



2023-24

ANNUAL BUSINESS PLAN & BUDGET



THE CITY of
Unley



KAURNA ACKNOWLEDGEMENT

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

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

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

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COMMUNITY CONSULTATION

Community Consultation

Community Consultation on the Draft 2023-24 Annual Business Plan and Budget occurred between 1 May and 22 May 2023.

Feedback received was considered by Elected Members at a Budget Workshop prior to the Adoption of the 2023-24 Annual Business Plan and Budget.

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

Changes since Community Consultation

The proposed budget for 2023-24 was reviewed following Budget Consultation in May.

In late April the Australian Bureau of Statistics advised Adelaide CPI for the year ended March 2023 was 7.9%.

Council has reviewed the forecasts for operating expenditure in light of higher than forecast CPI. The operating budget has been revised to compensate for increased costs and achieve an operating surplus ratio closer to the 5% target.

This has necessitated an increase in the average increase in general rates from 4.0% to 5.25%.

One new Operating Project, Shaping Unley - Trees on Private Land \$45,000 has been added, and revisions have been made to the Events Program with \$40,000 allocated for Community Events and \$5,000 for an Citizenship and Australia Day Ceremony.

The forecast operating surplus ratio has increased from 4.0% to 4.7% while Net Financial Liabilities have reduced to 14%. Borrowings at 30 June 2024 are forecast to be \$0.6M.

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 an important policy-making role, requiring the identification of community needs, setting objectives to meet those needs, establishing priorities between competing demands and allocating resources.

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

MAYOR



Michael Hewitson AM

CLARENCE PARK Ward Councillors



Don Palmer



Rebekah Rogers

FULLARTON Ward Councillors



Jack Gaffey



Peter Hughes

GOODWOOD Ward Councillors



Chris Crabbe



Georgie Hart

PARKSIDE Ward Councillors



Jennifer Bonham



Luke Doyle

UNLEY Ward Councillors



Stephen Finos



Jane Russo

UNLEY PARK Ward Councillors



Monica Broniecki



Michael Rabbitt



CONTEXT OF THE ANNUAL BUSINESS PLAN

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 1 May and 22 May 2023.

All feedback collected during this period was distributed and considered by the Elected Members of Council at a Budget Workshop in order to finalise Council's 2023-24 Business Plan and Budget.

Purpose of the 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 2023-24
- Council's Financial Planning Framework including Long-Term Financial Plan and Asset Management Plans.



Strategic Planning Framework

Resourcing Strategy

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

**Community Plan
2017 - 2033**



**Four Year Plan
2021 - 2025**



**Annual Plans
2023 - 2024**



- Annual Business Plan & Budget
- Annual Operating Plan

Vision



Action

Measuring Performance

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

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

BUDGET OVERVIEW

Background

The Business Plan and Budget for 2023-24 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.

Forecast rate income is based on the following assumptions:

- **General Rate Increase** **5.25%**
- **Increase from new rateable properties and improvements** **0.68%**

Council carefully considered the rates increase in context with Adelaide CPI which was 7.9% for the year ended March 2023.

Growth in the number of rateable assessments is 0.34%.

Further information, including the average increase for each land use category is contained on page 23.

The rates assessment (rates payable) for a specific property will be dependent upon the 2023-24 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Key Financial Targets

Council has reviewed its Key Financial Targets after considering its draft Long Term Financial Plan.

The Key Financial Targets are:

Financial Indicator	Adopted Target	2023-24 Budget
Operating Surplus Ratio (excl. equity accounted businesses)	> 5.0%	4.7%
Net Financial Liabilities Ratio	< 80%	14%
Asset Renewal Funding Ratio (10 Year average)	≈ 100%	91%
Asset Renewals to Depreciation (10 year average)	≈ 100%	70%

Further information regarding the financial indicators are included on pages 30-31.

RATES OVERVIEW

As outlined on the previous page, General Rates revenue will increase by 5.9%, consisting of a 5.25% increase in general rates, plus an additional 0.68% from new rateable properties and capital improvements to existing properties.

The rates assessment (rates payable) for a specific property will be dependent upon the 2023-24 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Valuation Method

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

Differential General Rates

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

Category 1	Residential
Category 2	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3	Commercial Office Commercial Other

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

The average increase by Land Use Category is provided on page 23.

Minimum Rate

The minimum rate for 2023-24 is \$955, an increase of 5.3% from 2022-23.

There will be 3,869 assessments paying the minimum rate in 2023-24.

Separate Rate for Main Street Trader Associations

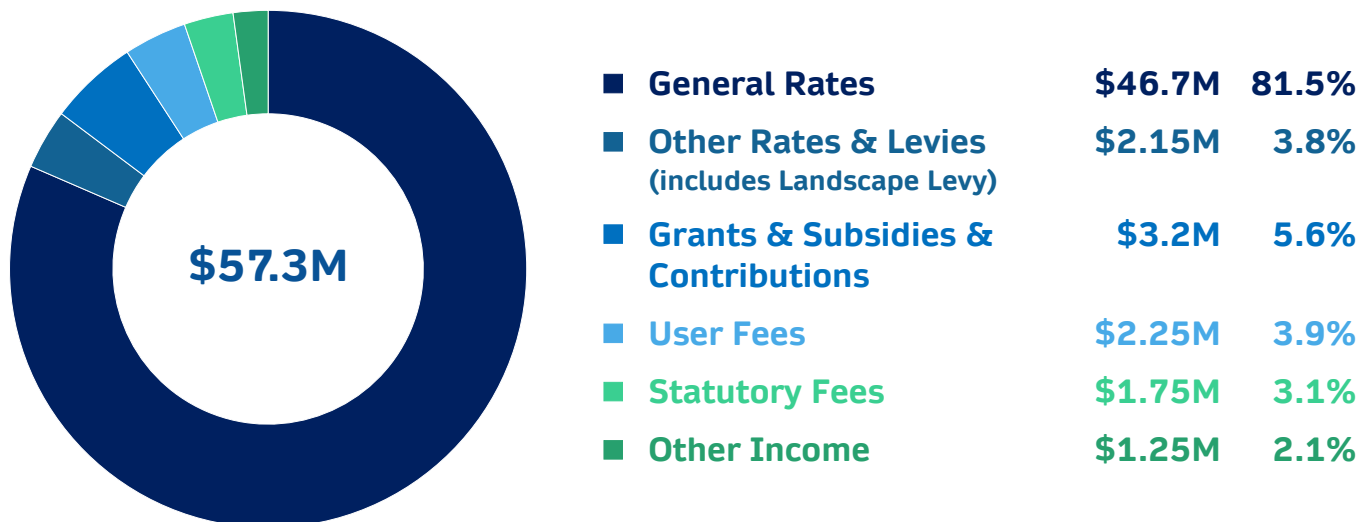
Council will continue to raise a separate rate for the promotion of businesses and traders along major shopping strips (excluding Glen Osmond Road). Council collects the separate rate and contracts with the Main Street Trader Associations for the provision of marketing, street beautification and minor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

Further details regarding the Separate Rate for the Main Street Trader Associations are provided on page 24.

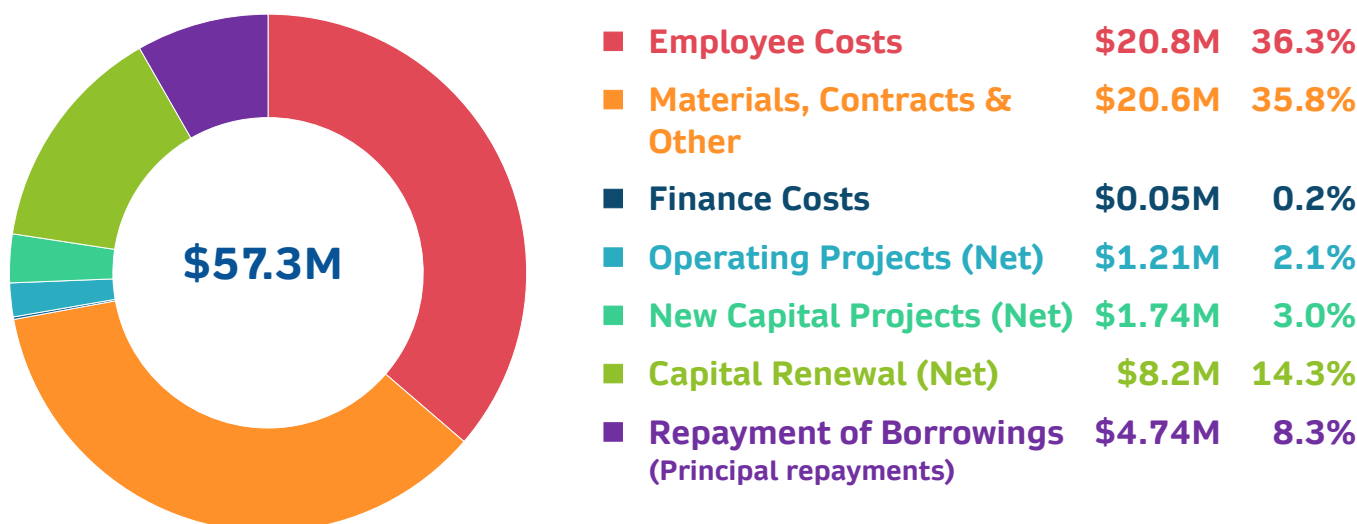
FINANCIAL SUMMARY

\$'000	2023-24 Budget	2022-23 Forecast
Income		
General Rates Income	46,723	44,114
All Other Income	10,588	10,601
Operating Projects	18	97
Total Income	57,329	54,812
Expenditure		
Employee Costs	20,813	19,426
Materials, Contracts & Other Expenses	20,556	19,679
Depreciation, Amortisation & Impairment	12,000	10,175
Finance Costs	50	267
Operating Projects	1,225	2,293
Less Total Expenditure	54,644	51,840
Operating Surplus/(Deficit)	2,686	2,972
Principal Repayment of loans	276	266
Cash surplus/(deficiency) after principal repayments	2,409	2,706
Capital Renewal less income to be received	8,204	10,891
New Capital less funding to be received	1,740	4,490
Less Total Capital	9,944	15,381
Sub-total	(7,534)	(12,675)
Add back Depreciation, Amortisation & Impairment	12,000	10,175
(Shortfall) / Improvement in cash position	4,466	(2,501)
Fixed Term Borrowings	288	565
Cash Advance Debenture (CAD Borrowings)	234	4,799
Total Borrowings	622	5,364
Repayment of Fixed Term Borrowings	277	266
Repayment/(draw-down) of CAD	4,465	(2,488)
Net repayment/(draw down) of borrowings	4,742	(2,222)
Operating Surplus Ratio (Target 5%) (before Equity Accounted Subsidiaries)	4.7%	5.4%
Net Financial Liabilities Ratio (Target <80%)	14%	23%
Asset Renewal Funding Ratio (Target 100% average over 10 years)	91%	129%
Asset Renewal to depreciation (Target 100% average over 10 years)	70%	112%

Where our funding comes from



How we allocate our funding



This financial summary excludes the Equity Account Businesses (Centennial Park Cemetery Authority, Brown Hill & Keswick Creek Stormwater Board and East Waste). The Equity Accounted Businesses are included in the Budgeted Financial Statements.



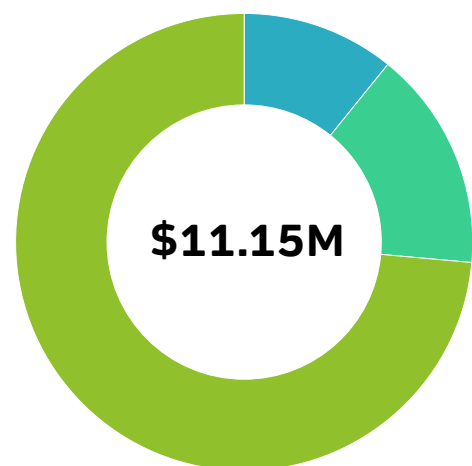
PROJECT PRIORITIES & HIGHLIGHTS

Council's project priorities for 2023-24 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 identified community need
- Projects were divided into three broad categories:
 - Operating Projects (including annual initiatives)
 - New Capital
 - Capital Renewal Program
- An Elected Member workshop was used to further prioritise, refine and finalise the project list for community consultation.

Our Project Expenditure



■ Operating Projects (net)	\$1.21M
■ New Capital (net)	\$1.74M
■ Asset Renewal (net)	\$8.20M

Further information regarding the projects is included on pages 38-49.

OPERATING PROJECTS

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

These projects are funded by Council's rates income.

[The full list and further details of each project are included on pages 38-41.](#)

Key Highlights include:

- \$635K of Environmental Initiatives including
 - The expansion of tree canopy on public land \$180K
 - Initiatives to reduce Council's carbon emissions \$130K
 - Grant funding to support the Greening of City Verges \$90K
 - Delivery of Water Wells to facilitate the capture of storm water run-off to water trees \$50K
- Delivery of an annual calendar of events \$373K including the Unley Gourmet Gala and a Stage Start for the Santos Tour Down Under
- Trader Event Sponsorship Grants \$40K.

NEW CAPITAL

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

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

[The full list and further details of each project are included on pages 42-44.](#)

Key Highlights include:

- Council's contribution to the continuation of the Brown Hill Keswick Creek project \$840K
- Stage 3 of Wilberforce Walk upgrade between Second Avenue and Leah Street \$150K, co-funded with the South Australian Government.
- Continuing the implementation of Council's Walking & Cycling Plan \$130K
- Solar Panels and Batteries for Council owned facilities \$100K, and an Electric Vehicle Charging Station \$20K
- Unley Road Streetscape Upgrade (Stage 2) \$50K.

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 endorsed by Council in December 2020.

This 2023-24 Renewal Programs include:

- Transport Infrastructure \$3.9M including Road renewal \$1.0M, Kerb & Water Table \$2.1M and Footpaths \$775K
- Drainage and Stormwater \$330K
- Reserves and Open Space \$550K
- Property (incl. Swimming Centre) \$1.2M.

These projects are funded by Council's rates income. [The full list and further details of each project are included on pages 46-49.](#)

SERVICES PROVIDED TO THE COMMUNITY

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

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

- Regulatory activities, including voters' roll maintenance and Elected Members' support
- Determining longer-term strategic management plans, including a strategic plan, long term financial plan, infrastructure and asset management plans, and policies and procedures
- Setting rates, preparing an Annual Business Plan and Budget
- Management and maintenance of basic infrastructure including roads, footpaths, parks, public open space, playgrounds, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control, including building safety assessment
- Provision of various environmental health services
- Management and maintenance of Councils urban forest in streets and parks
- 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 34-37.

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

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

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

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

INFLUENCES ON THE BUDGET

Significant Influences

Council is cognisant of the financial pressure many households and businesses are experiencing from high inflation and rising costs. While council is also experiencing increasing costs, especially in contractual services, it continues to carefully manage its budget and minimised increases in its expenditure budget while balancing its long term financial sustainability.

This approach has enabled Council to minimise the average general rate increase to 5.25%, while maintaining an operating surplus ratio of 4.7%. This average general rate increase is well below the 7.9% increase in Adelaide CPI for the year ended March 2023.

The operating projects and new capital expenditure for 2023-24 are driven by the continued implementation of Council's plans and strategies. These include, but are not limited to, the following:

- Climate and Energy Plan
- Tree Strategy
- Walking and Cycling Plan
- Local Area Traffic Management Plan
- Economic Growth Strategy
- Active Ageing

Council is also committed to continue long-term major projects including the Brown Hill Keswick Creek Storm Water Management Project.

The capital expenditure on new assets for 2023-24 is \$1.74M. The extent of these works can be met from existing financial resources without the need to borrow funds.

Other Influences on the Budget

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

- Local Government Price Index increases on relevant goods and services. In recent years this has tracked close to CPI.
- Provision for Enterprise Bargaining Agreements which, for most staff, determine conditions of employment and provide for annual salary and wages increases
- Maintaining asset management (renewal) expenditure in-line with Council's recently endorsed Asset Management Plans
- Additional maintenance costs due to increased capital works, and the construction of new assets over recent years
- The Regional Landscape Levy, which Council collects and pays to the Green Adelaide Board, is increasing by 14%.

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



COMMUNITY LIVING

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

Objectives

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

Key Projects

- Continued implementation of the 2022-2027 Walking and Cycling Plan including:
 - Design of Railway Terrace South (Devon Street to Goodwood Road)
 - Improvements to the Marino Rocks Greenway on the bend between Cooke Terrace and Rose Terrace
- Stage 3 of Wilberforce Walk upgrade between Second Avenue and Leah Street \$150K (net), co-funded with the South Australian Government
- Staging of the Unley Gourmet Gala and a stage start for the Santos Tour Down Under
- Delivery of initiatives relating to Council's Active Ageing Strategy endorsed by Council in 2020
- Construction of a pedestrian refuge in East Avenue, Clarence Park
- Safety and amenity improvements to Heywood Park.



ENVIRONMENTAL STEWARDSHIP

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

Objectives

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

Key Projects

- Council's continued financial contribution to the Brown Hill Keswick Creek regional project works
- Implementation of Year 3 of the Council's Climate and Energy Plan, including
 - initiatives to reduced Council's carbon emissions,
 - the installation of solar panels and batteries in Council facilities, and
 - installation of an electric vehicle charging station
- Continuing the implementation of Council's Tree Strategy to increase canopy cover across the district through the planting of 440 additional new trees
- The City Wide Greening Verges Program with the conversion of further verges to support residents in beautifying their streets
- The continued installation of water wells to retain water flows from roadways to assist with greening and establishing new tree plantings.



ECONOMIC PROSPERITY

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

Objectives

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

Key Projects

- Implementing Year 3 of the Economic Development Growth Strategy including funding to support the delivery of economic projects identified by the Unley Business & Economic Development Board
- Event sponsorship for the four Mainstreet Trader Associations to stage events to attract visitation to the precincts and generate economic activity.



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

- The continued development of digitised systems and processes within Development and Regulatory Services to improve customer experience and operating efficiency
- Installation of vehicle tracking to improve operational planning, achieve improved environmental outcomes and improve staff safety when in the field
- Implementation of carbon accounting system to support the monitoring and reporting of carbon emissions.



FUNDING THE BUSINESS PLAN

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.

In setting the rates for 2023-24 Council will continue with its current method of rating, which involves three differential rates with the application of a minimum rate, applied against the capital improved value of properties. Council considers this to be a fair and equitable method of rating for the City of Unley.

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

Rate Statistics

Council has 19,666 assessments in 2023-24 including:

- 17,638 assessments within residential Category 1
- 891 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant)
- 924 assessments within non-residential Category 3 (commercial offices and commercial – other).
- 213 non-rateable assessments.



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.

2023-24 General Rates

General Rates income will increase by 5.25%, plus an additional 0.68% representing the increase in revenue from new developments and capital improvement to existing properties.

[Council carefully considered the rates increase in context with Adelaide CPI which was 7.9% for the year ended March 2023.](#)

The rates assessment (rates payable) for a specific property will be dependent upon the 2023-24 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

COUNCIL'S RATES

Differential General Rates

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

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

Category 1 Income estimate \$36.9M	Residential
Category 2 Income estimate \$4.0M	Commercial Shop Industrial Light Industry Other Vacant Land Other
Category 3 Income estimate \$5.8M	Commercial Office Commercial Other

Minimum Rate

Council has decided that there will be a minimum rate on every rateable property. Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities and creating and maintaining the physical infrastructure that supports each property. The minimum rate for 2023-24 is \$955, an increase of 5.3% from 2022-23.

There will be 3,869 assessments paying the minimum rate in 2023-24.

Rate Revenue Summary

General Rate Revenue is forecast to increase from \$44.206M to \$46.798M **before** discretionary rebates. This represents an increase of 5.9% compared to the 2022-23 financial year. This consists of an average General Rate increase of 5.25%, and additional income from new developments and capital improvements of 0.68%.

Growth in the number of rateable assessments is 0.34%.

The average rates payable for each differential rate category, which are based on the land use categories, will increase as outlined in the table on page 23.

The rates assessment (rates payable) for a specific property will be dependent upon the 2023-24 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Estimated rate increase by land use category

The rates assessment (rates payable) for a specific property will be dependent upon the 2023-24 capital valuation for the property, as assessed by the Valuer General, and the movement in that valuation relative to all other properties with the same differential rate.

Differential Rate Category/ Land Use Category	Average Rates Payable \$		Average Increase	
	2022-23	2023-24	\$	%
Category 1				
Residential	1,986	2,100	114	5.7%
Category 2				
Commercial - Shop	3,242	3,536	295	9.1%
Industrial Light	3,891	4,125	235	6.0%
Industry Other	7,454	8,055	602	8.1%
Vacant Land	4,857	4,378	(479)	(9.9%)
Other	9,836	10,056	219	2.2%
Category 3				
Commercial - Office	6,575	6,739	163	2.5%
Commercial - Other	5,464	5,834	369	6.8%
Minimum Rate Payable	907	955	48	5.3%

Differential Rate in the Dollar			
Financial Year	Residential	Commercial Shop et al	Commercial Office/ Other
	Category One	Category Two	Category Three
2020-21	0.002420	0.004845	0.005736
2021-22	0.002352	0.005221	0.005939
2022-23	0.001869	0.004715	0.005425
2024-25	0.001803	0.003637	0.004681

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, street beautification and minor value-added infrastructure projects.

The revenue generated by the separate rates for 2023-24 has been considered following consultation with the Main Street Trader Associations.

Unley Road

Currently there are approximately 465 ratepayers with a land use of Commercial Shop, Commercial Office and Commercial Other that pay the separate rate. The Unley Road Association has requested a 3.5% increase for 2023-24.

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. The King William Road Traders Association has requested no increase for 2023-24.

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. The Goodwood Road Business Association has requested no increase for 2023-24.

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. The Fullarton Road South Traders Association has requested an increase from \$250 to \$300 for 2023-24.

Main Street Trader Associations	Separate Rate raised in 2022-23	Separate Rate 2023-24	% Increase (Decrease)
Unley Road	\$117,590	\$121,706	3.5%
King William Road	\$150,350	\$150,350	Nil
Goodwood Road	\$57,225	\$57,225	Nil
Fullarton Road	\$13,750	\$16,500	20%

Discretionary Rebates

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

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

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

- is not-for-profit
- provides services or activities that are aligned to Councils Community Plan and key strategies
- provides a direct benefit to the residents of the City of Unley
- allows access to the services or activities by the community and general public
- provides direct services to the community as distinct from administration or advocacy.

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

Regional Landscape Levy

(Formerly the Natural Resources Management Levy)

The Green Adelaide Board has advised the collection amount for 2023-24 is \$1.666M, and increase of 14%.

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

Expected Impact on Rate Payers

To deliver the proposed outcomes of the Annual Business Plan for 2023-24, the total General Rates Income required is \$46.7M inclusive after discretionary rebates. This equates to an average general rate increase of 5.25% plus 0.68% increase from new developments and capital improvements.

Council is cognisant of the financial pressure many households and businesses are experiencing from high inflation and rising costs. While council is also experiencing increasing costs, especially in contractual services, it continues to carefully manage its budget and minimised increases in its expenditure budget while balancing it's long term financial sustainability.

The average general rate increase of 5.25% is well below the 7.9% increase in Adelaide CPI for the year ended March 2023.

FEES AND 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.

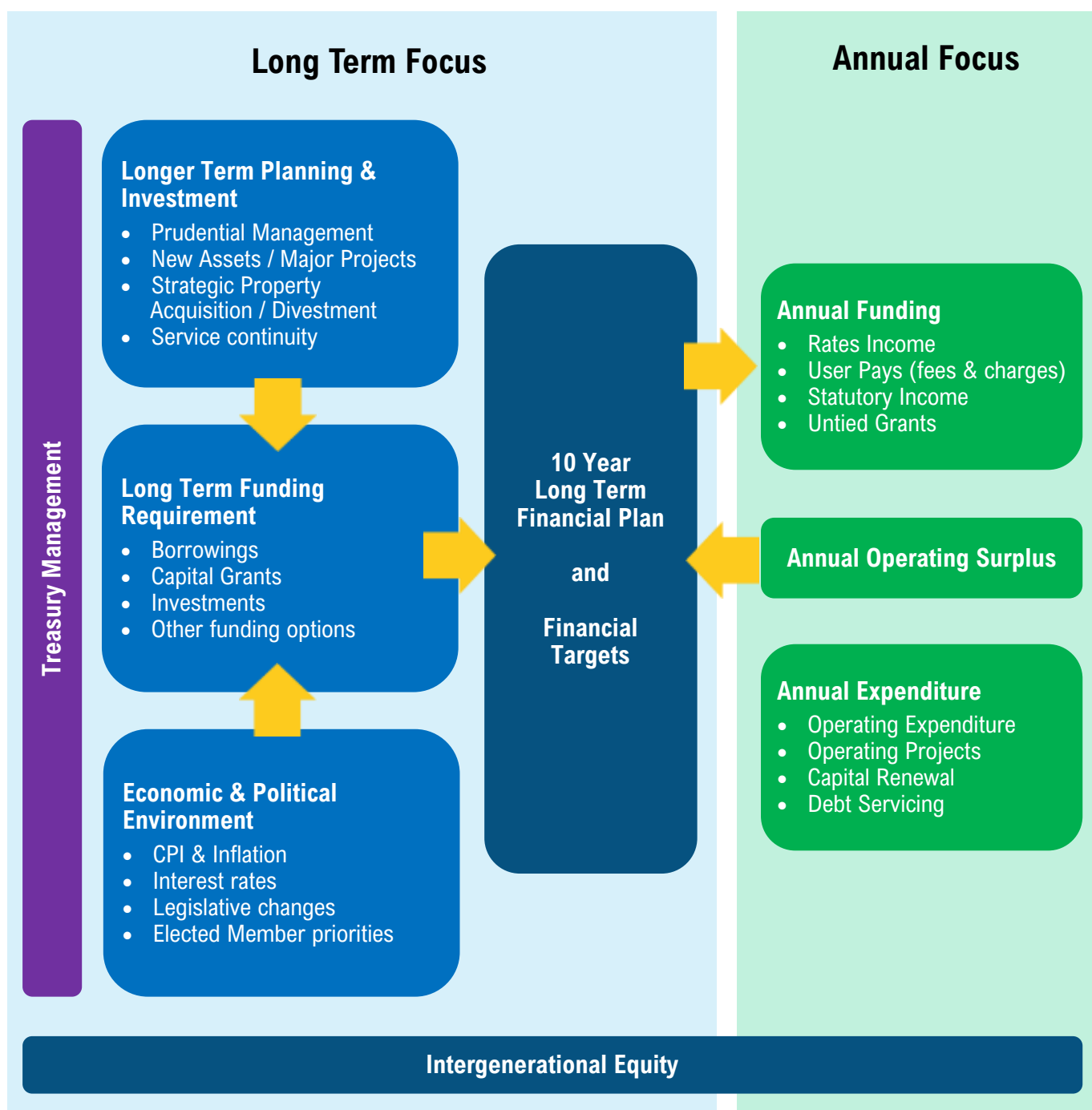
Council's Fees and Charges Register is available with on the City of Unley website, <https://www.unley.sa.gov.au/Council/About-the-Council/Fees-Charges>.



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 diligent 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 considered
- Consideration of Council's appropriate role and responsibilities in service delivery
- Aligned with the Community Plan and 4 Year Delivery Plan and maintenance of high priority strategies
- Aligned with agreed service provision and delivery standards
- Consider Asset Management Plans and Maintenance Standards
- Supported 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 the following ratios:

- Operating Surplus Ratio
- Net Financial Liabilities Ratio
- 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 2023-2031 Long Term Financial Plan.

Financial Indicator	Adopted Target
Operating Surplus Ratio *	5% of total operating income
Net Financial Liabilities Ratio	Less than 80% of total operating income
Asset Renewal Funding Ratio (rolling 10-year average)	100% of recommended spend in the Asset Management Plans
Asset Renewals to Depreciation (10 year average)	100% of recommended spend in the Asset Management Plans

*(excluding equity accounted businesses)

FINANCIAL SUSTAINABILITY

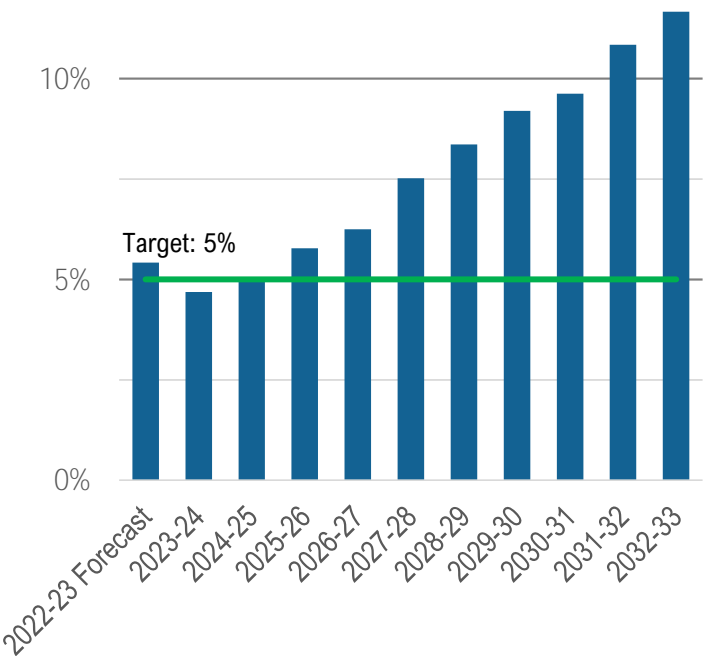
Operating Surplus Ratio

Operating surplus as a percentage of operating income.

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

Council is forecasting an operating surplus ratio of 4.7% for the 2023-24 Budget, which is marginally below the target of 5%.

The lower target is primarily due to an increase in depreciation arising from increases in construction costs.



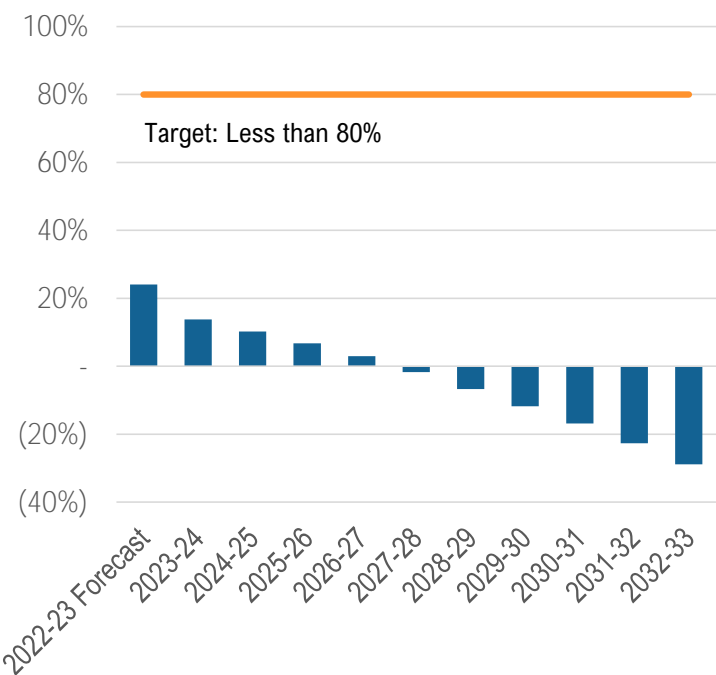
Net Financial Liabilities Ratio

Net financial liabilities as a percentage of operating surplus.

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

Council is forecasting a net financial liabilities ratio of 14% for the 2023-24 Budget, well within the target range of 80%.

Council borrowed to undertake a significant capital works program in 2019-20 including the upgrade of King William Road. Council’s borrowings are forecast to reduce by \$4.7M in 2023-24 to \$0.6M.

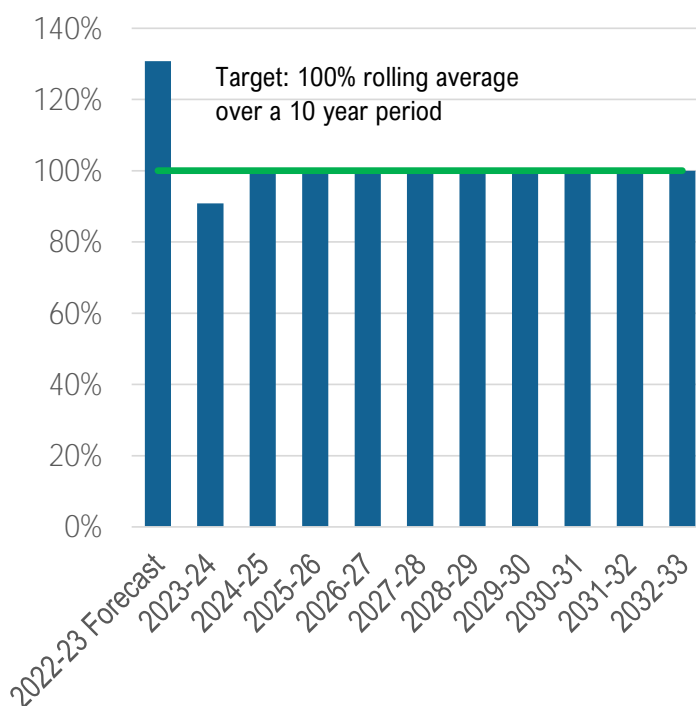


Asset Funding Renewal Ratio

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

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

Council is forecasting an Asset Funding Renewal Ratio of 91%, noting the forecast for 2022-23 is 131%.



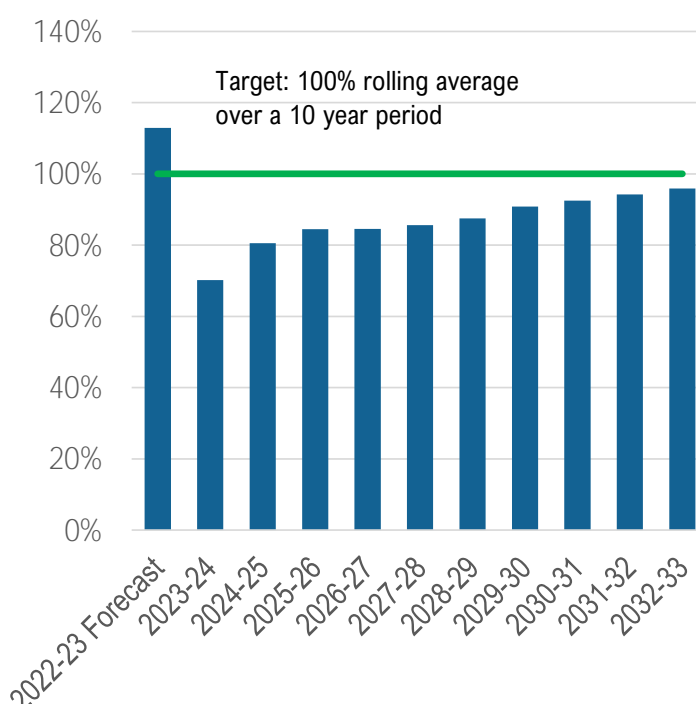
Asset Renewals to Depreciation

Capital renewal expenditure as a percentage of depreciation.

This ratio compares capital renewal expenditure relative to the annual consumption of the asset lives.

Council is forecasting an Asset Renewals to Depreciation Ratio of 70%.

Depreciation is presently being reviewed as part of the asset condition audits and revaluations, which will inform longer term depreciation estimates.



BUDGET FRAMEWORK

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

Operating Budget (excluding Projects)

The core operations of the Council are detail by Operating Programs on pages 34-37. Council approval will be required where total operating expenditure varies from its approved budget as presented in the Statement of Comprehensive Income on page 51.

Operating Projects

Operating Projects and programs have been developed in consultation with Council, and are detailed on pages 38-41.

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 42-44

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 provided on pages 46-49.

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		
Active Ageing Coordination, administration and support for community based services and projects aimed at facilitating independence and promoting social inclusion.	1,331	1,492	161
Animal Management Promote community safety through education, awareness and compliance with the legislation relating to the <i>Dog and Cat Management Act</i> and <i>Local Government Act</i> .	190	252	63
Arts & Cultural Development Provision of Art and Cultural Development programs to support a vibrant and active community.	-	169	169
Business Support & Improvement Provides general management, executive support and leadership to the services provided by Business Support & Improvement Division and supports Elected Members.	-	515	515
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	3,418	3,415
City Development Management Provides general management, executive support and leadership to the services provided by City Development and to Elected Members.	-	473	473
City Services Management Provide general management, executive support and leadership to the services and programs provided by City Services and to Elected Members.	-	523	523
Community Bus Program A community transport service within the City of Unley provided by fully trained and accredited volunteer drivers, aimed at improving mobility plus connection to more City Services.	8	129	121
Community Centres Management and provision of a thriving network of Community Centres that promote social inclusion, belonging and connection.	463	1,038	575
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).	-	155	155

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.	-	180	180
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.	-	213	213
Community Grants Funding for community organisations, groups and individuals to implement programs and initiatives that promote community connectivity, belonging, participation and cultural diversity.	-	137	137
Corporate Activities The accumulation of corporate costs including leave on-costs, treasury management, levy and taxes and insurances.	2,622	3119	497
Culture & Business Capability This service supports the continuous improvement of overall business capability focused on the provision of 'best value' services to customers. Critical to improved business capability and customer experience is having the best organisational culture possible.	-	40	40
Customer Experience Coordinate and manage the City of Unley brand through customer service, provision of frontline customer service plus resolve customer enquiries and build goodwill within the City of Unley community.	1	652	652
Development Services Planning and building control within the City in accordance with the <i>Development Act</i> and Regulations and other legislative requirements.	564	1955	1,392
Economic Development Manage the implementation, monitoring and evaluation of economic development activities and strategic initiatives within the City of Unley.	351	720	369
Environmental Initiatives Drive improved environmental sustainability through policies, strategies, programs and projects.	101	249	147
Finance & Procurement Delivers accounting, financial, procurement, risk management and treasury management services required to support Council's operations, including statutory and financial reporting obligations.	46,961	1,871	(45,090)
Governance Undertakes administration of legislative and corporate governance requirements.	-	354	354

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.	-	1,498	1,498
Library Services Provision of library services, programs and facilities to encourage literacy, lifelong learning and social inclusion and connection.	337	2,360	2,022
Marketing & Communications Coordinate and manage the City of Unley reputation and brand in digital and printed communications and media relations.	-	634	634
Office of the CEO Organise and manage the governance of the City of Unley, including support for Elected Members and Civic Functions.	352	1,548	1,195
Operational Services Provides maintenance services to Council's infrastructure, property, open space, street and park trees, plant and equipment assets.	1,115	16,374	15,259
Parking Enforcement Promote community safety through education, awareness and compliance with the legislation relating to the <i>Road Traffic Act</i> and <i>Local Government Act</i> , and Council By Laws.	1,108	800	(309)
Property Services Provides sustainable strategic management of Council's building and property asset portfolio.	684	3,309	2,625
Public & Environmental Health Promote community health and safety through education, awareness and compliance with the legislation relating to the <i>Environment and Protection Act</i> and the <i>Local Government Act</i> .	48	441	393
Strategic Asset Management Provides sustainable strategic management of Council's asset portfolio.	-	690	690
Strategic Projects Facilitates delivery of major strategic initiatives from the 4 Year Delivery Plan and Community Plan.	-	182	182
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.	-	744	744
Unley Museum Provision of the Unley Museum to showcase the cultural heritage and history of the area through the provision of collection, exhibitions and programs.	6	172	167
Unley Swimming Centre Provision of a premier outdoor swimming facility, encouraging community health, wellbeing and water safety.	903	1,203	299

Operating Programs continued	Income	Expenditure	Net Expenditure
	\$'000		
Urban Design (incorporating Recreation and Sport) Development and management of high quality public realm and open space. Coordination, administration and support to provide an effective, safe and equitable management of movement spaces for all modes, ratepayers and visitors to improve local accessibility and safety.	-	501	501
Volunteer Development Provide coordination, administration and support for community based volunteer services and projects.	-	104	104
Waste Management Collection and disposal of general waste, kerbside recycling, green waste and a hard rubbish collection service.	165	5,096	4,931
Youth Development Engage and empower young people in the community by identifying, developing and providing activities, programs and events.	-	108	108
Total Operating Programs	57,311	53,419	(3,892)
Operating Projects (as per the following pages)	18	1,225	1,207
Total Operations (including Operating Projects)	57,329	54,644	(2,686)



OPERATING PROJECTS & INITIATIVES

Operating Projects & Initiatives	Income	Expenditure	Net Expenditure
Environmental Initiatives			
Sustainability Projects Officer (Year 2 of 3)	-	115,000	115,000
City Wide Greening Verges	-	90,000	90,000
Water Wells (Treenet Inlets) Program	-	50,000	50,000
Tree Strategy Expanding Canopy Target - Public Land	-	180,000	180,000
Shaping Unley—Trees on Private Land	-	45,000	45,000
Carbon Accounting and Communications	-	25,000	25,000
Council Operations Carbon Emissions Reduction	-	130,000	130,000
	-	635,000	635,000
Events			
Christmas In Unley	-	30,000	30,000
Australia Day 2024	-	5,000	5,000
2024 Tour Down Under Stage Start	-	55,000	55,000
Unley Gourmet Gala 2024	18,000	261,000	243,000
Community Events Program	-	40,000	40,000
	18,000	391,000	373,000
Economic Development Initiatives			
Trader Association - Major Event Sponsorship	-	40,000	40,000
Unley Business & Economic Development Board	-	20,000	20,000
	-	60,000	60,000
Other Projects			
Active Ageing Strategy Program (Year 7)	-	20,000	20,000
Clarence Park Community Contribution	-	15,000	15,000
RAHS Show Traffic Management	-	27,000	27,000
Unley Civic Precinct - 183 Unley Rd Car Park Design	-	32,000	32,000
Fleet Tracking	-	45,000	45,000
	-	139,000	139,000
Total Operating Projects	18,000	1,225,000	1,207,000

Operating Projects & Initiatives	Net Expenditure
Environmental Initiatives	
Sustainability Projects Officer (Year 2 of 3) Funding a fixed-term contract position which assists with the implementation and delivery of the actions of Council's key sustainability strategies including: Climate & Energy Plan, Tree Strategy, Environment & Sustainability Strategy and Waste Management & Resource Recovery Plan 2021-25.	115,000
City Wide Greening Verges Convert Council verges located within the City from dolomite to loam which are then planted and maintained by residents. The program has enabled the conversion of over 449 verges and a total area of 7,933m ² across the City in the last 6 years.	90,000
Shaping Unley - Trees on Private Land Continuation of the 'Shaping Unley' (Active Participation Framework) to better understand the issue of declining tree canopy cover on private land, and to find common ground to address this complex, city-wide issue.	45,000
Water Wells (Treenet Inlets) Program The continued delivery of Council's water wells initiative for 2023-24. The installation of inlets in Council verges across the City to assist with their greening and establishing new tree plantings by increasing moisture in the soil through capturing and retaining flows from the roadway.	50,000
Tree Strategy Expanding Canopy Target - Public Land One of the key objectives of Council's Tree Strategy is to increase canopy cover within the City on Council land. This project will see the planting of 440 additional trees throughout the City in 2023-24.	180,000
Carbon Accounting and Communications To continue funding the licensing of a consolidated carbon accounting tracking system to enable Council to continue to monitor and prioritise its operations emission reduction actions and to communicate greenhouse emissions inventories, sustainability reporting and benchmarking.	25,000
Council Operations Carbon Emissions Reduction Reducing Council's operations carbon emissions in line with its Climate & Energy Plan: <ul style="list-style-type: none"> • Contribution to purchasing up to 3 new Council Electric Vehicles • Installation of an Electric Vehicle charging station at Council's Operations Depot • Installation of a 30kw solar panel system at Council's Operations Depot • Investment in Scope 3 pilot materials such as road sealing. 	130,000
Total Environmental Initiatives	635,000

Operating Projects & Initiatives	Net Expenditure
Events	
Christmas In Unley To provide festive decorations and theming on the front of the library building facing Unley Road and the entry to the Civic Centre building year to celebrate the festive season in Unley. This initiative also includes an Ignite Unley Outdoor Cinema Christmas community event to launch the festive season.	30,000
Australia Day 2024 To host a Citizenship and Australia Day Awards ceremony.	5,000
2024 Tour Down Under Stage Start Funding to host a stage start of the 2023 Santos Tour Down Under should the City of Unley receive an offer from Events SA. The hosting of a TDU Stage is dependent on a stage being granted by SA Tourism Commission.	55,000
Unley Gourmet Gala 2024 Staging of the Unley Gourmet Gala Street Party the evening prior to a Tour Down Under Stage Start.	243,000
Community Events Program Delivery of a program of community events aimed at neighbourhood development and place	40,000
Total Events	373,000



Operating Projects & Initiatives	Net Expenditure
Economic Development Initiatives	
Trader Association - Major Event Sponsorship The provision of financial support to Council's four Trader Associations to stage annual events in 2023-24. The intent of the funding is to attract visitation to the precincts and generate spending on the back of a significant event on each of the main streets.	40,000
Unley Business & Economic Development Board One of the initiatives identified in Council's Economic Development Strategy is to establish an Advisory Committee that will provide advice and support to Council on Economic Development matters and opportunities. This funding supports the delivery of economic projects identified by the Advisory Committee.	20,000
Total Economic Development Initiatives	60,000
Other Projects	
Active Ageing Strategy Program (Year 7) Initiatives that have been developed in consultation with Council's Active Ageing Alliance. The project aims to realise Council's vision of the City of Unley to be celebrated as a great place to grow older. The program will include facilitation of the Active Ageing Alliance, an intergenerational Grandfriends connection project, a new research program called the Mid-life Chrysalis and an extensive education, information and communication program.	20,000
Clarence Park Community Contribution Request from the Clarence Park Community Centre to contribute to the salary of the Shed Coordinator.	15,000
Royal Adelaide Show Traffic Management Council's financial contribution to the cost of traffic management to stage the 2023 Royal Adelaide Show.	27,000
Unley Civic Precinct - 183 Unley Rd Car Park Design To deliver a detailed design for an upgrade of the car park which is part of the Unley Civic Precinct and establish a new Deed between Council and the land owner. This will inform future construction to continue the shared use of the car park by Council.	32,000
Fleet Tracking Installation of vehicle tracking to assist operation management, identify efficiencies and improved WHS for remote and isolated staff.	45,000
Total Other Projects	139,000
Total Operating Projects	1,207,000

NEW CAPITAL

New Capital Projects	Income	Expenditure	Net
Brown Hill Keswick Creek (BHKC) City of Unley Contribution	-	840,000	840,000
Walking and Cycling Plan Implementation (Year 1 of 5)	-	130,000	130,000
Wilberforce Walk (Stage 3)	150,000	300,000	150,000
Unley Road Streetscape Upgrade (Stage 2)	-	50,000	50,000
Local Area Traffic Management (LATM) Implementation	-	25,000	25,000
Development, Environmental Health and Regulatory - Mobility & Operational Management Improvements (Year 2 of 2)	-	45,000	45,000
East Avenue Pedestrian Refuge	-	70,000	70,000
Solar Panels	-	50,000	50,000
Batteries to Store Solar Power	-	50,000	50,000
Public Electric Vehicle (EV) Charging Station	-	20,000	20,000
Heywood Park Safety & Amenity Improvements	-	15,000	15,000
Improve amenity of Gladstone Street	-	30,000	30,000
Sub-total	150,000	1,625,000	1,475,000
Overhead Allocation	-	265,000	265,000
Total New Capital Projects	150,000	1,890,000	1,740,000


Brown Hill Keswick Creek (BHKC) Wetlands



New Capital Projects	Net Expenditure
Brown Hill Keswick Creek (BHKC) City of Unley Contribution The City of Unley together with the Cities of Burnside, Mitcham, West Torrens and the Corporation of the City of Adelaide have collaborated to develop a catchment based approach to mitigating flood risk and use of stormwater where feasible in the Brown Hill and Keswick Creek catchment. The City of Unley contributes 21% of the Boards capital costs as identified in its Stormwater Management Plan.	840,000
Walking and Cycling Plan Implementation (Year 1 of 5) Continued implementation of priorities as endorsed by Council in its Walking & Cycling Plan 2022-2027. The projects to be delivered in 2023-24 are: <ul style="list-style-type: none"> • Railway Terrace South (Devon Street to Goodwood Road) - detailed design and documentation • Wood-Weller Bikeway (Stage 5) Wood Street to Cross Road Connection – consultation • Young Street Neighbourhood Bicycle Route Stages 2 and 3 (Unley Road to Goodwood Road) - concept design • Jellicoe-Ningana Avenue Neighbourhood Bicycle Route - concept design. • Marino Rocks Greenway / Cooke Terrace / Rose Terrace Bend Walking and Cycling Improvements – construction • Bicycle End of Trip Facilities - installation of up to five bicycle racks and one bicycle repair station. 	130,000
Wilberforce Walk (Stage 3) The construction of the Wilberforce Walk (Stage 3) between Second Avenue and Leah Street. The delivery of this project is proposed to be funded on a 50-50 basis between Council and the State Government. In this respect, the project will only proceed in the event Council is successful in securing grant funding.	150,000
Unley Road Streetscape Upgrade (Stage 2) The continued delivery of Council's Unley Road Public Realm Streetscape Upgrade which for 2023-24 will be in the section that is between Park Street and Thomas Street. The proposed Stage 2 streetscape works are: <ul style="list-style-type: none"> • Street furniture (Seating, Bins, Bike Racks, Planter Boxes, Fencing etc) • Bollards (EAB or standard as required). • New planting beds and other greening opportunities. • Way-finding signage. In addition to the streetscape upgrade works, renewal of footpaths and kerbing will also be undertaken and funded through Council's 2023-24 Capital Renewal Program.	50,000
Local Area Traffic Management (LATM) Implementation Continued implementation of recommendations and measures resulting from Local Area Traffic Management Plans developed, including: <ul style="list-style-type: none"> • Thomas Street and Morningside Road Intersection Improvements (LATM 1) - concept design and consultation. • Haslop Reserve Walking and Cycling Improvements (LATM 2) - concept design and consultation. • Porter Street Parking Review - consultation and implementation. 	25,000
Development, Environmental Health and Regulatory - Mobility & Operational Management Improvements (Year 2 of 2) Continuation of digitisation and mobility improvements to support the service review implementation across Development and Regulatory Services.	45,000

New Capital Projects	Net Expenditure
East Avenue Pedestrian Refuge The installation of a pedestrian refuge adjacent to Langdon Avenue for people crossing East Avenue to access cafes and Page Park.	70,000
Solar Panels To increase the kW production from solar panels installed on Council owned and occupied by Council properties. Staff will assess properties that would return the best value for money.	50,000
Batteries to Store Solar Power Council staff will investigate Council owned facilities that export power to the grid. The preferred facilities would have a reasonable degree of use to draw from battery when insufficient solar is being produced.	50,000
Public Electric Vehicle (EV) Charging Station Provide a publicly available electric vehicle (EV) rapid charging station on Council owned property. Charging Station should consider use of 100% renewable energy provider, provision of a portion of each charge for free and third-party opportunities.	20,000
Heywood Park Safety & Amenity Improvements Establishment of a natural barrier of low-level plantings on the eastern side of Heywood Park adjacent to Grove Street to reduce the risk of very young children wandering from the Ninja Playground onto the road.	15,000
Improve amenity of Gladstone Street To improve the condition and amenity of Gladstone Street by the following measures: <ul style="list-style-type: none"> • Increase greening • Reduce opportunities for over-length vehicles parking in the street. 	30,000
Capitalised Project Delivery Costs	265,000
Total New Capital Projects	1,740,000





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 2023-24 the Capital Renewal Program has a projected net expenditure of \$8.2M.

CAPITAL RENEWAL

Capital Renewal Program	Income	Expenditure	Net
Buildings			
Property Program	-	915,000	915,000
Swimming Facilities Program	-	275,000	275,000
	-	1,190,000	1,190,000
Open Space			
Reserves & Open Space Program	-	550,000	550,000
	-	550,000	550,000
Stormwater			
Drainage & Stormwater Program	-	330,000	330,000
	-	330,000	330,000
Transport			
Road Program	-	1,000,000	1,000,000
Kerb & Water Table Program	-	2,100,000	2,100,000
Footpath Program	-	775,000	775,000
	-	3,875,000	3,875,000
Plant, Fleet and Equipment			
Plant and Equipment	142,000	619,000	477,000
Light Fleet	75,000	118,000	43,000
	217,000	737,000	520,000
ICT Assets			
ICT Asset Renewal	-	552,000	552,000
Library RFID Kiosk Replacement	-	200,000	200,000
	-	752,000	752,000
Sub-total	217,000	7,434,000	7,217,000
Capitalised Project Delivery Costs	-	987,200	987,200
Total	217,000	8,421,200	8,204,200

Capital Renewal Program

Property Program

Facility	Component Renewal	Scope
Civic Buildings		
Unley Civic Centre		Renewal of A/C cooling tower
		Renewal of floor carpets
		Renewal of kitchen areas
		Renewal of blinds
		Renewal of customer service area
		Renewal of office furniture
		Renewal of staff changeroom amenities
Operations Depot		Renewal of amenities
Community Buildings		
Sturt Lawn Tennis Club Walls		Repair/renewal of internal walls
Unley Oval		Renewal of toilet facilities
Unley Oval		Renewal of Oval lighting to LED
Goodwood Community Centre		Renewal of A/C system
Various		Various other works on Council buildings based on latest condition auditing which has been undertaken in 2023

Swimming Facilities Renewal Program

Component Renewal	Scope
Plant Room	Renew internal walls and floor
Pool Cover	Replace pool cover to main pool
Pumps	Replace heat pumps
Control System	Replace control system panel
Flow Sensors	Replace all flow sensors
Balance Tank	Repair to internal and external walls
Valves	Replace valves in all pools

Capital Renewal Program continued

Reserves and Open Space Program

Location	Works
Dora Gild Reserve	Renew softfall to individual play equipment
Orphanage Park	Renew softfall – inlaid beach pattern
Soutar Park	Renew picnic tables and seating
Everard Park Reserve	Renew irrigation to turf and garden areas
Everard Park Reserve	Renew reserve lighting
Soldiers Memorial Park	Renew reserve memorial lighting
North Unley Park	Design and documentation for future renewal
Various parks and reserves	Renewal of failed timber slat seats

Drainage & Stormwater Renewal Program

Location	Works
Foundry Street, Goodwood	Renew laneway pipe and outlet
Northgate Street, Unley	Re-line failed pipe in easement
Side Entry Pits (Various)	Renew single side entry pits to double side entry pits during kerb renewal works
Ridge Park Managed Aquifer Recharge (MAR) Scheme	Renew SCADA (supervisory control and data acquisition) and telemetry system
Heywood Park Managed Aquifer Recharge (MAR) Scheme	Renew SCADA (supervisory control and data acquisition) and telemetry system

Road Renewal Program

Road Name, Suburb	To/From	Scope
Greer Street, Hyde Park	Commercial Road to Commercial Road (loop road)	Asphalt Resurfacing
Foundry Street, Wayville	Albert Street to End	Asphalt Resurfacing
Andrew Avenue, Millswood	Wood Street to Regent Street	Asphalt Resurfacing
Miller Street, Unley	Young Street to Roberts Street	Asphalt Resurfacing
Birks Street, Parkside	Fullarton Road to Myra Street	Asphalt Resurfacing
Myra Street, Parkside	Birks Street to Collins Street	Asphalt Resurfacing
Percy Street, Millswood	Mitchell Street to End	Asphalt Resurfacing
Leicester Street, Parkside	Porter Street to End	Pavement Patching
Miegunyah Avenue, Unley Park	Northgate Street to End	Asphalt Resurfacing

Capital Renewal Program continued

Kerb & Water Table Renewal Program

Road Name, Suburb	To/From	Scope
Unley Road, Unley	Unley Shopping Centre to Park Terrace	Western side full reconstruction
Greer Street, Hyde Park	Commercial Road to Commercial Road	Both sides full reconstruction
Foundry Street, Wayville	Albert Street to End	Both sides full reconstruction
Bendall Lane, Wayville	John Street to End	Western side partial reconstruction
Andrew Avenue, Millswood	Wood Street to Regent Street	Both sides full reconstruction
Birks Street, Parkside	Fullarton Road to Myra Street	Both sides full reconstruction
Myra Street, Parkside	Birks Street to Campbell Road	Both sides full reconstruction
Miller Street, Unley	Young Street to Roberts Street	Both sides full reconstruction
Percy Street, Millswood	Mitchell St to End	Both sides full reconstruction
Hillsley Ave, Everard Park	Africaine Avenue to Nibley Avenue	Southern side partial reconstruction
Miegunyah Avenue, Unley Park	Northgate Street to End	Both sides full reconstruction

Footpath Renewal Program

Road Name, Suburb	To/From	Side, Scope
Unley Road, Unley	Thomas Street to Park Terrace	Western side renewal in line with Unley Rd guidelines
Greer Street, Hyde Park	Commercial Street to Commercial Street	Both sides partial pick up and relay
Trevelyan Street, Goodwood	Young Street to John Street	Both sides partial pick up and relay
John Street, Goodwood	Albert Street to Trevelyan Street	Both sides partial pick up and relay
Foundry Street Laneway, Wayville	Foundry Street to Bendall Street	Reconstruction linked with stormwater renewal
Bendall Street, Wayville	John Street to End	Both sides partial pick up and relay
Nibley Avenue, Everard Park	Hillsley Avenue to Africaine Road	Northern side adjacent reserve
Highgate Street, Highgate	Cross Road to Avenue Road	Northern side adjacent school
Collins Street, Parkside	Campbell Road to End	Eastern side renew with interlock pavers
Ridge Park, Myrtle Bank	Oval Path Loop	Renew gravel path with asphalt

Plant, Fleet & Equipment

Plant & Equipment Renewal	Renewal of major and minor plant.
Light Fleet Renewal	Replacement of three vehicles scheduled for replacement.

ICT Assets =

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.

Library RFID Kiosk Replacement Replacement of the Radio Frequency Identification (RFID) kiosks in the Unley and Goodwood Libraries and the associated technology.

BUDGETED FINANCIAL STATEMENTS

Uniform Presentation of Finances

\$'000s	2023-24 Budget	2022-23 Forecast
Income	57,329	54,812
less Expenses	(54,643)	(52,840)
Subtotal	2,686	2,972
Equity Accounted Subsidiaries	(255)	13
Operating Surplus / (Deficit) before Capital Amounts	2,431	2,985
less Net Outlays on Existing Assets		
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(8,421)	(11,374)
less Depreciation, Amortisation and Impairment	12,000	10,175
less Amounts received specifically for Replacement of Existing Assets	-	-
less Proceeds from the Sale of Replaced Assets	217	483
Net Outlays on Existing Assets	3,796	(716)
less Net Outlays on New and Upgraded Assets		
Net Capital Expenditure on New and Upgraded Assets	(1,890)	(8,112)
less Amounts received specifically for New and Upgraded Assets	150	3,622
less Proceeds from Sale of Assets	-	-
Net Outlays on New and Upgraded Assets	(1,740)	(4,491)
Net Lending / (Borrowing) for the Financial Year (inclusive of Equity Accounted Businesses)	4,487	(2,222)
less Equity Accounted Businesses	255	(13)
Net Lending / (Borrowing) for the Financial Year excluding Equity Accounted Businesses	4,742	(2,235)
Net Financial Liabilities at Beginning of Year	12,410	10,443
Decrease / (increase) in Other	-	-
Net Financial Liabilities at End of Year	7,923	12,665

Statement of Comprehensive Income

\$'000s	2023-24 Budget	2022-23 Forecast
Income		
Rates	48,885	46,051
Statutory Charges	1,752	1,863
User Charges	2,253	2,091
Grants, Subsidies & Contributions	3,195	3,248
Asset Disposal	-	21
Investment Income	15	103
Reimbursements	286	487
Other Income	925	851
Operating Projects	18	97
Total Income	57,329	54,812
Expenditure		
Employee Costs	20,813	19,426
Materials, Contracts & Other Expenses	20,516	19,679
Depreciation, Amortisation & Impairment	12,000	10,175
Finance Costs	90	267
Operating Projects	1,225	2,293
Total Expenditure	54,643	51,840
Operating Surplus / (Deficit) before Equity Accounted Businesses	2,686	2,972
Net Gain/(loss) - Equity Accounted Businesses	(255)	13
Operating Surplus / (Deficit) inclusive of Equity Accounted Businesses	2,431	2,985
Asset Disposal & Fair Value Adjustments	217	585
Amounts received specifically for new, upgraded or replacement assets	150	3,519
Net Outlays on New and Upgraded Assets	367	4,104
Net Surplus / (Deficit)	2,798	7,089
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,543	1,050
Total Comprehensive Income	4,341	8,139

BUDGETED FINANCIAL STATEMENTS

Statement of Financial Position

\$'000s	2023-24 Budget	2022-23 Forecast
Assets		
Current Assets		
Cash & cash equivalents	1,485	1,485
Trade & other receivables	1,697	1,697
Other financial assets	2	2
Total Current Assets	3,184	3,184
Non-current Assets		
Financial Assets	-	-
Equity accounted investments in Council businesses	34,242	32,954
Infrastructure, Property, Plant & Equipment	547,793	549,482
Total Non-current Assets	582,035	582,436
Total Assets	585,219	585,620
Liabilities		
Current Liabilities		
Trade & Other Payables	6,181	6,181
Borrowings Fixed Term	288	277
Provisions	3,996	3,996
Total Liabilities Assets	10,465	10,454
Non-current liabilities		
Borrowings	334	5,087
Provisions	308	308
Total Non-current Liabilities	642	5,395
Total Liabilities	11,107	15,849
Net Assets	574,111	569,770
Equity		
Accumulated Surplus	182,781	178,441
Asset Revaluation Reserves	391,132	391,132
Other Reserves	197	197
Total Equity	574,111	569,770
Net Financial Liabilities	7,923	12,665

Statement of Cash Flow

\$'000s	2023-24 Budget	2022-23 Forecast
Cash Flows from Operating Activities		
Receipts		
Operating Receipts	57,314	54,710
Investment Receipts	15	103
Payments		
Operating Payments to suppliers and employees	(42,553)	(41,398)
Finance Payments	(90)	(267)
Net Cash provided by (or used in) Operating Activities	14,686	13,148
Cash Flows from Investing Activities		
Receipts		
Amounts specifically for new or upgraded assets	150	3,622
Amounts received specifically for Replacement of Existing Assets	-	-
Proceeds from Sale of Surplus Assets	-	-
Sale of replaced assets	217	483
Repayments of loans by community groups	-	-
Payments		
Expenditure on renewal/placement of assets	(8,421)	(11,374)
Expenditure on new/upgraded assets	(1,890)	(8,112)
Net purchase of Investment Securities	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-
Distributions Received from Equity Accounted Council Businesses (Loss)	-	-
Net Cash provided by (or used in) Investing Activities	(9,944)	(15,382)
Cash Flows from Financing Activities		
Receipts		
Proceeds from borrowings	-	2,234
Payments		
Repayments of borrowings	(4,742)	-
Net Cash provided by (or used in) Financing Activities	(4,742)	2,234
Net Increase/(Decrease) in cash held	-	-
Plus: Cash & cash equivalents at beginning of period	1,485	1,485
Cash & cash equivalents at end of period	1,485	1,485

BUDGETED FINANCIAL STATEMENTS

Statement of Equity

\$'000s	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Equity
2023-24 Budget				
Balance at end of previous reporting period	178,441	391,132	197	569,770
Net Surplus/(Deficit) for Year	2,798	-	-	2,798
Other Comprehensive Income				
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,543	-	-	1,543
Other Comprehensive Income	1,543	-	-	1,543
Total Comprehensive Income	4,341	-	-	4,341
Balance at end of period	182,782	391,132	197	574,111
2022-23 Forecast				
Balance at end of previous reporting period	170,301	391,132	197	561,630
Net Surplus/(Deficit) for Year	7,090	-	-	7,090
Other Comprehensive Income				
Gain/(loss) on revaluation of Infrastructure and Assets	-	-	-	-
Share of Other Comprehensive Income – Equity Accounted Council Businesses	1,050	-	-	1,050
Other Comprehensive Income	1,050	-	-	1,050
Total Comprehensive Income	8,140	-	-	8,140
Balance at end of period	178,441	391,132	197	569,770



REVISED LONG-TERM FINANCIAL PLAN

\$'000	2022-23 Forecast	2023-24 Budget	2024-25 LTFP Year 2
Income			
General Rates Income	44,114	46,723	48,826
All Other Income	10,601	10,588	10,659
Operating Projects	97	18	-
Total Income	54,812	57,329	59,484
Expenditure			
Employee Costs	19,426	20,813	21,754
Materials, Contracts & Other Expenses	19,679	20,556	21,378
Depreciation, Amortisation & Impairment	10,175	12,000	12,070
Finance Costs	267	50	-
Operating Projects	2,293	1,225	1,274
Total Expenditure	51,840	54,644	56,476
Operating Surplus/(Deficit)	2,972	2,686	3,008
Principal Repayment of loans	266	277	288
Cash surplus/(deficiency) after principal repayments	2,706	2,409	2,720
Capital Renewal less income to be received	10,891	8,204	9,723
New Capital less funding to be received	4,490	1,740	3,500
(Shortfall) / Improvement in cash position	(2,500)	4,466	1,567
Fixed Term Borrowings	565	288	-
Cash Advance Debenture (CAD Borrowings)	4,799	334	(1,234)
Total Borrowings	5,364	622	(1,234)
Repayment of Fixed Term Borrowings	266	277	288
Repayment/(draw-down) of CAD	(2,488)	4,465	1,568
Net repayment/(draw down) of borrowings	(2,222)	4,742	1,855
Operating Surplus Ratio (Target 5%) (excl Equity Accounted Subsidiaries)	5.4%	4.7%	5.1%
Net Financial Liabilities Ratio (Target <80%)	24%	14%	10%
Asset Renewal Funding Ratio (Target 100% average over 10 years)	131%	91%	100%
Asset Renewal to depreciation (Target 100% average over 10 years)	113%	70%	81%

2025-26 LTFP Year 3	2026-27 LTFP Year 4	2027-28 LTFP Year 5	2028-29 LTFP Year 6	2029-30 LTFP Year 7	2030-31 LTFP Year 8	2031-32 LTFP Year 9	2032-33 LTFP Year 10
50,412	52,051	53,612	55,221	56,877	58,584	60,341	62,151
11,015	11,385	11,761	12,152	12,561	12,979	13,433	13,906
-	-	-	-	-	-	-	-
61,427	63,435	65,373	67,373	69,438	71,563	73,774	76,057
22,464	23,081	23,659	24,250	24,856	25,478	26,115	26,767
21,966	22,570	23,134	23,713	24,306	24,913	25,536	26,175
12,140	12,212	12,286	12,361	12,439	12,518	12,599	12,683
-	-	-	-	-	-	-	-
1,309	1,605	1,379	1,413	1,448	1,765	1,522	1,560
57,879	59,469	60,457	61,737	63,049	64,674	65,772	67,185
3,548	3,967	4,916	5,635	6,389	6,889	8,002	8,873
-	-	-	-	-	-	-	-
3,548	3,967	4,916	5,635	6,389	6,889	8,002	8,873
10,255	10,325	10,514	10,815	11,298	11,580	11,870	12,166
3,500	3,596	3,686	3,778	3,873	3,970	4,069	4,171
1,933	2,257	3,001	3,403	3,658	3,858	4,663	5,218
-	-	-	-	-	-	-	-
(3,167)	(5,424)	(8,425)	(11,828)	(15,486)	(19,343)	(24,007)	(29,225)
(3,167)	(5,424)	(8,425)	(11,828)	(15,486)	(19,343)	(24,007)	(29,225)
-	-	-	-	-	-	-	-
1,933	2,257	3,001	3,403	3,658	3,858	4,663	5,218
1,933	2,257	3,001	3,403	3,658	3,858	4,663	5,218
5.8%	6.3%	7.5%	8.4%	9.2%	9.6%	10.8%	11.7%
7%	3%	(2%)	(7%)	(12%)	(17%)	(23%)	(29%)
100%	100%	100%	100%	100%	100%	100%	100%
84%	85%	86%	87%	91%	93%	94%	96%



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