

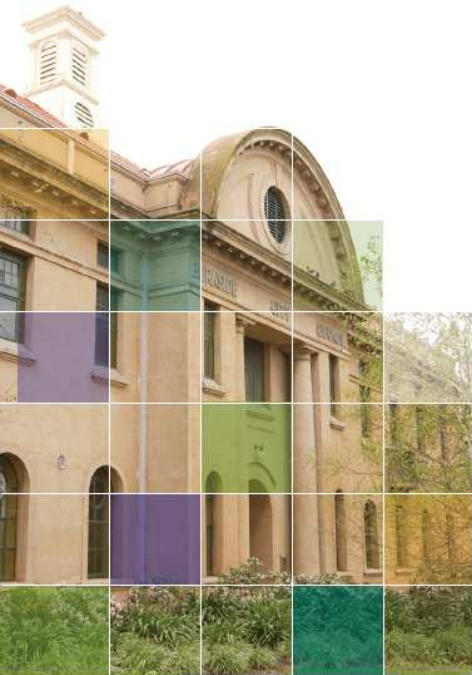


[www.burnside.sa.gov.au](http://www.burnside.sa.gov.au)

# City of Burnside

## 2012/13 Annual Business Plan & Budget

### Adopted 26 June 2012



City of Burnside

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## Content

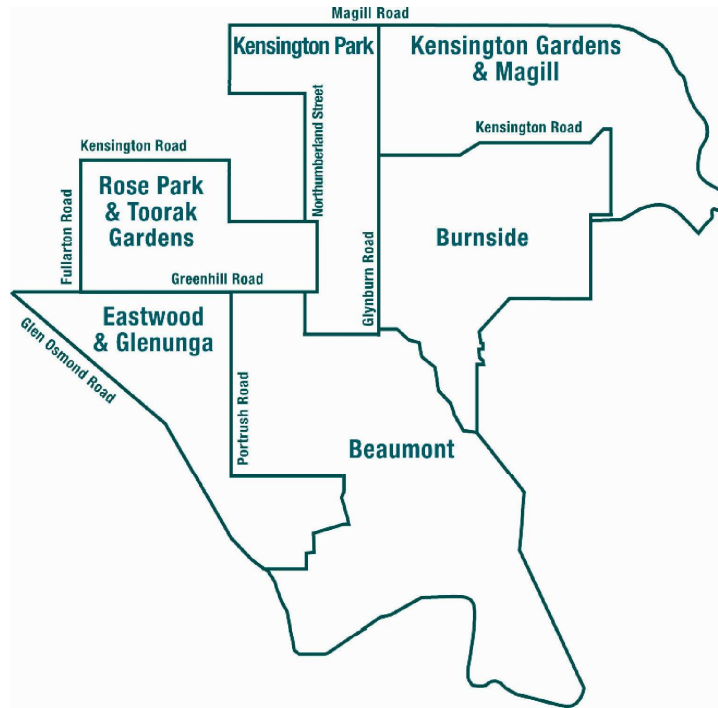
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## 1. Introduction



### 1.1 About the City of Burnside

The City of Burnside is located in the south eastern inner metropolitan area of Adelaide. Home to approximately 44,000 people, it is bordered by the cities of Unley, Mitcham, Adelaide, Norwood Payneham and St Peters, Campbelltown and the Adelaide Hills Council. Over an eighth of its area of 25.7 km<sup>2</sup> is devoted to Parks and Reserves, making it one of the most beautiful residential areas in Adelaide.

The Council district is located within the traditional lands of the Kaurna aboriginal people. Europeans first officially settled Burnside in 1839. In that year Peter Anderson, a Scot, leased land, built three stone cottages, grew barley and wheat and raised cattle, pigs and poultry. His farm was alongside the creek and because the Scottish word for creek is 'Burn', Anderson called his farm Burnside.

By 1850, the name was in common usage in the area and was formally adopted in August 1856 when the District Council of Burnside was removed from the East Torrens Council and proclaimed as a separate District Council.

Burnside's boundaries have been altered several times since then. Late in 1856 the suburb of Kent Town was transferred to Kensington and Norwood. In 1876 the sections at the head of Waterfall Gully were transferred from the District Council of Crafers and in 1999 the suburbs of Skye and that part of Auldana not already in Burnside were transferred from the Adelaide Hills Council. Burnside was proclaimed a Municipality in 1935 and a City in 1943. In 2012, the City will be 156 years old, making it one of the oldest cities in Adelaide.

## **About the Burnside Council**

In November 2010, Local Government elections were held and 13 people were sworn in as Elected Members for a four-year term.

**The Mayor** of the Burnside Council is David Parkin.

The Burnside Council is divided into six wards, and two Councillors represent each ward. Details for each ward are as follows:

### **Beaumont**

Electors: 4,950

Councillors: Anne Monceaux and Mark Osterstock

Suburbs: Beaumont, Glen Osmond, Leawood Gardens, Linden Park, Mt Osmond, St Georges, Waterfall Gully

### **Burnside**

Electors: 5,141

Councillors: Graham Bills and Michael Capogreco

Suburbs: Burnside, Erindale, Stonyfell, Wattle Park

### **Eastwood and Glenunga**

Electors: 5,224

Councillors: Helga Lemon and Di Wilkins

Suburbs: Eastwood, Frewville, Glen Osmond, Glenside, Glenunga

### **Kensington Gardens and Magill**

Electors: 5,372

Councillors: Grant Piggott and Tony Pocock

Suburbs: Auldana, Kensington Gardens, Magill, Rosslyn Park, Skye

### **Kensington Park**

Electors: 5,425

Councillors: Jane Davey and Leni Palk

Suburbs: Beulah Park, Hazelwood Park, Kensington Park, Leabrook

### **Rose Park and Toorak Gardens**

Electors: 5,156

Councillors: Peter Cornish and Robert Hasenohr

Suburbs: Dulwich, Rose Park, Toorak Gardens, Tusmore

## 1.2 Executive Summary

The purpose of this document is to assist the community to understand the strategy behind Council's Annual Business Plan and Budget. The information provided may assist the community to develop informed responses which could add value to Council's planning and budgetary processes.

Under Section 123 of the Local Government Act 1999 (the Act), the City of Burnside is required to develop a budget for each financial year.

The Council must prepare, as part of its budget development process, an Annual Business Plan. Prior to adoption of the Annual Business Plan, the Act requires Council to undertake a public consultation process that, as a minimum, meets the requirements of Section 123(4) of the Local Government Act, 1999.

The Annual Business Plan is a Council statement which details the programs and outcomes the Council intends to undertake in the upcoming financial year. The Plan gives effect to the Strategic Directions encompassed in the Council's Strategic Plan, Long Term Financial Plan and Asset Management Policy.

The 2012/13 Annual Business Plan has been developed on the basis of a number of underlying assumptions which are noted in this document, some of which are subject to future Council decisions that will depend upon the consideration of the outcomes of additional community consultation.

The programs, projects and services planned for 2012/13 are contained in the Annual Business Plan component of this document (Sections 2.1, 2.2 and 2.3). The objectives are to maintain and improve the City of Burnside service delivery and to continue the delivery of programs outlined in Council's Strategic Plan.

Council's income and expenditure are outlined in the Budget component of this document.

Key features of the 2012/13 Annual Business Plan are:

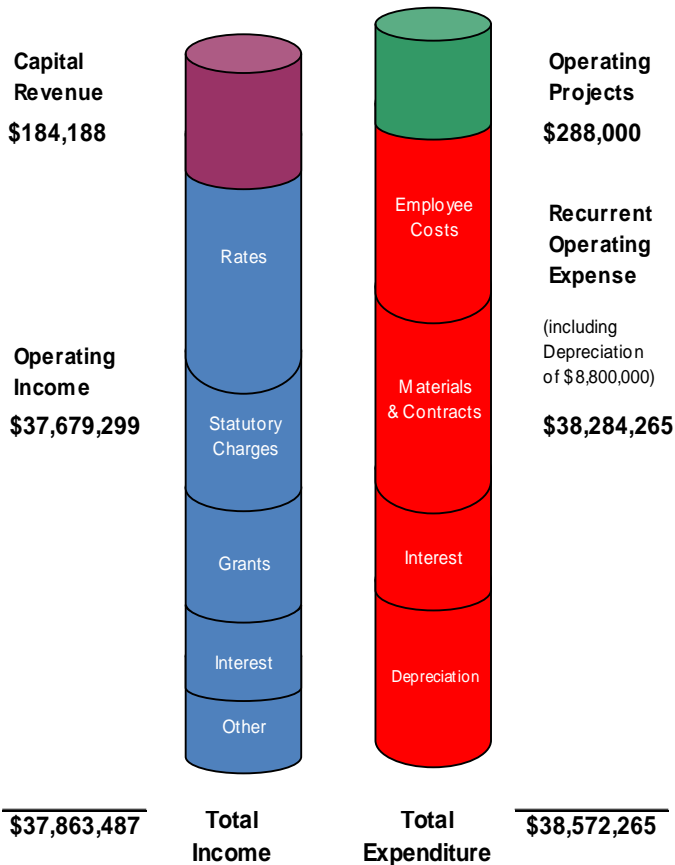
	<b>Adopted Budget 2011/12 \$</b>	<b>Adopted Budget 2012/13 \$</b>	<b>Reference</b>
1. Net Operating Deficit	1,351,903	708,778	Section 4.2
2. Capital Expenditure	9,590,878	13,449,405	Section 4.3
3. Borrowings for Capital Expenditure	(1,794,500)	-	Sections 4 & 4.3
4. Allocation of Capital Reserves	-	(4,789,455)	Sections 4 & 4.3
5. Depreciation	9,162,000	8,800,000	Sections 4 & 4.2
6. Net Cash Deficit / (Surplus)	(13,719)	568,728	Section 4

The following chart provides a graphical overview of the budget components. The contents of the barrels shown below are explained in detail in Section 4 and Appendix 4. The respective barrel colours (which are not drawn to scale) are highlighted at the top of the respective pages.

## Operating Budget

Rates Average Increase  
4.40%

Net Operating Deficit  
**\$708,778**

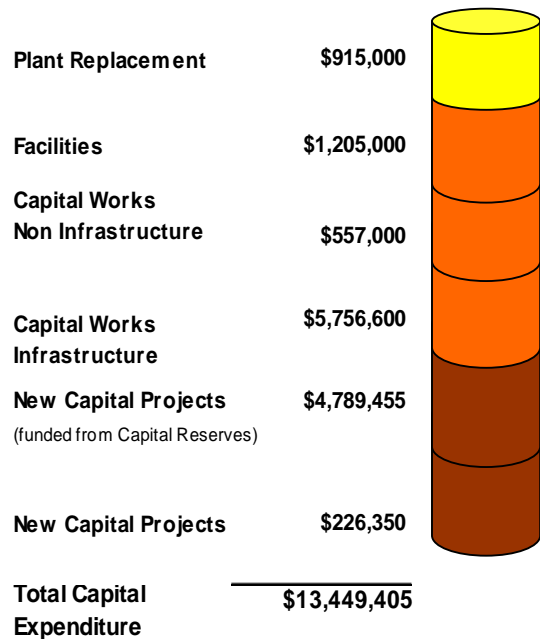


## Capital Budget

Depreciation  
\$8,800,000

New Capital Project Expenditure (from Income)  
\$8,659,950

Net Cash Deficit Result  
**\$568,728**



## **1.3 Highlights**

Council, in determining the 2012/13 Annual Business Plan and Budget, set about determining cost saving measures to negate the required rates increase while maintaining the required level of services for the community and continuing to work towards an operating surplus.

An Elected Member workshop identified additional savings opportunities that had the potential to further reduce the required rates increase and/or operating deficit. All opportunities that would only affect internal operations were immediately applied and those that would have an effect on the community, were resolved by Council to be included in the extensive community consultation process.

After considering public consultation feedback, 12 out of the 21 identified opportunities were adopted allowing the initial proposed rates increase to be reduced from 5.5% to 4.4% whilst maintaining the services the community wanted to keep. The consultation also confirmed the introduction of a new service to assist owners in managing significant trees on their properties.

During 2011/12, a significant exercise was undertaken to calculate depreciation on every individual asset at the appropriate rate. This has resulted in an initial reduction in depreciation of \$362,000 which has been included in the 2012/13 budget.

Council currently holds capital reserves of over \$6,150,000. In 2011/12, Council resolved to use the capital reserves funds prior to borrowing for capital purchases or improvements and for open space acquisition or open space improvement. This decision has enabled the 2012/13 budget to be set with no major borrowing requirements.

The Annual Business Plan and Budget, while keeping the rates increase to a minimum and delivering the required ranges of services and continuing to head towards achieving a surplus budget with minimal borrowings, has produced a capital program with a focus on facilities improvement, delivery of the major three bin project roll out and progression of the major strategic initiative projects of Glenunga Hub, Civic Centre upgrade, Brown Hill Keswick Creek Stormwater Project and Burnside Swimming Centre Improvements.

## **1.4 Project Achievements & Performance - 2011/12**

The Operating Budget for 2011/12 was adopted with a deficit of \$1,351,903. This deficit was later reduced through Budget Reviews, to \$1,210,602 on account of changed financial and other circumstances, including the receipt of additional grants, identified savings and government rebates received.

The Capital Budget for 2011/12 was adopted with an amount of \$9,590,878. This budget amount was later reduced through Budget Reviews to an amount of \$9,090,330, on account of changed project circumstances.

It is important to review both the achievements and performances of the projects approved in 2011/12. These projects are detailed in Appendix 3 and are categorised as being either completed, in progress or not commenced.



## 2. Our Vision and Strategic Direction

### 2.1 Context

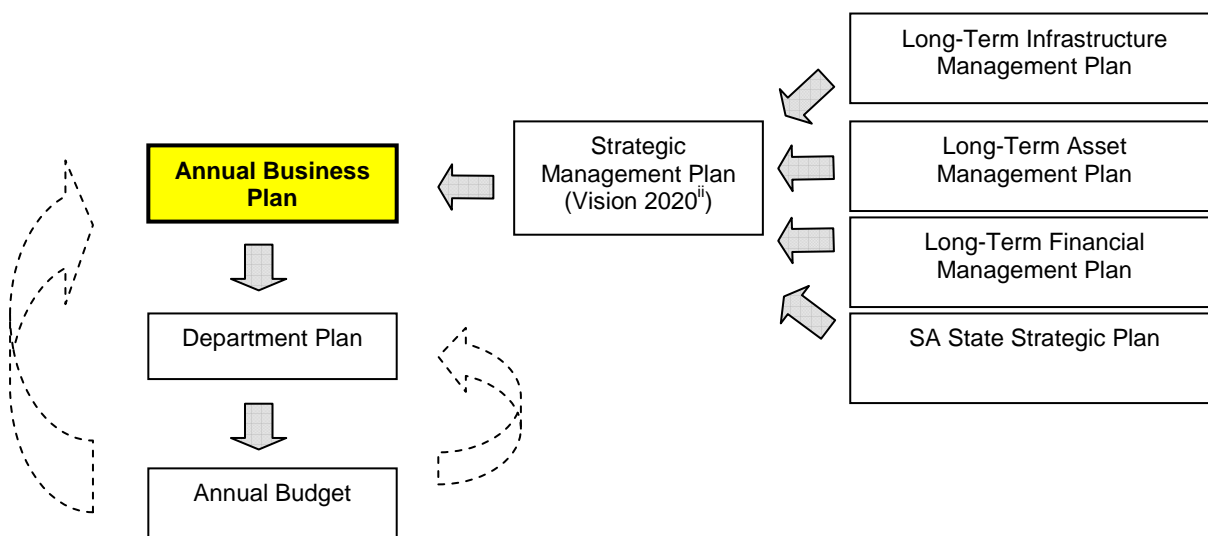
The Annual Business Plan is driven by the Burnside community's 15-year strategic plan, Vision 2020 together with the updated version Vision 2020<sup>ii</sup>.

Vision 2020 was first implemented in 2006/2007 following Australia's largest (by percentage) community consultation program ever undertaken in the development of a strategic plan for a City. Over 2,000 community members were integrally involved in its formation. The Plan was reviewed in 2008, again including significant community consultation and input from over 500 people, and evolved into Vision 2020<sup>ii</sup>.

As shown in Diagram 1 below, the strategic plan in turn, is informed by a Long Term Infrastructure Plan, a Long Term Asset Management Plan and a Long Term Financial Plan. Vision 2020 was also the first Local Government strategic plan to link directly to the South Australian State Strategic Plan.

Each Council department formulates a business plan for each financial year. These are then collated and form Council's Annual budget.

**Diagram 1 – Context of the Annual Business Plan**



Council is currently in the process of updating its Strategic Plan as required by legislation. It is anticipated that this review will be completed by November 2012.

## 2.2 Vision 2020<sup>ii</sup> Strategic Management Plan Overview

This section presents an overview of the City of Burnside's Strategic Plan, Vision 2020<sup>ii</sup>.

The ultimate role and responsibility of Council in all that it delivers is to provide for, and respond to, the needs of its community. As part of its strategic focus, Council has embraced a vision which encapsulates its aspirations for the Burnside community and the values which the elected members, management and staff of Council seek to uphold.

The Burnside community's vision for the year 2020 is:

*"We are renowned for our City's green and leafy character and unique integrated urban form. We are highly regarded for our sense of belonging and strong community spirit, support for one another, social diversity and commitment to the environment."*

This vision is not just about how Burnside will physically look in 2020, but just as importantly, it is also about our ideals, way of living and sense of belonging to our community.

Diagram 2 shows the structure of the Vision 2020<sup>ii</sup> Strategic Plan.



Diagram 2 –Vision 2020<sup>ii</sup> structure

To achieve our Vision, four Strategic Directions have been set:

- Our integrated urban form and living spaces, climate change ready
- Our protected and valued environment
- Our diverse, supportive, happy and healthy people
- Our leading, inclusive and connected Council.

Each strategic direction is interlinked and interdependent upon all others as shown in Diagram 3, below:

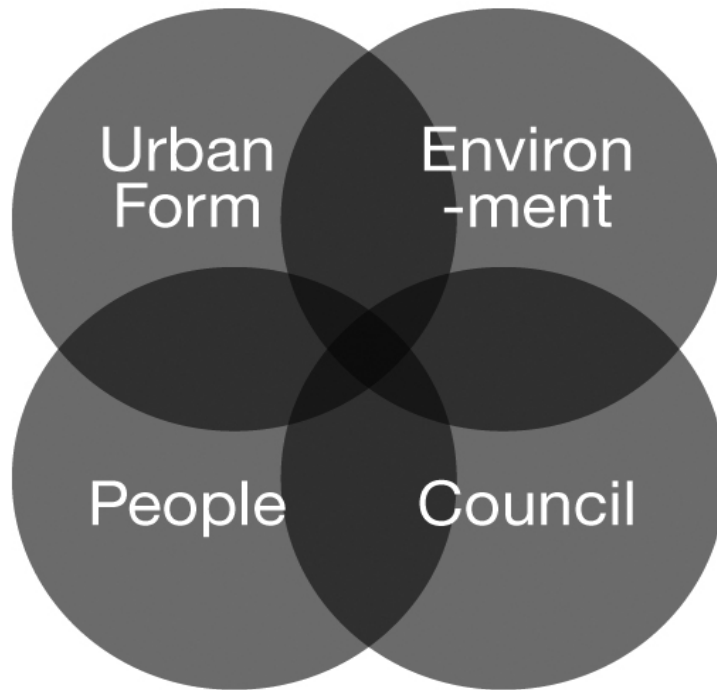


Diagram 3 – Burnside's Strategic Directions

Each Strategic Direction comprises a number of Desired Outcomes and Approaches.

Currently, as per section 122 (4)b of the Local Government Act 1999, Council is undertaking a review of its strategic plan and it is planned that this review will be completed by November 2012. This review will identify any gaps in the current plan. We will then adjust any Strategic Directions, Desired Outcomes or Approaches accordingly.

<b>1. URBAN FORM</b>  <b>Our integrated urban form and living spaces, climate change ready</b>	Our strategic direction is to integrate and enhance our living spaces to meet our diverse current and future needs and to embrace our City's character to ensure our continued pride in, and enjoyment of, living in Burnside
<b>Our Desired Outcome:</b>	<b>Our Approaches</b>
1.1 Our Desired Outcome: Preservation of the historic character of the City	1.1.1 Our Approach: Protect and maintain heritage buildings, objects and places of importance 1.1.2 Our Approach: Provide incentives to property owners for preservation of heritage places
1.2 Our Desired Outcome: A range of housing that meets the diverse needs of the community	1.2.1 Our Approach: Assess the future housing needs of the broader community and develop an appropriate Council Housing Strategy 1.2.2 Our Approach: Facilitate the provision of a range of housing stock 1.2.3 Our Approach: Facilitate a choice of new housing opportunities that meet the needs of the elderly.
1.3 Our Desired Outcome: Development that complements neighbourhood character and achieves environmental sustainability	1.3.1 Our Approach: Ensure new development incorporates practical measures of environmental sustainability whilst retaining the desired character of the locality 1.3.2 Our Approach: Ensure the highest quality of urban design in the development of the City
1.4 Our Desired Outcome: A range of high quality passive and recreational facilities	1.4.1 Our Approach: Improve regional parks so that they provide co-located leisure, recreational and sporting opportunities 1.4.2 Our Approach: Ensure facilities provide a variety of vibrant and inspirational opportunities to encourage an active community 1.4.3 Our Approach: Plan, upgrade and maintain facilities to meet the needs of future demographic and social trends
1.5 Our Desired Outcome: A connected system of well designed and maintained open spaces	1.5.1 Our Approach: Create association linkages and themes between open spaces 1.5.2 Our Approach: Balance the relationship between development and open spaces 1.5.3 Our Approach: Aim to distribute open space equitably throughout the community 1.5.4 Our Approach: Maintain and improve the amenity, aesthetics and environmental benefits of open spaces

Our Desired Outcome:	Our Approaches
1.6 Our Desired Outcome: A well maintained and aesthetic streetscape consistent across the City	1.6.1 Our Approach: Maintain and upgrade trees in streets, parks and reserves
	1.6.2 Our Approach: Encourage the retention of trees of significance
	1.6.3 Our Approach: Plan, upgrade and maintain streetscape appearance
	1.6.4 Our Approach: Encourage residents to maintain and enhance their streetscapes
1.7 Our Desired Outcome: A safe and well maintained standard of infrastructure consistent across the City.	1.7.1 Our Approaches: Develop a property strategy to provide and maintain community buildings
	1.7.2 Our Approach: Maintain and upgrade stormwater infrastructure to meet local needs and those of the broader catchment
	1.7.3 Our Approach: Maintain safe and efficient levels of street lighting
	1.7.4 Our Approach: Maintain and upgrade infrastructure in accordance with the City's Asset Management Plan
	1.7.5 Our Approach: Protect people and property from flooding
1.8 Our Desired Outcome: A safe road network adequate for traffic volumes and movement	1.8.1 Our Approach: Maintain and upgrade local road network
	1.8.2 Our Approach: Advocate for the reduction of heavy vehicle volumes
	1.8.3 Our Approach: Manage vehicular movements to improve safety for motorists and pedestrians
	1.8.4 Our Approach: Control the number and speed of vehicles using local roads to reduce the impact on neighbourhoods and the environment
1.9 Our Desired Outcome: A safe and well maintained pedestrian and cycle network	1.9.1 Our Approach: Monitor, maintain and expand the network of footpaths and cycle lanes
	1.9.2 Our Approach: Provide safe and convenient linkages to transport, shopping hubs and recreational facilities
	1.9.3 Our Approach: Encourage resident and business participation to maintain footpaths and verges

## 1. URBAN FORM - Projects for 2012/13 designed to meet the stated outcomes

### Operating Projects – (page 31)

3002 Liveable Cities Program Grant

### Capital Projects – Appendix 4 (pages 112-120)

#### New Capital Projects funded from Revenue:

5002 Alexandra Avenue/Prescott Terrace War Memorial - Replacement Tree Planting  
5004 Auldana Drainage Reserve Walking Trails Linkage  
5005 Glenunga Reserve (Webb Oval) Drainage Project  
5006 Public Seating for the Aged  
5007 Magill Cemetery Columbarium Wall

#### New Capital Projects funded from Capital Reserves:

5201 Brown Hill Keswick Creek Stormwater Project  
5203 Glenunga Hub  
5204 Civic Centre Masterplan Implementation  
5205 Burnside Swimming Centre Improvements

#### Capital Works Program - Infrastructure:

7001 Capital Works - Crack Sealing  
7002 Capital Works – Drainage  
7003 Capital Works – Footpath  
7004 Capital Works - Hotmix Resurfacing  
7005 Capital Works – Kerb  
7006 Capital Works - Road Pavement  
7007 Capital Works - Scrub Coat and Spray Seal  
7008 Capital Works – Traffic  
7009 Irrigation Upgrades: Various Reserves (minor x 3)  
7011 Miller Reserve Tennis Court Backstop Fencing Renewal  
7012 Glenunga Reserve (Webb Oval) Irrigation Upgrade  
7013 Kingsley Avenue Reserve (Glenunga Tennis Club backstop Fencing)  
7014 Erosion Repairs - Rochester Street Culvert  
7015 Guardrail Installation - Mt Osmond Road  
7016 Bus Shelter Installations

#### Capital Works Program - Facilities:

7301 Adelaide Small Bore Rifle Club  
7302 Beaumont Bowling Club  
7303 Beaumont Tennis Club Inc Burnside Lacrosse Club  
7304 Beulah Park Guides Inc  
7305 Burnside Ballroom  
7306 Burnside District Hard Court Tennis Club Inc  
7307 Burnside Kindergym Inc  
7308 Burnside Rugby Union Football Club  
7309 Christopher Rawson Penfold Kindergarten Inc  
7310 Civic Centre – Offices  
7311 Depot Administration Building  
7312 Depot Horticulture  
7313 Depot Tank Upgrade  
7314 Depot Workshop  
7315 East Torrens - Kensington Gardens Hard Court Tennis Club Inc  
7316 Eastern Amateur Pistol Club  
7317 Glenunga Croquet Club Inc  
7318 Glenunga Tennis Club  
7319 Grove Kindergarten  
7320 Hazelwood Park - other (Toilets)

## 1. URBAN FORM - Projects for 2012/13 designed to meet the stated outcomes

### Capital Projects (cont.) – Appendix 4 (pages 112-120)

#### Capital Works Program – Facilities (cont.):

- 7321 Hazelwood Park - Shingles / Toilets
- 7322 Hubbe Court Art & Craft Centre
- 7323 JB Cleland Kindergarten Inc
- 7324 Kensington Baseball Club Inc
- 7325 Kensington District Cricket Club
- 7326 Kensington Gardens Pre-School
- 7327 Kensington Gardens Reserve Toilets
- 7328 Kensington Gardens Bowls & Tennis Club
- 7329 Kensington Park RSL
- 7330 Kensington Rotunda
- 7331 Knightsbridge Guides
- 7332 Meals on Wheels
- 7333 Michael Perry Reserve toilets
- 7334 Miller Reserve toilets
- 7335 Newland Park Kindergarten
- 7336 Newland Reserve toilets
- 7337 Old Collegians Rugby Football Club Inc
- 7338 Penfold Reserve toilets
- 7339 Pepper Street Art Gallery
- 7340 Rose Park Pre-School
- 7341 Rose Park Scout Group
- 7342 Swim Centre - main building
- 7343 Toorak Burnside Bowling Club
- 7344 Toy Library (Family Resource Centre)
- 7345 Tregenza Oval toilets
- 7346 Tusmore Book Mart
- 7347 Tusmore toilets
- 7348 Eastwood Community Centre Upgrade
- 7349 Second Generation Street Tree Replacement Program
- 7350 Burnside Community Centre Dividing Wall Partition (Stage 2)
- 7351 Civic Centre Carpet Replacement and Upgrade
- 7352 Burnside Community Centre Vinyl Flooring and Painting

#### Capital Works Program – Non Infrastructure:

- 7501 Community Garden Development – Chapel Street
- 7502 Library Materials (books, DVDs, CDs, ebooks & periodicals)
- 7503 Mellor Reserve Playground Renewal
- 7504 Minor Playground Upgrades – Various
- 7505 Wood Park Playground Upgrade

<b>2. ENVIRONMENT</b>  <b>Strategic Direction: Our Protected and valued environment</b>	Our Strategic Direction is to protect and conserve the environment, living in harmony with it to ensure that future generations can experience what we value so highly today
<b>Our Desired Outcome</b>	<b>Our Approaches</b>
2.1 Our Desired Outcome: Natural environments and watercourses protected and conserved	2.1.1 Our Approach: Take practical steps to restore the appearance and biodiversity of natural areas and the Hills Face
	2.1.2 Our Approach: Control and minimise bushfire risk
	2.1.3 Our Approach: Protect and improve local native vegetation and habitat
	2.1.4 Our Approach: Protect and improve the water quality of creeks
	2.1.5 Our Approach: Manage and re-use stormwater to improve water quality, and reduce flooding impacts
2.2 Our Desired Outcome: Sustainable use of water, energy and natural resources, and minimisation of waste to address climate change	2.2.1 Our Approach: Reduce mains water use
	2.2.2 Our Approach: Reduce use of energy
	2.2.3 Our Approach: Reduce waste to landfill
	2.2.4 Our Approach: Council leads the community by demonstrating pragmatic and cost effective approaches to achieving environmental sustainability
	2.2.5 Our Approach: Encourage use of renewable resources

**2. ENVIRONMENT - Projects for 2012/13 designed to meet the stated outcomes**

**Operating Projects – (page 31)**

3005 Kensington Gardens and Hazelwood Park Ponds - Sediment Removal

**Capital Projects – Appendix 4 (pages 112-120)**

**New Capital Projects funded from Revenue:**

- 5001 Alexandra Avenue/Prescott Terrace Irrigation Upgrade
- 5003 Zig Zag Reserve Wood Weed Removal and Site Rehabilitation
- 5004 Auldana Drainage Reserve Walking Trails Linkage
- 5005 Glenunga Reserve (Webb Oval) Drainage Project

**New Capital Projects funded from Capital Reserves:**

- 5201 Brown Hill Keswick Creek Stormwater Project
- 5202 3 Bin Food Waste & Recycling Kerbside Waste Management Service

**Capital Works Program – Non Infrastructure:**

- 7501 Community Garden Development – Chapel Street



<p><b>3. PEOPLE</b></p> <p><b>Our Strategic Direction: Our Diverse, supportive, happy and healthy people</b></p>	<p>Our Strategic Direction is for our people to be a mix of ages and from all walks of life. That they be supportive of one another, creating a sense of community spirit and a deep sense of belonging, where individuals enjoy participation, involvement, learning, happiness and health. Our local businesses will provide services and goods that support our people and our people will support our local business.</p>
<p><b>Our Desired Outcomes</b></p>	<p><b>Our Approaches</b></p>
<p>3.1 Our Desired Outcome: A broad range of successful businesses and organisations that attract increased wealth to the City.</p>	<p>3.1.1 Our Approach: Strengthen and support our local retailers</p> <p>3.1.2 Our Approach: Encourage community support of our local businesses</p> <p>3.1.3 Our Approach: Encourage new businesses to the City</p>
<p>3.2 Our Desired Outcome: Access to diverse shopping, transport and professional services that meet changing community needs</p>	<p>3.2.1 Our Approach: Advocate for better community and public transport linkages to local shopping and service clubs</p> <p>3.2.2 Our Approach: Encourage provision of goods and services to meet the needs of all demographic groups</p>
<p>3.3 Our Desired Outcome: A vibrant and diverse community that has a strong sense of belonging</p>	<p>3.3.1 Our Approach: Enhance the use of the library as a community hub</p> <p>3.3.2 Our Approach: Foster greater social diversity</p> <p>3.3.3 Our Approach: Encourage residents to participate in social and cultural activities including literature and the arts</p> <p>3.3.4 Our Approach: Stimulate community initiatives and cooperative projects</p> <p>3.3.5 Our Approach: Encourage residents to participate in sporting and recreational activities</p>
<p>3.4 Our Desired Outcome: A safe community that values and supports its people</p>	<p>3.4.1 Our Approach: Encourage volunteerism in the community</p> <p>3.4.2 Our Approach: Encourage residents to participate in sporting and recreational activities</p> <p>3.4.3 Our Approach: Contribute to safe neighbourhoods</p> <p>3.4.4 Our Approach: Foster greater knowledge sharing</p>
<p>3.5 Our Desired Outcome: Access to a range of education, health and support services that meet community needs and enhance lifestyles</p>	<p>3.5.1 Our Approach: Promote activities, health and support services available for the community</p> <p>3.5.2 Our Approach: Facilitate the provision of education, health and other support services to residents</p> <p>3.5.3 Our Approach: Enhance the use of the library as a resource and leisure centre supporting all age groups</p>

### **3. PEOPLE - Projects for 2012/13 designed to meet the stated outcomes**

#### **Operating Projects – (page 31)**

- 3002 Liveable Cities Program Grant
- 3003 Economic Development Plan
- 3004 Eastern Region Men's Shed Program - Additional Groups

#### **Capital Projects – Appendix 4 (pages 112-120)**

#### **New Capital Projects funded from Revenue:**

- 5006 Public Seating for the Aged

#### **New Capital Projects funded from Capital Reserves:**

- 5203 Glenunga Hub
- 5204 Civic Centre Masterplan Implementation
- 5205 Burnside Swimming Centre Improvements

#### **Capital Works Program – Non Infrastructure:**

- 7501 Community Garden Development – Chapel Street
- 7502 Library Materials (books, DVDs, CDs, ebooks & periodicals)

<p><b>4. COUNCIL</b></p> <p><b>Our Strategic Direction: Our leading, inclusive and connected Council</b></p>	<p>Our Strategic Direction is for Council to be open and approachable, to listen to and be representative of our views, to act on our behalf and in our best interest. To ensure that Council is able to achieve this, it must continue being: a learning organisation; at the forefront of Local Government; and sustainable</p>
<p><b>Our Desired Outcome</b></p>	<p><b>Our Approaches</b></p>
<p>4.1 Our Desired Outcome: A community that is confident its views are heard, understood, genuinely valued and reflected in Council business</p>	<p>4.1.1 Our Approach: Facilitate the involvement of the community in Council's decision making processes</p> <p>4.1.2 Our Approach: Ensure the Strategic Plan forms the basis of Council business and activities</p> <p>4.1.3 Our Approach: Undertake regular statistically valid community surveys on issues of significance</p>
<p>4.2 Our Desired Outcome: Representation that is accountable, transparent, instils confidence and reflects the best interests and values of the community</p>	<p>4.2.1 Our Approach: Ensure accountability and transparency of Elected Members in accordance with the Code of Conduct and relevant legislation</p> <p>4.2.2 Our Approach: Promote roles and responsibilities of Elected Members and Council and ways the community can become involved</p>
<p>4.3 Our Desired Outcome: Leading best practice and compliance in Council business</p>	<p>4.3.1 Our Approach: Remain compliant with all relevant legislation, standards and codes through effective risk management</p> <p>4.3.2 Our Approach: Ensure provision of Council services meets community needs</p> <p>4.3.3 Our Approach: Continue to seek and implement innovative initiatives to enhance Council practices</p> <p>4.3.4 Our Approach: Foster a robust and dynamic workforce</p>
<p>4.4 Our Desired Outcome: A leading organisation that is healthy, progressive and flexible with a diverse culture that encourages safety, learning and development</p>	<p>4.4.1 Our Approach: Provide career development and learning opportunities</p> <p>4.4.2 Our Approach: Embrace and encourage diversity in the workplace</p> <p>4.4.3 Our Approach: Protect and enhance employees' health in the workplace</p> <p>4.4.5 Our Approach: Foster a supportive and leading culture</p>

Our Desired Outcome	Our Approaches
	4.4.6 Our Approach: Ensure adequate staffing resources are provided to implement services effectively
4.5 Our Desired Outcome: Leading edge technologies that assist management and support the delivery of efficient services and communication to our community	4.5.1 Our Approach: Enable effective and efficient Council business
	4.5.2 Our Approach: Provide convenient and flexible service delivery
4.6 Our Desired Outcome: A financially accountable and sustainable organisation	4.6.1 Our Approach: Engage the community in Council's financial governance process
	4.6.2 Our Approach: Ensure the long-term sustainability of Council operations
4.7 Our Desired Outcome: An equitable rating system	4.7.1 Our Approach: Ensure the rating system takes into account the range of financial circumstances of our community

**4. COUNCIL - Projects for 2012/13 designed to meet the stated outcomes**

**Operating Projects – (page 31)**

3001 Strategic Plan Review - Stage One

**Capital Projects – Appendix 4 (pages 112-120)**

**New Capital Projects funded from Capital Reserves:**

- 5201 Brown Hill Keswick Creek Stormwater Project
- 5202 3 Bin Food Waste & Recycling Kerbside Waste Management Service
- 5203 Glenunga Hub
- 5204 Civic Centre Masterplan Implementation
- 5205 Burnside Swimming Centre Improvements

**Capital Works Program – Non Infrastructure:**

7502 Library Materials (books, DVDs, CDs, ebooks & periodicals)

**Plant Replacement:**

- 8001 Plant Replacement - Light Fleet
- 8002 Plant Replacement – Major Plant
- 8003 Plant Replacement – Minor Plant

## 2.3 Measures of Success

The following Measures of Success are listed in Council's Strategic Plan Vision 2020<sup>11</sup> to be achieved by 2020. For each financial year, there must be a positive trend towards the realisation of the longer-term Measures of Success.

The following Measures of Success have been adopted to indicate the performance and achievement of each Strategic Direction.

### **Strategic Direction: Our integrated urban form and living spaces, climate change ready**

- Increase the number of dwellings listed within the Historic Conservation Zones from 2,000 to 2,500 by 2020
- "Planning and development controls" key performance index, as measured by the annual LGA Comparative Performance Survey, exceeds the state average
- Increase aged and affordable housing from 4,773 to 5,728 dwellings by 2020
- The Development Plan incorporates the desired character of neighbourhoods
- Increase the number of residents that live within 500m of a recreational hub from 75% to 95% by 2020
- Sport and recreational participation rates are equal to the national average by 2020
- "Sporting facilities, parks, gardens and playgrounds" key performance index, as measured by the annual LGA Comparative Performance Survey, exceeds the state average
- Increase the number of well established corridors linking public and private lands in the City from 3 to 10 by 2020
- Replace 8,000 ageing trees within the City by 2020
- All stormwater infrastructure capacity upgrades continue to be driven by Urban Stormwater Master Plans
- Community buildings are very well utilised and safe for a range of uses by clubs and groups
- "Asset/infrastructure management" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- Reduce the number of traffic accidents on local roads from 131 per year to 102 per year by 2020
- "Roads, footpaths and cycle tracks" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- Maintain the number of reported trip accidents on local footpaths below 20 per year

## **Strategic Direction: Our protected and valued environment**

- Increase the natural areas that are categorised as: “having at least 50% ground cover of indigenous flora” from 21 hectares to 25 hectares by 2020
- “Environmental management and health services” key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- Reduce mains water consumption from 338 kilolitres per household per year to 237 kilolitres by 2020
- Reduce Council energy consumption rates from 4,721 tonnes/carbon dioxide equivalent to 2,590 tonnes by 2014
- Increase diversion of waste from landfill from 52% to 75% by 2010
- “Waste disposal and recycling services” key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the State average

## **Strategic Direction: Our diverse, supportive, happy and healthy people**

- Increase the number of local corner centres from seven to 10 by 2020
- “Economic development services” key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- Increase the use of community transport by residents from 21,000 trips per year to 25,900 by 2020
- Increase resident participation in community activities from 30% to 55% by 2020
- Retain or increase the number of families in the community
- “Quality of life” key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- Sport and recreation participation rates are equal to the national average by 2020
- “Community and cultural services” key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average

## **Strategic Direction: Our leading, inclusive and connected Council**

- Council's Annual Business Plan remains linked directly to the Strategic Plan
- "Community consultation" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- "Council services" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- "Strategic objectives" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- The conduct of Council business remains compliant with legislation
- Overall employee satisfaction rating of 75% is maintained or bettered
- "Public access to information" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average
- Operating surplus ratio is between 0% and 15% over any five year period
- Net financial liability ratio is greater than 0% but less than 100% of total operating revenue
- Asset sustainability ratio is greater than 90% but less than 110% of depreciation over a rolling three year period
- Rate increases for low fixed income earners are maintained at no more than the average rate increase for the City
- "Overall performance" key performance index, as measured by the annual LGA Comparative Performance Survey, continues to exceed the state average

### **3. Our commitment to Financial Sustainability**

The City of Burnside is committed to the principles of financial sustainability.

*Council's long term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.*

Our commitment to financial sustainability means that we will adopt prudent financial governance policies and practices to ensure continued cost-effective delivery of services to our community over the long-term. This comprises three elements:

*Program sustainability* - ensuring the maintenance of our high priority programs including the renewal and replacement of infrastructure;

*Rate stability* - ensuring a reasonable degree of stability and predictability in the overall rate burden; and

*Intergenerational equity* - ensuring a fair sharing in the distribution of resources and attendant financial burden between current and future users of our services and infrastructure.

#### **Our Financial Principles**

As part of its commitment to financial sustainability, Council has adopted the following key financial principles in preparing its Annual Business Plan.

##### *Balanced Budget*

Council aims to fully fund the cost of its services, including depreciation of its infrastructure and assets to ensure an equitable sharing between current and future users. Insufficient funding shifts the cost burden of today's services on to future users in the form of higher rates or reduced services.

##### *Infrastructure and Asset Management*

Council aims to maintain its infrastructure and assets to the requisite standard to ensure continued delivery of services to agreed standards. This involves developing and using long-term infrastructure and asset management plans to manage Council's asset portfolio efficiently and the continued investment in its renewal and replacement as our asset stock wears out.

On an ongoing basis, Council continually reviews its property strategy to ensure the efficient use of all property held. Investigations are undertaken and potential sale processes considered for potential surplus Council property.

##### *Rate Predictability*

Council aims to provide its community with a reasonable degree of predictability for rates over the medium term. It is important that ratepayers are fully informed about future rates and the corresponding services provided.



### *Debt*

Council aims, all other things being equal, to keep its Net Financial Liabilities as low as practicable having regard to the principles of financial sustainability. Net Financial Liabilities (or net debt) comprises Council's total liabilities (i.e. what Council owes to others) less financial assets (i.e. cash and what is owed to Council by others). Council uses debt to invest in new long term assets or to replace and renew existing assets and thereby spread such cost over the longer term consistent with the typical longer lives of assets.

### *Long Term Financial Plan*

The Long Term Financial Plan 2013-22 is provided in Appendix 5. This plan was endorsed by the Audit Committee on 6 March 2012 and was approved by Council on 24 April 2012.






### *Financial Indicators*

The following five (5) LGA endorsed financial ratios and targets have been adopted by Council and are listed below –

<b>Ratio</b>	<b>Ratio Description</b>	<b>Target amount</b>	<b>Adopted Budget 2011/12</b>	<b>Adopted Budget 2012/13</b>
1	Operating Surplus/(Deficit)	Operating Surplus position by 2014/15	(1,351,903)	(708,778)
2	Operating Surplus/(Deficit) Ratio	0% by 2014/15	(5%)	(2%)
3	Net Financial Liabilities	Less than Total Annual Operating Revenue (\$37,679,299)	2,117,000	8,508,000
4	Net Financial Liabilities Ratio %	Less than 100%	6%	23%
5	Asset Sustainability Ratio %	Greater than 90% but less than 100% of depreciation over a 3 year period	76%	90%




## 4. Annual Financial Budget Overview

Council's overall annual financial budget is made up of:

1. Recurrent operating income and expenditure
  - Capital Revenue 
  - Operating Income 
  - Operating Expense 
2. New operating projects and programs 
3. Capital and Infrastructure expenditure
  - Capital Projects 
  - Capital Works 
  - Plant Replacement 

In 2012/13, Council is budgeting for an Operating Deficit of \$708,778 including a depreciation amount of \$8,800,000. As a non-cash item, the depreciation amount provides guidance to the replacement and funding process for existing Capital and Infrastructure assets.

Subject to identified project specific reviews and community consultation, Council has committed to fund \$13,449,405 on new, upgraded and renewed Capital and Infrastructure asset projects. This comprises:

New Capital Projects	\$5,015,805	
Capital Works Program	\$7,518,600	
Plant Replacement	\$915,000	

When consolidating all of the above components, this produces an overall budget cash deficit of \$568,728 as detailed below in the Reconciliation To Cash Position.

Following adoption of the Infrastructure and Asset Management Plan in 2008/09, a significant increase in the level of depreciation was identified and applied. This has resulted in operating deficits being recorded since that time.

The Annual Business Plan and Budget produces a moderate operating deficit in 2012/13 and a return to a surplus operating result is planned in the 2014/15 Financial Year.

## 2012/13 Budget

### RECONCILIATION TO CASH POSITION

for the year ending 30th June 2013

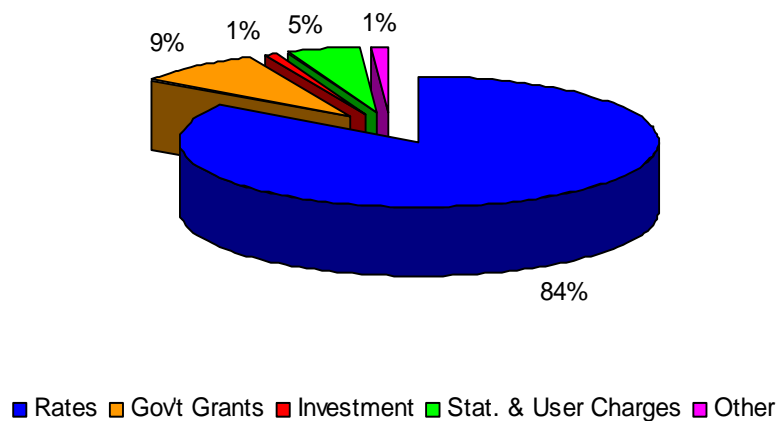
	2011/12 Adopted Budget \$	2012/13 Adopted Budget \$	2012/13 ABP Reference
<b><u>Operating Position</u></b>			
Recurrent Operating Budget Surplus/(Deficit)	(403,164)	(420,778)	4.2
New Operating Projects - funded from Revenue	<u>(948,739)</u>	<u>(288,000)</u>	4.2 Note D
<b>Net Surplus / (Deficit) Operating Result</b>	(1,351,903)	(708,778)	4.2
Add : Depreciation	<u>9,162,000</u>	<u>8,800,000</u>	4.2
<b>Net Surplus / (Deficit) Operating Result excluding Depreciation</b>	<b>7,810,097</b>	<b>8,091,222</b>	
<b><u>Capital Position</u></b>			
Less : New Capital Projects funded from Revenue	(789,602)	(226,350)	4.3 Note A
Less : New Capital Projects funded from Capital Reserves	(1,794,500)	(4,789,455)	4.3 Note A
Less : Capital Works Program	(6,436,776)	(7,518,600)	4.3 Note B
Less : Plant Replacement Program	<u>(570,000)</u>	<u>(915,000)</u>	4.3 Note C
<b>Total Capital Expenditure</b>	(9,590,878)	(13,449,405)	
Add : Funding from Borrowings	1,794,500	-	4.3 Note A
Add : Funding from Capital Reserves	-	4,789,455	4.3 Note A
<b>Net Surplus / (Deficit) Cash Position</b>	<b><u>13,719</u></b>	<b><u>(568,728)</u></b>	

## 4.1 Operating Result – 2012/13

Council is budgeting for a Net Recurrent Operating Deficit of \$420,778 (2011/12 \$403,164) and an amount of \$288,000 (2011/12 \$948,739) for New Operating Projects and Programs in 2012/13 resulting in an overall Net Operating Deficit of \$708,778 (2011/12 \$1,351,903).

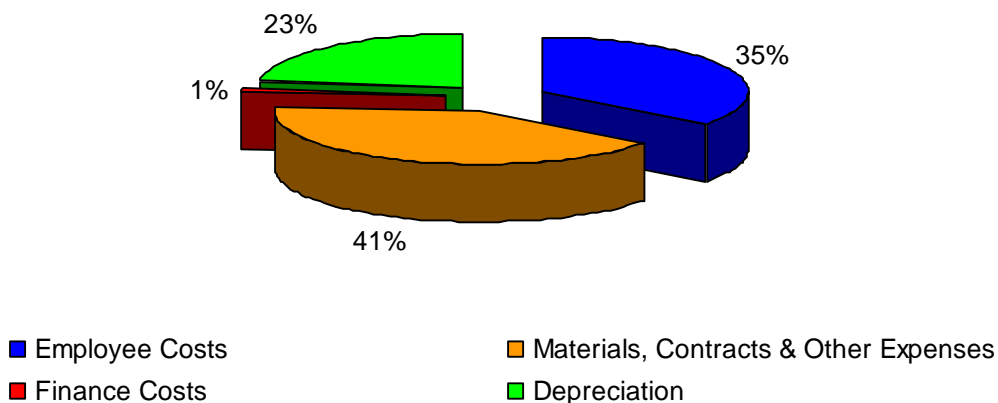
Council will fund its services in 2012/13 through a combination of revenue sources including rates, user and statutory charges, and grants. Revenue from rates is the major source of funds as illustrated in the following chart.

**Operating Revenue Sources 2012/13**



In accordance with the Annual Business Plan, Council will undertake various activities and will provide a diverse range of services in 2012/13. Expenditure on these activities and services has been grouped into major expenditure categories. These major expenditure categories are illustrated in the following chart.

**Operating Expenditure 2012/13**



## 4.2 Statement of Comprehensive Income



The following Statement of Comprehensive Income provides a summary of the proposed budget in 2012/13. In accordance with our current quarterly budget review process, the adopted budget for 2011/12 has been amended and the second column total of \$1,210,602 in the statement shows the revised budget for 2011/12. The third column shows a summary of the budget adopted for 2012/13. Column four shows the variance between our original adopted budget for 2011/12 and the adopted budget for 2012/13.

### 2012/13 Budget

<b>STATEMENT OF COMPREHENSIVE INCOME</b>					
2012/13 Budget compared with 2011/12 Budget					
	Note	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Original / Adopted Variance Fav/(Unfav) \$
<b>Operating Income</b>					
Rates	4.2 A	30,094,800	30,094,800	31,767,374	1,672,574
Statutory Charges		761,884	876,884	743,600	(18,284)
User Charges	4.2 B	1,133,113	1,167,113	1,106,081	(27,032)
Grants, Subsidies and Contributions		3,130,837	3,228,437	3,278,925	148,088
Investment Income		309,375	309,375	332,000	22,625
Reimbursements		173,342	208,342	155,192	(18,150)
Other Income		318,145	296,109	296,127	(22,018)
<b>Total Income</b>		<b>35,921,496</b>	<b>36,181,060</b>	<b>37,679,299</b>	<b>1,757,803</b>
<b>Operating Expenses</b>					
Employee Costs		12,636,642	12,646,954	13,470,037	(833,395)
Materials, Contracts & Other Expenses	4.2 C	14,644,261	14,941,313	15,617,228	(972,967)
Finance Charges		143,945	143,945	397,000	(253,055)
Depreciation		9,162,000	9,162,000	8,800,000	362,000
<b>Total Expenses</b>		<b>36,586,848</b>	<b>36,894,212</b>	<b>38,284,265</b>	<b>(1,697,417)</b>
<b>Operating (SURPLUS) / DEFICIT</b>		<b>665,352</b>	<b>713,152</b>	<b>604,966</b>	<b>60,386</b>
<b>New Operating Projects</b>					
Grants, Subsidies and Contributions		-	11,100	-	-
Employee Costs		273,989	207,965	40,000	233,989
Materials, Contracts & Other Expenses		674,750	650,773	248,000	426,750
	4.2 D	<b>948,739</b>	<b>847,638</b>	<b>288,000</b>	<b>660,739</b>
<b>Operating (SURPLUS) / DEFICIT including New Operating Projects</b>		<b>1,614,091</b>	<b>1,560,790</b>	<b>892,966</b>	<b>721,125</b>
<b>Capital Revenue</b>					
(Gain)/Loss on Disposal of NC Assets		-	-	24,000	24,000
Amounts received specifically for new/upgraded assets		262,188	350,188	208,188	(54,000)
		<b>262,188</b>	<b>350,188</b>	<b>184,188</b>	<b>(78,000)</b>
<b>Net Operating (SURPLUS) / DEFICIT including New Operating Projects</b>		<b>1,351,903</b>	<b>1,210,602</b>	<b>708,778</b>	<b>643,125</b>

An analysis of Operating Expenditure by Department has been included in Appendix 1.

## 2012/13 Budget

### NOTES TO STATEMENT OF COMPREHENSIVE INCOME

#### Operating Income

	2011/12	2012/13	2011/12	2012/13	Variance
			\$	\$	\$
<b>A Rates Revenues - are made up of:</b>					
General Rates			27,340,000	29,194,000	
Average Rate Increase	6.0%	4.4%	1,635,280	1,284,560	
Natural Growth	0.8%	1.0%	218,720	291,940	
Total General Rates			29,194,000	30,770,500	
Less Rebates			(347,000)	(381,760)	
			28,847,000	30,388,740	1,541,740
Other Rates (NRM Levy)			1,187,100	1,307,434	120,334
Other Charges			60,700	71,200	10,500
<b>Total Rates Revenue</b>			<b>30,094,800</b>	<b>31,767,374</b>	<b>1,672,574</b>

	2011/12	2012/13	Variance
	\$	\$	\$
<b>B User Charges - are made up of:</b>			
Community Program User Charges	44,592	49,772	5,180
Hall & Equipment Hire	145,725	136,000	(9,725)
Library Fees & Fines	43,680	43,680	0
Swimming Centre User Charges	396,160	395,000	(1,160)
Green Organics Collection Charges	75,000	50,000	(25,000)
Sundry User Charges	154,941	163,624	8,683
Property Leases	138,747	127,000	(11,747)
Other Commercial Activities	134,268	141,005	6,737
<b>Total User Charges</b>	<b>1,133,113</b>	<b>1,106,081</b>	<b>(27,032)</b>

#### Operating Expenses

	2011/12	2012/13	Variance
	\$	\$	\$
<b>C Materials, Contracts &amp; Other Expenses - are made up of:</b>			
Prescribed Expenses	743,563	724,151	(19,412)
Contractors	6,500,347	7,148,265	647,918
Professional Services	262,582	206,000	(56,582)
Other Contractual Services	1,122,038	1,318,901	196,863
Energy	1,054,711	1,155,780	101,069
Sundry Other Expenses	2,170,982	2,299,571	128,589
Parts, Accessories & Consumables	1,216,552	1,150,476	(66,076)
Levies Paid to Government - NRM Levy	1,181,000	1,266,334	85,334
Other Levies	41,350	42,750	1,400
Legal Expenses	351,136	305,000	(46,136)
<b>Total Materials, Contracts &amp; Other Expenses</b>	<b>14,644,261</b>	<b>15,617,228</b>	<b>972,967</b>

## 2012/13 Budget

### NOTES TO STATEMENT OF COMPREHENSIVE INCOME

#### New Operating Projects

D New Operating Projects - are made up of:



	<b>2012/13</b>
	<b>\$</b>
3001 Strategic Plan Review <i>It is a legislative requirement that strategic management plans must be reviewed comprehensively within two years of each general election. Therefore, it is prudent that in 2012/13 Council completes this process. Extensive community consultation is warranted to ensure a comprehensive review as well as extensive staff and Elected Member involvement.</i>	50,000
3002 Liveable Cities Program Grant <i>Council resolution PHI0098 to develop a Feasibility Analysis and Master Plan for the Magill Urban Village (project will be offset by the receipt of a grant).</i>	30,000
3003 Economic Development Plan <i>To develop an Economic Development Plan to boost the future economic potential of the City of Burnside. The Plan will lay the foundation for economic growth, building on the substantial strengths of Burnside. A number of priorities will be developed in partnership with Eastside BEC and retail precincts/villages in developing and implementing the Plan.</i>	10,000
3005 Kensington Gardens and Hazelwood Park Ponds - Sediment Removal <i>Emptying and removal of sediment in the Kensington Gardens Reserve and Hazelwood Park Reserve Duck Ponds.</i>	35,000
3006 Representation Review <i>The Representation Review as per Council Resolution C8649 is a mandatory process under Section 12 of the Local Government Act, 1999, which is intended to assess whether the existing Council structure will still be suitable for the projected demographics and to suggest options if change is needed.</i>	22,000
3007 Significant Trees On Private Property Assistance <i>Council funds are provided to assist residents with the identification of problems and rectification of them to an acceptable safety standard on regulated and significant trees on private property.</i>	50,000
3008 Southern Hills Face Reserves Vegetation Management Plan <i>Undertake works within the draft Southern Hills Face Reserves Land Management Plan which includes the removal of woody weeds, grasses land management, tree removal, creation of buffer zones and minimal vegetation zones.</i>	31,000
3009 Strategic Directions Report and Development Plan <i>The Minister has directed all councils to undertake a strategic directions report by December 2012 to identify areas for alignment with the State Government 30 Year Plan for metropolitan Adelaide. The aim of this project is to achieve a development plan that represents the aspirations of the community of Burnside.</i>	40,000
3010 Ballroom Conservation Management Plan <i>The Burnside Ballroom is a State Heritage listed building and it is important to develop a Conservation Management Plan in accordance with appropriate heritage principles.</i>	20,000
<b>Total New Operating Projects</b>	<b>288,000</b>

### 4.3 Capital Expenditure Statement

In summary, the proposed annual budget capital expenditure total is \$13,449,405 (2011/12 \$9,590,878). This budget is an increase of 40% (2010/11 -21.7%) on the 2011/12 expenditure.

The following Capital Statement provides a summary of the capital expenditure budget as adopted in the 2011/12 financial year of \$9,590,878 (2010/11 \$7,675,357). In accordance with our current quarterly budget review process, the adopted budget for 2011/12 has been amended and the second column of \$9,090,330 in the statement shows the revised budget for 2011/12. The third column shows a summary of the adopted budget for 2012/13. Column four provides the variance between our original adopted budget for 2011/12 and the adopted budget for 2012/13.

### 2012/13 Budget

## CAPITAL STATEMENT

#### 2012/13 Budget compared with 2011/12 Budget

	Note	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Original / Adopted Variance Fav / (Unfav) \$
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#### Capital Expenditure

New Capital Projects	<b>A</b>	2,584,102	2,292,003	5,015,805	(2,431,703)
Capital Works Program	<b>B</b>	6,436,776	6,228,327	7,518,600	(1,081,824)
Plant Replacement Schedule	<b>C</b>	570,000	570,000	915,000	(345,000)
<b>Total Capital Expenditure</b>		<b>9,590,878</b>	<b>9,090,330</b>	<b>13,449,405</b>	<b>(3,858,527)</b>



## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### A - New Capital Projects (refer to Appendix 4 - pages 113-114)



##### New Capital Projects Funded from Revenue:

Open Space & Environment	156,350
Community Facilities	70,000
	<b>226,350</b>

##### New Capital Projects Funded from Capital Reserves:

Open Space & Environment	3,364,455
Strategic Initiatives	1,425,000
	<b>4,789,455</b>

##### Total New Capital Projects

**5,015,805**

#### B - Capital Works Program (refer to Appendix 4 - pages 115-119)



##### Infrastructure

Capital Purchases	2,716,000
Capital Improvements	2,646,600
Open Space Infrastructure	292,000
Other Infrastructure	102,000
	<b>5,756,600</b>

##### Non-Infrastructure

Capital Purchases	426,500
Capital Improvements	130,500
	<b>557,000</b>

##### Facilities

Community Facilities	865,000
Council Facilities	340,000
	<b>1,205,000</b>

##### Total Capital Works Program

**7,518,600**

#### C - Plant Replacement (refer to Appendix 4 - page 120)



Plant Replacement - Light Fleet	364,000
Plant Replacement - Major Plant	531,000
Minor Plant Replacement Program	20,000
	<b>915,000</b>

## **4.4 Impact of Carbon Tax Legislation**

The Australian Federal Government has passed Carbon Tax Legislation which is due to be implemented from 1 July 2012.

The impact of this legislation is generally unknown and untested.

The Carbon Tax has been variously quoted to be between \$18 and \$30 per tonne of carbon emission. Council has adopted a cost of \$22.50 per tonne of carbon emission.

The major impact for Council is likely to be in relation to waste landfill disposal costs. Based on tonnage, this is estimated to be \$198,000.

In addition, Carbon Tax costs are anticipated in relation to direct carbon emissions for fuels, lubricants, gas and electricity. This is estimated to be \$75,000.

Further Carbon Tax costs may be incurred but Council is unable to identify and/or quantify these costs at the present time.

All known costs, as detailed above, have been included in the 2012/13 operating results. Any significant variations will need to be recognised during the quarterly budget reviews.

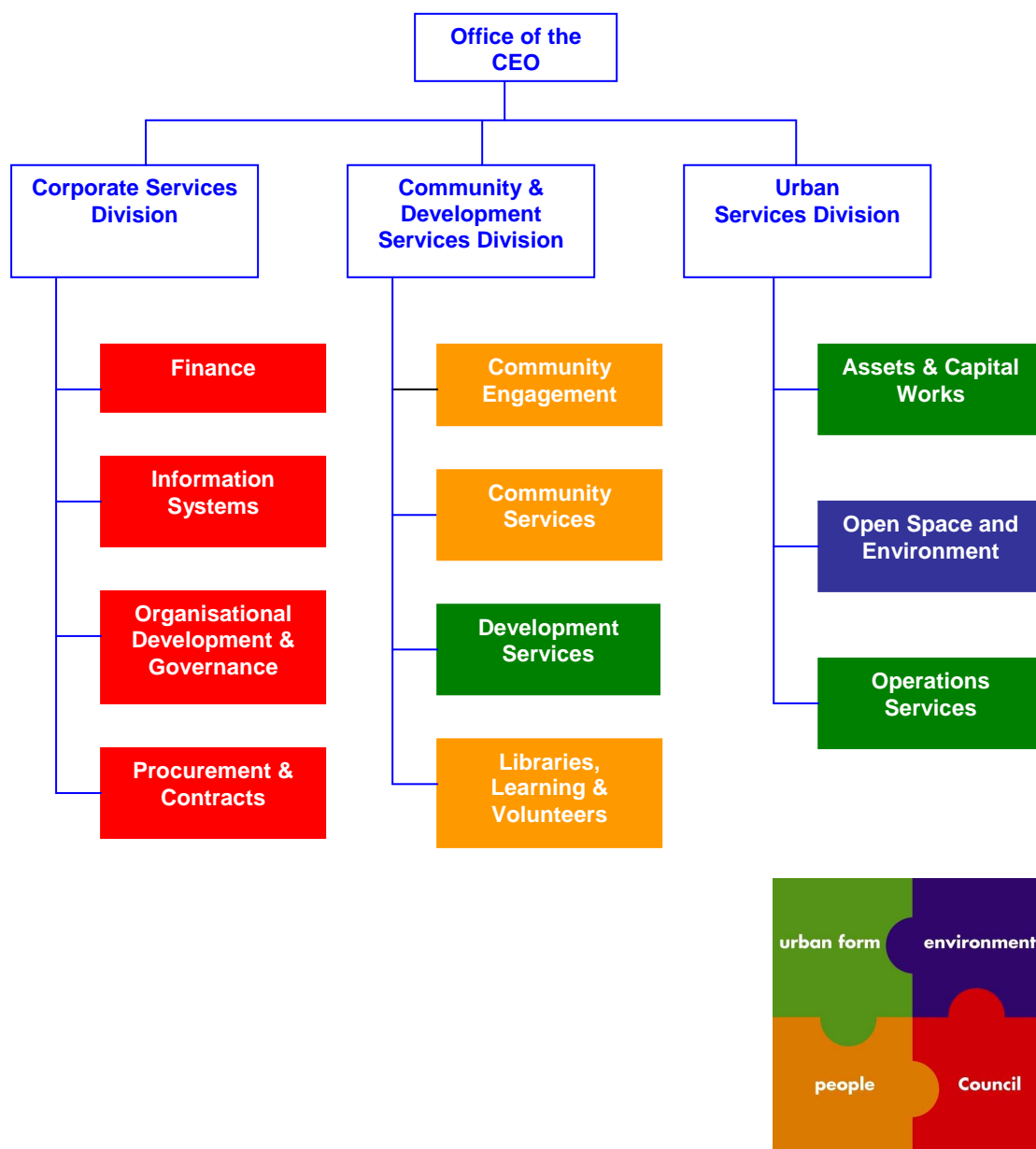
## 5. Departmental Summaries

### 5.1 Department Responsibility

Each of the 11 departments within the Council organisation has primary responsibility for the implementation of the Strategic Directions set out in the Strategic Plan. Council employs 160.7 full time equivalent (FTE) staff.

The following organisational structure (Diagram 4) shows this responsibility. Each department is colour-coded to illustrate to which Strategic Direction their activities primarily contribute.

**Diagram 4 – City of Burnside’s Structure and Department Responsibility**



## **5.2 Service Outcomes and Performance Measures**

A summary of the functions, core services and outcomes for the forthcoming financial year for each of the Council's 11 departments is provided in Appendix 1 (page 59).

The core services for each department are funded from the Council's Operating Budget and the outcomes for each department for the 2012/13 financial year, which are derived from the Vision 2020<sup>II</sup> strategic plan, are funded from a combination of the Operating Budget, the Capital Budget and the New Project Expenditure (both Capital and Operating) Budgets.

## **6 Rating Strategy 2012/13**

### **6.1 Background**

In setting rates, Council's primary consideration is the City of Burnside's Strategic Plan, Vision 2020<sup>II</sup>. Council in consultation with ratepayers, residents, special interest groups and other stakeholders has developed the Strategic Plan. Council also considers the current economic climate, incorporating inflation rates and Consumer Price Index (CPI), 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.

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

In considering the impact, Council assessed those elements of the Council's Strategic Plan relating to business development, the need to manage, maintain and improve the community's physical infrastructure assets for future generations, and specific infrastructure maintenance issues.

Council's ability to raise income from rents and lease payments is tempered by its desire to ensure that community groups and sporting bodies, which are the lifeblood of any vibrant community, have sufficient resources to meet their objectives and obligations. As a result, concessional rental and lease arrangements often apply.

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

## 6.2 Historical Information

The City of Burnside has maintained a consistent rating policy by charging a minimum rate. The following table provides a summary of the rating practices over the past five years.

<i>Year</i>	<i>2008/09</i>	<i>2009/10</i>	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>
Minimum	594	610	639	680	720
Valuation at Minimum	307,600	299,900	312,000	340,900	326,530
Rate in \$	0.001931	0.002034	0.002043	0.001995	0.002205

Over the same period the increase in the Burnside community wealth has been predominantly in the residential housing sector. The following table demonstrates the changes in rate revenue and valuations over the past five years.

<i>Year</i>	<i>2008/09</i>	<i>2009/10</i>	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>
Total Valuation \$(M)	13,066	12,922	13,609	14,374	13,715
% Increase Total Valuation	20.60%	(1.10%)	5.30%	8.97%	(4.58%)
Rates Revenue \$(M)	24.96	25.907	27.338	28.864	30.771
% Increase Rates Revenue (excluding Natural Growth)	5.20%	3.10%	4.75%	6.00%	4.40%
% Increase Natural Growth	1.00%	0.76%	0.77%	0.80%	1.00%

## 6.3 2012/13 Rate Increase Impact and Rating Structure

Council has limited options to pay for services that it provides to the community. It receives limited State and Federal Government grants and subsidies. Income can also be raised from some fee-paying activities (e.g. hire of community facilities) and fines and expiations. However, the primary source of income for Council is a property based tax, namely council rates.

Council rate revenue makes up 84% of its annual income, with other sources of income (including government grants, fines, expiations and other statutory charges) making up the remaining 16%.

## **6.4 Average Residential Rate**

To provide the community with a level of services similar to other councils (that have a lower dependency on rates) Burnside Council will continue to depend on rates to fund these services.

Burnside Council has decided for the 2012/13 rating year to continue with a single rate in the dollar for all ratepayers. This means that the declared rate in the dollar for businesses is the same as the rate in the dollar for all other rateable properties.

Taking into account the proposed residential rate increase of 4.4% for 2012/13, the average residential rates payable for 2012/13 will be \$1,459.

## **6.5 Method Used to Value Land**

The Council uses the services of the South Australian Valuer General to establish the value of land within the Council area for rating purposes. The basis for valuation of land in the City of Burnside is the capital valuation of the land including all improvements. Council considers that the capital valuation method of valuing land provides the fairest method of distributing the rate burden across all ratepayers and that the improved value of the land is a reasonable indicator of capacity to pay.

Council will adopt the valuations as provided by the Valuer General. If a ratepayer is dissatisfied with the valuation made by the Valuer General then the ratepayer may object to the Valuer General in writing, within 60 days after the date of service of the rate notice.

## 6.6 Trend in Valuations

Both residential and non-residential property valuations have increased considerably over recent years but both have decreased in 2012/13. The following table shows the increase/(decrease) in valuations over the last few years.

<i>Class</i>	<i>Increased Value 2008 to 2009</i>	<i>Increased Value 2009 to 2010</i>	<i>Increased Value 2010 to 2011</i>	<i>Increased Value 2011 to 2012</i>	<i>Increased Value 2012 to 2013</i>
Non-Residential	14.1%	5.0%	5.2%	8.1%	(4.9%)
Residential	21.1%	(2.9%)	4.7%	9.2%	(5.0%)

The table below shows the 2012/13 valuation decrease by suburb for Residential properties, as supplied by the Valuer General.

<b>Suburb</b>	<b>No. Properties</b>	<b>% Change in Valuation</b>
AULDANA	255	(6.82%)
BEAUMONT	1055	(5.58%)
BEULAH PARK	782	(4.37%)
BURNSIDE	1281	(4.14%)
DULWICH	826	(3.72%)
EASTWOOD	589	(3.48%)
ERINDALE	491	(4.00%)
FREWVILLE	428	(4.30%)
GLEN OSMOND	785	(4.38%)
GLENSIDE	1506	(3.83%)
GLENUNGA	936	(4.14%)
HAZELWOOD PARK	874	(3.73%)
KENSINGTON GARDENS	1202	(4.01%)
KENSINGTON PARK	1147	(4.42%)
LEABROOK	794	(4.87%)
LEAWOOD GARDENS	12	(3.69%)
LINDEN PARK	920	(4.60%)
MAGILL	1125	(4.37%)
MOUNT OSMOND	183	(5.66%)
ROSE PARK	687	(3.54%)
ROSSLYN PARK	628	(5.66%)
SKYE	140	(5.51%)
ST GEORGES	661	(4.05%)
STONYFELL	485	(5.46%)
TOORAK GARDENS	1181	(4.51%)
TUSMORE	670	(4.84%)
WATERFALL GULLY	60	(4.63%)
WATTLE PARK	767	(5.75%)
<b>TOTAL</b>	<b>20,470</b>	<b>(4.58%)</b>



## 6.7 Growth

In relation to growth, the City of Burnside determines which properties need to have site visits by Valuation SA in order for revaluations to be performed as a result of:

- 6.7.1 Significant capital improvement having been undertaken on the land;
- 6.7.2 Where the predominant land use of the property may have changed – for example from residential to commercial; or
- 6.7.3 Where there has been a change in ownership/occupation during the year, particularly where the sale price is significantly different to property value.

In 2011/12, the change in valuations in the City due to revaluations for the above reasons generated approximately \$218,720 of additional rate revenue (growth income), being an increase of 0.8%. The growth in terms of valuation in the Burnside area for 2012/13 is estimated at 1.00% (\$291,940).

## 6.8 General Rates

All land within a Council area, except for land specifically exempt (e.g. Crown Land, Council occupied land and other land prescribed in the Local Government Act 1999 – refer Section 147 of the Act), is rateable. The Local Government Act provides for a Council to raise revenue for the broad purposes of the Council through a general rate, which applies to all rateable properties. The general rate in the dollar of 0.002205 for 2012/13 was adopted at the June 2012 meeting of Council (C8767).

Council is currently reviewing the feasibility of introducing differential general rates. Any such change would not take effect until the 2013/14 financial year. This review, which will include the implementation of an Economic Development Plan, reflects an ongoing commitment to both our community and businesses to share the local administration responsibility in a fair and equitable manner. This is expressed in our Strategic Plan where our relevant Desired Outcomes are for:

*“An equitable rating system that takes into account the range of financial circumstances of our community” and*

*“A broad range of successful businesses and organisations that attract increased wealth to the City”.*

## 6.9 Minimum Rate

Council has historically decided to impose a minimum amount payable by way of rates in accordance with Section 158 of the Local Government Act, 1999. Council has chosen to impose a minimum rate rather than a fixed charge as it offers simplicity in its administration and the overall effect of each is very similar.

*Note: A **minimum rate** results in lower valued properties paying not less than a flat (minimum) amount determined by Council. No more than 35% of properties are allowed to be on the minimum rate. A **fixed charge** is the application of a fixed charge (a flat amount) to all ratepayers. This ensures that everyone contributes an equal base amount. The remaining revenue is then collected from all ratepayers based upon the value of the property.*

The Council considers it appropriate that all rateable properties make a contribution to the cost of administering Council's activities and that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property and the basic services provided for all ratepayers.

Council has determined to increase the minimum rate at the same level as the overall increase in rate income (rounded up to the nearest \$10) as the cost of services continue to increase and hence the "contribution" paid by ratepayers on the minimum should also increase. Increasing the minimum rate has some merit on an equity basis, in that a consistent number of ratepayers would be paying the minimum rate from year to year, and increasing the minimum avoids a shift in the rate burden to other ratepayers.

The minimum rate is levied against the whole of an allotment (including land under a separate lease or licence). Where land comprises less than a whole allotment (provided no lease or licence exists) the minimum rate cannot be applied. Only one minimum rate is levied against two or more pieces of adjoining land (whether intersected by a road or not) if the same owner owns them and they have the same occupier. This is described as contiguous land.

A minimum rate increase of \$720 has been determined in line with the general rate revenue increase. Approximately 2,896 (14.2%) properties (2011/12 3,042 - 14.9%) currently attract the minimum rate, which is well within the legislated restriction of 35%.

## **6.10 Natural Resources Management Levy**

Council collects a regional National Resources Management (NRM) Levy on all rateable properties on behalf of the regional NRM board. Council is operating as a revenue collector for the Management Board and does not retain the revenue or determine where the funds are spent. Council does however collect a small administration fee for this service. In the current financial year the NRM Levy required to be collected from Burnside residents was an average of \$58. The average amount for 2012/13 is \$64.

The Board has brought together the former local Catchment Water Management, Soil Conservation and Animal & Plant Control Boards under one umbrella to achieve a more coordinated and integrated approach to the long-term sustainable management of the region's soil, water, marine and coastal environments, and native plants and animals.

The regional NRM levy is not a new levy; it is just is a new name for contributions ratepayers have been making for many years through their catchment water management levies and animal and plant control contributions through local councils. Animal and Plant Control Board contributions were not previously itemised separately on people's rates notices, but paid on their behalf by Councils out of rates collected. Those contributions are now itemised on your rates notice as the NRM levy. All of the projects and activities that were in place and planned for under the old Boards now comprise most of the new NRM Board's activities.

## **6.11 Remissions (Government Concessions)**

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

Pensioner concessions are granted to ratepayers who are holders of a current Commonwealth or State Pensioner concession card, eligible prior to the first instalment date in September in the current financial year, 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, eligible prior to 1<sup>st</sup> September in the current financial year, and who are owners, part owners or life tenants of the property, and who are not entitled to a concession as a Pensioner.

Concessions for ratepayers experiencing hardship and holders of a State Government Health Care card may be entitled to a concession through Families SA.

The Burnside community in 2012/13 will consist of 2,115 (2011/12 2,051) Self Funded Retirees who received a \$100 concession from State Government on their council rates and 2,706 (2011/12 - 2,755) Pensioners receiving a \$190 concession. Over 23.6% (2011/12 - 23.5%) of the total ratepayers will be in receipt of some form of concession in 2012/13.

## **6.12 Rebate of Rates – Under the Act**

The Local Government Act 1999, requires Council to grant rebates to specific properties. These include properties that meet the requirements of the Act for land used for religious purposes, educational purposes and community uses as specified in the Act. These rebates vary from 75% to 100% and will be applied upon written application to Council on the appropriate application form with supporting documentation.

It is the policy of the City of Burnside that 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 Local Government Act 1999.

Further information and an application form can be obtained by contacting the Council's Rates Department by telephone (08 8366 4207).

## **6.13 Rebate of Rates – Discretionary**

Section 166 of the Local Government Act 1999, sets out the circumstances in which a Council may grant discretionary rebates of up to 100%. The Council has an absolute discretion to grant a rebate of rates or service charges and to determine the amount of any such rebate.

Persons or bodies that seek a discretionary rebate will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

The Council will take into account, in accordance with Section 159(5) of the Act, the following matters:

- the nature and extent of Council services provided in respect of the land for which the rebate is sought in comparison to similar services provided elsewhere in the Council's area
- the community need that is being met by activities carried out on the land for which the rebate is sought and
- the extent to which activities carried out on the land for which the rebate is sought provides assistance or relief to disadvantaged persons.

The Council may take into account other matters it considers relevant including, but not limited to, the following:

- why there is a need for financial assistance through a rebate
- the level of rebate (percentage and dollar amount) being sought and why it is appropriate
- the extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies
- whether the applicant has made/intends to make applications to another Council
- whether, and if so to what extent, the applicant is or will be providing a service within the Council area
- whether the applicant is a public sector body, a private not for profit body or a private or profit body
- whether the applicant is securing a pecuniary profit for the members of the body (or any of them) or is engaging in trade or commerce and therefore has the ability to distribute profit to its members
- whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term

- consideration of the full financial consequences of the rebate for the Council
- the time the application is received
- the availability of any community grants to the person or body making the application
- whether the applicant is in receipt of a community grant
- any other matters and policies of the Council, which the Council considers relevant.

All persons or bodies that wish to apply to the Council for a rebate of rates for the current rating period, must do so on or before 1 September 2012. The Council reserves the right to refuse to consider applications received after that date. However, applicants that satisfy the criteria for a mandatory rebate will be granted the rebate at any time during the current rating period.

The Council may grant a rebate of rates or charges on such conditions as the Council thinks fit and for proper cause or determine that an entitlement to a rebate of rates under the Act no longer applies.

Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

Council considers that circumstances where ratepayers provide or maintain infrastructure that might otherwise be provided by the City of Burnside or where profitable organisations receive government funding, should not impact on decisions to grant a rebate of rates. However, Council recognises that it has a requirement to balance the benefits of supporting community organisations, with the impact that such rebates have on our overall rating income.

Rates must be paid by the due date and applications for discretionary rebates must be made using the appropriate form.

A report detailing a policy on providing discretionary rebates along with any request for application of the rebate in 2012/13 will be provided to Council in September 2012 for endorsement.

## **6.14 Rebate of Rates – Private Water Suppliers**

Section 166 (1) (j) states *“A council may grant a rebate where the land is being used by an organisation which, in the opinion of the council provides a benefit or service to the local community up to (and including) 100%”*.

Council has assessed the specific issue of private water suppliers in the suburb of Skye, and considers that charging full rates on parcels of land that are used for providing water provision infrastructure, is not in the interest of the community. Council rates will be charged on a rate in the dollar basis, on the capital value of the property, with no application of a minimum rate.

## 6.15 Rate Relief – Residential Maximum Rate Increase/Rate Capping

For the purposes of relieving ratepayers from the impact of very large increases in rates resulting from movements in valuations, and addressing the general provisions of Section 153, Council has resolved to provide a rebate which effectively caps increases in rates based on property value above a set limit.

A rebate of general rates for the 2012/13 financial year will be granted to the principal ratepayer of an Assessment under Section 153 of the Local Government Act 1999 where the amount of any increase in rates in respect of that Assessment is greater than 12.5 per cent.

Property rate capping in the form of a rebate will be applied to individual properties and will be subject to application by the registered property owner, being a person or body as specified in Council's Assessment Record. Rate capping in accordance with this policy will be reviewed annually, the quantum of rate capping will also be considered annually and a maximum determined at the Council meeting when the annual rates and budget is determined.

## 6.16 Guiding Principles of Eligibility for Rebate – Rate Capping

- Council will offer a rebate across all residential properties that experience a percentage increase in rates above the maximum set by Council.
- The rebate will be provided to the principal ratepayer of an Assessment through that person making application in the prescribed form.
- The rebate will be granted where the amount of any increase in rates in respect of that Assessment is greater than 12.5 per cent.
- The amount of the rebate will be the result of applying an amount of 12.5 per cent to the general rates (before any rebates, remissions, concessions) in monetary terms for the previous financial year and then deducting this amount from the general rate in monetary terms for the current financial year (before deducting any pension or other concessions).

The rebate **will not apply** where property values have increased as a result of the following events:

- New building work and/or development activity
- Changes in land use, wholly or partially
- Changes in zoning
- The ownership of the rateable property has changed since 1 July of the previous year or
- The property is no longer the principal place of residence.

## **6.17 Hardship Provisions**

### **6.17.1 Remission of Rates – Residential Properties**

Council will provide remission of rates in accordance with Section 182 of the Local Government Act to provide flexibility in respect to its rating policy and:

- to provide additional relief for people receiving concessions under the Rates and Land Tax Remission Act 1986 and/or
- to provide relief from hardship.

### **6.17.2 Guiding Principles of Eligibility for Remission of Rates**

- All applications for Remission of Rates will be assessed on a case by case basis and are not contingent on the level of increase in rates payable.
- All remissions of rates will be subject to the principal ratepayer making application in the prescribed form.
- A remission of rates will be available on any residential property where the principal ratepayer satisfies the application criteria.

### **6.17.3 Application Criteria**

A remission of rates will be available where the ratepayer satisfies the following:

- The property is the principal residence of the ratepayer and is the only property owned by the ratepayer and
- The Council is satisfied that the payment of the rates would cause hardship to the ratepayer.

Where the ratepayer satisfies the application criteria for a rate remission Council will grant a remission up to a maximum of 80 per cent (prior to deducting pensioner concessions) or up to an amount of \$1,000 in the year of application.

Retrospective or continuing annual remissions will not be considered.

Remissions are subject to an application by the principal ratepayer.

Any fines incurred prior to a remission of rates accepted by Council will not be remitted.

All applications for remission of rates must be in writing on the prescribed application form and provide supporting documentation in order to be considered.

## **6.18 Postponement of Rates**

### **6.18.1 Seniors**

Section 182A of the Local Government Act 1999 provides the option for State Senior Card holders to apply to postpone their annual Council rates in excess of \$500 on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued debt being payable on the disposal or sale of the property. Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a State Seniors Card may apply for a postponement of their Council rates in excess of \$500 payable on the property they own if it is their principal place of residence and if no other person other than their spouse has an interest as owner of the property and there is appropriate equity in the property.

### **6.18.2 Relief from Hardship**

Postponement of rates payment, authorised by Section 182 of the Local Government Act 1999, provides a useful approach to relief for some ratepayers. Postponement enables ratepayers to defer payment of rates until such time as the property is sold or their circumstances change.

The amount postponed can be up to 100 per cent of the rates payable for the assessment (prior to deducting pensioner or other concessions).

All applications for postponement will be assessed on a case by case basis. The individual circumstances will determine whether Council agrees to the postponement of the whole or part of the rates payable, and will not exceed rates payable as set by Council annually.

### **6.18.3 Guiding Principles of Eligibility for Postponement of Rates**

- The property is the principal residence of the ratepayer and is the only property owned by the ratepayer and
- The Council is satisfied that the payment of rates would cause hardship to the ratepayer.

#### **Conditions of Postponement**

- The Council will agree to a postponement of rates in respect of the assessment of the ratepayer's principal residence on the condition that the ratepayer agrees to pay interest on the amount affected by the postponement at the cash advance debenture rate published by the Local Government Finance Authority for 1 July each year.
- Any fines or interest incurred prior to an arrangement for the postponement of rates accepted by Council will not be remitted.
- All applications for postponement of rates must be in writing on the prescribed application form and provide supporting documentation in order to be considered.

Information relating to rebates, remissions, rate relief and postponement of rates can be obtained by contacting Council's Rates Section by telephone on 8366 4207. Such enquiries are treated confidentially by Council.

All applications for rebates, remissions, rate relief or postponements must be in writing and addressed to the Chief Executive Officer, City of Burnside, PO Box 9, Glenside SA 5065.



## **6.19 Payment of Rates**

Council provides a broad range of payment options for the payment of rates. Rates are declared in July each year and may be paid either in full or in quarterly instalments, with the last date for payment of each instalment being the 3<sup>rd</sup> of September 2012, 3<sup>rd</sup> of December 2012, 4<sup>th</sup> of March 2013 and the 3<sup>rd</sup> of June 2013.

Payment may be made in a number of ways including by Australia Post, over the internet, by phone or in person at the Civic Centre. For more information please refer to the reverse side of your rates notice or contact Customer Service on 8366 4200.

Any ratepayer who may, or is likely to experience difficulty with meeting the standard rate payment arrangements should contact the Rates Officer to discuss options for alternative payment arrangements. The Council treats such enquiries confidentially.

Where the payment of rates will cause a ratepayer demonstrable hardship, the Council is prepared to make extended payment provisions. Default of payment arrangements may result in fines and interest being incurred.

## **6.20 Late Payment of Rates**

Section 181 of the Local Government Act 1999, provides that if an instalment of rates is not paid on or before the last day for payment, the unpaid rates will be regarded as being in arrears and a fine of 2% is payable.

Any payment that continues in arrears then accrues monthly interest on the amount in arrears (including any fines and interest). The rate of interest is variable according to current cash advance debenture rate as at 1 July and is prescribed in Section 181 of the Local Government Act, 1999.

The purpose of this penalty is to act as a deterrent to ratepayers who might otherwise fail to pay their rates on time, to allow Council to cover the administrative cost of following up unpaid rates and to cover any interest cost the Council may meet because it has not received the rates on time.

Fines and/or interest shall be calculated on the second working day following the last day to pay. This means, that when the last day to pay falls on a weekend or public holiday, ratepayers have the opportunity to pay in person at the Civic Centre on the next working day.

Where an amount of rates remains outstanding after the expiration of the last date to pay, a notice of overdue rates will be sent to the ratepayer.

If after the expiration of 4 months from the last day to pay (i.e. two instalments overdue) and no arrangement for payment has been made, a letter will be sent to the ratepayer by the Council, requesting that payment or satisfactory arrangements for payments be made within 21 days or legal action may be taken.

Should the rate instalment remain overdue with no satisfactory arrangements for payment for a further month, a final notice will be sent from Council's collection agency seeking full payment of the overdue rates within 21 days or legal action will be taken.

Where no payment or satisfactory arrangement for payment is made following the final notice, legal action by way of summons will be commenced. By this time the original debt will be six months overdue.

The Local Government Act, 1999 provides that a Council may sell any property where the rates have been in arrears for three years or more. The Council is required to notify the owner of the land of its intention to sell the land, provide the owner with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month.

Council recognises the severe impact that such action can have on an individual property owner and accordingly this action will only be instigated after a series of steps have been completed. This approach will assist in providing that all residents and ratepayers will be treated fairly and equally in regard to the recovery of long-term rate debts. At the same time, the balance of the community will not be required to bear the financial burden of any long-term rate debts.

This policy will not apply to rate debts less than three years of age, although it is noted that in the first three years of any rate debts Council will use the resources of an external debt collector to attempt to recover overdue rate debts.

Once a ratepayer's rate debt has been in arrears for three years the following minimum action will be instigated:

- Written notice to rate debtor advising Council's ability to recover rates via sale of land (without any threat to proceed) and requesting their co-operation by arranged payment of debt.

When a ratepayer's rate debt has been in arrears for four years the following minimum action will be instigated.

A letter will be forwarded to the relevant ratepayer advising:

- Commencement of implementation of Section 184 action to recover overdue rate debt
- Payment options or opportunity for arrangements that are available to pay the debt
- Process details and the timing of implementing Section 184 actions
- The relevant ratepayer that any interested parties, such as mortgagees will be notified if an arrangement to clear the debt is not forthcoming and
- That a minimum of 14 days will be allowed to respond.

If as a result of the preceding action, the ratepayers does not contact Council or make appropriate arrangements to clear the outstanding debt within the required timeframe the following minimum action will be instigated.

- Issue of a Section 184 Notice to the relevant ratepayer including the details of any appeal rights e.g. the opportunity to make a deputation to Council. A copy of the notice is to be forwarded to any mortgagee of the land as shown on the Certificate of Title.
- Consideration of any response from the relevant ratepayer and arrange any deputation to Council or Committee if it has been requested. If a deputation to Council is requested and approved by the Mayor a report on the matter will be submitted to the relevant meeting in order to ensure the meeting is well informed on the history of the debt prior to the deputation being heard.
- Commission of a solicitor and proceed with Section 184 proceedings - if the relevant debt has not been satisfied or a satisfactory arrangement for payment has been made.

The professional services of Council's debt collector and/or solicitors will be used as required to ensure Council's processes are appropriate and in accordance with the provisions of the Local Government Act 1999.

## **6.21 Further Information**

A rate cannot be challenged on the basis of non-compliance with this policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that this policy has not been properly applied, they should raise the matter with the administration. In the first instance, contact the Rates Coordinator on telephone number 8366 4207 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Burnside, PO Box 9, Glenside SA 5065.

# **2012/13 Annual Budget**

## **Financial Statements**

- 1. Statement of Comprehensive Income**
- 2. Balance Sheet**
- 3. Statement of Changes in Equity**
- 4. Statement of Cashflows**
- 5. Uniform Presentation of Finances**

**CITY OF BURNSIDE**  
**ANNUAL BUDGET 2012/13**  
**STATEMENT OF COMPREHENSIVE INCOME**

	2012/13 Adopted Budget (\$'000)	2011/12 Forecast Actuals (\$'000)
<b>INCOME</b>		
Rates	31,767	30,095
Statutory charges	744	877
User charges	1,106	1,167
Grants, subsidies and contributions	3,279	3,590
Investment income	332	309
Reimbursements	155	208
Other income	296	296
<b>Total Income</b>	<b>37,679</b>	<b>36,542</b>
<b>EXPENSES</b>		
Employee Costs	13,470	12,708
Materials, contracts & other expenses	15,617	15,145
Finance costs	397	144
Depreciation	8,800	9,162
<b>Total Expenses</b>	<b>38,284</b>	<b>37,159</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>(605)</b>	<b>(618)</b>
<b>NEW OPERATING PROJECTS</b>		
Grants, subsidies and contributions	-	-
Employee Costs	40	147
Contracts, Materials & Other Expenses	248	447
	<b>288</b>	<b>594</b>
<b>OPERATING SURPLUS / (DEFICIT) including NEW OPERATING PROJECTS</b>	<b>(893)</b>	<b>(1,212)</b>
<b>CAPITAL REVENUE</b>		
Gain/(Loss) on Disposal of Non Current Assets	(24)	-
Amounts received specifically for new/upgraded assets	208	351
	<b>184</b>	<b>351</b>
<b>NET OPERATING SURPLUS / (DEFICIT) including NEW OPERATING PROJECTS</b>	<b>(709)</b>	<b>(861)</b>

**CITY OF BURNSIDE**  
**ANNUAL BUDGET 2012/13**  
**BALANCE SHEET**

	<b>2012/13 Adopted Budget (\$'000)</b>	<b>2011/12 Forecast Actuals (\$'000)</b>
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash & cash equivalents	2,025	6,825
Trade & other receivables	1,150	1,100
Inventories	26	25
<b>Total Current Assets</b>	<b>3,201</b>	<b>7,950</b>
<b>Non-Current Assets</b>		
Financial assets	-	-
Equity accounted investments	53	53
Infrastructure, property, plant & equipment	596,150	591,500
<b>Total Non-Current Assets</b>	<b>596,203</b>	<b>591,553</b>
<b>TOTAL ASSETS</b>	<b>599,404</b>	<b>599,503</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade & other payables	3,650	3,500
Short-term borrowings	3,350	2,900
Short-term provisions	2,050	2,000
<b>Total Current Liabilities</b>	<b>9,050</b>	<b>8,400</b>
<b>Non-Current Liabilities</b>		
Long-term borrowings	180	220
Long-term provisions	400	400
Equity accounted liabilities in Regional Subsidiaries	2,053	2,053
<b>Total Non-Current Liabilities</b>	<b>2,633</b>	<b>2,673</b>
<b>TOTAL LIABILITIES</b>	<b>11,683</b>	<b>11,073</b>
<b>NET ASSETS</b>	<b>587,721</b>	<b>588,430</b>
<b>EQUITY</b>		
Accumulated Surplus / (Deficit)	208,071	203,980
Asset Revaluation Reserve	378,000	378,000
Other Reserves	1,650	6,450
<b>TOTAL EQUITY</b>	<b>587,721</b>	<b>588,430</b>

**CITY OF BURNSIDE**  
**ANNUAL BUDGET 2012/13**  
**STATEMENT OF CHANGES IN EQUITY**

	<b>2012/13 Adopted Budget (\$'000)</b>	<b>2011/12 Forecast Actuals (\$'000)</b>
<b>ACCUMULATED SURPLUS</b>		
Balance at end of previous reporting period	203,980	205,265
Net result for year	(709)	(861)
Transfers to other reserves	-	(424)
Transfers from other reserves	4,800	-
<b>Balance at end of period</b>	<b>208,071</b>	<b>203,980</b>
<b>ASSET REVALUATION RESERVE</b>		
Balance at end of previous reporting period	378,000	382,398
Gain on revaluation of infrastructure, property, plant & equipment	-	(4,398)
Transfer to Accumulated Surplus on sale of property, plant & equipment	-	-
<b>Balance at end of period</b>	<b>378,000</b>	<b>378,000</b>
<b>OTHER RESERVES</b>		
Balance at end of previous reporting period	6,450	6,418
Transfers to Accumulated Surplus	(4,800)	-
Transfers from Accumulated Surplus	-	32
<b>Balance at end of period</b>	<b>1,650</b>	<b>6,450</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>587,721</b>	<b>588,430</b>

**CITY OF BURNSIDE**  
**ANNUAL BUDGET 2012/13**  
**STATEMENT OF CASH FLOWS**

	2012/13 Adopted Budget (\$'000)	2011/12 Forecast Actuals (\$'000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Receipts</b>		
Operating Receipts	37,504	36,583
Investment Receipts	332	309
<b>Payments</b>		
Operating payments to suppliers and employees	(29,199)	(28,839)
Finance payments	(397)	(144)
	<hr/>	<hr/>
<b>Net cash provided by (or used in) Operating Activities</b>	<b>8,240</b>	<b>7,909</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
<b>Receipts</b>		
Sale of replaced assets	-	-
Repayments of loans by community groups	-	5
<b>Payments</b>		
Expenditure on renewal / replacement of assets	(7,900)	(5,246)
Expenditure on new / upgraded assets	(5,550)	(4,045)
Capital contributed to associated entities	-	-
	<hr/>	<hr/>
<b>Net cash provided by (or used in) Investing Activities</b>	<b>(13,450)</b>	<b>(9,286)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
<b>Receipts</b>		
Proceeds from Borrowings	450	1,750
<b>Payments</b>		
Repayments of Borrowings	(40)	(100)
	<hr/>	<hr/>
<b>Net cash provided by (or used in) Financing Activities</b>	<b>410</b>	<b>1,650</b>
<b>Net Increase / (Decrease) in cash held</b>	<b>(4,800)</b>	<b>273</b>
<b>Cash &amp; Cash Equivalents - at beginning of period</b>	<b>6,825</b>	<b>6,552</b>
<b>Cash &amp; Cash Equivalents - at end of period</b>	<b>2,025</b>	<b>6,825</b>



# CITY OF BURNSIDE

## ANNUAL BUDGET 2012/13

### UNIFORM PRESENTATION OF FINANCES

	2012/13 Adopted Budget (\$'000)	2011/12 Forecast Actuals (\$'000)
Operating Income	37,679	36,542
<i>less</i> Operating Expenses	38,284	37,159
<i>less</i> Operating Projects	288	594
<b>Operating Surplus / (Deficit)</b>	(893)	(1,212)
 <b><i>less</i> Net Outlays on Existing Assets</b>		
Capital Expenditure on renewal and replacement of Existing Assets	7,900	5,246
<i>less</i> Depreciation, Amortisation and Impairment	8,800	9,162
<i>less</i> Proceeds from Sale of Replaced Assets	0	0
	(900)	(3,916)
 <b><i>less</i> Net Outlays on New and Upgraded Assets</b>		
Capital Expenditure on New and Upgraded Assets	5,550	4,045
<i>less</i> Amounts received specifically for New and Upgraded Assets	184	351
<i>less</i> Proceeds from Sale of Surplus Assets	0	0
	5,366	3,694
 <b><i>less</i> Funding of New and Upgraded Assets</b>		
Use of Capital Reserves	(4,789)	0
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(570)</b>	<b>(990)</b>

# APPENDICES

# **Appendix 1**

## **Departmental Summaries**

# **OFFICE OF THE CEO**

**Office of the CEO**

## 5.3 Office of the CEO

### **Services Provided**

- Provide leadership in setting the strategic direction for the City.
- Provide leadership and support to the leadership team and staff.
- Represent the interests of Council and the City to the community, stakeholders, other Councils and relevant groups and the media.
- Facilitate decision making to achieve Council objectives.
- Manage the Council agenda process.
- Provide support and advice to Elected Members.
- Manage strategic and operational governance issues.
- Ensure legislative requirements are understood and complied with.
- Development and regular review of policies, codes and delegations.
- Management of organisational risk and occupational health and safety.
- Manage Council's 3 year Internal Audit Project.
- Management of Council's Major Projects.

### **Services Outcome**

- Delivery of high quality and timely services that meet and exceed community needs.
- Meet the relevant corporate and legislative requirements for financial and resource management.
- Development of collaborative relationships with key external stakeholders and partners.
- The community has input into service delivery, allocation of resources and other key issues.
- Corporate standards and key performance indicators are met.
- Elected members have support in carrying out their roles and functions.
- Council complies with all of its legislative requirements.
- Policies and delegations are current and reflect industry standards and best practice.

### **Performance Measures**

- Financially sustainable Council over the life of the long-term financial plan.
- Implementation of Vision 2020<sup>II</sup> and Annual Business Plan.
- Key targets for key OHS Indicators.
- Local Government Annual comparative performance measurement survey results.

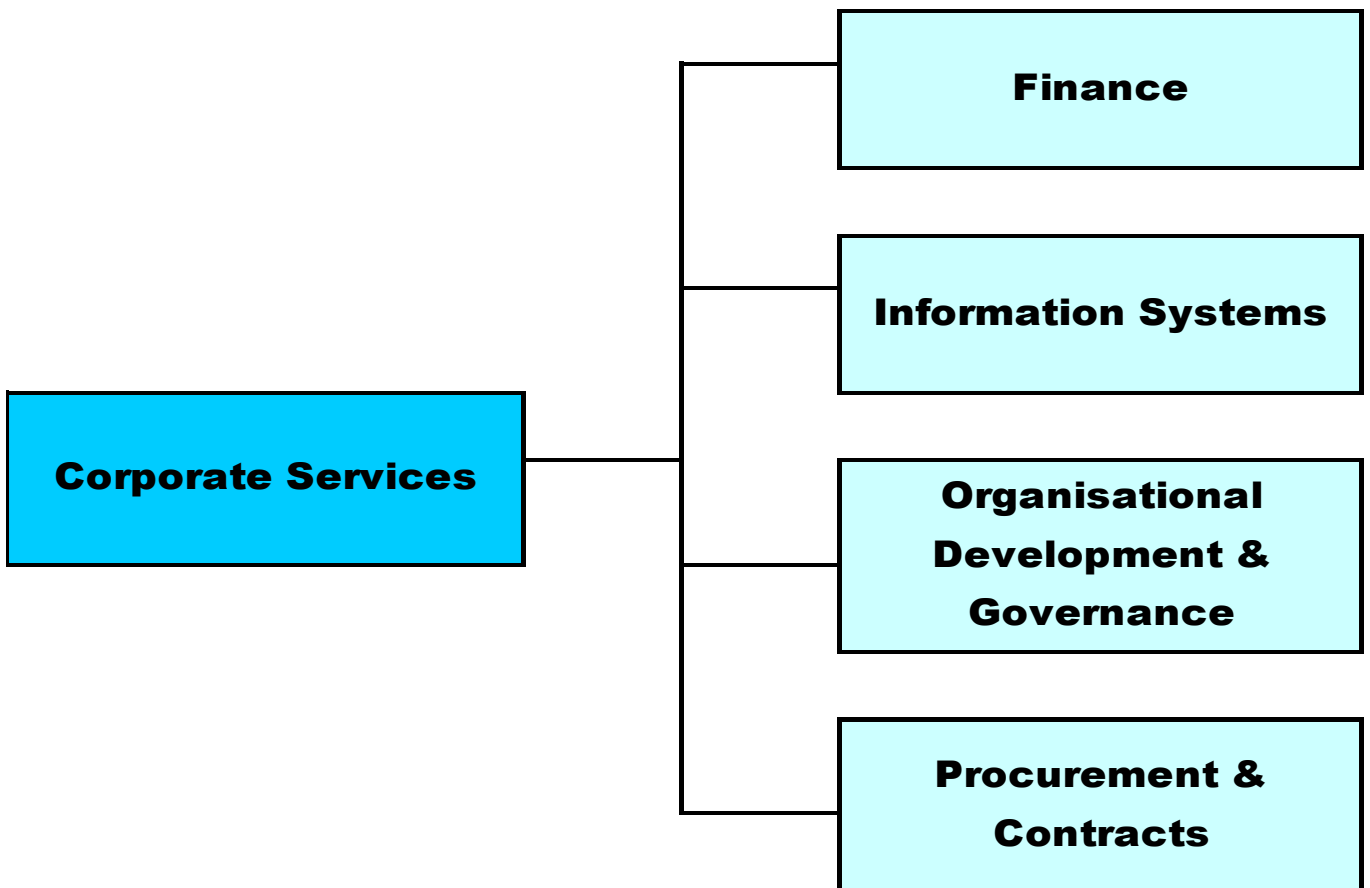
## 2012/13 Budget

### Office of the CEO

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Expenses</b>				
Employee Costs	314,845	511,592	602,565	(287,720)
Materials, Contracts & Other Expenses	444,990	555,373	452,570	(7,580)
<b>Total Expenses</b>	<b>759,835</b>	<b>1,066,965</b>	<b>1,055,135</b>	<b>(295,300)</b>
<b>TOTAL Office of the CEO</b>	<b>759,835</b>	<b>1,066,965</b>	<b>1,055,135</b>	<b>(295,300)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>5.8</b>	<b>5.8</b>	

# CORPORATE SERVICES



## 5.4 Corporate Services Division

### Services Provided

- Provide leadership in setting the strategic direction for the City.
- Provide leadership, coaching and advice to staff in leadership positions.
- Represent the interests of Council and the City, to the community, stakeholders, agencies, other Councils and other relevant groups.
- Facilitate decision making to achieve Council objectives.
- Manage the agenda for the Audit Committee.
- Manage Budget / Annual Business Plan process.

### Services Outcome

- Delivery of high quality and timely services that meet and exceed community needs.
- The relevant corporate and legislative standards for financial and resource management are met.
- Development of collaborative relationships with key external stakeholders and partners.
- Community has input into service delivery, allocation of resources and other key issues.
- Corporate standards and key performance indicators are met.
- Stable and positive workforce.
- Effectively functioning committees of Council.
- Development of an ethos of continuous improvement at an individual, team and departmental level.

### Performance Measures

- Financially sustainable Council over life of the Long Term Financial Plan.
- Average level of staff turnover – benchmarked against local government.
- Projects are completed to timetable and Budget.

## 2012/13 Budget

### CS Division Wide Administration

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Expenses</b>				
Employee Costs	261,360	171,902	181,850	79,510
Materials, Contracts & Other Expenses	45,352	44,624	34,883	10,469
<b>Total Expenses</b>	<b>306,712</b>	<b>216,526</b>	<b>216,733</b>	<b>89,979</b>
<b>TOTAL CS Division Wide Administration</b>	<b>306,712</b>	<b>216,526</b>	<b>216,733</b>	<b>89,979</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>1.0</b>	<b>1.0</b>	



## **5.5 Finance**

### **Services Provided**

- The Finance Department provides financial, accounting and treasury services to a broad stakeholder base internally and externally for the Council. The Department assists all departments in establishing and maintaining their recurrent operating and capital budgets to ensure sound financial stewardship in accordance with the annual business plan adopted by Council.
- The Department is also responsible for the sound administration of Council's property and rating system including the timely collection of rates in accordance with agreed policy and legislation.
- Administration of the Payroll function.

### **Services Outcome**

- The provision of timely, accurate and relevant financial information and reports.
- All information is prepared in accordance with relevant legislative and accounting standard requirements.

### **Performance Measures**

- Timely response to all questions relating to financial stewardship.
- Adoption of Asset Management Plan into the Asset System.
- Preparation of audited annual financial statements.
- Preparation of an Annual Business Plan and Annual Budget with due consideration of the Long Term Financial Plan and Strategic Management Plans.
- Implementation and maintenance of appropriate internal control systems in accordance with legislation.

## 2012/13 Budget

### Finance

#### 2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
Rates Revenues	30,094,800	30,094,800	31,767,374	1,672,574
User Charges	26,000	26,000	18,000	(8,000)
Grants, Subsidies & Contributions	1,500,000	1,500,000	1,185,000	(315,000)
Investment Income	309,375	309,375	332,000	22,625
Reimbursements	21,000	21,000	21,000	0
Other Income	4,350	4,350	4,000	(350)
<b>Total Income</b>	<b>31,955,525</b>	<b>31,955,525</b>	<b>33,327,374</b>	<b>1,371,849</b>
<b>Operating Expenses</b>				
Employee Costs	594,890	594,890	673,615	(78,725)
Materials, Contracts & Other Expenses	1,623,787	1,619,589	1,746,241	(122,454)
Finance Costs	143,945	143,945	397,000	(253,055)
Depreciation	9,162,000	9,162,000	8,800,000	362,000
<b>Total Expenses</b>	<b>11,524,622</b>	<b>11,520,424</b>	<b>11,616,856</b>	<b>(92,234)</b>
<b>Capital Revenue</b>				
(Gain)/Loss on Disposal of NC Assets	0	0	24,000	24,000
<b>Total Capital Revenue</b>	<b>0</b>	<b>0</b>	<b>24,000</b>	<b>24,000</b>
<b>TOTAL Finance</b>	<b>(20,430,903)</b>	<b>(20,435,101)</b>	<b>(21,686,518)</b>	<b>1,255,615</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>7.4</b>	<b>7.4</b>	

## 5.6 Information Systems

### Services Provided

- The Information Systems Department delivers, advises, promotes and supports the City of Burnside in the use of Information Technology, Records Management and Telecommunications.

### Services Outcome

- Availability, integrity, accuracy, high responsiveness and security of organisation's information and systems.
- Best practice and cost effective information systems services.
- Management of Council's official records in accordance with the State Records Act.
- A strategic direction to meet Council's future technology needs.

### Performance Measures

- Helpdesk calls are responded to and resolved within service level agreements.
- City of Burnside achieves 99.99% availability of information systems.

## 2012/13 Budget

### Information Systems

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Expenses</b>				
Employee Costs	688,800	688,800	772,400	(83,600)
Materials, Contracts & Other Expenses	833,257	1,048,182	1,008,376	(175,119)
<b>Total Expenses</b>	<b>1,522,057</b>	<b>1,736,982</b>	<b>1,780,776</b>	<b>(258,719)</b>
<b>TOTAL Information Systems</b>	<b>1,522,057</b>	<b>1,736,982</b>	<b>1,780,776</b>	<b>(258,719)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>8.6</b>	<b>8.6</b>	

## **5.7 Organisational Development & Governance**

### **Services Provided**

The Organisational Development & Governance Department provides a range of services internally to staff including:

- OH&S
- Risk Management
- Public Liability (externally)
- Selection and recruitment services
- Learning and Development
- Performance Review
- Negotiations of Enterprise Agreements
- Disciplinary matters
- HR policies and procedures
- Inductions
- All Human Resources and Industrial Relations matters
- Governance (compliance with LG Act)
- Corporate & Strategic Planning.

### **Services Outcome**

- A vibrant and flexible environment for staff to deliver the best possible services to residents whilst considering work/life balance.

### **Performance Measures**

- Staff turnover figures.
- Positive outcome from the staff satisfaction and climate surveys.
- Exit interview results.
- Sick/personal leave reduction.
- Decline in staff issues.
- Decline in injuries and near misses.

## 2012/13 Budget

### Organisational Development & Governance

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
Reimbursements	15,000	15,000	23,192	8,192
Other Income	258,651	274,615	275,000	16,349
<b>Total Income</b>	<b>273,651</b>	<b>289,615</b>	<b>298,192</b>	<b>24,541</b>
<b>Operating Expenses</b>				
Employee Costs	546,865	482,916	502,015	44,850
Materials, Contracts & Other Expenses	751,899	784,848	777,353	(25,454)
<b>Total Expenses</b>	<b>1,298,764</b>	<b>1,267,764</b>	<b>1,279,368</b>	<b>19,396</b>
<b>TOTAL Organisational Development</b>	<b>1,025,113</b>	<b>978,149</b>	<b>981,176</b>	<b>43,937</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>4.8</b>	<b>4.8</b>	

## 5.8 Procurement & Contracts

### **Services Provided**

- The Procurement and Contracts Department provides a range of services to both internal and external customers in order to facilitate the delivery of projects and Services to the Community including:
  - Provision of tendering and quoting services
  - Contract management of the waste contract with Eastern Waste Management Authority Inc.
  - Management of Council's light fleet.

### **Services Outcome**

- Management of Council's quoting and tendering processes for Council departments to ensure the delivery of projects and services to the Community according to Council's budget ensuring openness, transparency, and accountability for the processes.
- Responsible for the contract management of Eastern Waste Management Authority to ensure effective service provision of waste and recycling services to the Community.
- Delivery of contract savings or additional services within budget constraints for Council contracts.
- Provision of light fleet management services to departments.
- Minimising the risks to Council in contracting out Goods, Works, and Services.

### **Performance Measures**

- Tender and competitive selection management of Council contractors to meet legislative and common law requirements.
- Assistance provided to internal Council customers regarding contract disputes/legal issues.
- The long term proactive management of Eastern Waste Management Authority Inc within budget and minimising customer complaints.
- A productive fleet which meets Council's operational needs for transportation of Council officers.
- Ensure department's service and targets are managed within the set annual budget.

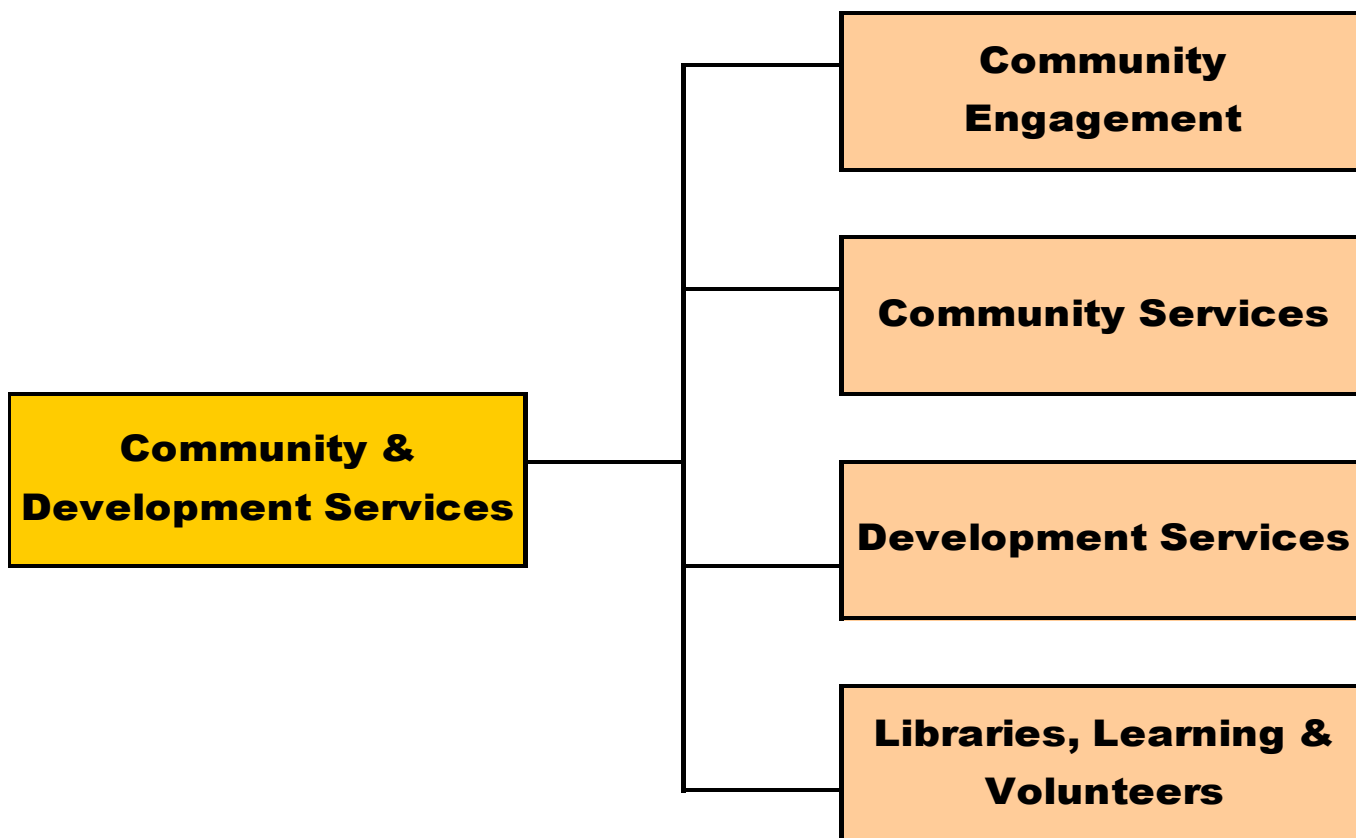
## 2012/13 Budget

### Procurement & Contracts

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Expenses</b>				
Employee Costs	123,270	259,290	190,452	(67,182)
Materials, Contracts & Other Expenses	51,962	14,362	12,932	39,030
<b>Total Expenses</b>	<b>175,232</b>	<b>273,652</b>	<b>203,384</b>	<b>(28,152)</b>
<b>TOTAL Procurement &amp; Contracts</b>	<b>175,232</b>	<b>273,652</b>	<b>203,384</b>	<b>(28,152)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>2.0</b>	<b>2.0</b>	

# COMMUNITY & DEVELOPMENT SERVICES





## **5.9 Community & Development Services**

The Community and Development Services section is a relatively new structure bringing together most of the services within Council that have direct interface with the community. While the services within the area are disparate, the underlying customer-service ethos is common across all areas.

Many of the services provided have externally governed or legislated standards to be met, such as the regulatory services, planning services and HACC services, but they all aspire to excellence in their service delivery to the community.

### **Services Provided**

- Provide leadership in community engagement and customer services across Council.
- Provide a range of community services including community arts.
- Provide a range of library and volunteer services.
- Provide a customer-focussed planning service, compliant with relevant legislative requirements.
- Provide an effective regulatory service, compliant with legislation, which contributes to the environs of the City.
- Provide communications and publications services across Council.
- Represent the interests of Council and the City, to the community, stakeholders, agencies, other Councils and other relevant groups.
- Manage the agenda for the Community, Development and Heritage Committee.
- Manage the Community Engagement and Consultation Processes.
- Manage the Development Assessment Panel.
- Manage the regulation of By-Laws and relevant legislation.

### **Services Outcome**

- Delivery of high quality and timely services that meet and exceed community needs.
- The relevant corporate and legislative standards for planning are met.
- The relevant legislative and By-Laws are enforced equitably.
- Development of collaborative relationships with key external stakeholders and partners.
- Community has input into service delivery, allocation of resources and other key issues.
- Corporate standards and key performance indicators are met.
- Effectively functioning committee of Council.
- Development of an ethos of continuous improvement at an individual, team and departmental level.

### **Performance Measures**

- Statutory obligations are met.
- Community Engagement and customer services standards are met.
- Projects are completed to timetable and Budget.

## 2012/13 Budget

### C&DS Division Wide Administration

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Expenses</b>				
Employee Costs	0	73,313	170,480	(170,480)
Materials, Contracts & Other Expenses	0	0	104,655	(104,655)
<b>Total Expenses</b>	<b>0</b>	<b>73,313</b>	<b>275,135</b>	<b>(275,135)</b>
<b>TOTAL C&amp;DS Division Wide Administration</b>	<b>0</b>	<b>73,313</b>	<b>275,135</b>	<b>(275,135)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>1.0</b>	<b>1.0</b>	

## 5.10 Community Engagement

The Community Engagement section includes departments that speak directly to our Community regarding their day to day transactions with Council, and, through the Corporate Communications role, helps to shape and deliver Council's key messages to residents, businesses and visitors

### **Services Provided**

The Community Engagement section includes the following functions:

- Customer Services
- Regulatory Services
- Venue Hire
- Corporate Communications
- Community Engagement
- Publications

## Customer Service

### **Services Provided**

The customer service area delivers:

- High quality interactions with residents through our customer service desk
- Switchboard and cashiering roles.
- Provision of information on Council services,
- Receiving and documenting customer service requests,
- Receiving and processing payments (rates, green bins, dog registrations, fines and hire charges), answering and directing telephone enquiries,
- Administration activities (banking downloads, ownership changes, address changes, bookings and visitor sign in).

### **Service Outcomes**

- Smooth operation of front desk and call centre
- Response to phone calls within short time frames
- Resolution rates of phone calls to a high percentage
- Processing of documents, payments and administration activities providing a one-stop shop for callers in person and by telephone.

### **Performance Measures**

- Resolution rates of calls at the switchboard.
- Processing transactions and requests within required timelines.
- Annual report meets prescribed guidelines and timelines.
- LGA comparative performance survey- access to information.
- Number of complaints and compliments received.

## **Corporate Communications**

The Corporate Communications role provides assistance with internal and external communications regarding the work and activities of Council. Services include:

- Coordination and production of Corporate publications (annual report, quarterly resident newsletters, fortnightly messenger column, brochures),
- Advertising,
- Media management,
- Corporate image,
- Speechwriting,
- Banners and promotional material
- Strategic communications advice to the Mayor, CEO and Leadership team.

### **Service Outcomes**

- Clear understanding of Council's key messages by the Community
- Timely, targeted and appropriate conveyance of key messages
- Good relationships with important gatekeepers to message distribution – journalists, editors and influential stakeholders
- Imaginative, lively and engaging messages seen as characteristic of Council

### **Performance Measures**

- Timely, accurate response to media enquiries
- Publications produced to a high standard and on schedule
- Regular updating of the look and feel of primary publications
- Regular and targeted distribution of media releases
- Research and production of stories regarding Council's work

## **Regulatory Services**

### **Services Provided**

- Compliance
- Bushfire reduction measures.
- Ensure a safe and convenient road and pedestrian network through the coordination and application of parking inspectors.
- Refer matters for investigations to the Eastern Health Authority.
- Monitor reports on infectious diseases found in the City of Burnside.
- Monitor and report to Council on the performance of the Eastern Health Authority, as a regional subsidiary.
- Provide expert advice to Council on the administration of its community and environmental health responsibilities.
- Provide administrative services supporting the department, materials and logistics, information systems and records management.
- Ensure public safety and reduce nuisance through effective animal (dog and cat) management and through the accountability of their owners.
- Assess Planning Applications in accordance with the Development Act

## **Service Outcomes**

- Council's statutory obligations met under the:
  - Australian Road Rules
  - Local Government Act 1999.
  - Dog and Cat Management Act
- Private property monitored and notices issued to land owners where slashing is required.
- Compliance and related time frames monitored for:
  - Clearways
  - Timed car parking areas
  - Clearance from driveways.
- Expiations for non compliance issued and administered.
- Objects on public land monitored and administered i.e. A-frame advertising signs, hanging signs, rubbish skips.
- Council's statutory obligations met under the:
  - Public and Environmental Health Act 1987
  - Food Act 2001
  - Supported Residential Facilities Act 1992
  - Environmental Protection Act 1993
- All functions of the Department comply with statutory and community expectations of transparency and accountability.
- Records maintained in accordance with the State Records Act 1997.
- Information available in accordance with the Freedom of Information Act, enquiries by the Ombudsman responded to and staff are cognisant of copyright and intellectual property law as it applies to the dissemination of information.
- The annual registration of dogs administered and advertised. Related correspondence carried out alongside follow up and enforcement.
- Expiations issued and animals impounded as required.
- Evidence gathered, statements taken and affidavits prepared and attendance at court carried out to assist Council's solicitors.
- Harmonious environment between neighbours promoted.

## **Performance Measures**

- Expiations notices issued within 72 hours of discovery of an offence.
- Review of Business Plan and Report to Council.
- Quarterly Reports to Council and monitor financial performance.
- Quarterly planning performance reports.
- All telephone calls returned in 24 hours.
- Dog registration renewals commenced in July and completed by September.

## Venue Hire

### Services Provided

- Council operates and runs a number of venues in the city that are available for hire for a range of events, from community groups to weddings. The Venue Hire facility allows all of these bookings to be coordinated alongside monitoring to ensure proper use and liaison with the various groups that use them on a regular basis.

### Services Outcome

- Access to a range of suitable venues for a wide spectrum of the community for social and formal events.
- Induction of hirers and monitoring of proper use by hirers.

### Performance Measures

- Community engagement with community groups and one-off hirers.
- Maximised use of the facilities and maximised revenue for Council from the hiring fees.

## Community Engagement

### Services Provided

- Act as an advisory and consultancy service for departments engaging in consultation exercises.
- Provide administrative assistance in mail outs and other consultation exercises.
- Provide training and assistance in utilising all of Council's available engagement tools.

### Services Outcome

- Increase response rates to engagement exercises by increasing the number of channels of communication
- Provide a range of communication channels to suit the needs of various demographic groups of residents, businesses and other stakeholders.

### Performance measures

- Increased numbers of responses to engagement exercises
- Increased channels of communication
- Increased satisfaction amongst residents, businesses and other stakeholders as to Council's engagement levels.

## 2012/13 Budget

### Community Engagement

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
Statutory Charges	282,064	397,064	290,600	8,536
User Charges	63,820	63,820	63,000	(820)
Grants, Subsidies & Contributions	2,500	2,500	2,500	0
Reimbursements	1,560	1,560	3,700	2,140
Other Income	5,000	5,000	5,000	0
<b>Total Income</b>	<b>354,944</b>	<b>469,944</b>	<b>364,800</b>	<b>9,856</b>
<b>Operating Expenses</b>				
Employee Costs	879,327	1,000,086	1,063,065	(183,738)
Materials, Contracts & Other Expenses	895,476	946,263	951,209	(55,733)
<b>Total Expenses</b>	<b>1,774,803</b>	<b>1,946,349</b>	<b>2,014,274</b>	<b>(239,471)</b>
<b>TOTAL Community Engagement</b>	<b>1,419,859</b>	<b>1,476,405</b>	<b>1,649,474</b>	<b>(229,615)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>11.6</b>	<b>11.6</b>	

## 5.11 Community Services

### Services Provided

The Community Services Department Council provides quality programs and services that support the wellness and lifestyle choices of our community.

The *Youth Development Program* provides opportunities for young people aged between 12- 25 years to participate in and contribute to their local community, to increase their knowledge and develop skills. In addition, participation in the Eastern Region Alliance (ERA) Youth provides an opportunity to address regional issues and identify opportunities for joint regional projects.

*3Rs (Respite, Recreation & Revitalisation)* is a flexible and innovative centre and community based program. It assists participants to maintain or learn new skills and gives them confidence to remain connected to their community. The program is funded by Home and Community Care (HACC), auspiced by City of Burnside and operates seven groups across the eastern region of Adelaide.

The *Eastern Region Men's Shed* is a socially inclusive and supportive centre based program which meets the individual needs of older men, including those with memory loss, in a group setting. It provides a meeting place for older men to socialise and work on projects either individually or as a group. The program is funded by Home and Community Care (HACC) auspiced by City of Burnside and includes participants who live in three eastern regional councils.

*Home Assist* is funded primarily by Home & Community Care (HACC) and delivers services to eligible older residents and younger residents with a disability to support them to remain living safely in their homes. Services include home help, shopping, personal care, respite, minor home maintenance & modification and safety and security in the home. Home Assist also offers a range of social activities, including bus trips, lunch groups, cooking classes for older men and monthly community information sessions to encourage older residents to remain informed and connected to their community.

The *Community Lunch Program* is coordinated by a Catering Officer and supported by a small team of volunteers. It provides subsidised hot meals for older residents and younger participants with special needs. It operates each Monday - Friday in the Burnside Community Centre dining room.

The *Volunteer Community Transport Program* offers vulnerable community members with a convenient and affordable method of shopping transport through the provision and operation of small buses. Buses are also utilised for social outings by both the Burnside Aged Care programs and not for profit groups. A new volunteer car based service will transport older residents to destinations such as medical appointments and social activities.

Eighteen volunteers work in small teams to reduce the number of *graffiti* incidences in the community. Their rapid removal response to identified graffiti reports discourages further graffiti activity.

Arts activity in the community is provided through the *Pepper Street Arts Centre*, a cultural hub providing opportunities for local artists and residents through a range of programs including exhibitions, gift shop, artist of the month, art classes and workshops, special events, volunteering and membership.

The Burnside Civic Centre Atrium space supports community groups, schools, cultural organisations, and artists with the provision of a low cost central venue for arts and community showcases, with a community development focus.



## Services Outcome

- Access to a range of education, health and support services that meet community needs and enhance lifestyles.
- A vibrant and diverse community that has a strong sense of belonging.
- A safe community that values and supports its community.

## Performance Measures

- Community engagement levels at Pepper St Arts Centre are retained or increased.
- Youth Advisory Committee (YAC) membership and participation is retained or increased.
- Men's Shed and 3Rs Program participant numbers remain at capacity.
- Meet targets set by Home and Community Care (HACC) funding guidelines.
- Number of Aged Care Program (Men's Shed, 3Rs and Home Assist) compliments and complaints received.
- Number of Community Transport Program compliments and complaints received.
- Number of passengers utilising Community Transport Program for shopping.
- Number of passengers utilising new Volunteer Car Based Service

## 2012/13 Budget

### Community Services

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
User Charges	100,677	100,677	125,505	24,828
Grants, Subsidies & Contributions	1,050,403	1,120,123	1,230,441	180,038
Reimbursements	1,000	1,000	3,300	2,300
Other Income	38,000	0	0	(38,000)
<b>Total Income</b>	<b>1,190,080</b>	<b>1,221,800</b>	<b>1,359,246</b>	<b>169,166</b>
<b>Operating Expenses</b>				
Employee Costs	977,565	977,564	1,029,125	(51,560)
Materials, Contracts & Other Expenses	817,760	832,007	960,076	(142,316)
<b>Total Expenses</b>	<b>1,795,325</b>	<b>1,809,571</b>	<b>1,989,201</b>	<b>(193,876)</b>
<b>Capital Revenue</b>				
Amounts rec'd spec - new/upgraded assets	0	30,000	0	0
<b>Total Capital Revenue</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL Community Services</b>	<b>605,245</b>	<b>557,771</b>	<b>629,955</b>	<b>(24,710)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>12.0</b>	<b>12.0</b>	

## 5.12 Development Services

### Services Provided

#### Compliance

- Ensure community compliance in relation to the Development Act, including ensuring that development is undertaken in accordance with approvals and that unauthorised development is either reversed or approved.
- Ensure Council's building inspection policy is updated and enacted in accordance with new regulations concerning timber framing.

#### Development Assessment

- Assess planning and building applications in accordance with the Development Act 1993.
- Provide expert advice to the community about planning and building matters relating to the Development Act 1993.
- Provide planning reports to the Development Assessment Panel.
- Provide expert advice to the Council's Development Assessment Panel on operating procedures and the Development Act 1993.
- Represent the Council in the Environment Resources and Development Court or Supreme Court, in relation to planning and building matters,
- Ensure Council's statistical reporting obligations are met in relation to development assessment performance,
- Facilitate the Building Fire Safety Committee.
- Provide Property Interest Reports (searches) under Section 7 of the Land and Business (Sale and Conveyancing) Act 1995 as required.

#### Development Policy

- Undertake a review of the Development Plan (Strategic Directions Report) in accordance with the Development Act,
- Ensure future Development Plan Amendments aligns with the Strategic Directions Report, Council's strategic aspirations and the State Planning Strategy (the 30 Year Plan),
- Provide advice to the community about development policy matters and issues relating to the heritage of the City of Burnside.

### Service Outcomes

- Development Assessment undertaken in accordance with statutory timeframes.
- Provide ongoing building inspections to ensure buildings are constructed in accordance with the Building Code of Australia.
- Advice to the public that is accurate, timely and within the constraints of the Development Act 1993.
- Development Assessment Panel meetings that are undertaken in accordance with statutory requirements relating to the provision of information to the public.
- To ensure the orderly and economic development and the protection of the character of the City of Burnside.
- Development Plan Amendments that:
  - Meet Council's statutory obligations under the Development Act 1993; and
  - Ensure that future development meets the aspirations of the community.

## Performance Measures

Quarterly reports in relation to development assessment performance (System Indicators) are provided to the Minister for Planning.

Internal statistical reporting is maintained relating to development assessment.

Customer service undertaken in accordance with Corporate protocols and values.

## 2011/12 Budget

### Development Services

2011/12 Budget compared with 2010/11 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
Statutory Charges	479,820	479,820	453,000	(26,820)
User Charges	3,000	3,000	3,000	0
Reimbursements	22,040	28,040	14,000	(8,040)
<b>Total Income</b>	<b>504,860</b>	<b>510,860</b>	<b>470,000</b>	<b>(34,860)</b>
<b>Operating Expenses</b>				
Employee Costs	1,482,235	1,447,235	1,502,410	(20,175)
Materials, Contracts & Other Expenses	624,498	590,534	517,054	107,444
<b>Total Expenses</b>	<b>2,106,733</b>	<b>2,037,769</b>	<b>2,019,464</b>	<b>87,269</b>
<b>TOTAL Development Services</b>	<b>1,601,873</b>	<b>1,526,909</b>	<b>1,549,464</b>	<b>52,409</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>17.2</b>	<b>17.2</b>	

## 5.13 Libraries, Learning & Volunteers

### Services Provided

- The Libraries, Learning and Volunteers Department engages the Community with a range of innovative and interesting programs, services events, and volunteering opportunities. The Library offers people a third space in which to learn, relax, and cultivate friendships. Lifelong learning and social interaction programs are offered for all age groups and for those with special needs.
- The Family Connections program supports families to enhance their role as caregivers.

### Services Outcome

- Access to a wide range of education, health and support services that meet community needs and enhance lifestyles.
- A vibrant and diverse community that values, supports and creates a sense of belonging for its people.
- Over four hundred volunteers provide a valuable resource to the community - assisting Council through a wide variety of programs such as the community centre, providing graffiti removal, assisting with community transport, library services, conservation and many other programs.

### Performance Measures

- Number of loans maintained and increased
- Number of visits increases.
- Number of memberships increases.
- Number of attendances at events, programmes, courses and functions increases.
- Number of people who respond positively to user satisfaction surveys
- Number of caregivers/ parents that report back improved skills & confidence through feedback sheets given after each Family Connections program/event.
- Volunteer participation satisfaction surveys.
- Number of website hits increases
- Number of people using social network sites increases

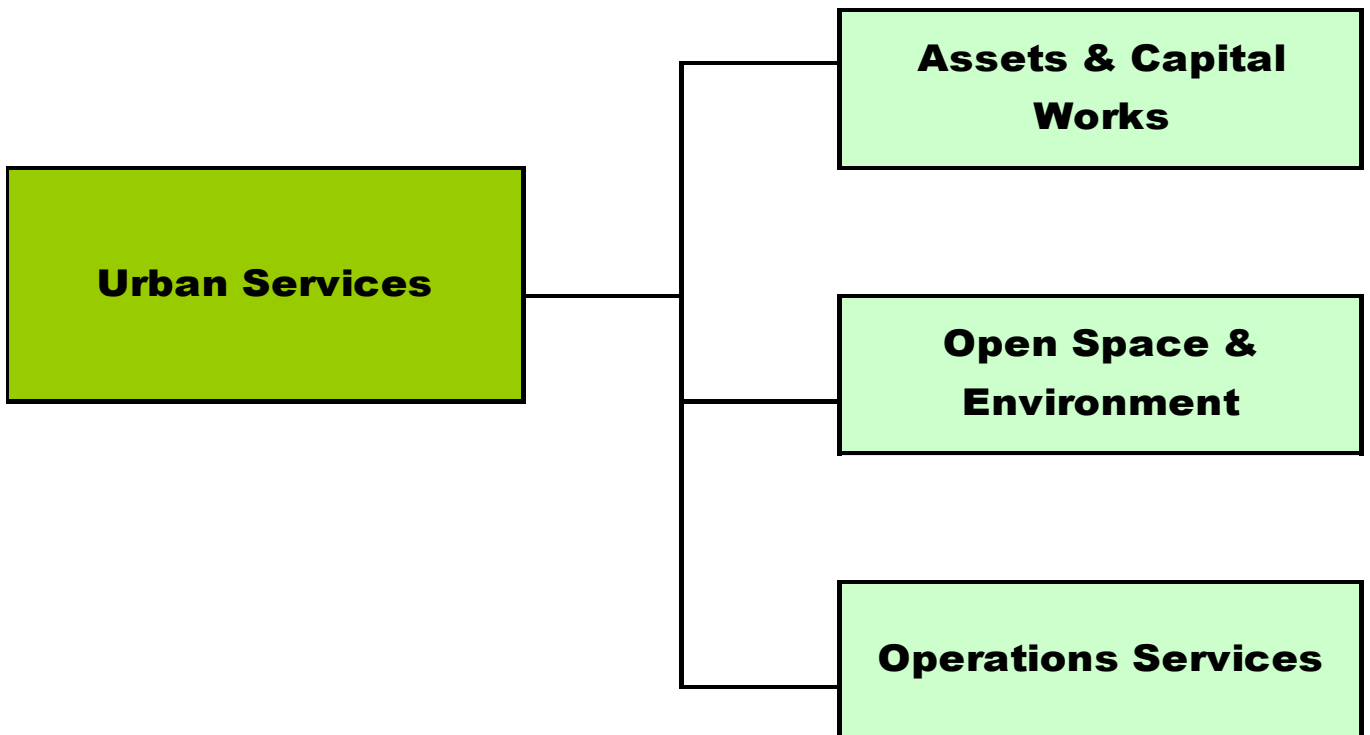
## 2012/13 Budget

### Libraries, Learning & Volunteers

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
User Charges	76,336	76,336	76,576	240
Grants, Subsidies & Contributions	252,788	252,788	243,788	(9,000)
Reimbursements	14,560	14,560	14,500	(60)
Other Income	11,040	11,040	11,040	0
<b>Total Income</b>	<b>354,724</b>	<b>354,724</b>	<b>345,904</b>	<b>(8,820)</b>
<b>Operating Expenses</b>				
Employee Costs	1,656,990	1,656,990	1,682,210	(25,220)
Materials, Contracts & Other Expenses	230,033	240,313	186,816	43,217
<b>Total Expenses</b>	<b>1,887,023</b>	<b>1,897,303</b>	<b>1,869,026</b>	<b>17,997</b>
<b>Capital Revenue</b>				
Amounts rec'd spec - new/upgraded assets	182,188	182,188	182,188	0
<b>Total Capital Revenue</b>	<b>182,188</b>	<b>182,188</b>	<b>182,188</b>	<b>0</b>
<b>TOTAL Libraries, Learning &amp; Volunteers</b>	<b>1,350,111</b>	<b>1,360,391</b>	<b>1,340,934</b>	<b>9,177</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>20.2</b>	<b>20.2</b>	

# URBAN SERVICES



## **5.14 Urban Services**

### **Services Provided**

- Providing leadership in creating the optimum urban and open space environment for the City within resource frameworks and Council strategic directions.
- Efficiently and effectively managing the City's assets, infrastructure, open space and environment.
- Ensuring the timely delivery of quality divisional services to the City.
- Providing expert professional advice to the City including Elected Members, the community and relevant bodies.
- Managing the development and implementation of asset and infrastructure management plans and systems.
- Developing divisional staff to effectively and efficiently perform their duties within a continuous improvement framework.

### **Services Outcome**

The City of Burnside is provided with:

- Timely, efficient and effective divisional services commensurate with resourcing levels and risk profiles.
- Divisional services that are managed within all relevant financial and resource management corporate and legislative standards.
- Divisional services that include appropriate community consultation.
- Divisional staff that aspire to best practice services and possess an ethos of continuous improvement.
- Divisional staff that provide expert advice into City decision making processes including Council Meetings and specifically the Infrastructure and Environment Committee.

### **Performance Measures**

- Timely delivery of quality, efficient and effective divisional services within resource levels and risk profiles that are in accordance with Council strategic directions and priorities.
- The development of strategic and operational policies, plans and programs that enable best practice asset, infrastructure, open space and environment management.
- Appropriate consultation with the community and Council elected members in the delivery of divisional services.
- Meeting the Administration's corporate business objectives.

## 2012/13 Budget

### US Division Wide Administration

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Expenses</b>				
Employee Costs	244,775	169,486	175,805	68,970
Materials, Contracts & Other Expenses	58,322	50,322	46,472	11,850
<b>Total Expenses</b>	<b>303,097</b>	<b>219,808</b>	<b>222,277</b>	<b>80,820</b>
<b>TOTAL US Division Wide Administration</b>	<b>303,097</b>	<b>219,808</b>	<b>222,277</b>	<b>80,820</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>1.0</b>	<b>1.0</b>	



## 5.15 Assets & Capital Works

### Services Provided

- *Civil Engineering* – responsible for providing expert civil engineering advice to the City including the design and documentation of City assets and infrastructure in accordance with all required standards, statutory and legislative requirements.
- *Asset Management* – responsible for the effective asset management of City infrastructure and assets through developing lifecycle asset management plans and programs to meet the needs of the City.
- *Traffic Engineering* – responsible for providing expert traffic engineering advice to the City including developing traffic management policies, plans and strategies to effectively manage City traffic needs in accordance with all required standards, statutory and legislative requirements.
- *Stormwater Management and Water Sensitive Urban Design* – responsible for providing expert stormwater management and water sensitive urban design advice to the City through developing and implementing stormwater and water sensitive urban design policies, plans and strategies.
- *Building and Land lease and licence management* – responsible for managing the leasing and licencing requirements of the City's assets and infrastructure to ensure that they meet the needs of the City.
- *Building management* – responsible for managing the Council's owned buildings including minor capital works, repairs and maintenance.
- *Capital Works Delivery* – responsible for managing the delivery of the capital works program of the City including infrastructure renewal and major rehabilitation of Council's buildings, drainage, and transportation infrastructure, such as:
  - Buildings
  - Street lighting
  - Footpaths
  - Roads
  - Kerb and gutter
  - Drainage
  - Traffic control devices

## Services Outcome

The City of Burnside is provided with:

- Timely, efficient and effective infrastructure services commensurate with resourcing levels and risk profiles.
- Fit for purpose assets and infrastructure that meet relevant statutory and legislative requirements.
- A whole of life asset management system for City building and civil infrastructure.
- Effective lease and licence management.
- Safe and effective traffic control devices.
- Street Lighting that meets all relevant standards.

## Performance Measures

- Efficient and effective departmental service provision within resource levels and risk profiles.
- Timely delivery of quality departmental services.
- Appropriate professional and technical advice to the community and elected Council members.
- Meeting the Administration's corporate business objectives.

## 2012/13 Budget

### Assets & Capital Works

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
User Charges	290,472	290,472	273,000	(17,472)
Grants, Subsidies & Contributions	325,146	352,146	402,146	77,000
<b>Total Income</b>	<b>615,618</b>	<b>642,618</b>	<b>675,146</b>	<b>59,528</b>
<b>Operating Expenses</b>				
Employee Costs	788,765	676,894	742,925	45,840
Materials, Contracts & Other Expenses	2,002,798	2,051,598	2,168,015	(165,217)
<b>Total Expenses</b>	<b>2,791,563</b>	<b>2,728,492</b>	<b>2,910,940</b>	<b>(119,377)</b>
<b>Capital Revenue</b>				
Amounts rec'd spec - new/upgraded assets	0	58,000	26,000	(26,000)
<b>Total Capital Revenue</b>	<b>0</b>	<b>58,000</b>	<b>26,000</b>	<b>(26,000)</b>
<b>TOTAL Assets &amp; Capital Works</b>	<b>2,175,945</b>	<b>2,027,874</b>	<b>2,209,794</b>	<b>(33,849)</b>
<b>Fulltime Equivalent (FTE's)</b>		<b>10.6</b>	<b>10.6</b>	

## 5.16 Open Space & Environment

### Services Provided

- *Environmental Sustainability* – is responsible for providing leadership to the City in environmental sustainability through developing and implementing relevant policy, programs and projects.
- *Urban Tree Management* - is responsible for developing and implementing an Urban Tree Management framework for the City. A key component is developing the 'Second Generation Street Tree Planting Program' and providing guidance to Council's Operation's Department on policy and procedures relating to tree removal, maintenance and species selection.
- *Urban Design and Open Space Planning* - is responsible for developing and implementing policies, strategies and master plans relating to open space development, urban design, biodiversity, horticulture and landscape architecture.
- *Open Space and Environment Asset Management* – is responsible for the planning and design of open space and streetscapes to create functional, attractive and sustainable environments. It provides information and advice to the community and staff on issues relating to the environment.
- *Waste Management* – is responsible for managing the waste strategy within the City through the development and implementation of policy and programs
- *Open Space and Landscape Renewal* – is responsible for open space and recreational asset management including: playgrounds, tennis courts, public toilets and general landscaping.
- *Economic Development* – is responsible for providing representation and advice to various bodies in the economic development of the City such as EBEC and other business groups such as the Glen Osmond Road Traders Association.
- *Recreational Facilities* – is responsible for the Burnside Swimming Centre which is open for six months of the year, providing three pools, BBQs. Kiosk, picnic facilities and two playgrounds.

### Service Outcomes

The City of Burnside is provided with:

- Timely, efficient and effective open space and environment services commensurate with resourcing levels and risk profiles.
- A best practice environmental sustainability framework.
- A best practice tree management framework.
- Open space and environment that meet relevant statutory and legislative requirements and that are managed within appropriate risk levels.
- Access to a range of quality passive and active recreational facilities.
- A generally aesthetic City environment.
- An efficient and effective waste management framework.
- Promoting appropriate economic development that reflects the needs of the City.
- Provide a premiere outdoor swimming and recreation venue.

## Performance Measures

- Efficient and effective departmental service provision within resource levels and risk profiles.
- Timely delivery of quality departmental services.
- Progression and achievement of environmental milestones.
- Minimising Council's carbon emissions.
- Minimising waste to landfill.
- Delivering the Second Generation Street Tree Planting Program.
- Active engagement with business in progressing development opportunities.
- Appropriate professional and technical advice to the community and elected Council members.
- Meeting the Administration's corporate business objectives.
- Pool and spa water chemistry is maintained in accordance with Department of Health standards.
- Utilisation rates and meeting financial targets at the Burnside Swimming Centre.

## 2012/13 Budget

### Open Space & Environment

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
User Charges	572,808	606,808	547,000	(25,808)
Grants, Subsidies & Contributions	0	0	215,050	215,050
Other Income	1,000	1,000	1,087	87
<b>Total Income</b>	<b>573,808</b>	<b>607,808</b>	<b>763,137</b>	<b>189,329</b>
<b>Operating Expenses</b>				
Employee Costs	799,605	658,646	678,900	120,705
Materials, Contracts & Other Expenses	3,585,491	3,576,271	3,922,336	(336,845)
<b>Total Expenses</b>	<b>4,385,096</b>	<b>4,234,917</b>	<b>4,601,236</b>	<b>(216,140)</b>
<b>Capital Revenue</b>				
Amounts rec'd spec - new/upgraded assets	80,000	80,000	0	(80,000)
<b>Total Capital Revenue</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>	<b>(80,000)</b>
<b>TOTAL Open Space &amp; Environment</b>	<b>3,731,288</b>	<b>3,547,109</b>	<b>3,838,099</b>	<b>(106,811)</b>
<b>Fulltime Equivalentents (FTE's)</b>		<b>7.5</b>	<b>7.5</b>	

## 5.17 Operations Services

### Services Provided

- *Civil Infrastructure Maintenance* - responsible for the maintenance of Council's infrastructure assets and other related services including: Roads, Footpaths, and Storm Water Drainage systems, Parks, Open Space and Sporting Facilities.
- *Parks, Reserves and Street Scapes Maintenance* - responsible for the maintenance of Council's Open Space assets, developed and undeveloped reserves, and other related services including: Parks, Reserves, Open Space and Sporting Facilities.
- *Urban Tree Management* - responsible for maintaining, enhancing and developing the street tree plantings of the city including the 'Inter Planting' and 'Second Generation' street tree planting programs.
- *Conservation and Land Management* - responsible for maintaining, improving and developing the natural environment of Burnside. This involves the conservation of local Burnside flora and the re-establishment of local flora at appropriate locations. It has the advantage of reducing fire hazards, reducing water use and increasing the aesthetics and interest to reserves. Specific focus is on the future redevelopment and remediation of Council's Hill Face Reserves networks.
- *Customer Service* – is a key role for Operations Services, responding to requests from residents and the community on a daily basis. In addition it also has a responsibility to assist and support other departments of Council in their delivery of services to the community.

### Service Outcomes

The City of Burnside is provided with:

- Timely, efficient and effective works and maintenance commensurate with resourcing levels.
- Fit for purpose infrastructure that meets relevant standards and is maintained within appropriate risk levels.
- Parks and Open Space that are maintained within appropriate risk levels.
- Access to a range of quality passive and active recreational facilities.
- A generally aesthetic City environment.

## Performance Measures

- Efficient and effective departmental service provision within resource levels and risk profiles.
- Timely delivery of quality departmental services.
- Appropriate professional and technical advice to the community and elected Council members.
- Meeting the Administration's corporate business objectives.

## 2012/13 Budget

### Operations Services

2012/13 Budget compared with 2011/12 Budget

	2011/12 Original Budget \$	2011/12 Revised Budget \$	2012/13 Adopted Budget \$	Variance Fav / (Unfav) \$
<b>Operating Income</b>				
Grants, Subsidies & Contributions	0	880	0	0
Reimbursements	98,182	127,182	75,500	(22,682)
Other Income	104	104	0	(104)
<b>Total Income</b>	<b>98,286</b>	<b>128,166</b>	<b>75,500</b>	<b>(22,786)</b>
<b>Operating Expenses</b>				
Employee Costs	3,277,350	3,277,350	3,502,220	(224,870)
Materials, Contracts & Other Expenses	2,678,636	2,587,027	2,728,240	(49,604)
<b>Total Expenses</b>	<b>5,955,986</b>	<b>5,864,377</b>	<b>6,230,460</b>	<b>(274,474)</b>
<b>TOTAL Operations Services</b>	<b>5,857,700</b>	<b>5,736,211</b>	<b>6,154,960</b>	<b>(297,260)</b>
<b>Fulltime Equivalents (FTE's)</b>		<b>50.0</b>	<b>50.0</b>	

**Appendix 2**  
**Schedule of Fees and Charges**  
**for 2012/13**

COMMUNITY SERVICES				
DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION	
	Inc. GST	Exc. GST		
<b>Bus Hire</b>	<i>Charter of <b>Community Bus</b> (Coaster)</i>		Plus \$1 per kilometre with minimum charge of \$80 for groups within Burnside & \$90 for groups outside Burnside.	
	Groups within council boundaries	\$45.00		\$40.91
	Groups outside council boundaries	\$60.00	\$54.55	
	<i>Use of <b>Community Bus</b> (Hi-Ace)</i>		Plus \$1 per kilometre with minimum charge of \$80 for groups within Burnside & \$90 for groups outside Burnside.	
Groups within council boundaries	\$45.00	\$40.91		
	Groups outside council boundaries	\$60.00	\$54.55	
<b>Hire Buildings</b>	<i>Lease, hire or rental of chambers, halls, rooms &amp; other buildings (Fri &amp; Sat after 6pm surcharge rate). Commercial Fees Listed Below - Community organisations: 25% discount if based outside of Burnside; 50% discount if based in Burnside; 75% discount if based in Burnside and assisting in achieving Strategic Plan; 100% discount if based in Burnside &amp; where City of Burnside is an identified sponsor.</i>			
	<b><u>Community Centre</u></b>			
	Bond	N/A	\$200.00	Public Liability Insurance of \$10 million required if open to the public
	Hall Hire - Standard rate	\$55.00	\$50.00	Rate is per hour
	Hall Hire - Friday and Saturday after 6pm	\$84.00	\$76.36	Rate is per hour
	Hall Hire + Spaces 2 & 3 - Standard Rate	\$71.00	\$64.55	Rate is per hour
	Hall Hire + Spaces 2 & 3 - Friday and Saturday after 6pm	\$106.00	\$96.36	Rate is per hour
	Hall, Spaces 2 & 3, Kitchen & Dining Room - Standard rate	\$88.00	\$80.00	Rate is per hour
	Hall, Spaces 2 & 3, Kitchen & Dining Room - Friday and Saturday after 6pm	\$123.00	\$111.82	Rate is per hour
	Hall, Kitchen & Dining Room - Standard rate	\$66.00	\$60.00	Rate is per hour
	Hall, Kitchen & Dining Room - Friday and Saturday after 6pm	\$100.00	\$90.91	Rate is per hour
<b>Hire Buildings</b>	Kitchen & Dining Room - Standard rate	\$21.00	\$19.09	Rate is per hour
	Kitchen & Dining Room - Friday and Saturday after 6pm	\$31.00	\$28.18	Rate is per hour
	Space 2, Space 3 or Dining Room - Standard rate	\$21.00	\$19.09	Rate is per hour
	Space 2, Space 3 or Dining Room - Friday and Saturday after 6pm	\$31.00	\$28.18	Rate is per hour
	Spaces 2 & 3 combined - Standard rate	\$27.00	\$24.55	Rate is per hour
	Spaces 2 & 3 combined - Friday and Saturday after 6pm	\$40.00	\$36.36	Rate is per hour
	Lounge - Standard rate	\$27.00	\$24.55	Rate is per hour
	Lounge - Friday and Saturday after 6pm	\$40.00	\$36.36	Rate is per hour
	Centre - Standard rate	\$96.00	\$87.27	Rate is per hour
	Centre - Friday and Saturday after 6pm	\$146.00	\$132.73	Rate is per hour
	Corner Room or Coopers Room - Standard Rate	\$21.00	\$19.09	Rate is per hour
	Corner Room or Coopers Room - Friday and Saturday after 6pm	\$31.00	\$28.18	Rate is per hour
<b>Hire Buildings</b>	<b><u>Ballroom - Community</u></b>			
	Bond	N/A	\$300.00	Customer required to leave credit details
	Bond - High Risk (18th or 21st party etc)	N/A	\$1,000.00	Any booking with alcohol
	Mon-Thurs	\$270.00	\$245.45	9am - 6pm
		\$470.00	\$427.27	6pm - 1am
		\$205.00	\$186.36	9am - 1.30pm or 1.30pm - 6pm
	Friday	\$680.00	\$618.18	9am - 1am
		\$270.00	\$245.45	9am - 6pm
		\$680.00	\$618.18	6pm - 1am
		\$205.00	\$186.36	9am - 1.30pm or 1.30pm - 6pm
	\$810.00	\$736.36	9am - 1am	



**COMMUNITY SERVICES**

	DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION
		Inc. GST	Exc. GST	
<b>Hire Buildings</b>	<b><u>Ballroom - Community</u></b>			
	Saturday / Sunday / Public Holidays	\$680.00	\$618.18	9am - 6pm
		\$680.00	\$618.18	6pm - 1am
		\$340.00	\$309.09	9am - 1.30pm or 1.30pm - 6pm
		\$1,010.00	\$918.18	9am - 1am
	Weekend	\$2,040.00	\$1,854.55	6pm Fri - 1am Mon. Charged for 2 weekend all day rates with Friday night included.
	Extended Use - two or more consecutive weekdays.	\$270.00	\$245.45	Per Day (includes evening)
Setting Up purposes only (per 4 hours)	\$75.00	\$68.18	Per half day	
<b>Hire Buildings</b>	<b><u>Ballroom - Commercial</u></b>			
	Bond	N/A	\$500.00	
	Mon-Thurs	\$410.00	\$372.73	9am - 6pm
		\$700.00	\$636.36	6pm - 1am
		\$300.00	\$272.73	9am - 1.30pm or 1.30pm - 6pm
	Friday	\$1,020.00	\$927.27	9am - 1am
		\$410.00	\$372.73	9am - 6pm
		\$1,020.00	\$927.27	6pm - 1am
		\$295.00	\$268.18	9am - 1.30pm or 1.30pm - 6pm
		\$1,225.00	\$1,113.64	9am - 1am
	Saturday / Sunday / Public Holidays	\$1,020.00	\$927.27	9am - 6pm
		\$1,020.00	\$927.27	6pm - 1am
		\$505.00	\$459.09	9am - 1.30pm or 1.30pm - 6pm
		\$1,530.00	\$1,390.91	9am - 1am
		\$3,065.00	\$2,786.36	6pm Fri - 1am Mon. Charged for 2 weekend all day rates with Friday night included.
	Extended use - 2 or more consecutive weekdays	\$410.00	\$372.73	Per Day (includes evening)
Setting up purposes only (per 4 hours)	\$105.00	\$95.45		
<b>Casual Users</b>	Payments to join activities in the Community Centre - Snooker, social groups, keep fit, mah-jong	\$1.00	\$0.91	Per person charge.
	<b><u>Council Meeting Rooms</u></b>			
	<b><u>Tusmore Room</u></b>	-	-	Room no longer available for booking by members of the public. Only available for Council bookings, including groups supported by the City of Burnside - there is no charge for this use and is only available during library opening hours.
	<b><u>Library Meeting Room</u></b>			
	Non-profit organisation within council boundaries		Free	
	Non-profit organisation outside boundaries	\$17.20	\$15.64	Rate is per hour
	Commercial	\$34.35	\$31.23	Rate is per hour
	<b><u>IT Training Room</u></b>			
	Non-profit organisation within council boundaries		Free	
	Non-profit organisation outside boundaries	\$57.20	\$52.00	Rate is per hour
	Commercial	\$229.00	\$208.18	Rate is per hour

**COMMUNITY SERVICES**

DESCRIPTION & COMMENTS		2012/13 Charges		ADDITIONAL INFORMATION
		Inc. GST	Exc. GST	
<b>Hire Buildings</b>	<b><u>Atrium</u></b>  <i>An hourly rate applies to all use of the Atrium as follows:</i>  Commercial use (groups/organisations engaged in profit making activities) Local non-profit organisations  Local Community groups (non-profit organisations located in or providing services to the residents of Burnside).  Art Exhibitions - non-profit organisations, community groups or local residents located in Burnside who wish to have an exhibition (no sales). Art Exhibitions - any group or individual artist not living in Burnside - wishing to display artwork for the purpose of selling the work - Venue Fee. Art Exhibitions - any group or individual artist not living in Burnside - wishing to display artwork for the purpose of selling the work - Launch Hourly Rate.	\$160.00	\$145.45	Bond \$500
		\$106.80	\$97.09	Bond \$200
		\$53.40	\$48.55	Bond \$200
		\$52.00	\$47.27	
		\$104.00	\$94.55	
		\$52.00	\$47.27	
<b>Hire Buildings</b>	<b><u>Dulwich Community Centre</u></b>  <i>Friday surcharge starts at 6pm. Centre not available after 6pm Sat &amp; Sun, nor anytime on public holidays</i>  Daisy Salotti Hall (rear) Fergusson Hall (front) Fergusson Hall & Meeting Meeting Room Library Centre	\$35.00	\$31.82	Rate is per hour
		\$35.00	\$31.82	Rate is per hour
		\$43.00	\$39.09	Rate is per hour
		\$16.00	\$14.55	Rate is per hour
		\$12.00	\$10.91	Rate is per hour
		\$90.00	\$81.82	Rate is per hour
				<i>Public liability insurance of \$10 million required.</i>
<b>Lunch Program</b>	<b><u>Community Care Lunch Program</u></b> Main Meal Light Meal Dessert	\$6.50 \$4.50 \$3.00	\$5.91 \$4.09 \$2.73	
<b>Pepper Street Gallery</b>	Workshop space  Workshop space - Standard Hire Workshop space - Program groups Hire Workshop space - Commercial Hire Workshop space - Casual  <i>Exhibition Space</i> - Single Artist/External Artist Group Internal Group Exhibition Large Internal Group Exhibition	\$9.60 \$11.00 \$15.00 \$4.00	\$8.73 \$10.00 \$13.64 \$3.64	Rate is per hour Rate is per hour Rate is per hour Rate is per hour
		\$335.00	\$304.55	Per Exhibition
		\$34.00	\$30.91	
		\$15.50	\$14.09	
<b>Hire Parks &amp; Reserves</b>	<i>Hire and site fees for occupation of parks, gardens &amp; reserves</i>  <b><u>Tusmore Park Picnic Oval</u></b> Saturday, Sunday & Public Holidays Weekdays  <b><u>Kensington Gardens Picnic Area</u></b> Saturday, Sunday & Public Holidays Weekdays  <b>Bond for park hire</b> <b>Bond for hire of access key</b>  <b>Wedding Location Hire</b> 3 hour booking  <b>Additional time (per hour or part thereof)</b>	\$135.00 \$75.00  \$135.00 \$75.00  N/A N/A  \$110.00  \$40.00	\$122.73 \$68.18  \$122.73 \$68.18  \$150.00 \$20.00  \$100.00  \$36.36	To offset against damage to facility. To offset cost of lost key or non return.  Covers admin cost plus site inspection.
	<b>Variation to hire booking after permit sent</b>		20% of total booking fee : capped at \$27 park hire / \$22 wedding	Covers admin cost plus site inspection.

**COMMUNITY SERVICES**

DESCRIPTION & COMMENTS		2012/13 Charges		ADDITIONAL INFORMATION
		Inc. GST	Exc. GST	
<b>Tennis Court Hire</b>	<b>Casual hire - Community (price per court per hour)</b>			
	Weekend and public holiday rate (per hour)	\$8.00	\$7.27	
	Weekday rate (per hour)	\$5.50	\$5.00	
	<b>Long Term Community Hire (Price per court per hour- minimum one booking per week x 20 weeks)</b>			
	Weekend & Public Holiday rate (per hour)	\$7.00	\$6.36	
	Weekday rate (per hour)	\$4.50	\$4.09	
	<b>Commercial Hire (price per court per hour)</b>			
	Weekend & Public Holiday rate (per hour)	\$10.50	\$9.55	
Weekday rate (per hour)	\$10.50	\$9.55		
	Variation to Hire booking after permit sent	\$10.00	\$9.09	
<b>Swimming Pool Fees</b>	School Concession 1 hr	\$2.50	\$2.27	
	School Concession 2 hr	\$3.00	\$2.73	
	Pool Hire	\$205.00	\$186.36	
	Burnside Senior Sw im Class	\$9.50	\$8.64	
	Burnside Senior Sw im 10-visit pass	\$85.00	\$77.27	
	Burnside Adult Squad	\$10.00	\$9.09	
	Burnside Adult Squad 10-visit pass	\$90.00	\$81.82	
<b>Swimming Pool Fees</b>	General Admission	\$6.00	\$5.45	
	Concession, Students & Children 4 & over	\$5.00	\$4.55	
	Children under 4 - (accompanied by paying adult)		Free	
	Spectators	\$4.50	\$4.09	
	Family Pass	\$18.00	\$16.36	
	Squads	\$5.00	\$4.55	
	Spa / Steam Only	\$5.00	\$4.55	
	Sw im / Spa / Steam	\$8.80	\$8.00	
	Concession Sw im / Spa / Steam	\$7.80	\$7.09	
	Season Pass (Adult - includes spa / steam)	\$330.00	\$300.00	
	Season Pass (Adult concession - includes spa / steam)	\$300.00	\$272.73	
	Season Pass (Child - pool only)	\$270.00	\$245.45	
	Adult Multi-pass Book 30 tickets	\$138.00	\$125.45	
	Adult Multi-pass Book 10 tickets	\$54.00	\$49.09	
	Children/ Concession Multi-pass Book 30 tickets	\$111.00	\$100.91	
	Children/Concession Multi-pass Book 10 tickets	\$45.00	\$40.91	
	Adult Sw im/ spa/ steam Book 10 tickets	\$76.00	\$69.09	
	Adult Spa/ steam only Book 10 tickets	\$38.00	\$34.55	
	Adult Sw imming Classes	\$5.00	\$4.55	
	Lane Hire	\$16.00	\$14.55	Rate is per hour
Lane Hire - Regular User Groups	\$16.00	\$14.55	Rate is per hour	
Lockers	\$1.00	\$0.91	Plus \$5 Deposit	
<b>Toy Library</b>	<i>Membership</i>			
	Per Term	\$16.00	\$14.55	
	Per Annum	\$40.00	\$36.36	
	Per Term, Family Concession	\$14.00	\$12.73	
	Per annum, bulk borrowers e.g. Childcare centres, family day care	\$56.00	\$50.91	
	Casual per month e.g. Grandparent with visiting children	\$5.00	\$4.55	
	Late Fee per item	\$5.00	\$4.55	
	Cleaning Fee per item	\$5.00	\$4.55	
	Loss of packaging per item	\$5.00	\$4.55	
	Loss of barcode per item	\$5.00	\$4.55	

**DEVELOPMENT (Statutory fees under the Development Act change on 1 July each year)**

DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION
	Inc. GST	Exc. GST	
<b>Construction Industry Training Levy</b>	Levy collected to fund training in the building & construction industry > \$15,000		% of development
<b>Advertising</b>	Advertising in newspaper as required under the Development Act Category 3		
<b>Lodgement fees</b>	Lodgement fees under the Development Act Under \$5,000 Over \$5,000		
<b>Building rules fees</b>	Building rules fees under the Development Act <b>Building Work:</b> Minimum Fee Class 1, 2 & 4 Class 3, 5 & 6 Class 7 & 8 Class 9a Class 9b Class 10, 10a, & 10b <b>Demolition:</b> Minimum Fee Class 1, 2 & 4 Class 3, 5 & 6 Class 7 & 8 Class 9a Class 9b Class 10, 10a, & 10b		
<b>Planning Fee</b>	Development plan assessment fee Under \$10,000 \$10,000 - \$100,000 \$100,000 +		% of development (up to a max of \$200,000)
<b>Public Notification Fee</b>	Public Notification Fee (category 2 & 3) under the Development Act		
<b>Referral fees</b>	Referral fees under the Development Act		<\$1,000,000 =>\$1,000,000
<b>Building Variances Fee</b>	Consent to Development at Variance with Building Rules under the Development Act Consent to development at variance with Building Rule		
<b>Non-complying Development Fee</b>	Non-complying Development Fee under the Development Act		
<b>Building Fee</b>	Application for assignment of, or change in, classification of a building under the Development Act		Minimum
<b>Certificate of Occupancy Fee</b>	Certificate of Occupancy Fee under the Development Act Building (2-9)		
<b>Application of Schedule of Essential Safety Provisions</b>	Application for issue of Schedule of Essential Safety Provisions under the Development Act		
<b>Referral to Building Rules Assessment Commission</b>	Referral to Building Rules Assessment Commission under the Development Act Standard Class 1 & 10 Class 2 to 9		
<b>Non-complying Development Fee</b>	Requests for Information Photocopying A4 Photocopying A3		

## INFORMATION SERVICES

DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION	
	Inc. GST	Exc. GST		
<b>Council Documents</b>	<i>Photocopying &amp; copies of Council documents</i>			
	A4 black & w hite	N/A	\$0.25	Per Sheet
	A3 black & w hite	N/A	\$0.35	Per Sheet
	A1 black & w hite	N/A	\$2.60	Per Sheet
	Property Assessments	N/A	\$25.00	
	Copy of Previous Years Rate Notice	N/A	\$5.00	
	(House of Assembly & Council roll) (House of Assembly & Council per ward)	N/A	\$30.00 \$15.00	(For nominated candidates after election nominations close)
GIS print	N/A	\$5.50		
Annual Report / Annual Business Plan	-	-	Free of charge	
<b>Council Documents - Freedom of Information</b>	<i>Freedom of Information Act applications in relation to Council documents</i>			
	Application to access council documents	N/A	\$30.50	Fees are set annually by the state government and can be found on Archives SA website. (www.archives.sa.gov.au)
	Application for review of a determination	N/A	\$30.50	
	Staff time spent	N/A	\$11.40	
	<i>NB: If information relates to personal affairs of the applicant - first two hours are free then above fees apply thereafter.</i>			
	Photocopies of documents	N/A	\$0.20	Per Sheet
Written transcripts of documents	N/A	\$6.80	Per Sheet	
<i>NB: Any information accessed in the form of a copy of photograph, x-ray, video tape, computer tape, or computer disk - the actual cost will be incurred by the applicant. Any cost for postage or delivery will also be incurred by the applicant.</i>				
<b>Searches</b>	Section 187(3)(e) - Certificate of Liabilities on rates and charges	N/A	\$29.00	
	Section 7	N/A	\$20.00	
	Section 7 (urgent)	N/A	\$30.00	
	Plan Search	N/A	\$30.00	
	Certificate of Title Search	N/A	\$30.00	

**INSPECTORATE**

DESCRIPTION & COMMENTS		2012/13 Charges		ADDITIONAL INFORMATION
		Inc. GST	Exc. GST	
<b>Possum boxes and traps</b>	Possum Nesting Box Purchase	\$45.00	\$40.91	
	Possum Nesting Box Purchase & Two Week Trap Hire	\$45.00	\$40.91	
	Possum Trap Hire (14 days)	\$17.00	\$15.45	
	Possum Trap Cleaning Fee	\$8.50	\$7.73	
	Possum Trap Bond	N/A	\$100.00	
	Possum Trap Weekly Late Fee (or part thereof)	\$8.50	\$7.73	
	Possum Trap Additional Weekly Hire (or part thereof)	\$8.50	\$7.73	
	Possum Trap Minor damage	\$21.00	\$19.09	
	Possum Trap Damage beyond repair	\$110.00	\$100.00	
<b>Dog Control</b>	<i>Impounding &amp; dog destruction</i>			
	After hours pick-up fee	N/A	\$95.00	Pick up fee includes 1st day impound fee
	Kennel impound fee	N/A	\$30.00	Rate is per day
<b>Dog Expiations</b>	Unregistered dog	N/A	\$80.00	
	Dog wandering at large	N/A	\$80.00	
	Dog not wearing ID or collar	N/A	\$80.00	
	Barking dog	N/A	\$105.00	
	Defecating in a public place	N/A	\$55.00	
	Dog attack	N/A	\$210.00	
	Rushing/Chasing vehicles	N/A	\$105.00	
<b>Dog Registration</b>	Guide Dogs/Therapeutic Dogs	Free		Free of charge
	Greyhounds - Full Registration	\$12.00	\$10.91	
	Greyhounds - Full Registration, Concession	\$12.00	\$10.91	
	Working Dog - Full registration	\$12.00	\$10.91	
	Working Dog - Desexed	\$12.00	\$10.91	
	Working Dog - Desexed, Concession	\$12.00	\$10.91	
	Working Dog - Desexed, Trained	\$12.00	\$10.91	
	Working Dog - Desexed, Trained, Concession	\$12.00	\$10.91	
	Working Dog - Desexed, Trained, Micro chipped	\$12.00	\$10.91	
	Working Dog - Desexed, Trained, Micro chipped, Concession	\$12.00	\$10.91	
	Working Dog - Desexed, Micro chipped	\$12.00	\$10.91	
	Working Dog - Desexed, Micro chipped, Concession	\$12.00	\$10.91	
	Working Dog - Micro chipped	\$12.00	\$10.91	
	Working Dog - Micro chipped, Concession	\$12.00	\$10.91	
	Working Dog - Micro chipped, Trained	\$12.00	\$10.91	
	Working Dog - Micro chipped, Trained, Concession	\$12.00	\$10.91	
	Working Dog - Trained	\$12.00	\$10.91	
	Working Dog - Trained, Concession	\$12.00	\$10.91	
	Ordinary - Full registration	\$60.00	\$54.55	
	Ordinary - Concession	\$30.00	\$27.27	

**INSPECTORATE**

	DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION
		Inc. GST	Exc. GST	
<b>Dog Registration</b>	Ordinary - Desexed	\$36.00	\$32.73	Fees that will be proposed to council for approval in June 2012
	Ordinary - Desexed, Concession	\$18.00	\$16.36	
	Ordinary - Desexed, Trained	\$30.00	\$27.27	
	Ordinary - Desexed, Trained, Concession	\$15.00	\$13.64	
	Ordinary - Desexed, Trained, Micro chipped	\$24.00	\$21.82	
	Ordinary - Desexed, trained, Micro chipped, Concession	\$12.00	\$10.91	
	Ordinary - Desexed, Micro chipped	\$30.00	\$27.27	
	Ordinary - Desexed, Micro chipped, Concession	\$15.00	\$13.64	
	Ordinary - Micro chipped	\$54.00	\$49.09	
	Ordinary - Micro chipped, Concession	\$27.00	\$24.55	
	Ordinary - Micro chipped, Trained	\$48.00	\$43.64	
	Ordinary - Micro chipped, Trained, Concession	\$24.00	\$21.82	
	Ordinary - Trained	\$54.00	\$49.09	
	Ordinary - Trained, Concession	\$27.00	\$24.55	
	Replacement with or without concession	\$5.50	\$5.00	
	Transfer with or without concession	\$5.00	\$4.55	
<b>Expiations – Littering</b>	Littering	N/A	\$315.00	Set under LGA
<b>Expiations – Parking</b>	167 Stopping where 'no parking' sign applies	N/A	\$82.25	Fees are legislated and gazetted in June of each year (effective 1 July) and will be adjusted when advised.  The offence code has been included in description.
	168 (1) Stopping where 'no parking' sign applies	N/A	\$65.80	
	169 Stopping on road with continuous yellow edge line	N/A	\$82.25	
	170(1) Stopping in an intersection	N/A	\$82.25	
	170(2) Stopping within 20 metres of intersection with traffic lights	N/A	\$82.25	
	170(3) Stopping within 10 metres of intersection without traffic lights	N/A	\$82.25	
	171(1) Stopping on or near children's crossing	N/A	\$82.25	
	172(1) Stopping on or near pedestrian crossing (except at intersection)	N/A	\$82.25	
	173(1) Stopping on or near marked foot crossing (except at intersection)	N/A	\$82.25	
	174(1) Stopping at or near bicycle crossing lights (except at intersection)	N/A	\$82.25	
	175(1) Stopping on or near level crossing	N/A	\$82.25	
	176(1) Stopping on clearway	N/A	\$231.30	
	177(1) Stopping on freeway	N/A	\$231.30	
	178 Stopping in emergency stopping lane	N/A	\$231.30	
	179(1) Stopping in loading zone	N/A	\$57.60	
	179(2) Stopping in loading zone - exceeding time in loading zone	N/A	\$57.60	
	180(1) Stopping in truck zone	N/A	\$57.60	
	181(1) Stopping in works zone	N/A	\$57.60	
	182(1) Stopping in taxi zone	N/A	\$110.00	
	183(1) Stopping in bus zone	N/A	\$110.00	
	184(1) Stopping in minibus zone	N/A	\$82.25	
	185(1) Stopping in permit zone	N/A	\$57.60	
	186(1) Stopping in mail zone	N/A	\$57.60	
	187(1) Stopping in bus lane, transit lane or truck lane	N/A	\$231.30	
	187(2) Stopping in bicycle lane	N/A	\$231.30	
	187(3) Stopping in tram lane or on tram tracks	N/A	\$231.30	
188 Stopping in shared zone	N/A	\$57.60		
189(1) Double parking	N/A	\$82.25		

**INSPECTORATE**

	DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION
		Inc. GST	Exc. GST	
<b>Expiations – Parking</b>	190(1) Stopping in or near safety zone	N/A	\$57.60	<p>Fees are legislated and gazetted in June of each year (effective 1 July) and will be adjusted when advised.</p> <p>The offence code has been included in description.</p>
	191 Stopping near obstruction	N/A	\$100.75	
	192(1) Stopping on bridge, causeway, ramp or similar structure	N/A	<b>\$83.00</b>	
	192(2) Stopping in tunnel or underpass	N/A	\$100.75	
	193(1) Stopping on crest or curve outside built-up area	N/A	\$100.75	
	194(1) Stopping near fire hydrant etc	N/A	\$65.80	
	195(1) Stopping at or near bus stop	N/A	<b>\$83.00</b>	
	196(1) Stopping at or near tram stop	N/A	<b>\$83.00</b>	
	197(1) Stopping on path, dividing strip or nature strip	N/A	<b>\$83.00</b>	
	198(1) Obstructing access to and from footpath ramp, etc	N/A	<b>\$66.00</b>	
	198(2) Obstructing access to and from driveway, etc	N/A	<b>\$66.00</b>	
	199(1) Stopping near post-box	N/A	<b>\$83.00</b>	
	200(1) Stopping heavy or long vehicle on road outside built-up area except on shoulder of road	N/A	\$100.75	
	200(2) Stopping heavy or long vehicle on road in built-up area for longer than permitted time	N/A	\$100.75	
	201 Stopping on road with 'bicycle parking' sign	N/A	\$57.60	
	202 Stopping on road with 'motor bike parking' sign	N/A	\$57.60	
	20.3(1) Stopping in parking areas for people with disabilities	N/A	<b>\$320.00</b>	
	205(1) Parking for longer than indicated where 'permissive parking' sign applies	N/A	\$44.20	
	207(2) Failing to pay fee, etc for parking where fees payable	N/A	\$44.20	
	208(1) Failing to park on road (except in median strip parking area) in accordance with rule-parallel parking	N/A	\$37.00	
	210(1) Failing to park in accordance with rule - angle parking	N/A	\$57.60	
	211 Parking on road etc where 'park in bays only' sign applies	N/A	\$44.20	
	211(2) Parking in parking bays - failing to park vehicle wholly within parking bay	N/A	\$44.20	
211(3) Parking in parking bays - failing to park long or wide vehicle in minimum number of parking bays needed to park vehicle	N/A	\$44.20		
174B Further offence	N/A	\$44.20		
Fail to park with 3m between vehicles	N/A	\$57.60		
<b>Impounding of Vehicles</b>	Impounding of Vehicles			
	Admin fee	\$92.50	\$84.09	



LIBRARY				
DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION	
	Inc. GST	Exc. GST		
<b>Library charges</b>	Lost Library Items	*	*	* Replacement cost of item
	Overdue Items:			
	2 - 12 Weeks	\$1.00	\$0.91	Per item, per week
	13+ Weeks	\$10.50	\$9.55	Per item, per week
	Reservations:			
	Adult	N/A	N/A	No charge
	Children	N/A	N/A	No charge
	Inter-Library Loan	N/A	N/A	No charge
	Interstate Inter-Library Loans	\$16.50	\$15.00	Charged by other Libraries
	Library Bags	\$1.50	\$1.36	
	Replacement Cards	\$2.50	\$2.27	
	Book Discussion	\$155.00	\$140.91	Rate is per annum
<b>Printing &amp; Photocopying</b>	<i>All other printing, microfilming, photocopying &amp; facsimile services or facilities</i> <b><u>Library</u></b>			
	Fax : Local	\$1.10	\$1.00	First page
		\$0.60	\$0.55	Additional Pages
	Photocopying:			
	A4 black & white	\$0.20	\$0.18	Per sheet
	A3 black & white	\$0.40	\$0.36	Per sheet
	A4 colour	\$1.00	\$0.91	Per sheet
	A3 colour	\$2.00	\$1.82	Per sheet
<b>Publications</b>	<i>Sale of books, trail and road maps</i>			
	"Speaking of the Past"	\$5.00	\$4.55	
	"Burnside Then & Now "	\$15.00	\$13.64	
	"Walking Tours"	N/A	N/A	No charge
<b>Events</b>	Spend the Evening	\$6.00	\$5.45	Minimum fee
	Coffee Chat	\$3.00	\$2.73	Cost of materials & catering
	Miss Polly's Picnic	\$6.00	\$5.45	
	Children's Events	\$3.00	\$2.73	Cost of materials & catering
<b>Courses</b>	Computer Courses	\$10.00	\$9.09	Rate is per hour
	Computer Courses - concession	\$5.00	\$4.55	Rate is per hour
	Special Library event	\$10.00	\$9.09	Event Specific
	Special Library event	\$15.00	\$13.64	Event Specific
	Special Library event	\$20.00	\$18.18	Event Specific
	Children's Special event	\$10.00	\$9.09	Event Specific
	Children's Special event	\$6.00	\$5.45	Event Specific

## LICENCES AND PERMITS

DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION	
	Inc. GST	Exc. GST		
<b>Mini Skip Permit</b>	14 day permit - more than 3 days notice	\$30.00	\$27.27	
	14 day permit - rapid processing (less than 3 business days notice)	\$35.00	\$31.82	
	Additional Weekly permit (or part there of)	\$15.00	\$13.64	
	Lost permit / re-issue of permit	\$10.00	\$9.09	
<b>Outdoor Dining</b>	<i>Permit for outdoor cafes &amp; dining inc applications and transfers</i>			
	Application/Displaying of goods	N/A	\$32.80	Per square metre. Application fee is additional.
	Trading of goods	N/A	\$29.30	Per square metre. Application fee is additional.
	Trading of goods - inner shopping complex location	N/A	\$37.30	Per square metre. Application fee is additional.
<b>Trading Permits</b>	Application / Displaying of goods	N/A	\$32.80	
<b>Street Closure</b>	Per Closure	N/A	\$110.00	Cost recovery

## PRIVATE WORKS

DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION	
	Inc. GST	Exc. GST		
<b>Reinstatements</b>	<i>Reinstatement of roads, footpaths, paved areas &amp; kerbing after work carried out by residents</i>			
	Application fee	\$35.25	\$32.05	
	Reinstatement works	*	*	
	<i>*NB: Reinstatement works will be subject to quotation to cover actual costs incurred.</i>			

## WASTE MANAGEMENT

DESCRIPTION & COMMENTS	2012/13 Charges		ADDITIONAL INFORMATION	
	Inc. GST	Exc. GST		
<b>Rubbish Collection</b>	Second visit in addition to every other fortnight	\$33.00	\$30.00	Rate is per annum
	<i>NB: All other work will be subject to quotation to cover actual costs incurred.</i>			
<b>Sharps Containers</b>	<i>Sale of needle/sharps containers</i>			
	1.4 Litre	\$6.00	\$5.45	
	5 Litre	\$10.00	\$9.09	

## **Appendix 3**

# **Project Achievements & Performance - 2011/12**

<b>Project Category / Comments</b>	<b>Original Budget (\$)</b>	<b>Amendments \$</b>	<b>Revised Budget (\$)</b>
<b>2011/12 Operating Projects</b>			
<b>Completed by 30 June 2012</b>			
Arboriculture Maintenance – Additional Contract Work	50,000		50,000
Arboriculture Maintenance – Technical Officer Trees	80,000		80,000
Brown Hill Keswick Creek Stormwater Project <i>Council resolution - Q3 Budget Review, refund of prior year expenditure.</i>	40,000	(11,100)	28,900
Infrastructure & Asset Management Plan Integration <i>Council resolution - Q3 Budget Review, identified reduction in cost of project.</i>	100,000	(50,000)	50,000
Eastern Region Men's Shed Program - Additional Groups	28,750		28,750
Energy Assessment & Implementation for Council Facilities	5,000		5,000
Increased Community Consultation and Connection Programs	50,000		50,000
Increased Watering for Street Trees	20,000		20,000
Increased Watering of Council Reserves	32,000		32,000
Information Management Officer	48,989		48,989
Interplanting Tree Program - Additional 200 Trees	20,000		20,000
Second Creek Flood Mitigation Study – Rochester to Statenborough Streets	45,000		45,000
Series of Art Programs to Celebrate 16 years of Pepper St	40,000		40,000
Southern Hills Face Reserves Land Management	135,000		135,000
Waste and Recycling Audit	20,000		20,000
<b>In progress</b>			
Strategic Plan Review - Stage One	60,000		60,000
<b>Not commenced</b>			
Burnside Ballroom Conservation Management Plan <i>Included in 2012/13 Budget.</i>	14,000		14,000
City of Burnside Sports Facilities and Recreational Master Plan	40,000		40,000
Community Development Strategy	37,000		37,000
Community Land Management Plan (CLMP) Review	23,000		23,000
Economic Development Plan	10,000		10,000
Education Resource Packs: Water and Climate Change	5,000		5,000
Strategic Directions Report & Development Plan Recast for Planning Reforms <i>Council resolution - Q3 Budget Review, identified carry forward of project to 2012/13.</i>	45,000	(40,000)	5,000
<b>Total 2011/12 Operating Projects</b>	<b>948,739</b>	<b>(101,100)</b>	<b>847,639</b>

<b>Project Category / Comments</b>	<b>Original Budget (\$)</b>	<b>Amendments \$</b>	<b>Revised Budget (\$)</b>
<b>2011/12 Capital Projects</b>			
<b>Completed by 30 June 2012</b>			
Alexandra Avenue and Prescott Terrace Irrigation Upgrade	220,000		220,000
Alexandra Avenue and Prescott Terrace War Memorial - Replacement Tree Planting	15,000		15,000
Burnside Ballroom - Installation of Ladder Access Platform in Ceiling Space	25,000		25,000
Burnside Kinder Gym - New Air Conditioner	4,000		4,000
Civic Centre Masterplan	40,000		40,000
Depot Sand Storage Bay Cover	10,000		10,000
Depot Workshop - Replace Barn Doors	5,000		5,000
Erosion Repairs – Rochester Street Culvert	40,000		40,000
Fergusson Square - Pergola Restoration	35,000		35,000
Fergusson Square Playground Shade	30,000		30,000
Glenunga Croquet Club - Replace Aluminium Awning	6,000		6,000
Glenunga Croquet Club - Replace Kitchen Hot Water Service	600		600
Hand-held Expiation Writer	12,000		12,000
Hazelwood Park Playspace Fencing	30,000		30,000
Hubbe Court - Art & Craft Workshop - Lighting Improvement	8,002		8,002
Hubbe Court - Art & Craft Workshop - Southern Wall Cement Render Fix	5,000		5,000
Installation of Smart Meters on Reserves	10,000		10,000
Kensington Park RSL Hall - Eastern Wall Completion	5,000		5,000
Magill Cemetery Columbarium Wall	50,000	(50,000)	0
Regal Cinema Program of Maintenance - 1-3 year Projects	85,000		85,000
Second Generation Street Tree Replacement Program	46,000		46,000
Sporting Fields Flood Lighting Audit / Reconstruction	63,000		63,000
Zig Zag Reserve Wood Weed Removal and Site Rehabilitation	35,000		35,000
Bus Shelter - DETI	0	58,000	58,000
Removal of Asbestos from Community Facilities	0	26,606	26,606
Toorak Burnside Bowling Club	0	15,995	15,995
<b>Not commenced</b>			
Solar Panel Bulk Purchase Scheme for Community	10,000		10,000
<b>Total 2011/12 Capital Projects</b>	<b>789,602</b>	<b>50,601</b>	<b>840,203</b>

<b>Project Category / Comments</b>	<b>Original Budget (\$)</b>	<b>Amendments \$</b>	<b>Revised Budget (\$)</b>
<b>2011/12 Capital Works Program</b>			
<b>Completed by 30 June 2012</b>			
Crack Seal Capital Works	30,000		30,000
Drainage Capital Works	957,500		957,500
Footpath Capital Works	1,300,000	45,000	1,345,000
Hotmix Resurfacing Capital Works	1,631,900		1,631,900
Kerb Capital Works	1,090,000	(160,000)	930,000
Traffic Capital Works	257,000	(90,000)	167,000
Bell Yett Reserve Tennis Court Redevelopment	125,000	(13,449)	111,551
Burnside Swim Centre Capital Improvements 2011/12	70,000		70,000
Langman Recreation Reserve Playground Upgrade	76,000		76,000
Library Purchasing of Materials	416,376		416,376
Playground Upgrades - Various	18,000		18,000
<b>Property Management Capital Program 2011/12</b>			
- Civic Centre Carpet Replacement and Upgrade	10,000		10,000
- Community Buildings DDA Requirements	10,000		10,000
- Ballroom Roof Walkway	10,000		10,000
- Depot Wall Replacement	15,000		15,000
- Glenunga Tennis Club Structural Issues	20,000		20,000
- Pepper St Gallery Upgrades	30,000		30,000
- Exit Light Replacement Program	15,000		15,000
- Air Conditioning Upgrade	65,000	5,000	70,000
- Civic Centre Internal Upgrade	90,000	40,000	130,000
- Burnside Swimming Centre Roof	20,000		20,000
- Exhibition lighting - Pepper Street Arts Centre	7,500		7,500
- Tusmore Scout Hall/Book Mart	15,000	(15,000)	0
- Swimming Centre and Civic Centre – Heat Reflective Paint	15,000		15,000
- Property Maintenance Issues Identified in budget process	120,000	(45,000)	75,000
Retaining wall Lockwood Road	22,500	25,000	47,500
<b>Total 2011/12 Capital Works Program</b>	<b>6,436,776</b>	<b>(208,449)</b>	<b>6,228,327</b>
<b>2011/12 Plant Replacement</b>			
<b>Completed by 30 June 2012</b>			
Plant Replacement - Light Fleet	420,000		420,000
Plant Replacement - Major Plant	130,000		130,000
Minor Plant Replacement Program	20,000		20,000
<b>Total 2011/12 Plant Replacement</b>	<b>570,000</b>	<b>0</b>	<b>570,000</b>

<b>Project Category / Comments</b>	<b>Original Budget (\$)</b>	<b>Amendments \$</b>	<b>Revised Budget (\$)</b>
<b>2011/12 Capital Projects - Funded by Borrowings</b>			
<b>Completed by 30 June 2012</b>			
Brown Hill Keswick Creek Stormwater Project	197,700	(102,700)	95,000
Burnside Traffic Management Assessment	250,000	(130,000)	120,000
Carbon Capture Software	30,000	(10,000)	20,000
Community Garden - Chapel Street	80,000		80,000
Kingsley Ave Reserve and Sydney Street Reserve Master Plan	270,000	10,000	280,000
Plant Replacement - Community Transport Program	301,000		301,000
Water Problem Kensington Road	350,000	(140,000)	210,000
Property & Ratings System Upgrade - stage 2	115,000		115,000
Skye Bushfire Water Tank	30,000	30,000	60,000
Alexandra Ave/Prescott Tce War Memorial - Replacement Tree Planting - c/forward	29,000		29,000
<b>Not commenced</b> (awaiting additional Council decisions)			
Biodiversity Nursery Upgrade	52,500		52,500
Community Garden - Linden Park	89,300		89,300
<b>Total 2011/12 Capital Projects - Funded by Borrowings</b>	<b>1,794,500</b>	<b>(342,700)</b>	<b>1,451,800</b>
<b>Total 2011/12 Capital Projects</b>	<b>9,590,878</b>	<b>(500,548)</b>	<b>9,090,330</b>
<b>Total Operating &amp; Capital Projects - 2011/12</b>	<b>10,539,617</b>	<b>(601,648)</b>	<b>9,937,969</b>

## **Appendix 4**

### **New Capital Projects**

**2012/13 – detail**



## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### A - New Capital Projects



2012/13

\$

##### New Capital Projects Funded from Revenue:

##### Open Space & Environment

156,350

##### 5001 Alexandra Avenue/Prescott Terrace Irrigation Upgrade

*Install a new GAP Water (Glennelg to Adelaide Park Lands Recycled Water Project) irrigation system to Alexandra Avenue and Prescott Terrace. The new irrigation system is partly funded by a Federal Government Grant of \$80,000. To complete the project in full additional Council funding is required of \$220,000 (as per resolution C8129 8/3/2011).*

*Existing overhead sprinklers will be refitted and installation of tree irrigation systems will occur.*

##### 5002 Alexandra Avenue/Prescott Terrace War Memorial - Replacement Tree Planting

*The project relates to the creation of an appropriate conservation plan to restore the war memorial tree avenues of Prescott Terrace and Alexandra Avenue. As per Council resolution C8129, trees will be replaced as they "die, or suffer significant structural defect that detracts from the overall amenity of the area, with English Elms" this project is for planting for trees only (purchasing of trees to occur in 2010/11).*

##### 5003 Zig Zag Reserve Wood Weed Removal and Site Rehabilitation

*The removal of woody weeds in Zig Zag Reserve. This is a two year project to increase bushfire management that has already commenced on the reserve and been discontinued over 7 years ago.*

##### 5004 Auldana Drainage Reserve Walking Trails Linkage

*Construct a cement treated rubble footpath through Auldana Drainage Reserve, Hermitage Reserve, Sylvaner Reserve and Traminer Reserve. A safe access ramp with retaining wall will need to be constructed to enter Hermitage Reserve from Sylvaner Avenue.*

##### 5005 Glenunga Reserve (Webb Oval) Drainage Project

*Webb Oval is located on the southern side of Glenunga Reserve. It is the primary sporting oval used by a number of stakeholders. The existing playing surface and drainage of that area is very poor. This impacts directly on the integrity of the existing sports facilities located to the north.*

*Given the complex is the subject of a potential redevelopment it is appropriate that works on the actual sports fields occurs irrespective of whether the facilities are upgraded. Council Administration have submitted a funding grant proposal with Sports and Recreation Department to part fund the initiative.*

##### Community Facilities

70,000

##### 5006 Public Seating for the Aged

*In order to support vulnerable road users to walk to shops etc. it is useful to provide additional seating on major routes or near elderly care facilities. This proposal is to install several robust, vandal resistant opportunities for seating on Portrush and Greenhill Road.*

##### 5007 Magill Cemetery Columbarium Wall

*Council has resolved that a Columbarium Wall be considered for inclusion at Magill Cemetery, and for the wall to be included within the Management Plan for the site.*

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226,350

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### A - New Capital Projects



2012/13

\$

##### New Capital Projects Funded from Capital Reserves:

##### Open Space & Environment

3,364,455

##### 5201 Brown Hill Keswick Creek Stormwater Project

*Construction of 12 flood mitigation infrastructure projects proposed in the Brown Hill and Keswick Creeks Flood Management Master Plan December 2006.*

##### 5202 3 Bin Food Waste & Recycling Kerbside Waste Management Service

*Council Resolution C8513 (November 2011) Endorsed program to implement a new Kerbside Waste and Recycling service across the City in 2012. The program relies on successful tender processes and negotiations with current waste collection provider. Bins will be owned and maintained by Council as an asset and depreciated over the 10 yr life period. Program is scheduled or planned to occur in December 2012.*

##### Strategic Initiatives

1,425,000

##### 5203 Glenunga Hub

*The Glenunga Hub Master Plan will provide a vision for the future development and revitalisation of the Glenunga Reserve as a community, sporting and recreational hub, having regard to user and community aspirations whilst enhancing the natural ambience and character of the park.*

##### 5204 Civic Centre Masterplan Implementation

*The Civic Centre Master Plan will provide a visionary long term strategic and organisational plan for the site which will enable the Civic Centre to become a modern, functional and compliant venue whilst enhancing all heritage aspects of the site. The key elements of the Master Plan will address the development of maintenance schedules for the current facilities and opportunities for redevelopment of facilities to meet growth and existing and future demands.*

##### 5205 Burnside Swimming Centre Improvements

*To maintain and enhance the Burnside Swimming Centre facility, a condition audit and asset management plan has been developed for the Centre to provide information on the possible future direction and planning available. Council would like to seek feedback from the community on the strategic options available in the potential upgrade/redevelopment of the site.*

**4,789,455**

#### Total New Capital Projects

**5,015,805**

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### B - Capital Works Program



2012/13  
\$

##### Infrastructure

##### Capital Purchases

2,716,000

*Capital replacement, renewal, reconstruction and installation of drainage, footpath, road pavement and traffic infrastructure assets.*

- 7002 Capital Works - Drainage
- 7003 Capital Works - Footpath
- 7006 Capital Works - Road Pavement
- 7008 Capital Works - Traffic

##### Capital Improvements

2,646,600

*Capital improvements of infrastructure assets.*

- 7001 Capital Works - Crack Sealing
- 7004 Capital Works - Hotmix Resurfacing
- 7005 Capital Works - Kerb
- 7007 Capital Works - Scrub Coat and Spray Seal

##### Open Space Infrastructure

292,000

- 7009 Irrigation Upgrades: Various Reserves (minor x 3)

*Systems upgraded and designed to improve efficiency.*

- 7011 Miller Reserve Tennis Court Backstop Fencing Renewal

*The existing facilities have been progressively upgraded over the past 5 years with the back fencing the last of the renewal list to improve safety issues. The overall length of back fencing proposed for replacement is 310m.*

- 7012 Glenunga Reserve (Webb Oval) Irrigation Upgrade

*Renewal of existing irrigation system to install new soil drainage system within the sport field to address ongoing issues with damage to built structures.*

- 7013 Kingsley Avenue Reserve (Glenunga Tennis Club backstop Fencing)

*The fencing is over 20 years of age and indicates a very low retention rate. The project is specifically designed to replace the existing fencing with new 3.3m high black powder coated mesh.*

##### Other Infrastructure

102,000

- 7014 Erosion Repairs - Rochester Street Culvert

*Second Creek crosses under opposite Philps Reserve (corner Rochester St and Glynburn Rd). A gabion (rock filled wire basket) structure on the downstream side of the culvert was installed in the past to protect the creek bank from erosion on the downstream side of the culvert. Recent flood events have undermined some of the gabions and they are in danger of collapsing. Upgrades are needed.*

- 7015 Guardrail Installation - Mt Osmond Road

*Installation of guardrail at locations where, due to the configuration of the road, a vehicle has an increased chance to leave the road and either cause a danger to others or significant injury to the occupants.*

- 7016 Bus Shelter Installations

*As part of Grant Funding for the provision of DDA compliant bus shelters, Council must purchase and install bus shelters. At present an application for four shelters will be made.*

**5,756,600**

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### B - Capital Works Program



	2012/13 \$
<b>Non-Infrastructure</b>	
Capital Purchases	426,500
7502 Library Materials (books, DVDs, CDs, ebooks & periodicals) <i>Funds are required annually to ensure the Burnside Library has an up to date and relevant collection, which caters for the informational, recreational and lifelong learning needs of the Community.</i>	
Capital Improvements	130,500
7501 Community Garden Development - Chapel Street <i>Additional capital required to complete the community garden between Ellis Street and Chapel Street Magill.</i>	
7503 Mellor Reserve Playground Renewal <i>Mellor Reserve playground was upgraded in the 2011/12 ABP (Capital Works - new) program. In response to a petition brought to Council further consideration was given to the inclusion of various additional play equipment pieces. Council Resolution (PHI 0080) sought consideration of including funds towards additional play equipment pieces.</i>	
7504 Minor Playground Upgrades - Various <i>Each year resources are allocated to the minor upgrade to playgrounds. This includes impact absorption rubber at the base of slippery dips and under swings, replacement of softfall edging or replacement of minor pieces of equipment. The location of these play pieces are determined throughout the year.</i>	
7505 Wood Park Playground Upgrade <i>The existing playground is currently listed for renewal under the current Playground Strategy. Council listed the playground for renewal in the 2010/11 ABP however and in response to a local community based petition the renewal program was suspended. Council resolved (PHI 0052) to consider the community attitude towards the renewal program and consider alternatives.</i>	

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**557,000**

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### B - Capital Works Program



2012/13

\$

865,000

##### Facilities

##### Community Facilities

- 7301 Adelaide Small Bore Rifle Club  
*Security Fence development*
- 7302 Beaumont Bowling Club  
*DDA requirement and Meter Board Upgrade*
- 7303 Beaumont Tennis Club Inc Burnside Lacrosse Club  
*DDA requirement and Meter Board Upgrade*
- 7304 Beulah Park Guides Inc  
*DDA requirement and Meter Board Upgrade*
- 7306 Burnside District Hard Court Tennis Club  
*DDA requirement and Meter Board Upgrade*
- 7307 Burnside Kindergym Inc  
*Meter Board Upgrade and New Roof*
- 7308 Burnside Rugby Union Football Club  
*Meter Board Upgrade and New Roof*
- 7309 Christopher Rawson Penfold Kindergarten Inc  
*Meter Board Upgrade and New Roof*
- 7315 East Torrens - Kensington Gardens Hard Court Tennis Club Inc  
*Meter Board Upgrade and New Roof*
- 7316 Eastern Amateur Pistol Club  
*Meter Board Upgrade*
- 7317 Glenunga Croquet Club Inc  
*Meter Board Upgrade*
- 7318 Glenunga Tennis Club  
*Meter Board Upgrade*
- 7319 Grove Kindergarten  
*Tree pruning/root barrier system, Meter Board & DDA*
- 7320 Hazelwood Park other toilets  
*Lighting Upgrade*
- 7321 Hazelwood Park shingles toilets  
*Lighting Upgrade, Sensor Lights & New Roof*
- 7322 Hubbe Court Art & Craft Centre  
*Drainage issues & New Roof*
- 7323 JB Cleland Kindergarten Inc  
*Drainage issues & New Roof*
- 7324 Kensington Baseball Club Inc  
*DDA requirement, Meter Board Upgrade and New Roof*
- 7325 Kensington District Cricket Club  
*DDA requirement, Meter Board Upgrade and New Roof*
- 7326 Kensington Gardens Pre-School  
*DDA requirement, Meter Board Upgrade and New Roof*
- 7327 Kensington Gardens Reserve Toilets  
*Lighting Upgrade and Sensor Lights*

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### B - Capital Works Program



2012/13

\$

##### Facilities

##### Community Facilities (cont.)

- 7328 Kensington Gardens Bowls/Tennis Club  
*DDA requirements*
- 7329 Kensington Park RSL  
*DDA requirements*
- 7330 Kensington Rotunda  
*DDA requirements*
- 7331 Knightsbridge Guides  
*DDA requirements*
- 7332 Meals on Wheels  
*Meter Board Upgrade*
- 7333 Michael Perry Reserve toilets  
*Lighting Upgrade and Sensor Lights*
- 7334 Miller Reserve toilets  
*Lighting Upgrade and Sensor Lights*
- 7335 Newland Park Kindergarten  
*Lighting Upgrade and Sensor Lights*
- 7336 Newland Reserve toilets  
*DDA requirement, New Taps, Tiling & Urinal*
- 7337 Old Collegians Rugby Football Club Inc  
*DDA requirement, New Vinyl Floor Tiles, Taps, Tiling & Urinal*
- 7338 Penfold Reserve toilets  
*Lighting Upgrade and Sensor Lights*
- 7339 Pepper Street Art Gallery  
*Lighting Upgrade, Sensor Lights, DDA requirement & New Roof*
- 7340 Rose Park Pre-School  
*Lighting Upgrade, Sensor Lights, DDA requirement & New Roof*
- 7341 Rose Park Scout Group  
*Lighting Upgrade, Sensor Lights, DDA requirement & New Roof*
- 7342 Swim Centre - main building  
*Lighting Upgrade and Sensor Lights*
- 7343 Toorak Burnside Bowling Club  
*DDA requirements & old toilet*
- 7344 Toy Library (Family Resource Centre)  
*Sensor Lights, DDA requirement, Meter Board & New Roof*
- 7345 Tregenza Oval toilets  
*Lighting Upgrade, Sensor Lights, DDA requirement & New Tiling & Fittings*
- 7346 Tusmore Book Mart  
*Lighting Upgrade, Sensor Lights, DDA requirement & New Tiling & Fittings*
- 7347 Tusmore toilets  
*Lighting Upgrade, Sensor Lights & Security Gates*

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### B - Capital Works Program



2012/13  
\$

##### Facilities

###### Community Facilities (cont.)

7348 Eastwood Community Centre Upgrade

*Cracked Walls & Minor Roof Repairs*

7350 Burnside Community Centre

*Dividing Wall Partition (Stage 2)*

7352 Burnside Community Centre

*Vinyl Flooring and Painting*

7353 Burnside Community Centre

*Fire Services Upgrade*

###### Council Facilities

7305 Burnside Ballroom

*Meter Board Upgrade, Kitchen and upstairs bar cupboards*

7310 Civic Centre - Offices

*Greenhill Rd archway repairs, lighting, Kitchen & airconditioning upgrade*

7311 Depot Admin Building

*Address leaking roof*

7312 Depot Horticulture

*Address rising damp issues*

7313 Depot Tank

*Drainage issues, water damage & lighting upgrade*

7314 Depot Workshop

*New Roof, insulation & wiring requirements*

7351 Civic Centre

*Carpet Replacement and Upgrade*

340,000

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1,205,000

#### Total Capital Works Program

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7,518,600

## 2012/13 Budget

### NOTES TO CAPITAL STATEMENT

#### C - Plant Replacement



2012/13

\$

Plant Replacement - Light Fleet <i>Purchase of 14 Light Fleet Vehicles</i>	364,000
Plant Replacement - Major Plant <i>Replacement of 4 items of Major Plant - Front Deck Mower; Road Sweeper; 2 Dual Cab Trucks</i>	531,000
Minor Plant Replacement Program <i>The annual replacement of minor plant items used for the delivery of Operations Services.</i>	20,000
<b>Total Plant Replacement</b>	<b><u>915,000</u></b>



# **Appendix 5**

## **Long Term Financial Plan**

### **2013 - 2022**

**(as adopted 24 April 2012)**

Long Term Financial Plan - Explanatory Notes:

1. The Long Term Financial Plan was completed and adopted prior to the preparation of the Draft Annual Business Plan & Budget.
2. Accordingly, assumptions and forecasts included in the Long Term Financial Plan may have altered. The most recent financial information has been used in the preparation of the Annual Business Plan & Budget.
3. Specifically, closing forecast adopted budget amounts in one period may not equate to opening actual or forecast draft / approved budget amounts in the following period. This difference would be impacted by actual transactions processed and decisions made in the intervening period.
4. The Long Term Financial Plan Model software used is recommended by the Local Government Association of South Australia and the South Australian Local Government Financial Management Group. This software is used consistently throughout local government in South Australia.
5. Model software access restrictions and limitations have impacted the flexibility of formatting, linkage, design and presentation of the plan.
6. The Long Term Financial Plan will be revised and presented to Council as soon as practicable.

City of Burnside  
 Long Term Financial Plan 2011/12 FINAL  
 ESTIMATED COMPREHENSIVE INCOME STATEMENT

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
<b>INCOME</b>												
Rates	28,159	30,095	31,750	34,497	36,390	38,113	39,919	41,811	43,792	45,867	48,040	50,315
Statutory Charges	743	762	784	808	832	856	881	906	933	960	988	1,016
User Charges	1,122	1,134	1,167	1,201	1,236	1,272	1,309	1,349	1,391	1,434	1,478	1,523
Grants, subsidies, contributions	3,352	3,131	3,225	3,322	3,422	3,525	3,631	3,740	3,852	3,968	4,087	4,210
Investment Income	455	309	318	328	338	348	358	369	380	391	403	415
Reimbursements	258	173	178	183	188	193	198	203	209	215	221	227
Other Income	409	318	328	338	348	358	369	380	391	403	415	427
<b>Total Revenues</b>	<b>34,498</b>	<b>35,922</b>	<b>37,750</b>	<b>40,677</b>	<b>42,754</b>	<b>44,665</b>	<b>46,665</b>	<b>48,758</b>	<b>50,948</b>	<b>53,238</b>	<b>55,632</b>	<b>58,133</b>
<b>EXPENSES</b>												
Employee costs	11,882	12,911	13,660	14,241	14,846	15,477	16,135	16,821	17,535	18,280	19,057	19,867
Materials, contracts & other expenses	15,095	15,319	15,313	16,671	17,192	17,723	18,271	18,736	19,319	20,271	20,892	21,733
Depreciation	9,260	9,162	9,314	9,707	10,018	10,584	10,915	12,324	12,697	13,055	13,878	14,324
Finance Costs	33	144	199	583	775	906	1,015	1,144	1,255	1,317	1,611	1,887
Other Expenses	319	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses</b>	<b>36,589</b>	<b>37,536</b>	<b>38,486</b>	<b>41,202</b>	<b>42,831</b>	<b>44,690</b>	<b>46,336</b>	<b>49,025</b>	<b>50,806</b>	<b>52,923</b>	<b>55,438</b>	<b>57,811</b>
<b>OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS</b>	<b>(2,091)</b>	<b>(1,614)</b>	<b>(736)</b>	<b>(525)</b>	<b>(77)</b>	<b>(25)</b>	<b>329</b>	<b>(267)</b>	<b>142</b>	<b>315</b>	<b>194</b>	<b>322</b>
Net gain/(loss) on disposal or revaluations	(35)	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new assets	182	262	270	278	286	295	304	313	322	332	342	352
<b>NET SURPLUS/(DEFICIT)</b>	<b>(1,944)</b>	<b>(1,352)</b>	<b>(466)</b>	<b>(247)</b>	<b>209</b>	<b>270</b>	<b>633</b>	<b>46</b>	<b>464</b>	<b>647</b>	<b>536</b>	<b>674</b>
<b>Other Comprehensive Income</b>												
Changes in revaluation surplus - IPP&E	1,291	14,109	0	0	50,115	0	28,057	0	0	56,411	0	34,155
Other comprehensive income - joint ventures	0	0	0	0	0	0	0	0	0	0	0	0
Impairment (expense) / recoupments offset to asset revaluation reserve	(245)	0	0	0	0	0	0	0	0	0	0	0
<b>Total Other Comprehensive Income</b>	<b>1,046</b>	<b>14,109</b>	<b>0</b>	<b>0</b>	<b>50,115</b>	<b>0</b>	<b>28,057</b>	<b>0</b>	<b>0</b>	<b>56,411</b>	<b>0</b>	<b>34,155</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(898)</b>	<b>12,757</b>	<b>(466)</b>	<b>(247)</b>	<b>50,324</b>	<b>270</b>	<b>28,690</b>	<b>46</b>	<b>464</b>	<b>57,058</b>	<b>536</b>	<b>34,829</b>

City of Burnside  
 Long Term Financial Plan 2011/12 FINAL  
 ESTIMATED BALANCE SHEET

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	6,552	5,466	2,834	382	8,181	95	7,786	69	7,114	0	6,594	0
Trade & Other Receivables	1,091	800	834	869	905	941	978	1,016	1,056	1,097	1,141	1,186
Investments & Other Financial Assets	0	0	5,000	7,000	0	8,000	0	7,000	0	7,000	0	6,000
Inventories	21	21	21	21	21	21	21	21	21	21	21	21
Sub-total	7,664	6,287	8,689	8,272	9,107	9,057	8,785	8,106	8,191	8,118	7,756	7,207
Non-current assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
<b>Non-Current Assets</b>												
Receivables	0	0	0	0	0	0	0	0	0	0	0	0
Financial Assets	0	0	0	0	0	0	0	0	0	0	0	0
Equity Accounted Investments in Council Businesses	53	82	82	82	82	82	82	82	82	82	82	82
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	595,892	610,430	616,559	619,529	671,513	673,577	704,841	707,448	708,963	771,349	776,471	816,302
Inventories	0	0	0	0	0	0	0	0	0	0	0	0
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	595,945	610,512	616,641	619,611	671,595	673,659	704,923	707,530	709,045	771,431	776,553	816,384
<b>Total Assets</b>	<b>603,609</b>	<b>616,799</b>	<b>625,330</b>	<b>627,883</b>	<b>680,702</b>	<b>682,716</b>	<b>713,708</b>	<b>715,636</b>	<b>717,236</b>	<b>779,549</b>	<b>784,309</b>	<b>823,591</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Trade & Other Payables	3,850	2,750	3,324	3,036	3,315	3,224	3,319	3,322	3,363	3,394	3,460	3,479
Borrowings	1,203	3,200	3,158	3,283	3,411	3,526	3,665	3,735	3,817	4,472	4,340	4,057
Provisions	1,802	1,667	1,828	1,848	1,928	1,982	2,053	2,119	2,191	2,265	2,342	2,422
Other Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	6,855	7,617	8,310	8,167	8,654	8,732	9,037	9,176	9,371	10,131	10,142	9,958
Liabilities Relating to Non-Current Assets held for sale	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	6,855	7,617	8,310	8,167	8,654	8,732	9,037	9,176	9,371	10,131	10,142	9,958
<b>Non-Current Liabilities</b>												
Trade & Other Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	267	17	8,302	11,196	13,172	14,794	16,751	18,447	19,342	23,786	27,946	32,528
Provisions	354	275	294	343	375	419	459	506	552	603	656	711
Other Non-Current Liabilities	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053
Total Non-Current Liabilities	2,674	2,345	10,649	13,592	15,600	17,266	19,263	21,006	21,947	26,442	30,655	35,292
<b>Total Liabilities</b>	<b>9,529</b>	<b>9,962</b>	<b>18,959</b>	<b>21,759</b>	<b>24,254</b>	<b>25,998</b>	<b>28,300</b>	<b>30,182</b>	<b>31,318</b>	<b>36,573</b>	<b>40,797</b>	<b>45,250</b>
<b>NET ASSETS</b>	<b>594,080</b>	<b>606,837</b>	<b>606,371</b>	<b>606,124</b>	<b>656,448</b>	<b>656,718</b>	<b>685,408</b>	<b>685,454</b>	<b>685,918</b>	<b>742,976</b>	<b>743,512</b>	<b>778,341</b>
<b>EQUITY</b>												
Accumulated Surplus	205,264	203,638	202,822	202,400	202,609	202,879	203,512	203,558	204,022	204,669	205,205	205,879
Asset Revaluation Reserve	382,398	396,507	396,507	396,507	446,622	446,622	474,679	474,679	474,679	531,090	531,090	565,245
Other Reserves	6,418	6,692	7,042	7,217	7,217	7,217	7,217	7,217	7,217	7,217	7,217	7,217
<b>TOTAL EQUITY</b>	<b>594,080</b>	<b>606,837</b>	<b>606,371</b>	<b>606,124</b>	<b>656,448</b>	<b>656,718</b>	<b>685,408</b>	<b>685,454</b>	<b>685,918</b>	<b>742,976</b>	<b>743,512</b>	<b>778,341</b>

City of Burnside  
Long Term Financial Plan 2011/12 FINAL  
ESTIMATED CASH FLOW STATEMENT

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>												
<i>Receipts</i>												
Rates		30,100	31,728	34,474	36,366	38,091	39,896	41,787	43,766	45,840	48,012	50,286
Statutory Charges		762	784	808	832	856	881	906	933	960	988	1,016
User Charges		1,322	1,155	1,189	1,224	1,258	1,295	1,335	1,377	1,420	1,462	1,507
Grants, subsidies, contributions		2,964	3,309	3,280	3,446	3,514	3,637	3,738	-3,854	3,968	4,088	4,210
Investment Income		402	318	328	338	348	358	369	380	391	403	415
Reimbursements		173	178	183	188	193	198	203	209	215	221	227
Other Income	0	318	328	338	348	358	369	380	391	403	415	427
		0	0	0	0	0	0	0	0	0	0	0
Employee costs		(13,197)	(13,444)	(14,190)	(14,724)	(15,384)	(16,021)	(16,709)	(17,416)	(18,155)	(18,926)	(19,732)
Materials, contracts & other expenses		(16,180)	(14,859)	(16,899)	(16,947)	(17,798)	(18,185)	(18,730)	(19,281)	(20,240)	(20,828)	(21,714)
Finance Costs		(144)	(199)	(583)	(775)	(906)	(1,015)	(1,144)	(1,255)	(1,317)	(1,611)	(1,887)
Loss - Joint Ventures		0	0	0	0	0	0	0	0	0	0	0
Other Expenses		0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash provided by (or used in) Operating Activities</b>		<b>6,520</b>	<b>9,298</b>	<b>8,928</b>	<b>10,296</b>	<b>10,530</b>	<b>11,413</b>	<b>12,135</b>	<b>12,958</b>	<b>13,485</b>	<b>14,224</b>	<b>14,755</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>												
<i>Receipts</i>												
Amounts Specifically for New/Upgraded Assets		262	270	278	286	295	304	313	322	332	342	352
Sale of Renewed/Replaced Assets		0	0	0	0	0	0	0	0	0	0	0
Sale of Surplus Assets		0	0	0	0	0	0	0	0	0	0	0
Proceeds of disposals - Invest. Prop.		0	0	0	0	0	0	0	0	0	0	0
Net disposal of Investment Securities		0	0	0	7,000	0	8,000	0	7,000	0	7,000	0
Pcnds of disposal - Real Estate Devel.		0	0	0	0	0	0	0	0	0	0	0
Repayments of Loans by Community Groups		5	0	0	0	0	0	0	0	0	0	0
Distributions Received from Associated Entities		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Expenditure on Renewal/Replacement of Assets		(8,591)	(9,000)	(7,750)	(8,750)	(9,750)	(11,750)	(12,750)	(12,750)	(17,750)	(17,750)	(18,750)
Expenditure on New/Upgraded Assets		(1,000)	(6,443)	(4,927)	(3,137)	(2,898)	(2,372)	(2,181)	(1,462)	(1,280)	(1,250)	(1,250)
Purchase of Investment Property		0	0	0	0	0	0	0	0	0	0	0
Net purchase of Investment Securities		0	(5,000)	(2,000)	0	(8,000)	0	(7,000)	0	(7,000)	0	(6,000)
Acquisitions - Real Estate developments		0	0	0	0	0	0	0	0	0	0	0
Loans Made to Community Groups		0	0	0	0	0	0	0	0	0	0	0
Capital Contributed to Associated Entities		(29)	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Provided by (or used in) Investing Activities</b>		<b>(9,353)</b>	<b>(20,173)</b>	<b>(14,399)</b>	<b>(4,601)</b>	<b>(20,353)</b>	<b>(5,818)</b>	<b>(21,618)</b>	<b>(6,890)</b>	<b>(25,698)</b>	<b>(11,658)</b>	<b>(25,648)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>												
<i>Receipts</i>												
Proceeds from Borrowings		2,950	11,443	6,177	5,387	5,148	5,622	5,431	4,712	8,530	8,500	8,500
Proceeds from Aged Care Facility Deposits		0	0	0	0	0	0	0	0	0	0	0
<i>Payments</i>												
Repayments of Borrowings		(53)	(3,200)	(3,158)	(3,283)	(3,411)	(3,526)	(3,665)	(3,735)	(3,817)	(4,086)	(4,340)
Repayment of Finance Lease Liabilities		0	0	0	0	0	0	0	0	0	0	0
Repayment of Aged Care Facility Deposits		0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>2,897</b>	<b>8,243</b>	<b>3,019</b>	<b>2,104</b>	<b>1,737</b>	<b>2,096</b>	<b>1,766</b>	<b>977</b>	<b>4,713</b>	<b>4,414</b>	<b>4,160</b>
<b>Net Increase/(Decrease) in cash held</b>		<b>64</b>	<b>(2,632)</b>	<b>(2,452)</b>	<b>7,799</b>	<b>(8,086)</b>	<b>7,691</b>	<b>(7,717)</b>	<b>7,045</b>	<b>(7,500)</b>	<b>6,980</b>	<b>(6,733)</b>
<b>Opening cash, cash equivalents or (bank overdraft)</b>		<b>5,402</b>	<b>5,466</b>	<b>2,834</b>	<b>382</b>	<b>8,181</b>	<b>95</b>	<b>7,786</b>	<b>69</b>	<b>7,114</b>	<b>(386)</b>	<b>6,594</b>
<b>Closing cash, cash equivalents or (bank overdraft)</b>		<b>5,402</b>	<b>5,466</b>	<b>2,834</b>	<b>382</b>	<b>8,181</b>	<b>95</b>	<b>7,786</b>	<b>69</b>	<b>7,114</b>	<b>(386)</b>	<b>(139)</b>

City of Burnside  
 Long Term Financial Plan 2011/12 FINAL  
 ESTIMATED STATEMENT OF CHANGES IN EQUITY

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)	\$(000)
<b>ACCUMULATED SURPLUS</b>												
Balance at end of previous reporting period	207,399	205,264	203,638	202,822	202,400	202,609	202,879	203,512	203,558	204,022	204,669	205,205
Net Result for Year	(1,944)	(1,352)	(466)	(247)	209	270	633	46	464	647	536	674
Other Comprehensive Income	0	0	0	0	0	0	0	0	0	0	0	0
Transfers to Other Reserves	(191)	(274)	(350)	(175)	0	0	0	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>205,264</b>	<b>203,638</b>	<b>202,822</b>	<b>202,400</b>	<b>202,609</b>	<b>202,879</b>	<b>203,512</b>	<b>203,558</b>	<b>204,022</b>	<b>204,669</b>	<b>205,205</b>	<b>205,879</b>
<b>ASSET REVALUATION RESERVE</b>												
Land	0	0	0	0	48,666	48,666	48,666	48,666	48,666	103,440	103,440	103,440
Land Improvements	0	0	0	0	306	306	306	306	306	897	897	897
Buildings	0	6,000	6,000	6,000	6,000	6,000	12,798	12,798	12,798	12,798	12,798	20,270
Infrastructure	382,398	390,507	390,507	390,507	390,507	390,507	411,766	411,766	411,766	411,766	411,766	438,449
Plant & Equipment	0	0	0	0	990	990	990	990	990	1,970	1,970	1,970
Furniture & Fittings	0	0	0	0	153	153	153	153	153	219	219	219
Asset Group 7	0	0	0	0	0	0	0	0	0	0	0	0
Asset Group 8	0	0	0	0	0	0	0	0	0	0	0	0
Asset Group 9	0	0	0	0	0	0	0	0	0	0	0	0
Asset Group 10	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>382,398</b>	<b>396,507</b>	<b>396,507</b>	<b>396,507</b>	<b>446,622</b>	<b>446,622</b>	<b>474,679</b>	<b>474,679</b>	<b>474,679</b>	<b>531,090</b>	<b>531,090</b>	<b>565,245</b>
<b>OTHER RESERVES</b>												
Balance at end of previous reporting period	6,227	6,418	6,692	7,042	7,217	7,217	7,217	7,217	7,217	7,217	7,217	7,217
Transfers from Accumulated Surplus	191	274	350	175	0	0	0	0	0	0	0	0
Transfers to Accumulated Surplus	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance at end of period</b>	<b>6,418</b>	<b>6,692</b>	<b>7,042</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>	<b>7,217</b>
<b>TOTAL EQUITY AT END OF REPORTING PERIOD</b>	<b>594,080</b>	<b>606,837</b>	<b>606,371</b>	<b>606,124</b>	<b>656,448</b>	<b>656,718</b>	<b>685,408</b>	<b>685,454</b>	<b>685,918</b>	<b>742,976</b>	<b>743,512</b>	<b>778,341</b>

City of Burnside  
 Long Term Financial Plan 2011/12 FINAL  
 SUMMARY STATEMENT INCLUDING FINANCING TRANSACTIONS

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)
Operating Revenues	34,498	35,922	37,750	40,677	42,754	44,665	46,665	48,758	50,948	53,238	55,632	58,133
/less Operating Expenses	36,589	37,536	38,486	41,202	42,831	44,690	46,336	49,025	50,806	52,923	55,438	57,811
<b>Operating Surplus/(Deficit) before Capital Amounts</b>	<b>(2,091)</b>	<b>(1,614)</b>	<b>(736)</b>	<b>(525)</b>	<b>(77)</b>	<b>(25)</b>	<b>329</b>	<b>(267)</b>	<b>142</b>	<b>315</b>	<b>194</b>	<b>322</b>
<b>Less: Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal/Replacement of Existing Assets	5,918	8,591	9,000	7,750	8,750	9,750	11,750	12,750	12,750	17,750	17,750	18,750
/less Depreciation, Amortisation & Impairment	9,505	9,162	9,314	9,707	10,018	10,584	10,915	12,324	12,697	13,055	13,878	14,324
/less Proceeds from Sale of Replaced Assets	(35)	0	0	0	0	0	0	0	0	0	0	0
	<b>(3,552)</b>	<b>(571)</b>	<b>(314)</b>	<b>(1,957)</b>	<b>(1,268)</b>	<b>(834)</b>	<b>835</b>	<b>426</b>	<b>53</b>	<b>4,695</b>	<b>3,872</b>	<b>4,426</b>
<b>Less: Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New/Upgraded Assets	1,838	1,000	6,443	4,927	3,137	2,898	2,372	2,181	1,462	1,280	1,250	1,250
/less Amounts Specifically for New/Upgraded Assets	182	262	270	278	286	295	304	313	322	332	342	352
/less Proceeds from Sale of Surplus Assets	0	0	0	0	0	0	0	0	0	0	0	0
	<b>1,656</b>	<b>738</b>	<b>6,173</b>	<b>4,649</b>	<b>2,851</b>	<b>2,603</b>	<b>2,068</b>	<b>1,868</b>	<b>1,140</b>	<b>948</b>	<b>908</b>	<b>898</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(195)</b>	<b>(1,781)</b>	<b>(6,595)</b>	<b>(3,217)</b>	<b>(1,660)</b>	<b>(1,794)</b>	<b>(2,574)</b>	<b>(2,561)</b>	<b>(1,051)</b>	<b>(5,328)</b>	<b>(4,586)</b>	<b>(5,002)</b>

In any one year, the above financing transactions are associated with either applying surplus funds stemming from a net lending result or accommodating the funding requirement stemming from a net borrowing result.

Year Ended 30 June:	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)	\$(’000)
<b>FINANCING TRANSACTIONS</b>												
New Borrowings		2,950	11,443	6,177	5,387	5,148	5,622	5,431	4,712	8,530	8,500	8,500
Repayment of Principal on Borrowings		53	3,200	3,158	3,283	3,411	3,526	3,665	3,735	3,817	4,086	4,340
(Increase)/Decrease in Cash and Cash Equivalents		(64)	2,632	2,452	(7,799)	8,086	(7,691)	7,717	(7,045)	7,500	(6,980)	6,733
(Increase)/Decrease in Receivables		291	(34)	(35)	(36)	(36)	(37)	(38)	(40)	(41)	(44)	(45)
Increase/(Decrease) in Payables & Provisions		(1,314)	754	(219)	391	7	206	116	159	156	196	154
Other – Including the Movement in Inventories		(135)	(11,400)	(8,316)	434	(14,822)	948	(14,330)	(470)	(14,634)	(1,172)	(14,680)
<b>Financing Transactions</b>		<b>1,781</b>	<b>6,595</b>	<b>3,217</b>	<b>1,660</b>	<b>1,794</b>	<b>2,574</b>	<b>2,561</b>	<b>1,051</b>	<b>5,328</b>	<b>4,586</b>	<b>5,002</b>

KEY FINANCIAL INDICATORS	2011 Actual	2012 Estimate	2013 Plan Year 1	2014 Plan Year 2	2015 Plan Year 3	2016 Plan Year 4	2017 Plan Year 5	2018 Plan Year 6	2019 Plan Year 7	2020 Plan Year 8	2021 Plan Year 9	2022 Plan Year 10
Operating Surplus / (Deficit) - \$’000	(2,091)	(1,614)	(736)	(525)	(77)	(25)	329	(267)	142	315	194	322
Operating Surplus Ratio - %	(7)%	(5)%	(2)%	(2)%	(0)%	(0)%	1%	(1)%	0%	1%	0%	1%
Net Financial Liabilities - \$’000	1,886	3,696	10,291	13,508	15,168	16,962	19,536	22,097	23,148	28,476	33,062	38,064
Net Financial Liabilities Ratio - %	5.5%	10.3%	27.3%	33.2%	35.5%	38.0%	41.9%	45.3%	45.4%	53.5%	59.4%	65.5%
Interest Cover Ratio - %	0.1%	0.4%	0.5%	1.4%	1.8%	2.0%	2.2%	2.3%	2.5%	2.5%	2.9%	3.2%
Asset Sustainability Ratio - %	63%	94%	97%	80%	87%	92%	108%	103%	100%	136%	128%	131%
Asset Consumption Ratio - %	69%	68%	68%	67%	68%	68%	66%	65%	64%	65%	65%	63%