



**City of Burnside
2022/23
Annual Business Plan
and Budget**

Under Section 123 of the *Local Government Act 1999* your Council is required to have a budget for each financial year. The budget must be considered as part of the Council's Annual Business Plan.

This document presents the 2022/23 Annual Business Plan and Budget for the City of Burnside.



2022/23

Annual Business Plan and Budget

1. Your City	4
2. From your Mayor and CEO	6
3. Your Council	8
4. Your Voice	10
Your First Input - The Annual Community Survey	10
The Long-Term Financial Plan	10
5. Measuring Performance	12
6. Budget Snapshot	14
Financial Summary and Expenditure	15
New projects for the community	18
7. The Strategic Context	24
Key Challenges for 2022/23	24
Cost of Business	25
8. The Strategic Financial Processes	26
Long-Term Financial Plan	26
Annual Operating Budget and Projects	29
Asset Management	29
Financial Sustainability	29
Review Efficiency and Effectiveness	29
9. Rating Policy	30
Increased differential rating on Vacant Land	31
Capital Values	32
Rebates, Remission and Postponement	34
10. Appendix	35
Financial Statements	36
Delivering Our Vision	41
Services by Departments	49
Statement on Expected Rate Revenue	56

your city*

Population



44 yrs

Median age



19,310_{no.}

Medium Density Housing

34.2%

= Median



6,852 businesses trade in Burnside, creating 19,849 local jobs



42% of adults have a tertiary qualification



5.9% unemployment (compared to 7.5% in SA)



39.5% of the Burnside workforce are professionals, 16.5% are managers and 12.7% work in clerical and administrative roles



The three largest ancestries are English, Australian and Chinese. 30% of Burnside are born overseas



78 residents from 24 countries gained citizenship on 26 January 2022

* The 2021 Census data is expected to be released in June 2022.

** 2022 forecasted population



Of the 19,310 private dwellings in the City, 12,660 are separate houses.

72% of households were purchasing or fully owned their home, 20.2% were renting privately, and 1.3% were in social housing.

How we live



\$1,712 Median weekly household income



4% of the population (1,764 people) reported needing help in their day-to-day lives due to disability



67.4% of people travelled to work in a private car, 8.0% took public transport, 5.5% rode a bike or walked, and 6.5% worked at home.



your Mayor

This 2022/23 Annual Business Plan and Budget document is the last one to be presented to the Burnside community by this current council, as later this year there will be an election. We are proud to have delivered to you many outstanding projects, as well as continuing our service delivery, despite the restrictions of a third year of a global pandemic. The past two years we have provided, with your approval, zero percent rate rises, but to achieve positive outcomes for you without reduced services, we are planning a rate increase this coming financial year.

COVID has had an impact on our organisation too, particularly with increased operational costs over the past three years. We know that many of you have suffered hardships, and we have been supportive and prudent with our project and service delivery, while ensuring essential services continued. We will continue to exercise restraint over our finances while still aiming at achieving the goals set in our Strategic Plan Burnside 2030.

Last year, we said we would deliver many new projects to support our community's needs. 2021/22 has been a year of completion. We completed the Kensington Gardens Reserve Wetlands and ETKG Tennis Club redevelopment in the south-eastern corner with support from Federal and State Government grants, from Green Adelaide and Tennis SA, and introduced its new co-name Kensington Wama. The Laurel Avenue/Pirkana Wirra/ Peter Bennett Organic Community Garden was opened and the Tusmore Wading Pool was reconstructed. All of these resulted from extensive community engagement. The Glenunga Tennis Clubrooms were redeveloped and the Pedestrian Crossing built across Greenhill Road in front of Hazelwood Park.

We completed the Traffic Calming project on Dulwich Avenue and the Representation Review was conducted and approved by council. The Regal Theatre had new air conditioning installed and the exterior was painted. The Old Collegians Rugby Club change room extensions were completed at Tregenza Oval and we conducted our first ever Sports Forum to begin our consultations for the delivery of a new Recreation and Sport Strategy. The City of Burnside also conducted its inaugural Annual Business Awards at the end of 2021.

Work has commenced on the City Master Plan and the Bell Yett Reserve Master Plan, while work continues on The Regal Theatre Master Plan and we have approved funds for the Marryatville Master Plan to be conducted with Norwood, Payneham and St Peter's Council. Here is the Annual Business Plan and Budget for the 2022/23 financial year. We cannot deliver continuing services and projects that are responding to your expectations without a rate rise.



Mayor Anne Monceaux

your CEO

In the 2021/22 year, Council provided ratepayers relief by freezing rates for the second year in a row. This was made possible by Council driving down its cost base and embedding savings and efficiencies into its budget. The rates freeze for two consecutive years has cumulatively saved ratepayers \$2.3m in rates with no accompanying reduction in services.

Over this period, the Local Government Price Index (LGPI) has risen by 2.0 per cent, with Council's material costs increasing by \$1.3m, without a corresponding increase in rates revenue (excluding growth from subdivisions).

For Council to maintain the quality of its services to the community, while balancing its budget, a rate increase of 3.5 per cent has been adopted for 2022/23 which is in line with the December 2021 LGPI Index and below Council's cost of business, which has been forecast at 4.2 per cent.

Council is mindful of the economy, inflation and the large valuation increases across the City and will provide relief for the owners of any property that achieves a rate higher than 12.5 per cent compared to last year's rate, with an automatic cap of rates at 12.5 per cent.

The 3.5 per cent rates increase will achieve the following outcomes:

- An Operating Surplus of \$1.1m (including subsidiaries).
- An allocation of \$0.4m towards one-off operating projects.
- An allocation of \$16.9m for the Renewal and Replacement of existing assets and \$7.6m towards New and Upgraded assets.
- A Capital contribution of \$0.3m towards the Brownhill Keswick Creek Project.

Council has delivered some excellent projects in the 2021/22 year and will continue in 2022/23 to deliver further projects for the benefit of our community such as the Magill Village Project, the Dulwich Community Centre Redevelopment and upgrades to the family change rooms in the

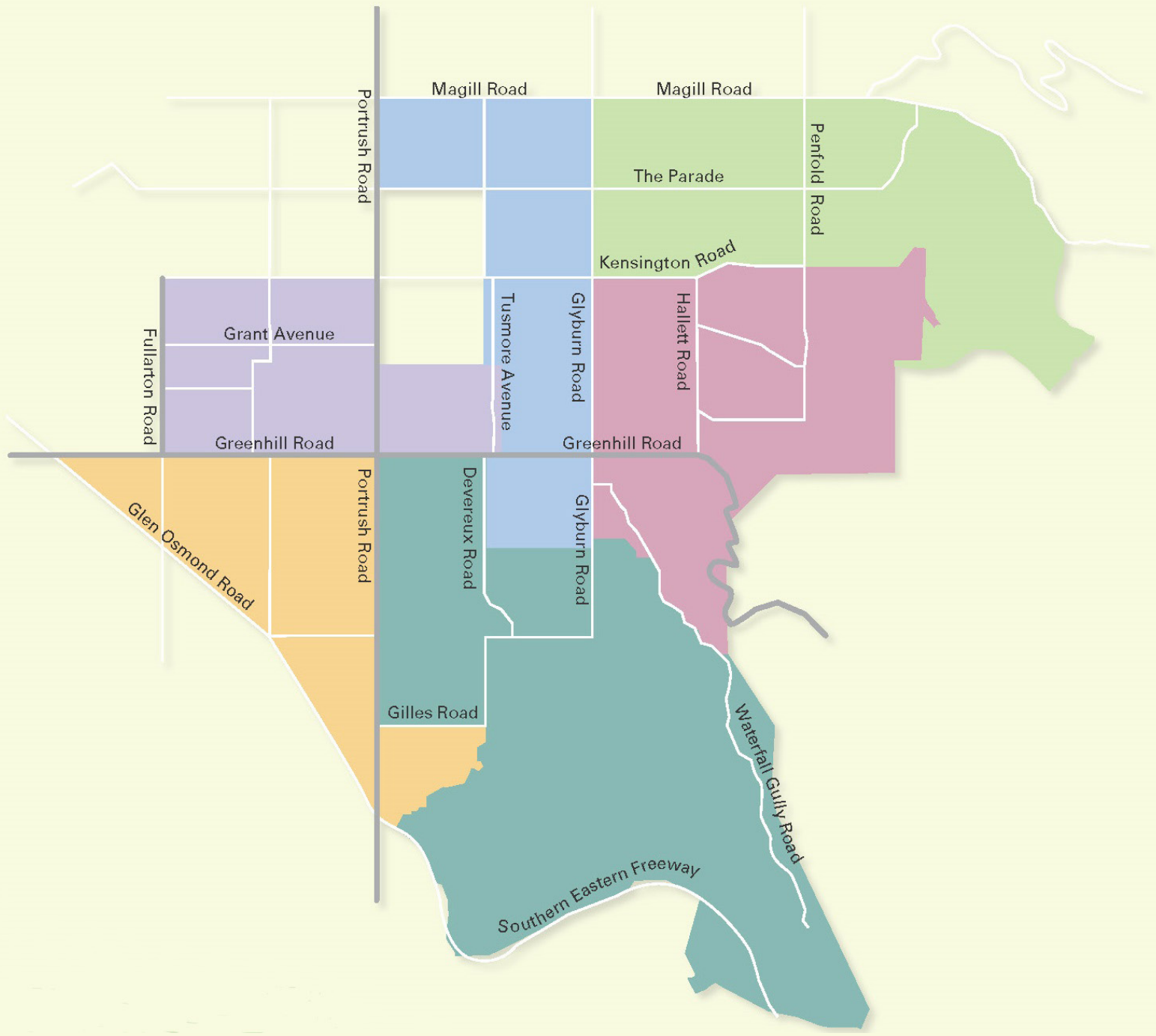
George Bolton Swimming Centre. Council will be delivering a total of \$24.5m in capital projects while maintaining a \$29m sustainable level of debt.

The \$0.4m allocation toward operating projects will see the delivery of the City Master Plan, a strategic plan that outlines how Burnside will evolve, in regard to transport and development, to become the city that the community envisage in the coming years. Other projects that will be delivered include a community garden for Rose Park, a precinct master plan for Marryatville, in partnership with the City of Norwood, Payneham and St Peters, a bin tagging project to reduce organic waste going to landfill and a management plan for the Magill Stone Mine. Highlights of the projects to be delivered by this budget are featured in the coming pages, with a full list of projects in the appendices at the end of this document.

We are committed to running a lean Council and are constantly reviewing our internal costs with a view to finding efficiencies and savings to keep rates low and affordable, while continuing to maintain and deliver high quality services for our community.



CEO Chris Cowley



Fullarton Road

Grant Avenue

Greenhill Road

Portrush Road

Magill Road

Magill Road

The Parade

Kensington Road

Tasmore Avenue

Glyburn Road

Hallett Road

Penfold Road

Greenhill Road

Glen Osmond Road

Portrush Road

Devereux Road

Glyburn Road

Gilles Road

Waterfall Gully Road

Southern Eastern Freeway

your Council

Beaumont



Cr Paul Huebl



Cr Harvey Jones

Eastwood & Glenunga



Cr Helga Lemon



Cr Julian Carbone

Kensington Park



Cr Sarah Hughes



Cr Jane Davey

Burnside



Cr Mike Daws



Cr Jenny Turnbull

Kensington Gardens & Magill



Cr Grant Piggott



Cr Henry Davis

Rose Park & Toorak Gardens



Cr Peter Cornish



Cr Lilian Henschke

your voice

Your first input - 2020 and 2021 Annual Community Surveys

Council will always need to find the balance between what residents expect Council to deliver and what is appropriate and affordable for Council to provide with the revenue available to deliver services. The Annual Community Survey provides relevant and timely data, which may assist the formation of planning and budget decisions that influence Council's service delivery.

This input from our community contributes to the development of the Annual Business Plan and Budget and is vital to ensure that Council continues to deliver the high quality services that our community needs; working within the goals of the Long-Term Financial Plan.

The results of the last trend-data survey conducted in November 2020 revealed that our community's satisfaction with Council's performance is the highest since commencing the survey in 2013. Almost 98 per cent of residents did not have any suggestions for services that Council provides which should be halted. Seventy five per cent had no suggestions for new/future services.

Another opportunity to have your say

The input from our community on the 2022/23 Annual Business Plan and Budget is vital to ensure that Council continues to deliver the high quality services that our community needs; working within the goals of the Long-Term Financial Plan; and remaining responsive to the Annual Community Survey outcomes.

The engagement with the community on this Business Plan and Budget was undertaken consistent with the legislative requirements in Section 123 (4) of the *Local Government Act, 1999*.

All community feedback was presented to Council for consideration before the final Annual Business Plan and Budget was adopted. This feedback was also used to inform our long term financial planning.

The Long-Term Financial Plan

This year Council also sought feedback on the Long-Term Financial Plan. For more details on the community engagement results visit engage.burnside.sa.gov.au





measuring our performance

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

- regular financial reporting to Executive and Council
- annual review of the [Long Term Financial Plan](#)
- production of the Annual Report with audited Financial Statements
- budget reviews in accordance with legislation
- progress reports against the Annual Business Plan
- individual staff performance plans
- Annual Community Survey
- customer request and complaint systems
- Annual Business Plan and Budget consultation.

Monitoring performance is critical in ensuring that Council is contributing to the achievement of Burnside's Strategic Community Plan. Council's Strategic Planning Framework supports Council in measuring the achievements of Council's Vision as well as monitoring the delivery of services and projects.

Changes from the draft Annual Business Plan and Budget

Several amendments have been made to the adopted Annual Business Plan and Budget compared to the draft consulted upon. The reasons for these are:

- the removal of two operating projects being the Wheel Park Consultant \$60,000 and City Master Plan – Open Space Layer \$70,000 due to some unexpected cost pressures; and,
- carry forwards of a number of capital projects from 2021/22 to 2022/23.



budget snapshot

The 2022/23 Annual Business Plan and Budget has been prepared in accordance with the priorities of our Strategic Community Plan, our Long-Term Financial Plan and our Annual Community Survey.

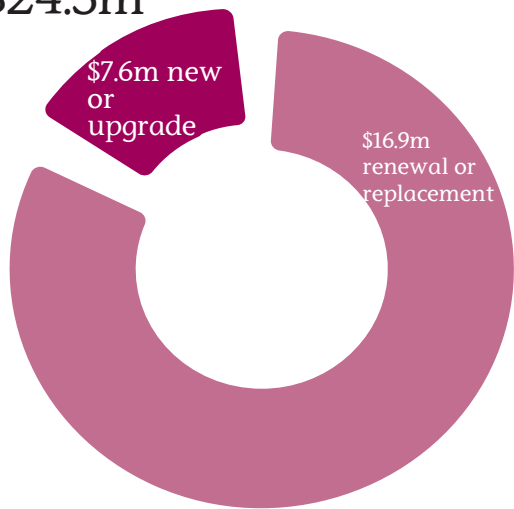
Key highlights of the 2022/23 Annual Business Plan are:

	Budget 2022/23	Forecast 2021/22
Average rate increase	3.5%*	0%*
Operating Surplus (excluding subsidiaries \$'000)	505	1,990
Operating Projects and New Services (Net) (\$'000)	438	400
Capital Expenditure (\$'000)	24,504	25,741

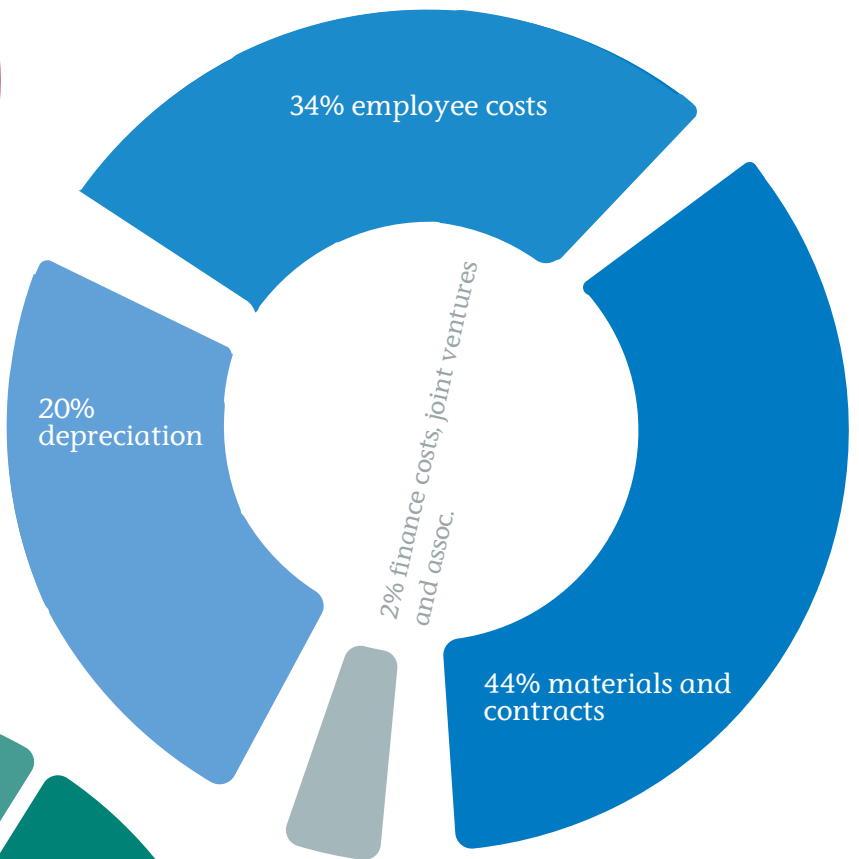
* Average rates increase for all properties excluding growth (subdivisions)



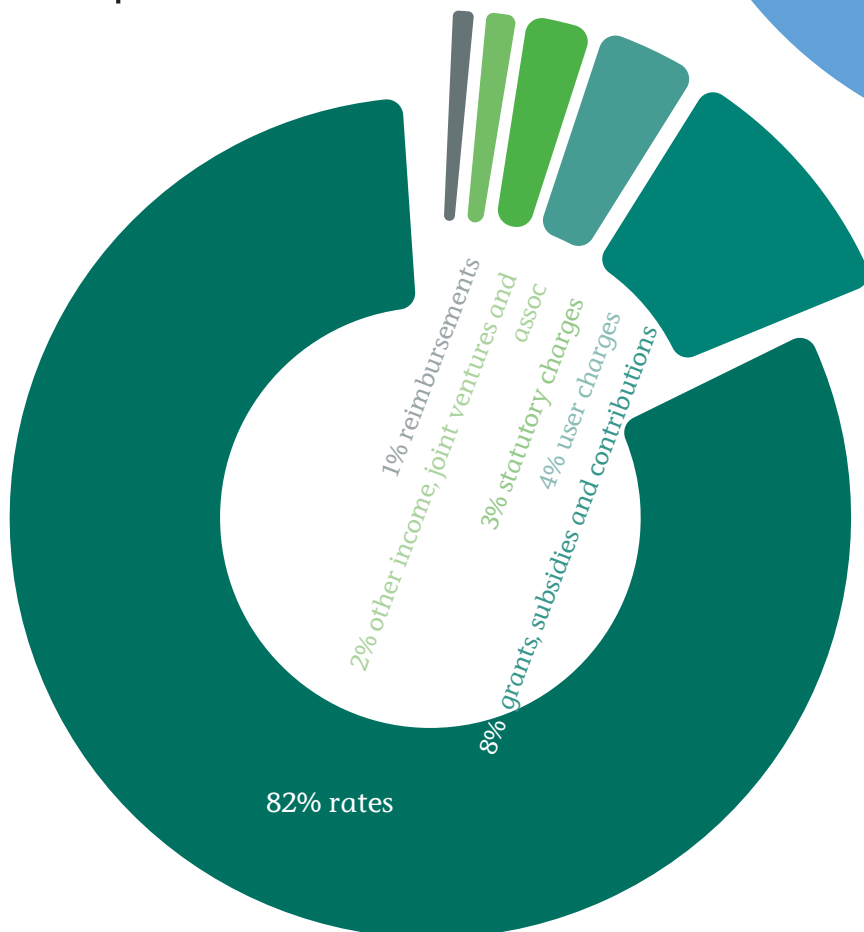
capital expenditure \$24.5m



source of expenditure \$52.4m



operating surplus \$1.1m



source of revenue \$53.5m

Council's key financial indicator comparisons are shown in the table below which indicate that Council has been within the target range for all of the financial parameters:

Description	Target amount (LGA Recommended Target)	Audited Actuals 2019/20 \$('000)	Audited Actuals 2020/1 \$('000)	Forecast 2021/22 \$('000)	Budget 2022/23 \$('000)
Operating Surplus/(Deficit) (including subsidiaries)	Operating Surplus position	1,518	3,205	2,701	1,120
Operating Surplus/(Deficit) (excluding subsidiaries)	Operating Surplus position	2,035	3,309	1,990	505
Operating Surplus/(Deficit) Ratio (including subsidiaries)	0 – 10%	3.0%	6.1%	5.1%	2.1%
Net Financial Liabilities	Less than Total Annual Operating Revenue	19,499	22,659	33,872	38,402
Net Financial Liabilities Ratio	Between 0 - 100%	39%	34%	58%	65%
Asset Renewal Funding Ratio (Rolling Average)	Greater than 90% but less than 110%	95%	102%	108%	108%

	Within the target range
--	-------------------------

**The Asset Renewal Funding Ratio for 2021/22 and 2022/23 have been calculated excluding the Magill Village Redevelopment and Kensington Garden Projects as these projects are one-off with a significant asset renewal component.*

Description definitions:

Operating Surplus/(Deficit) (excluding subsidiaries)

An Operating Surplus (or Deficit) arises when operating income exceeds (or is less than) operating expenses for a period (usually a year).

Operating Surplus/(Deficit) Ratio (including subsidiaries)

This Ratio measures what percentage the operating income varies from operating expenses. If a Council is not generating an operating surplus in most periods, then it is unlikely to be operating sustainably.

Net Financial Liabilities

This indicator measures Council's indebtedness to third parties.

Net Financial Liabilities Ratio

This Ratio measures how significant the net amount owed to others is compared to Council's Operating Income.

Asset Renewal Funding Ratio

This Ratio indicates the extent to which existing non-financial assets are being renewed and replaced, compared with the asset renewal and replacement expenditure identified in Council's asset management plan (AMP).

new projects

A 3.5 per cent rate increase will ensure that Council can continue to provide 118 high quality services to our City, undertake projects to maintain the city's \$720m in assets and deliver new community projects in the 2022/23 financial year.

Highlights of the new projects are featured on these pages. For more detail on these and other projects proposed, see pages 41-48.

To find out more about the 118 services that the City of Burnside provides, visit bit.ly/CoBservices





The Regal Theatre Master Plan Detailed Design

Subject to Council endorsement of The Regal Theatre Master Plan, this project will deliver the detailed design for The Regal Theatre precinct.

Dulwich Community Centre Redevelopment

This project is to undertake the Council approved renovation of the existing Dulwich Community Centre to provide an updated facility which provides improved access and inclusion, off-street parking, environmental benefits and allows for improved community activation and use.

40km/h speed areas community engagement

This is a funding allocation in 2022/23 to undertake community engagement on 40km/h areas recommended by the draft City Master Plan.

Marryatville Precinct Master Plan

Council at its meeting of 22 February 2022 endorsed to collaborate with the The City of Norwood Payneham & St Peters (NP&SP) on a master plan for this precinct. A Marryatville precinct master plan would provide a vision and design framework for the future development and activation of the area, as well as setting out opportunities for improved greening, landscapes, streetscapes, traffic management, and people movement to support the diverse social, business and cultural heritage of the area.





George Bolton Swimming Centre family change rooms upgrade and grating and gutter resurfacing projects

Two projects:

- Replace the existing spa and steam rooms to develop much needed additional family change rooms and create two new 'school change rooms' for use by schools and children.
- Replacement of plastic wet deck grating on the 50m and Learner pools and 2 pack paint that protects and coats wet deck gutters on 3 x pools.

Laurel Avenue Pirkurna Wirra Stage 2

This project which will include:

- Additional irrigated garden beds.
- Columns to support shade cloth.
- Storage bays for mulch and soil.
- Bike rack.
- Pergola.

Bell Yett Master Plan Implementation

This project is for the implementation of improvements based on the master plan.

Dog Park Improvements

This project is for improvements to be made to the Conyngham Street dog park.





Council is committed to preserving its environment and spends over \$2.6m maintaining its open space and tree canopy.

Bin tagging to reduce food going to landfill

Following a successful trial project in 2021/22, a larger-scale bin-tagging project is proposed, to reduce waste and increase recycling of resources.

George Bolton Swimming Centre Plant Renewal

This project involves replacing the gas pool heater at the George Bolton Swimming Centre with a new all-electric heating system, this gas system is currently due for replacement as it is reaching the end of its useful life. The replacement heating will be more energy efficient and contributes towards Burnside's goal to be carbon neutral by 2030.

Michael Perry Reserve Historic Garden

This project proposes to implement the third and final stage of the Adaptation Plan. It will:

- develop and install a series of interpretive signs that showcase the area's history, horticultural assets and biodiversity.
- complete the restoration of the network of garden paths and trails as identified in the Adaptation Plan.
- undertake additional plantings of trees and horticultural species to complement the existing plantings and act as the next generation to ensure continuity of the historic landscape.





the strategic context

The City of Burnside maintains a 10-year financial plan (our Long-Term Financial Plan), to ensure that we can deliver our Strategic Community Plan, *Burnside 2030*.

Our corporate planning framework aligns our operations with our corporate and strategic plans to achieve sustainable improvements for the City and its people. This framework includes long, medium and short-term plans that set the direction for everything we do.

This Annual Business Plan and Budget has been prepared in the context of our Long-Term Financial Plan and flows directly from priorities identified in our Strategic Community Plan. Our Departmental Programs and budgets complete our planning framework and ensure the timely and appropriate allocation of resources to meet our long-term goals in a staged and responsible fashion.

We will monitor our progress against the Strategic Community Plan and report on our progress annually through our Annual Report.

The decisions that Council makes, and the activities and services it initiates, are driven by a variety of factors. These include:

- requirements to maintain and improve infrastructure assets to acceptable standards as well as meeting community expectations for open space, roads, footpaths and Council community buildings.
- continued increases in the cost of waste levies, water charges, bitumen and concrete and other building materials.
- the reduction of funding from state and federal government sources.
- the outcomes of the Annual Community Survey.
- feedback from the community on many other community engagements.
- the increasing costs of environmental issues such as stormwater management in our waterways, bush fire zones and water supply for open spaces.
- unexpected events (such as storms and pandemics).

Further impacting the City of Burnside are legislative changes and reform, residential growth, global and domestic economic conditions and our changing demographics.

We have developed financial planning strategies to take this economic climate into account while keeping our ratepayers in mind and ensuring we continue to deliver services to our community.

Our Annual Business Plan and Budget guides Council's activities so that we can make the best possible progress towards our community's vision for the future of Burnside.

Key Challenges for 2022/23

Cost pressures, often outside of Council's control, directly affect the cost of providing services to our community.

The key challenges facing Council in the 2022/23 year include, but are not limited to:

- changes in legislation.
- large increases in CPI/LGPI driven partly by the spike in fuel costs.
- achieving an optimum balance between Council rates and services.
- balancing increasing costs versus ratepayer expectations.
- achieving financial sustainability.
- continuing to focus on effectiveness and efficiency.
- maintaining assets to set standards.
- lost revenue due to 0 per cent rate rises in previous years.
- performance of subsidiaries.
- additional cost pressures listed in the table on the next page.

It will always be a challenge to balance Council rates and the capacity to deliver the 118 services at the current service levels to the community; to maintain the \$720m asset base; to continue to strive for effectiveness and efficiencies in our business and achieve financial sustainability.

Cost of Business

Every year Council estimates the increase in the 'cost of business' (COB) to deliver services to the community (ie construction and maintenance of roads, footpaths, drains, parks, facilities and environmental projects, staff salaries and contractor costs such as waste management and recycling).

Other pressures such as cost increases above general inflation (such as waste collection costs) are also considered.

For Council to maintain the existing quality of its services to the community, while balancing its budget, a rate increase of 3.5 per cent will be adopted for 2022/23 which is in line with the December 2021 LGPI and cost of business.

COST OF BUSINESS

LGPI for expenses (existing services) – Dec 2021

3.50%

Less: Pressures already accounted for in 2021/22

- Waste, planning reforms etc

-1.00%

Add: Additional cost pressures:

- Election costs (\$300k) 0.70%
- Health services (EHA) (\$45k) 0.10%
- Co-contribution for sports club (\$60k) 0.10%
- Maintenance of Gross Pollutant Traps (net cost) (\$69k) 0.20%
- Other (increase in training costs, cyber security etc) (\$90k) 0.20%
- Employee costs (\$145k) 0.40%

Cost of Council Business in 2022/23

4.20%

Proposed rates increase

3.50%



the strategic financial processes

With disciplined planning and financial processes Council has achieved a financially sustainable position. This progress is achieved while still meeting the needs and expectations of our community.

These processes deliver Council's objectives as specified in [Our Strategic Community Plan](#) and related strategies.

Our strategic financial processes integrate our long-term planning and forecasting with annual business planning and budgeting. It incorporates:

- the [Long-Term Financial Plan](#)
- Annual Operating Budget
- Operating Projects
- Capital Works
- Asset Management
- Financial Sustainability.

This integrated approach assists in meeting the priorities of both our community and the organisation, while also ensuring our long-term sustainability and intergenerational equity (ensuring a fair sharing of the distribution of resources and financial burden between current and future users of our services and infrastructure).

The Long-Term Financial Plan

The City of Burnside's Long-Term Financial Plan (LTFP) is critical to Council's financial planning process. It underpins our long-term financial sustainability while meeting the needs and expectations of our community, and delivering Council's Strategic Directions highlighted in our strategic community plan *Burnside 2030*.

The LTFP is pivotal in setting high-level financial parameters that guide the development and refinement of Council's budgeted plans, strategies and actions and generates information that assists decisions about the mix, timing and affordability of future outlays on

operating activities, renewal and replacement of existing assets and funding of additional assets. Each year the City of Burnside reviews and updates its LTFP as part of its financial planning process.

In developing the LTFP, we establish financial parameters and forecast our financial performance and position over a 10-year time frame. It is developed using a range of forecast economic indicators and financial assumptions. This provides the basis for allocating funds between ongoing services and project and capital works.

The LTFP informs the 2022/23 Annual Business Plan and Budget and enables Council to effectively and equitably manage service levels, asset management, funding and revenue raising

decisions while achieving its financial strategy and key financial performance targets.

The 2022/23 budget offers a rates increase at 3.5 per cent even though the forecast cost of business is estimated as being an increase of 4.2 per cent.

Alongside the community consultation process for the 2022/23 Annual Business Plan and Budget, the community is invited to provide feedback on the LTFP.

The *Burnside 2030* can be found at www.burnside.sa.gov.au

To review the Long-Term Financial Plan visit www.engage.burnside.sa.gov.au to download the document.





Annual Operating Budget and Projects

Council is planning for a modest \$0.5m operating surplus (including subsidiaries) with \$0.5m in operating projects and expenditure of \$24.5m in new and renewed capital projects. This is despite the increasing cost of business and cost pressures on Council from legislative changes, the upcoming local government election and increased subsidiary services costs.

To achieve cost-effectiveness Council delivers services and programs through a variety of service delivery models such as the appointment and management of contractors, the development and maintenance of collaborating relationships and the involvement of a large network of volunteers.

Council is committed to running a lean organisation and is constantly reviewing our internal costs with a view to finding efficiencies and savings and keep rates low and affordable.

This forms part of our overall approach of providing a sustainable budget for 2022/23.

Further detail on the operating budget can be found in the Appendices.

Asset Management

The City of Burnside is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for our community.

Asset Management Plans are in place for major asset categories such as transport, open space, storm water and buildings to ensure that available resources are allocated to the required maintenance and renewal programs as well as to provide new infrastructure. These Asset Management Plans indicate Council's ongoing commitment to operate and maintain its asset portfolio efficiently, to meet strategic and legislative requirements and deliver the required levels of service for the community.

Financial Sustainability

To assist Council in meeting its objectives of financial sustainability we are guided by a suite of Key Financial Indicators.

These indicators and our performance in relation to them are detailed in the table on page 16. We will ensure that we continue to:

- achieve and maintain an Operating Surplus over the long term.
- aim to fully fund the cost of our services, including depreciation of our assets and infrastructure.
- achieve intergenerational equity - ensuring a fair sharing of the distribution of resources and financial burden between current and future users of our services and infrastructure.
- balance intergenerational equity and financial conservatism.
- employ sound asset management practices - aim to maintain our structure and assets to the required standard to ensure continued delivery of services to agreed standards.

Review Efficiency and Effectiveness

The Burnside community has an expectation that Council delivers the best value for money and the Local Government Act 1999 outlines Council's legislative responsibilities for effective and efficient service delivery. To this end, Council management and staff consistently endeavour to actively pursue more efficient and effective systems and processes and continuous improvement to address the ever increasing needs and demands from a changing community. Council has achieved savings and efficiencies in excess of \$3.7m over the past five years.

There is always room for continuous improvement and benefit to be gained from independent reviews and comparison to similar local government authorities. To achieve financial savings, and maintain existing levels of service to our community, Council will endeavor to continue to review its services, processes and systems.

This business improvement framework tracks closely with the City's LTFP and Strategic Community Plan; delivering improved services, efficient and effective operations, while maintaining equitable rates.

rating policy

The fundamental principle of equity within the community and assessment of the impact of rates across the Council's footprint forms the criteria for annual rates modelling which is then used to develop a planned review of the basis of rating each year.

Council takes into consideration the effect of rates on all ratepayers and is mindful of maintaining the balance between economic and community development.

A rates increase reflects the increasing costs that Council must pay to deliver services and maintain infrastructure for the community. Also taken into account are factors such as the current economic climate, the Local Government Price Index (LGPI), employment rates, Council's debt profile, imposed legislative change and the need to manage, maintain and improve the community's physical infrastructure assets for future generations.

Rate rises have no direct correlation with the Consumer Price Index (CPI).

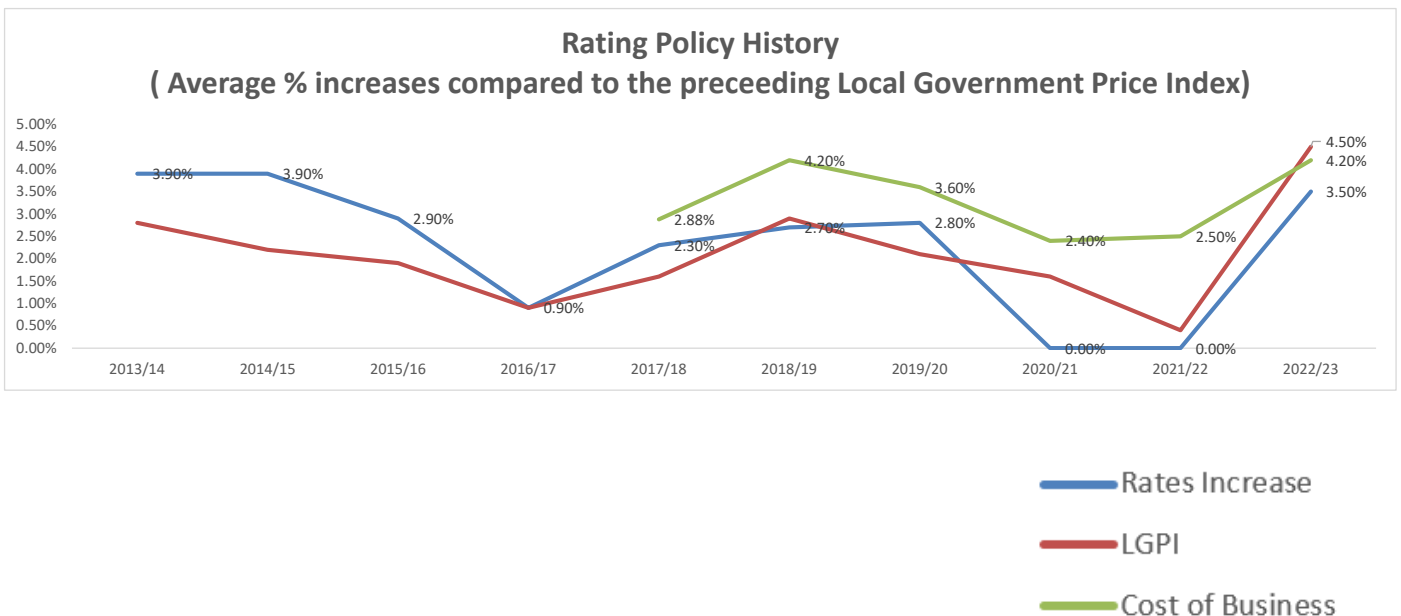
The CPI measures changes in the price of a 'basket' of goods and services that is representative of the expenditure of households (toothpaste, nappies, food, clothing and other typical domestic expenditure including council rates).

Rates increases occur in line with the LGPI. In the LGPI 'basket' are wages, heavy equipment, diesel, bitumen, and much greater proportions of power and water than the average household.

The LGPI and CPI are both historical indices whereas the rates increase is for the year ahead.

With the March 2022 CPI at 4.5 per cent, and the forecast Cost of Business (the 'projected' cost to deliver Council's services) at 4.2 per cent, Council's proposed rates increase of 3.5% is significantly lower.

Council's commitment to achieving financial discipline has enabled this rate, while still delivering a high standard of service to our community.





The City of Burnside's Rating Policy guides the implementation of rates, rebates and hardship provisions.

Below is a summary of the rating practices over the past four financial years. Council has maintained a consistent rating policy by charging a minimum rate.

Year	2019/20	2020/21	2021/22	2022/23
Minimum	875	875	875	906
Valuation at Minimum (exc Vacant Land)	405,092	395,748	408,116	521,889
Rate in \$ - All				
Rate in \$ - Residential	0.00216	0.00216	0.002149	0.001725
Rate in \$ - Vacant Land	0.00432	0.00432	0.004299	0.004313

Increased differential rating on Vacant Land

For 2022/23, property valuations have increased by over 30 per cent which has also caused a decrease in rates for vacant landowners.

To keep the rates consistent with prior year and to continue encouraging development and preservation of the high standard of street appeal in the City of Burnside, Council has introduced a higher rating on vacant land (increase from 200 per cent to 250 per cent).

Council will also not to redistribute this additional revenue across the community and instead use it to increase Council's surplus which can be used to provide additional services for the community or to reduce debt. In spite of the increase to 250 per cent differential, the average rate for vacant land is expected to reduce by \$53.

The following table demonstrates the expected level of revenue to be raised by each differential rate:

Category	Proposed Rate Revenue 2022/2023 (excluding growth)	Proposed Rate in the Dollar 2022/2023
Residential	\$ 38,538,492	\$ 0.001725
Independent Living	\$ 392,108	\$ 0.001725
Commercial - Shop	\$ 799,592	\$ 0.001725
Commercial - Office	\$ 824,029	\$ 0.001725
Commercial - Other	\$ 571,872	\$ 0.001725
Industrial - Light	\$ 6,393	\$ 0.001725
Industrial - Other	\$ 11,930	\$ 0.001725
Primary Production	\$ 32,559	\$ 0.001725
Vacant Land	\$ 743,017	\$ 0.004313
Other - General	\$ 422,317	\$ 0.001725
Contiguous Land	\$ 1,113	\$ 0.001725
TOTAL (excludes growth)	\$ 42,343,422	

Capital Values

The City of Burnside adopts and uses the capital valuations provided by the State Government's Office of the Valuer-General for the calculation and setting of council rates each year. Council considers that this method of valuing land is the fairest method of distributing the rate responsibility across all rate payers.

Section 151 of the *Local Government Act, 1999* further identifies that the value of land for the purpose of rating is capital value which includes all improvements.

Council uses the services of the South Australian Valuer-General to establish the value of land within the Council area for rating purposes.

The City of Burnside's [Rating Policy](#) provides detail on land valuations and valuation objections.

The following table demonstrates the changes in rate revenue and valuations over the past four years.

	2019/20	2020/21	2021/22	2022/23
Total Valuation \$(M)	18,462	18,448	18,864	24,526
% Increase Total Valuation	3%	0%	2%	30%

	2019/20	2020/21	2021/22	2022/23
% Increase Rates Revenue (excluding Natural Growth)	2.8%	0.0%	0.0%	3.5%
% Increase Natural Growth	0.9%	0.5%	0.3%	1.1%



The following table shows the increase/(decrease) in property valuations over the past four years.

Class	Increased Value 2019 to 2020	Increased Value 2020 to 2021	Increased Value 2021 to 2022	Increased Value 2022 to 2023
Non - Residential	3.78%	4.16%	8.58%	12.60%
Residential	3.19%	0.24%	2.07%	31.62%

The following table shows the increase/(decrease) in average rates over the past four years.

Average Rate (excluding growth)	2019/20	2020/21	2021/22	2022/23	Change in average rates for 2022/23 compared to 2021/22
Residential	\$ 1,866	\$ 1,898	\$ 1,894	\$ 2,022	\$128
Independent Living	\$ 815	\$ 831	\$ 720	\$ 567	(\$153)
Commercial - Shop	\$ 2,094	\$ 2,125	\$ 1,995	\$ 1,785	(\$210)
Commercial - Office	\$ 3,111	\$ 3,068	\$ 2,794	\$ 2,658	(\$136)
Commercial - Other	\$ 2,299	\$ 2,290	\$ 2,087	\$ 2,021	(\$66)
Industrial - Light	\$ 1,318	\$ 1,336	\$ 1,148	\$ 1,065	(\$83)
Industrial - Other	\$ 2,163	\$ 2,201	\$ 2,198	\$ 1,988	(\$210)
Primary Production	\$ 2,567	\$ 2,615	\$ 9,052	\$ 8,140	(\$913)
Vacant Land	\$ 2,732	\$ 3,125	\$ 3,242	\$ 3,189	(\$53)
Other	\$ 6,059	\$ 6,102	\$ 6,068	\$ 5,557	(\$511)

The following table shows the 2022/23 valuation increase by suburb for all properties, as supplied by the Valuer General.

Suburb	No. of Properties	% Change in Valuation
AULDANA	256	32.30%
BEAUMONT	1,095	33.73%
BEULAH PARK	802	28.92%
BURNSIDE	1,311	33.52%
DULWICH	842	26.51%
EASTWOOD	602	23.29%
ERINDALE	494	34.58%
FREWVILLE	443	23.38%
GLEN OSMOND	817	30.37%
GLENSIDE	1,682	22.36%
GLENUNGA	958	28.05%
HAZELWOOD PARK	876	31.78%
KENSINGTON GARDENS	1,257	27.56%
KENSINGTON PARK	1,182	27.87%
LEABROOK	842	27.47%
LEAWOOD GARDENS	11	18.21%
LINDEN PARK	951	31.10%
MAGILL	1,187	30.77%
MOUNT OSMOND	183	29.64%
ROSE PARK	697	25.40%
ROSSLYN PARK	642	33.00%
SKYE	138	31.93%
ST GEORGES	684	34.72%
STONYFELL	492	32.70%
TOORAK GARDENS	1,179	28.59%
TUSMORE	675	31.60%
WATERFALL GULLY	60	31.61%
WATTLE PARK	767	32.90%
New Properties	189	
TOTAL	21,314	29.61%

Rebates, Remission and Postponement

The City of Burnside's [Rating Policy](#) provides detail on:

- rebate of rates
- rate relief
- rate capping
- hardship relief
- remission of rates
- postponement of rates.

appendix

Financial Statements

The 2022/23 Annual Budget Financial Statements include:

- Statement of Comprehensive Income
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Uniform Presentation of Finances

Delivering our Vision

- *Burnside 2030*, our strategic community plan
- 2022/23 initiatives
- Maintaining our assets

Delivery of services to our community in 2022/23

Statement on Expected Rate Revenue

CITY OF BURNSIDE
ANNUAL BUDGET 2022/23
STATEMENT OF COMPREHENSIVE INCOME

	2022/23 Budget (\$'000)	2021/22 Forecast (\$'000)
INCOME		
Rates	43,911	41,810
Statutory charges	1,432	1,394
User charges	2,151	1,911
Grants, subsidies and contributions	4,021	5,997
Investment income	39	21
Reimbursements	511	439
Other income	537	536
Net Gain - Joint Ventures & Associates	896	983
Total Income	53,497	53,092
EXPENSES		
Employee Costs	18,063	17,267
Materials, contracts & other expenses	23,076	22,021
Depreciation	10,508	10,480
Finance Costs	451	350
Net Loss - Joint Ventures & Associates	280	273
Total Expenses	52,377	50,390
OPERATING SURPLUS / (DEFICIT) (including subsidiaries)	1,120	2,701
CAPITAL REVENUE		
Gain/(Loss) on Disposal of Non Current Assets	(150)	(150)
Amounts received specifically for new/upgraded assets*	9,018	4,735
Physical Resources Received Free of Charge	(0)	73
	8,868	4,658
NET OPERATING SURPLUS / (DEFICIT) (including subsidiaries)	9,988	7,359
Other Comprehensive Income		
Changes in Revaluation Surplus		
- Infrastructure, Property, Plant & Equipment	13,418	-
TOTAL COMPREHENSIVE INCOME	23,406	7,359

*2021/22 includes Capital Grants to be received for Major Projects



CITY OF BURNSIDE
ANNUAL BUDGET 2022/23
STATEMENT OF FINANCIAL POSITION

	2022/23 Budget (\$'000)	2021/22 Forecast (\$'000)
ASSETS		
Current Assets		
Cash & cash equivalents	-	-
Trade & other receivables	1,948	1,707
Inventories	-	-
Total Current Assets	1,948	1,707
Non-Current Assets		
Financial assets	167	148
Equity accounted investments	6,641	6,059
Infrastructure, property, plant & equipment	720,431	693,317
Other Non Current Assets	-	-
Total Non-Current Assets	727,239	699,525
TOTAL ASSETS	729,187	701,232
LIABILITIES		
Current Liabilities		
Trade & other payables	5,529	5,791
Short-term borrowings	1,506	1,171
Short-term provisions	2,329	2,298
Total Current Liabilities	9,364	9,260
Non-Current Liabilities		
Trade & Other Payables	11	16
Long-term borrowings	27,481	23,015
Long-term provisions	254	251
Equity accounted liabilities in Regional Subsidiaries	1,459	1,477
Total Non-Current Liabilities	29,205	24,760
TOTAL LIABILITIES	38,569	34,020
NET ASSETS	690,618	667,212
EQUITY		
Accumulated Surplus / (Deficit)	253,713	243,805
Asset Revaluation Reserve	435,821	422,404
Other Reserves	1,083	1,003
TOTAL EQUITY	690,618	667,212

CITY OF BURNSIDE
ANNUAL BUDGET 2022/23
STATEMENT OF CHANGES IN EQUITY

	2022/23 Budget (\$'000)	2021/22 Forecast (\$'000)
ACCUMULATED SURPLUS		
Balance at end of previous reporting period	243,805	236,526
Net result for year	9,988	7,359
Transfers from other reserves	(80)	(80)
Balance at end of period	253,713	243,805
ASSET REVALUATION RESERVE		
Balance at end of previous reporting period	422,404	422,404
Gain on revaluation of infrastructure, property, plant & equipment	13,418	-
Transfer to Accumulated Surplus on sale of property, plant & equipment	-	-
Balance at end of period	435,822	422,404
OTHER RESERVES		
Balance at end of previous reporting period	1,003	923
Transfers to Accumulated Surplus	80	80
Transfers from Accumulated Surplus	-	-
Transfers between reserves	0	0
Balance at end of period	1,083	1,003
TOTAL EQUITY AT END OF REPORTING PERIOD	690,618	667,212

CITY OF BURNSIDE
ANNUAL BUDGET 2022/23
STATEMENT OF CASH FLOWS

	2022/23 Budget (\$'000)	2022/22 Forecast (\$'000)
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Rates	44,053	41,817
Statutory Charges	1,392	1,606
User Charges	2,078	2,108
Grants, subsidies & contributions	3,894	5,763
Investment Income	38	21
Reimbursements	495	553
Other Income	(211)	1,703
Payments		
Employee Costs	(17,901)	(17,937)
Materials, contracts & other expenses	(22,869)	(22,087)
Finance payments	(451)	(350)
Net cash provided by (or used in) Operating Activities	10,520	13,196
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts		
Amounts received specifically for new/upgraded assets	9,018	4,735
Sale of replaced assets	150	150
Payments		
Expenditure on renewal / replacement of assets	(16,855)	(18,152)
Expenditure on new / upgraded assets	(7,649)	(7,589)
Loans Made to Community Groups	-	-
Capital Contributed to Associated Entities	16	(255)
Net cash provided by (or used in) Investing Activities	(15,321)	(21,111)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts		
Proceeds from Borrowings	6,500	8,898
Proceeds from Aged Care Facility deposits	-	-
Payments		
Repayments of Borrowings	(1,641)	(897)
Repayment of Finance Lease liabilities	(58)	(86)
Net cash provided by (or used in) Financing Activities	4,801	7,915
Net Increase / (Decrease) in cash held	(0)	0
Cash & Cash Equivalents - at beginning of period	0	-
Cash & Cash Equivalents - at end of period	(0)	0

CITY OF BURNSIDE
ANNUAL BUDGET 2022/23
UNIFORM PRESENTATION OF FINANCES

	2022/23 Budget (\$'000)	2021/22 Forecast (\$'000)
Operating Income	53,497	53,092
<i>less</i> Operating Expenses	(52,377)	(50,390)
Operating Surplus / (Deficit)	<u>1,120</u>	<u>2,701</u>
<i>less</i> Net Outlays on Existing Assets		
Capital Expenditure on renewal and replacement of Existing Assets	(16,855)	(18,152)
<i>less</i> Depreciation, Amortisation and Impairment	10,508	10,480
<i>less</i> Proceeds from Sale of Replaced Assets	150	150
	<u>(6,197)</u>	<u>(7,523)</u>
<i>less</i> Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(7,649)	(7,589)
<i>less</i> Amounts received specifically for New and Upgraded Assets	9,018	4,735
	<u>1,369</u>	<u>(2,854)</u>
Net Lending / (Borrowing) for Financial Year	<u>(3,708)</u>	<u>(7,675)</u>

Delivering our Vision

In 2022/23 the City of Burnside proposes the following program of expenditure to meet the Goals, Priorities and Themes of *Burnside 2030*, our strategic community plan.

The following pages outline our capital works program, key projects, programs and services.

Burnside 2030 Strategic Community Plan <i>A prosperous City with a healthy, safe, connected, and active community, living in green leafy neighbourhoods where lifestyle is admired, heritage is valued, and people and nature live in harmony.</i>			
STRATEGIC GOAL	ENVIRONMENT <i>Our City will be a leading environmental custodian</i>	COMMUNITY <i>A resilient, healthy and connected community</i>	PLACE <i>A City of accessible and liveable precincts, open spaces, and treasured heritage</i>
PROJECTS	Bin tagging to reduce food going to landfill	Activation and Creation of Youth and Wellbeing Space in Civic Centre	40km/h Speed Areas Community Engagement
	George Bolton Swimming Centre Plant Renewal*	Bell Yett Master Plan Implementation	City of Burnside Master Plan Code Amendment (Urban Form Protection and Diversity)
	Lambden Lane Reserve, Hazelwood Park Tree Planting Project	Dog Park Improvements	DAIP building accessibility audit - stage 2
	Michael Perry Reserve Historic Garden: Stage 3	George Bolton Swimming Centre Family Change Rooms Upgrade	Dulwich Community Centre Redevelopment
		George Bolton Swimming Centre Grating and Gutter resurfacing	Heritage Reference Group Projects
		Implementation of Reconciliation Action Plan	Historic Area Overlay Expansion Code Amendment
		Laurel Avenue Pirkurna Wirra Stage 2	Magill Stone Mine Reserve Management Plan
		Penfold Park master plan works	Magill Village Activation
		Rose Park Community Garden	Marryatville Precinct Master Plan
		Tregenza Oval Master Plan improvements	Regal Theatre Master Plan Detailed Design
		Tusmore Park Fitness Equipment	Magill Village Redevelopment
		Lockwood Traffic Control Devices**	100 years of ANZAC Lookout Upgrade
		Glenunga Oval Reconstruction**	Bike paths/cycling infrastructure*
		Penfold Park Playground (increased scope)*	
	Pioneer Women's Trail / Brock Reserve Public Amenities*		
	Verdale Ave Traffic Management*		
	Coach Road Driveway Link**		
STRATEGIC PRINCIPLES	Principle 1 - Service Sustainability	Principle 3 - Improvement and Innovation	Principle 4 - Governing with Integrity
PROJECTS	Burnside Library Collection Renewal Program	Corporate Business System Review	Integrated Agenda and Minute software*
	Communication Systems Renewal	Mobile Device Refresh - Council Member	
	Operations & Civic Centre Light Fleet Replacement*	Saw Stop Band Saw for Shed	
	Plant Replacement - Depot Based Major Plant	Smart Cities	
	Plant Replacement - Depot Based Minor Plant		
Biodiversity nursery risk management modifications			

*Budget adjusted in Final Budget to include Q4 Carry Forwards identified post Draft Budget.

**Budget adjusted in Final Budget to include Council resolutions post Draft Budget.

2022-23 Initiatives	Project Description	Expenditure Range	Category
Bin tagging to reduce food going to landfill	A larger-scale bin-tagging project is proposed, to reduce waste and increase recycling of resources	\$0-\$100k	Operating Project
George Bolton Swimming Centre Plant Renewal	Replace the gas pool heater at the George Bolton Swimming Centre with a new all-electric heating system, this gas system is currently due for replacement as it is reaching the end of its useful life.	\$600k-\$1m	Asset Renewal
Lambden Lane Reserve, Hazelwood Park Tree Planting Project	Project is related to planting of trees and to beautify the area for habitat and as a carbon sink.	\$0-\$100k	Operating Project
Michael Perry Reserve Historic Garden: Stage 3	This project proposes to implement the third and final stage of the Adaptation Plan. It will: <ul style="list-style-type: none"> • Develop and install a series of interpretive signs that showcase the areas history, horticultural assets and biodiversity. • Complete the restoration of the network of garden paths and trails as identified in the Adaptation Plan. • Undertake additional plantings of trees and horticultural species to complement the existing plantings and act as the next generation to ensure continuity of the historic landscape. 	\$0-\$100k	New Capital
Activation and Creation of Youth and Wellbeing Space in Civic Centre	Proposal to create youth connectivity space in the Civic Centre through the purchase of appropriate furniture with electronic device plug ins, and to purchase new health equipment to support the Strength for Life program, including installing a new gym floor.	\$0-\$100k	Asset Renewal
Bell Yett Master Plan Implementation	This project is for the implementation of improvements based on the master plan expected to be adopted by Council by June 2022.	\$0-\$100k	New Capital
Dog Park Improvements	This project is for improvements to be made to the Conyngham Street dog park.	\$100k- \$200k	New Capital
George Bolton Swimming Centre Family Change Rooms Upgrade	This project is to replace the existing spa and steam rooms to develop much needed additional family change rooms and create two new 'school change rooms' for use by schools and children.	\$200k-\$600k	New Capital
George Bolton Swimming Centre Grating and Gutter resurfacing	Replacement of plastic wet deck grating on the 50m and Learner pools and 2 pack paint that protects and coats wet deck gutters on 3 x pools.	\$0-\$100k	Asset Renewal
Implementation of Reconciliation Action Plan	Project is related to: consult with Kurna representatives on projects, host public events during Reconciliation Week and NAIDOC week, contract an Aboriginal company to present Cultural Awareness training sessions for staff, Council Members, volunteers and community groups; and to contract a Kurna artist(s) to create an art piece that represents the Council's reconciliation journey.	\$0-\$100k	Operating Project
Laurel Avenue Pirkurna Wirra Stage 2	This project which will include: <ul style="list-style-type: none"> • Additional irrigated garden beds. • Columns to support shade cloth. • Storage bays for mulch and soil. • Bike rack. • Pergola. 	\$0-\$100k	New Capital

2022-23 Initiatives	Project Description	Expenditure Range	Category
Penfold Park master plan works	This project is for the implementation of improvements based on the master plan including fitness stations and tree plantings.	\$100k- \$200k	New Capital
Rose Park Community Garden	Proposed development of a community garden on Hewitt Ave pocket park	\$0-\$100k	Operating Project
Saw Stop Band Saw for Shed	This project is for the installation of a sensor brake in the table saw at the Shed which will mitigate the risk of injury.	\$0-\$100k	New Capital
Tregenza Oval Master Plan improvements	Works proposed for 2022/23 include: <ul style="list-style-type: none"> • Lawn and irrigation to triangle section (near closed made road). • New path linking oval to community garden. • Shelter, picnic table and barbecue. • Steps from oval to triangle section. • Ramp from Tamarack Ave footpath to oval (near playground). • Vegetation to north east section (near shed), including trees and low to mid-level plantings. 	\$200k-\$600k	New Capital
Tusmore Park Fitness Equipment	One fitness station similar to those in Victoria Park and Kensington Gardens Reserve	\$0-\$100k	New Capital

2022-23 Initiatives	Project Description	Expenditure Range	Category
40km/h Speed Areas Community Engagement	This is a funding allocation in 2022/23 to pursue community engagement on 40km/h areas recommended by the draft City Master Plan	\$0-\$100k	Operating Project
City of Burnside Master Plan Code Amendment (Urban Form Protection and Diversity)	Subject to Council endorsement of the City Master Plan (Urban Form and Transport) currently under development, this project will undertake a Code Amendment to implement key aspects of the City of Burnside Master Plan.	\$0-\$100k	Operating Project
DAIP building accessibility audit - stage 2	This project seeks to complete the audit of community buildings, a key action within Council's Disability Access and Inclusion Plan (DAIP), which commenced in 2021/22. In 2021/22, Council's operational buildings (24 sites) and public toilets were audited (20 sites). It is proposed to complete the audit in 2022/23 by auditing Council's leased building assets (41 sites).	\$0-\$100k	Operating Project
Dulwich Community Centre Redevelopment	The project is to undertake the Council approved renovation of the existing Dulwich Community Centre to provide an updated facility which provides improved access and inclusion, off-street parking, environmental benefits and allows for improved community activation and use.	\$200k-\$600k	New Capital
Heritage Reference Group Projects	Project is related to hiring appropriate experts and reach target audiences, to provide a forum for the discussion and exploration of ideas to conserve, enhance and promote the City of Burnside's heritage and history	\$0-\$100k	Operating Project
Historic Area Overlay Expansion Code Amendment	Project is related to investigating and ascertaining the potential for further suitable areas within the City of Burnside, to be included in the new State Planning and Design Code Historic Area Overlay.	\$0-\$100k	Operating Project
Magill Stone Mine Reserve Management Plan	This project relates to an independent consultant being engaged to review existing Plans that the City of Burnside has in place to provide a report to Council which provides options on (amongst other things) whether a site specific management plan is warranted, whether there is merit in installing fencing and signage at the site, and in particular whether the olive groves require additional management over and above the current service levels – this may include reduction and focussing on a particular area.	\$0-\$100k	Operating Project

2022-23 Initiatives	Project Description	Expenditure Range	Category
Magill Village Activation	<p>Activation of the road once nearing completion and after completion will ensure that the precinct is the vibrant hub that was intended. A Place Activation Plan and program for Magill Village will outline ideas, opportunities and projects that can be implemented to activate an area.</p>	\$0-\$100k	Operating Project
Marryatville Precinct Master Plan	<p>Council at its meeting of 22 February 2022 endorsed to collaborate with the The City of Norwood Payneham & St Peters (NP&SP) on a master plan for this precinct.</p> <p>A Marryatville precinct master plan would provide a vision and design framework for the future development and activation of the area, as well as setting out opportunities for improved greening, landscapes, streetscapes, traffic management, and people movement to support the diverse social, business and cultural heritage</p>	\$0-\$100k	Operating Project
The Regal Theatre Master Plan Detailed Design	<p>Subject to Council endorsement of The Regal Theatre Master Plan, this project will deliver the detailed design for The Regal Theatre precinct</p>	\$0-\$100k	New Capital

2022-23 Initiatives	Project Description	Expenditure Range	Category
Plant Replacement - Depot Based Minor Plant	The provision of fit for purpose and modern minor plant is essential for all Operations Services teams. This budget bid is to allow the replacement of minor plant to minimise downtime for service provision and operators.	\$0-\$100k	Asset Renewal
Operations & Civic Centre Light Fleet Replacement	Replacement of two Group Manager vehicles, one Fire Prevention (Rangers) vehicle, one Community Bus and one Pool vehicle with hybrid / electric vehicles.	\$200k-\$600k	Asset Renewal
Burnside Library Collection Renewal Program	This budget initiative allows the Burnside Library to continue providing relevant and up to date collections and services for our residents.	\$200k-\$600k	Asset Renewal
Plant Replacement - Depot Based Major Plant	Proposed renewal of four major plants which will include two mowers and two trucks.	\$200k-\$600k	Asset Renewal
Communication Systems Renewal	Council's existing communications and teleconferencing software (Skype for Business) was implemented in 2016 alongside the Customer Experience call centre application (TouchPoint). This was completed through an emergency procurement and budget process as a result of the legacy Mitel telephone system becoming unsupported and malfunctioning.	\$100k-\$200k	Asset Renewal
Mobile Device Refresh - Council Member	Mobile devices (Microsoft Surface tablets) for Council Members post the 2022 election.	\$0-\$100k	Asset Renewal
Corporate Business System Review	The purpose of this project is to seek support from the vendor and complete an initial review identifying Council's ERP system modules and interfaces requiring replacement in preparation for the cloud transition and data migration the following financial year in 2023-24.	\$0-\$100k	Asset Renewal
Saw Stop Table Saw for Shed	Installation of a sensor brake in the table saw at The Shed which will help mitigate the risk of injury.	\$0-\$100k	New Capital

MAINTAINING OUR ASSETS

The purpose of an asset management plan is to help an organisation manage their infrastructure and other assets to an agreed standard of service. The City of Burnside currently has four Asset Management Plans covering the following categories: Transport assets, Stormwater assets, Open Space assets, and Building assets.

Based on our Asset Management Plans, the 2022/23 draft Budget includes a total of \$9.5m in capital expenditure on both new assets and renewal of assets.

Asset Renewal	
	Projects
Buildings Asset Management Plan	Buildings Emergency Program
	Civic Centre Renewal Works
	Community Buildings Program
Sub-Total	\$1,155,000

	Projects
Open Space Asset Management Plan	Hills Face Trails
	Bus Shelter Renewal Program
	Infrastructure Emergency Program
	Open Space Renewal
	Playgrounds
	Public Lighting Renewal Program*
	Reserve Lighting Replacement
	Tennis Courts
	Retaining Walls Renewal
	Fencing Renewal*
	Signage Renewal
Sub-Total	\$1,577,877

	Projects
Stormwater Asset Management Plan	Creek Rehabilitation Works
	Drainage Renewal Program
Sub-Total	\$645,000

	Projects
Transport Asset Management Plan	Footpath Renewal Program
	Kerb Program
	Road Cracksealing program
	Road Resurfacing Program
Sub-Total	\$5,080,000

New Assets	
Open Space Asset Management Plan	Projects
	New Open Space Infrastructure and fittings
Sub-Total	\$180,000
Stormwater Asset Management Plan	Projects
	Drainage New Program
Sub-Total	\$600,000
Transport Asset Management Plan	Projects
	Footpath New Construction Program
	Traffic Calming Program*
Sub-Total	\$297,800

*Budget adjusted in Final Budget to include Q4 Carry Forwards identified post Draft Budget.

**Budget adjusted in Final Budget to include Council resolutions post Draft Budget.

Delivery of services to our community in 2022/23

Council delivers services through three directorates with strategic leadership through the Office of the CEO. The three directorates include:

- Environment and Place
- Corporate
- Community and Development.

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Office of the Chief Executive Officer</p> <p>The Office of the Chief Executive Officer provides a strategic and coordinated approach to Council business including relationship management for Council staff, Elected Members, ratepayers and external partners. It provides the overall vision and leadership for the organisation.</p>	<ul style="list-style-type: none"> • Governing with integrity • Improvement and innovation 	<ul style="list-style-type: none"> • Elected Member liaison and administrative support • CEO and Director support • Leadership and strategic direction • Government \ intergovernmental relations and Council meeting management • Strategic partnerships and alliances

Directorate	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Director Environment and Place</p> <p>The Director Environment and Place provides leadership and management oversight of the Environment and Place Directorate that includes Assets and Infrastructure, Operations, Environment, and Strategic Planning and Delivery; providing key services to the community, strategic planning, City policy planning, and project delivery in accordance with Council's Principles.</p>	<ul style="list-style-type: none"> • Service sustainability • Improvement and innovation • Our City will be a leading environmental custodian • A City of accessible and liveable precincts, open space and treasured heritage 	<ul style="list-style-type: none"> • Leadership and management oversight • Strategic and corporate planning • Strategic projects • Environmental sustainability • Waste management • Urban forestry • Landscape architecture • City services • Open space • Capital projects • Civil engineering • Asset planning • Property and facilities management • Traffic

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Strategic Planning and Delivery</p> <p>The Strategic Planning and Delivery team manages projects to deliver facilities and outcomes aligned to our strategic goals and our community's needs.</p> <p>This team also works with our community to establish Council's strategic goals, as well as manage its City Plan and built heritage.</p>	<ul style="list-style-type: none"> • Our City will be a leading environmental custodian • A city of accessible and liveable precincts, open spaces and treasured heritage • Improvement and innovation • Character and heritage protected, cherished and celebrated • Master planning our city 	<ul style="list-style-type: none"> • Strategic projects management • Strategic and corporate planning • City planning • Built heritage programs • Planning policy

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Environment and Infrastructure</p> <p>The City's assets are fit-for-purpose, meet the needs of current and future visitors and residents, and are cost-effectively managed in an environmentally sustainable manner.</p>	<ul style="list-style-type: none"> • Service sustainability • Improvement and innovation • Our city will be a leading environmental custodian • Facilities, services and programs that meet our community's needs • Flexible fit-for-purpose facilities and places • Use natural resources efficiently and minimise waste • Adapt and mitigate climate change 	<ul style="list-style-type: none"> • Open space planning and landscape architecture • Leasing, licensing and permits • Asset planning • Property and facilities management • Capital projects • Civil Engineering • WSUD Projects • Flood protection projects and studies • Environmental sustainability • Waste education and management

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Operations</p> <p>Ensure that the City's assets including open spaces, streets and trees, are safe, efficient and fit-for-purpose for the use and benefit of the community.</p>	<ul style="list-style-type: none"> • Service sustainability • Improvement and innovation • Our City will be a leading environmental custodian • Facilities, services and programs that meet our community's needs • Canopy cover, greening and open space • Healthy habits and biodiversity • Attractive streets and neighbourhoods with easy access and movement and encouragement of greener transport 	<ul style="list-style-type: none"> • Emergency management response • Fleet management and maintenance • Graffiti removal program • Hill Face zone conservation and land management • Out of hours service • Parks and reserves management and maintenance • Road and footpath maintenance • Street cleaning programs • Traffic engineering and management • Urban biodiversity management and maintenance • Urban Forest management and maintenance

Directorate	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Director Corporate</p> <p>The Director Corporate and Development provides leadership and management oversight of the Corporate Directorate (Finance and Risk, People and Innovation) and also has functional responsibility for Council's WHS and Risk Management, and Communications and Community Engagement functions providing key services both internally and externally in accordance with Council's strategic directions.</p>	<ul style="list-style-type: none"> • Governing with integrity • Improvement and innovation • Communication and engagement • A resilient, healthy and connected community • A sense of community • Council as an advocate and influencer to ensure our community's voices are heard 	<ul style="list-style-type: none"> • Leadership and management oversight • Insurance • IT • People Experience • Customer experience • Information management • Governance • Procurement • Finance and rates • Corporate communications • Community engagement

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Finance and Risk</p> <p>The Finance and Governance Department supports Council to achieve a sustainable financial platform through managing financial transactions and providing governance and procurement advice and support in a manner which supports both short and long term financial sustainability, accountability and transparency of public expenditure, while ensuring value for money is achieved and the principles of probity, transparency, accountability and risk management are embraced and maintained.</p>	<ul style="list-style-type: none"> • Governing with integrity • Improvement and innovation 	<ul style="list-style-type: none"> • Financial planning, budgeting and forecasting • Financial analysis, management and reporting • Accounts receivable and payable • Rates modelling and debtor management • Payroll • Procurement and contract management • External and internal audit (outsourced functions) • Work health safety and risk management

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>People and Innovation</p> <p>Build organisational capacity and capability to enable the delivery of Council's strategic directions through fostering a culture of accountability, and achievement. Ensure outstanding systems and records management support to provide efficient service delivery and information dissemination to the organisation and greater community. It also provides the first point of contact for our customers that leads to a first and overall impression of Council. The department fosters and develops a strategic approach to the provision of customer experience policies, programs and activities across the organisation.</p>	<ul style="list-style-type: none"> • Improvement and innovation 	<ul style="list-style-type: none"> • Website development and maintenance • Live streaming Council meetings • Creative design • Intranet administration and application, support and development • Information management • Learning and development • Employee wellness • Workforce management and operations • Telecommunications • Network infrastructure and security • Information technology projects and support • GIS and mobile applications • Enterprise resource and planning systems • Change management and strategic organisational development • Customer service

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Community Engagement and Communications</p> <p>The Community Engagement and Communications Department delivers services which enhance and foster community input into Council decision making; communicates the City of Burnside's services, events and activities to the community; and provides engagement and corporate communications services across all departments in the organisation. The department also fosters a strategic approach to the provision of public relations functions to positively position the City of Burnside's reputation.</p>	<ul style="list-style-type: none"> • Communication and engagement • Governing with Integrity • A resilient, healthy and connected community • A sense of community • Council as an advocate and influencer to ensure our community's voices are heard 	<ul style="list-style-type: none"> • Community engagement planning • Strategic community engagement advice • Community engagement projects and reporting • Strategic communications • Media management and liaison • Public relations advice • Annual Community Survey • Corporate publications (Annual Report, Focus newsletter, eNews, Burnside Focus online news hub) • Corporate image • Online and digital engagement • Internal eNewsletter • Media (film and photography) permits • Website content management • Social media management • Digital content creation • Image database development • Photography and videography • Legislation compliance

Directorate	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Director Community and Development</p> <p>The Director Community and Development provides leadership and management oversight of the Community and Development Directorate that includes Economic Development, Community Connections and City Development and Safety to provide key services in accordance with Council's strategic directions.</p>	<ul style="list-style-type: none"> • A resilient, healthy and connected community • Service sustainability • Improvement and innovation • Governing with Integrity • Communication and engagement • Small business support • A sense of community • Facilities, services and programs that meet our community's needs • Resilience, wellbeing and recreation • Business precincts and villages • Council as an advocate and influencer to ensure our community's voices are heard 	<ul style="list-style-type: none"> • Leadership and management oversight • Economic development • Pepper Street Arts Centre • George Bolton Swimming Centre • The Regal Theatre • Volunteer coordination • Community centres and halls • Community events • Community development • Community learning • Library services • Local history and events • Community wellbeing • Community transport • The Shed programs • In home support • Planning • Building compliance • Rangers

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>City Development and Safety</p> <p>Development Assessment and Compliance Services are undertaken in a consistent, professional and transparent manner. Ranger Services provide effective and professional parking control, animal management, bushfire management and other regulatory compliance services to the community.</p>	<ul style="list-style-type: none"> • Governing with integrity • A city of accessible and liveable precincts, open spaces and treasured heritage • Character and heritage protected, cherished and celebrated • Business precincts and villages 	<ul style="list-style-type: none"> • Regulated and Significant Trees Assistance Fund • Planning assessment and development compliance • Building assessment • Development administration • Eastern Health Authority • Ranger services

Department	Strategic Community Plan Priorities and Principles	Functions and Services
<p>Community Connections</p> <p>The Community Connections Department delivers services and programs which enhance and foster community learning and development and provide targeted community wellness and lifestyle choice support services to the City of Burnside community.</p>	<ul style="list-style-type: none"> • A resilient, healthy and connected community • Service sustainability • Improvement and innovation • Governing with integrity • A sense of community • Facilities, services and programs that meet our community's needs • Resilience, wellbeing and recreation • Flexible fit-for-purpose facilities and places 	<ul style="list-style-type: none"> • Community grants and sponsorships • Community development program • Youth development program • Social inclusion and wellbeing programs • Volunteer coordination • Community transport program • Toy library • Home support program (Commonwealth Home Support Program) • Cultural & historical support service • Burnside library lending & lifelong learning services • Community mobile library • The Shed • Community centres and halls – Glenunga Hub, Dulwich Community Centre, Eastwood Community Centre, Burnside Community Centre, Burnside Ballroom, Burnside Town Hall • Justice of the Peace service • Pepper Street Arts Centre • George Bolton Swimming Centre • The Regal Theatre

Statement on Expected Rate Revenue

Attachment G - Statement on Expected Rate Revenue

Please note: These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of going out to consultation on the DRAFT Annual Business Plan and Budget (ABP&B). This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the ABP&B.

Expected Rates Revenue				
Expected Rates Revenue (inc	2021/22 (as adopted)	2022/23 (estimated)	Change	Comments
General Rates Revenue				
General Rates (existing properties)		\$42,344,499 (a)		The proposed Rates increase for existing properties for 2022/23 (excluding Vacant Land) is 3.5 per cent on average across the City. Council is proposing to increase the differential rate on Vacant Land from 200% to 250% to continue to encourage development within the City. The change in rates is showing as 5.4% due to growth and the increase in differential.
General Rates (new properties)		\$473,642 (b)		
General Rates (GROSS)	\$40,645,346	\$42,818,141 (c)		
Less: Mandatory Rebates	(\$377,638)	(\$390,855) (d)		
General Rates (NET)	\$40,267,708	\$42,427,286 (e)	5.4%	
		(e)=(c)+(d)		
Other Rates (inc. service charges)				
Regional Landscape Levy	\$1,737,916	\$1,732,811 (f)		The Regional Landscape Levy is a State tax, it is not retained by council.
	\$42,005,624	\$44,160,097		
Less: Discretionary Rebates	(\$58,000)	(\$60,030) (l)		
Expected Total Rates Revenue	\$40,209,708	\$42,367,256 (m)	5.4%	Excluding the Regional Landscape Levy and minus Mandatory & Discretionary Rebates.
		(m)=(e)+(g)+(h)+(i)+(j)+(k)+(l)		
Estimated growth in number of rateable properties				
Number of rateable properties	21,191	21,314 (n)	0.6%	Council is expecting a growth of 1.1% in revenue across the City.
	Actual	Estimate		
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				
Estimated average General Rates per rateable property				
Average per rateable property	\$1,918	\$2,009 (o)	4.7%	
		(o)=(c)/(n)		
Councils use property valuations to calculate each rateable property's contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the council area). The total General Rates paid by all rateable properties will equal the amount adopted in the budget.				
Notes				
(d) Councils are required under the Local Government Act to provide a rebate to qualifying properties under a number of categories:				
Health Services - 100 per cent		Religious purposes - 100 per cent	Royal Zoological Society of SA - 100 per cent	
Community Services - 75 per cent		Public Cemeteries - 100 per cent	Educational purposes - 75 per cent	
The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).				
(e) Presented as required by the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(1)(ea)				
Please Note: The percentage figure in (e) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from <u>individual</u> rateable properties (ie. individual rates will not necessarily change by this figure).				
(f) Councils are required under the <i>Landscape South Australia Act 2019</i> to collect the levy on all rateable properties on behalf of the State Government. The levy helps to fund the operations of regional landscape boards who have responsibility for the management of the State's natural resources.				
(l) A council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).				
(m) Expected Total Rates Revenue excludes other charges such as penalties for late payment and legal and other costs recovered.				
(n) 'Growth' as defined in the <i>Local Government (Financial Management) Regulations 2011</i> reg 6(2)				

Statement on Expected Rate Revenue

Expected Rates Revenue (including growth and increase in differential rates for Vacant Land)

	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$	
	2021/22	2022/23	Change	2021/22	2022/23	2021/22	2022/23	Change	2022/23	
Land Use (General Rates - GROSS)										
Residential	\$36,693,543	\$39,230,125	7%	19728	19898	\$1,860	\$1,972	(p)	\$112	0.001725
Commercial - Shop	\$913,965	\$812,179	-11%	460	456	\$1,987	\$1,781	(p)	-\$206	0.001725
Commercial - Office	\$900,538	\$868,024	-4%	314	314	\$2,868	\$2,764	(p)	-\$104	0.001725
Commercial - Other	\$633,842	\$582,784	-8%	289	285	\$2,193	\$2,045	(p)	-\$148	0.001725
Industry - Light	\$9,172	\$6,393	-30%	8	6	\$1,147	\$1,066	(p)	-\$81	0.001725
Industry - Other	\$13,159	\$11,930	-9%	6	6	\$2,193	\$1,988	(p)	-\$205	0.001725
Primary Production	\$36,467	\$32,559	-11%	4	4	\$9,117	\$8,140	(p)	-\$977	0.001725
Vacant Land	\$977,129	\$844,628	-14%	299	268	\$3,268	\$3,152	(p)	-\$116	0.004313
Other	\$469,979	\$429,519	-9%	83	77	\$5,662	\$5,578	(p)	-\$84	0.001725
Total Land Use	\$40,647,793	\$42,818,141	5.3%	21,191	21,314	\$1,918	\$2,009	(p)	\$91	

Council is cognisant of the principle of equity across the City. As a result of the decrease in average rates for Vacant Land owners, a proposal to increase the differential on Vacant Land is being considered to discourage land banking.

Minimum Rate

	No. of properties to which rate will apply		Rate		
	2022/23	% of total rateable properties	2021/22	2022/23	Change
Minimum Rate	3,963	18.6%	\$875	\$906	(r) \$31

In accordance with Section 158 of the Act, the City of Burnside imposes a minimum rate, as it considers it appropriate that all rateable properties make a base level contribution to the cost of:

- Administering the Council's activities; and
- Creating and maintaining the physical infrastructure that supports each property.

Adopted valuation method

Capital Value/Site Value/Annual Value

Council has the option of adopting one of three valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land;

Site Value – the value of the land and any improvements which predominantly affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements (Note: Site Value will cease to be an option from 1 Sept 2023); or

Annual Value – a valuation of the rental potential of the property.

In accordance with Section 153 of the Act, the City of Burnside applies a single general rate (with a minimum rate) to capital valuations on all rateable properties within the council area (except Vacant Land) and a differential rate at 200 per cent of the residential rate in the dollar to its Vacant Land properties. A proposal to increase the differential on Vacant Land to 250 per cent is being considered so as to discourage land banking.

Notes

(p) Average per rateable property calculated as General Rates for category, including any fixed charge or minimum rate (if applicable) but excluding any separate rates, *divided* by number of rateable properties within that category in the relevant financial year.

(r) Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

