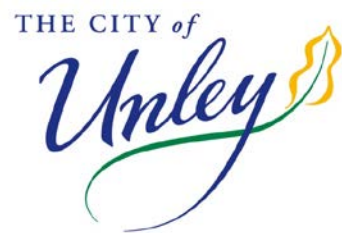




Draft Annual Business Plan 2015-16 for Community Consultation



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Background

Under Section 123 of the *Local Government Act 1999* Council is required to have a budget for each financial year. This 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.

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

- The services provided by the City of Unley
- Proposed new initiatives and projects, and
- Draft budget for 2015-16.

This year's consultation process will commence on 7 May 2015, providing a basis for feedback from the community, so that it can respond and inform Council before the Annual Business Plan is adopted and rates declared.

Once it has been subject to public consultation, and submissions considered by Council, the Statutory Budget documents and financial statements for 2015-16 will be added.

A Long Term Financial Plan (LTFP) has been developed to assist Council with developing a budget within a prudent, longer-term financial framework. The key objective has been to ensure financial sustainability in the medium to long term, while still achieving Council's goals as detailed in the Community Plan and Annual Plan objectives.

Council seeks to achieve a reasonable degree of rate stability over time while ensuring ratepayers are paying for those services and infrastructure maintenance obligations they require.

How Council measures its 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 and Governance Committee and
- Production of an Annual Report including audited financial statements.

Executive Summary

The draft Annual Business Plan for 2015-16 has been prepared in accordance with the priorities of its Community Plan 2033 and 4 Year Plan 2013-2016 and the financial targets adopted by Council at its Council Meeting in February 2015.

Key financial information for 2015-16 is summarised below:

General Rate Increase	4.1%
Estimated Rates Growth (rates from new rateable properties)	0.8%

Budget Summary	\$'000
General Rates Income	36 218
All Other Operating Income	8 384
Operating Expenses	41 707
Operating Projects	1 662
Operating Surplus	1 233
Net Replacement Capital Expenditure	7 707
Net New Capital Expenditure	2 744
Total Capital Expenditure	10 451
Estimated New Borrowings	2 650
Repayment of Borrowings net of community loan repayments	1 114

Council will raise sufficient income to cover its operating expenses and undertake repayment of its debt.

Key Financial Targets

Indicator	Adopted Target	Proposed Outcome
Operating Surplus Ratio	3.0%	3.4%
Net Financial Liabilities Ratio	= < 80%	52%
Asset Sustainability Ratio (over 10 years)	= > 100%	108%

Major Projects

The key Council Projects over the next four years and incorporated in Council's Long Term Financial Plan (LTFP) include:

- Goodwood Road - covering undergrounding, streetscape upgrade and way finding strategy deliverables

- King William Road Master Plan outcomes, and
- Property redevelopment opportunities within the Unley Central Precinct.

In addition, due to Council's commitment to these key strategic capital projects as well as Brown Hill Keswick Creek, Council is unlikely to have funds for the implementation of Unley Oval and Goodwood Oval-Millswood Sporting Complex in the short term without a change in priorities or seeking alternative funding models.

It has therefore been agreed for Council to only complete planning and high level design for Unley Oval and Goodwood Oval-Millswood Sporting Complex Upgrades. This will allow Council to be 'spade ready' and to avail itself of future grant and other funding opportunities as they arise.

Impact on ratepayers

It is proposed that the overall amount ratepayers will pay in general rates will increase on average by 4.1%. For a residential property of average value, this equates to an increase in general rates of approximately \$65 for the 2015-16 year. Rate increases may vary from the average where there has been new development, capital improvements or other significant change to the value of the property.

For more information on the rating structure context please refer to **Funding the Business Plan** on page 15.

Strategies behind the Draft Annual Business Plan

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

- Annual objectives for the year in the context of Council's long-term objectives
- The activities and services provided by Council
- Key financial information relating to revenue and expenditure
- Proposed new initiatives and projects
- Rating context and impact of rates for 2015-16, and
- Council's Long Term Financial Plan and Asset Management Plans

The Draft Annual Business Plan sets out the Council's proposed services, programs and projects for 2015-16. It outlines the Council's specific objectives for the year, in the context of its forecast long term financial position to ensure that a sustainable financial position is maintained.

As such this Draft Annual Business Plan will provide a basis for feedback from the community, so that it can respond and inform Council before the Annual Business Plan is adopted and rates declared.

The City of Unley Draft Annual Business Plan and Budget has been developed in the context of the Council's suite of strategic management plans which include the following:

- Community Plan 2033
- 4 Year Plan 2013-2016
- Long Term Financial Plan including Council's Infrastructure and Asset Management Plans.

The links between these key planning documents are shown below.



The Community Plan 2033 provides the vision, strategies and framework for the future of the City of Unley.

The 4 Year Plan outlines the priorities and strategies of the City of Unley until the year 2016. It sets out strategies that are part of a long term vision, described in the Community Plan 2033, to promote growth that is economically, socially and environmentally sustainable. It also details key projects and services that Council will deliver over the four year period.

The diagram below displays the Council’s Strategic Planning Framework:



Significant Influences for the 2015-16 Budget

A number of factors have influenced the preparation of the Council's Draft 2015-16 Annual Business Plan and Budget. These include:

- Local Government Price Index increases on relevant goods and services, which in the past has tracked above the CPI
- Enterprise Agreements for most staff which provide for wages and salary increases in line with current and proposed wage agreements
- Maintaining asset management (replacement) expenditure at a sufficient level to ensure long term maintenance of Council infrastructure, property and IT assets
- Increased maintenance requirements due to an increase in capital works and construction of new assets over recent years
- State Government budget decisions including Emergency Service Levy increases and the uncertainty of funding pensioner concessions beyond 2014-15
- Commitments to long term major projects including Unley Central, Goodwood Road and Brown Hill Keswick Creek, and
- Consideration of the impact of SA Power Networks legislative vegetation clearance program which includes the pruning of more than 5,000 street trees within the City of Unley. Due to the uncertainty in terms of the impact of the pruning and possible remediation and alternative treatments required by Council, the budgetary impact is unlikely to be known until after the 2015-16 Budget is adopted. As such, it is proposed to address any budget implications as early as possible in the 2015-16 financial year as part of a Budget Review.

In response to the cost imposts on Council and to minimise the burden on ratepayers, Council has continued its work and review of service sustainability.

This has included developing a service improvement model and framework to review services and the level at which they are offered.

Savings identified as part of 2015-16 budget build include:

- Community Centre Service review initiatives of \$100k, and
- A change in the service delivery model for Public Environment and Health of \$48k.

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 of basic infrastructure including roads, footpaths, parks, public open space, street lighting and stormwater drainage
- Street cleaning and rubbish collection
- Development planning and control, including building safety assessment, and
- Provision of various environmental health services.

In response to community needs, Council provides the following services and programs:

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


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
- HACC Program
- Ovals, courts, parks and reserves for hire.
- Community Bus Service
- Halls for hire


Council anticipates that existing service levels of all continuing services from 2014-15 will be maintained during 2015-16.


Council's Long Term Objectives and Key Projects

The key projects that Council will deliver in the 2015-16 financial year have been grouped under the five goals identified in the City of Unley Community Plan 2033.

<p>Emerging Our path to a future city New activities and technologies that support our business and residential communities</p> 	
<p>Long Term Strategic Objectives</p> <ul style="list-style-type: none"> • A thriving and prosperous business community • Emerging technology is embraced • A dynamic mix of uses and activities in selected precincts. 	<p>Key Projects 2015-16</p> <ul style="list-style-type: none"> • Continuation of undergrounding of the power lines along Goodwood Road from the tram crossing to Victoria Street • Commencement of Goodwood Road streetscape • Facilitation of property redevelopment opportunities for the Unley Central Precinct.

<p>Living Our path to a thriving city Reflecting issues of culture, diversity and lifestyle</p> 	
<p>Long Term Strategic Objectives</p> <ul style="list-style-type: none"> • An enviable and diverse lifestyle • Activated places • A City of cultural and artistic diversity • Healthy and active community • Collaborative and engaged community. 	<p>Key Projects 2015-16</p> <ul style="list-style-type: none"> • Development of Katherine Street Open Space • Place activation and showcasing of the our City through major events including Unley Gourmet Gala, Tour Down Under and a community events program.

Moving Our path to an accessible city Concerning accessibility and transport 	
Long Term Strategic Objectives <ul style="list-style-type: none"> • Equitable parking throughout the City • An integrated, accessible and pedestrian friendly City • Alternative travel options. 	Key Projects 2015-16 <ul style="list-style-type: none"> • Continuation of a local area traffic management studies program and implementation of outcomes.

Greening Our path to a sustainable city Covering concerns about environmental initiatives and sustainability 	
Long Term Strategic Objectives <ul style="list-style-type: none"> • Renowned for lifestyle and environmental balance • Leaders in waste reduction • Functional open green space throughout the City. 	Key Projects 2015-16 <ul style="list-style-type: none"> • Second Generation Street Tree Implementation • City wide - Tree Risk Assessment Implementation – Ridge Park • Delivery of Brown Hill Keswick Creek outcomes including Council's contribution to the Stormwater Management Plan works.

Operational Excellence Our path to a robust and sustainable organisation	
Long Term Strategic Objectives <ul style="list-style-type: none"> • A constructive culture for all employees and volunteers • A customer-centric approach • Good governance and legislative framework • An environment of continuous improvement and innovation • A financially sustainable approach to business and planning activity • Enabling information systems and robust reporting • Uphold City of Unley's reputation. 	Key Projects 2015-16 <ul style="list-style-type: none"> • Completion of the Asset Management System implementation • Ongoing Implementation of the Customer Experience Program • Rationalisation of IT and finance systems and website upgrade.

Project Priorities Proposed for the Year

Council's proposed project priorities for 2015-16 stem from the long term objectives and strategies of Council as outlined in Council's Community and 4 Year Plans.

Options for funding has considered whether some of the road, storm water and building capital replacement programs can be deferred for a year or two and whether increases in borrowing over the four year period to 2018-19 can be accommodated.

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

- Council management and staff proposed projects that aim to assist in achieving the Strategic Themes in Council's Community Plan 2033 and 4 Year Plan
- Elected Members submitted projects based on perceived community need
- The Capital Works Program was guided by Council's Asset Management Plans
- Projects were divided into three broad categories: Operating Projects (including change to service), New Capital and Capital Replacement
- Staff proposed Operating Projects were assessed based on risk, benefit, cost and impact
- Capital Projects were ranked according to Asset Plans and other strategic plans; and risk assessments were undertaken for projects
- Elected Member workshops were used to further prioritise, refine and finalise the proposed project list for community consultation.

Operating Projects

These types of projects are either one-off, short term projects or a request to change the level of service. The request to change the level of service will also impact future budgets.

These projects are to be funded by Council's rates income and therefore affect the level of rates increase being considered. The Council is considering a rate increase of 4.1% and the draft Budget proposes to fund a net amount of \$1.662m of operating projects.

Further review of these proposals will occur between now and June 2015, and includes consideration of this consultation process before it is finalised for adoption.

Significant items include:

- Council contribution to the undergrounding of the power lines for Goodwood Road between the tram crossing and Victoria Street \$650k
- Further development of opportunities within the Unley Central Precinct \$50k
- Second Generation Street Tree Implementation \$95k

- Place activation and showcasing of the City of Unley through events including Unley Gourmet Gala (\$169k net), Tour Down Under (\$68k) (proposed but to be confirmed) and community events program and related activities (\$100k), and
- Ongoing implementation of the Customer Experience Program \$96k

The proposed projects are detailed in Appendix 1.

Capital Projects

The City of Unley is responsible for a large number of assets with a current depreciable value of approximately \$530m including land. It is important that Council engage in practices that optimise the assets 'useful lives' for the benefit of the whole community.

Like many other councils, the City of Unley is provided with an increasing demand to provide services in an environment of ageing assets, increased liability and continual constraints on funding.

New capital projects will be funded by borrowings. The proposed new capital projects total \$3.094m (net \$2.744m) and include:

- Goodwood Road Streetscape and Wayfinding Strategy Delivery \$750k
- Development of Katherine Street Open Space \$630k (subject to State Government contribution)
- Brown Hill Keswick Creek project contribution \$464k, and
- Stage 2 Implementation of Council's Asset Management System \$150k.

New capital expenditure may not significantly impact on Council rates in the year of creation but will affect the rates income in the future by way of increased depreciation, maintenance and interest expenses. All new capital will largely be funded through borrowings, however Council commits to investigate, where possible, grants to help fund these new assets.

The proposed capital replacement program of \$7.931m (net \$7.707m) has been based on current asset information and asset management plans. Main items include:

- \$1.514m for the proposed road reseal program
- \$1.634m for the footways replacement program
- \$1.031m for the Building Program
- \$512k for reserves, recreation and open space projects, and
- \$500k for drains and storm water.

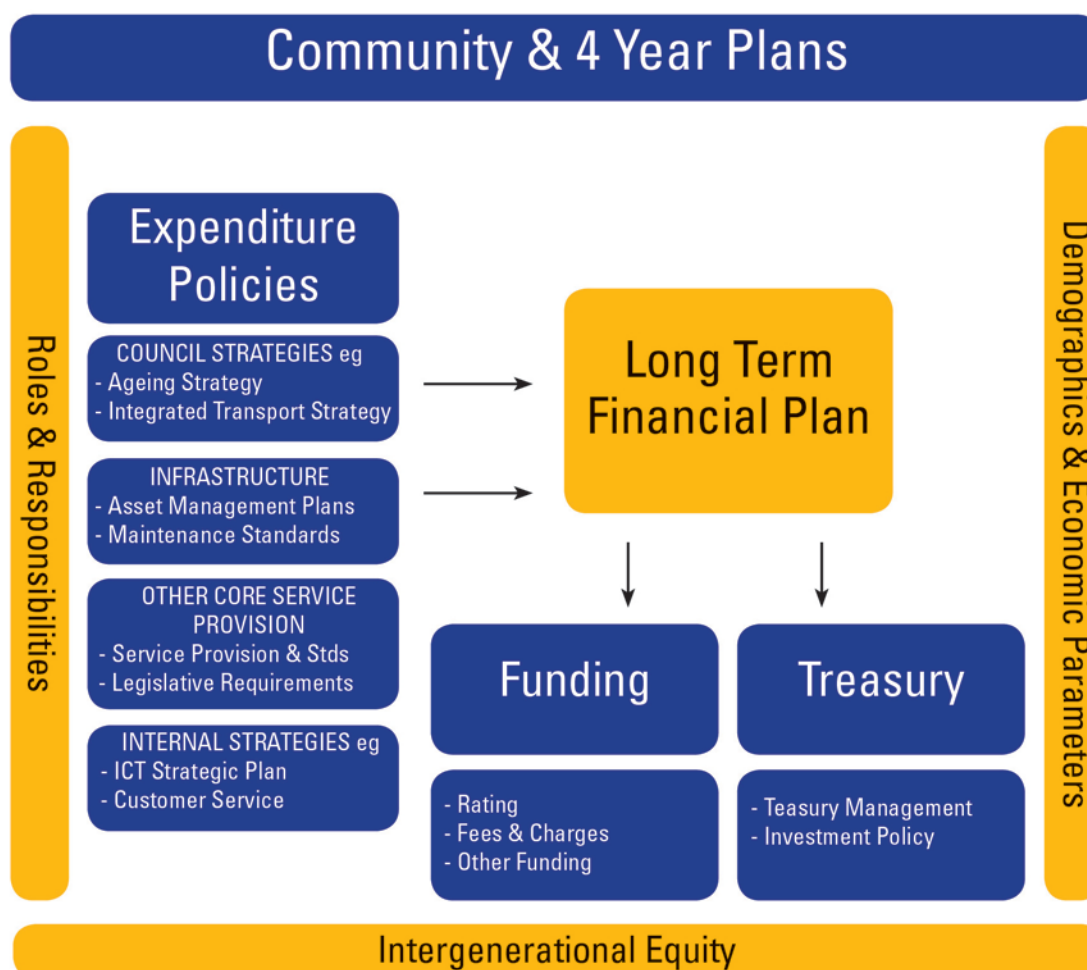
Details of the proposed Capital Works Program are provided in Appendices 2 and 3.

Financial Framework

Long Term Financial Plan

Council has developed a Long Term Financial Plan (LTFP) to guide its financial decisions and 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.

This 10 year LTFP has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework.



The key components of the plan are:

- Assessment of Council's current financial position and achieving longer term financial sustainability
- Ensuring Financial Targets are met
- Consideration of Council's appropriate role and responsibilities
- Ensuring alignment with the Community and 4 Year Plans 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 as well as intergenerational equity (rating stability, Treasury Policy, fees and charges, external funding and investments).

Infrastructure and Asset Management Plans

The City of Unley owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for City users. Infrastructure and Asset Management Plans have been developed for all infrastructure assets to ensure Council continues to provide effective and comprehensive management of its asset portfolios. To manage this process, Council assets have been grouped into categories, and Infrastructure and Asset Management Plans developed for each category.

The development of these Infrastructure and Asset Management Plans indicate 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. The plans make assumptions on the continued utilisation of the assets and specify rolling condition audits required to provide up to date information for the ongoing improvement and review of the plans.

A new approach to asset management driven from a service perspective is currently being introduced to Council. Over the next few years the management of assets will be based more directly on the declared levels of service for each specific asset and this will determine the long term costs. A new asset system, linked to the financial system has been purchased and will be implemented over the next few years to assist with this process.

The Infrastructure and Asset Management Plans provide the basis for the Replacement Capital Program included in Council's LTFP and is refined as part of the Annual Business Plan and Budget process. This program details those individual asset replacement projects flowing from the Infrastructure and Asset Management Plans which require completion to ensure the assets meet the required levels of service. In 2015-16 the Replacement Capital Program has a projected gross expenditure of \$7.931 million.

For footpaths forming part of the footways asset category, Council has endorsed an asset management plan schedule to replace all asphalt to pavers based on current service standards. Based on the LTFP it is anticipated that the City of Unley will be fully paved by 2019-20.

Funding the Business Plan

Excluding borrowings for New Capital, 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 gazetted by the State Government on an annual basis.

Rates Context

In setting the rates for 2015-16 Council proposes to continue with its current method of rating, which is three differential rates with a minimum rate, applied against the capital value of properties. Council considers this to be the most fair and equitable method of rating for the City of Unley.

Council acknowledges that rates are the main source of income to deliver the services and maintain the infrastructure required by its community. 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.

It is proposed that the overall amount ratepayers will pay in general rates will increase in the order of 4.1%.

In determining the total rates income needed for the 2015-16 financial year, Council has mainly relied on its adopted LTFP which indicates rate increases over the next ten years.

Refer to Appendix 4 for details on Rates Assistance Available.

Rate Statistics

Council has nearly 18 500 assessments with just over 16 000 residential, over 1 800 assessments within non-residential Category 2 (including commercial shops, industrial, and vacant land) and 600 non-residential Category 3 (commercial offices and commercial – other).

Assessments on the minimum rate total just over 2 100, with residential comprising over 2 000 of these assessments.

The City of Unley has just over 2 000 pensioner concessions and slightly fewer than 900 properties which receive a Seniors' Concession.

Rates Modelling

The majority of the valuation for the Council area has been completed by Valuer-General and reflects an increase of just under 2.0% in valuation for **existing properties**. This valuation information is still subject to Valuer-General and internal quality assurance processes and revisits during the consultation period.

Analysis to date indicates that:

- residential properties, representing over 85% of the overall valuation, had the average valuation increase of just over 2%.
- non-residential properties, including commercial, had an average valuation increase of just under 1%.

The Budget has been formulated on the basis of retaining differential rates for residential and non-residential property at the appropriate rate in the dollar to provide an overall increase in rates of 4.1% excluding growth.

Valuation Method

The Council has adopted 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.

It is proposed that the minimum rate will increase in line with the overall rate increase of 4.1% excluding growth.

Differential Rates

In accordance with S153 of the *Local Government Act 1999*, Council will declare three differential General Rates according to the land use category. The land use categories are as follows:

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

Council has considered the principle of rate stability when assessing the rates burden across the above categories. Other considerations were given to the change in capital value across the land use categories and the rates income provided by each.

The application of a Differential General Rate is generally intended to alter the amount payable by particular land uses. In the City of Unley area it has been determined that the differentiation between residential and non-residential category 2 is in the order of 55% and the differentiation between residential and non-residential category 3 is in the order of 45%.

It is estimated that the Residential Differential General Rate will raise net rate revenue in the order of \$28.3m in 2015-16.

It is estimated that the Non-Residential Differential General Rates will raise net rate revenue in the order of \$7.9m in 2015-16

Separate Rate for Main Street Trader Associations

The Council proposes to continue to raise a separate rate for the purposes of promotion of the businesses and traders along major shopping strips. Council collects the separate rate and passes the funds collected onto the individual Trader Associations for marketing and promotion purposes.

For the 2015-16 Budget, the amounts indicated in the table below will form part of the proposed Budget. These have been developed in consultation with the five associations and their members and will be presented to the Unley Business and Economic Development Committee (UBED).

The UBED Committee will meet on 29 April 2015 and make recommendations to Council for the proposed separate rates which will then form part of this Draft Annual Business Plan community consultation.

Requested 2015-16 Separate Rate from Trader Associations

Main Street Trader Associations	Separate Rate raised 2014-15	Requested Separate Rate 2015-16	% Increase (Decrease)
Unley Road	\$ 96 000	\$ 105 600	10.0
King William Road	\$140 000	\$144 000	2.9
Goodwood Road	\$ 55 000	\$ 55 000	0.0
Glen Osmond Road	\$ 18 355	\$ 18 355	0.0
Fullarton Road	\$13 000	\$13 000	0.0

All separate rate requests will be further considered by Council when it reviews outcomes of the Draft Annual Business Plan community consultation at its June workshop.

Natural Resource Levy

The City of Unley falls within the Central Group of the Adelaide and Mount Lofty Ranges Natural Resource Management (NRM) Board. Council is required, under the *Natural Resources Act*, to contribute towards the funding of the NRM Board and operates as a revenue collector for the Board by imposing a levy against properties.

Council has not yet been advised by the NRM Board of the NRM levy requirements for 2015-16. The amount to be paid to the NRM Board in 2014-15 was \$1.090m.

Council does not retain this revenue, or determine how the revenue is spent.

Fees and Charges Context

Section 188 of the *Local Government Act 1999* provides the legal context:

- Fees and charges are determined by resolution of council either as a direct resolution or by 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
- A council is required to keep the list 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 proposed:

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

Consultation

The 2015-16 Draft Annual Business Plan is presented in the context of strategic directions for the City that have been endorsed by Council. The Plan reflects Council's continuing focus on ensuring that the physical infrastructure of the City is fit for use and maintained in a cost effective fashion.

With implementation of this year's Annual Business Plan, Council aims to deliver a well-managed, sustainable environment for current and future generations of residents and ratepayers.

The City of Unley is seeking your input to the development process of this budget through a public consultation process.

The process provides you with the opportunity to have your say on the level of service and the activities undertaken by Council before the final budget is adopted in June 2015.

We encourage you to take part and we look forward to your input.

You can make a submission by:

Visiting *Your Say Unley* on the council's website at: www.unley.sa.gov.au

Writing a submission and sending it to: 2015-16 Budget Consultation
City of Unley
PO Box 1
Unley SA 5061

Emailing your submission to: pobox1@unley.sa.gov.au

Submissions are to be received by no later than close of business on 29 May 2015.

You are also invited to attend a community information session on 28 May 2015 at 5.30 pm in the Unley Civic Centre, 181 Unley Road Unley.

Appendix 1 – Proposed Operating Projects by Primary Strategy

Title	Net Expenditure \$
Emerging	
<p>Undergrounding of Goodwood Road – Stage 1 Council contribution to the continuation of undergrounding of power lines - tram crossing to Surrey Street.</p>	350 000
<p>Undergrounding of Goodwood Road – Stage 2 Council contribution to the PLEC undergrounding of power lines - Surrey Street to Victoria Street.</p>	300 000
<p>Facilitation of property redevelopment opportunities for Unley Central This allocation will be used for professional consultancy services to provide input to the Unley Central decision making processes. This includes payment for the professional advisors already assisting Council, traffic management input, detailed design work, property valuation work and other assistance that will be required in the next financial year.</p>	50 000
<p>Main Street Digital Economy Strategy Council has funded the Strategy for three years of its existence to date. A phased withdrawal of financial support will occur over the next couple of years, in an effort to make the concept self-funding. This is the first year’s contributions at the much reduced level.</p>	25 000
<p>Keswick Wayville DPA In the Strategic Directions report endorsed by Council and subsequently agreed by the Minister, the Council proposed to undertake this DPA in 2020-21. The Minister has flagged his intention to undertake a Ministerial DPA over this site in 2015-16. This funding is to allow Council to seek professional advice (if required) to provide input into the DPA.</p>	10 000
Living	
<p>2015-16 Events Program Delivery of the City of Unley community events program including the Double Shot Coffee Fiesta; Ignite Unley Outdoor Cinema Series; Australia Day event; Every Generation Festival and Event Attraction Sponsorship to further attract and support external community events.</p>	100 000
<p>Unley Gourmet Gala – net Attracting tens of thousands of patrons to the King William Road precinct, the Unley Gourmet Gala provides an exciting outdoor gourmet experience showcasing some of South Australia’s finest local food, wine, fashion, music and entertainment.</p>	169 000
<p>Tour Down Under - TBC Hosting a TDU Stage Start gives the City of Unley access to audiences locally, nationally and internationally that are attracted to the highest ranking cycling event outside of Europe.</p>	68 000
<p>Healthy Community Program Delivery of a program of healthy living and wellbeing initiatives throughout the financial year, including ‘come and try’ activities and fitness opportunities, along with stronger links to and involvement of local allied health providers.</p>	20 000
<p>Younger Persons Plan Actions Delivery of a pilot initiative(s) resulting from Council’s new Younger Persons Plan (to be presented to the Community and Culture Committee in May 2015).</p>	10 000

Title	Net Expenditure \$
<p>Age Friendly Strategies Delivery of a number of smaller pilot initiatives as relating to our new Age Friendly Strategy (to be presented to the Community and Culture Committee in May 2015).</p>	15 000
<p>Neighbour Day Initiatives Initiatives linked to the national Neighbour Day celebrations (March annually) to promote connections and bring people together to strengthen communities, break down barriers, foster better relationships and safer communities.</p>	5 000
<p>Town Hall Opportunities Investigation Investigate and cost the feasibility of recovering the Town Hall stage and remedial work required to re-open the Town Hall gallery.</p>	20 000
Moving	
<p>Review of Unley Integrated Transport Strategy (UITS) The existing UITS was completed in November 2002 and provides the underlying strategy that has governed movement issues in the Council area. The planning landscape has changed significantly since that time and the strategy needs to be updated to address corridor and infill development.</p>	50 000
<p>Safer and Effective Designated Unley Cycle Transport Corridors Project to deliver and implement the outcomes and recommendations from the audit of the City of Unley bicycle transport routes undertaken in 2014-15.</p>	20 000
Greening	
<p>Second Generation Street Tree Implementation (Year 1 of ongoing program) This initiative is to increase the level of street tree replacement to a more sustainable level.</p>	95 000
<p>Tree Risk Assessment Implementation (Year 2 of 4) Ridge Park The outcome from this work will be to complete a tree risk assessment of Ridge Park and identify the recommended remedial actions to ensure park users and Council are protected</p>	30 000
<p>CRC Water Sensitive Cities (Year 2 of 3) This partnership with the CRC will provide Council with access and involvement with a wider network of participants to assist with developing water sensitive cities technologies, practices and policies.</p>	10 000
<p>Food Security Strategy Implementation Council has endorsed a Food Security Strategy and this continues the implementation program.</p>	5 000
<p>Removal of feral olive trees from Fullarton and other parks Given feral olives are a widely recognised noxious tree, this one year project follows on from a previous olive tree removal project to complete the eradication for Fullarton Park (and other parks if the budget permits).</p>	15 000
<p>Community fruit trees in parks To provide funding to allow Council to progressively increase the number of fruit trees throughout the City in public places as an ongoing program.</p>	5 000
<p>Investigation and implementation of Councils Renewable Energy Options This project demonstrates City of Unley's commitment to reducing fossil fuels dependence and increasing production of renewable energy. The project's objective is to investigate the business case for renewable energy options and implement such options where practicable on Council owned buildings</p>	20 000

Title	Net Expenditure \$
Organisational Excellence	
<p>Identification of Encroachments (2 year program) Council is investigating the way it manages encroachments onto Council property. The first step in this process is to identify all historic encroachments across the Council area, and will take approximately 12 months and overlap two financial years.</p>	50 000
<p>Customer Experience Program (Year 2 of 4) Implementation of Council's Customer Experience Program is delivering significant outcomes including improved monitoring and tracking of customer outcomes, alignment of systems and processes to enable customer service, as well as improved communications and technology to make dealing with the City of Unley easier.</p>	96 000
<p>Website Stage 2 Upgrade Having implemented the new foundation and interface of the City of Unley website on July 1, the journey towards achieving a functionally effective and customer-oriented website will continue with a number of 'continual improvement' design projects.</p>	50 000
<p>Increase in resourcing to deliver Level of Service (LOS) new and vested assets The purpose of this project is to provide the budget funds required to meet the change of service on existing assets and new assets vested to Council.</p>	73 500
Net Operating Projects	\$1 661 500

Appendix 2 – Proposed Capital Works Program

Draft New Capital 2015-16 by Primary Strategy

Title	Expenditure \$	Income \$
Emerging		
Goodwood Road Streetscape and Wayfinding Strategy Delivery Year 1	750 000	-
Main Street Improvement Program	130 000	-
Living		
Implementation of King William Road Master Plan Pilot	165 000	-
Public Art Strategy Implementation Pilot Projects	45 000	-
Sport and Recreation Pilot Project	20 000	
Four Elements Public Art Upgrade	25 000	
Street Lighting – Irwin Lane between Hughes and Young Streets	8 500	
Moving		
Local Area Traffic Management Study	40 000	-
Implementation of Local Area Traffic Management Studies	100 000	-
Traffic Control Devices	30 000	-
Traffic Calming to reduce speed – Grove and George Streets Unley Park	35 000	
Greening		
Development of Katherine Street Open Space	630 000	300 000
Street Tree Watering Well Program – 200	65 200	-
Stormwater and Water Sensitive Urban Design Implementation	100 000	50 000
Irrigation Connections - Recycled Water	50 000	-
Brown Hill Keswick Creek	464 000	-
Eastern Oxford Terrace Greening	28 250	-
Green Infrastructure Implementation	30 000	-
Lower Sturt Creek Catchment Stormwater Management Plan	10 350	-
Organisational Excellence		
Asset Management System – Stage 2	150 000	-
Capitalised Project Delivery Costs including Overheads	218 000	-
Total	\$3 094 300	\$350 000
Net New Capital	\$2 744 300	

Appendix 3 - Draft Replacement Capital Summary 2015-16

Asset Category	Expenditure \$	Income \$
Bridges	100 000	
Buildings	1 031 000	
Bus Shelters	40 000	
Car Parks	20 000	
Drains and Stormwater	500 000	
Footways*	1 634 000	
IT Equipment	376 000	
Kerb and Water	375 000	
Library RFID Upgrade	290 000	
Office Furniture and Equipment	30 000	
Plant and Equipment	660 000	224 000
Public Toilets	50 000	
Reserves / Recreation and Open Space**	512 000	
Roads***	1 514 000	
Signs	16 000	
Street lighting	26 000	
Streetscape	100 000	
Swimming Facility	52 000	
Traffic Facilities	26 000	
Project Delivery Costs including Corporate Overhead	579 000	
Total	\$7 931 000	224 000
Net Replacement Capital	\$7 707 000	

***Footways**

Street Name	Street Side	Suburb
Cowper Road	Both	Black Forest
Gray Street	Both	Black Forest
Selkirk Avenue	Both	Black Forest
Kelvin Avenue	Both	Clarence Park
Third Avenue (Leader to Everard)	Both	Forestville
Osmond Terrace	Both	Fullarton
Ada Street (Albert to Gilbert)	Both	Goodwood
Angus Street (Hardy to Goodwood)	South side	Goodwood
Highgate Street (Fisher to Avenue)	West side	Highgate
Highgate Street (Fisher to Carlton)	East side	Highgate
Jellicoe Avenue	Both	Kings Park
Clifton Street	Both	Malvern
Ellesmere Terrace	West	Millswood
Hackett Avenue	Both	Millswood
Wood Street (Avenue to Northgate)	West side	Millswood
Wood Street (Jasper to Northgate)	East side	Millswood
Wood Street (Mitchell to Jasper)	East side	Millswood
Wood Street (Mitchell to Avenue)	West side	Millswood
Auburn Avenue	Both	Myrtle Bank
Bridge Street	Both	Myrtle Bank
Rossington Avenue	Both	Myrtle Bank
Anglo Street (Greenhill to Regent)	Both	Parkside
Birk Street	Both	Parkside
Castle Street (Robsart to Fuller)	Both	Parkside
Randolph Street	Both	Parkside
Regent Street (George to Porter)	Both	Parkside
Charra Street	Both	Unley Park
	Total	\$1 634 000

****Reserves / Recreation and Open Spaces**

Location	Description
Ridge Park	Irrigation replacement Soft fall replacement
Haslop Reserve	Playground replacement
Howard Florey Reserve	Shade structure and soft fall
Scammell Reserve	Shade structure
Orphanage Park	Play space soft fall replacement
Dora Gild Playground	Activity station and shade structure
Goodwood Oval	Play space soft fall replacement
Various Parks	Bin surrounds, fencing, seats, signage, paths, lighting and other minor items
Various sites	Back flow prevention devices - compliance
Street furniture	Replacement and upgrade
Total	\$512 000

*****Roads**

Street	From	To	Suburb
Fisher Street	Fullarton	Duthy	Fullarton
Grove Avenue	Northgate	Cross Road	Unley Park
Young Street	Unley	George	Unley
Wycliff Avenue	Fisher	Watson	Fullarton
Moore Street	Fisher	Katherine	Fullarton
Auburn Avenue	Urrbrae	Riverdale	Myrtle Bank
Oakley Avenue	Victoria St	Chelmsford	Millswood
Frew Street	Fisher	Watson	Fullarton
Fisher Street	Seaview	Fullarton	Fullarton
Margaret Street	Cross	Rossllyn	Clarence Park
Leader Street	Design		
King William Road	Various		
Crack sealing various roads	Various		
Total			\$1 514 000

Appendix 4 – Rates Assistance Available

Rebate of Rates – Under Sections 159-165 of the *Local Government Act 1999*

A rebate of rates in respect of any rateable land in the Council area will be available only when the applicant satisfies the requirements under the Act.

Discretionary Rebate of Rates – Under Section 166 of the *Local Government Act 1999*

Council has absolute discretion to grant a rebate of rates or service charges and to determine the amount of any such rebate.

Applications for discretionary rebates will be considered in accordance with the statutory provisions of Section 166 of the *Local Government Act 1999*. Further information should be obtained from Council Policy COU 28.

State Government Pensioner and Seniors Concessions

In previous years the State Government has provided concessions in relation to Council Rates granted under the Rates and Land Tax Remission Act 1986. However, the State Government has not committed to funding these concessions beyond 2014-15. For the 2014-15 year these concessions were only applicable for the principle place of residence and under the following terms:

- Pensioner concessions were granted to ratepayers who are holders of a current Commonwealth or State Pensioner concession card and who are owners, part owners or life tenants of the property
- Seniors concessions were granted to ratepayers who are holders of a current State Seniors card and who are owners, part owners or life tenants of the property, and who are not entitled to a concession as a Pensioner. Enquiries should also be made through Revenue SA
- Ratepayers experiencing hardship and holders of a State Government Health Care card may be entitled to a concession through the Department of Communities and Social Inclusion.

Alternative Payment Arrangements

Council provides that any ratepayer who may, or is likely to, experience difficulty with meeting the standard rate payment arrangements may contact the Council to discuss options for alternative payment arrangements. Such enquiries are treated confidentially and are assessed on a case-by-case scenario.

Postponement of Rates in Cases of Hardship

In accordance with Section 182 of the Act, a postponement of rates may be granted if Council is satisfied that the payment of these rates would cause hardship. Council may, on application and subject to the ratepayer substantiating the hardship, consider granting a postponement of payment of rates in respect of an assessment on the condition that the ratepayer agrees to pay interest in the amount affected by the postponement at the cash advance debenture rate calculated monthly and if the ratepayer satisfies the following criteria:

- The property is the principal residence of the ratepayer and is the only property owned by the ratepayer, and
- The property has been owned by the ratepayer and has been their principal residence for more than five years, and
- The ratepayer is able to produce one of the following identification cards
 - Pensioner Concession Card – Centrelink
 - Pensioner Concession Card – Veterans Affairs
 - TPI Card – Veterans Affairs, or
- Can demonstrate to Council they are a self-funded retiree with a household income of less than \$30 000 per year.

All applications for postponement of rates will be assessed on a case-by-case basis and are not contingent on the level of increase in rates payable. All such enquiries and submissions will be treated confidentially.

Postponement of Rates for Seniors

In accordance with Section 182A of the Act, a person may apply to Council for a postponement of the payment of the prescribed proportion of rates for the current or future financial year. Council may, on application and subject to the ratepayer meeting the criteria, postpone payment of a proportion of rates in respect of an assessment on the condition that the ratepayer agrees to pay interest on the amount affected by the postponement at the cash advance debenture rate calculated monthly and if the ratepayer satisfies the following criteria:

The person is a prescribed ratepayer, or is the spouse or domestic partner of a prescribed ratepayer, and

- The ratepayer or their spouse hold a State Seniors Card, and
 - The property is owned and is the principal place of residence of the State Seniors Card holder and/or spouse (that is, the property is lived in most of the time), and
 - If the ratepayer has a registered mortgage on the property prior 25th January 2007, or has over 50% equity in the property, and
 - That no person other than the Seniors Card holder and/or his/her spouse has an interest as an owner in the property.
- If a person has applied for the benefit of a postponement of rates under section 182A and an entitlement to a postponement ceases to exist, the owner of the land must, within 6 months from the day in which the entitlement ceased, inform the council in writing of that fact (unless the liability to the

relevant rates has been discharged). Failure to do so could lead to a maximum penalty of \$5 000

- Where an amount is not paid in accordance with the general rate notice but is capable of being the subject of a postponement (eg. in excess of the prescribed amount \$500) under section 182A of the Local Government Act it will be taken to be subject to postponement under that section
- Prescribed interest is applied to the amount of rates postponed, which is charged and compounded monthly on the total amount postponed, until the debt is paid.

All applications for seniors' postponement of rates will be assessed on a case-by-case basis. All such enquiries and submissions will be treated confidentially.