

2022-23

ANNUAL BUSINESS PLAN & BUDGET





Kurna Acknowledgement

We would like to acknowledge the City of Unley is part of the traditional lands for the Kurna people and we respect their spiritual relationship with their country.

We acknowledge the Kurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

All images within this document are from the City of Unley portfolio of photos.



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COMMUNITY CONSULTATION

Community Consultation on the Draft 2022-23 Annual Business Plan and Budget occurred between 29 April and 20 May 2022

Feedback received was considered by Elected Members at a Budget Workshop prior to the Adoption of the 2022-23 Annual Business Plan and Budget.

The City of Unley would like to thank to everyone who provided feedback during the consultation period.



ELECTED MEMBERS

The Mayor and Elected Members are elected by the local community to represent **the interests and needs of the community**. They make up the Council which sets the strategic direction for the City of Unley and the objectives and priorities for the Annual Business Plan and Budget.

The Elected Members provide community leadership and guidance. They play a very important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

There are 13 Elected Members on the Council of the City of Unley including the Mayor, Michael Hewitson AM.

MAYOR



Michael Hewitson AM

CLARENCE PARK Ward Councillors



Jennie Boisvert



Don Palmer

FULLARTON Ward Councillors



Jordan Dodd



Peter Hughes

GOODWOOD Ward Councillors



Nicole Sheehan



Emma Wright

PARKSIDE Ward Councillors



Kay Anastassiadis



Jennifer Bonham

UNLEY Ward Councillors



Sue Dewing



Jane Russo

UNLEY PARK Ward Councillors



Monica Broniecki



Michael Rabbitt

INTRODUCTION

Background

Under Section 123 of the Local Government Act 1999, Council is required to have a budget for each financial year. The budget must be considered as part of the Council's Annual Business Plan.

Before a council adopts its Annual Business Plan it must prepare a draft Annual Business Plan and undertake a public consultation process. Consultation on this plan occurred between 29 April and 20 May 2022.

All feedback collected during this period was distributed and considered by the Elected Members of Council at a Budget Workshop in order to finalise Council's 2022-23 Business Plan and Budget.

Purpose of the Business Plan

The purpose of the Annual Business Plan is to impart an understanding of:

- Annual objectives for the year in the context of Council's long-term objectives
- Overview of the activities and services provided by Council
- Key financial information relating to revenue and expenditure
- Proposed new initiatives and projects
- Rating context and impact of rates for 2022-23
- Council's Financial Planning Framework including Long-Term Financial Plan and Asset Management Plans

Strategic Planning Framework

Resourcing Strategy

- Assets
- Long Term Financial Plan
- Other plans and strategies

Community Plan
2017 - 2033



Four Year Plan
2021 - 2025



Annual Plans
2022 - 2023



Annual Business Plan & Budget

Annual Operating Plan

VISION



ACTION

Measuring Performance

Council measures its achievements and financial performance through the following processes:

- Regular financial reporting to Executive and Council
- Quarterly corporate performance report to Executive and Council
- Budget Reviews in accordance with legislation
- Annual review of the Long-Term Financial Plan
- Review and input from Council's Audit Committee
- Production of an Annual Report including audited financial statements
- Community Engagement

BUDGET OVERVIEW

Background

The Business Plan and Budget for 2022-23 has been prepared in accordance with the priorities of Unley's Community Plan 2033 and the 4 Year Delivery Plan 2021-2025, with due consideration of its key financial indicators.

The key financial information for 2022-23 is summarised on the following pages.

Forecast rate income is based on the following assumptions:

General Rate increase	3.7%
Increase from new rateable properties and capital improvements to existing properties	1.1%
Total increase in General Rate Revenue	4.8%

Council carefully considered the rates increase in context with Adelaide CPI which was 4.7% for the March Quarter.

Growth in the number of rateable assessments is 0.85%.

Further information, including the average increase for each land use category is contained on page 31.

The rates assessment (rates payable) for a specific property will be dependent upon the 2022-23 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Key Financial Targets

Council has reviewed its Key Financial Targets after considering its draft Long Term Financial Plan and receiving advice from its Audit Committee.

The Key Financial Targets, as outlined below, have remained unchanged from the 2021-22 financial year.

Financial Indicator	Adopted Target	2022-23 Budget
Operating Surplus Ratio (excl. equity accounted businesses)	> 5.0%	5.0%*
Net Financial Liabilities Ratio	< 80%	30%
Asset Renewal Funding Ratio	≥ 100%	101%

* Includes \$250K for the 2022 Local Government Elections.

Further information regarding the financial indicators are included on pages 40-43.



RATES

OVERVIEW

Council Rates

As outlined on the previous page, General Rates revenue will increase by 4.8%, consisting of a 3.7% increase in general rates, plus an additional 1.1% from new rateable properties and capital improvements to existing properties.

Valuation Method

The Council uses the capital value method of valuing properties. This method values the land and all improvements on the land. It is the most widely used method across South Australian councils.

Differential General Rates

Council will declare three differential General Rates according to the land use category, as outlined in the table below.

Capital valuations have increased on average over the past 12 months. Accordingly, Council has reduced the differential rates in the dollar so the total income received by Council is consistent with the increase outlined above.

The proposed average increase by Land Use Category is provided on page 31.

Minimum Rate

The proposed minimum rate for 2022-23 is \$907, an increase of 3.7% from 2021-22.

There will be about 4,310 assessments paying the minimum rate in 2022-23.

Separate Rate for Main Street Trader Associations

Council proposes to continue to raise a separate rate for the promotion of businesses and traders along four shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

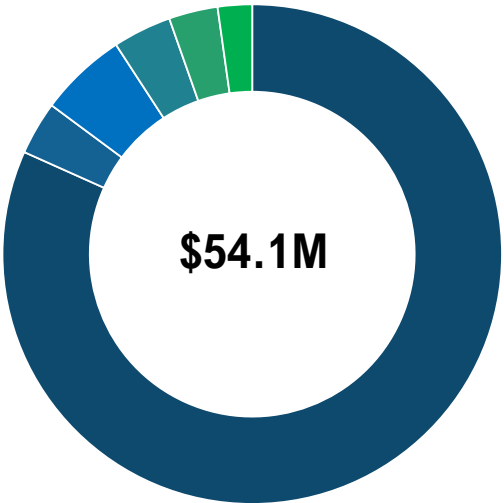
Further details regarding the Separate Rate for the Main Street Trader Associations are provided on page 32.

FINANCIAL SUMMARY

\$'000	2022-23 Budget	2021-22 Forecast
Income		
General Rates Income	44,114	42,234
All Other Income	9,981	10,158
Operating Projects	(15)	113
Total Income	54,080	52,505
Expenditure		
Employee Costs	19,967	18,724
Materials, Contracts & Other Expenses	19,683	19,070
Depreciation, Amortisation & Impairment	10,175	10,000
Finance Costs	312	300
Operating Projects	1,240	1,829
Total Expenditure	51,377	49,923
Operating Surplus/(Deficit) before equity accounted businesses	2,703	2,582
Equity accounted businesses	(463)	(571)
Operating Surplus/(Deficit) after equity accounted businesses	2,240	2,011
Capital Renewal less income to be received	8,443	8,666
New Capital less funding to be received	1,702	4,507
Total Capital	10,145	13,173
Add back non-cash items (Depreciation & Amortisation)	10,175	10,000
Net Lending / (Borrowing) for the Financial Year (inclusive of Equity Accounted Businesses)	2,271	(1,163)

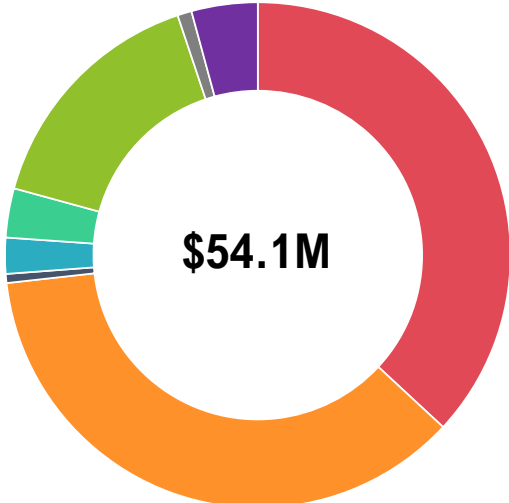
Operating Surplus Ratio (Target 5%) (before Equity Accounted Subsidiaries)	5.0%	4.9%
Net Financial Liabilities Ratio (Target <80%)	30%	36%
Asset Renewal Funding (Target 100% average over 10 years)	101%	101%

Where our funding comes from



■ General Rates	\$44.1M	81.6%
■ Other Rates & Levies (includes Landscape Levy)	\$1.9M	3.5%
■ Grants & Subsidies & Contributions	\$3.1M	5.7%
■ User Fees	\$2.1M	3.8%
■ Statutory Fees	\$1.7M	3.2%
■ Other Income	\$1.2M	2.2%

How we allocate our funding



■ Employee Costs	\$20.0M	37.0%
■ Materials, Contracts & Other	\$19.7M	36.3%
■ Finance Costs	\$0.3M	0.6%
■ Operating Projects	\$1.2M	2.3%
■ Capital Projects (Net)	\$1.7M	3.1%
■ Capital Renewal (Net)	\$8.4M	15.6%
■ Equity Accounted Businesses	\$0.5M	0.9%
■ Repayment of Borrowings (Principle repayments)	\$2.3M	4.2%

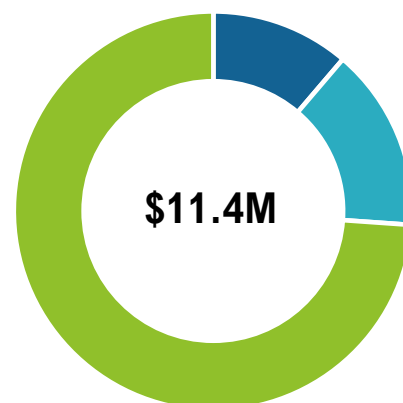
PROJECT PRIORITIES

Council's project priorities for 2022-23 stem from the themes outlined in Council's Community and 4 Year Delivery Plan.

Council has undertaken a methodical and considered approach to determine its priorities for the upcoming financial year. These are the steps that were taken to determine the projects:

- The Capital Renewal Program was guided by Council's Asset Management Plans
- Council proposed projects that aim to assist in achieving the Strategic Themes in Council's Community Plan and 4 Year Delivery Plan
- Elected Members submitted projects based on identified community need
- Projects were divided into three broad categories:
 - Operating Projects (including annual initiatives)
 - New Capital
 - Capital Renewal Program
- Elected Member workshops prioritised, refined and finalised the project list for 2022-23.

Our Project Expenditure



■ Operating Projects	\$1.25M
■ New Capital	\$1.70M
■ Asset Renewal	\$8.44M

Further information regarding the projects is included on pages 50-63.

OPERATING PROJECTS

Operating Projects are either one-off short term projects, or annual initiatives delivering environmental, cultural or economic benefits to our community.

This 2022-23 Budget incorporates net expenditure of \$1.25M for operating projects.

These projects are funded by Council's rates income. The funding for 2022-23 is in line with the Long Term Financial Plan, noting an additional allocation of \$250K has been included for the 2022 Local Government Elections.

The full list and further details of each project are included on pages 50-55.

Key Projects

- Over \$500K of Environmental Initiatives including
 - The expansion of tree canopy on Public Land \$150K
 - The Living with Trees program \$77K and Shaping Unley - Trees on Private Land initiative \$25K to support the planting and retention of trees on private land
 - Grant funding to support the Greening of City Verges \$60K
 - Delivery of Water Wells to facilitate the capture of stormwater run-off to water trees \$45K
 - Assist Plastics Free SA in rolling out the Plastic Free Places Program \$5K
- Delivery of an annual calendar of events \$200K including the
 - Spring Fling Festival
 - Santos Tour Down Under Stage Start
 - Ignite Unley - Outdoor Cinema
 - Creative/Busking Activations
- The establishment of an Economic Advisory Committee \$20K
- Trader Event Sponsorship Grants \$40K
- Stage 2 in developing a City Wide Parking Strategy \$35K
- Continuation of Council's Active Ageing Initiatives \$20K
- Cultural Mapping and development of a Reconciliation Action Plan \$30K as part of Council's Cultural Plan 2021-2026.



NEW CAPITAL

New Capital projects are capital works to construct new or to significantly upgrade existing infrastructure and buildings.

This 2022-23 Budget incorporates net expenditure of \$1.70M for New Capital projects.

These projects will be funded from existing financial capacity without the need for further borrowings.

The full list and further details of each project are included on pages 56-57.

Key Projects

- Council's contribution to the continuation of the Brown Hill Keswick Creek project \$515K
- Continuing the implementation of Council's Cycling and Walking Plan \$145K including:
 - Improvements to the Leaders Street Secondary On-Road Bicycle Route
 - Intersection improvements to the George and Young Street intersection
 - Design of the fifth stage of the Wood-Weller Bikeway between Mitchell Street and Cross Road
 - Installation of additional end-of-trip facilities
- Implementation of Year 2 of the Council's Climate and Energy Plan \$80K (inclusive of EV vehicle), including incentives for not-for-profit tenants of Council owned buildings to improve energy efficiency, the installation of solar panels for the Goodwood Community Centre and Library, and trial of an EV vehicle
- Drainage upgrades \$300K to Wattle Street from Seaview Avenue to Milton Avenue, and Wilson Avenue Black Forest.
- Detailed design of the Edmund Avenue Cottages Museum Upgrade (78 & 80 Edmund Avenue) \$180K to be "shovel ready" subject to the completion of a feasibility study.



CAPITAL RENEWAL

The Capital Renewal programs maintain an ongoing program of renewals for Council's \$500M of infrastructure, buildings and assets. They are based on Council's Asset Management Plans that were recently endorsed by Council in December 2020.

This 2022-23 Budget incorporates net expenditure of \$8.44M for capital renewal programs.

These projects are funded by Council's rates income, with the funding in line with the Asset Management Plans which are reviewed every four years.

[The full list and further details of each project are included on pages 58-63.](#)

Key Works

- Transport Infrastructure \$4.1M including:
 - Road renewal \$1.3M
 - Kerb & Water Table \$2.0M
 - Footpaths \$500K
- Drainage and Stormwater \$500K
- Reserves and Open Space \$770K
- Property (including Buildings and the Swimming Centre) \$858K.



SERVICES PROVIDED TO THE COMMUNITY

The Local Government Act 1999 (the Act) prescribes a system of local government to enable councils to govern and manage areas at a local level.

All councils have basic responsibilities under the Act and other relevant legislation. These include:

- Regulatory activities, including voters' roll maintenance and Elected Members' support
- Determining longer-term strategic management plans, including a strategic plan, long term financial plan, infrastructure and asset management plans, and policies and procedures
- Setting rates, preparing an Annual Business Plan and Budget
- Management and maintenance of basic infrastructure including roads, footpaths, parks, public open space, playgrounds, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control, including building safety assessment
- Provision of various environmental health services
- Management and maintenance of Councils urban forest in streets and parks, and
- Management and maintenance of Council owned Community Centres and other buildings.

A detailed list of Council's Operational Activities, including respective income and expenditure, is included on pages 46-49.

In response to community needs, Council also provides the following services and programs, over and above those listed above:

- Aged and Social Care
- Animal Management
- Arts & Cultural Development
- Community Centres
- Community Development
- Community Engagement
- Community Event Programs
- Community Services
- Community Transport
- Community Grants
- Corporate Services
- Economic Development
- Environmental Management
- Library Services
- Museum
- Open Space Management
- Parking Control
- Sport and Recreation
- Sustainable Landscapes
- Volunteers
- Urban Policy and Planning
- Youth Development

The Council also maintains a number of facilities and services on a fee for service basis, some of which are subsidised and include:

- Unley Swimming Centre
- Commonwealth Home Support Program (CHSP)
- Community Bus Service
- Halls for hire
- Ovals, courts, parks and reserves for hire.

INFLUENCES ON THE BUDGET

Significant Influences

A number of significant projects and external environmental changes have influenced the preparation of the Council's 2022-23 Business Plan and Budget. These include:

- Commitments to continue long-term major projects including the Edmund Avenue Cottages Development, Unley Oval Community Hub, and Brown Hill Keswick Creek Stormwater Management Project
- Absorbing cost pressures where possible to minimise increases in rates and fees and charges.

The increase in General Rate revenue is 1% below Adelaide CPI. Adelaide CPI was 4.7% for the 12 months to 31 March 2022.



Other Influences on the Budget

There are also other annual items that we consider when setting rates and deciding on council's program of works. These include:

- Local Government Price Index increases on relevant goods and services. In recent years this has tracked close to CPI, although the forecast increase in 2022-23 is 4.0%
- Provision for Enterprise Bargaining Agreements which, for most staff, determine conditions of employment and provide for annual salary and wages increases
- Maintaining asset management (renewal) expenditure in-line with Council's recently endorsed Asset Management Plans
- Additional maintenance costs due to increased capital works, and the construction of new assets over recent years

- Initiatives arising from Council's Climate and Energy Plan
- The Regional Landscape Levy

Council has continued its review of service sustainability to minimise the burden on ratepayers.

The proposed expenditure for Operating Projects for 2022-23 is \$1.25M, and includes an allocations of \$250K to conduct the 2022 Local Government Elections.

The proposed capital expenditure on new assets for 2022-23 is \$1.7M. The extent of these works can be met from existing financial resources without the need to borrow funds.



COMMUNITY LIVING



**People value our City with its
enviable lifestyle, activities,
facilities and services**

Objectives

- 1.1 Our Community is active, healthy and feels safe
- 1.2 Our Community participates in community activities, learning opportunities and volunteering
- 1.3 Our City meets the needs of all generations
- 1.4 Our Community is proud to be part of our City
- 1.5 Our City is connected and accessible

Key Projects

- Continued implementation of the Walking and Cycling Plan including:
 - Improvements to the Leaders Street Secondary On-Road Bicycle Route
 - Intersection improvements to the George and Young Street intersection
 - Design of the fifth stage of the Wood-Weller Bikeway between Mitchell Street and Cross Road
 - Installation of additional end-of-trip facilities
- Continuation of the Living Streets Program in Rogers Street, Goodwood
- Place activation and community development through the staging of major events including a Tour Down Under stage start, Ignite Unley - Outdoor Cinema, Spring Fling Festival, and Creative/Busking Activation Stations
- Delivery of initiatives relating to Council's Age Friendly Strategy endorsed by Council in 2015
- Drainage upgrades to Wattle Street from Seaview Avenue to Milton Avenue, and Wilson Avenue Black Forest.



ENVIRONMENTAL STEWARDSHIP



We will maintain and enhance our urban environment, and strengthen our City's resilience to climate change by providing leadership to our Community

Objectives

- 2.1 Unley's urban forest is maintained and improved
- 2.2 Excellence in waste management is achieved through avoidance, re-use and diversion
- 2.3 The energy efficiency of the City is increased and our carbon footprint reduced
- 2.4 Efficient, effective & sustainable water management is ensured
- 2.5 The City's resilience to climate change is increased

Key Projects

- Council's continued financial contribution to the Brown Hill Keswick Creek regional project works
- Implementation of Year 2 of the Council's Climate and Energy Plan, including incentives for not-for-profit tenants of Council owned buildings to improve energy efficiency, the installation of solar panels for the Goodwood Community Centre and Library, and trial of an EV vehicle
- Continuing the implementation of Council's Tree Strategy to increase canopy cover across the district through the planting of 365 additional new trees
- The City Wide Greening Verges Program with the conversion of further verges to support residents in beautifying their streets
- The continued installation of water wells to retain water flows from roadways to assist with greening and establishing new tree plantings
- Initiatives to assist residents in retaining, maintaining and increasing trees on private land.



ECONOMIC PROSPERITY



Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy

Objectives

- 3.1 Unley is recognised as an easy place to do business
- 3.2 Thriving main streets and other business activities operate across our City

Key Projects

- Implementing Year 2 of the Economic Development Growth Strategy
- The establishment of an Advisory Committee to provide advice and support city wide to Council on Economic Development matters and opportunities
- Event sponsorship for the four Mainstreet Trader Associations to stage events with economic objectives
- Waiving 50% of outdoor dining fees and 100% of busking fees to support the recovery and vibrancy of our main streets following COVID-19.



CIVIC LEADERSHIP



THE CITY of
Unley

UNLEY
Civic Precinct

Civic Centre

Library

Town Hall

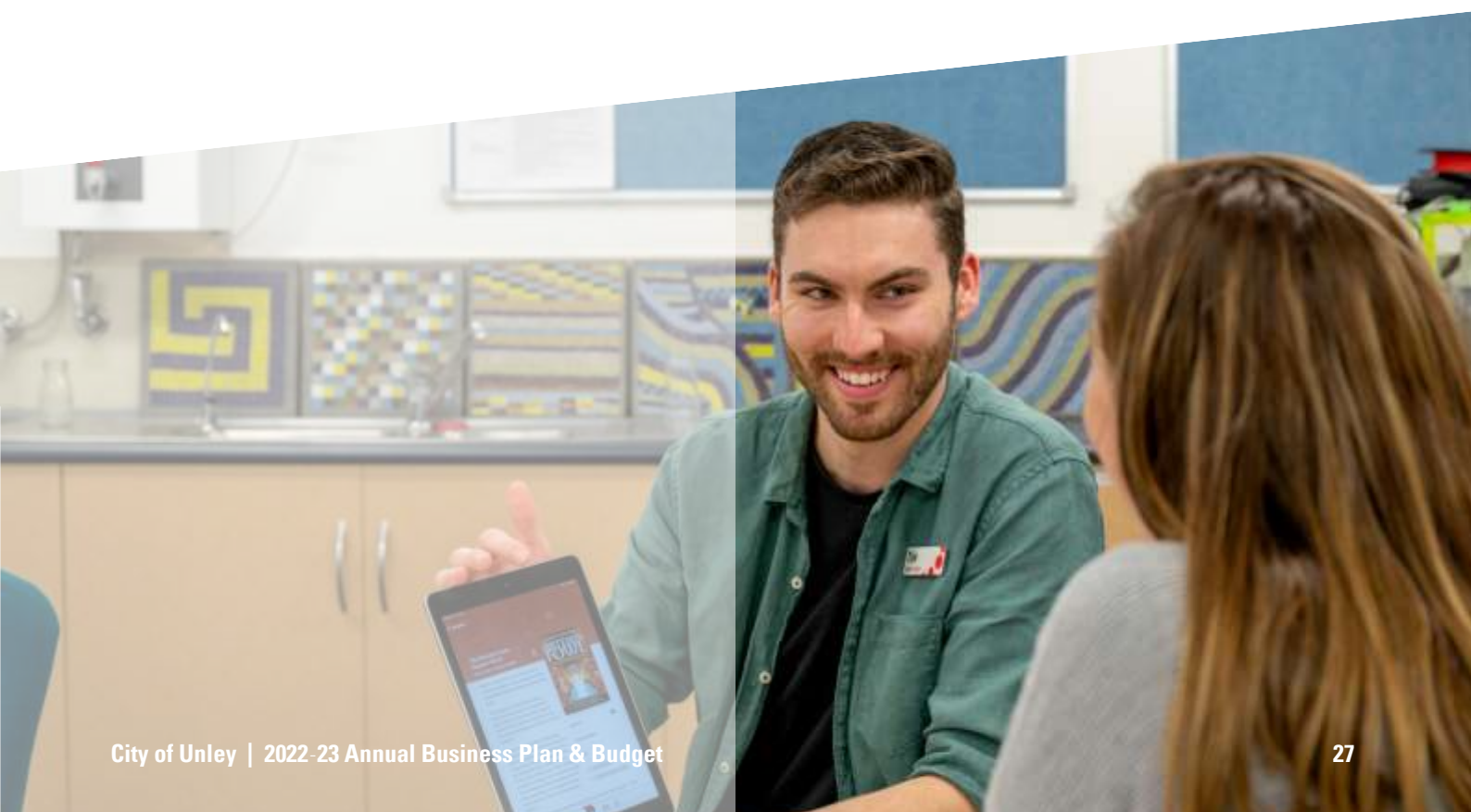
**Council will listen to the community
and make transparent decisions for
the long term benefit of the City**

Objectives

- 4.1 We have strong leadership and governance
- 4.2 Council provides best value services to the community
- 4.3 Our business systems and solutions are effective and transparent

Key Projects

- Development of a Reconciliation Action Plan as part of Council's Cultural Plan 2021-2026
- Development of digitised systems and processes within Development and Regulatory Services to improve customer experience and operating efficiency
- Conducting the 2022 Local Government Elections and associated Elected Member induction for the new Council.



FUNDING THE BUSINESS PLAN



Over 80% of Council's funding is generated from General Rates with the balance largely relating to fees and charges set by Council or statutory fees.

RATES

CONTEXT

In setting the rates for 2022-23, Council proposes to continue with its current method of rating, which involves three differential rates with the application of a minimum rate, applied against the capital improved value of properties. Council considers this to be a fair and equitable method of rating for the City of Unley.

Rates income is used to deliver services. Rates are a form of property taxation, and property values determine how much each property contributes. This system of taxation means that the rates paid may not directly relate to the services used by each ratepayer.

Rate Statistics

Council has 19,399 assessments in 2022-23 including:

- 17,569 assessments within residential Category 1
- 910 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant)
- 920 assessments within non-residential Category 3 (commercial offices and commercial – other)
- 213 non-rateable assessments.

2022-23 General Rates

General Rates income will increase by 3.7%, plus an additional 1.1% representing the estimated increase in revenue from new developments and capital improvement to existing properties.

Council carefully considered the rates increase in context with Adelaide CPI which was 4.7% for the March Quarter.

[Further information, including the average increase for each land use category is contained on page 33.](#)

The rates assessment (rates payable) for a specific property will be dependent upon the 2022-23 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

COUNCIL'S RATES

Valuation Method

The Council uses the **capital value** method of valuing properties. This method values the land and all improvements on the land. It is the most widely used method across South Australian councils.

Council considers this valuation method the most equitable method to spread the rates burden across the measure of wealth within the City. It equates to the taxation principle that people should contribute to community, social and physical infrastructure in accordance with their capacity to pay as measured by property wealth.

In determining how rates are applied, and in determining the rate in the dollar, Council uses the following options.

Minimum Rate

Council has decided that there will be a minimum rate on every rateable property. Council considers it appropriate that all rateable properties make a contribution to the cost of delivering the Council's core services and creating and maintaining the physical infrastructure that supports each property. The minimum rate for 2022-23 is \$907, an increase of 3.7% from 2021-22.

There will be about 4,310 assessments paying the minimum rate in 2022-23.

Differential General Rates

Council will declare three differential General Rates according to the land use category. The land use categories provided in the table below.

Council considers the principle of rate stability when assessing the rates distribution across 3 categories. The change in capital value across the land use categories and the rates income provided by each category will also be considered.

Category 1 Income \$34.9M	Residential
Category 2 Income \$3.7M	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3 Income \$5.5M	Commercial Office Commercial Other

Capital valuations have increased on average over the past 12 months. Accordingly, Council has reduced the differential rates in the dollar so the total income received by Council is consistent with the increase outlined on the previous page.

Separate Rate for Main Street Trader Associations

Council proposes to continue to raise a separate rate for the promotion of businesses and traders along four main shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor value-added infrastructure projects.

The revenue generated by the separate rates for 2022-23 was considered following consultation with the Main Street Trader Associations.

Unley Road

Currently there are approximately 465 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other that pay the separate rate.

King William Road

Currently there are approximately 130 ratepayers with a land use of Commercial Shop with addresses along King William Road between Greenhill Road and Commercial Road that pay the separate rate.

Goodwood Road

Currently there are approximately 95 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other, with addresses along Goodwood Road between Leader Street / Parsons Street to the north and Mitchell Street / Arundel Avenue to the south that pay the separate rate.

Fullarton Road

Currently there are approximately 55 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other, with addresses along Fullarton Road between Cross Road and Fisher Street that pay the separate rate.

Fullarton Road Traders pay a fixed amount of \$250.

Main Street Trader Associations	Separate Rate raised in 2021-22	Separate Rate 2022-23	% Increase (Decrease)
Unley Road	\$113,395	\$117,590	3.7%
King William Road	\$150,350	\$150,350	Nil
Goodwood Road	\$57,225	\$57,225	Nil
Fullarton Road	\$13,750	\$13,750	Nil

COUNCIL'S RATES

Rate Revenue Summary

General Rate Revenue is forecast to increase from \$44.293M to \$44.306M before discretionary rebates. This represents an increase of 4.8% compared to the 2021-22 financial year. This consists of an average General Rate increase of 3.7%, and additional income from new developments and capital improvements of 1.1%.

Growth in the number of rateable assessments is 0.85%.

The average rates payable for each differential rate category, which are based on the land use categories, will increase as outlined in the table on page 33.

The rates assessment (rates payable) for a specific property will be dependent upon the 2022-23 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Expected Impact on Ratepayers

To deliver the outcomes of the Annual Business Plan for 2022-23, the total General Rates Income required is \$44.1M inclusive after discretionary rebates. This equates to an average general rate increase of 3.7% plus 1.1% rates growth. Rate growth is defined as added value for new development including improvements to existing properties and change in value as a result of land divisions.

Council will apply the following rates in the dollar to determine the total rate levied against an individual property. Council has sought to apply the rate increase as equitably as possible across the three categories.

Financial Year	Residential	Commercial Shop et al	Commercial Office/ Other
	Category One	Category Two	Category Three
2019-20	0.002411	0.004820	0.005705
2020-21	0.002420	0.004845	0.005736
2021-22	0.002352	0.005221	0.005939
2022-23	0.001869	0.004715	0.005425

Estimated rate increase by land use category - General Rates

Differential Rate Category/ Land Use Category	Average Rates Payable \$		Increase \$*
	2021-22	2022-23	
Category 1			
Residential	1,904	1,986	82
Category 2			
Commercial - Shop	3,206	3,242	35
Industrial Light	3,724	3,891	167
Industry Other	7,024	7,454	429
Vacant Land	4,337	4,857	519
Other	9,365	9,836	471
Category 3			
Commercial - Office	6,382	6,575	193
Commercial - Other	5,283	5,464	181
Minimum Rate Payable	875	907	22

* The average increase by land use category is dependent on the growth in new assessments, and does not factor capital improvements on existing properties. It therefore may not reflect the actual increase experienced by most rate payers.

COUNCIL'S RATES

Discretionary Rebates

The Council may grant a discretionary rebate of rates under Section 166 of the *Local Government Act 1999*.

To ensure all ratepayers contribute an amount towards basic service provision, the recommended maximum discretionary rebate is 75%.

Applicants seeking a discretionary rebate are required to submit an application form to the Council on or before 1 May prior to the rating year. When deciding an application for a Discretionary Rebate, Council considers whether the applicant:

- is not-for-profit
- provides services or activities that are aligned to Councils Community Plan and key strategies
- provides a direct benefit to the residents of the City of Unley

- allows access to the services or activities by the community and general public
- provides direct services to the community as distinct from administration or advocacy

Council's Rate Rebate Policy is available on the City of Unley website, www.unley.sa.gov.au/Council/About-the-Council/Policies.

Regional Landscape Levy

(Formerly the Natural Resources Management Levy)

The Green Adelaide Board has advised the collection amount for 2022-23 is \$1.463M.

Council does not retain this revenue, nor determine how the revenue is spent.



FEES & CHARGES

Section 188 of the Act provides the legal context:

- fees and charges are determined by resolution of Council either as a direct resolution, via by-law or via delegation
- a council is unable to fix or vary fees or charges prescribed under other Acts
- in respect of fees for the use of facilities, services or works requests a council need not fix fees or charges by reference to the cost of the council
- council is required to keep the schedule of fees and charges on public display and provide updates where fees and charges are varied during the year.

Council reviews its fees and charges each year, in conjunction with the development of the annual budget.

As in previous years, a comprehensive review has been undertaken to ensure that the fees:

- reflect (or move progressively toward) the cost of the services given
- are comparable with market rates, where appropriate
- take into account benefit derived by users of community facilities
- are consistent with Council directions articulated through existing policy or plans
- are consistent with Council's LTTP assumptions.

Generally, this has resulted in fee increases that are in line with CPI or the Local Government Price Index, insofar as this is practicable.

Council's Fees and Charges Register is available with on the City of Unley website, <https://www.unley.sa.gov.au/Council/About-the-Council/Fees-Charges>.

BUDGET FRAMEWORK

The Budget Framework formalises changes in respect to the approved Annual Business Plan and Budget as a result of responding to opportunities, emergencies or other unforeseen events at the time of setting the budget.

Operating Budget (excluding Projects)

The core operations of the Council are detail by Operating Programs on pages 46 to 49. Council approval will be required where total operating expenditure varies from its approved budget as presented in the Statement of Comprehensive Income on page 65.

Operating Projects

Operating Projects and programs have been developed in consultation with Council, and are detailed on pages 50-55.

Council approval will be required where a change in individual project expenditure is required unless the projects are linked to an identical outcome and delivered by the same budget program. For these projects a relocation between projects can be undertaken without the need for separate Council approval.

In addition, where a Project has been approved by Council and the Project is allocated to sub projects, the budget can be reallocated across sub projects without Council approval. However, Council approval is required to increase or reduce the overall budget previously approved.

Where a new Operating Project is to be considered or an Operating Project deferred, this will require Council approval.

New Capital Projects

A list of New Capital Works Projects has been developed in consultation with the Council and is detailed on pages 56-57.

Where changes to the individual New Capital Project expenditure budget is necessary, Council approval is required. Further, where a new project is to be considered or an existing project deferred, this will also require Council approval.

Capital Renewal

These programs and the list of priority projects have been developed by reference to Council's Asset Management Plans based on condition, levels of service and Council's ongoing commitment to operate and maintain its asset portfolio.

Where changes to the relevant Asset Category expenditure budget is necessary, Council approval is required.

The individual program summary for Capital Renewal has been provide on pages 58-63.

When grant funding is received with equivalent income and expenditure, the budget can be adjusted to account for the grant without the need for separate Council approval.

In situations where grant funding requires matching or additional funding from Council, this represents an increase in net expenditure and Council approval is required.

Accounting Reclassification

Where a project requires reclassification between the Operating and Capital Budget to reflect accounting principles the reclassification will occur when practical and the relevant details will be provided to Council at the following Budget Review.

It is noted that transfers between Operating and Capital Budget have no cash impact on the overall budget.

FINANCIAL SUSTAINABILITY

Council's Financial Sustainability is managed through its Financial Planning Framework and Long Term Financial Plan.

The following diagram illustrates the overall funding framework for the City of Unley and the use of the Annual Operating Surplus and longer-term funding sources including strategic property divestment.



LONG TERM FINANCIAL PLAN

Council uses a long term financial plan (LTFP) to guide its financial decisions to ensure it is prudent in its financial management and considers a longer-term view. The LTFP is reviewed annually and updated to reflect the most current information available.

The key components of the plan are:

- Assessment of Council's current financial position and achieving longer-term financial sustainability
- Ensuring the Financial Targets are met
- Consideration of Council's appropriate role and responsibilities
- Ensuring alignment with the Community Plan and 4 Year Delivery Plan and maintenance of high priority strategies
- Ensuring all proposed strategies are costed before adoption
- Ensuring alignment with agreed service provision and delivery standards
- Ensuring alignment with Asset Management Plans and Maintenance Standards
- Ensuring alignment with internal support strategies
- Ensuring alignment with funding and treasury principles (rating stability, Treasury Policy, fees and charges, external funding and investments) as well as intergenerational equity.

[A summary of the Long Term Financial Plan is provided on pages 68-69.](#)



FINANCIAL RATIOS

Under the requirements of Regulation 5(c) of the Local Government (Financial Management) Regulations 2011, Council's LTFP, Budget and Annual Financial Statements must include:

- an Operating Surplus ratio
- a Net Financial Liabilities ratio, and
- an Asset Renewal Funding ratio.

These ratios are to be presented in a manner consistent with the Financial Indicators required in the Model Financial Statements.

Council has adopted the following key financial targets relating to these ratios to guide the direction of the LTFP and Annual Business Plan and Budget. These targets have been reviewed by the Audit Committee as a part of the review of the draft 2022-2032 Long Term Financial Plan.

Financial Indicator	Adopted Target
Operating Surplus Ratio (excluding equity accounted businesses)	5% or greater of total operating income
Net Financial Liabilities Ratio	Less than 80% of total operating income
Asset Sustainability Ratio (rolling 10-year average)	100% or greater of recommended spend in the Asset Management Plans

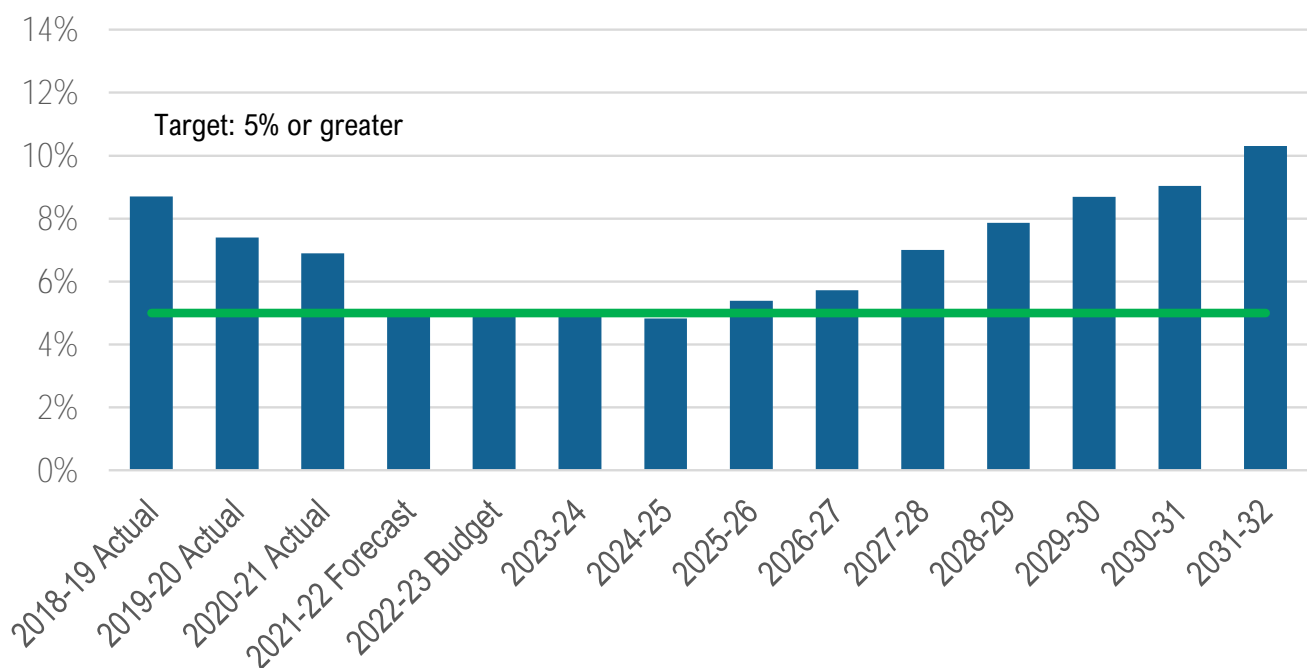


Operating Surplus Ratio

Operating surplus as a percentage of operating income.

The operating surplus ratio reflects Council's capacity to fund capital works (New Assets) and repay its borrowings.

Council is forecasting an operating surplus ratio of 5% for the 2022-23 Budget, in line with the target of 5%.



FINANCIAL RATIOS

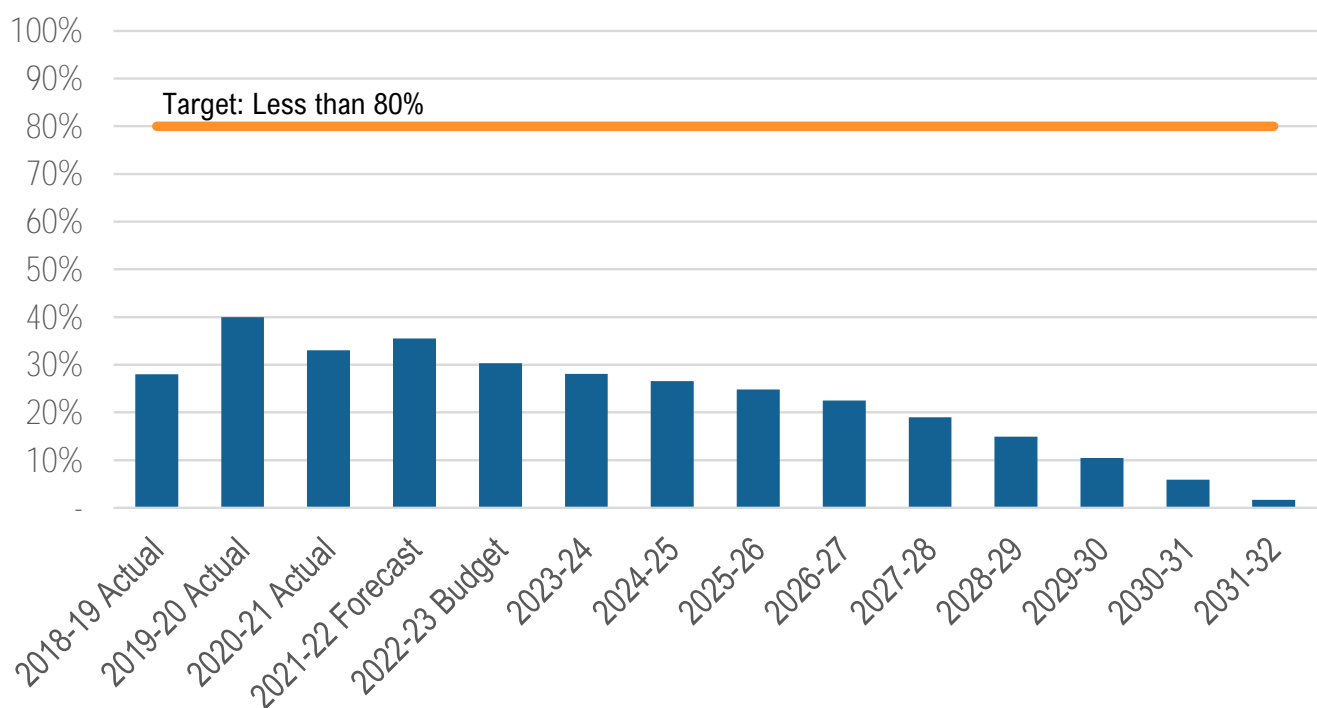
Net Financial Liabilities Ratio

Net financial liabilities as a percentage of operating surplus.

The net financial liabilities ratio measures Council’s net debt relative to its operating income.

Council is forecasting a net financial liabilities ratio of 30% for the 2022-23 Budget, within the target range of 80%.

Council borrowed to undertake a significant capital works program in 2019-20 including the upgrade of King William Road. Council’s borrowings are forecast to reduce by \$2.3M by the end of 2022-23 to \$10.8M.



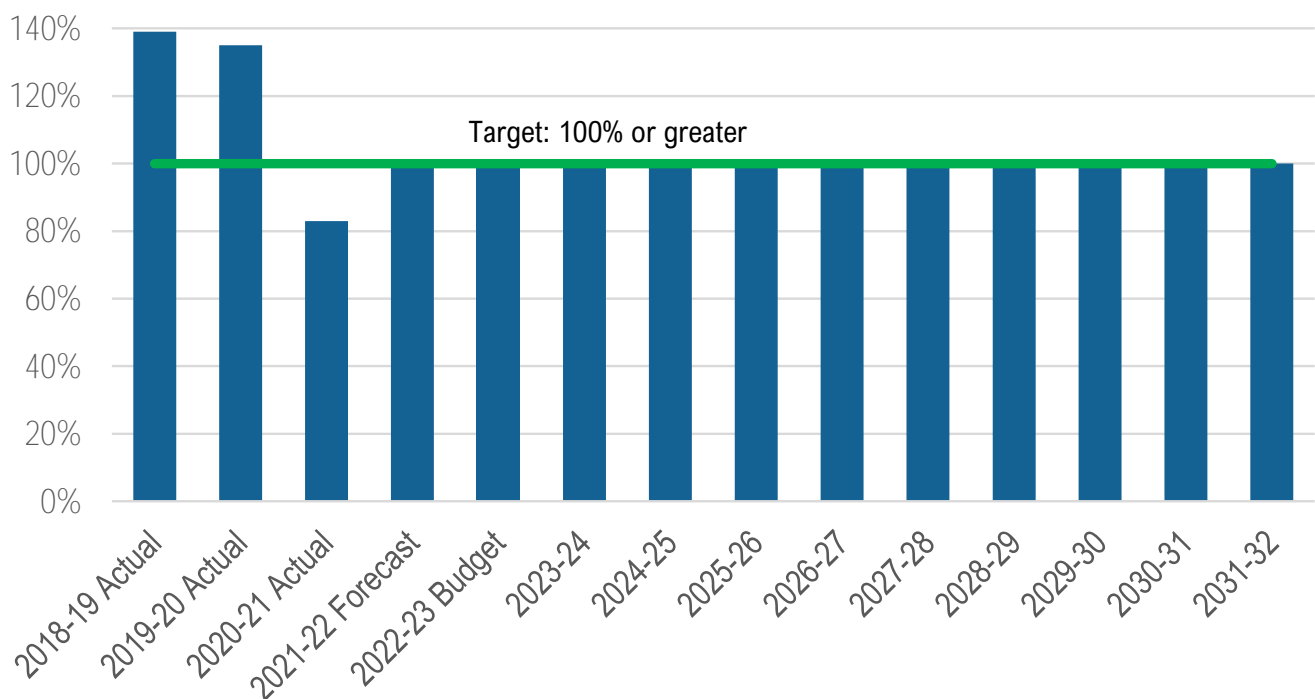
Asset Sustainability Ratio

Capital renewal expenditure as a percentage of recommended expenditure in the Asset Management Plans.

The Asset Sustainability Ratio (also known as the Asset Renewal Funding Ratio) represents the level of capital expenditure on the renewal of assets relative to the level of such expenditure identified as warranted in a council's asset management plans.

Council is forecasting an Asset Sustainability Ratio of 101%.

This is in line with the recommended target.





INFRASTRUCTURE & ASSET MANAGEMENT PLANS

The City of Unley is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for City users. Asset Management Plans have been revised and were adopted by Council in December 2020.

The development of the Asset Management Plans demonstrate Council's ongoing commitment to operate and maintain its asset portfolio efficiently to both meet strategic and legislative requirements, and to deliver the required levels of service for the community.

Asset management is driven from a service perspective. Council has implemented an agreed level of service for property, bridge, road and footpath asset classes.

The asset system collects real time data coupled with ongoing regular condition audits, to allow more accurate predictive modelling in regard to treatments and life expectancy of each asset class.

Over the next few years the management of assets will balance the target levels of service for each specific asset with the long-term costs.

The Asset Management Plans provide the basis for the Capital Renewal Program included in Council's LTFP and is refined as part of the Annual Business Plan and Budget process. In 2022-23 the Capital Renewal Program has net expenditure of \$8.4M.

OPERATING BUDGET

Operating Programs / Services	Income	Expenditure	Net Expenditure
	\$'000		
Active Ageing Coordination, administration and support for community based services and projects aimed at facilitating independence and promoting social inclusion.	(1,279)	1,434	155
Animal Management Promote community safety through education, awareness and compliance with the legislation relating to the Dog and Cat Management Act and Local Government Act.	(181)	258	77
Arts & Cultural Development Provision of Art and Cultural Development programs to support a vibrant and active community.	-	167	167
Business Support & Improvement Provides general management, executive support and leadership to the services provided by Business Support & Improvement Division and supports Elected Members.	-	516	516
Business Systems & Solutions Manages and maintains Council's Information Communication Technology infrastructure, applications, supporting systems and proactive cyber security to provide high levels of secure service that support business operations and performance.	(2)	3,259	3,257
City Development Management Provides general management, executive support and leadership to the services provided by City Development and to Elected Members.	-	510	510
City Services Management Provide general management, executive support and leadership to the services and programs provided by City Services and to Elected Members.	-	478	478
Community Bus Program A community transport service within the City of Unley provided by fully trained and accredited volunteer drivers, aimed at improving mobility plus connection to more City Services.	(8)	123	115
Community Centres Management and provision of a thriving network of Community Centres that promote social inclusion, belonging and connection.	(367)	921	554
Community Development Provision of social planning and community development including the coordination of Age Friendly City, Welcoming City initiatives, responding to social issues (homelessness and suicide prevention).	-	162	162

Operating Programs / Services continued	Income	Expenditure	Net Expenditure
	\$'000		
Community Development & Wellbeing Management Provide management, support and leadership of the projects, programs and services provided by the Community Development & Wellbeing Team.	-	178	178
Community Events Efficient and effective coordination of Council-run community and cultural events and activities, as well as the successful facilitation and attraction of external events into the City of Unley to encourage place activation, cultural celebration and vibrancy.	-	202	202
Community Grants Funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	-	131	131
Corporate Activities The accumulation of corporate costs including leave on-costs, treasury management, levy and taxes and insurances.	(2,338)	2,829	491
Culture & Business Capability This service supports the continuous improvement of overall business capability focused on the provision of 'best value' services to customers. Critical to improved business capability and customer experience is having the best organisational culture possible.	-	40	40
Customer Experience Coordinate and manage the City of Unley brand through customer service, provision of frontline customer service plus resolve customer enquiries and build goodwill within the City of Unley community.	(1)	645	644
Development Services Planning and building control within the City in accordance with the Development Act and Regulations and other legislative requirements.	(559)	1,949	1,390
Economic Development Manage the implementation, monitoring and evaluation of economic development activities and strategic initiatives within the City of Unley.	(357)	707	350
Environmental Initiatives Drive improved environmental sustainability through policies, strategies, programs and projects.	(115)	259	144
Finance & Procurement Delivers accounting, financial, procurement, risk management and treasury management services required to support Council's operations, including statutory and financial reporting obligations.	(44,334)	1,707	(42,627)
Governance Undertakes administration of legislative and corporate governance requirements.	-	386	386

Operating Programs / Services continued	Income	Expenditure	Net Expenditure
	\$'000		
Human Resources Provides support in recruitment, organisational culture, change management, employee relations, injury management, occupational health & safety and Welfare.	(70)	1,446	1,376
Library Services Provision of library services, programs and facilities to encourage literacy, lifelong learning and social inclusion and connection.	(353)	2,264	1,911
Marketing & Communications Coordinate and manage the City of Unley reputation and brand in digital and printed communications, including the website, and media relations.	-	565	565
Office of the CEO Organise and manage the governance of the City of Unley, including support for Elected Members and Civic Functions.	(335)	1,492	1,157
Operational Services Provides maintenance services to Council's infrastructure, property, open space, street and park trees, plant and equipment assets.	(1,174)	14,751	13,577
Parking Enforcement Promote community safety through education, awareness and compliance with the legislation relating to the Road Traffic Act and Local Government Act and Council By Laws.	(1,096)	783	(313)
Property Services Provides sustainable strategic management of Council's building and property asset portfolio.	(559)	3,361	2,802
Public & Environmental Health Promote community health and safety through education, awareness and compliance with the legislation relating to the Environment and Protection Act and the Local Government Act.	(47)	426	379
Strategic Asset Management Provides sustainable strategic management of Council's asset portfolio.	-	666	666
Strategic Projects Facilitates delivery of major strategic initiatives from the 4 Year Delivery Plan and Community Plan.	-	190	190
Transportation & Traffic Provides coordination, administration and support to provide an effective, safe and equitable management of transport spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	(3)	740	737
Unley Museum Provision of the Unley Museum to showcase the cultural heritage and history of the area through the provision of collection, exhibitions and programs.	(6)	173	167
Unley Swimming Centre Provision of a premier outdoor swimming facility, encouraging community health, wellbeing and water safety.	(902)	1,172	270

Operating Programs / Services continued	Income	Expenditure	Net Expenditure
	\$'000		
Urban Design (incorporating Recreation and Sport) Development and management of high quality public realm and open space. Coordination, administration and support to provide an effective, safe and equitable management of movement spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	-	474	474
Volunteer Development Provide coordination, administration and support for community based volunteer services and projects.	-	104	104
Waste Management Collection and disposal of general waste, kerbside recycling, green waste and a hard rubbish collection service.	(18)	4,574	4,556
Youth Development Engage and empower young people in the community by identifying, developing and providing activities, programs and events.	-	103	103
Total Operating Programs	(54,095)	50,136	(3,959)
Operating Projects (as per the following pages)	15	1,240	1,255
Total Operations (including Operating Projects)	(54,080)	51,377	(2,703)



OPERATING PROJECTS & INITIATIVES

Operating Projects & Initiatives	Net Expenditure
Environmental Initiatives	
Carbon Neutral Operations by December 2023	35,000
Sustainability Projects Officer	115,000
City Wide Greening Verges	60,000
Living with Trees	77,000
Resilient East	10,000
Water Wells (Treenet Inlets) Program	45,000
Tree Strategy Expanding Canopy Target - Public Land	150,000
Shaping Unley - Trees on Private Land	25,000
Plastics Free SA Program	5,000
Significant Tree List Review - Additional Candidates	10,000
	532,000
Events	
Christmas In Unley	25,000
Australia Day 2023	15,000
Event Attraction	10,000
Ignite Unley - Outdoor Cinema Program	20,000
2023 Tour Down Under Stage Start	55,000
Creative/Busking Activation Stations	20,000
Spring Fling Festival	55,000
	200,000
Economic Development Initiatives	
Trader Event Sponsorship	40,000
Economic Advisory Committee	20,000
Strategic Projects Consultants	30,000
	90,000
Other Projects	
All Connections to Unley Art Prize 2023	20,000
Culture Plan: First Nations Engagement and Acknowledgement Initiatives	30,000
Active Ageing Strategy Program (Year 6)	20,000
City-Wide Parking Strategy (Stage 2)	35,000
Clarence Park Community Centre Shed	15,000
2022 Local Government Elections	250,000
Waiving Outdoor Dining Fees	15,000
RAHS Show Traffic Management	27,000
Community Grants Program – Additional Funding	21,000
	433,000
Total Operating Projects	1,255,000

Operating Projects & Initiatives	Net Expenditure
Environmental Initiatives	
Carbon Neutral Operations by December 2023 This project supports Council's target to be carbon neutral for its corporate operations by December 2023, as set out in Council's Climate & Energy Plan. This project proposes to purchase carbon accounting software to track Council's carbon emissions, as well as specialist advice regarding carbon accounting requirements to ensure we are ready for Carbon Neutral operations by December 2023.	35,000
Sustainability Projects Officer The recruitment of a new full-time fixed-term 3 year contract position which will assist in the implementation and delivery of the actions of Council's key sustainability strategies including: Climate & Energy Plan, Tree Strategy, Environment & Sustainability Strategy and Waste Management & Resource Recovery Plan 2021-25.	115,000
City Wide Greening Verges To encourage the conversion of verges located within the City of Unley from dolomite to loam which are then planted and maintained by residents. The program has enabled the conversion of over 400 verges across the City of Unley in the last five years.	60,000
Living with Trees To continue a range of education, incentives and support to retain and/or plant more trees on private land as identified within Council's Tree Strategy. The project also includes undertaking further data collection of tree coverage and reporting for the City of Unley in 2022-23.	77,000
Resilient East - Eastern Regional Alliance Continuing Council's contribution and active involvement in Resilient East, a partnership between eight eastern Councils and the South Australian Government. The project will support a range of initiatives to be undertaken by Resilient East to deliver the Eastern Region Climate Change Adaptation Plan.	10,000
Water Wells (Treenet Inlets) Program The continued delivery of Council's water wells initiative for 2022-23. The installation of inlets in verges across the City to assist with their greening and establishing new tree plantings by increasing moisture in the soil through capturing and retaining flows from the roadway.	45,000
Tree Strategy Expanding Canopy Target - Public Land One of the key objectives of Council's Tree Strategy is to increase canopy cover within the City of Unley on Council owned land. This project will see 365 additional trees throughout the City in 2022-23.	150,000
Shaping Unley - Trees on Private Land Undertake a further pilot of the 'Shaping Unley' (Active Participation Framework) to better understand the issue of declining tree canopy cover on private land, and to find common ground to address this complex, city-wide issues.	25,000
Plastics Free SA Program Assist Plastics Free SA in the rollout of the Plastic Free Places Program, which aims to engage with local business precincts to reduce their reliance on single-use plastics.	5,000
Significant Tree List Review - Additional Candidates The targeted investigation and assessment of further candidate trees, in addition to the review of the Council's Significant Tree List undertaken in 2021-22. The proposal will enable a priority area of the City to be further investigated in response to detailed LiDAR investigations. It is anticipated a number of future stages of investigation across the City will be required, with assessment details compiled for the purpose of a subsequent code amendment.	10,000
Total Environmental Initiatives	532,000

Operating Projects & Initiatives	Net Expenditure
Events	
Christmas In Unley Funding to provide festive decorations and theming on the front of the library building facing Unley Road and the entry ramp to the Civic Centre building year to celebrate the Christmas season in Unley. Includes an initial purchase of reusable decorations to be built over the next few years. This initiative also includes small Christmas community event to launch the festive season and an online calendar of Christmas events in Unley for the community to enjoy.	25,000
Australia Day 2023 A free community event to be held in conjunction with the Citizenship and Australia Day Awards ceremony which is anticipated to attract up to 500 people.	15,000
Event Attraction The Event Attraction program is targeted at encouraging new events to be staged in the City of Unley by offering seed funding and increased support, with the aim for the event to become sustainable and be retained in Unley on an ongoing basis.	10,000
Ignite Unley - Outdoor Cinema Program A neighbourhood development initiative aimed at celebrating diverse cultures and encouraging local residents to enjoy the opportunity to get together and enjoy a night of free entertainment while connecting with others in their local community. This budget covers 2 outdoor movie events which will be held in a park and include live music, children's activities, food trucks, etc.	20,000
2023 Tour Down Under Stage Start Funding to host a stage start of the 2023 Santos Tour Down Under should the City of Unley receive an offer from Events SA.	55,000
Creative/Busking Activation Stations Initiative which allows for musicians/performers such as street performers, jugglers, and musicians to perform at various locations throughout the City of Unley.	20,000
Spring Fling Festival Community events that celebrate the gorgeous gardens and neighbourhoods in our city and promotes community pride. Includes competitions for gardening enthusiasts and a free community picnic offering a wide range of activities, entertainment and gardening workshops.	55,000
Total Events	200,000
Economic Development Initiatives	
Trader Event Sponsorship The provision of financial support to Council's four Trader Associations to stage annual events in 2022-23. The intent of the funding is to attract visitation to the precincts and generate spending on the back of a significant event on each of the main streets.	40,000
Economic Advisory Committee One of the initiatives identified in Council's Economic Development Strategy is to establish an independent Advisory Committee that will provide advice and support to Council on Economic Development matters and opportunities. This funding allows the delivery of economic projects identified by the Advisory Committee.	20,000
Strategic Projects Consultants This proposal allows for the engagement of various consultancies that may be required that are associated with a number of strategic projects within the City of Unley. This includes but is not limited to traffic studies, property advice, architectural design, and business case modelling.	30,000
Total Economic Development Initiatives	90,000





Operating Projects continued	Net Expenditure
Other Projects	
All Connections to Unley Art Prize 2023 Biennial art competition: Finalists have an exhibition at the Hughes Gallery with the announcement of the winner at an opening night event. Artworks have been subsequently reproduced on street bin signage with a limited-edition sticker version available for residential bins.	20,000
Culture Plan: First Nations Engagement and Acknowledgement Initiatives Indigenous engagement and acknowledgement is a project that has two elements: <ul style="list-style-type: none"> • Cultural mapping of the City of Unley with a Kaurna/ Indigenous focus • Development of a Reconciliation Action Plan (across 2 years). 	30,000
Active Ageing Strategy Program (Year 6) Initiatives that have been developed in consultation with Council's Active Ageing Alliance. The project aims to realise Council's vision of the City of Unley to be celebrated as a great place to grow older. The 2022-23 program includes facilitation of the Active Ageing Alliance, an Active Ageing Expo, Town Hall Talks and a trial project for Active Ageing using the fitness equipment in Unley's parks and reserves.	20,000
City-Wide Parking Strategy (Stage 2) Stage 2 of the project involves the development of the Strategy itself and the undertaking of community consultation on the draft document. The Strategy will provide a holistic and strategic framework to guide Council in decision making relating to the management of on-street parking, including resident and business parking permits.	35,000
Clarence Park Community Centre Shed Funding contribution request from the Clarence Park Community Centre to contribute to the salary of the Shed Coordinator.	15,000
2022 Local Government Elections This initiative provides for the conduct of the 2022 Local Government Elections and associated Elected Member program.	250,000
Waiving Outdoor Dining Fees To remove 50% of the Outdoor Dining Fees for 2022-23.	15,000
RAHS Show Traffic Management Council's financial contribution to the cost of traffic management to stage the 2022 Royal Adelaide Show.	27,000
Community Grants Program - Additional Funding To increase the Community Grants Program to \$150,000. The Community Grants program provides funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	21,000
Total Other Projects	433,000
Total Operating Projects and Initiatives	1,255,000

NEW CAPITAL

New Capital Projects	Net Expenditure
Brownhill Keswick Creek (BHKC) City of Unley Contribution The City of Unley together with the Cities of Burnside, Mitcham, West Torrens and the Corporation of the City of Adelaide have collaborated to develop a catchment based approach to mitigating flood risk and use of stormwater where feasible in the Brown Hill and Keswick Creek catchment. The City of Unley contributes 21% of the Boards capital costs as identified in its Stormwater Management Plan.	514,500
Climate and Energy Plan Implementation The installation of solar panels on Council owned buildings. To be delivered by offering incentives to partner with not-for-profit lessees to improve the energy efficiency of facilities.	60,000
Drainage Program 2022-23 - New Works Drainage upgrades at: <ul style="list-style-type: none"> Wattle Street (Stage 1) which aims to reduce the excessive flows causing washout to the verges, inundating the parking bays and causing flood damage to private properties Wilson Avenue aims to reduce the risk of flooding to properties by constructing new underground drainage to connect to the Hartland Avenue system. 	300,000
Unley Road Streetscape Upgrade Streetscape element upgrades along Unley Road between Greenhill Road and Whittam Street (eastern side) to coincide with proposed upgrades to the civil infrastructure proposed as part of Council's Footpath and Kerb & Water Table Renewal Programs 2022-23.	40,000
Walking and Cycling Plan Implementation Continued implementation of priorities identified in Council's Walking and Cycling Plan as adopted in 2016: <ul style="list-style-type: none"> Railway Terrace South Streetscape Improvements (Devon Street to Goodwood Road) - detailed design Wood Street to Cross Road Connection Streetscape Improvements - concept design Hampton Street North / Leader Street Intersection Improvements - construction George Street and Young Street Intersection Improvements - construction Bicycle End of Trip Facilities. 	145,000
78-80 Edmund Ave Cottages Museum Expansion - Detailed Design and Documentation Undertake detailed design, documentation and development approval to redevelop the Council owned cottages located at 78 and 80 Edmund Avenue. This project forms stage 2 of the larger project to redevelop the Edmund Avenue Cottages, with the build of the first stage focussed on the 72, 74 and 76 Edmund Avenue. Stage 2 focuses on the expansion of the Unley Museum.	180,000
Development, Environmental Health and Regulatory - Mobility & Operational Management Improvements (Year 1) Develop and implement digitised systems and processes within Development and Regulatory Services to improve operating efficiencies as identified within the Development Services Review and anticipated outcomes of the Regulatory and Health Review currently being completed.	120,000

New Capital Projects continued	Net Expenditure
Light fleet renewal – Premium for an EV vehicle As part of its Climate and Energy Plan, the City of Unley has committed to a staged Electric Vehicle (EV) transition when replacements are due and viable alternatives are available.	20,000
Living Streets This project will: <ul style="list-style-type: none"> • Review and refine the Living Street and Pocket Park Pilot projects • Consider the co-design process and built outcomes • Apply learning to the enhancement of Rogers Street in 2022-23 • Investigate Living Streets or Pocket Parks for future budget consideration. 	70,000
Capitalised Project Delivery Costs	252,198
Total New Capital Projects	1,701,698



CAPITAL RENEWAL

Renewal Program	Expenditure	Income	Net Expenditure
Buildings			
Property Program	800,000	-	800,000
Swimming Facilities Program	58,000	-	58,000
	858,000	-	858,000
Open Space			
Reserves & Open Space Program	770,000	-	770,000
	770,000	-	770,000
Stormwater			
Drainage & Stormwater Program	500,000	-	500,000
	500,000	-	500,000
Transport			
Road Program	1,300,000	-	1,300,000
Kerb & Water Table Program	2,000,000	-	2,000,000
Footpath Program	500,000	-	500,000
Bus Shelter Replacement & DDA Compliance	10,000	-	10,000
Bridge Program	170,000	-	170,000
Street Lighting I Program	20,000	-	20,000
Signs Program	20,000	-	20,000
Traffic Facilities	30,000	-	30,000
	4,050,000		4,050,000
Plant, Fleet and Equipment			
Plant and Equipment	730,200	(85,000)	645,200
Light Fleet	383,000	(258,000)	125,000
	1,113,200	(343,000)	770,200
ICT Assets			
ICT Asset Renewal	541,000	-	541,000
	541,000	-	541,000
Sub-total	7,832,200	(343,000)	7,489,200
Capitalised Project Delivery Costs	953,825	-	953,825
Total	8,786,025	(343,000)	8,443,025

Renewal Program

Property Program

Facility	Component Renewal	Scope
Civic Buildings		
Town Hall	Floors	Partial Renewal – Sand and repolish timber floors
	External Walls	Partial Renewal – Repair heritage external walls and paint façade
Civic Centre	Floors	Full Renewal - Replace ground floor carpet
	Fixtures & Fittings	Partial Renewal – Renew ground floor front counter Partial Renewal - Replace office glass to meeting spaces
	HVAC	Partial Renewal – Upgrade chiller componentry
	Office Equipment	Partial Renewal – Replacements
Works Depot	Meeting Room	Partial Renewal – Renew of meeting facilities

Community Buildings

Fullarton Park Community Centre	Coolroom	Partial Renewal – Renew coolroom floor to meet EH requirements
	Access	Full Renewal – Renew electronic access system
	External Walls	Partial Renewal – Repair and paint façade
	HVAC	Partial Renewal – Replace external ducting
	Fixtures & Fittings	Full Renewal Stage 2 – Renew childcare play equipment
	Fixtures & Fittings	Full Renewal Stage 2 – Renew childcare play equipment
	Access	Full Renewal – Renew electronic access system
Millswood Croquet Club	Plumbing	Partial Renewal – Renew grease trap renewal to meet SA water requirements
Sturt Bowls Club	Changerooms	Full Renewal – Renew internal changerrooms
Millswood Bowls Club	DDA Accessibility	Full Renewal – Renew doorway entrance to meet DDA requirements
Public Toilets Forestville Reserve	Plumbing	Full Renewal – Replace sanitary wares
	Floors	Full Renewal – Replace floor coverings
Public Toilets Orphanage Park	Plumbing	Full Renewal – Replace sanitary wares
	Floors	Full Renewal – Replace floor coverings
Public Toilets Soutar Park	Plumbing	Full Renewal – Replace sanitary wares

Swimming Facilities Renewal Program

The program undertakes renewal of the swimming facility components including:

- Main pool VFD pumps (four (4) in place)
- Replace Cool room evaporator replacement
- Main Pool Filter Componentry
- Junior Pool rectification works

Renewal Program continued

Reserves and Open Space Program

Unley Park Sports Club

- Replace frontage retaining wall and edge plinth (part fund)
- Replace frontage emu wire fence
- Repave frontage footpath and internal paths

Unley Oval Irrigation and Turf Surface Upgrade

Road Renewal Program

Road Name, Suburb	To/From	Scope
Curzon Avenue, Millswood	Chelmsford Avenue to Fairfax Avenue	Surface
Dunrobin Street, Black Forest	Hartland Avenue to East Avenue	Surface and Patch Pavement
Hartland Avenue, Black Forest	Aroha Terrace to Forest Avenue	Surface
Eglington Avenue, Black Forest	Forest Avenue to Dunrobin Street	Surface
Gladstone Street, Fullarton	Glen Osmond to Road Fullarton Road	Surface
Spence Avenue, Myrtle Bank	Cross Road to end	Surface
Railway Terrace, Goodwood	North Goodwood Road to end	Surface
Essex Street North, Goodwood	Leader Street to Railway Terrace North	Surface and Patch Pavement
Devon Street North, Goodwood	Leader Street to Railway Terrace North	Surface and Patch
Richards Terrace Goodwood	Devon Street North to end	Surface and Patch Pavement
Hampton Street North, Goodwood	Leader Street Railway Terrace North	Surface and Patch Pavement
Weller Lane, Goodwood	Weller Street to end	Surface
Enterprise Lane, Hyde Park	Enterprise Street to end	Surface and Pavement
Woolridge Avenue, Millswood	Wood Street to Regent Avenue	Surface
Balmoral Street, Malvern	Cheltenham Street to end (South)	Surface
Collins Lane, Parkside	Collins Street to end	Surface
Various Capital Maintenance Program		Partial Renewal - Patching Various

Pavement Design Renewals 2023-24



Renewal Program

Kerb & Water Table Renewal Program

Road Name, Suburb	To/From	Scope
Curzon Avenue, Millswood	Chelmsford Avenue to Fairfax Avenue	Full Renewal
Dunrobin Street, Black Forest	Hartland Avenue to East Avenue	Full Renewal
Hartland Avenue, Black Forest	Aroha Terrace to Forest Avenue	Full Renewal
Eglington Avenue, Black Forest	Forest Avenue to Dunrobin Street	Partial Renewal
Gladstone Street, Fullarton	Glen Osmond to Road Fullarton Road	Partial Renewal
Spence Avenue, Myrtle Bank	Cross Road to end	Full renewal
Railway Terrace, Goodwood	North Goodwood Road to end	Partial Renewal
Essex Street North, Goodwood	Leader Street to Railway Terrace North	Partial Renewal
Devon Street North, Goodwood	Leader Street to Railway Terrace North	Partial Renewal
Richards Terrace Goodwood	Devon Street North to end	Partial Renewal
Hampton Street North, Goodwood	Leader Street Railway Terrace North	Partial Renewal
Weller Lane, Goodwood	Weller Street to end	Full Renewal - spoon drain
Woolridge Avenue, Millswood	Wood Street to Regent Avenue	Full Renewal
Balmoral Street, Malvern	Cheltenham Street to end (South)	Full Renewal
Overbury Drive, Clarence Park	Dixon Street to end	Partial Renewal *significant tree
Collins Lane, Parkside	Collins Street to end	Spoondrain
Unley Road, Unley	Greenhill Road to Whittam Street	Full Renewal - Eastern Side Only
Various Capital Maintenance Program		Partial Renewal - Capital Maintenance

Footpath Renewal Program

Road Name, Suburb	To/From	Side, Scope
Dunrobin Street, Black Forest	Hartland Avenue to East Avenue,	Both, Pickup/relay at defects linked to kerb renewal
Balmoral Avenue, Malvern	Cheltenham Street End (South)	Both, Pickup/relay at defects linked to kerb renewal
Unley Road, Unley	Greenhill Road to Whittam Street	Eastern Renewal and (potential) new tree planting - Eastern Side. Various Pedestrian Ramp Renewals to DDA Standard

Bus Shelter Replacement and DDA Compliance Program

All existing Council owned and maintained bus shelters have now been renewed to meet DDA compliance. However, minor works associated with tactiles and other minor infrastructure will be undertaken in 2022-23

Renewal Program continued

Bridge Renewal Program

Road Name	Scope
Avenue Street	<ul style="list-style-type: none">• Deck patching and crack repairs• Abutment crack repairs
Malcolm Street	<ul style="list-style-type: none">• BR11 Deck patching Wingwall Patch and repair
LeHunte Street	<ul style="list-style-type: none">• Deck Repair cracks and patch• Wingwall Repair cracks and patch• Abutment Repair cracks and patch
Torrens Avenue	<ul style="list-style-type: none">• Wingwall partial reconstruction
Malcolm Street	<ul style="list-style-type: none">• Deck Repair corrosion to deck underside
Douglas Street	<ul style="list-style-type: none">• Abutment Renew southern abutment
Heywood Park	<ul style="list-style-type: none">• Base Renew channel base and wingwall repairs• Deck• Major repairs to spalling• Abutment Patching and repairs

Street Lighting Renewal Program

Various sites will be investigated and actioned in response to customer requests throughout the year.

Signs Renewal Program

Replacement and renewal of signage at various locations

Traffic Facility Renewal

Replacement and renewal of traffic management infrastructure at various locations

Plant & Equipment

Renewal of major and minor plant.

Light Fleet

Replacement of five vehicles scheduled for replacement.

ICT Renewals

Replacement of various ICT assets, including server room equipment, network hardware and user computing devices. Enhancement and replacement (where applicable) of Council corporate software applications to improve operational efficiencies. Implementation of new and expansion of existing cloud technology solutions.

BUDGETED FINANCIAL STATEMENTS

Uniform Presentation of Finances

\$'000s	2022-23 Budget	2021-22 Forecast
Income	54,080	52,505
less Expenses	(51,377)	(49,923)
Subtotal	2,703	2,582
Equity Accounted Subsidiaries	(463)	(571)
Operating Surplus / (Deficit) before Capital Amounts (inclusive of Equity Accounted Businesses)	2,240	2,011
less Net Outlays on Existing Assets		
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(8,786)	(9,458)
less Depreciation, Amortisation and Impairment	10,175	10,000
less Amounts received specifically for Replacement of Existing Assets	-	478
less Proceeds from the Sale of Replaced Assets	343	314
Net Outlays on Existing Assets	1,732	1,334
less Net Outlays on New and Upgraded Assets		
Net Capital Expenditure on New and Upgraded Assets	(1,702)	(10,475)
less Amounts received specifically for New and Upgraded Assets	-	5,968
less Proceeds from Sale of Assets	-	-
Net Outlays on New and Upgraded Assets	(1,702)	(4,507)
Net Lending / (Borrowing) for the Financial Year (inclusive of Equity Accounted Businesses)	2,271	(1,163)
Net Financial Liabilities at Beginning of Year	18,657	17,494
Decrease / (increase) in Other	-	-
Net Financial Liabilities at End of Year	16,386	18,657

Statement of Comprehensive Income

\$'000s	2022-23 Budget	2021-22 Forecast
Income		
Rates	46,051	43,994
Statutory Charges	1,713	1,575
User Charges	2,051	1,977
Grants, Subsidies & Contributions	3,063	3,671
Investment Income	13	12
Reimbursements	396	381
Other Income	809	782
Operating Projects	(15)	113
Total Income	54,080	52,505
Expenditure		
Employee Costs	19,967	18,724
Materials, Contracts & Other Expenses	19,683	19,070
Depreciation, Amortisation & Impairment	10,175	10,000
Finance Costs	312	300
Net loss – Equity Accounted Council Businesses	463	571
Operating Projects	1,240	1,829
Total Expenditure	51,840	50,494
Operating Surplus / (Deficit) inclusive of Equity Accounted Businesses	2,240	2,011
Asset Disposal & Fair Value Adjustments	343	314
Amounts received specifically for new, upgraded or replacement assets	-	6,101
Net Outlays on New and Upgraded Assets	343	6,415
Net Surplus / (Deficit) inclusive of Equity Accounted Businesses	2,583	8,427
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,804	1,050
Total Comprehensive Income inclusive of Equity Accounted Businesses	4,388	9,477

BUDGETED FINANCIAL STATEMENTS

Statement of Financial Position

\$'000s	2022-23 Budget	2021-22 Forecast
Assets		
Current Assets		
Cash & cash equivalents	1,679	1,679
Trade & other receivables	2,437	2,437
Other financial assets	69	69
Total Current Assets	4,185	4,185
Non-current Assets		
Financial Assets	7	7
Equity accounted investments in Council businesses	20,523	18,719
Infrastructure, Property, Plant & Equipment	545,608	545,295
Total Non-current Assets	566,137	564,021
Total Assets	570,323	568,206
Liabilities		
Current Liabilities		
Trade & Other Payables	5,383	5,383
Borrowings Fixed Term	266	256
Provisions	3,946	3,946
Total Liabilities Assets	9,595	9,585
Non-current liabilities		
Borrowings	10,555	12,836
Provisions	428	428
Total Non-current Liabilities	10,983	13,264
Total Liabilities	20,578	22,849
Net Assets	549,746	545,358
Equity		
Accumulated Surplus	176,135	171,747
Asset Revaluation Reserves	373,381	373,381
Other Reserves	230	230
Total Equity	549,746	545,358
Net Financial Liabilities	16,386	18,657

Statement of Cash Flow

	2022-23 Draft Budget	2021-22 Forecast
Cash Flows from Operating Activities		
Receipts		
Operating Receipts	54,067	52,492
Investment Receipts	13	12
Payments		
Operating Payments to suppliers and employees	(40,889)	(39,623)
Finance Payments	(312)	(300)
Net Cash provided by (or used in) Operating Activities	12,879	12,581
Cash Flows from Investing Activities		
Receipts		
Amounts specifically for new or upgraded assets	-	5,968
Amounts received specifically for Replacement of Existing Assets	-	478
Proceeds from Sale of Surplus Assets	-	-
Sale of replaced assets	343	314
Repayments of loans by community groups	-	-
Payments		
Expenditure on renewal/placement of assets	(8,786)	(9,458)
Expenditure on new/upgraded assets	(1,702)	(10,476)
Net purchase of Investment Securities	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-
Distributions Received from Equity Accounted Council Businesses (Loss)	(463)	(571)
Net Cash provided by (or used in) Investing Activities	(10,608)	(13,745)
Cash Flows from Financing Activities		
Receipts		
Proceeds from borrowings	-	1,163
Payments		
Repayments of borrowings	(2,271)	-
Net Cash provided by (or used in) Financing Activities	(2,271)	1,163
Net Increase/(Decrease) in cash held	-	-
Plus: Cash & cash equivalents at beginning of period	1,679	1,679
Cash & cash equivalents at end of period	1,679	1,679

BUDGETED FINANCIAL STATEMENTS

Statement of Equity

\$'000s	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2022-23 Budget				
Balance at end of previous reporting period	171,747	373,381	230	545,358
Net Surplus/(Deficit) for Year	2,583	-	-	2,583
Other Comprehensive Income	-	-	-	-
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,804	-	-	1,804
Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	4,388	-	-	4,388
Balance at end of period	176,135	373,381	230	549,746
2021-22 Forecast				
Balance at end of previous reporting period	162,270	373,381	230	535,881
Net Surplus/(Deficit) for Year	8,427	-	-	8,427
Other Comprehensive Income	-	-	-	-
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-	-	1,050
Other Comprehensive Income	1,050	-	-	1,050
Total Comprehensive Income	9,477	-	-	9,477
Balance at end of period	171,747	373,381	230	545,358



LONGTERM FINANCIAL PLAN

\$'000	2021-22 Q3 Budget Review	2022-23 Budget	2023-24 LTFP Year 2
Income			
General Rates Income	42,234	44,114	45,768
All Other Income	10,158	9,981	10,145
Projects	113	(15)	-
Total Income	52,505	54,080	55,913
Expenditure			
Employee Costs	18,724	19,967	20,834
Materials, Contracts & Other Expenses	19,070	19,683	20,586
Depreciation, Amortisation & Impairment	10,000	10,175	10,225
Finance Costs	300	312	339
Loss from Equity Accounted Businesses	571	463	275
Operating Projects	1,829	1,240	1,084
Total Expenditure	50,494	51,840	53,343
Operating Surplus/(Deficit)	2,011	2,240	2,570
Principal Repayment of loans	256	266	277
Cash surplus/(deficiency) after principal repayments	1,755	1,974	2,293
Capital Renewal less income to be received	8,666	8,443	9,116
New Capital less funding to be received	4,507	1,702	3,000
(Shortfall) / Improvement in cash position	(1,418)	2,005	402
Fixed Term Borrowings	831	565	288
Cash Advance Debenture (CAD Borrowings)	12,260	10,255	9,853
Total Borrowings	13,091	10,820	10,141
Operating Surplus Ratio (Target 5%) (before Equity Accounted Businesses)	4.9%	5.0%	5.1%
Net Financial Liabilities Ratio (Target <80%)	36%	30%	28%
Asset Renewal Funding (Target 100% average over 10 years)	101%	100%	100%

2024-25 LTFP Year 3	2025-26 LTFP Year 4	2026-27 LTFP Year 5	2027-28 LTFP Year 6	2028-29 LTFP Year 7	2029-30 LTFP Year 8	2030-31 LTFP Year 9	2031-32 LTFP Year 10
47,256	48,792	50,255	51,763	53,316	54,915	56,563	58,260
10,032	10,308	10,566	10,830	11,101	11,378	11,698	12,072
-	-	-	-	-	-	-	-
57,288	59,124	60,981	62,887	64,834	66,866	68,983	70,332
21,629	22,335	22,893	23,466	24,052	24,654	25,270	25,902
21,152	21,734	22,277	22,834	23,405	23,990	24,590	25,204
10,275	10,325	10,376	10,429	10,483	10,538	10,594	10,652
354	375	350	260	148	42	-	-
123	-	-	-	-	-	-	-
1,114	1,145	1,433	1,203	1,233	1,263	1,575	1,327
54,647	55,913	57,330	58,190	59,321	60,487	62,029	63,086
2,641	3,211	3,651	4,696	5,514	6,380	6,954	7,246
288	-	-	-	-	-	-	-
2,353	3,211	3,651	4,696	5,514	6,380	6,954	7,246
9,446	9,963	10,007	10,190	10,482	10,949	11,223	11,504
3,000	3,000	3,075	3,152	3,231	3,311	3,394	3,479
182	573	946	1,783	2,284	2,657	2,931	2,916
-	-	-	-	-	-	-	-
9,671	9,098	8,152	6,369	4,085	1,428	(1,503)	(4,419)
9,671	9,098	8,152	6,369	4,085	1,428	(1,503)	(4,419)
4.8%	5.4%	5.7%	7.0%	7.9%	8.7%	9.0%	10.3%
27%	25%	22%	19%	15%	10%	6%	2%
100%	100%	100%	100%	100%	100%	100%	100%

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