

2021-22

ANNUAL BUSINESS PLAN & BUDGET

DRAFT FOR COMMUNITY CONSULTATION



A young girl with brown hair, wearing a yellow sleeveless top and blue shorts, is sitting on a thick, light-colored tree branch. She is smiling and looking towards the right. The tree has a textured, greyish-brown bark and green leaves. In the background, there is a green lawn and other trees under a clear blue sky. A person is visible in the distance on the grass.

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

How to have your say

The Draft Annual Business Plan and Budget can be viewed online via yoursay.unley.sa.gov.au. Printed copies are available for viewing at the Civic Centre, Libraries and Community Centres.

Submissions

Public Consultation opens 30 April 2021

You can make a submissions via:

- Visiting **Your Say Unley** at:
yoursay.unley.sa.gov.au
- Writing a submission and sending it to:
2021-22 Budget Consultation
City of Unley
PO Box 1
Unley SA 5061
- Emailing a submission to:
pobox1@unley.sa.gov.au

To be received not later than 6pm Friday 21 May 2021.

Public Meetings

Two Public Meetings, which will include an overview of the 2021-22 Business Plan and Budget, will be held as follows:

- Tuesday 11 May
Fullarton Park Community Centre
10-11am
- Thursday 13 May
Unley Town Hall next to the Civic Centre
5:30-6:30pm

**Consultation closes 6pm
Friday 21 May 2021.**



ELECTED MEMBERS

The Mayor and Elected Members are elected by the local community to represent **the interests and needs of the community**.

Elected Members provide community leadership and guidance and facilitate communication between the community and the Council.

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. On the Council of the City of Unley, in addition to the Mayor, Michael Hewitson AM, there are 12 Elected Members.

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 will be undertaken between 30 April and 21 May 2021.

All feedback collected during this period will be distributed and considered by the Elected Members of Council at a Budget Workshop in order to finalise Council's 2021-22 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 2021-22
- Council's Financial Planning Framework including Long-Term Financial Plan and Asset Management Plans

Strategic Planning Framework



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 Draft Business Plan and Budget for 2021-22 has been prepared in accordance with the priorities of Unley's Community Plan 2033 and the draft 4 Year Delivery Plan 2021-2025, with due consideration of its key financial indicators.

The key financial information for 2021-22 is summarised on the following page.

Forecast rate income is based on the following assumptions:

- **General Rate Increase 2.25%**
(1% above forecast CPI presently forecast to be 1.25%)
- **Rates Growth 0.50%**
(new rateable properties and improvements)

The proposed rates increase follows no increase in general rates in the 2020-21 budget in recognition of the potential financial impact of the COVID-19 pandemic on the community.

Please note the information in this draft budget excludes:

- *the impact of Council's equity accounted businesses, namely the Centennial Park Cemetery Authority and the Brown Hill Keswick Creek Stormwater Board*
- *Proposed net carry forwards \$0.95M from 2020-21 into 2021-21 for three New Capital projects identified as part of the 2020-21 Quarter 3 Financial Report.*

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.

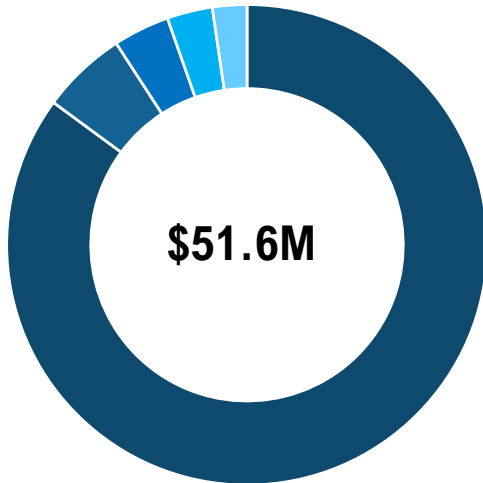
The Key Financial Targets, as outlined below, have remained unchanged from the 2020-21 financial year.

Financial Indicator	Adopted Target	Draft 2021-22 Budget
Operating Surplus Ratio (excl. equity accounted businesses)	> 5.0%	4.3%
Net Financial Liabilities Ratio	< 80%	42%
Asset Renewal Funding Ratio	≥ 100%	88%

Further information regarding the financial indicators are included on pages 28-30, including an explanation of each indicator and graphs charting the past three financial years and forecasts for the duration of the long term financial plan.

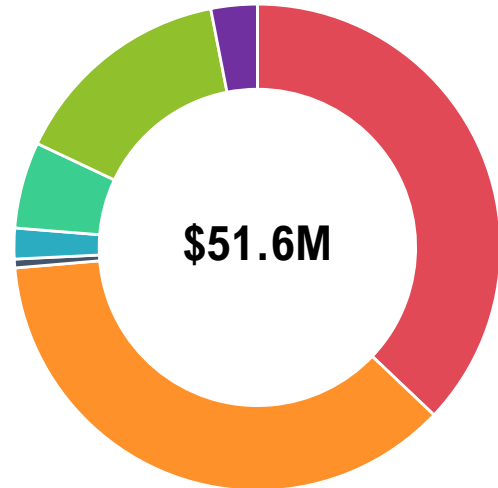


Where our funding comes from



■ Rates (includes Landscape Levy)	\$43.9M	85.1%
■ Grants & Subsidies	\$3.0M	5.7%
■ User Fees	\$1.9M	3.8%
■ Statutory Fees	\$1.6M	3.1%
■ Other Income	\$1.2M	2.3%

How we allocate our funding



■ Employee Costs	\$19.1M	37.1%
■ Materials, Contracts & Other	\$18.9m	36.6%
■ Capital Renewal (Net)	\$7.7M	14.9%
■ Capital Projects (Net)	\$3.0M	5.7%
■ Grants & Subsidies	\$3.0M	5.7%
■ Operating Projects	\$1.1M	2.0%
■ Repayment of Borrowings (Principle repayments)	\$1.6M	3.1%
■ Finance Costs	\$0.3M	0.6%

INFLUENCES ON THE BUDGET

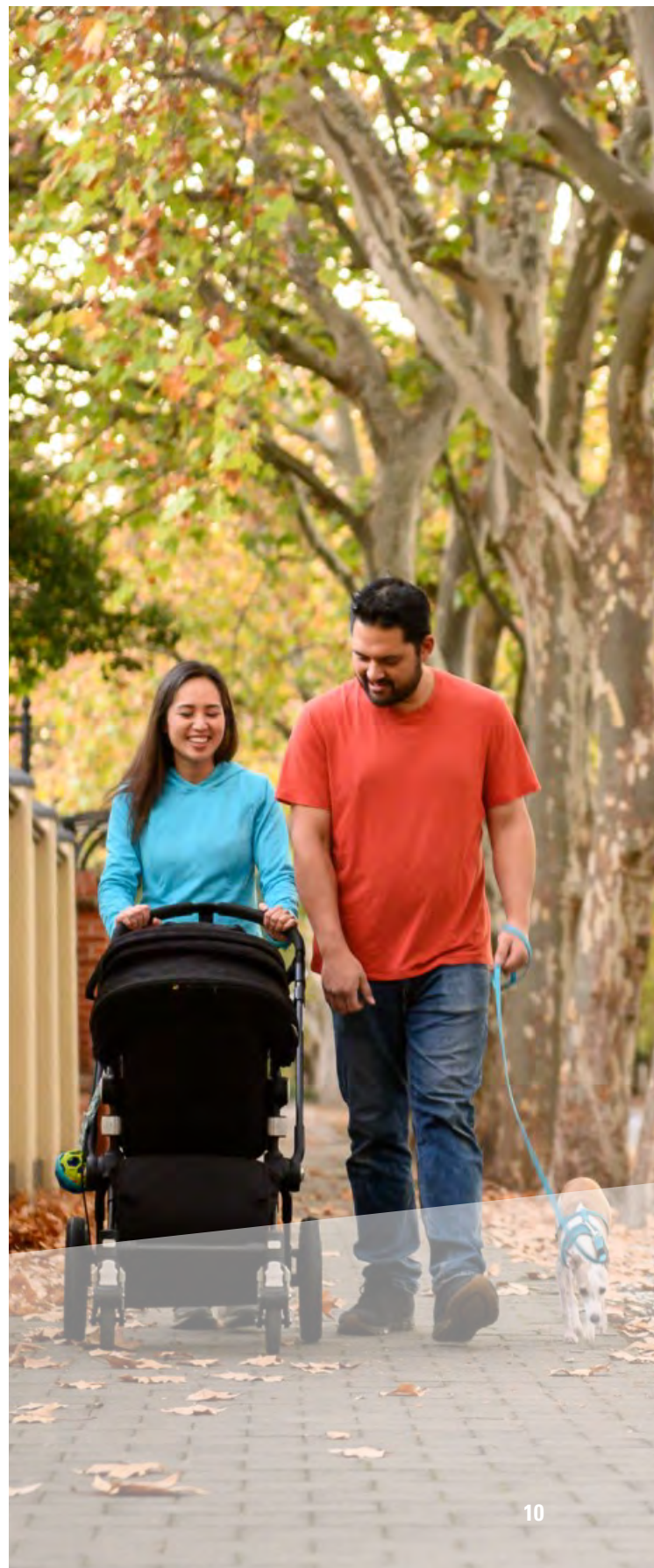
Significant Influences

A number of significant projects and external environmental changes have influenced the preparation of the Council's Draft 2021-22 Business Plan and Budget. These include:

- Commitments to continue long-term major projects including the Edmund Avenue Cottages Business Hub, Unley Oval Community Hub, and Brown Hill Keswick Creek
- The continued impact on the community and economic environment from the global pandemic COVID-19
- Absorbing cost pressures where possible to minimise increases in rates and fees and charges

In recognition of the financial difficulties being experienced by the community in 2020, Council decided not to increase the rates in the 2020-21 financial year. This had a significant impact on the Council's operating surplus in the 2020-21 Budget which was reduced to 2.5%.

Cognisant of the need for prudent financial management, Council is considering a modest rate increase of 1% above CPI in order to achieve a target operating surplus of 5% in the next three financial years.



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, which in recent years has tracked close to CPI
- Provision for Enterprise Bargaining Agreements for most staff, which 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 which is due for endorsement by Council in May
- Regional Landscape Levy: Awaiting advice from the Green Adelaide Board of the increase in 2021-22.

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

Savings identified as part of 2021-22 Budget preparation include a \$250K reduction in operational maintenance costs.

The total proposed capital expenditure on new assets for 2021-22 is expected to be \$3.0m. The extent of these works can be met from existing financial resources without the need to borrow funds.



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 and management plans, financial plans, 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 38-41.



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.



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

- Implementation of the Local Area Traffic Management works on Mills Street and Devon Street South/Railway Terrace South bend
- Construction of new clubrooms for the Millswood Croquet Club
- Walking Cycling Plan continuation – King William Road (Simpson Parade to Mike Turtur Bikeway), Weller Street/Simpson Parade, and end of trip facilities
- Continuation of the Living Streets Program – Richards Terrace
- Place activation and community development through the staging of major events including a Tour Down Under stage start, public arts, a diverse Community Events Program and the celebration of Unley Council's Sesquicentenary
- Delivery of initiatives relating to Council's Age Friendly Strategy endorsed by Council on December 2015 and informed by research undertaken in 2016-17
- Design works for the replacement of the junior pools at the Swimming Centre



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 contribution to the Brown Hill Keswick Creek regional project works
- Implementation of Year 1 of the Council's Climate and Energy Plan, including offering a Solar Panel Incentive Scheme to non-for-profit tenants in Council's buildings
- Implementing Council's Tree Strategy to increase canopy cover across the district through the planting of 275 new trees
- Development of a tree incentive program and continuation of education programs to encourage residents to retain existing trees and plant new trees
- The City Wide Greening Verges Program with the conversion of a further 66 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
- Progressing policy updates in the Planning and Design Code for Significant Trees and Hazard (Flood) Planning



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

- Construction works to redevelop three of the Edmund Avenue Cottages to create a hub for business innovation and growth
- Implementing Year 1 of the Economic Development Growth Strategy including the:
 - Mainstreet Model Review and Implementation
 - Economic Development Communications Strategy
- Event sponsorship for the four Mainstreet Trader Associations to stage events with economic objectives
- Implementation of software to gather insights on consumer spending habits within the City of Unley



CIVIC LEADERSHIP



**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

- Implementing the Digital Services Program to enhance and modernise existing online functionality and add delivery and self-help functions
- Undertaking a review of by-laws, required by the Local Government Act, prior to the expiration of the current by-laws



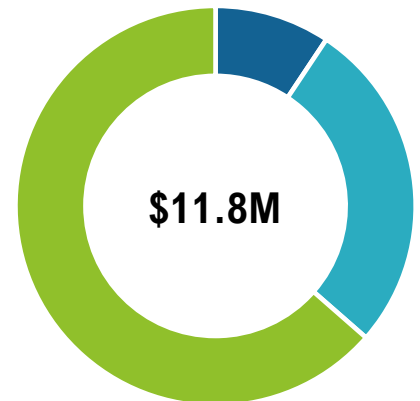
PROJECT PRIORITIES

Council's proposed project priorities for 2021-22 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 proposed projects for consultation:

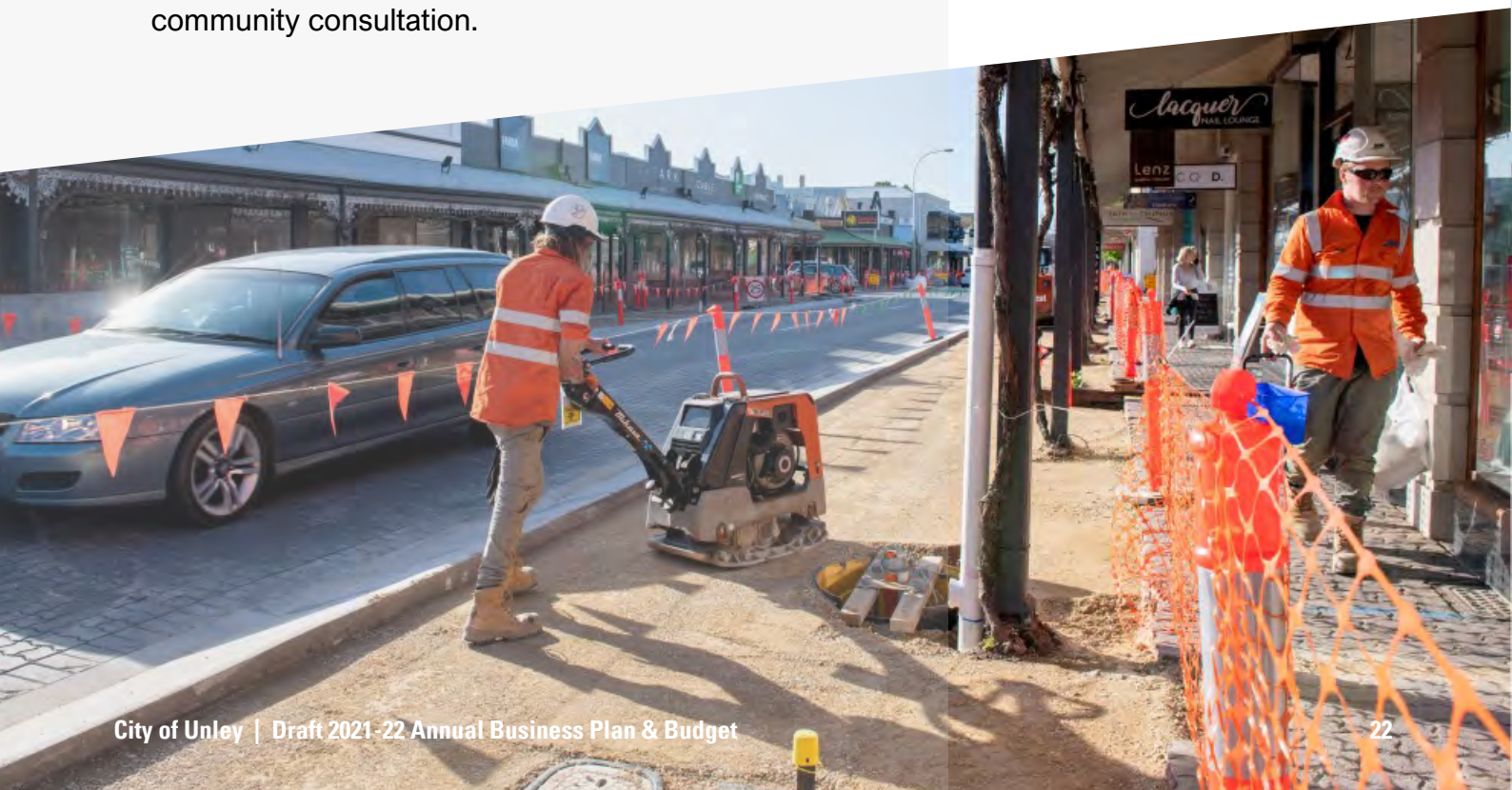
- The Capital Works Program was guided by Council's Asset Management Plans
- Council proposed projects that aim to assist in achieving the Strategic Themes in Council's Community Plan and 4 Year Delivery Plan
- Elected Members submitted projects based on perceived community need
- Projects were divided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

Our Project Expenditure



■ Operating Projects	\$1.1M
■ New Capital	\$3.0M
■ Asset Renewal	\$7.7M

Further information regarding the projects is included on 42-53.



OPERATING PROJECTS

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

This 2021-22 Budget proposes net expenditure of \$1.053M for operating projects.

These projects are funded by Council's rates income. The funding proposed in 2021-22 is inline with funding for prior to COVID-19.

The funding allocated in 2020-21 budget was reduced to less than \$0.7M following Council's decision not to increase Council rates following the financial implications of COVID-19 on our community.

The full list and further details of each project are included on pages 42-47.

Key Projects

- Delivery of an annual calendar of events \$422K including the
 - City of Unley Sesquicentenary Celebrations
 - Santos Tour Down Under Stage Start and associated event
 - Fringe in Unley
 - Australia Day Event
 - Neighbour Day
- The expansion of tree canopy on Public Land \$100K
- Progression of the Tree Incentive and Education Program \$80K
- Grant funding to support the Greening of City Verges \$50K
- Delivery of Water Wells to facilitate the capture of storm water run-off to water trees \$40K
- Implementation of the Economic Growth Strategy \$40K
- Trader Event Sponsorship Grants \$40K
- Stage 1 in developing a City Wide Parking Strategy \$60K
- Continuation of Council's Active Ageing Initiatives \$24K
- Cultural Tourism and Activation \$30K including the publication of a Public Art Brochure, Creative Activation Stations and Busking Musicians



NEW CAPITAL

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

This 2021-22 Budget proposes net expenditure of \$2.963M for new capital.

These projects are expected to be funding from existing financial capacity without the need for further borrowings.

The full list and further details of each project are included on pages 48-49.

Key Projects

- The redevelopment of the Edmund Avenue Cottages to establish a Business Hub \$1.0M
- Council's contribution to the continuation of the Brown Hill Keswick Creek project \$843K
- Implementation of the Local Area Traffic Management Plan \$300K including upgrades to:
 - Mills Street
 - Devon Street South/Railway Terrace South bend
- Implementation of the Cycling and Walking Plan \$95K including:
 - Weller Street / Simpson Parade Streetscape Improvements
 - Bike facility improvement to King William Road (Simpson Parade and the Mike Turtur Bikeway)
- Construction of new clubrooms for the Millswood Croquet Club \$185K
- Climate and Energy Plan Implementation (Year 1) with a Solar Panel Scheme for not-for-profit tenants \$75K
- Concept and detailed design of replacement of Unley Swimming Centre Junior Pools \$66K
- Stage 2 of the Ridge Park Master Plan \$30K
- McLeay Park Facility Improvements \$18K



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 2021-22 Budget proposes net expenditure of \$7.691M for capital renewal Programs.

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

[The full list and further details of each project are included on pages 50-53.](#)

Key Works

- Transport Infrastructure \$3.5M including:
 - Road renewal \$1.8M
 - Kerb & Water Table \$1.3M
 - Footpaths \$250K
- Drainage & Stormwater \$941K
- Reserves and Open Space \$544K
- Property (including Buildings and the Swimming Centre) \$1.0M



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 has been reviewed 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.



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.

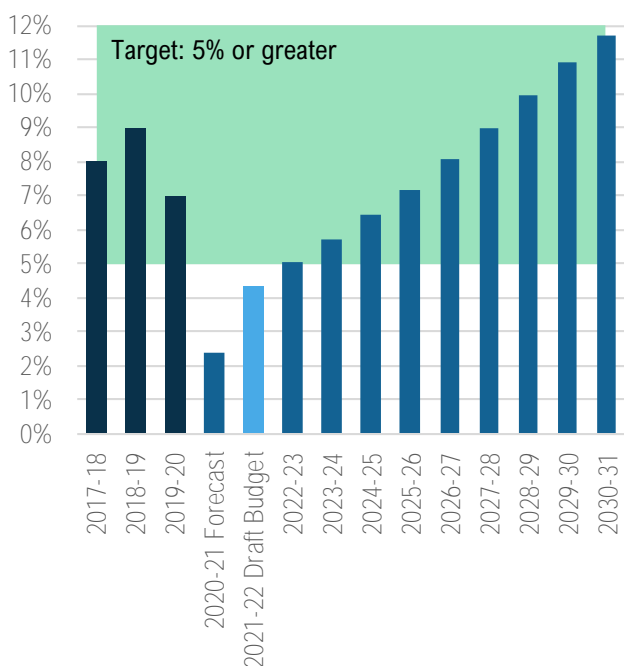
Council has adopted the following key financial targets relating to these ratios to guide the direction of the LTFP and Annual Business Plan and Budget. These targets have been reviewed by the Audit Committee as a part of the review of the draft 2021-2031 Long Term Financial Plan.

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.



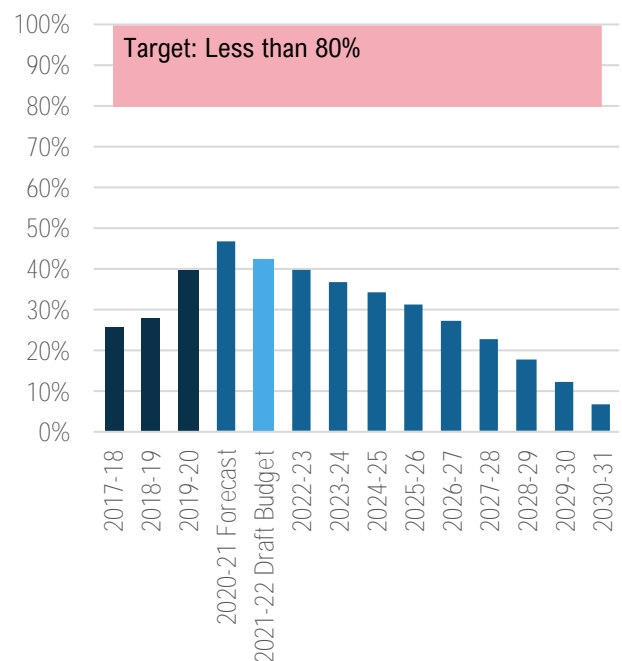
The operating surplus ratio reflects Council’s capacity to fund capital works (New Assets and Capital Renewal) and repay its borrowings.

Council is forecasting an operating surplus ratio of 4.3% for the 2021-22 Budget, inline with the target of 5% or greater.

The operating surplus ratio for the 2020-21 budget was below the 5% target. This was primarily due to Council’s decision not to increase general rates in 2020-21, in recognition of the potential financial impact of the COVID-19 pandemic on the community.

Net Financial Liabilities Ratio

Net financial liabilities as a percentage of operating surplus.



The net financial liabilities ratio reflects Council’s indebtedness relative to its operating income. It is a broader measure than just borrowings, as it takes into account employee entitlements and other amounts payable, and also offsets liabilities by Council’s cash and investments.

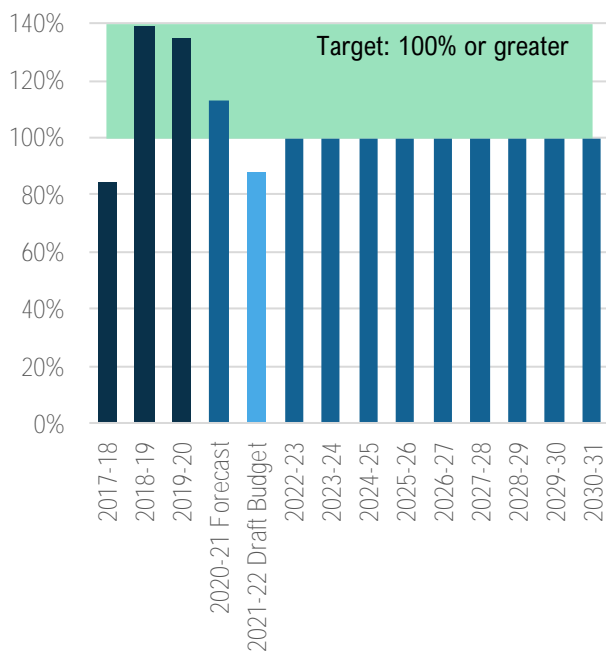
Council is forecasting a net financial liabilities ratio of 42% for the 2021-22 Budget, within the target range of 80%.

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 be reduced by \$1.6M in 2021-22.

FINANCIAL RATIOS

Asset Sustainability Ratio

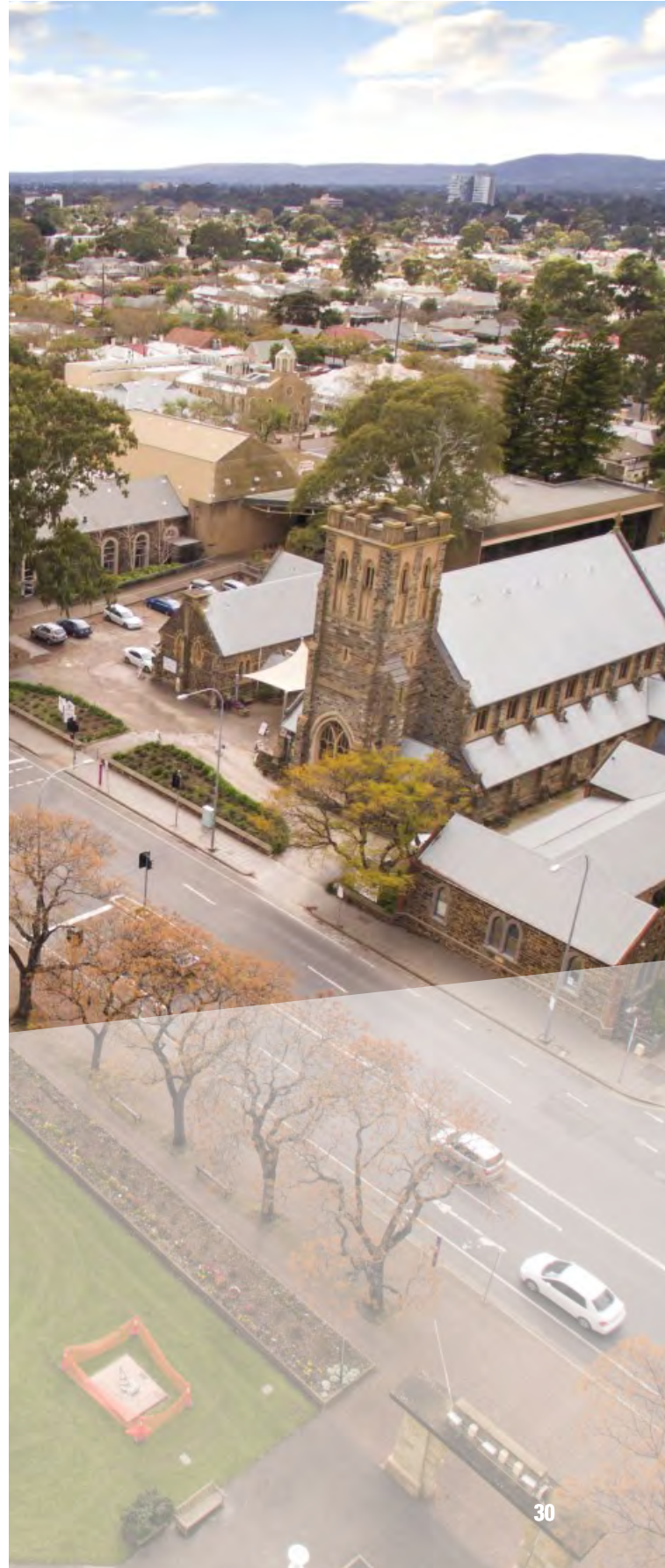
Capital renewal expenditure as a percentage of recommended expenditure in the Asset Management Plans.



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 infrastructure and asset management plan.

Council is forecasting an Asset Sustainability Ratio of 88%.

This is below the recommended target, however the proposed asset expenditure for all asset classes is in line with the Asset Management Plans with the exception of plant and fleet, which is significantly lower due to no major items of plant requiring renewal in 2021-22.



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 2021-22 the Capital Renewal Program has a projected net expenditure of \$7.7M.



FUNDING THE BUSINESS PLAN

A photograph of two young children playing in a sandbox. The child in the foreground is a girl with long blonde hair, wearing a blue and white striped hoodie, holding a wooden stick and digging in the sand. The child in the background is a boy with brown hair, wearing a pink and white patterned shirt, also playing in the sand. The background is a blurred green outdoor setting.

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

RATES

CONTEXT

In setting the rates for 2021-22 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 approximately 18,900 assessments. The breakdown for 2020-21 was as follows:

- 17,070 residential
- 920 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant)
- 910 non-residential Category 3 (commercial offices and commercial – other)
- 177 non-rateable assessments.

Last Year

Council elected to not apply a CPI increase to its rates revenue for 2020-21 other than that which was achieved through natural growth in property valuations from new developments and capital improvements.

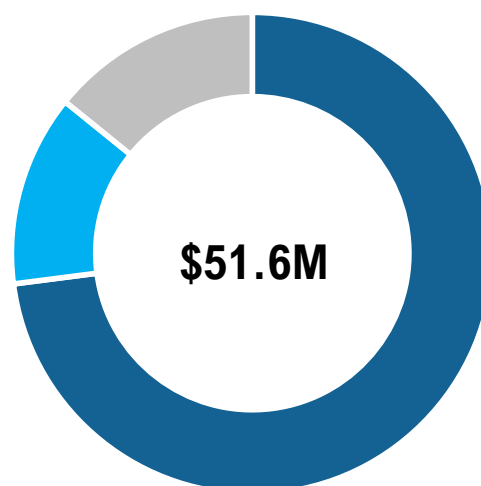
This was in recognition of the potential difficulties facing the community due to the COVID-19 pandemic.

2021-22

Recognising that there was no CPI applied on rates in 2020-21, the 2021-22 Budget is proposing to increase rates by 1% above Adelaide annual CPI for the March Quarter 2021. CPI will be confirmed in late April, however for the purposes of preparing a draft budget, it has been assumed to be 1.25%.

Growth represents new development, capital improvements to existing properties and changes to property values as a result of land divisions and will be confirmed by the Valuer General as part of completing the valuation of the Council area.

Rates relative to total operating income



■ Residential Rates	\$35.9M	70%
■ Non-Residential Rates	\$6.3M	12%
■ Other Income (including Landscape Levy)	\$9.4M	18%

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

In accordance with S158 of the Act, Council has decided that there will be a minimum rate on every rateable property. Council, in adopting a minimum rate, considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and creating and maintaining the physical infrastructure that supports each property. The minimum rate for 2020-21 was \$855.

In 2020-21 there were 2,865 assessments paying the minimum rate with residential properties comprising 2,779 of these assessments.



Differential General Rates

In accordance with Section 153 of the Act 1999, Council will declare three differential General Rates according to the land use category. The land use categories are as outlined in the table on the right.

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.

Group 1	Residential
Non-residential Category 2	Commercial Shop Industrial Light Industry Other Primary Production Vacant Land Other
Non-residential Category 3	Commercial Office Commercial Other



COUNCIL'S RATES

Separate Rate for Main Street Trader Associations

Council proposes to continue to raise a separate rate for the promotion of businesses and traders along major shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing and promotion activities.

In 2020-21 Council resolved to decrease the amount of the levy due to the impact of the COVID pandemic. In 2021-22 it proposes to not increase the amount raised.

Unley Road

Currently there are approximately 460 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 2020-21	Proposed Separate Rate 2021-22	% Increase (Decrease)
Unley Road	\$69,835	\$69,835	Nil
King William Road	\$92,280	\$92,280	Nil
Goodwood Road	\$57,225	\$57,225	Nil
Fullarton Road	\$13,000	\$13,000	Nil

Regional Landscape Levy

(Formerly the Natural Resources Management Levy)

From 1 July 2020 the new Landscape South Australia Act 2019 replaced the Natural Resources Management Act (NRM) 2004 as the new framework for managing the states land, water, pest animals and plants and biodiversity.

The new Act creates nine landscape management regions with NRM boards being replaced by eight new regional landscape boards and a metropolitan landscape board, namely Green Adelaide. The landscape levy collection process will remain largely the same as previous arrangements under the NRM Act. The levies to be raised for 2021-22 will be based on the existing NRM boundaries, but are likely to change in future years.

The Green Adelaide Board is yet to advise Council of the amount to be paid to in 2021-22. The amount paid in 2020-21 was \$1.414m.

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



OPERATING BUDGET

Operating Programs	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.	(1,242)	1,392	150
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.	(160)	245	86
Arts & Cultural Development Provision of Art and Cultural Development programs to support a vibrant and active community.	-	161	161
Business Support & Improvement Provides general management, executive support and leadership to the services provided by Business Support & Improvement Division and supports Elected Members.	-	492	492
Business Systems & Solutions Manages and maintains Council's Information Communication Technology infrastructure, applications and supporting systems to provide high levels of secure service that support business operations and performance.	(3)	2,978	2,975
City Development Management Provides general management, executive support and leadership to the services provided by City Development and to Elected Members.	-	490	490
City Services Management Provide general management, executive support and leadership to the services and programs provided by City Services and to Elected Members.	-	465	465
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.	(7)	117	111
Community Centres Management and provision of a thriving network of Community Centres that promote social inclusion, belonging and connection.	(287)	866	579
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).	-	129	129

Operating Programs 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.	-	167	167
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.	-	207	207
Community Grants Funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	-	129	129
Corporate Activities The accumulation of corporate costs including leave on-costs, treasury management, levy and taxes and insurances.	(2,301)	3,053	752
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.	-	41	41
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)	615	614
Development Services Planning and building control within the City in accordance with the Development Act and Regulations and other legislative requirements.	(453)	2,101	1,648
Economic Development Manage the implementation, monitoring and evaluation of economic development activities and strategic initiatives within the City of Unley.	(241)	503	261
Environmental Initiatives Drive improved environmental sustainability through policies, strategies, programs and projects.	(108)	242	134
Finance & Procurement Delivers accounting, financial, procurement and treasury management services required to support Council's operations, including statutory and financial reporting obligations.	(42,283)	1,612	(40,671)
Governance & Risk Undertakes administration of legislative and corporate governance requirements, and maintains robust controls through risk management and internal audit oversight.	-	371	371

Operating Programs continued	Income	Expenditure	Net Expenditure
	\$'000		
Human Resources Provides support in recruitment, change management, employee relations, injury management, occupational health & safety and Welfare.	(54)	1,324	1,270
Library Services Provision of library services, programs and facilities to encourage literacy, lifelong learning and social inclusion and connection.	(351)	2,125	1,775
Marketing & Communications Coordinate and manage the City of Unley reputation and brand in digital and printed communications and media relations.	(12)	553	541
Office of the CEO Organise and manage the governance of the City of Unley, including support for Elected Members and Civic Functions.	(319)	1,386	1,067
Operational Services Provides maintenance services to Council's infrastructure, property, open space, street and park trees, plant and equipment assets.	(1,222)	14,330	13,108
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.	(1,062)	735	(327)
Property Services Provides sustainable strategic management of Council's building and property asset portfolio.	(557)	3,202	2,645
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.	(46)	378	332
Recreation & Sport Planning Supporting a healthy and active community through the provision of structured and unstructured recreation, sport and leisure programs and facilities.	-	112	112
Strategic Asset Management Provides sustainable strategic management of Council's asset portfolio.	-	638	638
Strategic Projects Facilitates delivery of major strategic initiatives from the 4 Year Delivery Plan and Community Plan.	-	177	177
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.	(14)	752	738
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.	(5)	166	161
Unley Swimming Centre Provision of a premier outdoor swimming facility, encouraging community health, wellbeing and water safety.	(817)	1,053	236

Operating Programs continued	Income	Expenditure	Net Expenditure
	\$'000		
Urban Design 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.	-	284	284
Urban Policy Planning Investigate and prepare the Council's planning strategy, policy and Development Plan Amendments, and review State Government strategic, policy and operations directions.	-	141	141
Volunteer Development Provide coordination, administration and support for community based volunteer services and projects.	-	101	101
Waste Management Collection and disposal of general waste, kerbside recycling, green waste and a hard rubbish collection service.	(31)	4,368	4,337
Youth Development Engage and empower young people in the community by identifying, developing and providing activities, programs and events.	-	108	108
Total Operating Programs	(51,575)	48,308	(3,268)
Operating Projects (as per the following pages)	-	1,053	1,053
Total Operations (including Operating Projects)	(51,575)	49,361	(2,214)



OPERATING PROJECTS

Operating Projects	Net Expenditure \$'000
Events	
Sesquicentenary Celebrations (July - December 2021)	117
2022 Australia Day Event	35
2022 Fringe in Unley	15
2022 Santos Tour Down Under Associated Event	175
2022 Santos Tour Down Under Stage Start	50
Event Attraction	10
2022 Neighbour Day	5
Christmas Decorations	15
	422
Environmental Initiatives	
Planning & Design Code Amendment - Significant Tree List Review (Stage 2)	30
Tree Strategy Expanding Canopy Target Public Land	100
Tree risk and condition audit	20
Planning & Design Code Amendment - Hazard (Flooding) Overlays Update (Stage 2)	30
Resilient East	10
City Wide Greening Verges	50
Water Wells	40
Tree Incentive and Education Program	80
Series of Community Workshops - 'Getting to Net Zero, Affordably'	17
	377
Economic Development Initiatives	
Economic Development Growth Strategy 2021-2025 Implementation (Year 1)	40
Trader Event Sponsorship	40
Economic Spend Data Software	20
	100
Other Projects	
Active Ageing Budget	24
Sport and Recreation Plan Update	10
City-wide Parking Strategy (Stage1)	60
All Connections to Unley Art – School' Artist in Residence Project	5
By Law Review	10
Cultural Tourism in the City of Unley (Public Art Brochure)	10
Busking Musicians Activations	10
Creative Activation Stations	10
Clarence Park Community Centre - Community Shed Program	15
	154
Total Operating Projects	1,053

Operating Projects

Net Expenditure
\$'000

Events

Sesquicentenary Celebrations (July - December 2021)

The year 2021 marks the 150th Anniversary (Sesquicentenary) of the formation of the Town of Unley. This project funds the events and activities as part of the Sesquicentenary from July to December, including a community picnic, implementation of Stage 3 of the Discover Historic Unley Trail, and the publication of a history from 1971 onwards. 117

2022 Australia Day Event

A free community event will be held in the Village Green in conjunction with the Citizenship and Australia Day Awards ceremony which is anticipated to attract up to 500 people. 35

2022 Fringe in Unley

In its sixth year, the program will bring a taste of the Fringe to residents in aged care facilities in the City of Unley. The funds will be used to secure acts to provide four private performances and one free public performance at a community centre. 15

2022 Santos Tour Down Under Associated Event

Unley Gala street party to be held on the eve of our stage start, should the City of Unley receive an offer from Events SA to host a stage in 2022. 175

2022 Santos Tour Down Under Stage Start

Funding to host a stage start of the 2022 Santos Tour Down Under should the City of Unley receive an offer from Events SA to host a stage in 2022. 50

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

2022 Neighbour Day

Neighbour Day is Australia's annual celebration of community, encouraging people to connect with their neighbours. A Neighbour Day event or a series of activities/activations will be run throughout Council's community centres to deliver the City of Unley's involvement in this campaign. 5

Christmas Decorations

Funding to install Christmas decorations and themes on the front of the library building facing Unley Road for the festive season. 15

Total Events

422



Operating Projects continued	Net Expenditure \$'000
Environmental Initiatives	
<p>Planning & Design Code Amendment - Significant Tree List Review (Stage 2) This project will deliver Stage 2 of the project review following completion of Stage 1 in 2020-21. Stage 2 of the project supports the Planning and Design Code Amendment process, including document preparation, Community Engagement Plan, consultation, review and approvals to pursue incorporation of an updated Significant Tree list in the Planning and Design Code.</p>	30
<p>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 on Council owned land. This project will see 275 additional trees throughout the City in 2021-22.</p>	100
<p>Tree risk and condition audit Funding to undertake tree audit assessments within the City for 2021-22. The audit includes identifying opportunities for planting new trees as well as the collation of various condition and risk data to enable the sustainable management of trees within the City.</p>	20
<p>Planning & Design Code Amendment - Hazard (Flooding) Overlays Update (Stage 2) This project will deliver Stage 2 of the project review following completion of Stage 1 in 2020-21. Stage 2 of the project will support the Planning & Design Code Amendment process, including document preparation, Community Engagement Plan, consultation, review and approvals to pursue incorporation of updated Hazard (Flooding) Overlays in the Planning and Design Code.</p>	30
<p>Resilient East In order to increase our communities resilience to climate change this project aims to deliver community engagement and awareness raising activities, input to the urban planning reforms process, assess financial and legal risks of climate change to councils, support implementation of a Canopy and Green Cover Mission Statement, and support emergency management planning.</p>	10
<p>City Wide Greening Verges This project aims 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 been funded by Council for the past four financial years, enabling the conversion of 330 verges across the City of Unley in combination with the footpath replacement program. The green verge program is projected to complete 66 verges in 2020-21 bringing the total to 396.</p>	50
<p>Water Wells This project proposes the continued delivery of Council's water wells initiative for 2021-22. The installation of water wells in verges across the City assist with their greening and establishing new tree plantings by increasing moisture within the soil through capturing and retaining flows from the roadway.</p>	40
<p>Tree Incentive and Education Program Council has identified within its Tree Strategy a range of education, incentives and support to retain existing and/or plant more trees on private land to help keep the City of Unley leafy for future generations. This project will continue education initiatives, undertake further data collection of tree coverage, and undertake community consultation on rate incentive options.</p>	80
<p>Series of Community Workshops - 'Getting to Net Zero, Affordably The project will involve conducting a series of Workshops on Community reduction of Greenhouse Gas (GHG) Emissions. The overall aim is to work toward the development of a Community Action plan that will meet the City of Unley commitments to the Global Covenant for Mayors.</p>	17
Total Environmental Initiatives	377

Economic Development Initiatives

Economic Development Growth Strategy 2021-2025 Implementation (Year 1)

This project will undertake Year 1 actions of Council's Economic Development Growth Strategy 2021-2025 in anticipation of Council's endorsement of the Strategy by May 2021. Actions for Year 1 include the Mainstreet Model Review and Implementation, and an Economic Development Communications Strategy. 40

Trader Event Sponsorship

The project provides financial grants to each of the four Mainstreet Trader Associations to stage events with economic objectives. This is additional to funds provided through the Separate Rate Levy and Council's Event Sponsorship program. 40

Economic Spend Data Software

Funding for software to provide insights into the nature of retail spending in the City of Unley. Insights from the data will assist the City of Unley in understanding consumer spending habits, where visitors are coming from and what they are spending money on to assist Council in implementing the Economic Development Growth Strategy, and planning its operational activities. 20

Total Economic Development Initiatives

100



Other Projects**Active Ageing Budget**

This operating project funds pilot and ongoing initiatives which implement Council's Active Ageing Strategy and has been developed in consultation with Council's Active Ageing Alliance. Initiatives for 2021-22 include:

- Connect - Active Ageing Alliance Project tackling loneliness. 24
- Age Friendly Business; Mature Age Enterprise initiatives
- Continuation of the Active Ageing Alliance
- Education, Information and Communication Program
- Continuation of Co-Housing Project.

Sport and Recreation Plan Update

This project will update the existing Plan and develop a new suite of actions for the next five years with consideration of multiple complementary and current plans including Federal, State and Local Government plans. 10

City-wide Parking Strategy (Stage1)

This project proposes to commence the development of a City-wide Parking Strategy (Strategy) to be delivered in stages. 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. 60

All Connections to Unley Art – Schools' Artist in Residence Project

The Schools' Artist In Residence Project is offered in the 'off year' of the Major Art Prize and provides schools with the opportunity to have a cohort of students work with a professional artist. 5

By Law Review

A review of by-laws is required by the Local Government Act, prior to the expiration of the current by-laws at the commencement of January 2023. 10

Cultural Tourism in the City of Unley (Public Art Brochure)

Our current Arts Strategy, together with our Goodwood and King William Road upgrades and other Major Works, have resulted in many artistic installations throughout the City. A brochure will be produced identifying the locations of these, and previous installations still of note, to be available both to Unley residents and visitors to Unley. 10

Busking Musicians Activations

This project will provide an opportunity to make the City of Unley an attractive location for buskers, through waiving permit fees and promoting Unley as a 'busking-friendly' City. 10

Creative Activation Stations

This project will activate spaces in the City of Unley, for the period of the Adelaide Fringe Festival, in order to further expand the Fringe in Unley offering and stimulate night time activity. 10

Clarence Park Community Centre—Community Shed Program

Coordinator for the Community Shed Programs. 15

Total Other Projects 154

Total Operating Projects 1,053



NEW CAPITAL

New Capital Projects	Net Expenditure \$'000
<p>Brown Hill Keswick Creek 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.</p>	843
<p>Edmund Avenue Cottages Business Hub Redevelopment of the Council Cottages located at 72, 74 and 76 Edmund Avenue to establish an expanded collaborative working environment to support small and medium size enterprises and encourage sustainable business growth and innovation.</p>	1,000
<p>Millswood Croquet Club - New Clubrooms Construction Construction of the new Millswood Croquet Club following the completion of detailed design in 2020-21, co-funded through contributions from the Club and the Commonwealth Government.</p>	185
<p>Ridge Park Master Plan – Stage 2 Development of a Master Plan for Ridge Park, including community consultation, for Ridge Park following completion of Stage 1 which establish aspirational goals, expectations and levels of service for the Park.</p>	30
<p>McLeay Park Facility Improvements Improvements to McLeay Park including shelter and seating facilities, and planting of fruit trees.</p>	18
<p>North Unley Park Master Plan Development Development of a Master Plan to enable a holistic approach to the upgrade of the Park’s facilities and renewal of existing assets.</p>	25
<p>Unley Swimming Centre Junior Pools Design Concept and detailed design for replacement of Swimming Centre Junior Pools.</p>	66
<p>Cycling and Walking Plan Implementation Continued implementation of priorities contained in Council's Walking and Cycling Plan as adopted in 2016:</p> <ul style="list-style-type: none"> • King William Road (Simpson Parade to Mike Turtur Bikeway) • Weller Street / Simpson Parade Streetscape Improvements • Bicycle end-of-trip facilities. 	95
<p>Local Area Traffic Management Plan Implementation Continued implementation of recommendations and measures resulting from Local Area Traffic</p> <ul style="list-style-type: none"> • Devon Street South/Railway Terrace South ‘bend’ - design and documentation (LATM 3 Recommendation 2) • Mills Street Integrated Design - construction (LATM 3 Recommendation 4B). 	300

New Capital Projects continued	Net Expenditure \$'000
<p>Climate & Energy Plan Implementation (Year 1) - Solar Panel Incentive Scheme</p> <p>This project will implement the Year 1 recommendation of Council's Climate and Energy Plan (Plan), offering incentives to partner with not-for-profit tenants of Council owned buildings to improve the energy efficiency of individual facilities.</p>	75
<p>Digital Services Program</p> <p>Key objectives for year 3 of this multiyear strategy to digitise paper based processes enabling the community to access services via the Council website will include:</p> <ul style="list-style-type: none"> • Parking Permit Renewals • Online Development Applications "On Notice" • Development Application Lodgement • Street sweeping schedule • Agenda and Minutes Archive. 	55
<p>WiFi Installation - Unley Community Centres (Public) & Swimming Centre (Internal use only)</p> <p>Wi-Fi connectivity at Clarence Park Community Centre, Fullarton Community Centre, and the Unley Swimming Centre, providing high speed internet access for staff, facility hirers and the general public (Swimming Centre internal use only).</p>	28
Sub-total	2,720
Capitalised Project Delivery Costs	243
Total New Capital Projects	2,963



CAPITAL RENEWAL

Renewal Program \$'000	Expenditure	Income	Net Expenditure
Buildings			
Property (including Swimming Centre & office equipment)	1,033	-	1,033
	1,033	-	1,033
Open Space			
Reserves & Open Space Renewal Program	544	-	544
	544	-	544
Stormwater			
Drainage & Stormwater Renewal Program	941	-	941
	941	-	941
Transport			
Road Renewal Program	1,784	-	1,784
Kerb & Water Table Renewal Program	1,260	-	1,260
Footpath Capital Renewal Program	250	-	250
Bus Shelter Replacement & DDA Compliance	30	-	30
Bridge Renewal Program	50	-	50
Street Lighting Renewal Program	20	-	20
Signs Renewal Program	18	-	18
Traffic Facility Renewal	32	-	32
Streetscapes	90	-	90
	3,534	-	3,534
Plant, Fleet and Equipment			
Plant and Equipment	60	(56)	4
Light Fleet	170	(100)	70
	230	(156)	74
ICT Assets			
ICT Asset Renewal	689	-	689
	689	-	689
Sub-total	6,971	(156)	6,815
Capitalised Project Delivery Costs	876		876
Total	7,847	(156)	7,691

Building Renewals

Civic Community

- Unley Toy Library - mechanical services upgrade
- Swim Centre lighting replacement and various other asset renewals

Civic Operations

- Minor building works - various
- Window Blind replacements - Depot
- Landfill site - Mt Osmond

Lease Community

- Clarence Park Childcare Centre - childcare area upgrade
- Grandstand safety barriers - Unley
- Millswood Bowls - DDA accessibility works - minor
- Reroof - Unley Park Sports Club
- Unley Oval (NE) public toilets refurbishment
- Heywood Park public toilets refurbishment
- Minor works - Sturt Bowls club lighting upgrade
- Unley kindergarten - façade repairs

1,033

Lease Commercial

- Roof Gutter replacements - 2 sites

Multi-category Works

- Office Equipment Replacement Various Items
- Historic Encroachments - review / renewal process
- Minor building works - various locations
- Multi-site paint program
- Direct resourcing
- Air conditioning upgrades - Split/package systems upgrade program
- Asbestos Registers - Review and Update

Open Space

- Howard Florey Reserve Retaining Wall Upgrade
- Howard Florey Reserve Masonry Fence Upgrade
- Howard Florey Reserve Irrigation Upgrade
- Howard Florey Reserve Shade Sail
- Goodwood Oval Playground Softfall and Path Upgrade
- Goodwood Community Centre Shade Sail
- Open Space Condition Audit
- Other Irrigation
- Drink Fountains

544

Drainage & Stormwater Renewal Program

- Mills Street, Clarence Park (Stage 2)
- Unley Road Various Upgrades following CCTV inspections
- Culvert Creek Upgrades (Various)
- SEP Replacement Program and Pipe Upgrades
- Investigation
- Design of Flood Prone Areas
- Design Wattle Street, Fullarton
- CCTV inspections

941

Road Program Renewal

- Whittam Street, Parkside
- Roberts Place, Unley
- Staunton Avenue, Fullarton
- Stanley Street, Kings Park
- Mills Street, Clarence Park
- Austell Street, Unley
- Braeside Avenue, Myrtle Bank
- Fox Street, Goodwood
- Erskine Street, Goodwood
- Yeo Avenue, Highgate
- Arthur Street, Fullarton
- Killicoat Street, Unley
- Duthy Street, Malvern (Wattle St to Fisher St)
- Oxford Terrace, Unley (Duthy St to Windsor St)
- Allenby Avenue, Millswood
- Glenrowan Avenue, Myrtle Bank
- Davenport Place, Wayville (Greenhill Ln to Rose Tce)
- Laught Avenue, Black Forest
- Crack sealing
- Pavement Testing
- Survey
- Designs
- Road Condition Audit (Road and Kerb)

1,748

Kerb & Water Table Renewal Program

- Whittam Street, Parkside (both sides)
- Homer Road, Clarence Park (both sides)
- Roberts Place, Unley (central spoon drain)
- Cross Road, Myrtle Bank - from Fullarton Rd to Urrbrae Ave (northern side)
- Chinner Street, Parkside (both sides)
- Ross Street, Everard Park (northern side)
- Arthur Street, Fullarton (both sides)
- Killicoat Street, Unley (both sides)
- Duthy Street, Malvern - from Wattle St to Fisher St (both sides)
- Davenport Place, Wayville - from Greenhill Ln to Rose Tce (central spoon drain)
- Various Kerb Patching prior to Reseals

1,260

Renewal Program continued	Gross Expenditure \$'000
Footpath Renewal Program	
<ul style="list-style-type: none"> • Whittam Street, Parkside (Lift and Relay Footpaths following kerbing works) • Various locations requiring Lift and Relay and general Footpath Works • DDA Access Ramps • King William Road Telstra Pit Upgrades (x5) • Survey & Designs 	250
Bus Shelter Replacement and DDA Compliance Program	
<ul style="list-style-type: none"> • Replacement of failing plastic tactile indicators with concrete tactiles (various locations). • Upgrade existing tactiles with compliant tactiles to meet DDA compliance (various locations). • Replacement of old seating with new age friendly seating at bus stops (various locations). 	30
Bridge Renewal Program	
Design for future works proposed.	50
Street Lighting Renewal Program	
Various sites will be investigated and actioned in response to customer requests throughout the year.	20
Signs Renewal Program	
Replacement and renewal of signage at various locations	18
Traffic Facility Renewal	
Replacement and renewal of traffic management infrastructure at various locations	32
Streetscapes	
<ul style="list-style-type: none"> • Streetscapes will be undertaken at the following sites: • Winchester Street, Malvern • Lloyd Avenue, Millswood • Gray Street, Black Forest • Alisa Street, Fullarton • Mansfield Street, Goodwood • Ormonde Avenue, Millswood 	90
Plant & Equipment	
Renewal of major and minor plant	60
Light Fleet	
Replacement of five vehicles scheduled for replacement.	170
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.	689

DRAFT BUDGETED FINANCIAL STATEMENTS

Uniform Presentation of Finances

\$'000s	2021-22 Draft Budget	2020-21 Forecast
Income	51,575	49,941
less Expenses	(49,361)	(48,784)
Subtotal	2,214	1,157
Equity Accounted Subsidiaries	-	(645)
Operating Surplus / (Deficit) before Capital Amounts (inclusive of Equity Accounted Businesses)	2,214	512
less Net Outlays on Existing Assets		
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(7,847)	(8,410)
less Depreciation, Amortisation and Impairment	10,000	9,500
less Amounts received specifically for Replacement of Existing Assets	-	476
less Proceeds from the Sale of Replaced Assets	156	471
Net Outlays on Existing Assets	2,309	2,038
less Net Outlays on New and Upgraded Assets		
Net Capital Expenditure on New and Upgraded Assets	(2,963)	(9,889)
less Amounts received specifically for New and Upgraded Assets	-	3,964
less Proceeds from Sale of Assets	-	17
Net Outlays on New and Upgraded Assets	(2,963)	(5,908)
Net Lending / (Borrowing) for the Financial Year (inclusive of Equity Accounted Businesses)	1,560	(3,358)
Net Financial Liabilities at Beginning of Year	(23,368)	(20,010)
Decrease / (increase) in Other	-	-
Net Financial Liabilities at End of Year	(21,808)	(23,368)

The draft Budgeted Financial Statements for the 2021-22 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority and Brown Hill & Keswick Creek Stormwater Board) for the purposes of public consultation.

Statement of Comprehensive Income

\$'000s	2021-22 Draft Budget	2020-21 Forecast
Income		
Rates	43,883	42,248
Statutory Charges	1,578	1,600
User Charges	1,954	1,841
Grants, Subsidies & Contributions	2,965	2,952
Investment Income	12	12
Reimbursements	415	379
Other Income	768	558
Operating Projects	-	351
Total Income	51,575	49,941
Expenditure		
Employee Costs	19,137	18,606
Materials, Contracts & Other Expenses	18,871	19,048
Depreciation, Amortisation & Impairment	10,000	9,500
Finance Costs	300	331
Net loss – Equity Accounted Council Businesses	-	645
Operating Projects	1,053	1,298
Total Expenditure	49,361	49,429
Operating Surplus / (Deficit) inclusive of Equity Accounted Businesses	2,214	512
Asset Disposal & Fair Value Adjustments	156	488
Amounts received specifically for new, upgraded or replacement assets	-	4,440
Net Outlays on New and Upgraded Assets	156	4,928
Net Surplus / (Deficit) inclusive of Equity Accounted Businesses	2,370	5,440
Share of Other Comprehensive Income – Equity Accounted Council Businesses	-	-
Total Comprehensive Income inclusive of Equity Accounted Businesses	2,370	5,440

The draft Budgeted Financial Statements for the 2021-22 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority and Brown Hill & Keswick Creek Stormwater Board) for the purposes of public consultation.

DRAFT BUDGETED FINANCIAL STATEMENTS

Statement of Financial Position

\$'000s	2021-22 Draft Budget	2020-21 Forecast
Assets		
Current Assets		
Cash & cash equivalents	1,679	1,679
Trade & other receivables	2,720	2,720
Other financial assets	69	69
Total Current Assets	4,468	4,468
Non-current Assets		
Financial Assets	7	7
Equity accounted investments in Council businesses	17,669	17,669
Infrastructure, Property, Plant & Equipment	539,518	538,708
Total Non-current Assets	557,194	556,384
Total Assets	561,662	560,852
Liabilities		
Current Liabilities		
Trade & Other Payables	5,383	5,383
Borrowings Fixed Term	246	246
Provisions	3,946	3,946
Total Liabilities Assets	9,575	9,575
Non-current liabilities		
Borrowings	16,280	17,840
Provisions	428	428
Total Non-current Liabilities	16,708	18,268
Total Liabilities	26,283	27,843
Net Assets	535,379	533,009
Equity		
Accumulated Surplus	161,767	159,398
Asset Revaluation Reserves	373,381	373,381
Other Reserves	230	230
Total Equity	535,379	533,009
Net Financial Liabilities	21,804	23,368

The draft Budgeted Financial Statements for the 2021-22 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority and Brown Hill & Keswick Creek Stormwater Board) for the purposes of public consultation.

Statement of Cash Flow

\$'000s	2021-22 Draft Budget	2020-21 Forecast
Cash Flows from Operating Activities		
Receipts		
Operating Receipts	51,563	49,929
Investment Receipts	12	12
Payments		
Operating Payments to suppliers and employees	(39,061)	(38,954)
Finance Payments	(300)	(331)
Net Cash provided by (or used in) Operating Activities	12,214	10,658
Cash Flows from Investing Activities		
Receipts		
Amounts specifically for new or upgraded assets	-	3,964
Amounts received specifically for Replacement of Existing Assets	-	476
Proceeds from Sale of Surplus Assets	-	17
Sale of replaced assets	156	471
Repayments of loans by community groups	-	-
Payments		
Expenditure on renewal/replacement of assets	(7,847)	(8,410)
Expenditure on new/upgraded assets	(2,963)	(9,889)
Net purchase of Investment Securities	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-
Distributions Received from Equity Accounted Council Businesses (Loss)	-	(645)
Net Cash provided by (or used in) Investing Activities	(10,654)	(14,016)
Cash Flows from Financing Activities		
Receipts		
Proceeds from borrowings	-	3,358
Payments		
Repayments of borrowings	(1,560)	-
Net Cash provided by (or used in) Financing Activities	(1,560)	3,358
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

The draft Budgeted Financial Statements for the 2021-22 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority and Brown Hill & Keswick Creek Stormwater Board) for the purposes of public consultation.

DRAFT BUDGETED FINANCIAL STATEMENTS

Statement of Equity

\$'000s	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2021-22 Draft Budget				
Balance at end of previous reporting period	159,397	373,381	230	533,008
Net Surplus/(Deficit) for Year	2,370	-	-	2,370
Other Comprehensive Income	-	-	-	-
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	-	-	-	-
Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	2,370	-	-	2,370
Balance at end of period	161,767	373,381	-	535,378
2020-21 Forecast				
Balance at end of previous reporting period	154,603	373,381	230	528,214
Net Surplus/(Deficit) for Year	5,439	-	-	5,439
Other Comprehensive Income	-	-	-	-
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	(645)	-	-	(645)
Other Comprehensive Income	(645)	-	-	(645)
Total Comprehensive Income	4,794	-	-	4,794
Balance at end of period	159,397	373,381	230	533,009

The draft Budgeted Financial Statements for the 2021-22 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority and Brown Hill & Keswick Creek Stormwater Board) for the purposes of public consultation.



LONGTERM FINANCIAL PLAN

\$'000	2020-21 Forecast	2021-22 LTFP Year 1	2022-23 TFP Year 2
CPI Forecast		1.25%	1.50%
Rates Increase based on CPI		1.25%	1.50%
Increase/(reduction) to CPI		1.00%	-
Rates Growth		0.50%	0.50%
Increase in Rates Revenue		2.75%	2.00%
Income			
General Rates Income	42,248	43,883	44,761
All Other Income	7,693	7,692	7,807
Total Income	49,941	51,575	52,568
Expenditure			
Employee Costs	18,606	19,137	19,424
Materials, Contracts & Other Expenses	19,047	18,871	19,154
Depreciation, Amortisation & Impairment	9,500	10,000	10,000
Finance Costs	331	300	276
Net loss – Equity Accounted Council Businesses	645		
Operating Projects	1,298	1,053	1,069
Total Expenditure	49,427	49,361	49,923
Operating Surplus/(Deficit)	514	2,214	2,645
Principal Repayment of loans	246	256	266
Cash surplus/(deficiency) after principal repayments	268	1,958	2,379
Capital Replacement less income to be received	7,418	7,691	8,662
Capital New less funding to be received	5,908	2,964	3,025
(Shortfall) / Improvement in cash position	(3,558)	1,303	691
Fixed Term Borrowings	1,086	831	565
Cash Advance Debenture (CAD Borrowings)	17,000	15,695	15,004
Total Borrowings	18,086	16,526	15,569
Operating Surplus Ratio (Target <5%)	2.3%	4.3%	5.0%
Net Financial Liabilities Ratio (Target <80%)	47%	42%	40%
Asset Renewal Funding (Target ≥100% average over 10 years)	113%	88%	100%

The draft Budgeted Financial Statements for the 2021-22 financial year exclude proposed Equity Account Businesses (Centennial Park Cemetery Authority and Brown Hill & Keswick Creek Stormwater Board) for the purposes of public consultation.

2023-24 LTFP Year 3	2024-25 LTFP Year 4	2025-26 LTFP Year 5	2026-27 LTFP Year 6	2027-28 LTFP Year 7	2028-29 LTFP Year 8	2029-30 LTFP Year 9	2030-31 LTFP Year 10
1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
1.75%	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%
-	-	-	-	-	-	-	-
0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
2.25%	2.50%	2.75%	3.00%	3.00%	3.00%	3.00%	3.00%
45,768	46,912	48,202	49,648	51,138	52,672	54,252	55,879
7,944	8,103	8,285	8,492	8,705	8,922	9,145	9,374
53,712	55,015	56,487	58,140	59,842	61,594	63,397	65,253
19,764	20,159	20,613	21,128	21,656	22,198	22,753	23,322
19,489	19,879	20,326	20,834	21,355	21,889	22,436	22,997
10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
310	336	352	339	257	160	52	-
1,087	1,109	1,134	1,163	1,192	1,221	1,252	1,283
50,651	51,484	52,426	53,465	54,461	55,469	56,493	57,602
3,061	3,531	4,062	4,676	5,382	6,125	6,904	7,651
277	288	-	-	-	-	-	-
2,784	3,243	4,062	4,676	5,382	6,125	6,904	7,651
8,857	9,111	9,562	9,605	9,781	10,060	10,509	10,772
3,065	3,249	3,133	3,191	3,162	3,177	3,169	3,242
862	883	1,366	1,880	2,439	2,888	3,226	3,637
288	-	-	-	-	-	-	-
14,142	13,259	11,893	10,013	7,574	4,685	1,460	-
14,430	13,259	11,893	10,013	7,574	4,685	1,460	-
5.7%	6.4%	7.2%	8.0%	9.0%	9.9%	10.9%	11.7%
37%	34%	31%	27%	23%	18%	12%	7%
100%	100%	100%	100%	100%	100%	100%	100%

Civic Centre

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