



**Draft Annual Business Plan 2014-15  
for Community Consultation**

## Contents

Background .....	3
How Council measures its performance .....	3
Executive Summary .....	4
Strategies behind the Draft Annual Business Plan .....	5
Significant Influences for the 2014-15 Budget .....	7
Council's Proposed Response .....	8
Services provided to the Community .....	9
Council's Long Term Objectives and Key Projects .....	10
Project Priorities proposed for the Year .....	12
Operating Projects .....	12
Capital Projects .....	13
Financial Framework .....	14
Long Term Financial Plan (LTFP) .....	14
Infrastructure and Asset Management Plans .....	15
Funding the Business Plan .....	16
Setting Rates .....	16
Rate Statistics .....	16
Rates Modelling .....	16
Valuation Method .....	17
Minimum Rate .....	17
Differential Rates .....	17
Separate Rate for Main Street Trader Associations .....	18
Natural Resource Levy .....	18
Fees & Charges Context .....	18
Consultation .....	19
Appendix 1 – Proposed Operating Projects .....	20
Appendix 2 – Proposed Capital Works Program .....	21
Appendix 3 - Draft Replacement Capital Summary 2014-15 .....	22
Appendix 4 – Rates Assistance Available .....	26

## 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 2014-15

This year's consultation process will commence on 7 May 2014, 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 the submissions of the draft considered by Council, the Statutory Budget documents for this year will be added.

A Long Term Financial Plan 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, and
- Production of Annual Report including audited financial statements.

## Executive Summary

The draft Annual Business Plan for 2014-15 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 2014.

Key financial information for 2014-15 is summarised below:

<b>Budget Summary</b>	<b>\$'000</b>
General Rates Income	34 577
All Other Operating Income	8 220
Operating Expenses	40 454
Operating Projects	1 296
<b>Operating Surplus</b>	<b>1 047</b>
Replacement Capital Expenditure	6 936
New Capital Expenditure	2 871
<b>Total Capital Expenditure</b>	<b>9 807</b>
<b>Estimated New Borrowings</b>	<b>2 914</b>
<b>Repayment of Borrowings net of community loan repayments</b>	<b>1 299</b>

**Council will raise sufficient income to cover its operating expenses.**

### Key Financial Targets

<b>Indicator</b>	<b>Adopted Target</b>	<b>Proposed Outcome</b>
Operating Surplus Ratio	3.0%	3.0%
Net Financial Liabilities Ratio	= < 80%	50%
Asset Sustainability Ratio (over 10 years)	= > 100%	102%

### Impact on ratepayers

It is proposed that the overall amount ratepayers will pay in general rates will increase in the order of 4.95%. For a residential property of average value, this equates to an increase in general rates of approximately \$75 for the 2014-15 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 16.

## 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 2014-15, 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 2014-15. 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 is shown below.



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

The Four Year Plan outlines the priorities and strategies of Unley Council 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 2014-15 Budget

A number of factors have influenced the preparation of the Council's draft 2014-15 Annual Business Plan and Budget. These include:

- Local Government Price Index increases on relevant goods and services, which in the past has tracked at approximately 1% 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
- commitments to long term major projects and partnership initiatives, including Unley Central and Brown Hill Keswick Creek.

Specific cost pressures for the City of Unley in updating the Long Term Financial Plan and developing the Draft Annual Business Plan 2014-15 include:

- utility rises for water (41% increase over last 3 years) and electricity (30% increase over last 3 years) well above CPI (in the order of 8% over the same 3 year period)
- servicing the cost of a recently contracted open space land acquisition which will result in an annual cash flow requirement in the order of \$300k, representing 1% of General Rates
- the requirement to renew Council's waste management contract in 2014-15. Noting that Council's current contract is considered to be in the order of 25% below market rates, this is likely to increase costs by \$800k from the current year
- Council election in November 2014 with anticipated one off costs of \$172k
- increase in legislated requirement for governance including associated requirements for the Independent Commissioner Against Corruption (ICAC), internal controls and auditing
- backlog of building maintenance requirements (estimated at \$100k per annum)
- increases in maintenance on new assets and new levels of service to maintain Managed Aquifer Recharge (MAR) systems and water sensitive urban design (estimated at over \$200k per annum).
- the proposed transfer of SA Housing Trust properties into housing associations sometime over the next couple of years with a rates impact of \$300k

## Council's Proposed Response

In response to the cost imposts on Council and to minimise the burden on ratepayers, the draft Business Plan and Budget has been prepared within the following targeted reductions in expenditure.

Specific cuts have included:

- reduction in casual staff of \$225k
- reduction in overtime of \$38k
- reduction in temporary contractors of \$143k,
- reduction in sundry other expenses of \$120k and
- reduction in training expenses of \$30k



## Services provided to the Community

The Local Government Act 1999 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 Local Government 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
- 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 2013-14 will be maintained during 2014-15.


## Council's Long Term Objectives and Key Projects


To enable Council's Vision to be delivered, Council has identified five themes that describe the desired future for the City together with strategic directions and strategies required to deliver the outcomes.

To ensure Council is achieving the vision and outcomes, the business plan has been prepared to deliver objectives for its key priorities by implementation of the following key projects.

<p><b>Emerging</b>      <b>Our path to a future city</b>          New activities and technologies that support          our business and residential communities</p> 	
<p><b>Long Term Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>• A thriving and prosperous business community</li> <li>• Emerging technology is embraced</li> <li>• A dynamic mix of uses and activities in selected precincts</li> </ul>	<p><b>Key Projects 2014-15</b></p> <ul style="list-style-type: none"> <li>• Commence an improved streetscape for Goodwood Road including the undergrounding of the power lines between the tram crossing and Mitchell Street</li> <li>• Complete Year 3 actions of the Unley Digital Economy Strategy</li> <li>• Complete planning for the Unley Central Precinct</li> </ul>

<p><b>Living</b>      <b>Our path to a thriving city</b>          Reflecting issues of culture, diversity and lifestyle</p> 	
<p><b>Long Term Strategic Objectives</b></p> <ul style="list-style-type: none"> <li>• An enviable and diverse lifestyle</li> <li>• Activated places</li> <li>• A City of cultural and artistic diversity</li> <li>• Healthy and active community</li> <li>• Collaborative and engaged community</li> </ul>	<p><b>Key Projects 2014-15</b></p> <ul style="list-style-type: none"> <li>• Place activation and showcasing of the City of Unley through major events including Unley Gourmet Gala, Tour Down Under and community events program</li> <li>• Contribution to the upgrade of Unley Oval lighting and picket fence and the pursuing of funding opportunities for Unley Oval Grandstand redevelopment and open space components</li> <li>• Commencement of public art strategy implementation pilot program including Greenways Cycle program</li> </ul>

<b>Moving</b> <b>Our path to an accessible city</b> Concerning accessibility and transport 	
<b>Long Term Strategic Objectives</b> <ul style="list-style-type: none"> <li>• Equitable parking throughout the City</li> <li>• An integrated, accessible and pedestrian friendly City</li> <li>• Alternative travel options</li> </ul>	<b>Key Projects 2014-15</b> <ul style="list-style-type: none"> <li>• Continuation of local area traffic management studies program and implementation of outcomes</li> </ul>

<b>Greening</b> <b>Our path to a sustainable city</b> Covering concerns about environmental initiatives and sustainability 	
<b>Long Term Strategic Objectives</b> <ul style="list-style-type: none"> <li>• Renowned for lifestyle and environmental balance</li> <li>• Leaders in waste reduction</li> <li>• Functional open green space throughout the City</li> </ul>	<b>Key Projects 2014-15</b> <ul style="list-style-type: none"> <li>• Delivery of Brown Hill Keswick Creek Outcomes includes commencement of Ridge Park Dam &amp; Council's contribution to the Stormwater Management Plan works</li> <li>• Implementation of Stage 2 of irrigation connections to Managed Aquifer Recharge scheme</li> <li>• Living Streets pilot demonstration promoting shared road concepts including design and consultation aspects in preparation for possible construction in 2015-16</li> </ul>

<b>Operational Excellence</b> <b>Our path to a robust and sustainable organisation</b>	
<b>Long Term Strategic Objectives</b> <ul style="list-style-type: none"> <li>• A constructive culture for all employees and volunteers</li> <li>• A customer-centric approach</li> <li>• Good governance and legislative framework</li> <li>• An environment of continuous improvement and innovation</li> <li>• A financially sustainable approach to business and planning activity</li> <li>• Enabling information systems and robust reporting</li> <li>• Uphold City of Unley's reputation</li> </ul>	<b>Key Projects 2014-15</b> <ul style="list-style-type: none"> <li>• Stage 1 of the Asset Management System implementation</li> <li>• Development and commencement of implementation of Customer Service Framework</li> <li>• Completion of the Web Site Redevelopment Project</li> <li>• Completion of the automated Booking System for Council Facilities</li> </ul>

## **Project Priorities proposed for the Year**

Council's proposed project priorities for 2014-15 stem from the long term objectives and strategies of Council as outlined in Council's Community and 4 Year Plans.

All proposed new assets will be funded by additional borrowings.

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:

- Elected Members submitted projects based on perceived community need
- Management and staff proposed projects that aim to assist in achieving the Strategic Themes in Council's Community Plan 2033 and 4 Year Plan
- 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 once-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 4.95% and the draft Budget proposes to fund a net amount of \$1.296m of operating projects.

Further review of these proposals will occur between now and June 2014, 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 Mitchell Street \$300k
- Completion of Year 3 actions of the Unley Digital Economy Strategy \$150k
- Completion of planning for the Unley Central Precinct \$80k
- Local Government Elections 2014 (including Induction) \$172k
- Development and commencement of implementation of the Customer Service Framework \$77k

- place activation and showcasing of the City of Unley through events including Unley Gourmet Gala (\$213k net), Tour Down Under (\$25k) and community events program and related activities \$100k.

The proposed projects are detailed in Appendix 1.

In addition, Council on 28 April 2014 endorsed an allocation of \$5,500 to the Sturt Lawn Tennis Club subject to the successful outcome of grant funding from the State Government.

## **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.

The proposed capital replacement program of \$7.491m (net \$6.936m) has been based on current asset information and asset management plans. Main items include:

- \$1.195m for the footways replacement program
- \$1.450m for the proposed road reseal program, and
- \$490k for reserves, recreation and open space projects.

New capital projects will be funded by borrowings. The proposed new capital projects total \$3.066m (net \$2.871m) and include:

- Stage 2 of the Randolph Avenue streetscape \$250k with \$125k of grant funding
- Contribution to Unley Oval upgrade relating to lighting and fencing \$95k
- Brown Hill Keswick Creek project contribution \$1.643m, and
- Implementation of Council’s Asset Management System \$450k.

New capital expenditure may not affect 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.

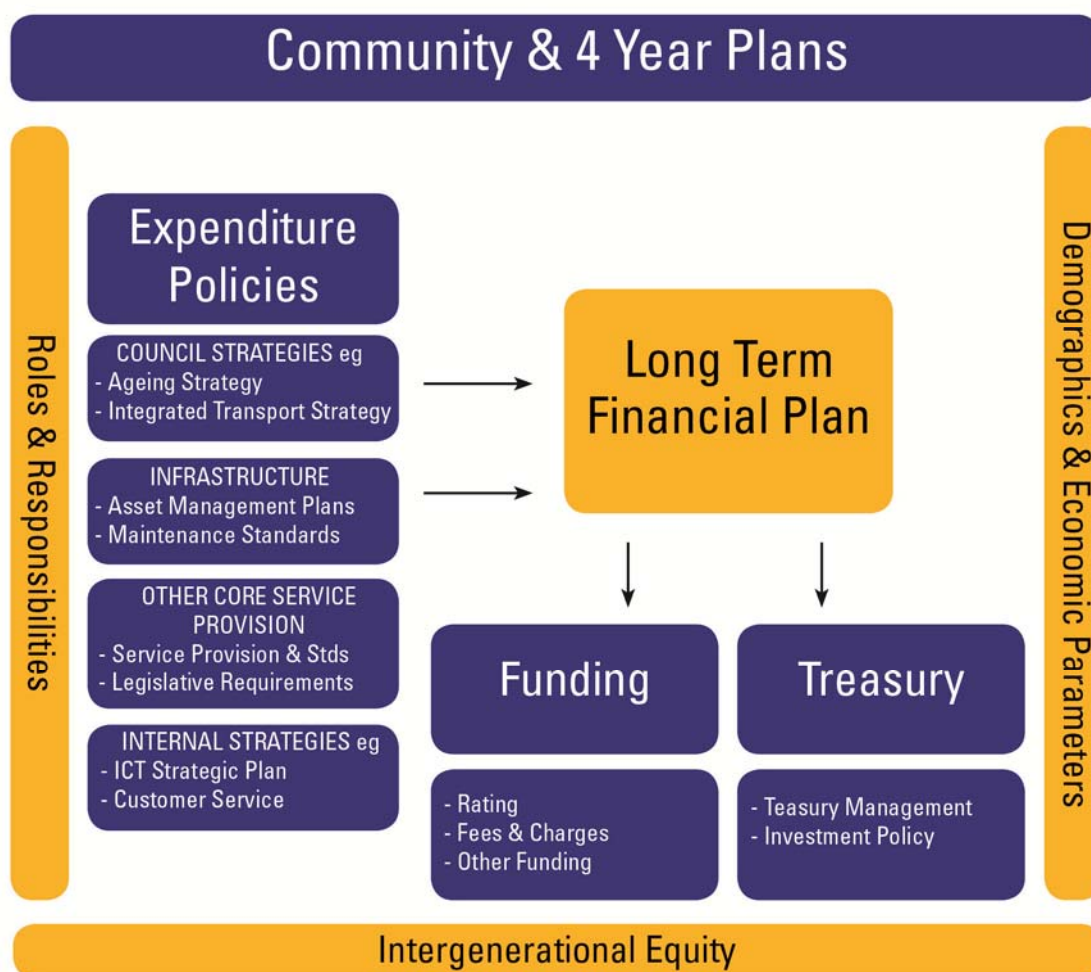
Details of the proposed Capital Works Program are provided in Appendices 2 and 3.

## Financial Framework

### Long Term Financial Plan (LTFP)

Council has developed a 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 & 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.

The Infrastructure and Asset Management Plans provide the basis for the Replacement Capital Program included in Council's Long Term Financial Plan and is refined as part of the Annual Business Plan and Budget process. This program details those individual asset replacement projects flowing out of the Infrastructure and Asset Management Plans which require completion to ensure the assets meet the required levels of service. In 2014-15 the Replacement Capital Program has a projected gross expenditure of \$7.491 million.

## **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 2014-15 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 our 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 4.95%. In determining the total rates income needed for the 2014-15 financial year, Council has mainly relied on its adopted Long Term Financial Plan which indicates rate increases over the next ten years.

Refer to Appendix 4 for details on Rates Assistance Available.

### **Rate Statistics**

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

In terms of assessments on the minimum rate, these 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 and this reflects an increase of 2.7% 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 has indicated that residential properties, representing over 85% of the overall valuation, had the average valuation increase of just over 3%. For non-residential properties, including commercial, the average valuation increase is 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 4.95%.



## 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 Local Government Act 1999, 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 4.95%, 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:

<b>Group 1</b>	<b>Non-residential Category 2</b>	<b>Non-residential Category 3</b>
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 \$27.0m in 2014-15.

It is estimated that the Non-Residential Differential General Rates will raise net rate revenue in the order of \$7.6m in 2014-15

## Separate Rate for Main Street Trader Associations

The Council proposed 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 2014-15 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, their members and the Unley Business and Economic Development Committee.

The Unley Business and Economic Development Committee met on 16 April 2014 (Item 22/14) and made recommendations to Council for these separate rates which form part of this Draft Annual Business Plan community consultation.

### Current Year Rate Increase

Main Street Trader Associations	Separate Rate raised 2013-14	Proposed Separate Rate 2014-15	% Increase (Decrease)
Unley Road	\$ 96 000	\$ 96 000	0.0
King William Road	\$133 000	\$140 000	5.3
Goodwood Road	\$ 45 000	\$ 55 000	22.2
Glen Osmond Road	\$ 18 355	\$ 18 355	0.0
Fullarton Road	\$ 13 000	\$13 000	0.0

All separate rates 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 will collect \$1 089 598 in 2014-15 on behalf of the NRM Board compared to \$1 073 480 in 2013-14. This is an increase of 1.5% to ratepayers in the City of Unley.

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

### Fees & 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

- 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 Long Tern Financial Plan assumptions

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

## Consultation

The Draft Annual Business Plan 2014-15 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 2014.

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](http://www.unley.sa.gov.au)

Writing a submission and sending it to: 2014-15 Budget Consultation  
City of Unley  
PO Box 1  
Unley SA 5061

Emailing your submission to: [pobox1@unley.sa.gov.au](mailto:pobox1@unley.sa.gov.au)

**You are also invited to attend a community information session on  
28 May 2013 at 5.30 pm  
in the Goodwood Community Centre, 32-34 Rosa Street Goodwood.**

## Appendix 1 – Proposed Operating Projects

Primary Strategy	Title	Expenditure \$	Income \$
<b>Emerging</b>			
	Unley Central	80 000	-
	Main Street Digital Economy Strategy	150 000	25 000
	Commence an improved streetscape for Goodwood Road including the undergrounding of the power lines between the tram crossing and Mitchell Street	300 000	-
<b>Living</b>			
	St Chad's Community Garden Outreach - Community Open Space	4 000	-
	Ridge Park 5 year improvement plan	20 000	-
	Goodwood Oval/ Millswood Sporting Complex Improvement Plan-Design Documentation	50 000	-
	2014/15 Events Program	90 000	-
	Unley Gourmet Gala	259 000	46 000
	Tour Down Under	25 000	-
	Event Service Model Review	10 000	-
<b>Greening</b>			
	Community fruit trees in parks	5 000	-
	Goody Patch Community Garden Enhancement - continuing partnership with Goodwood Primary School	5 000	-
	Second Generation Street Tree Strategy	40 000	-
	CRC Water Sensitive Cities	10 000	-
	Cromer Parade Landscape Reinvigoration Project	20 000	-
	Heywood Park - Tree Risk Assessment Implementation	50 000	-
<b>Organisational Excellence</b>			
	Local Government Elections 2014 (including Induction)	\$171 600	-
	Customer Service Framework	77 000	-
	<b>Total</b>	<b>\$1 366 600</b>	<b>\$71 000</b>
	<b>Net Operating Projects</b>	<b>\$1 295 600</b>	

## Appendix 2 – Proposed Capital Works Program

### Draft New Capital 2014-15

Primary Strategy	Title	Expenditure \$	Income \$
<b>Emerging</b>			
	Implementation of Public Lighting & Energy Opportunities	40 000	-
	Randolph Ave Streetscape Stage 2	250 000	125 000
<b>Living</b>			
	Public Art Strategy Implementation-Pilot Projects	20 000	-
	Greenways Cycle Route Public Art	25 000	-
	Unley Oval Upgrade including Communication	95 000	-
<b>Moving</b>			
	Glen Osmond Creek Shared Use Path – Options for Connection to Simpson Parade and 'Beyond'	10 000	-
	Local Area Traffic Management Study	40 000	-
	Traffic Control Devices	25 000	-
	Implementation of Local Area Traffic Management Studies	50 000	-
<b>Greening</b>			
	Refunding Street Tree Watering Well Program	24 000	-
	Living Streets Demonstration - Shared Road - Oxford Terrace 2015-16	40 000	-
	Stage 2 of improvement works at Forestville Reserve	70 000	70 000
	Irrigation Managed Aquifer Recharge (MAR) Connection	75 000	-
	Brown Hill Keswick Creek	1 643 000	-
<b>Organisational Excellence</b>			
	Asset Management System	450 000	-
	Project Delivery Costs including Overheads	209 000	-
	<b>Total</b>	<b>\$3 066 000</b>	<b>\$195 000</b>
	<b>Net New Capital</b>	<b>\$2 871 000</b>	

## Appendix 3 - Draft Replacement Capital Summary 2014-15

<b>Asset Category</b>	<b>Expenditure \$</b>	<b>Income \$</b>
Bridges	200 000	-
Buildings	900 000	-
Bus Shelters	82 000	32 000
Car Parks	40 000	-
Drains & Stormwater	250 000	-
Footways*	1 195 000	-
IT Equipment	479 000	-
Kerb & Water	420 000	-
Office Furniture and Equipment	25 000	-
Plant and Equipment	1 140 000	323 000
Public Toilets	45 000	-
Reserves / Recreation and Open Space**	490 000	-
Roads***	1 450 000	200 000
Signs	15 000	-
Street lighting	25 000	-
Streetscape	75 000	-
Swimming Facility	80 000	-
Traffic Facilities	25 000	-
Project Delivery Costs including Corporate Overhead	555 000	-
<b>Total</b>	<b>\$7 491 000</b>	<b>555 000</b>
<b>Net Replacement Capital</b>	<b>\$6 936 000</b>	

**\*Footways**

<b>Street Name</b>	<b>Street Side</b>	<b>Suburb</b>
Valmai Ave	both	Kings Park
Woodhurst Ave	both	Hyde Park
Gully St	both	Hyde Park
Linton Ave	South	Millswood
Lily St	both	Goodwood
Le Hunte St	north	Wayville
Alma Rd	both	Fullarton
Glenside Ave	North	Myrtle Bank
Barr Smith Ave	South	Myrtle Bank
Olive St	both	Parkside
Castle St, Wallis St – Wilkinson Rd	both	Parkside
Castle St, Wilkinson Rd – Fuller St	both	Parkside
Birkdale Ave	both	Clarence Park
Hammond St	both	Clarence Park
Cromer Parade	West	Millswood
Harley St	both	Hyde Park
Clarence St	both	Hyde Park
Montpelier St	both	Parkside
	<b>Total</b>	<b>\$1 195 000</b>

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

Location	Description
Mc Leay Park	Park fencing replacement BBQ settings x3 Park light replacement
Forestville Reserve	Drinking fountain Various works associated with DPTI Rehabilitation and Stage 2 Park signage replacement
Fullarton Park	Irrigation replacement
Fern Ave Reserve	Soft fall
Various parks	Drink fountains, bin surrounds, fencing & paths
Everard Park	Soft fall
Wayville Reserve	Replace park seats x 5 Bin surround & dog bag dispenser Park lights upgrade Signage & bollards
Soutar Park	Soft fall Bike rack x 2 Replace park seat Park lights upgrade Swing seat & seesaw
Morrie Harrell Reserve	Sand pit cover Small rocker Fencing replacement
Yeo Ave Courts	Tennis court fencing Drink fountain Artificial turf area
Various sites	Back flow prevention devices - compliance
Street furniture	Replacement and upgrade
	<b>Total      \$490 000</b>



**\*\*\*Roads**

<b>Street</b>	<b>From</b>	<b>To</b>	<b>Suburb</b>
Leicester St	George St	Castle St	Parkside
Leicester St	Castle St	Kenilworth Rd	Parkside
Joslin St	Young St	Parsons St	Wayville
East Ave	Railway Line	Cross Rd	Clarence Park
Arundel Ave	Cranbrook Ave	Lonsdale Tce	Millswood
Windsor Street	Marion St	Edmund Ave	Unley
Windsor Street	Edmund Ave	Wattle St	Unley
Victoria Ave	Northgate St	Cross Rd	Unley Park
Highgate St	Fisher St	Cross Rd	Fullarton
Grove Ave	Northgate St	Cross Rd	Unley Park
Leader St (Design)	Anzac Hwy	Railway Crossing	Goodwood
King William Rd	Various		
Crack sealing various roads	Various		
<b>Total</b>			<b>\$1 450 000</b>
<b>Income (Special Local Roads)</b>			<b>\$200 000</b>
<b>Net</b>			<b>\$1 250 000</b>

## 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.

### **Remission (Government Concessions)**

Concessions are granted under the Rates and Land Tax Remission Act 1986 and are only applicable for the principle place of residence.

- Pensioner concessions are 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 are 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
- Concessions for 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 Local Government Act 1999, 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 Local Government Act 1999, 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.