Index (Recurrent)	Contractual Services, Materials, Other Expenses	0.98%	1.38%	2.08%	2.68%	Between 2.58% - 2.88%
Local Government Price Index (Capital)	Capital Expenditure Indexation, Depreciation, Asset Revaluations	0.62%	1.02%	1.72%	2.32%	Between 2.22% - 2.52%
Enterprise Bargaining Agreement & Consumer Price Index	Employee Costs	0.60%	1.00%	1.70%	2.30%	Between 2.20% - 2.50%
Superannuation (headline rate)	Employee Costs (Currently 9.5%)	10.00%	10.50%	11.00%	11.50%	Increasing to 12% by 2025/26
Loan Interest Rate – Fixed Term	Long Term Loan Interest Expenses	2.20%	2.20%	2.20%	2.20%	2.20%

External Influences and Risks

Interest Rates

Council has taken a simple but conservative approach and has allowed for interest rates of 2.2% over the next 10 years. If changes are made to official interest rates by the Reserve Bank of Australia in excess of those included in the Long Term Financial Plan then this could have a financial impact on Council. However, regular review and update of the Long Term Financial Plan in conjunction with Council's financial indicators in relation to debt, interest coverage and debt repayment term are key strategies for mitigating this risk.

Consumer Price Index (All Adelaide)

The Consumer Price Index (CPI) is regarded as Australia's key measure of inflation for household consumables. It is designed to provide a general measure of price inflation for the Australian household sector as a whole. The CPI measures change over time in the prices of a wide range of consumer goods and services acquired by Australian metropolitan households. This Long Term Financial Plan is based on CPI of 0.6% for 2021/22 and 1.0%-2.5% for the years 2 to 10.

Federal Assistance Grants

The South Australian Grants Commission is responsible for the distribution of untied Commonwealth Financial Assistance Grants to local governing authorities in South Australia in accordance with State and Federal legislative requirements. Council currently receives around \$2.2 million per year in Financial Assistance Grants. The allocation of this grant is based on a predetermined methodology involving analysis of Council's income raising capacity and expenditure requirements compared with State averages and other factors such as Council's demographic profile, the movement in its population relative to the movement in both South Australia's and Australia's population and the community's ability to pay relative to other council communities. Changes to the total grant funding pool, the methodology or even Council's demographics have the potential to impact on the amount of grant assistance provided to Council.

In addition to the quantum of this grant, the timing of when the grant is paid could also have a potential impact on the Long Term Financial Plan. The Australian Accounting Standards applying to Local Government require that grants received within a financial year are shown as income in that year, notwithstanding that the purpose for which the grants were given have not been fulfilled.

This issue has impacted on Council in the past but is not anticipated with the Long Term Financial Plan. Whilst it is a requirement to report extra income in Council's operating result, it has not been included in the ratio calculations. This is in accordance with Council's philosophy of focusing on the underlying financial position and not the one-offs that occur from time to time.

Local Government Price Index

The Local Government Price Index (LGPI) is an independent measure of the inflationary effect on price changes in the South Australian Local Government sector, developed by the Australian Bureau of Statistics (ABS) and updated by the South Australian Centre for Economic Studies on a quarterly basis. The LGPI is a historical measure and as such does not have forecast data available, Council takes the most recent LGPI figure and adjusts it for any significant one off effects from the previous year and then uses its relativity to CPI in order to generate forecasts across the 10 years.

Superannuation Guarantee

As part of the 2014 Federal Budget, the Federal Government determined superannuation will increase progressively from 9% to 12% as follows:

Year	Contribution Rate
1 July 2021 – 30 June 2022	10%
1 July 2022 – 30 June 2023	10.5%
1 July 2023 – 30 June 2024	11%
1 July 2024 – 30 June 2025	11.5%
1 July 2025 – 30 June 2026	12%
1 July 2026 – 30 June 2027	12%
1 July 2027 – 30 June 2028 and onwards	12%

Any future changes to the superannuation legislation outside of the current projected trajectory to 12.0% as shown below, has the potential to impact the Plan and Council's financial position.

Natural Resources – Fuel

The volume of fuel required to operate Council's plant, equipment and vehicle fleet is significant and movements in the price of fuel above the general rate of inflation have the potential to significantly affect Council's financial position.

Natural Resources - Water

A critical element of the City of Mitcham's prosperity is the provision of a sustainable water supply that can be used to provide a high level of amenity to the City's open space, parks and gardens and movements in the price of water above the general rate of inflation have the potential to significantly affect Council's financial position. Council continues to explore ways and opportunities to minimise the reliance on water and improve the use of water flows from rain and storm water to irrigate streetscapes and other open space areas.

Energy Market – Electricity and Gas

The cost of energy (i.e. electricity and gas) to the City of Mitcham is significant and movements in the price of energy above the general rate of inflation have the potential to significantly affect Council's financial position. Council is investing in LED street lighting and exploring other ways and opportunities to reduce energy use and reliance.

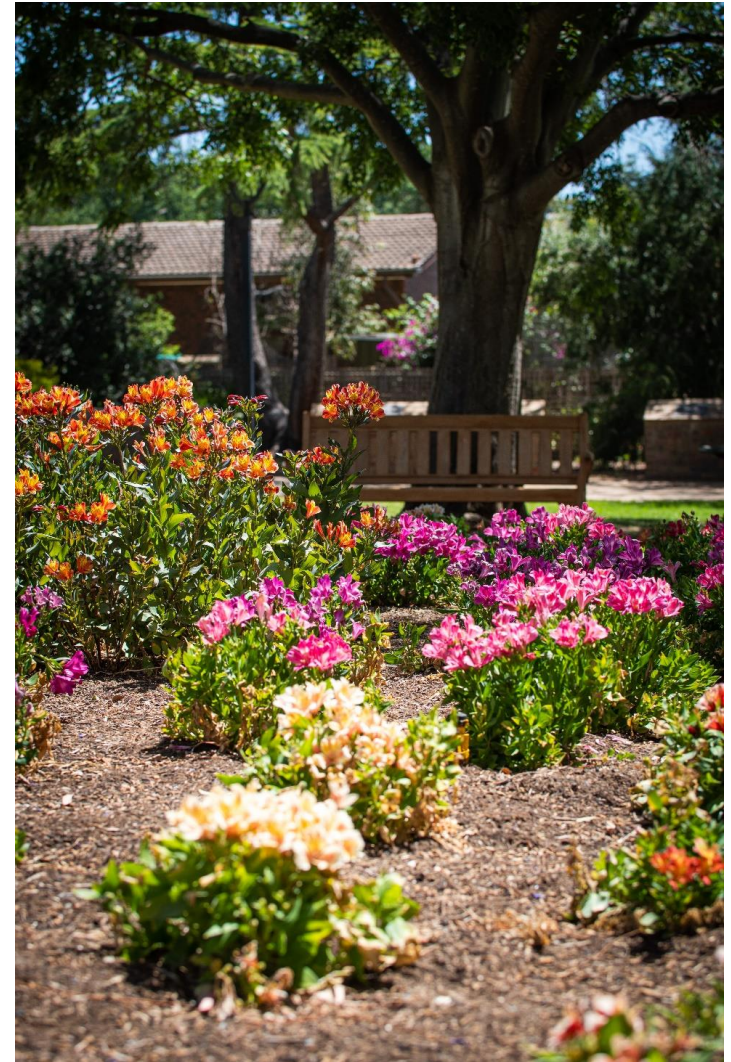
Cost Shifting

Each year Council is impacted to some extent by cost increases through legislative change, additional compliance requirements, reductions in funding and / or increases in taxes or levies.

Rate Capping

Rate capping could be introduced by the State Government, which would mean that the Council's future ability to generate income and provide services (particularly new services) to the community would potentially be restricted.

The format of any rate capping regime, if introduced, is not certain and therefore its effect on Council's ability to deliver services to the Community cannot be accurately predicted. Any rate capping system would likely affect Council's ability to invest in new infrastructure and services and would potentially challenge the notion of local democracy and potentially moves service provision and investment decisions to the State Government.



CEO Statement on Financial Sustainability

Council has a strong record over the last decade in relation to prudent strategic financial management and robust budget development.

Together with efficiency measures and cost savings, Council has turned around an annual operating deficit (loss) of \$1.7 million, put in place a plan to fund and address a significant asset renewal backlog, met increasing service delivery expectations and reduced costs for existing services by over \$6.9 million per year.

Council is well placed to deliver on its strategic priorities (Mitcham 2030) as well as manage the financial impact of COVID-19, both from 2020 as well as those that may emerge this year.

The 2021/22 draft Annual Business Plan and Long-Term financial projections incorporate the following financial principles:

- fully funding Council's 2020 COVID-19 response
- a return to an operating surplus
- continued effort to reduce operating costs through efficiencies
- a commitment to maintaining existing service provision at or below the cost of CPI, which each year requires cost savings and efficiencies*
- the responsible application of a rate rise required to fund new services in the year they are introduced (i.e. when they cannot be funded via savings over and above those required to maintain the cost of existing services at or below CPI)
- investment to respond to a changing climate and deliver important community services and infrastructure
- increased accuracy in forecasting Council's renewal requirements of its infrastructure assets.

**Council's forward projections incorporate these required efficiencies and savings but do not assume any further savings until they are identified and confirmed.*

Council recently reviewed its Infrastructure Asset Management Plans, which has re-cast the forward asset renewal requirements by utilising ever increasing data accuracy and condition-based methodology. This review has been incorporated into the draft Plan's budget projections and, whilst it has resulted in a reduction in renewal funding requirements over the ten-year forecast, more importantly, it has increased the accuracy and robustness of those forecasts over that same time.

Council, as part of a suite of financial management framework ratios, has a conservative self-imposed upper limit in terms of the amount of debt it carries, equal to 80% of annual rate revenue. This is called the Net Financial Liabilities Ratio. The draft Plan forecasts that Council's debt level will peak at 80% before returning to 50.9% over the ten-year plan forecasts. This reflects Council's investment in key strategic projects including the Blackwood Hub, infrastructure backlog, and Brown Hill and Keswick Creeks. Whilst 80% is at the top of Council's self-imposed limit, it is still within the recommended upper limit for the sector by the Local Government Association (LGA) being 100% of all revenue, which for Council equates to 120% of rate revenue.

Debt is actively monitored and managed in a robust financial framework, which Council has had in place over the past decade. As can be seen from this, Council's level of debt is affordable and sustainable and not at a level that would place any limitations on future flexibility with regard to new service and asset introduction over the forward estimates, to the extent that flexibility would not be achieved by exchanging future proposed investments in the Plan with other (different) investments.

In addition to managing financial sustainability, Council needs to focus on service sustainability to ensure that Council's planned long term service and infrastructure levels, as prioritised through community engagement and Mitcham 2030, can be met without unplanned increases in rates and charges and without unplanned service cuts or degradation to existing service levels over time. This Long-Term Financial Plan introduces several new and enhanced services in recognition that service sustainability is an important obligation. Assisting to achieve service sustainability, in conjunction with Council's robust long term financial planning, will be the continued resourcing of an ongoing efficiency, effectiveness and continuous improvement framework that is maturing from a simple focus on financial savings to also focusing on value for money and service mix, including strategic service reviews.

As with any Budget and Long-Term financial forecast, and particularly in the current health and economic climate/uncertainty, there are risks and external factors that have the potential to influence and affect Council's forecast financial position. These include:

- The uncertainty regarding the speed and timing of economic and social recovery from the COVID-19 pandemic. Local government may be entering a period of sustained low rates placing pressure on other mechanisms to deliver services to the community.
- Accuracy in relation to future forecasts for economic assumptions such as the Consumer Price Index and Local Government Price Index which are used to drive the forward projections to a large extent in the Plan. These are currently exacerbated due to the significant price fluctuations caused by the COVID-19 pandemic. To reduce this inherent risk, the plan is reviewed and updated on a regular basis, based on external forecasts of these assumptions and other known and emerging issues and Council decisions.
- The impact of cost increases resulting through legislative change, additional compliance requirements, reductions in funding, claims or litigation against Council and/or increases in taxes or levies. These are generally not known until the year in question and are not forecast in the long-term projections. The impact of the COVID-19 pandemic on Federal and State budgets increases this risk.
- The Asset Management Plans are in varying stages of maturity and have the potential to impact on the forward estimates as they are constantly refined and updated. Whilst a major review of Council's Infrastructure Asset Management Plans has reduced the funding requirements over the forward projections, there may be a number of unknowns that come to light as part of the continued refinement of these plans, including identification of existing assets not yet registered, asset conditions different from those currently recorded and assets past their technical useful life but still in service. This Plan is based on the most up to date information at this time. Further work is required on the forecasting of costs of maintenance and renewal of sporting facilities and other buildings.
- Change to the legislative environment within which Council operates have the potential impact on the forward projections of Council's costs or revenues

including oversight of rate setting. Such changes could impact on Council's ability to redress its infrastructure renewal backlog without affecting existing service provision.

- Centennial Park (a subsidiary of the Council) operates in a complex and highly competitive business and is an important part of the community. It faces its own challenges in the future and has also been impacted by COVID-19 which will continue to be monitored and incorporated into Council's forward projections.
- Brown Hill Keswick Creeks Stormwater Board (a subsidiary of the Council) has complexities and challenges in the form of asset recognition and asset maintenance. As the governance and management of this significant joint partnership project evolves it will be monitored and incorporated into current and future financial projections.
- East Waste (a subsidiary of the Council) also operates in a complex and highly competitive business with market exposure and provides an essential service to the community on behalf of Council. Changes in the market and environment in which it operates present challenges in the future, which will continue to be monitored and reflected in current and future financial projections and service planning.
- The changing climate will present a number of challenges into the future including the potential to impact on the cost of service and asset provision as assets are subject to harsher weather conditions and require more frequent maintenance and intervention. Demand for social services may also be impacted by more extreme climate conditions in the future. This will need to be monitored and modelled in service plans and asset renewal and maintenance programs on a regular basis in conjunction with investment in climate mitigations and resilience activities and initiatives.

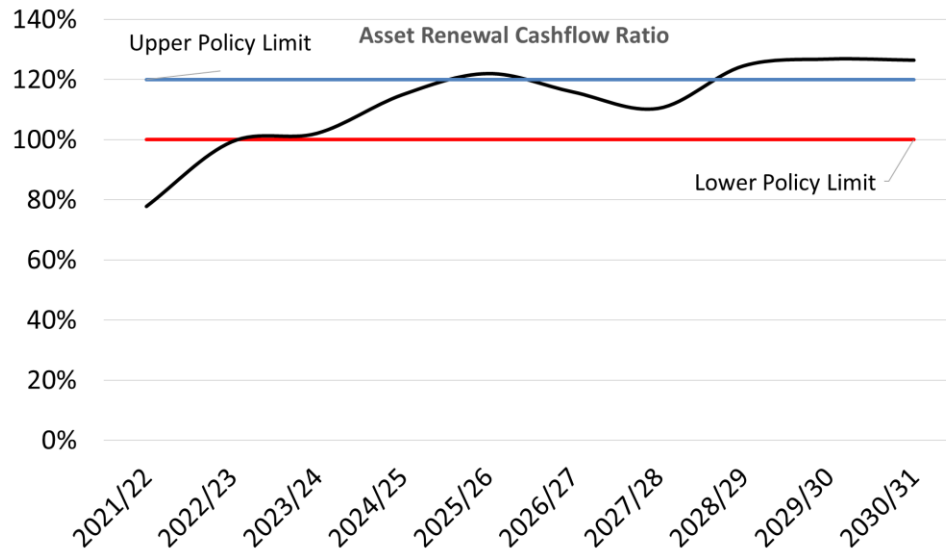
10 Year Key Financial Indicators

On 25 August 2015 Council adopted the Financial Indicators and Measures Policy which sets the ratios and targets with regard to financial sustainability to be used by Council in the development of the Annual Budget / Business Plan, Long Term Financial Plan, Asset Management Plans, budget reviews and other financial decisions. It outlines the measures by which Council will assess the implications of financial decisions on its financial position and financial sustainability.

The following tables provides a summary of Council's financial indicators and are based on a 10-year average in line with the Financial Indicators and Measures Policy.

KEY FINANCIAL INDICATORS	2020/21 Current Year Estimate	2021/22 Year 1 Plan	2022/23 Year 2 Plan	2023/24 Year 3 Plan	2024/25 Year 4 Plan	2025/26 Year 5 Plan	2026/27 Year 6 Plan	2027/28 Year 7 Plan	2028/29 Year 8 Plan	2029/30 Year 9 Plan	2030/31 Year 10 Plan
City of Mitcham Financial Indicators											
Asset Renewal Funding Ratio - %	57.2%	77.7%	99.2%	102.1%	114.9%	121.9%	115.8%	110.4%	124.5%	126.8%	126.4%
- 10 year average	105.0%	112.0%									
- Healthy / sustainable lower limit		95.0%									
- Healthy / sustainable upper limit		105.0%									
Operating Result Ratio - %	1.3%	2.5%	1.9%	1.6%	1.8%	2.2%	2.6%	2.6%	2.6%	2.7%	2.8%
- 10 year average	2.1%	2.3%									
- Healthy / sustainable lower limit		1.0%									
- Healthy / sustainable upper limit		4.0%									
Asset Sustainability Ratio - %	114.2%	129.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
- 10 year average	104.4%	102.9%									
- Healthy / sustainable lower limit		95.0%									
- Healthy / sustainable upper limit		105.0%									
Net Financial Liabilities Ratio - %	60.9%	80.0%	74.9%	77.3%	74.6%	70.6%	67.4%	65.7%	61.2%	56.2%	50.9%
- 10 year average	68.9%	67.9%									
- Healthy / sustainable lower limit		25.0%									
- Healthy / sustainable upper limit		60.0%									
Interest Cover Ratio - %	1.4%	1.4%	1.8%	1.6%	1.6%	1.5%	1.3%	1.3%	1.2%	1.1%	1.0%
- 10 year average	1.4%	1.4%									
- Healthy / sustainable lower limit		0.0%									
- Healthy / sustainable upper limit		4.0%									
Industry Mandated Financial Indicators											
Operating Surplus Ratio	0.0%	2.5%									
Adjusted Operating Surplus Ratio	0.0%	2.5%									
Net Financial Liabilities Ratio	50%	68%									
Asset Renewal Funding Ratio	114%	100.0%									

Asset Renewal Funding Ratio

*Calculated as:*

Cash flow from operations expressed as a percentage of the average asset replacement requirement from the Asset Management Plans and Schedules.

Purpose:

This indicator measures whether Council is generating enough cash from its operations to cover the replacement of assets over time. This ensures that Council is delivering intergenerational equity across the lifecycle of asset replacement.

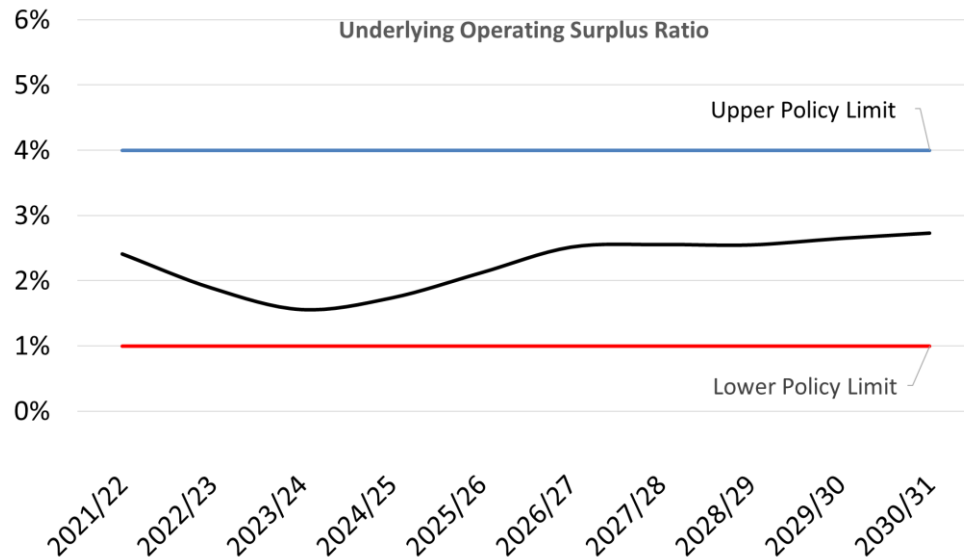
Target Range:

In general Council should be targeting an average of at least 100% and in line with the debt repayment term. It is considered appropriate to use the 20 year asset renewal information. However, at this stage, and until all the Asset Management Plans are finalised, Council will be basing it on the 10 years asset renewal information as included within Council's Long Term Financial Plan.

Long Term Financial Plan Commentary:

Council is generating sufficient cash from operations to fund asset renewal over the life of the 10 year plan to fund the average asset replacement requirement from the Asset Management Plans and Schedules. The ratio is within the policy limit in the short to medium term, as a result of addressing the current asset renewal backlog via a combination of debt and rates and returns to an appropriate level when this backlog work is complete in 2027/28.

Operating Result Ratio

*Calculated as:*

Operating result (excluding non-cash gains / losses from equity accounted subsidiaries and other one off items) expressed as a percentage of Council rates income.

Purpose:

This ratio is designed to identify the portion of Council's rates (the main source of Council controlled income) that is contributing to a surplus result, or alternatively the additional portion of Council's rates needed to address a deficit result. The ratio expresses the operating result as a percentage of Council's rates.

A positive result on this ratio indicates the percentage of Council's rates that are available to fund new initiatives or to repay debt. A negative result indicates the percentage increase in Council's rates, on top of that already proposed for that year, required to achieve a break even position.

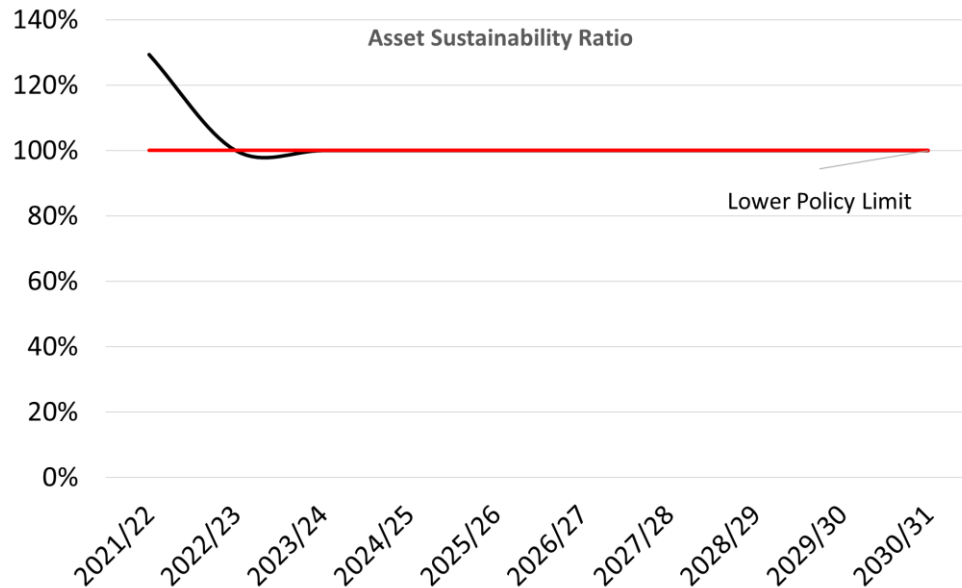
Target Range:

In general, Council should not be targeting operating deficits, nor should it be targeting large operating surpluses. Both of these results negatively affect intergenerational equity. The adopted Council target for this ratio is between 1% and 4% across the 10 year Long Term Financial Plan term.

Long Term Financial Plan Commentary:

Council is generating a moderate level of operating result as a percentage of Council rates over the life of the 10 year plan to alleviate the risk of a negative impact on intergenerational equity.

Asset Sustainability Ratio

*Calculated as:*

Amount spent on replacement of existing assets expressed as a percentage of the amount planned to be spent according to the endorsed Asset Management Plans and Schedules.

Purpose:

This indicator measures the extent to which Council is replacing assets compared to the rate at which it needs to be replacing assets to ensure consistent service delivery. In effect, it measures whether Council is spending the amount required annually to deliver the Asset Management Plans and Schedules.

It is important to note that this indicator does not measure if Council is funding the asset replacement requirements from sustainable sources (refer Asset Renewal Funding Ratio) but is simply measuring if Council is performing the required work to replace assets and maintain the level of service and asset conditions.

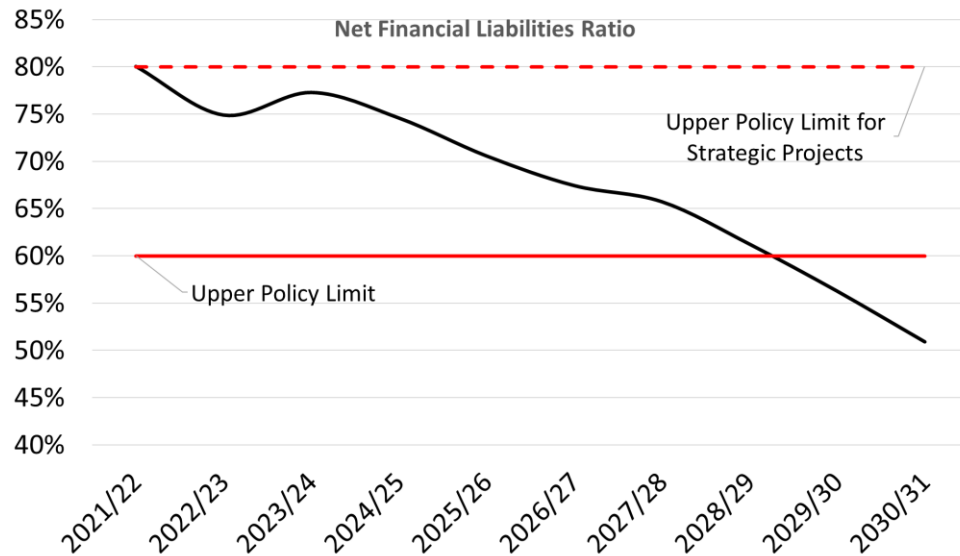
Target Range:

In general Council should be targeting on average to spend at least 100% of the gross replacement requirements over time in relation to Council's existing assets. It is considered appropriate to use the 20 year asset information contained in the Asset Management Plans. However, at this stage, and until all the Asset Management Plans are finalised, Council will be basing it on the 10 years asset information included within Council's Long Term Financial Plan.

Long Term Financial Plan Commentary:

Over the life of the 10 year plan, Council sits comfortably at 100% with the exception of Year 1 and based on the fact that the Asset Management Plans include both the planned renewal over the next 10 years as well as addressing the backlog over the coming years, this ratio indicates that Council is replacing its assets at the rate at which they are planned to be replaced as well as addressing the backlog.

Net Financial Liabilities Ratio



Calculated as:

Net financial liabilities and reserves as a percentage of Council rates revenue. Net financial liabilities being total liabilities less cash and other financial assets readily convertible to cash.

Purpose:

This ratio measures Council's net financial liabilities as a percentage of its rates income. It measures the absolute level of Council debt (including potential debt in the form of undrawn reserves) and articulates how much of Council's annual rates income would be required to repay that debt if Council were to wind up.

Any organisation involved in long term projects, perpetual service delivery and asset creation requires access to debt. Debt is a healthy source of finance if used appropriately and for the right purpose, and if associated with an income source to

facilitate its repayment over time. Total debt should not be too low or too high so as to create a negative impact on intergenerational equity.

If total debt is too high it is arguable that current ratepayers are not paying their way, leaving too much of the burden to future generations. Equally, if total debt is too low it is arguable that current ratepayers are being asked to pay too much of the burden at the benefit of future ratepayers, or alternatively that infrastructure renewal is being deferred and assets run down for future generations to deal with.

It is also important to note that when considering the net financial liabilities as a percentage of rates income, Council is an organisation that exists in perpetuity. This is different to considering an individual's level of debt as a portion of their discretionary income, given the individual has a finite working life and therefore a finite source of income.

Upper Limit:

In general, Council should be managing a level of debt to ensure the best balance between current and future ratepayers for long-lived infrastructure costs, thus delivering intergenerational equity. The adopted Council target for the ratio is to be within 60% on average over the 10 year Long Term Financial Plan term with ability to increase to 80% in relation to projects / investments that Council considers being of strategic significance.

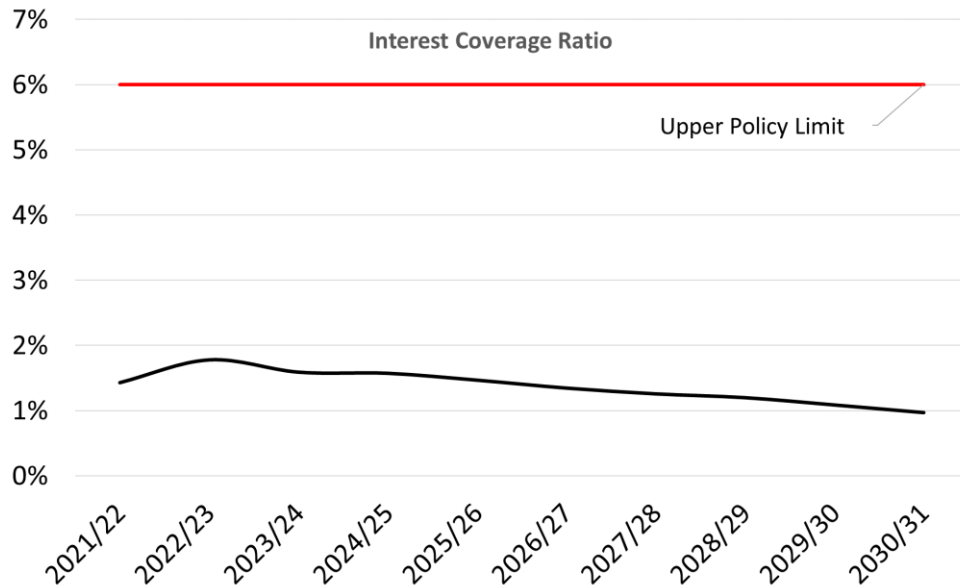
This plan includes a significant strategic investment regarding;

- Addressing the asset backlog
- Extend and upgrade the Stormwater network
- Construction of the Blackwood Community Hub
- Implement Brownhill Keswick Creek Flood Mitigation Works

Long Term Financial Plan Commentary:

Council's net financial liabilities increase as a percentage of income and as a result of redressing the asset renewal backlog that has accumulated over prior years and investing in new capital assets over the next 10 years. The ratio is at its peak of 80% in 2021/22 and is predicted to return within normal policy parameters by 2028/29. The level of debt is regarded as affordable and sustainable during a period of significant strategic investment and low borrowing costs.

Interest Coverage Ratio



Calculated as:

Net interest expense expressed as a percentage of rates income.

Purpose:

This indicator measures the affordability of Council's debt and articulates the portion of Council's rates income that is being used to pay interest. When considered in conjunction with the Net Financial Liabilities Ratio and the Debt Repayment Term, this ratio forms part of a picture in terms of the level and affordability of Council's debt and the timeframe over which it is repaid.

Upper Limit:

Council considers that interest expense of greater than 6% of its rates income (6 cents in every \$1 of rates income) indicates a servicing cost of debt that is too high and working against the principle of intergenerational equity.

Long Term Financial Plan Commentary:

Over the period of the Long Term Financial Plan Council's projected cost of borrowings remains well within the maximum target of 6% adopted by Council under the assumption that interest rates remain at or around 2.20% over the life of the Long Term Financial Plan. Council's interest costs increase as a portion of total operating income over Years 2-10 of the Long Term Financial Plan, as a result of investing in the reduction of Council's infrastructure backlog. However, the ratio on average is 1.4% over the 10 year plan reflecting the affordability of the additional investment into new and enhanced services over the forward estimates.

Forecast Financial Statements

Forecast Statement of Comprehensive Income

STATEMENT OF COMPREHENSIVE INCOME	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
INCOME											
Rates	55,154	57,412	58,593	60,145	62,037	63,949	66,039	67,997	70,151	72,443	74,562
State Government Landscape Levy	1,747	1,758	1,775	1,805	1,847	1,888	1,929	1,972	2,019	2,069	2,115
Statutory Charges	1,867	1,818	1,836	1,867	1,910	1,952	1,995	2,039	2,088	2,140	2,187
User Charges	653	706	715	729	748	767	786	805	826	849	870
Grants, subsidies, contributions	7,448	5,391	4,399	4,474	4,577	4,678	4,781	4,886	5,003	5,128	5,241
Investment Income	40	16	17	17	17	18	18	19	19	20	20
Reimbursements	91	101	102	104	106	109	111	113	116	119	122
Other Income	505	492	497	505	517	528	540	552	565	579	592
Gain - Joint ventures & associates	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	67,505	67,694	67,934	69,646	71,759	73,889	76,199	78,383	80,787	83,347	85,709
EXPENSES											
Employee costs	25,650	25,759	26,145	26,720	27,468	28,210	28,831	29,465	30,172	30,926	31,607
Materials, contracts & other expenses	22,970	22,320	22,639	23,128	23,752	24,353	25,236	26,146	27,140	28,198	29,207
State Government Landscape Levy	1,747	1,758	1,775	1,805	1,847	1,888	1,929	1,972	2,019	2,069	2,115
Finance costs	839	838	1,061	975	995	958	908	875	861	808	744
Depreciation and Amortisation	15,667	15,031	15,645	16,083	16,622	17,122	17,634	18,188	18,807	19,427	20,000
Loss - Joint ventures & associates	658	307	269	122	147	19	-	-	-	-	-
Total Expenses	67,531	66,013	67,534	68,833	70,831	72,550	74,538	76,646	78,999	81,428	83,673
OPERATING SURPLUS/(DEFICIT)	(26)	1,681	400	813	928	1,339	1,661	1,737	1,788	1,919	2,036
Asset disposal and fair value adjustments	-	-	-	-	-	-	-	-	-	-	-
Amounts received specifically for new or upgraded assets	3,034	9,717	-	-	-	-	-	-	-	-	-
Physical resources free of charge	-	-	-	-	-	-	-	-	-	-	-
NET SURPLUS/(DEFICIT)	3,008	11,398	400	813	928	1,339	1,661	1,737	1,788	1,919	2,036
Other Comprehensive Income											
Changes in revaluation surplus - infrastructure, property, plant and equipment	7,535	4,107	7,045	11,976	16,514	16,188	16,552	16,943	18,925	20,186	18,224
Share of other comprehensive income - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	7,535	4,107	7,045	11,976	16,514	16,188	16,552	16,943	18,925	20,186	18,224
TOTAL COMPREHENSIVE INCOME	10,543	15,505	7,445	12,789	17,442	17,527	18,213	18,680	20,713	22,105	20,260

Forecast Statement of Financial Position

BALANCE SHEET	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
ASSETS											
Current Assets											
Cash and cash equivalents	2,042	2,091	2,120	2,163	2,220	2,277	2,337	2,399	2,465	2,534	2,599
Trade and other receivables	5,560	5,594	5,650	5,746	5,878	6,007	6,139	6,274	6,425	6,586	6,731
Inventories	41	42	42	43	44	45	46	47	48	49	50
	7,643	7,727	7,812	7,952	8,142	8,329	8,522	8,720	8,938	9,169	9,380
Non-Current Assets											
Equity accounted investments in council businesses	16,675	16,367	16,097	15,976	15,829	15,810	15,810	15,810	15,810	15,810	15,810
Infrastructure, property, plant and equipment	662,487	690,653	696,296	711,808	729,180	745,581	763,196	782,034	801,012	820,910	838,361
Other non-current assets	631	631	631	631	631	631	631	631	631	631	631
	679,793	707,651	713,024	728,415	745,640	762,022	779,637	798,475	817,453	837,351	854,802
Total Assets	687,436	715,378	720,836	736,367	753,782	770,351	788,159	807,195	826,391	846,520	864,182
LIABILITIES											
Current Liabilities											
Trade and other payables	8,200	8,280	8,395	8,569	8,799	9,026	9,259	9,498	9,762	10,043	10,302
Short term borrowings	1,869	2,718	4,092	4,222	4,814	5,141	5,449	6,005	6,166	6,691	7,232
Short term provisions	5,605	5,639	5,695	5,792	5,925	6,055	6,189	6,325	6,477	6,638	6,785
	15,674	16,637	18,182	18,583	19,538	20,222	20,897	21,828	22,405	23,372	24,319
Non-Current Liabilities											
Long term borrowings	24,905	36,372	32,835	35,164	34,169	32,514	31,420	30,828	28,718	25,758	22,198
Long term provisions	623	627	633	644	659	673	688	703	720	738	754
	25,528	36,999	33,468	35,808	34,828	33,187	32,108	31,531	29,438	26,496	22,952
Total Liabilities	41,202	53,636	51,650	54,391	54,366	53,409	53,005	53,359	51,843	49,868	47,271
NET ASSETS	646,234	661,742	669,186	681,976	699,417	716,942	735,154	753,836	774,549	796,653	816,912
EQUITY											
Accumulated surplus	353,933	365,330	365,731	366,544	367,472	368,810	370,470	372,207	373,995	375,914	377,950
Asset revaluation reserve	292,291	296,399	303,443	315,420	331,934	348,121	364,673	381,616	400,541	420,727	438,951
Other Reserves	11	11	11	11	11	11	11	11	11	11	11
TOTAL EQUITY	646,234	661,742	669,186	681,976	699,417	716,942	735,154	753,836	774,549	796,653	816,912

Forecast Statement of Cash Flows

STATEMENT OF CASH FLOWS	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Operating receipts	67,284	67,645	67,861	69,533	71,610	73,741	76,048	78,229	80,617	83,167	85,543
Investment receipts	40	16	17	17	17	18	18	19	19	20	20
Payments											
Finance payments	839	838	1,061	975	995	958	908	875	861	808	744
Operating payments to suppliers and employees	50,020	49,719	50,382	51,372	52,691	54,081	55,615	57,193	58,900	60,736	62,509
Net Cash provided by (or used in) Operating Activities	16,465	17,104	16,435	17,203	17,941	18,720	19,543	20,180	20,875	21,643	22,310
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Amounts received specifically for new or upgraded assets	3,034	9,717	-	-	-	-	-	-	-	-	-
Sale of replaced assets	768	741	509	800	717	640	857	945	719	814	724
Sale of surplus assets	-	-	6,210	-	-	-	-	-	-	-	-
Payments											
Investment in Joint Venture Activities	-	-	-	-	-	-	-	-	-	-	-
Expenditure on Renewal/Replacement of Assets	28,799	22,001	16,561	16,856	15,617	15,351	16,871	18,285	16,769	17,075	17,652
Expenditure on New/Upgraded Assets	9,393	17,829	4,401	3,563	2,580	2,625	2,683	2,742	2,809	2,878	2,299
Capital Contributed to Equity Accounted Council Businesses											
Net Cash Provided by (or used in) Investing Activities	(34,390)	(29,372)	(14,243)	(19,619)	(17,480)	(17,336)	(18,697)	(20,082)	(18,859)	(19,139)	(19,227)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings	16,233	15,035	1,929	6,680	4,411	3,814	4,663	5,969	4,216	4,256	4,213
Payments											
Repayments of Borrowings	1,869	2,718	4,092	4,222	4,814	5,141	5,449	6,005	6,166	6,691	7,232
Net Cash provided by (or used in) Financing Activities	14,364	12,317	(2,163)	2,458	(403)	(1,327)	(786)	(36)	(1,950)	(2,435)	(3,019)
Net Increase/(Decrease) in cash held	(3,561)	49	29	42	58	57	60	62	66	69	64
Opening cash, cash equivalents or (bank overdraft)	5,603	2,042	2,091	2,120	2,162	2,220	2,277	2,337	2,399	2,465	2,534
Closing cash, cash equivalents or (bank overdraft)	2,042	2,091	2,120	2,162	2,220	2,277	2,337	2,399	2,465	2,534	2,598

Forecast Statement of Changes in Equity

STATEMENT OF CHANGES IN EQUITY	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
ACCUMULATED SURPLUS											
Balance at beginning of period	350,925	353,933	365,330	365,731	366,544	367,472	368,810	370,470	372,207	373,995	375,914
Net surplus / (deficit) for year	3,008	11,398	400	814	928	1,337	1,661	1,737	1,788	1,919	2,036
Transfers to Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Transfers from Other Reserves	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	353,933	365,331	365,730	366,545	367,472	368,809	370,471	372,207	373,995	375,914	377,950
ASSET REVALUATION RESERVE											
Balance at beginning of period	284,756	292,291	296,399	303,443	315,420	331,934	348,121	364,673	381,616	400,541	420,727
Transfer to reserve - revaluation increment/(decrement)	7,535	4,107	7,045	11,976	16,514	16,188	16,552	16,943	18,925	20,186	18,224
Share of other comprehensive income - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	292,291	296,398	303,444	315,419	331,934	348,122	364,673	381,616	400,541	420,727	438,951
OTHER RESERVES											
Balance at end of previous reporting period	11	11	11	11	11	11	11	11	11	11	11
Transfers from Accumulated Surplus	-	-	-	-	-	-	-	-	-	-	-
Transfers to Accumulated Surplus	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	11	11	11	11	11	11	11	11	11	11	11
TOTAL EQUITY AT END OF REPORTING PERIOD	646,234	661,742	669,186	681,976	699,417	716,942	735,154	753,836	774,549	796,653	816,912

Forecast Uniform Presentation of Finances

UNIFORM PRESENTATION OF FINANCES	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
Operating Revenues	67,505	67,694	67,934	69,646	71,759	73,889	76,199	78,383	80,787	83,347	85,709
<i>less; Operating Expenses</i>	67,531	66,013	67,534	68,833	70,831	72,550	74,538	76,646	78,999	81,428	83,673
Operating Surplus/(Deficit)	(26)	1,681	400	813	928	1,339	1,661	1,737	1,788	1,919	2,036
Less: Net Outlays on Existing Assets											
Capital Expenditure on Renewal/Replacement of Existing Assets	(28,799)	(22,001)	(16,561)	(16,856)	(15,617)	(15,351)	(16,871)	(18,285)	(16,769)	(17,075)	(17,652)
<i>less; Depreciation, Amortisation & Impairment</i>	15,667	15,031	15,645	16,083	16,622	17,122	17,634	18,188	18,807	19,427	20,000
<i>less; Proceeds from Sale of Replaced Assets</i>	768	741	509	800	717	640	857	945	719	814	724
	(12,364)	(6,229)	(407)	27	1,722	2,411	1,620	848	2,757	3,166	3,072
Less: Net Outlays on New and Upgraded Assets											
Capital Expenditure on New/Upgraded Assets	(9,393)	(17,829)	(4,401)	(3,563)	(2,580)	(2,625)	(2,683)	(2,742)	(2,809)	(2,878)	(2,299)
<i>less; Amounts Specifically for New/Upgraded Assets</i>	3,034	9,717	-	-	-	-	-	-	-	-	-
<i>less; Proceeds from Sale of Surplus Assets</i>	-	-	6,210	-	-	-	-	-	-	-	-
	(6,359)	(8,112)	1,809	(3,563)	(2,580)	(2,625)	(2,683)	(2,742)	(2,809)	(2,878)	(2,299)
Net Lending / (Borrowing) for Financial Year	(18,749)	(12,660)	1,802	(2,723)	70	1,125	598	(157)	1,736	2,207	2,809

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

FINANCING TRANSACTIONS	2020/21 Current Year Estimate \$'000	2021/22 Year 1 Plan \$'000	2022/23 Year 2 Plan \$'000	2023/24 Year 3 Plan \$'000	2024/25 Year 4 Plan \$'000	2025/26 Year 5 Plan \$'000	2026/27 Year 6 Plan \$'000	2027/28 Year 7 Plan \$'000	2028/29 Year 8 Plan \$'000	2029/30 Year 9 Plan \$'000	2030/31 Year 10 Plan \$'000
New Borrowings	16,233	15,035	1,929	6,680	4,411	3,814	4,663	5,969	4,216	4,256	4,213
Repayment of Principal on Borrowings	(1,869)	(2,718)	(4,092)	(4,222)	(4,814)	(5,141)	(5,449)	(6,005)	(6,166)	(6,691)	(7,232)
(Increase)/Decrease in Cash and Cash Equivalents	3,561	(49)	(29)	(42)	(58)	(57)	(60)	(62)	(66)	(69)	(64)
(Increase)/Decrease in Receivables	(133)	(34)	(56)	(96)	(132)	(129)	(132)	(135)	(151)	(161)	(145)
Increase/(Decrease) in Payables & Provisions	(266)	118	177	282	378	371	382	390	433	460	422
Other – Including the Movement in Inventories	1,223	308	269	121	145	17	(2)	0	(2)	(2)	(3)
Financing Transactions	18,749	12,660	(1,802)	2,723	(70)	(1,125)	(598)	157	(1,736)	(2,207)	(2,809)

APPENDICES



Appendix 1: Budgeted Financial Statements

Budgeted Statement of Comprehensive Income

The statement of comprehensive income presents the operating income, expenses and result. It also presents those amounts classified as capital income and other comprehensive income. It is based on the Model Financial Statements as required under the Local Government Act 1999. Amounts included in this statement are used to calculate a number of the financial indicators that assist in assessing the long-term financial performance and viability.

Year Ended 30 June:	2019-2020 ACTUALS \$,000	2020-2021 ESTIMATE Current Year \$,000	2021-2022 PLAN \$,000
INCOME			
Rates Revenues	54,677	55,154	57,412
State Government Landscape Levy	1,740	1,747	1,758
Statutory Charges	1,889	1,867	1,818
User Charges	550	653	706
Grants, Subsidies and Contributions	4,846	7,448	5,391
Investment Income	138	40	16
Reimbursements	2,950	91	101
Other Income	1,208	505	492
Net Gain - Equity Accounted Council Businesses	-	-	-
Total Income	67,998	67,505	67,694
EXPENSES			
Employee costs	24,738	25,650	25,759
Materials, Contracts & Other Expenses	23,905	22,970	22,320
State Government Landscape Levy	1,740	1,747	1,758
Finance costs	619	839	838
Depreciation, Amortisation & Impairment	14,618	15,667	15,031
Loss - Joint ventures & associates	212	658	307
Total Expenses	65,832	67,531	66,013
OPERATING SURPLUS/(DEFICIT)	2,166	(26)	1,681
Asset disposal & Fair Value Adjustments	(2,215)	-	-
Amounts Received Specifically for New or Upgraded Assets	2,291	3,034	9,717
Physical Resources Received Free of Charge	1,888	-	-
NET SURPLUS/(DEFICIT)	4,130	3,007	11,398
Other Comprehensive Income			
Changes in revaluation surplus	-	7,535	4,107
- infrastructure, property, plant and equipment			
Share of Other Comprehensive Income	(792)	-	-
- Equity Accounted Council businesses			
Other Equity Adjustments - Equity Accounted Council Businesses	1,752		
Total Other Comprehensive Income	960	7,535	4,107
TOTAL COMPREHENSIVE INCOME	5,090	10,543	15,505

Budgeted Statement of Financial Position

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

Year Ended 30 June:	2019-2020 ACTUALS \$,000	2020-2021 ESTIMATE Current Year \$,000	2021-2022 PLAN \$,000
ASSETS			
Current Assets			
Cash and cash equivalents	5,603	2,042	2,091
Trade and other receivables	5,427	5,560	5,594
Inventories	41	41	42
Total Current Assets	11,071	7,643	7,725
Non-Current Assets			
Equity accounted investments in council businesses	17,333	16,675	16,367
Infrastructure, property, plant and equipment	633,193	662,487	690,653
Other non-current assets	631	631	631
Total Non-Current Assets	651,157	679,793	707,651
Total Assets	662,228	687,436	715,376
LIABILITIES			
Current Liabilities			
Trade and other payables	8,613	8,200	8,280
Borrowings	1,287	1,869	2,718
Provisions	5,473	5,605	5,639
Total Current Liabilities	15,373	15,674	16,637
Non-Current Liabilities			
Borrowings	10,555	24,905	36,372
Provisions	608	623	627
Total Non-Current Liabilities	11,163	25,528	36,999
Total Liabilities	26,536	41,202	53,636
NET ASSETS	635,692	646,234	661,740
EQUITY			
Accumulated surplus	350,925	353,933	365,330
Asset revaluation reserve	284,756	292,291	296,399
Other Reserves	11	11	11
TOTAL EQUITY	635,692	646,234	661,740

Budgeted Statement of Cash Flows

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

Year Ended 30 June:	2019-2020 ACTUALS \$,000	2020-2021 ESTIMATE Current Year \$,000	2021-2022 PLAN \$,000
CASH FLOWS FROM OPERATING ACTIVITIES			
<u>Receipts</u>			
Operating receipts	66,882	67,284	67,645
Investment receipts	138	40	16
<u>Payments</u>			
Operating payments to suppliers and employees	(49,125)	(50,020)	(49,719)
Finance payments	(629)	(839)	(838)
Net Cash provided by (or used in) Operating Activities	17,266	16,465	17,104
CASH FLOWS FROM INVESTING ACTIVITIES			
<u>Receipts</u>			
Amounts received specifically for new or upgraded assets	2,291	3,034	9,717
Sale of replaced assets	699	768	741
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets	(15,823)	(28,799)	(22,001)
Expenditure on New/Upgraded Assets	(4,324)	(9,393)	(17,829)
Capital Contributed to Equity Accounted Council Businesses	(230)	-	-
Net Cash Provided by (or used in) Investing Activities	(17,387)	(34,390)	(29,372)
CASH FLOWS FROM FINANCING ACTIVITIES			
<u>Receipts</u>			
Proceeds from Borrowings	-	16,233	15,035
<u>Payments</u>			
Repayments of Borrowings	(1,235)	(1,869)	(2,718)
Net Cash provided by (or used in) Financing Activities	(1,235)	14,364	12,317
Net Increase/(Decrease) in cash held	(1,356)	(3,561)	49
Opening cash, cash equivalents or (bank overdraft)	6,959	5,603	2,042
Closing cash, cash equivalents or (bank overdraft)	5,603	2,042	2,091

Budgeted Statement of Changes in Equity

The statement of changes in equity is used to compare equity between the beginning and end of an accounting period. It also provides details of reserves currently held including forecast movements.

Year Ended 30 June:	2019-2020 ACTUALS \$,000	2020-2021 ESTIMATE Current Year \$,000	2021-2022 PLAN \$,000
ACCUMULATED SURPLUS			
Balance at beginning of period	345,254	350,925	353,932
Net surplus / (deficit) for year	4,130	3,007	11,398
Other Comprehensive Income - Other Equity			
Adjustments - Equity Accounted Council Businesses	(211)		
Other Equity Adjustments - Equity Accounted Council Businesses	1,752		
Transfers Between Reserves	-	-	-
Balance at end of period	350,925	353,932	365,330
ASSET REVALUATION RESERVE			
Balance at beginning of period	285,337	284,756	292,291
Other Comprehensive Income - Gain(Loss) on Revaluation of I,PP&E	(581)	7,535	4,107
Balance at end of period	284,756	292,291	296,399
OTHER RESERVES			
Balance at end of previous reporting period	11	11	11
Transfers to Accumulated Surplus	-	-	-
Balance at end of period	11	11	11
TOTAL EQUITY AT END OF REPORTING PERIOD	635,692	646,234	661,740

Budgeted Uniform Presentation of Finances

The uniform presentations of finances provides a high level summary of both operating and capital investment activities enabling comparisons between councils.

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

Year Ended 30 June:	2019-2020 ACTUALS \$,000	2020-2021 ESTIMATE Current Year \$,000	2021-2022 PLAN \$,000
Operating Surplus/(Deficit)			
Operating Revenues	67,998	67,506	67,694
less Operating Expenses	(65,832)	(67,532)	(66,013)
	2,166	(26)	1,681
Less: Net Outlays on Existing Assets			
Capital Expenditure on Renewal/Replacement of Existing Assets	(15,823)	(28,799)	(22,001)
less Depreciation, Amortisation & Impairment	14,618	15,667	15,031
less Amounts Received Specifically for Replacement of Existing Assets	-	-	-
less Proceeds from Sale of Replaced Assets	699	768	741
	(506)	(12,364)	(6,229)
Less: Net Outlays on New and Upgraded Assets			
Capital Expenditure on New/Upgraded Assets	(4,324)	(9,393)	(17,829)
less Amounts Specifically for New/Upgraded Assets	2,291	3,034	9,717
less Proceeds from Sale of Surplus Assets	-	-	-
	(2,033)	(6,359)	(8,112)
Net Lending / (Borrowing) for Financial Year	(373)	(18,749)	(12,660)

Year Ended 30 June:	2019-2020 ACTUALS \$,000	2020-2021 ESTIMATE Current Year \$,000	2021-2022 PLAN \$,000
New Borrowing	-	16,233	15,035
Repayment of Principal on Borrowings	(1,235)	(1,869)	(2,718)
(Increase)/Decrease in Cash and Cash Equivalents	1,356	3,561	(49)
(Increase)/Decrease in Receivables	(641)	(133)	(34)
Increase/(Decrease) in Payables & Provisions	(3,371)	(266)	118
Other (including the movement in Inventories)	4,264	1,223	308
Financing Transactions	373	18,749	12,660

Appendix 2: Capital Works Program 2021/22

DRAFT NEW CAPITAL WORKS PROGRAM

FOOTPATHS - NEW CONSTRUCTION			
Suburb	Road	Location	Detail
Eden Hills	Shepherds Hill Rd	Hillcrest Dr to Shepherds Hill Rd (Service Road)	tba
Pasadena	Quinlan Av	Fiveash Dr to Toohey Cr (eastern side of Fiveash Dr)	North
Pasadena	Spiers Av	Day Dr to Cash Gr	West
Pasadena	Toohey Cr	Quinlan Ave to Gunther Pde	West
Panorama	Hillrise Rd	Panorama Dr to Alpha Cr	tba
Mitcham	Blythewood Rd	Lisburne Ave to Neweys Rd (eastern side of Belair Rd)	North
Mitcham	Lisburne Av	Blythewood Rd to Chelmsford Av	West
Lower Mitcham	Surrey Cres	Wattlebury Cres to Fraser St	East
Daw Park	Lancelot Dr	No. 5 Lancelot Dr to No. 29 Lancelot Dr	Varies
Torrens Park	Belair Rd	John Fisher Drive/Barretts Rd to Cezanne Crt	West
St Marys	The Crescent	Auricchio Ave to end	East
Blackwood	Keith Rd	Main Rd to Coromandel Pde	<i>Survey, Design and Consultation ONLY</i>
Blackwood	Plymouth Av	Main Rd to Somerset Rd	<i>Survey, Design and Consultation ONLY</i>
Blackwood	Hannafor Rd	Glengyle Av to Tester Dr	<i>Survey, Design and Consultation ONLY</i>
Blackwood	Tester Dr	Gulfview Rd to Hannafor Rd	<i>Survey, Design and Consultation ONLY</i>
Hawthorndene	Huntingdon Dr	Cypress Ave (Rail Pedestrian Crossing) to Cul-de-sac (Walkway)	<i>Survey, Design and Consultation ONLY</i>
Hawthorndene	Sycamore Cr	Gorse Av to Myrtle Rd	<i>Survey, Design and Consultation ONLY</i>
TRAFFIC CONTROL - NEW			
Suburb	Road	Detail	
Various	Various	Flinders to City Bikeway Stage 1	
Belair	Laffers Rd	Belair Safety Upgrades	
Edwardstown	Edwardstown Primary School	Pedestrian Refuge Treatment	
Cumberland Park	Winston Ave	Pedestrian Refuge Treatment	

Bellevue Heights	Vaucluse Crescent	Traffic Safety Improvements	
Colonel Light Gardens	West Parkway	Pedestrian Safety Improvements	
Torrens Park	Princes Rd	Pedestrian Crossing Upgrade	
Various	Various	Admin's safety traffic upgrade	
STORMWATER DRAINAGE - NEW			
Suburb	Road	Detail	
Various	Various	Future designs	
Netherby	Hill St	Stormwater system upgrade	
Belair	3 Old Belair Rd	Stormwater system upgrade	
Belair	3 Penno Pde	Stormwater system upgrade	
BROWNHILL & KESWICK CREEKS - NEW			
Suburb	Road	Detail	
Various	Various	BHKC contribution	
SMART WATER DESIGN			
Suburb	Road	Detail	
Netherby	Smith-Dorrien ST	Kitchener St to End	
Coromandel Valley	Madden Reserve	Madden Reserve rain garden	
Various	Various	Future designs	
OPEN SPACE - NEW			
Suburb	Location	Detail	
Various	Various	Playground Shade Sails	
Various	Various	Minor New Capital Requests	
Various	Various	LED Lighting Upgrades	
COMMUNITY FACILITIES GRANT - NEW			
Suburb	Location	Detail	
City wide	Various	On application and assessment	

Projects not completed in 2020/2021 - rebudgeted for 2021/2022			
Blackwood	Blackwood Community Hub	Blackwood Community Hub/Waite Street Reserve Activation	
INFORMATION & TECHNOLOGY - NEW			
Information Systems			
Various	Various	New IT	
Modelling and Analysis projects in LTFP - NEW			
Suburb	Location	Detail	
Eden Hills	Karinya Reserve	Eden Hills Scout Hall, Karinya Reserve, Eden Hills*	

DRAFT CAPITAL WORKS RENEWAL PROGRAM

ROAD – RENEWAL (inc. design projects, Roads to Recovery and Blackspot funded projects)			
Suburb	Road	Location	Detail
Pasadena	Bain ST	Toohey Cr to Grandview Dr	Asphalt Overlay
Glenalta	Bermuda Way	Colorado Dr to Cul-de-sac	Reconstruction
Pasadena	Branson BLVD	Day Dr to Cash Gr	Asphalt Overlay
Mitcham	Brown Hill Creek RD	No.41 Brown Hill Creek Rd to Caravan Park Entrance	Asphalt Overlay
Glenalta	Byrne ST	Main Rd to Glengarry Ave	Asphalt Overlay
Mitcham	Church RD	Brown Hill Creek Rd to Carrick Hill Dr	Asphalt Overlay
St.Marys	Crystal AVE	South Rd to Styles Ave	Reconstruction
Glenalta	Dunn AVE	Byrne St to Rosella Ave	Asphalt Overlay
Netherby	Finlayson ST	Birdwood St to Fullarton Rd	Asphalt Overlay
Hawthorndene	Forest AVE	Watahuna Ave to Sycamore Cr	Asphalt Overlay
Glenalta	Glengarry AVE	Dunn Ave to Rosella Ave	Asphalt Overlay
Glenalta	Glengarry LA	Byrne St to Rosella Ave	Asphalt Overlay
Panorama	Grandview DR	Panorama Dr to Railway Tce	Asphalt Overlay
Urrbrae	Greenwood GR	Central Island to Cul-de-sac (South)	Asphalt Overlay
Netherby	Haig ST	Smith Dorrien St to Fullarton Rd	Reconstruction
Hawthorn	Hawthorn Cres	Monmouth Rd to Angas Rd	Asphalt Overlay
Cumberland Park	Hill AVE	Cross Rd to Avenue Rd	Asphalt Overlay
Mitcham	Hill ST	Smith Dorrien St to Fullarton Rd	Reconstruction
Clarence Gardens	Ilford RD	Cross Rd to Bideford Ave	Asphalt Overlay
Blackwood	Jane CT	Merton Rd to Cul-de-sac	Asphalt Overlay
Hawthorn	Jervois ST	Cross Rd to George St	Asphalt Overlay
Melrose Park	Jordon RD	Bennet Ave to Daws Rd	Reconstruction
St.Marys	Julia AVE	Cashel St to End	Asphalt Overlay
Pasadena	Kalka CR	Toohey Cr to Grandview Dr	Asphalt Overlay
Panorama	Lawn ST	O'Neil St to End	Asphalt Overlay

Westbourne Park	Llanfair TCE	Cross Rd to Marlborough Rd	Asphalt Overlay
St.Marys	Lloyd ST	South Rd to Norman St	Asphalt Overlay
Pasadena	Marschall BLVD	Julia Ave to Auricchio Ave	Asphalt Overlay
Melrose Park	Martha ST	Price St to End	Asphalt Overlay
Urrbrae	Meadowbank RISE	Greenwood Gr to Cul-de-sac	Asphalt Overlay
Blackwood	Melton ST	Gulfview Rd to Shepherds Hill Rd	Asphalt Overlay
Blackwood	Merton RD	Keith Rd to End	Asphalt Overlay
Pasadena	Mingbool AVE	Cashel St to End (Centenial Park)	Asphalt Overlay
Hawthorndene	Mulga RD	Hawthorndene Dr to Forrest Ave	Asphalt Overlay
Eden Hills	Murtoa RD	Shepherds Hill Rd to Cul-de-sac	Reconstruction
Eden Hills	Northcote RD	Shepherds Hill Rd to Roseberry Ave	Asphalt Overlay
St.Marys	Osborne ST	Thurles St to Cashel St	Asphalt Overlay
Pasadena	Painter ST	Forbes St to Fiveash Dr	Asphalt Overlay
Belair	Penno PDE North	Main Rd to Price Ave	Asphalt Overlay
Eden Hills	Pitt ST	Shaftsbury St to Roseberry Ave	Asphalt Overlay
Kingswood	Princes RD	John St Intersection	Asphalt Overlay
St.Marys	Ragless St	Merriton Ave to Walsh Ave	Asphalt Overlay
Pasadena	Ritz BLVD	Quinlan Ave to End (South)	Reconstruction
Pasadena	Ritz BLVD	Julia Ave to Cul-de-sac	Asphalt Overlay
Eden Hills	Roseberry AVE	Northcote Rd to Cul-de-sac	Asphalt Overlay
Belair	Serpentine RD	Old Belair Rd to Sheoak Rd	Reconstruction
Eden Hills	Shaftsbury ST	Northcote Rd to Beaconsfield Rd	Asphalt Overlay
Panorama	Shepley AVE	Boothby St to End	Asphalt Overlay
St.Marys	Tobruk Ave	Alfred St to Norman St	Asphalt Overlay
Pasadena	Toohey CR	Gunther Pde to Kalka Cr	Asphalt Overlay
Mitcham	Torrens ST	Haig St to Hill St	Asphalt Overlay
Various	Various	Various	Heavy Patching
Netherby	Waite RD	Claremont Ave to Heather Ave	Reconstruction
Hawthorn	Wemyss AVE	Abbotshall Rd to Belair Rd	Asphalt Overlay
Clarence Gardens	Winston AVE	Edward ST to Aver Ave	Asphalt Overlay

ROAD - RENEWAL - DESIGN ONLY FOR PAVEMENT RECONSTRUCTION IN 2022/23			
Suburb	Road	Location	
Belair	Caroline AVE	High St to Gloucester Ave	Design only for construction 22/23
Hawthorn	Frimley GR	Durdin Rd to Angas Rd	Design only for construction 22/23
Torrens Park	George ST	Blythewood Rd to Kays Rd	Design only for construction 22/23
Hawthorndene	McGough Rd	Olave Hill Rd Intersection west to No.24 McGough Rd	Design only for construction 22/23
Melrose Park	Regent ST	Brett St to Romsey Gr	Design only for construction 22/23
Pasadena	Eyre Lane	Cul-de-sac to Port Lincoln Blvd	Design only for construction 22/23
ROADS TO RECOVERY PROJECTS			
Suburb	Road	Location	
Netherby	Smith-Dorrien ST	Kitchener St to End	Seal, Pavement and Partial Kerb
St Marys	Thurles ST	Mingbool Ave to Quinlan Ave	Seal, Pavement and Full Kerb
St Marys	Dorene ST	Quinlan Ave to Merriton Ave	Seal, Pavement and Full Kerb
Projects not completed in 2020/2021- rebudgeted for 2021/2022			
St Marys	Thurles ST	Mingbool Ave to Quinlan Ave	Seal, Pavement and Full Kerb
BLACKSPOT FUNDING PROJECTS			
Suburb	Road	Location	
Blackwood	Young ST	Waite St Intersection	
Hawthorn	Sussex TCE	Angas Rd Intersection	
Hawthorndene	Main RD	Main Rd/Sturt Ave Intersection	
KERB - RENEWAL			
Suburb	Road	Location	Detail
Bellevue Heights	Adare WK	Ridgehaven Dr to Cul-de-sac	Partial Kerb Renewal Only (For Asphalt Reseal)
St.Marys	Alfred ST	Walsh Av to Quinlan Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Blackwood	Ashby AVE	Johnson Pde to Brighton Pde	Partial Kerb Renewal Only (For Asphalt Reseal)
Daw Park	Aver AVE	Winston Av to Goodwood Rd	Partial Kerb Renewal Only (For Asphalt Reseal)

Pasadena	Bain ST	Toohey Cr to Grandview Dr	Partial Kerb Renewal Only (For Asphalt Reseal)
Clapham	Barretts RD	Strathcona Av to Railway Crossing	Partial Kerb Renewal Only (For Asphalt Reseal)
Panorama	Bligh AVE	Eliza Pl to Hillview Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Branson BLVD	Day Dr to Cash Gr	Partial Kerb Renewal Only (For Asphalt Reseal)
Belair	Caroline AVE	High St to No.13	Partial Kerb Renewal Only (For Asphalt Reseal)
Blackwood	Chapman ST	Melton St to Main Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Lower Mitcham	Cheviot AVE	The Grove to Murray St	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Colyer ST	Jamestown Av to End	Partial Kerb Renewal Only (For Asphalt Reseal)
Springfield	Coreega Ave	Carrick Hill Dr to No.14 Coreega Ave	Partial Kerb Renewal Only (For Asphalt Reseal)
Urrbrae	Cross RD	Fullarton Rd to South Eastern Freeway	Partial Kerb Renewal Only (For DIT Asphalt Reseal)
Pasadena	Daphne GR	Grant Jacob Cr to Scott Griffiths Cr	Partial Kerb Renewal Only (For Asphalt Reseal)
St.Marys	Dorene ST	Merriton Ave to Quinlan Ave	Kerb Reconstruction
Daw Park	Dudley AVE	Winston Av to Goodwood Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Clarence Gardens	Edith ST	Albert St to Bailey Reserve	Partial Kerb Renewal Only (For Asphalt Reseal)
Mitcham	Evans AVE	Muggs Hill to Old Belair Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Hawthorn	Frimley GR	Durdin Rd to Angas Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Torrens Park	George ST	Blythewood Rd to Kays Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Springfield	Glenwood RD	Oakdene Rd to Hillside Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Hawthorndene	Goldney GR	Suffolk Rd to Cul-de-sac	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Grandview DR	Fiveash Dr to Railway Tce	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Grant Jacob Cres	Scott Griffith Cr to Daphne Gr	Partial Kerb Renewal Only (For Asphalt Reseal)
Panorama	Gunther PDE	Toohey Cr to Grandview Dr	Partial Kerb Renewal Only (For Asphalt Reseal)
Netherby	Haig ST	Smith-Dorrien St to Fullarton Rd	Kerb Reconstruction
Glenalta	Hawthorndene DR	Watahuna Av to Upper Sturt Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Mitcham	High ST	Maitland St to Albert St	Kerb Reconstruction
Clarence Gardens	Hilda ST	Albert St to Gladys St	Partial Kerb Renewal Only (For Asphalt Reseal)
Cumberland Park	Hill AVE	Cross Rd to Avenue Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Mitcham	Hill ST	Smith-Dorrien St to Fullarton Rd	Kerb Reconstruction
Upper Sturt	Hilltop DR	Upper Sturt Rd to Cul-de-sac	Partial Kerb Renewal Only (For Asphalt Reseal)
Coromandel Valley	Horners Bridge	Sturt River carpark	Partial Kerb Renewal Only (For Asphalt Reseal)
Melrose Park	Iris ST	Ferry Av to Bennet Av	Partial Kerb Renewal Only (For Asphalt Reseal)

Pasadena	Jamestown AVE	Colyer St to Goodwood Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Melrose Park	Jordon RD	Bennet Av to Daws Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Melrose Park	Kegworth ST	South Rd to Closure	Partial Kerb Renewal Only (For Asphalt Reseal)
Torrens Park	Lois LN	Leonard Tce to End	Partial Kerb Renewal Only (For Asphalt Reseal)
Bedford Park	Milton ST	Francis St to Malcolm St	Partial Kerb Renewal Only (For Asphalt Reseal)
St.Marys	Mingbool AVE	Cashel St to End (Centenial Park)	Partial Kerb Renewal Only (For Asphalt Reseal)
Westbourne Park	Monmouth RD	Goodwood Rd to Sussex Tce	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Ritz BLVD	Quinlan Ave to End (South)	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Mullins ST	Yorke town Av to Colyer St	Partial Kerb Renewal Only (For Asphalt Reseal)
Eden Hills	Murtoa RD	Shepards Hill Rd to Cul-de-sac	Kerb Reconstruction
Cumberland Park	Narina AVE	Winston Av to Goodwood Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Belair	Neate AVE	Ash Av to Acorn Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Eden Hills	Northcote RD	Shepherds Hill Rd to Roseberry Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Painter ST	Forbes St to Fiveash Dr	Partial Kerb Renewal Only (For Asphalt Reseal)
Torrens Park	Princes RD	Belair Rd to East Pde	Partial Kerb Renewal Only (For Asphalt Reseal)
Melrose Park	Regent ST	Brett St to Romsey Gr	Partial Kerb Renewal Only (For Asphalt Reseal)
Coromandel Valley	Reserve (Madden Reserve Carpark)	Carpark kerbing	Partial Kerb Renewal Only (For Asphalt Reseal)
Bedford Park	Riverside DR	South Rd to End	Partial Kerb Renewal Only (For Asphalt Reseal)
Eden Hills	Roseberry AVE	Pitt St to Cul-de-sac	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Scott Griffiths Cres	Grandview Dr to Gunther Pde	Partial Kerb Renewal Only (For Asphalt Reseal)
Eden Hills	Shaftsbury ST	Northcote Rd to Beaconsfield Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Eden Hills	Shepherds Hill RD	Northcote Rd to Main Rd	Partial Kerb Renewal Only (For DIT Asphalt Reseal)
Netherby	Smith Dorrien St	Kitchener St to End	Kerb Reconstruction
Clarence Gardens	Solent St	Gladys St to Edward St	Partial Kerb Renewal Only (For Asphalt Reseal)
Pasadena	Spiers AVE	Rugby St to Cash Gr	Partial Kerb Renewal Only (For Asphalt Reseal)
Springfield	Springfield AVE	Delamere Av to Glenwood Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Panorama	Vancouver AVE	Springbank Rd to O'Neil St	Partial Kerb Renewal Only (For Asphalt Reseal)
Panorama	Vancouver AVE	Alma St to Bonview Ave	Partial Kerb Renewal Only (For Asphalt Reseal)
Glenalta	Sun Valley DR	Laffers Rd to Rosella Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Melrose Park	Swift AVE	Price Av to End	Partial Kerb Renewal Only (For Asphalt Reseal)

Pasadena	Toohey CR	Gunther Pde to Kalka Cr	Partial Kerb Renewal Only (For Asphalt Reseal)
Hawthorndene	Turners AVE	Myrtle Rd to Main Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
Various	Various Kerb Designs	Various	Design Only
Urrbrae	Waite RD	Claremont Av to Heather Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Coromandel Valley	Watchman DR	Boronia Av to S/Chg No.14	Partial Kerb Renewal Only (For Asphalt Reseal)
Mitcham	Welbourne ST	Princes Rd to Albert St	Partial Kerb Renewal Only (For Asphalt Reseal)
Bedford Park	Wentworth AVE	Franklin St to Rupert Av	Partial Kerb Renewal Only (For Asphalt Reseal)
Melrose Park	Wheaton RD	Price St to Corunne Ave	Partial Kerb Renewal Only (For Asphalt Reseal)
Bellevue Heights	Yurilla DR	Seal Change (No.31 Yurilla) to Heathfield Rd	Partial Kerb Renewal Only (For Asphalt Reseal)
FOOTPATH – RENEWAL			
Suburb	Road	Location	Detail
Blackwood	Madden Reserve Carpark	Main Rd to Bridge	West
Clarence Gardens	Edith ST	Gladys St to Albert St	West
Clarence Gardens	Albert ST	South Rd to Winston Ave	North
Colonel Light Gardens	Salisbury CR	East Parkway to Ludgate Cct	South
Cumberland Park	Farah PL	Avenue Rd to Cul-de-sac	East/West
Eden Hills	Murtoa RD	Shepherds Hill Rd to Willora Rd	South
Hawthorn	George ST	Clifton St to Belair Rd	North
Kingswood	John ST	Princes Rd to Hill St	East
Kingswood	Ashbourne AVE	Rugby St to No.48 Ashbourne Ave	South
Lower Mitcham	Laurence ST	The Grove to Holme Ave	West
Lower Mitcham	Chasewater ST	Wattlebury Rd to The Grove	East
Melrose Park	Jordon RD	Bennet Ave to Daws Rd	East
Melrose Park	Rozelle AVE	10 - Winston Ave to South Rd	South
Mitcham	Torrens ST	Hill St to Haig St	East
Mitcham (HCZ)	High ST	Maitland St to Albert St	East
Mitcham (HCZ)	Albert ST	High St to Taylors Rd	North
Netherby	Smith-Dorrien ST	French St to Hill St	East
Netherby	Haig ST	Fullarton Rd to Smith Dorrien St	North
Panorama	Shepley AVE	Boothby St to End	East

Pasadena	Painter ST	1-3 Painter St to Fiveash Dr	North
Urrbrae	Waite RD	Claremont Ave to Heather Ave	West
Westbourne Park	Constance ST	Sussex Tce to Goodwood Rd	North
		Project Management costs	
Projects not completed in 2010/2021- rebudgeted for 2021/2022			
St. Marys	Dorene Street	Southern Ave to Merriton Ave	
CARPARKS – RENEWAL			
Suburb	Location	Project details	Detail
Hawthorndene	Madden Reserve	Renewal of carpark with associated works	Design and Construct
Coromandel Valley	Horners Bridge	Renewal of carpark	Design and Construct
STORMWATER – RENEWAL			
Suburb	Location	Project details	Detail
Belair	Belair Rd	Pipe renewal, footpath and kerb reinstatement	
Hawthorndene	Suffolk Road Reserve	Reshaping, headwalls, landscaping and stonework	
RETAINING WALLS – RENEWAL			
Suburb	Location	Project details	Detail
Mitcham	No.4 Pages Rd - Road Reserve (Eastern Side)		
Mitcham	No.3A Pages Rd - Road Reserve (Western Side)		
BRIDGE – RENEWAL			
Suburb	Location	Project details	Detail
George St	Hawthorn	George St Pedestrian Bridge	
George St	Hawthorn	George St Vehicle Bridge	
BUS SHELTERS – RENEWAL			
Suburb	Location	Project details	Detail

Torrens Park	Stop 16 Belair Rd	Standard Shelter Renewal	Southbound
Panorama	Stop 20A Eliza Pl	Standard Shelter Renewal	Northbound
St. Marys	Stop 22 Cashel St	Standard Shelter Renewal	Northbound
Panorama	Stop 20B Eliza Pl	Standard Shelter Renewal	Northbound
Blackwood	Stop 34A Coromandel Pde	Standard Shelter Renewal	Northbound
Hawthorndene	Stop 41 Gorse Ave	Standard Shelter Renewal	Westbound
Colonel Light Gardens	Stop 14 Grange Rd	Heritage Shelter Renewal	Eastbound
Colonel Light Gardens	Stop 14 Grange Rd	Heritage Shelter Renewal	Westbound - Shelter already at Depot
OPEN SPACE RENEWAL – PLAYGROUNDS			
Suburb	Location	Project details	
Hawthorn	Price Memorial Oval	Renewal of existing playground	
Mitcham	Waverely Street Reserve	Renewal of existing playground	
Urrbrae	Birksgate Drive Playground	Softfall Renewal	
Various	Various	Future Designs and Consultations	
OPEN SPACE RENEWAL - ENVIRONMENTAL AND WASTE			
Suburb	Location	Project details	
Various	Various	Various Bin Renewals	
Hawthorn	Soldiers Memorial Oval	Irrigation system renewal	
Blackwood	Hewett Sports Ground	Irrigation system renewal	
St Marys	Ragless Reserve	Irrigation system renewal	
Cumberland Park	Avenue Road Reserve	Irrigation system renewal	
Bellevue Heights	Manson Reserve	Irrigation system renewal	
Colonel Light Gardens	Ludgate	Irrigation system renewal	
Glenalta	Sherwood Reserve	Irrigation system renewal	
Colonel Light Gardens	Kent Reserve	Irrigation system renewal	
Clarence Gardens	AA Bailey Reserve	Pump/bore system renewal	
St Marys	Donald Street Reserve	Pump/bore system renewal	

Colonel Light Gardens	Mortlock Park	Pump/bore system renewal	
Hawthorn	Price Memorial Oval	Pump/bore system renewal	
OPEN SPACE RENEWAL – FURNITURE			
Suburb	Location	Project details	
Mitcham	Mitcham Cultural Village	Drinking fountain renewal	
Hawthorndene	Hawthorndene Sports Ground	Drinking fountain renewal	
Various	Various	Picnic Table and Benches renewal	
Various	Various	Various Bench renewals	
Various	Various	Various Furniture designs and consultation	
OPEN SPACE RENEWAL – MISCELLANEOUS			
Suburb	Location	Project details	
Various	Various	Renewal of existing signs	
Various	Various	Various Miscellaneous Works	
		Sports and Street Lighting	
OPEN SPACE RENEWAL – SPORT AND RECREATION			
Suburb	Location	Project details	
Pasadena	Pasadena Reserve	Paved area beneath basketball ring	
Blackwood	Blackwood Oval	Cricket Pitch Renewal	
Hawthorndene	Hawthorndene Oval	Cricket Pitch Renewal	
Bellevue Heights	Manson Reserve	Cricket Pitch Renewal	
Kingswood	Kingswood Oval	Renewal of Cricket Nets	
Colonel Light Gardens	Rochester Tennis Courts	Renewal of Tennis Courts	
OPEN SPACE RENEWAL – STRUCTURES			
Suburb	Location	Project details	
Various	Various	Renewal of existing fences	
Various	Various	Renewal of existing gates	

Various	Various	Renewal of existing pathways	
Various	Various	Various design and consultation	
Various	Various	Renewal of existing garden walls	
HERITAGE BUILDINGS & STRUCTURES – RENEWAL			
Suburb	Location	Project details	
Mitcham	Civic Centre	Renew external render on heritage section of building	
COMMUNITY BUILDINGS – RENEWAL			
Suburb	Location	Project details	
Cumberland Park	Cumberland Park Community Centre	Toilet Renewal including Accessible and Ambulant Upgrades. Storage room renewal	
Hawthorn	Mitcham Library	Original Office Reconfiguration & Storage	
Mitcham	Mitcham Community Centre	Storage Shed Renewal	
Mitcham	Mitcham Cultural Village	Security Access Upgrade	
Cumberland Park	Cumberland Park Community Centre	Security Access Upgrade	
Mitcham	Mitcham Heritage Research Centre	Replacement of Existing Fluorescent Lighting with Energy Efficient LED Lighting	
Cumberland Park	Cumberland Park Community Centre	Replacement of Existing Fluorescent Lighting with Energy Efficient LED Lighting	
Mitcham	Mitcham Cultural Village	Replacement of Existing Fluorescent Lighting with Energy Efficient LED Lighting	
Mitcham	Hawthorn Community Centre	Replacement of Existing Fluorescent Lighting with Energy Efficient LED Lighting	
Mitcham	Mitcham Community Centre	Replacement of Existing Fluorescent Lighting with Energy Efficient LED Lighting	
	Various	Replacement of EOL Electric Water Heaters with Energy Efficient Heat Pump Units	
Projects not completed in 2020/2021- rebudgeted for 2021/2022			
Blackwood	Blackwood Community Centre	Toilets/storage	
Blackwood	Blackwood Library	Fascia Renewal	
Blackwood	Blackwood Library	Two architectural weather screens at entrance	

Blackwood	Blackwood Library	Restore mural and paint exterior of library	
COUNCIL HOUSES – RENEWAL			
Suburb	Location	Project details	
Projects not completed in 2020/2021- rebudgeted for 2021/2022			
Blackwood	Mitcham Community Housing - 9 Edward St	Demolition	
OPERATIONAL BUILDINGS – RENEWAL			
Suburb	Location	Project details	
Melrose Park	Works Depot	CCTV Upgrade	
Torrens Park	Civic Centre	Refurbishment of Mayoral Parlour and adjoining entry/hall including doors, skirtings, signage.	
Projects not completed in 2020/2021- rebudgeted for 2021/2022			
Torrens Park	Civic centre	Renewal of office partitions to ground floor	
Melrose Park	Works Depot	Fixtures and fittings renewal	
SPORT & RECREATIONAL BUILDINGS – RENEWAL			
Suburb	Location	Project details	
Cumberland Park	Southern Suburbs Rugby Club Rooms	Clubroom Toilet Refurbishment	
Cumberland Park	Southern Suburbs Rugby Club Rooms	Ceiling Replacement	
Hawthorn	Hawthorn Bowling Club	Roller Door Replacement	
Cumberland Park	Cumberland United Football Club	Changeroom Bathroom/Toilet refurbishment, Accessible Toilet Renewal, Kitchen Grease Trap, Wall Linings	
Clarence Gardens	Clarence Gardens Bowling Club	Roof/Gutter/Downpipe Renewal	
Blackwood	Blackwood Football Club	Accessible Exit Door Renewal	
Colonel Light Gardens	Mortlock Park - Gill Langley Clubrooms	Roof/Gutter Renewal	
PLANT AND TRAILER REPLACEMENT – RENEWAL			

Major Plant - Renewal			
Fleet No.	Type	Plant Description	
D212	Truck/Water Tanker	Hino 1022 Med Proshifter6 Water tanker	
D234	Truck/Water Tanker	Isuzu NPR400 Medium Water tank	
D907	Street sweeper	Isuzu Street Sweeper FSR 850	
D315	Ride-on mower	John Deere mower 72"	
MM1	Tractor deck	Flail Mower Howard Deck	
B407	Community bus	Toyota Hiace 12 seater mini bus	
MM2	Tractor deck	Trimax Warlord Deck	
MM3	Tractor deck	Howard roller mower deck	
VM02	Compressor	W/shop Compressor	
Major Plant Trailers - Renewal			
Fleet No.	Type	Plant Description	
T002	Trailer	Paving	
MAJOR AND MINOR FLEET REPLACEMENT – RENEWAL			
Major Light Fleet - Renewal			
Fleet No.	Type	Vehicle Description	
D146	Ute	Mitsubishi Triton	
D158	Ute	Holden Colorado	
D159	Ute	Ford Ranger	
D175	Ute	Ford Ranger	
D177	Van	VW Caddy	
D185	Ute	Holden Colorado	
484	Van	VW Caddy	
714	Ute	Mitsubishi Triton	
D161	Ute	Isuzu Dmax	
D169	Ute	Ford Ranger	
D172	Van	VW Caddy	
D189	Ute	Nissan Navara	

701	Car	Subaru Outback	
707	Car	Subaru Outback	
709	Car	Hyundai Tucson	
711	Car	Nissan X Trail	
712	Car	Subaru Outback	
713	Car	Mazda CX-5	
718	Car	Subaru Outback	
719	Car	Subaru Outback	
722	Car	Pajero VR-X	
D155	Car	Subaru Outback	
D174	Car	Subaru Outback	
Various	Chain, pole, saw cutter	Small plant	
OFFICE FURNITURE & EQUIPMENT – RENEWAL			
Suburb	Location	Project details	
Various	Various		
INFORMATION & TECHNOLOGY – RENEWAL			
Information Systems			
Suburb	Location	Project details	
Various	Various	Desktop	
Various	Various	Mobility	
Various	Various	Other tech	
Various	Various	Printer	
Various	Various	Software	