

# 2021-22

## ANNUAL BUSINESS PLAN & BUDGET

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A young girl with brown hair, wearing a yellow sleeveless top and blue shorts, is sitting on a thick, horizontal tree branch. She is smiling and looking towards the right. The tree has a large, textured trunk and many green leaves. In the background, there is a grassy field and another person walking in the distance. The sky is blue with some light clouds.

## Kaurna Acknowledgement

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

We acknowledge the Kaurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna 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 2021-22 Annual Business Plan and Budget occurred between 30 April and 21 May 2021.

Feedback received was considered by Elected Members at a Budget Workshop prior to the Adoption of the 2021-22 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**.

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 occurred 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
- 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 2021-22 Business Plan and Budget 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 2021-22 is summarised on the following page.

Forecast rate income is based the following:

- **General Rate increase 2.20%**  
(1% above Adelaide CPI at March 2021)
- **Rates Growth 0.68%**  
(new rateable properties and capital improvements)

The 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.

## Key Financial Targets

Council has reviewed its Key Financial Targets after considering its 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.

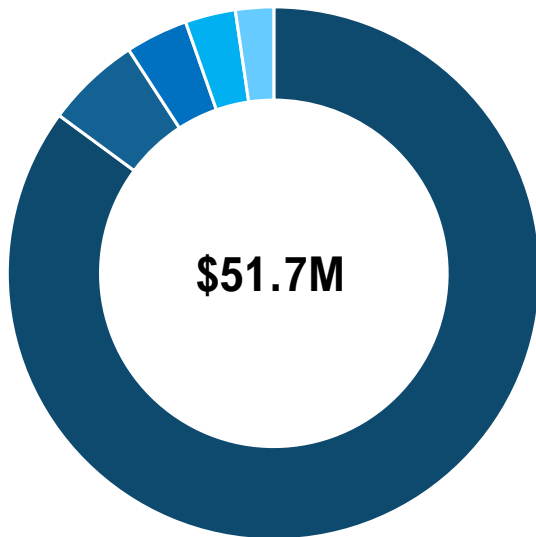
Financial Indicator (excl. equity accounted businesses)	Adopted Target	2021-22 Budget
Operating Surplus Ratio	> 5.0%	4.7%
Net Financial Liabilities Ratio	< 80%	42%
Asset Renewal Funding Ratio	≥ 100%	88%

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.



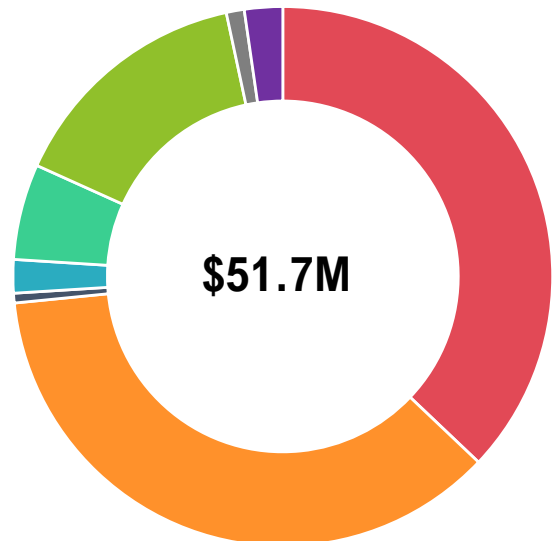


## Where our funding comes from



■ Rates (includes Landscape Levy)	\$43.9M	85.0%
■ Grants & Subsidies	\$3.0M	5.8%
■ 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	\$19.2M	37.0%
■ Materials, Contracts & Other	\$18.9M	36.4%
■ Finance Costs	\$0.3M	0.6%
■ Operating Projects	\$1.0M	2.0%
■ Capital Projects (Net)	\$3.0M	5.7%
■ Capital Renewal (Net)	\$7.7M	14.9%
■ Equity Accounted Subsidiary	\$0.6M	1.1%
■ Repayment of Borrowings (Principle repayments)	\$1.2M	2.3%



# INFLUENCES ON THE BUDGET

## Significant Influences

A number of significant projects and external environmental changes have influenced the preparation of the Council's 2021-22 Annual 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 has considered 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
- 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 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 42-45.](#)



**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
- 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 and associated event, 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 existing by-laws





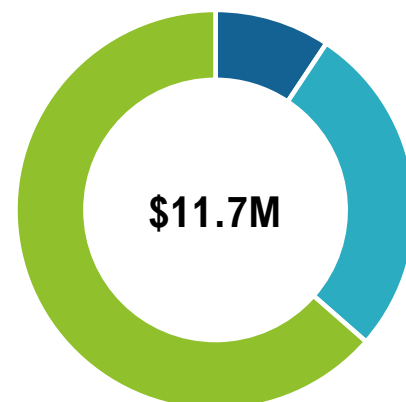
# PROJECT PRIORITIES

**Council's 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 projects:

- The Capital Works Program was guided by Council's Asset Management Plans
- Council 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 project list.

## Our Project Expenditure



■ Operating Projects	\$1.0M
■ New Capital	\$3.0M
■ Asset Renewal	\$7.7M

Further information regarding the projects is included on 46-57.





# 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 \$1.033M for operating projects.**

These projects are funded by Council's rates income. The funding 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 46-50.](#)

## Key Projects

- Delivery of an annual calendar of events \$407K including the
  - City of Unley Sesquicentenary Celebrations
  - Santos Tour Down Under Stage Start and associated event
  - 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 52-53.](#)

## 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 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 54-57.](#)

## 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 2021-2031 Long Term Financial Plan.

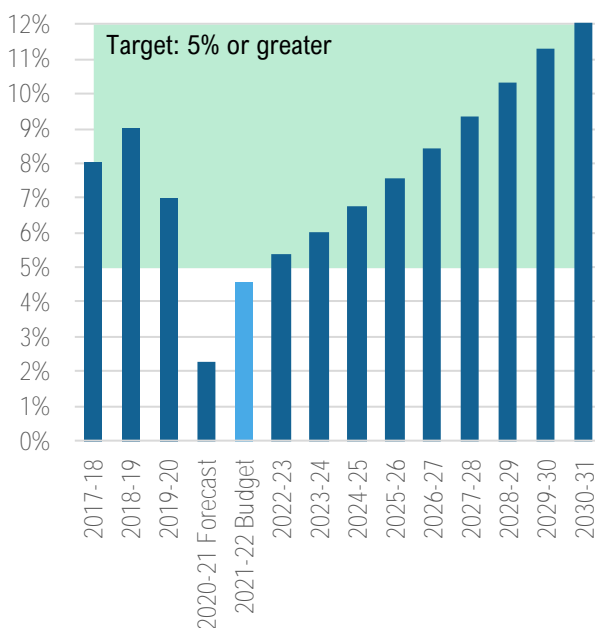
Financial Indicator	Adopted Target
<b>Operating Surplus Ratio</b> (excluding equity accounted businesses)	<b>5% or greater</b> of total operating income
<b>Net Financial Liabilities Ratio</b>	<b>Less than 80%</b> of total operating income
<b>Asset Sustainability Ratio</b>	<b>100% average over 10 years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





## Operating Surplus Ratio

Operating surplus as a percentage of operating income.



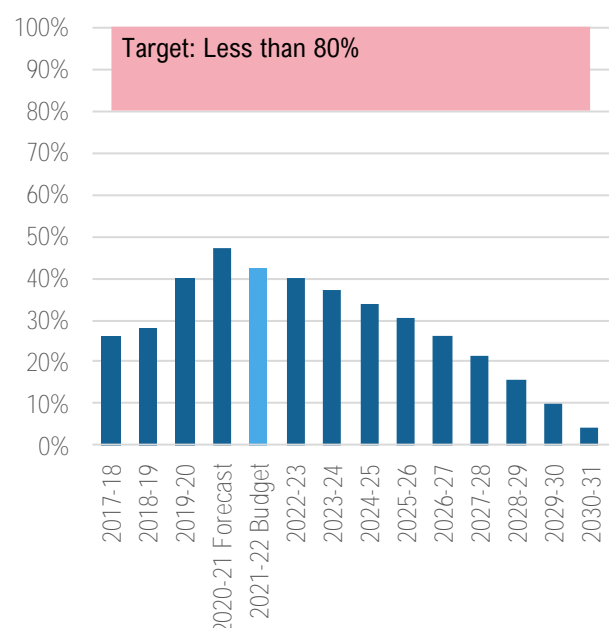
The operating surplus ratio reflects Council's capacity to fund capital works (New Assets and major projects) and repay its borrowings.

**Council is forecasting an operating surplus ratio of 4.7% for the 2021-22 Budget, which is marginally below 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.

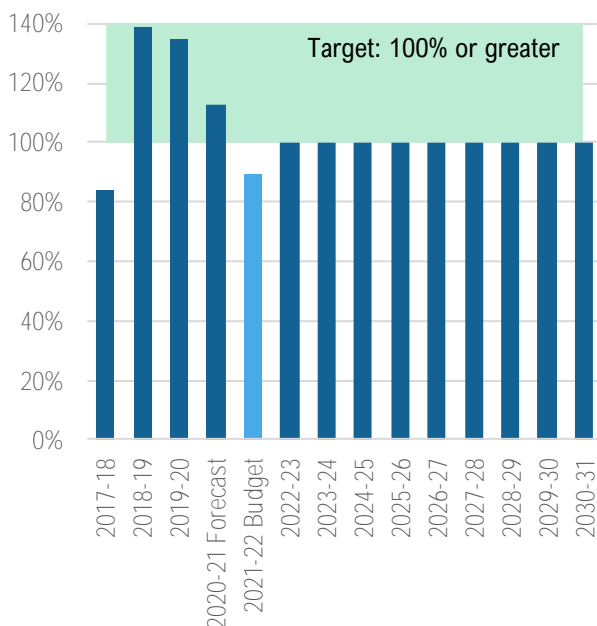
**Council is forecasting a net financial liabilities ratio of 42% for the 2021-22 Budget, within the target range of 80%.**

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 \$1.2M 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

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**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 outdoors. The child in the foreground, a girl with blonde hair, is wearing a blue and white striped jacket and is focused on a long, dark stick she is holding. She has some dirt on her hands. In the background, another child with brown hair, wearing a pink floral shirt, is also looking down at something. They appear to be playing with a bowl of sand or a similar substance. The background is a soft-focus green, suggesting a park or garden 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 19,264 assessments including

- 17,451 residential
- 899 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant)
- 914 non-residential Category 3 (commercial offices and commercial – other)
- 200 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 growth.

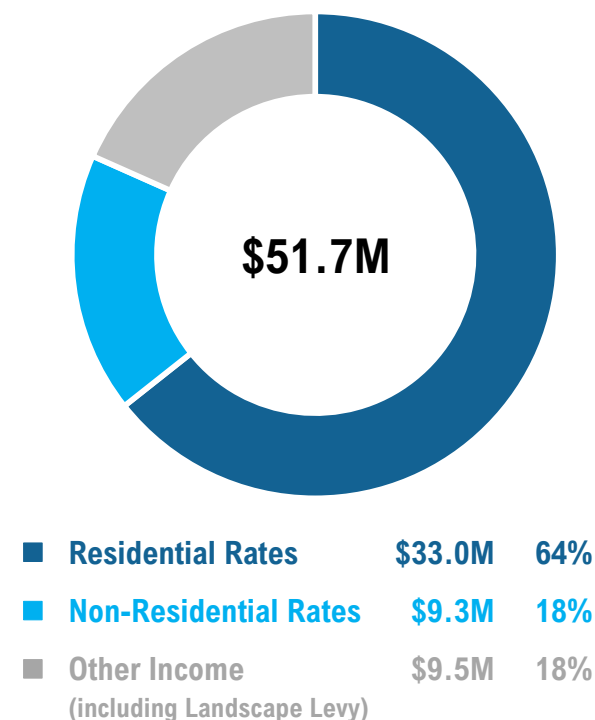
This was in recognition of the potential difficulties facing the community due to the COVID-19 pandemic.

### 2021-22

Recognising that there was no CPI applied on rates in 2020-21, the 2021-22 Budget has increased general rate income by 2.2%, 1% above Adelaide annual CPI for the March Quarter 2021 of 1.2%.

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



# 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 2021-22 is \$875.

In 2021-22 there will be 3,209 assessments paying the minimum rate with residential properties comprising 3,119 of these assessments.



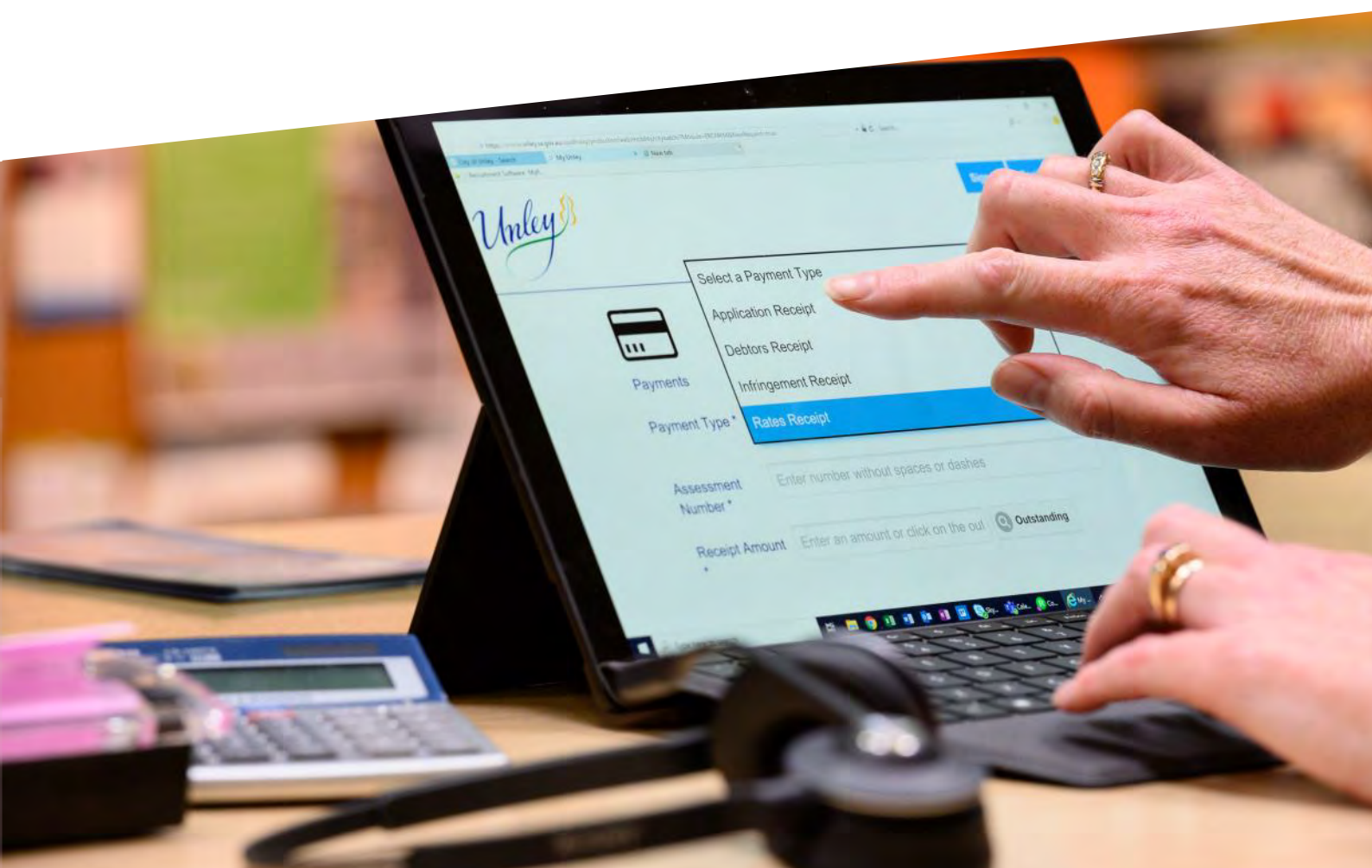


## Differential General Rates

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.

<b>Group 1</b>	Residential
<b>Non-residential Category 2</b>	Commercial Shop Industrial Light Industry Other Primary Production Vacant Land Other
<b>Non-residential Category 3</b>	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 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 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 the separate rates for Unley Road and King William Road have been increased to generate the same income as they did in 2019-20 following feedback from the trader associations. There has been no increase in the income generated for Goodwood Road and Fullarton Road.

### 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	Separate Rate 2021-22	% Increase (Decrease)
Unley Road	\$69,835	\$113,395*	62%
King William Road	\$92,280	\$150,350*	63%
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 has advised the amount to be paid is \$1.426M, an increase of 0.91% compared to 2020-21.

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



# COUNCIL'S RATES

## Expected Impact on Ratepayers

To deliver the outcomes of the Annual Business Plan for 2021-22, the total General Rates Income required is \$42.1m. This equates to an average general rate increase of 2.2% plus 0.68% 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
2018-19	0.002459	0.004959	0.005968
2019-20	0.002411	0.004820	0.005705
2020-21	0.002420	0.004845	0.005736
2021-22	0.002352	0.005221	0.005939





# 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 LTFP 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.



# BUDGET FRAMEWORK

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**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 42 to 45. Council approval will be required where total operating expenditure varies from its approved budget as presented in the Statement of Comprehensive Income on page 59.

## **Operating Projects**

Operating Projects and programs have been developed in consultation with Council, and are detailed on pages 46-50.

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.

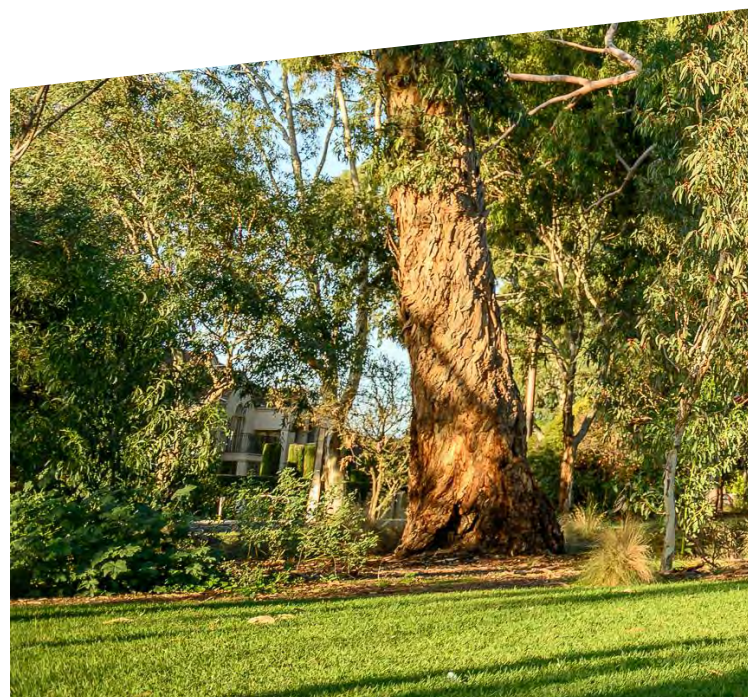
In addition, where a Project has been approved by Council and the Project is allocated to sub projects, the budget can be reallocated across sub projects without Council approval. However, Council approval is required to increase or reduce the overall budget previously approved.

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 52-53.

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 54-57.

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.



# OPERATING BUDGET

Operating Programs	Income	Expenditure	Net Expenditure
	\$'000		
<b>Active Ageing</b> Coordination, administration and support for community based services and projects aimed at facilitating independence and promoting social inclusion.	(1,242)	1,392	150
<b>Animal Management</b> 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
<b>Arts &amp; Cultural Development</b> Provision of Art and Cultural Development programs to support a vibrant and active community.	-	161	161
<b>Business Support &amp; Improvement</b> Provides general management, executive support and leadership to the services provided by Business Support & Improvement Division and supports Elected Members.	-	492	492
<b>Business Systems &amp; Solutions</b> 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
<b>City Development Management</b> Provides general management, executive support and leadership to the services provided by City Development and to Elected Members.	-	490	490
<b>City Services Management</b> Provide general management, executive support and leadership to the services and programs provided by City Services and to Elected Members.	-	465	465
<b>Community Bus Program</b> 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
<b>Community Centres</b> Management and provision of a thriving network of Community Centres that promote social inclusion, belonging and connection.	(287)	866	579
<b>Community Development</b> 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		
<b>Community Development &amp; Wellbeing Management</b> Provide management, support and leadership of the projects, programs and services provided by the Community Development & Wellbeing Team.	-	167	167
<b>Community Events</b> 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
<b>Community Grants</b> Funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	-	129	129
<b>Corporate Activities</b> The accumulation of corporate costs including leave on-costs, treasury management, levy and taxes and insurances.	(2,301)	3,053	752
<b>Culture &amp; Business Capability</b> 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
<b>Customer Experience</b> 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
<b>Development Services</b> Planning and building control within the City in accordance with the Development Act and Regulations and other legislative requirements.	(453)	2,101	1,648
<b>Economic Development</b> Manage the implementation, monitoring and evaluation of economic development activities and strategic initiatives within the City of Unley.	(241)	503	261
<b>Environmental Initiatives</b> Drive improved environmental sustainability through policies, strategies, programs and projects.	(108)	242	134
<b>Finance &amp; Procurement</b> 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)
<b>Governance &amp; Risk</b> 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		
<b>Human Resources</b> Provides support in recruitment, change management, employee relations, injury management, occupational health & safety and Welfare.	(54)	1,324	1,270
<b>Library Services</b> Provision of library services, programs and facilities to encourage literacy, lifelong learning and social inclusion and connection.	(351)	2,125	1,775
<b>Marketing &amp; Communications</b> Coordinate and manage the City of Unley reputation and brand in digital and printed communications and media relations.	(12)	553	541
<b>Office of the CEO</b> Organise and manage the governance of the City of Unley, including support for Elected Members and Civic Functions.	(319)	1,386	1,067
<b>Operational Services</b> Provides maintenance services to Council's infrastructure, property, open space, street and park trees, plant and equipment assets.	(1,222)	14,330	13,108
<b>Parking Enforcement</b> 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)
<b>Property Services</b> Provides sustainable strategic management of Council's building and property asset portfolio.	(557)	3,202	2,645
<b>Public &amp; Environmental Health</b> 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
<b>Recreation &amp; Sport Planning</b> Supporting a healthy and active community through the provision of structured and unstructured recreation, sport and leisure programs and facilities.	-	112	112
<b>Strategic Asset Management</b> Provides sustainable strategic management of Council's asset portfolio.	-	638	638
<b>Strategic Projects</b> Facilitates delivery of major strategic initiatives from the 4 Year Delivery Plan and Community Plan.	-	177	177
<b>Transportation &amp; Traffic</b> 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
<b>Unley Museum</b> 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
<b>Unley Swimming Centre</b> 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		
<b>Urban Design</b> 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
<b>Urban Policy Planning</b> Investigate and prepare the Council's planning strategy, policy and Development Plan Amendments, and review State Government strategic, policy and operations directions.	-	141	141
<b>Volunteer Development</b> Provide coordination, administration and support for community based volunteer services and projects.	-	101	101
<b>Waste Management</b> Collection and disposal of general waste, kerbside recycling, green waste and a hard rubbish collection service.	(31)	4,368	4,337
<b>Youth Development</b> Engage and empower young people in the community by identifying, developing and providing activities, programs and events.	-	108	108
<b>Total Operating Programs</b>	<b>(51,575)</b>	<b>48,308</b>	<b>(3,268)</b>
<b>Operating Projects (as per the following pages)</b>	-	1,053	1,053
<b>Total Operations (including Operating Projects)</b>	<b>(51,575)</b>	<b>49,361</b>	<b>(2,214)</b>



# OPERATING PROJECTS

Operating Projects	Net Expenditure \$'000
<b>Events</b>	
Sesquicentenary Celebrations (July - December 2021)	117
2022 Australia Day Event	35
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
	<b>407</b>
<b>Environmental Initiatives</b>	
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
	<b>377</b>
<b>Economic Development Initiatives</b>	
Economic Development Growth Strategy 2021-2025 Implementation (Year 1)	40
Trader Event Sponsorship	40
Economic Spend Data Software	20
	<b>100</b>
<b>Other Projects</b>	
Active Ageing Budget	24
Sport and Recreation Plan Update	10
City-wide Parking Strategy (Stage1)	60
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
	<b>149</b>
<b>Total Operating Projects</b>	<b>1,033</b>



Operating Projects	Net Expenditure \$'000
<b>Events</b>	
<b>Sesquicentenary Celebrations (July - December 2021)</b> 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 of the City of Unley from 1971 onwards.	117
<b>2022 Australia Day Event</b> 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
<b>2022 Santos Tour Down Under Associated Event</b> 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
<b>2022 Santos Tour Down Under Stage Start</b> 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
<b>Event Attraction</b> 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
<b>2022 Neighbour Day</b> 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
<b>Christmas Decorations</b> Funding to install Christmas decorations and themes on the front of the library building facing Unley Road for the festive season.	15
<b>Total Events</b>	<b>407</b>



Operating Projects continued	Net Expenditure \$'000
<b>Environmental Initiatives</b>	
<b>Planning &amp; Design Code Amendment - Significant Tree List Review (Stage 2)</b> 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.	30
<b>Tree Strategy Expanding Canopy Target Public Land</b> 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.	100
<b>Tree risk and condition audit</b> 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.	20
<b>Planning &amp; Design Code Amendment - Hazard (Flooding) Overlays Update (Stage 2)</b> 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.	30
<b>Resilient East</b> 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.	10
<b>City Wide Greening Verges</b> 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 2021-22 bringing the total to 396.	50
<b>Water Wells</b> 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.	40
<b>Tree Incentive and Education Program</b> 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.	80
<b>Series of Community Workshops - 'Getting to Net Zero, Affordably</b> 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.	17
<b>Total Environmental Initiatives</b>	<b>377</b>



**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



Operating Projects continued	Net Expenditure \$'000
<b>Other Projects</b>	
<p><b>Active Ageing Budget</b>  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:</p> <ul style="list-style-type: none"> <li>• Connect - Active Ageing Alliance Project tackling loneliness.</li> <li>• Age Friendly Business; Mature Age Enterprise initiatives</li> <li>• Continuation of the Active Ageing Alliance</li> <li>• Education, Information and Communication Program</li> <li>• Continuation of Co-Housing Project.</li> </ul>	24
<p><b>Sport and Recreation Plan Update</b>  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.</p>	10
<p><b>City-wide Parking Strategy (Stage1)</b>  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.</p>	60
<p><b>By Law Review</b>  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.</p>	10
<p><b>Cultural Tourism in the City of Unley (Public Art Brochure)</b>  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.</p>	10
<p><b>Busking Musicians Activations</b>  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.</p>	10
<p><b>Creative Activation Stations</b>  This project will activate spaces in the City of Unley, for the period of the Adelaide Fringe Festival, in order to stimulate night time activity.</p>	10
<p><b>Clarence Park Community Centre—Community Shed Program</b>  Coordinator for the Community Shed Programs.</p>	15
<b>Total Other Projects</b>	<b>149</b>
<b>Total Operating Projects</b>	<b>1,033</b>







# NEW CAPITAL

New Capital Projects	Net Expenditure \$'000
<b>Brown Hill Keswick Creek</b> 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.	843
<b>Edmund Avenue Cottages Business Hub</b> 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.	1,000
<b>Millswood Croquet Club - New Clubrooms Construction</b> 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.	185
<b>Ridge Park Master Plan – Stage 2</b> 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.	30
<b>McLeay Park Facility Improvements</b> Improvements to McLeay Park including shelter and seating facilities, and planting of fruit trees.	18
<b>North Unley Park Master Plan Development</b> Development of a Master Plan to enable a holistic approach to the upgrade of the Park's facilities and renewal of existing assets.	25
<b>Unley Swimming Centre Junior Pools Design</b> Concept and detailed design for replacement of Swimming Centre Junior Pools.	66
<b>Cycling and Walking Plan Implementation</b> Continued implementation of priorities contained in Council's Walking and Cycling Plan as adopted in 2016: <ul style="list-style-type: none"> <li>King William Road (Simpson Parade to Mike Turtur Bikeway)</li> <li>Weller Street / Simpson Parade Streetscape Improvements</li> <li>Bicycle end-of-trip facilities.</li> </ul>	95
<b>Local Area Traffic Management Plan Implementation</b> Continued implementation of recommendations and measures resulting from Local Area Traffic <ul style="list-style-type: none"> <li>Devon Street South/Railway Terrace South 'bend' - design and documentation (LATM 3 Recommendation 2)</li> <li>Mills Street Integrated Design - construction (LATM 3 Recommendation 4B).</li> </ul>	300



New Capital Projects continued	Net Expenditure \$'000
<b>Climate &amp; Energy Plan Implementation (Year 1) - Solar Panel Incentive Scheme</b> 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.	75
<b>Digital Services Program</b> Key objectives for year 4 of this multiyear strategy to digitise paper based processes enabling the community to access services via the Council website will include: <ul style="list-style-type: none"> <li>• Online request reporting and tracking</li> <li>• Temporary parking permits</li> <li>• Community facilities hire</li> </ul>	55
<b>WiFi Installation - Unley Community Centres (Public) &amp; Swimming Centre (Internal use only)</b> 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).	28
<b>Sub-total</b>	<b>2,720</b>
Capitalised Project Delivery Costs	243
<b>Total New Capital Projects</b>	<b>2,963</b>



# CAPITAL RENEWAL

Renewal Program \$'000	Expenditure	Income	Net Expenditure
<b>Buildings</b>			
Property (including Swimming Centre & office equipment)	1,033	-	1,033
	<b>1,033</b>	-	<b>1,033</b>
<b>Open Space</b>			
Reserves & Open Space Renewal Program	544	-	544
	<b>544</b>	-	<b>544</b>
<b>Stormwater</b>			
Drainage & Stormwater Renewal Program	941	-	941
	<b>941</b>	-	<b>941</b>
<b>Transport</b>			
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
	<b>3,534</b>	-	<b>3,534</b>
<b>Plant, Fleet and Equipment</b>			
Plant and Equipment	60	(56)	4
Light Fleet	170	(100)	70
	<b>230</b>	<b>(156)</b>	<b>74</b>
<b>ICT Assets</b>			
ICT Asset Renewal	689	-	689
	<b>689</b>	-	<b>689</b>
<b>Sub-total</b>	<b>6,971</b>	<b>(156)</b>	<b>6,815</b>
Capitalised Project Delivery Costs	876		876
<b>Total</b>	<b>7,847</b>	<b>(156)</b>	<b>7,691</b>



## 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
- 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)

1,784

**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
- Survey & Designs

1,260



Renewal Program continued	Gross Expenditure \$'000
<b>Footpath Renewal Program</b>	
<ul style="list-style-type: none"> <li>Whittam Street, Parkside (Lift and Relay Footpaths following kerbing works)</li> <li>Various locations requiring Lift and Relay and general Footpath Works</li> <li>DDA Access Ramps</li> <li>King William Road Telstra Pit Upgrades (x5)</li> <li>Survey &amp; Designs</li> </ul>	250
<b>Bus Shelter Replacement and DDA Compliance Program</b>	
<ul style="list-style-type: none"> <li>Replacement of failing plastic tactile indicators with concrete tactiles (various locations).</li> <li>Upgrade existing tactiles with compliant tactiles to meet DDA compliance (various locations).</li> <li>Replacement of old seating with new age friendly seating at bus stops (various locations).</li> </ul>	30
<b>Bridge Renewal Program</b>	
Design for future works proposed.	50
<b>Street Lighting Renewal Program</b>	
Various sites will be investigated and actioned in response to customer requests throughout the year.	20
<b>Signs Renewal Program</b>	
Replacement and renewal of signage at various locations	18
<b>Traffic Facility Renewal</b>	
Replacement and renewal of traffic management infrastructure at various locations	32
<b>Streetscapes</b>	
<ul style="list-style-type: none"> <li>Streetscapes will be undertaken at the following sites:</li> <li>Winchester Street, Malvern</li> <li>Lloyd Avenue, Millswood</li> <li>Gray Street, Black Forest</li> <li>Alisa Street, Fullarton</li> <li>Mansfield Street, Goodwood</li> <li>Ormonde Avenue, Millswood</li> </ul>	90
<b>Plant &amp; Equipment</b>	
Renewal of major and minor plant	60
<b>Light Fleet</b>	
Replacement of five vehicles scheduled for replacement.	170
<b>ICT Renewals</b>	
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 Budget	2020-21 Forecast
Income	51,746	49,941
less Expenses	(49,356)	(48,784)
<b>Subtotal</b>	<b>2,390</b>	<b>1,157</b>
Equity Accounted Subsidiaries	(571)	(645)
<b>Operating Surplus / (Deficit) before Capital Amounts</b> (inclusive of Equity Accounted Businesses)	<b>1,819</b>	<b>512</b>
<b>less Net Outlays on Existing Assets</b>		
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
<b>Net Outlays on Existing Assets</b>	<b>2,309</b>	<b>2,038</b>
<b>less Net Outlays on New and Upgraded Assets</b>		
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
<b>Net Outlays on New and Upgraded Assets</b>	<b>(2,963)</b>	<b>(5,908)</b>
<b>Net Lending / (Borrowing) for the Financial Year</b> (inclusive of Equity Accounted Businesses)	<b>1,165</b>	<b>(3,358)</b>
<b>Net Financial Liabilities at Beginning of Year</b>	<b>(23,368)</b>	<b>(20,010)</b>
Decrease / (increase) in Other	-	-
<b>Net Financial Liabilities at End of Year</b>	<b>(22,203)</b>	<b>(23,368)</b>



## Statement of Comprehensive Income

\$'000s	2021-22 Budget	2020-21 Forecast
<b>Income</b>		
Rates	43,994	42,248
Statutory Charges	1,578	1,600
User Charges	1,964	1,841
Grants, Subsidies & Contributions	3,001	2,952
Investment Income	12	12
Reimbursements	415	379
Other Income	782	558
Operating Projects	-	351
<b>Total Income</b>	<b>51,746</b>	<b>49,941</b>
<b>Expenditure</b>		
Employee Costs	19,152	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	571	645
Operating Projects	1,033	1,298
<b>Total Expenditure</b>	<b>49,927</b>	<b>49,429</b>
<b>Operating Surplus / (Deficit) inclusive of Equity Accounted Businesses</b>	<b>1,819</b>	<b>512</b>
Asset Disposal & Fair Value Adjustments	156	488
Amounts received specifically for new, upgraded or replacement assets	-	4,440
<b>Net Outlays on New and Upgraded Assets</b>	<b>156</b>	<b>4,928</b>
<b>Net Surplus / (Deficit) inclusive of Equity Accounted Businesses</b>	<b>1,975</b>	<b>5,440</b>
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-
<b>Total Comprehensive Income inclusive of Equity Accounted Businesses</b>	<b>3,025</b>	<b>5,440</b>

# DRAFT BUDGETED FINANCIAL STATEMENTS

## Statement of Financial Position

\$'000s	2021-22 Budget	2020-21 Forecast
<b>Assets</b>		
<b>Current Assets</b>		
Cash & cash equivalents	1,679	1,679
Trade & other receivables	2,720	2,720
Other financial assets	69	69
<b>Total Current Assets</b>	<b>4,468</b>	<b>4,468</b>
<b>Non-current Assets</b>		
Financial Assets	7	7
Equity accounted investments in Council businesses	18,718	17,669
Infrastructure, Property, Plant & Equipment	539,518	538,708
<b>Total Non-current Assets</b>	<b>558,243</b>	<b>556,384</b>
<b>Total Assets</b>	<b>562,711</b>	<b>560,852</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade & Other Payables	5,383	5,383
Borrowings Fixed Term	256	246
Provisions	3,946	3,946
<b>Total Liabilities Assets</b>	<b>9,585</b>	<b>9,575</b>
<b>Non-current liabilities</b>		
Borrowings	16,665	17,840
Provisions	428	428
<b>Total Non-current Liabilities</b>	<b>17,093</b>	<b>18,268</b>
<b>Total Liabilities</b>	<b>26,678</b>	<b>27,843</b>
<b>Net Assets</b>	<b>536,033</b>	<b>533,009</b>
<b>Equity</b>		
Accumulated Surplus	162,422	159,398
Asset Revaluation Reserves	373,381	373,381
Other Reserves	230	230
<b>Total Equity</b>	<b>536,033</b>	<b>533,009</b>
<b>Net Financial Liabilities</b>	<b>22,203</b>	<b>23,368</b>



## Statement of Cash Flow

\$'000s	2021-22 Budget	2020-21 Forecast
<b>Cash Flows from Operating Activities</b>		
<b>Receipts</b>		
Operating Receipts	51,734	49,929
Investment Receipts	12	12
<b>Payments</b>		
Operating Payments to suppliers and employees	(39,056)	(38,953)
Finance Payments	(300)	(331)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>12,390</b>	<b>10,658</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts</b>		
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	-	-
<b>Payments</b>		
Expenditure on renewal/placement 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)	(571)	(645)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(11,225)</b>	<b>(14,016)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts</b>		
Proceeds from borrowings	-	3,358
<b>Payments</b>		
Repayments of borrowings	(1,165)	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(1,165)</b>	<b>3,358</b>
<b>Net Increase/(Decrease) in cash held</b>	<b>-</b>	<b>-</b>
Plus: Cash & cash equivalents at beginning of period	<b>1,679</b>	<b>1,679</b>
<b>Cash &amp; cash equivalents at end of period</b>	<b>1,679</b>	<b>1,679</b>

# DRAFT BUDGETED FINANCIAL STATEMENTS

## Statement of Equity

\$'000s	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
<b>2021-22 Budget</b>				
<b>Balance at end of previous reporting period</b>	159,398	373,381	230	<b>533,009</b>
<b>Net Surplus/(Deficit) for Year</b>	<b>1,975</b>	-	-	<b>1,975</b>
<b>Other Comprehensive Income</b>	-	-	-	-
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-	-	1,050
<b>Other Comprehensive Income</b>	<b>1,050</b>	-	-	<b>1,050</b>
<b>Total Comprehensive Income</b>	<b>3,025</b>	-	-	<b>3,025</b>
<b>Balance at end of period</b>	<b>162,422</b>	<b>373,381</b>	<b>230</b>	<b>536,033</b>
<b>2020-21 Forecast</b>				
<b>Balance at end of previous reporting period</b>	153,958	373,381	230	<b>527,569</b>
<b>Net Surplus/(Deficit) for Year</b>	<b>5,440</b>	-	-	<b>5,440</b>
<b>Other Comprehensive Income</b>	-	-	-	-
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	-	-	-	-
<b>Other Comprehensive Income</b>	-	-	-	-
<b>Total Comprehensive Income</b>	<b>5,440</b>	-	-	<b>5,440</b>
<b>Balance at end of period</b>	<b>159,398</b>	<b>373,381</b>	<b>230</b>	<b>533,009</b>





# LONGTERM FINANCIAL PLAN

\$'000	2020-21 Forecast	2021-22 Budget	2022-23 LTFP Year 2
<b>CPI Forecast</b>			<b>1.50%</b>
Rates Increase based on CPI			1.50%
Increase/(reduction) to CPI			-
Rates Growth			0.50%
<b>Increase in Rates Revenue</b>			<b>2.00%</b>
<b>Income</b>			
General Rates Income	40,974	42,135	42,978
All Other Income	8,967	9,611	9,660
<b>Total Income</b>	<b>49,941</b>	<b>51,746</b>	<b>52,638</b>
<b>Expenditure</b>			
Employee Costs	18,606	19,152	19,439
Materials, Contracts & Other Expenses	19,047	18,871	19,050
Depreciation, Amortisation & Impairment	9,500	10,000	10,000
Finance Costs	331	300	281
Net loss – Equity Accounted Council Businesses	645	571	
Operating Projects	1,298	1,033	1,048
<b>Total Expenditure</b>	<b>49,427</b>	<b>49,927</b>	<b>49,819</b>
<b>Operating Surplus/(Deficit)</b>	<b>514</b>	<b>1,819</b>	<b>2,819</b>
Principal Repayment of loans	246	256	266
<b>Cash surplus/(deficiency) after principal repayments</b>	<b>268</b>	<b>1,564</b>	<b>2,553</b>
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
<b>(Shortfall) / Improvement in cash position</b>	<b>(3,558)</b>	<b>909</b>	<b>866</b>
<b>Fixed Term Borrowings</b>	<b>1,086</b>	<b>831</b>	<b>565</b>
<b>Cash Advance Debenture (CAD Borrowings)</b>	<b>17,000</b>	<b>16,090</b>	<b>15,224</b>
<b>Total Borrowings</b>	<b>18,086</b>	<b>16,921</b>	<b>15,789</b>
<b>Operating Surplus Ratio (Target &lt;5%)*</b>	<b>2.3%</b>	<b>4.7%</b>	<b>5.4%</b>
<b>Net Financial Liabilities Ratio (Target &lt;80%)*</b>	<b>47%</b>	<b>42%</b>	<b>40%</b>
<b>Asset Renewal Funding (Target ≥100% average over 10 years)</b>	<b>113%</b>	<b>88%</b>	<b>100%</b>

\* The ratios are calculated excluding the \$571K loss from Equity Accounted Council Businesses (subsidiaries).



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%
43,945	45,043	46,282	47,670	49,101	50,574	52,091	53,654
9,838	10,044	10,280	10,546	10,820	11,101	11,389	11,684
53,783	55,088	56,562	58,217	59,921	61,674	63,480	65,338
19,779	20,175	20,629	21,145	21,673	22,215	22,771	23,340
19,383	19,771	20,216	20,721	21,239	21,770	22,315	22,872
10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
312	333	341	318	227	120	2	-
1,067	1,088	1,113	1,140	1,169	1,198	1,228	1,259
50,542	51,367	52,299	53,325	54,309	55,304	56,315	57,471
3,241	3,720	4,263	4,892	5,612	6,370	7,165	7,867
277	288	-	-	-	-	-	-
2,965	3,432	4,263	4,892	5,612	6,370	7,165	7,867
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
1,043	1,073	1,567	2,096	2,669	3,133	3,486	3,852
288	-	-	-	-	-	-	-
14,181	13,108	11,541	9,445	6,776	3,643	157	-
14,469	13,108	11,541	9,445	6,776	3,643	157	-
6.0%	6.8%	7.5%	8.4%	9.4%	10.3%	11.3%	12.0%
37%	34%	30%	26%	21%	16%	10%	4%
100%	100%	100%	100%	100%	100%	100%	100%



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