



DRAFT 2024/25 LONG TERM FINANCIAL PLAN AND ANNUAL BUSINESS PLAN

Public Consultation



To make a submission

If you wish to make a submission or comment on the Draft Long Term Financial Plan and Annual Business Plan and Budget (LTFP & ABP) as currently presented, please send via email to financial.services@salisbury.sa.gov.au or by post to:

The Deputy Chief Executive Officer
City of Salisbury
PO Box 8
Salisbury SA 5108

Alternatively, please call Council's Executive Office on (08) 8406 8212.

All submissions or comments need to be received by no later than Wednesday 29 May 2024 in order for them to be given due consideration. Any submissions received after this date will not be considered as part of this current budget process. Submissions may influence decisions not only for the current LTFP & ABP but for future years as well.

Verbal Representation

If you wish to make a verbal representation regarding the Draft LTFP & ABP, there will be an opportunity to do so at the commencement of the May Council meeting on Monday 27 May 2024 in the Council Chamber at 6.30pm.

If you would like to have a say on Council's plans, budget and rates please register your interest by contacting Council's Executive Office on 8406 8212 or by emailing Financial.Services@salisbury.sa.gov.au.

Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.



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Executive Summary

Purpose

This document contains Council’s Annual Business Plan (ABP) together with the Long Term Financial Plan (LTFP). City of Salisbury takes the approach of bringing these two plans together into a single document so that there is alignment, and that the impacts of decisions taken through the annual budget process can be understood in a long term financial context. The document also provides commentary on the Essential Services Commission of South Australia (ESCOSA) Local Government Advice report as it relates to the City of Salisbury.

Long Term Financial Plan

The LTFP is required by s122 of the *Local Government Act*, and the purpose is to monitor the financial sustainability of councils. Financial sustainability is defined by the sector nationally:

A 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.

Based on this definition the elements of being financially sustainable are having ongoing service provision, infrastructure is provided and renewed to support service provision and that rate increases are stable.

The Planning Process

Year one of the LTFP is set to the proposed 2024/25 budget in the ABP. Then through careful consideration of changes that will occur in our asset base, changes in service provision and assumptions, we project Council’s financial position for a 10 year period.

Unpredictable and unexpected events and changes mean that reality will be different to what we are currently forecasting.

Why Plan if Reality will be different?

The intent is to undertake a health check on Council’s financial position given the best information we have at the time. The purpose is to ensure that there is capacity to continue to provide existing services, that our assets are well maintained and that new and improved assets can be funded as required to meet community needs. All of this needs to be achieved within sustainable rate increases.

Over the long term average rates are planned to increase by CPI+0.6% with the actual rate increase being determined by Council each year and consulted with the community through the Draft LTFP & ABP.

We refer to CPI in our plans as it is an index understood by the community, however, as it represents a basket of goods typically purchased by households it does not represent the mix of goods and services purchased by Council.

The City of Salisbury has approximately \$2.1 billion in infrastructure assets that it provides to the community and has an obligation to maintain and renew. This is a key consideration in our plans, with the LTFP being aligned to the renewal requirements of the Strategic Asset Management Plan (SAMP), which is also being consulted with the community in May 2024 and a copy of which can be located on the City of Salisbury website.

Financial Sustainability

Being financially sustainable means having:

- The ability to provide consistent services into the future
- Infrastructure, like roads, continuing to be maintained at an appropriate level
- Current ratepayers pay the costs associated with the services consumed
- New infrastructure provided to meet community expectations, balanced against increases in costs

We measure financial sustainability through three indicators. The LTFP, pages 126 to 130, shows that Council remains financially sustainable in the long term and continues to operate within target measurement ranges.

Ratio	Target	24/25 Budget	
Operating Surplus	0.5% - 5%	2.4%	✓
Asset Renewal Funding	90% - 110%	100%	✓
Net Financial Liabilities	<70%	59.7%	✓

The LTFP does not replace the need for detailed annual budgeting as it uses a range of assumptions to forecast future revenue and expenditure. Each year the Council prepare the ABP which details the budget and services being provided, with the LTFP being recast so that year one matches the proposed budget.

Executive Summary continued

Annual Business Plan

The ABP describes Council's services, including new services and projects, together with their financial impacts. The purpose of the ABP is to provide comprehensive information so that the community can consider the budget and how it aligns to the City Plan 2035. The Executive Summary provides a snapshot of the ABP, and provides guidance as to where more detailed information is available in this document.

Proposed Rate Increase

The LTFP & ABP is based on a proposed 6.2% average rate increase as resolved by Council, with rates growth from the increase in the number of assessments anticipated at 0.50% and the rate revenue increase from other development activity estimated to be 0.50%. Further information about rates is contained in the Rating Strategy and Policy, pages 122 to 125.

Average Increase	23/24 Actual	24/25 Budget
Residential	6.90%	6.20%
Commercial and Industrial	6.90%	6.20%

Service Provision

The level of service provision increases across a number of services in 2024/25 including verge maintenance and tree removal, footpath maintenance, green waste services, additional security and increased cleaning costs due to the additional facilities that have been activated across the Council area.

Operating Surplus

This year, Council has budgeted for an Operating Surplus of \$3.747M or 2.4% Operating Surplus Ratio. Further information is provided in the Budgeted Financial Statements and Analysis on pages 45 to 49.

Projects and Additional Services

All of Council's projects and additional services (Budget Bids) are detailed in the LTFP & ABP by category of spending, and can be found on pages 24 to 43. Funds of \$30.1M are provided for asset updates/renewal in line with our SAMP, with significant items being:

- Road Reseal Service Continuity Program \$10.3M
- Building Service Continuity Program \$2.3M
- Ingle Farm Recreation Centre \$1.5M
- Irrigation Service Continuity Program \$1.2M
- Playground Service Continuity Program \$1.1M
- Irrigation Controller Renewal \$1M

New and upgraded infrastructure funding of \$29.1M includes a number of new and large-scale projects, some of which are delivered over multiple years.

Continued investment in **Parks & Streetscapes** of \$3.7 million in 2024/25 provides funding for new and upgrade initiatives including \$1M to continue Streetscapes Planting across the City, \$750k for additional amenities at Lake Windermere, Salisbury North, \$700k for new Pump Tracks in four locations across Council and \$500k for a new Dog Park at RM Williams Drive, Walkley Heights.

Council's **Transportation Program** will deliver \$4.5 million of new Major Traffic Improvements including \$800k for School Zones & Pedestrian Crossings, \$400k for Footpath and Kerb Ramps, \$800k for the growth of the Bicycle Network and City Wide Trails, \$100k towards upgraded toilet and shower amenities at the St Kilda RV Trailer Park and \$600k to upgrade the Church Street / Wiltshire Street and Gawler / James Street roundabouts in Salisbury.

An additional \$2.5 million is provided to complete the **new football/cricket changeroom facilities at Lindblom Park, Pooraka**.



The **Salisbury Water Business** Unit proposes the delivery of the \$5.6 million Bellchambers Managed Aquifer Recharge Scheme (MAR) which will expand the capacity of Salisbury's Managed Aquifer Recharge Scheme to deliver an additional 800 ML/year of recycled water from the Adams Creek Catchment to supply to customers in the northern regions of Salisbury & Playford council areas. This project is dependent on a successful application for equivalent Federal Government grant funding of \$5.6 million.

Council's \$1 million investment in new and upgraded **Property & Buildings** in 2024/25 includes the placement of Automated External Defibrillators across the City at a cost of \$160k and a \$300k investment for New Public Toilet facilities at Salisbury North Oval. Council also provides a pool of grant funds available upon application to **Clubs and Sporting Facilities** for clubs to initiate minor improvements to buildings, facilities and equipment.

The focus of the \$600k **Drainage & Waterways** works for the 2024/25 financial year is the construction of levees to address localised flood risk and flood mitigation works at Canterbury Drive Reserve.

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Mayor's Message



Being a progressive, sustainable and connected community remain at the heart of the City of Salisbury's Vision. Guided by the progress of the City Plan 2035, Council has developed the draft City Plan 2040 for consultation with the community. The updated City Plan will address new and emerging community needs, which remain a top priority for Council. Our goal is to ensure delivery of services that matter most to you, and provide and protect community assets for the future.

In the new Financial Year 2024/25 Council continues to invest in expanding the level of services provided across space, amenity, connection, safety, and social spheres. This includes, new infrastructure such as the Salisbury Aquatic Centre, additional public conveniences, recreation and sporting facilities, extension of the verge mowing program, the community bus and increased footpath maintenance.

Important initiatives in the 2024/25 Long Term Financial Plan and Annual Business Plan that will be delivered during the 2024/25 Financial Year include:

Community Experience Strategy

At the core of the City of Salisbury's success is our dedication to fostering an exceptional community experience. That's why we're developing the City of Salisbury Community Experience Strategy. It's Council's commitment to continuously improve, and ensure that every resident feels valued and supported when interacting with us.

City Amenity

In 2024/25, the Salisbury Aquatic Centre comes to life! Opening mid-2024, this state-of-the-art facility is designed to be an all-in-one health and wellbeing centre, and like the old pool that served generations of families, it promises years of fun for the community.

Enhancing the community's health and wellbeing is of high importance to Council, and is reinforced through initiatives such as the Thrive Action Plan, which is designed to tackle issues like social isolation, physical inactivity, and the poor physical and mental health outcomes as a result. Programs like Salisbury After Dark, which extends the business hours of the Salisbury Community Hub, have also been introduced to provide the community with added use and enjoyment of one of its best facilities.

A progressive, sustainable and connected community

Parks, Playgrounds and Recreation

Recreation is a major part of City of Salisbury life. Council continues to enhance parks, playgrounds, and recreation services through projects like the Lake Windemere amenities improvement, which includes sealing the walkway around the lake and the installation of exercise equipment, barbecue facilities, toilet facilities, and a dog park. Other enhancements include the installation of new Pump Tracks in four locations across the City over 2 years, and creating a new dog park at Walkley Heights on RM Williams Drive. Sports facilities also feature in the plans, with investment at Salisbury North Oval, Lindblom Park, Pooraka, and Ingle Farm Recreation Centre.

Community Safety

Council will enhance community safety with lifesaving equipment through its Automated External Defibrillators Program, renewing, maintaining and installing new defibrillators at Council facilities across the City and at key sites within the City public realm.

Traffic Improvements

Council's Major Traffic Improvements Program will address identified, specific major traffic network deficiencies, which in 2024/25 include upgrades for the Church Street / Wiltshire Street roundabout, the Gawler Street / James Street roundabout, and the completion of the Pratt Avenue Bridge in Pooraka. Council continues to provide increased funding to the School Zones and Pedestrian Crossings Service Continuity Program to specifically address the increase in student numbers with year 7's having moved from primary school to high school.

The Draft 2024/25 Annual Business Plan reflects Council's commitment to long-term financial sustainability to ensure we are best placed to support our community.

[Our vision of a progressive, sustainable and connected community serves to improve and enhance our City for the benefit of all.](#)

A handwritten signature in black ink that reads "Gillian Aldridge".

Mayor, Gillian Aldridge OAM

Elected Members

MAYOR



Gillian Aldridge OAM

0411 703 706
galdridge@salisbury.sa.gov.au

CENTRAL WARD



Cr Chad Buchanan JP

Deputy Mayor
0403 677 807
cbuchanan@salisbury.sa.gov.au

Vacant

PARA WARD



Cr Kylie Grenfell

8406 8222
kgrenfell@salisbury.sa.gov.au



Cr Sarah Ouk JP

0423 002 064
souk@salisbury.sa.gov.au

NORTH WARD



Cr David Hood JP

0432 799 931
dhood@salisbury.sa.gov.au

Vacant

HILLS WARD



Cr Peter Jensen JP

0437 987 990
pjensen@salisbury.sa.gov.au



Cr Shiralee Reardon JP

0427 095 566
sreardon@salisbury.sa.gov.au

EAST WARD



Cr Johnny Chewparsad

0439 877 671
jchewparsad@salisbury.sa.gov.au



Cr Moni Mazzeo

0419 814 709
mmazzeo@salisbury.sa.gov.au



WEST WARD



Cr Beau Brug JP

8406 8222
bbrug@salisbury.sa.gov.au



Cr Sharon Mckell

8406 8222
smckell@salisbury.sa.gov.au

SOUTH WARD



Cr Lauren Brug

8406 8222
lbrug@salisbury.sa.gov.au



Cr Alan Graham

0433 647 670
agraham@salisbury.sa.gov.au

SALISBURY DRAFT LTFF & ABP 2024/25 10

Elected Members

The Council of the City of Salisbury consists of the Mayor and 14 Councillors who represent the interests of the people of Salisbury. They are elected every four years during the South Australian Local Government elections. The Council is supported by administration staff who are led by the Chief Executive Officer.

The Council makes decisions about the governing and management of the City of Salisbury.

The Council sets the strategic directions, and makes decisions about allocation of the budget and the services and infrastructure that are provided within the boundaries for the City of Salisbury.

The administration, under the direction of the Chief Executive Officer, is responsible for providing advice, implementing the Council's agenda and strategic directions, delivering the services and undertaking the required works on behalf of the Salisbury community.

The Members of Council also vote on what action will be taken with regard to issues brought before the Council.

Elected members are volunteers who want to be involved in making the City a better place in which to live, work and do business. They do not get paid for the work they do for Council. They do receive an allowance to support them in discharging their duties as a Councillor, for expenses incurred and time spent in undertaking their role as Councillors, often making difficult decisions about complex and important matters.

The geographic area of the City of Salisbury is divided into seven parts, known as wards. Each ward has two Councillors who pay particular attention to what happens in the area they represent and advocate on its behalf.

Councillors are elected by the voters within the ward.

The Mayor of the City of Salisbury is the 'principal' member of the Council and is elected by all voters in the Council area.

Elected Members can be contacted to discuss any matter relating to Council.

Our Vision

Salisbury

a progressive, sustainable
and connected community

Council's vision is for Salisbury to be a progressive, sustainable and connected community.

Council's Elected Members developed this vision after they considered the factors that characterise successful cities and their aspirations for Salisbury.

Successful communities are **progressive**. They embrace change as essential if they are to be liveable and competitive in a changing environment and economy. At the same time, successful communities take pride in their heritage and use their history as the foundation for identifying and creating opportunities and for understanding how to respond to challenges.

Successful cities think about the long term while making decisions today – this is the essence of **sustainability**. They care about the environment, their people and the legacy they leave for future generations. Internally, they are financially responsible, have excellent systems in place and promote a culture that values enduring outcomes.

Connections abound and take many forms. Some connections are social, such as friendships formed through community groups or with neighbours. Some are environmental, including the connections people have with nature or the biodiversity corridors that support wildlife. Other connections are economic, such as the links between residents, jobs and businesses. Salisbury is a diverse community and we value connections between our many cultures. For connections to prosper, there must be appropriate infrastructure that enables people to move and connect with places further afield.

The Salisbury community consists of the 147,932 people who live in our 32 suburbs, whether they have been here all their lives or are new arrivals; the 8,769 businesses and 62,000 workers that make Salisbury the state's fourth largest economy; and the community groups, schools, churches and sporting clubs that bring people together.

Salisbury has many of the building blocks in place to achieve its vision. The City Plan outlines the actions that Council will prioritise over the next four years to enable Salisbury to achieve it. The City Plan can be viewed at www.salisbury.sa.gov.au

Key Directions

This Annual Plan contains four key directions. Each direction includes a statement of what we want to aspire to achieve during the life of the annual plan, how we will achieve it and the indicators that will tell us how our City is progressing.

 <p>A welcoming and liveable City</p> <p>Encompasses issues that affect the liveability of the City and the health and wellbeing of its people, including safety, social connections, the look and feel of our neighbourhoods, and the facilities and programs available to support our community's aspirations.</p>	 <p>A sustainable City</p> <p>Includes protecting and conserving our diverse natural environment to support biodiversity, reducing Council's environmental footprint, ensuring we make the most of our resources and enabling our community, environment and infrastructure to be resilient to a changing climate.</p>	 <p>A growing City that creates new opportunities</p> <p>This focuses on how we support the success and growth of local businesses, job opportunities for our residents, attracting investment, quality urban planning and providing infrastructure that supports economic activity.</p>	 <p>Innovation and Business Development</p> <p>Outlines how Council will work to provide exceptional experiences, deliver quality outcomes and be recognised as a great place to work.</p>
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Long Term Financial Plan 24/25 to 33/34

CEO Sustainability Report

In accordance with Section 122(4)(b) the information contained within pages 14 to 19 of this document and Appendix A are to be taken as the CEO's sustainability report. The content of these pages sets out the practices of the City of Salisbury to seek to operate in a financially sustainable way with all indicators within the target ranges endorsed by Council, and with the intent of continuing to manage rate increases to CPI+0.6%, although each year is subject to Council decision, which is discussed further under "Assumptions".

Context

While seeking to achieve its City Plan vision, Council is mindful of its responsibility to be financially sustainable. Being financially sustainable means having a financial position capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or disruptive cuts to services.

Financial sustainability implies equity between generations. That is, each generation of ratepayers should pay for the services they consume. Future generations should not have to pay more as a result of decisions made by earlier generations to delay maintaining and renewing assets. Also, future generations should not benefit at the expense of the current generation of ratepayers.

Maintaining services implies that infrastructure assets (roads, drains etc.) are also appropriately maintained and renewed, and that there is investment in new assets. Two significant costs associated with infrastructure assets are depreciation, which is the decline in value of assets through their use, and borrowing costs to fund new assets. Depreciation and borrowing costs both support intergenerational equity

The Planning Process

Year one of the LTFP is set to the proposed 2024/25 budget as detailed in the Annual Business Plan. Then through careful consideration of changes that will occur in our asset base, changes in service provision and assumptions we project council's financial position for a 10 year period.

There have been a number of unpredictable events in recent years including the COVID-19 pandemic and more recently the increase in inflation with potential impacts into future years. Unexpected events and other unplanned movements in Council's financials will occur in the future and consequently reality will be different to what we are currently forecasting.

Why Plan if Reality will be different?

The intent is to undertake a health check on Council's financial position given the best information we have at the time. We want to ensure that there is capacity to continue to provide existing services and ensure our assets are well maintained and that new and improved assets can be funded as required to meet community needs, and that this can be achieved within reasonable rate increases.



Long Term Financial Plan 24/25 to 33/34

Assumptions Table

Year Ending 30 June	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Consumer Price Index (CPI)	4.8%	2.9%	2.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Salary & Wages	3.5%	3.0%	3.0%	3.0%	3.1%	3.2%	3.2%	3.2%	3.3%	3.3%
Superannuation Guarantee Charge	11.5%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Interest Rate	6.3%	6.1%	6.1%	6.1%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Average Rate Increase	6.2%	3.5%	3.2%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Number of Assessments	61,983	62,293	62,604	62,604	62,917	62,917	62,917	62,917	63,232	63,232
Rates Growth from Increase in Number of Rate Assessments	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Rate Revenue Increase from Other Development Activity	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%

Assumptions

The LTFP is underpinned by a number of key assumptions. The primary data source for the 2024/25 LTFP is Deloitte Access Economics data Business Outlook December 2023, being the most up to date information available at the time of developing the plan consulted with the community in May. Assumptions are also informed by Reserve Bank forecasts, the Australian Bureau of Statistics, and general sector knowledge. These assumptions are at a point in time and the future will vary, however they represent the best information at the time of preparing the plan.

We refer to CPI in our plans as it is an index understood by the community, however, as it represents a basket of goods typically purchased by households it does not represent the mix of goods and services purchased by council.

Consumer Price Index

Forecast Consumer Price Index (CPI), has been based on Deloitte Access Economics Business Outlook December 2023 being the most up to date information available at the time of developing the plan consulted with the community in May, and in later years from 2028, the midpoint of the RBA target CPI, being a range of 2%-3%.

Salary and Wages

The current enterprise agreement covering most staff will expire 30 June 2025, meaning that the percentage for 2025 is certain for the majority of staff, noting that the outside workforce agreement for 2025 is in negotiation at the time of developing this plan. In future years Salary and Wages increases have been set based on Deloitte Access Economics Business Outlook December 2023 being the most up to date information available at the time of developing the plan consulted with the community in May. Also impacting are employee oncosts which can vary over time, and the skills of staff engaged by Council.

Superannuation Guarantee Charge

The Superannuation Guarantee Charge has been separately disclosed from the general Salary and Wages assumption as this is a legislated increase and is a step change in costs over the coming two year period.

Interest Rates

Interest rates have been based on Deloitte Access Economics Business Outlook December 2023 being the most up to date information available at the time of developing the plan consulted with the community in May.

Average Rate Increase

Over the long term average rates are planned to increase by CPI+0.6% with the actual rate increase being determined by Council each year and consulted with the community through the Draft LTFP & ABP. The 0.6% above CPI reflects that there are a number of costs that move out of sync with CPI. It also reflects the funding required to provide expanded services and the ongoing costs of new infrastructure being higher depreciation, interest and maintenance costs.

As the 2024/25 inflation is based on CPI of 4.8% the average rate increase under the approach of plus 0.6% would be 5.4%, however Council is proposing a 6.2% increase to support expansions in service delivery and escalating depreciation costs.

Rates Growth

Rate revenue increases as a result of the increase in rate assessments, and this is projected to be 0.5% over the 10 year forecast. This level of growth is relatively low and represents primarily infill development and small subdivisions of vacant land.

Rates Revenue Increase from Other Development Activity

Just as rate revenue increases as a result of the increase in rate assessments, it also increases through construction of new homes and commercial properties, and extensions to existing properties. This revenue increase is projected to be 0.5% over the life of the plan.

Both Rates Growth and rate revenue increases from other development activity help to contain the increase in average rates, meaning that expanded services and improved and new infrastructure can be provided with a lower impact to existing ratepayers.

Long Term Financial Plan 24/25 to 33/34

Initiative Funding

Year Ended 30 June	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Renewal Capital Expenditure	\$34.6M	\$30.4M	\$30.9M	\$35.3M	\$35.9M	\$36.1M	\$38.4M	\$37.8M	\$41.7M	\$41.3M
New & Upgrade Capital Expenditure	\$29.9M	\$17.9M	\$10.4M	\$13.5M	\$7.0M	\$5.4M	\$6.6M	\$5.4M	\$6.6M	\$5.4M
Uncommitted New Capital Funds*		\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M	\$8.0M
Operating Bids / Expansion in Services*		\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M

* Nominal Dollars - not adjusted for inflation

Renewal Capital Expenditure

The City of Salisbury has approximately \$2.1 billion in infrastructure assets provided to the community and has an obligation to maintain and renew these assets. This is a key consideration in our plans, with the LTFP being aligned to the renewal requirements of the Strategic Asset Management Plan (SAMP), which is planned to be consulted with the community in May 2024.

New & Upgrade Capital Expenditure

Expenditure on new assets and upgrade of existing assets is contained within the SAMP, with current year detailed in pages 30 to 39. The new and upgraded infrastructure assets expenditure for 2024/25 has been set at \$29.9M. This is reflective of a return to a more typical level of infrastructure expenditure following the expansion in the program in the past few years following higher expenditure to support recovery during COVID-19. Another significant change has been the approach taken to asset management, and a shift to service based asset expenditure rather than conditioned based. This has resulted in significant increases in asset renewal expenditure and has required a reduction in new asset expenditure.

Uncommitted New Capital Funds

In addition to new and upgrade expenditure defined in the SAMP, unallocated funds have been provided from 2026 onwards as there will be further projects to be delivered to better serve the community, with these projects yet to be adequately defined and costed to be able to be included in the SAMP, however the inclusion of these uncommitted funds is necessary to support the delivery of the City Plan.

Operating Bids / Expansion in Services

Approximately \$1M is provided each year to expand services. Details of the 2024/25 bids are detailed in pages 24 to 29.



Other Considerations

Each year Council are required to revalue its assets, which resets the value that must be depreciated and contributes to increasing costs, and ensures that the usage of those assets is funded by the current generation of ratepayers.

Property development projects will continue to provide significant cash injections over the 10 year plan. Returns are based on land feasibility and have been discounted reflecting that further detailed work is required to finalise financial returns on a project by project basis.

Salisbury Water business returns are kept constant into the future, as our aim is to be financially sustainable without these returns.

The Statement of Comprehensive Income (see next page) shows the Operating Surplus/(Deficit) before Infrastructure (Capital) Amounts followed by graphs of the resulting financial sustainability indicators on pages 18 to 19.

Long Term Financial Plan 24/25 to 33/34

Estimated Statement of Comprehensive Income

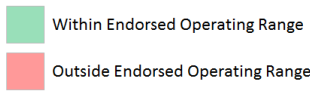
YEAR ENDING 30 JUNE	2025 Budget Year 1 \$000's	2026 Plan Year 2 \$000's	2027 Plan Year 3 \$000's	2028 Plan Year 4 \$000's	2029 Plan Year 5 \$000's	2034 Plan Year 10 \$000's
INCOME						
Rates Revenues	130,906	136,796	142,542	148,386	154,470	188,841
Statutory Charges	3,510	3,612	3,706	3,799	3,893	4,405
User Charges	6,332	6,516	6,685	6,852	7,023	7,946
Grants, Subsidies & Contributions	16,621	16,790	16,944	17,097	17,254	18,043
Investment Income	80	82	84	86	89	98
Reimbursements	364	375	384	394	404	457
Other Income	1,053	1,084	1,113	1,140	1,169	1,323
Total Income	158,866	165,255	171,458	177,754	184,302	221,113
EXPENSES						
Employee Costs	46,843	48,626	50,196	51,814	53,484	62,639
Materials, Contracts & Other Expenses	67,526	70,731	73,751	76,869	79,910	98,994
Depreciation, Amortisation & Impairment	37,697	39,441	41,227	43,334	45,358	55,975
Finance Costs	2,372	2,709	2,211	2,145	1,793	319
Net loss - Equity Accounted Council Businesses	681	-	-	-	-	-
Total Expenses	155,119	161,507	167,385	174,162	180,545	217,927
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	3,747	3,748	4,073	3,592	3,757	3,186
Asset Disposal & Fair Value Adjustments	801	18,029	8,532	3,452	14,140	3,942
Amounts Received Specifically for New or Upgraded Assets	6,241	1,748	1,462	1,462	1,462	1,462
Physical Resources Received Free of Charge	1,000	1,000	1,000	1,000	1,000	1,000
Operating Result from Discontinued Operations	-	-	-	-	-	-
NET SURPLUS/(DEFICIT)	11,789	24,525	15,067	9,506	20,359	9,590
OTHER COMPREHENSIVE INCOME						
Changes in Revaluation Surplus - I,PP&E	47,313	47,808	48,314	48,951	49,499	23,226
Share of Other Comprehensive Income - Equity Accounted Councils	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-
Total Other Comprehensive Income	47,313	47,808	48,314	48,951	49,499	23,226
TOTAL COMPREHENSIVE INCOME	59,102	72,333	63,381	58,457	69,858	32,816

The full ten year Long Term Financial Plan Budgeted Financial Statements are contained within Appendix A.

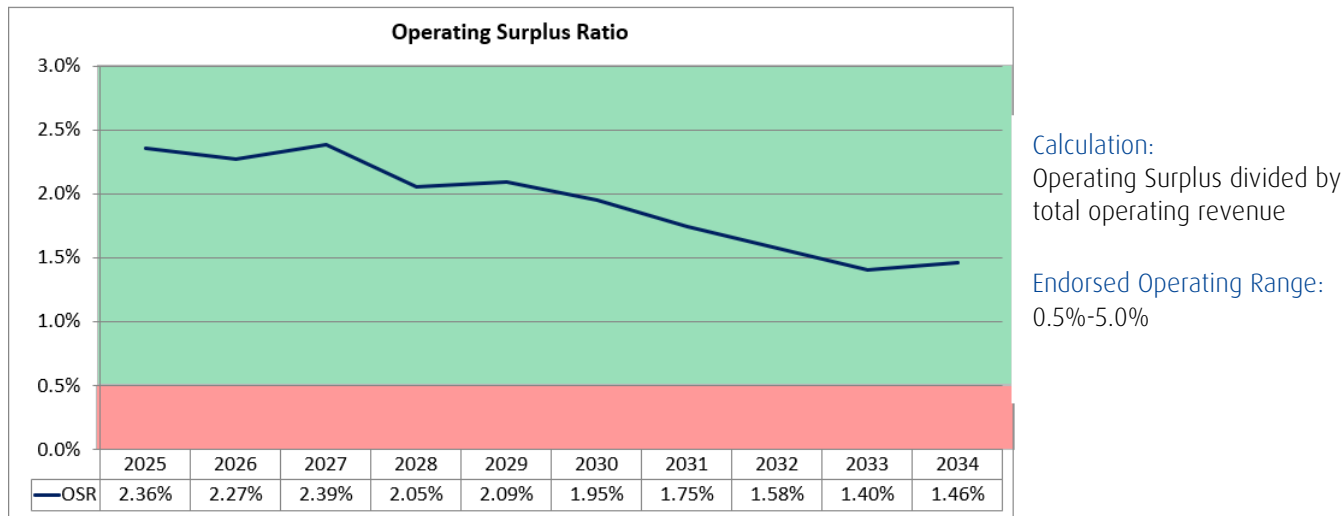
Long Term Financial Plan 24/25 To 33/34

Financial Indicators

As part of monitoring the financial sustainability of councils, standardised indicators have been developed. These indicators compliment the financial detail contained within the Long Term Financial Plan, and highlight our projected success at maintaining being a financially sustainable Council.



Operating Surplus Ratio

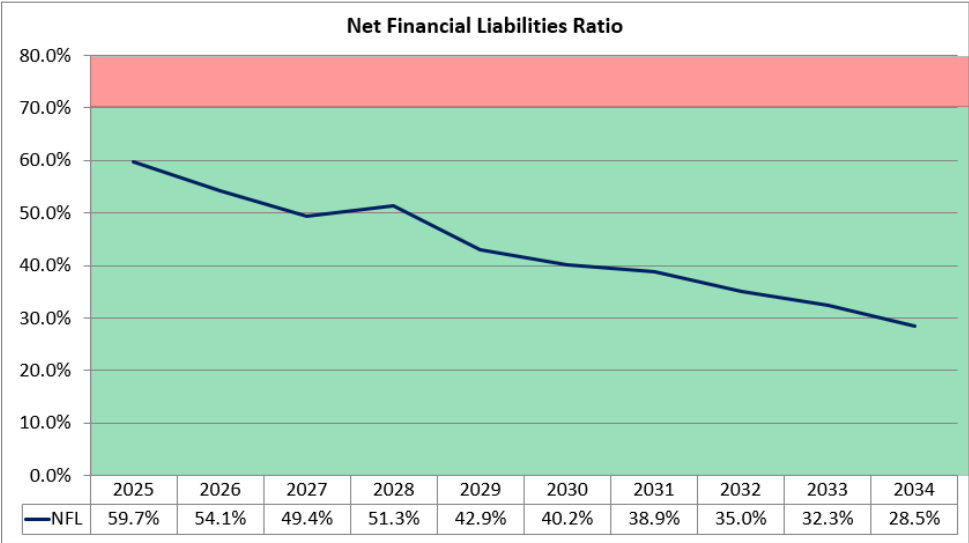


Councils with a positive Operating Surplus Ratio have current rate payers meeting the costs of the services that they are consuming. The larger the ratio the more revenue that is available to fund unforeseen expenditure requirements and the operating surplus can be directed to infrastructure expenditure, which results in lower levels of debt. The Operating Surplus Ratio is the primary indicator of financial sustainability.

City of Salisbury is within the Council endorsed operating range of this indicator over the life of the plan.

Long Term Financial Plan 24/25 To 33/34

Net Financial Liabilities Ratio



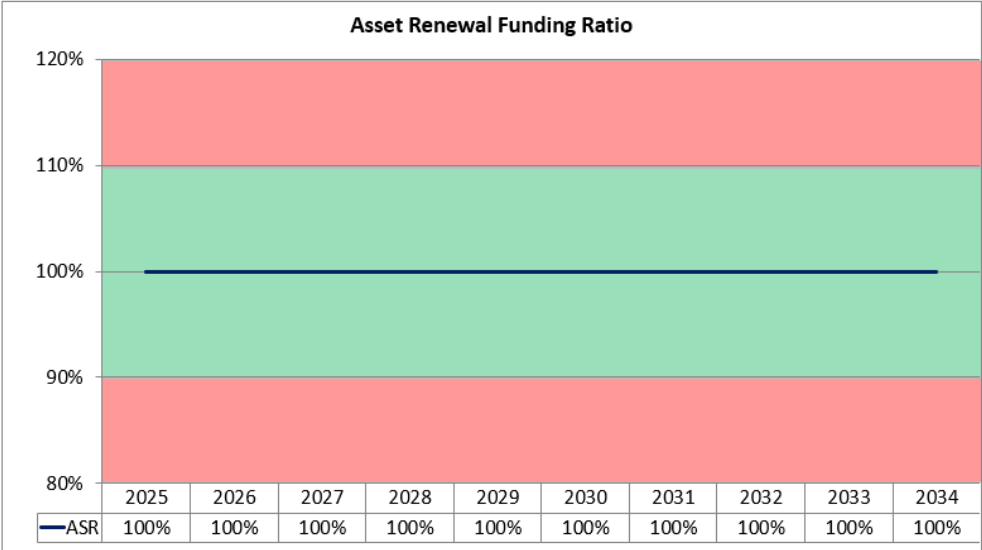
Calculation:
Net Financial Liabilities
divided by Operating
Revenue

Endorsed Operating Range:
<70%

This ratio indicates the extent that Council can meet its net financial liabilities out of a single year’s operating revenue. Councils with a lower ratio are stronger in their capacity to meet their financial obligations.

City of Salisbury has a relatively low debt position, and debt drops over the life of the plan as infrastructure spending is contained by the operating surplus with increases in expenditure impacting on interest costs and depreciation.

Asset Renewal Funding Ratio



Calculation:
Asset Renewal Expenditure
divided by Asset
Management Plan Renewal
Expenditure

Endorsed Operating Range:
90%-110%

This ratio indicates whether infrastructure assets are being renewed in line with the Strategic Asset Management Plan (SAMP). A ratio of 100% means that Council is planning to renew assets in line with the SAMP, and as SAMP details the optimum timing for the renewal and replacement of assets, a ratio of 100% means that infrastructure assets are maintained, as are service levels, at the lowest cost to the community.

As the SAMP is a long-term plan, Councils will vary expenditure from time to time based on updated asset information, and also to time new and renewal works together to achieve better outcomes, and reduce the cost with these changes reflected in future updates to the SAMP.

ESCOSA Advice – Salisbury Action Plan

The Strategic Management Plan Advice Scheme commenced in April 2022 following changes to section 122 of the Local Government Act and requires councils to provide information to ESCOSA relating to the Long Term Financial Plan (LTFP) and Strategic Asset Management Plan (SAMP) once every four years, with City of Salisbury being a first tranche council, and ESCOSA reviewing its strategic management plan in the 2022/23 financial year.

Councils are required to submit various information to ESCOSA by the end of September in their relevant financial year. ESCOSA must then provide 'advice' back to council, by the end of the following February, on the appropriateness of:

- material amendments made, or proposed to be made, to the LTFP and/or SAMP;
- the revenue sources outlined in the funding plan (contained within the LTFP); and
- may also provide advice on any other aspect of the council's LTFP and/or SAMP.

Councils are required to include a copy of ESCOSA's advice (contained in Appendix C) and also included are City of Salisbury's comments in response to various assertions made by ESCOSA within the Advice.

From Appendix C it is evident that much of the Advice is pitched as overarching statements that add little value. Many of the specific Action Items within the Advice are already in place. This calls into the question the approach taken by ESCOSA in undertaking this review process, which was essentially a desktop review with no direct or detailed discussions had with the City of Salisbury to help inform ESCOSA's perspectives.

The cost to ratepayers of this advice was \$40,000.

There are 9 Action items within the ESCOSA Advice, and these are subject to the Action Plan below and on the page opposite. This information will be published each year in the draft and adopted Annual Business Plan, until the next ESCOSA review, which is scheduled for 2026/27.

It should be noted that City of Salisbury is not required to accept and/or act upon ESCOSA's Advice.

ESCOSA Advice or Comment	Council Comment or Proposed Action	Implementation Timeframe	Status
1. Continue to review its inflation forecasts in its budget and forward projections, given the potential for higher short-term outcomes before a return to long-run averages.	Inflation assumptions are reviewed each review of the LTFP, and reliance is placed on reputable external sources for these assumptions which is detailed within the pages of the LTFP.	N/A	No further action required as already in place
2. Focus on controlling cost growth in its budgeting, including by reviewing its projected capital expenditure allocations (in consultation with the community, as required) to remove those which are not yet tied to defined and costed projects, and reduce the need for further rate increases.	Capital expenditure allocations are required by the strategic asset management plan, or to support delivery of the City Plan. Rate increases are driven by operating impacts, with the new unallocated capital having a relatively small impact on the operation budget. Any operating impact of capital projects is carefully considered by Council during the budget formation.	N/A	No action will be taken
3. Ensure that it publishes relevant reports regarding community consultation outcomes about large infrastructure projects which are to be significantly rate-funded.	City of Salisbury provides access to consultation outcomes associated with large infrastructure projects. Council will continue to take such action as required.	N/A	No further action required as already in place
4. Report its actual and projected cost savings in its annual budget, to provide evidence of controlling cost growth and achieving efficiency across its operations and service delivery.	This is a resource intensive suggestion as there are many elements to the development of the budget, and not all savings are visible through the ledger as many are cost avoidance, or freeing up capacity that is reinvested into service provision. Council reports material savings in its budget process.	N/A	No action will be taken

ESCOSA Advice – Salisbury Action Plan

ESCOSA Advice or Comment	Council Comment or Proposed Action	Implementation Timeframe	Status
5. Develop and publish a risk management plan for the Salisbury Aquatic Centre, which incorporates an annual review of the requirements for recurrent spending (given demand estimates and outcomes), and the associated impact on the Council's operating capacity and quantum of rate contributions.	Council has in place the appropriate risk management framework that it applies for all major projects. The annual budget process will consider any budget impact from the Salisbury Aquatic Centre and any resulting rate impact should it be required. This will be reflected in the Annual Budget and Business Plan so there is no value in adding further reporting for the Salisbury Aquatic centre.	N/A	No action will be taken
6. Review its projected borrowing repayment plans in its long-term financial plan projections with a view to spreading the repayments over a longer time period, if possible, to reduce the extent of the required financial contributions from ratepayers to meet repayments in the short to medium term.	Rates are driven by the need to maintain a small operating surplus, not from the need to repay debt. Borrowing repayments are determined by cashflow as borrowings are in the form of Cash Advance Debentures (that can be repaid at any time). Cashflow is supported by depreciation which is covered in operating expenditure and is a non-cash item, and also property development proceeds.	N/A	No action will be taken
7. Review the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimates of asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.	Assumptions of lives and valuations are reviewed annually which flow into depreciation expenses. Also, the SAMP updated regularly, currently annually in alignment with the LTFP As this practice is already in place, no further action is proposed.	N/A	No further action required as already in place
8. Review the new and upgraded asset expenditure projections (as per Finding 2) with consideration of the service levels desired by the community.	New and upgrade asset expenditure is detailed in the SAMP or is provided to enable the delivery of the City Plan which sets the strategic direction for the City.	N/A	No action will be taken
9. Review and consider limiting future minimum rate and average rate increases above inflation, particularly on rate categories which have lower capacity to pay, to help minimise affordability risk in the community.	Any change in the structure of rates will increase rates charged to others in the community, and can only occur through a rate review and community consultation. This is a decision of Council and will be made based on their assessment of the desire to change rate structures. The recommendation also does not recognise that Council considers the feedback from its community on the services and infrastructure it requires. Depending on this, Council may be required to rate above CPI to sustainably fund the initiatives	N/A	Any action will be a decision of Council based on their assessment of the need to review its rating strategy and its delivery of projects or services required by its community

Annual Business Plan Overview 2024/25

The City of Salisbury’s Long Term Financial Plan and Annual Business Plan (LTFP & ABP) is an important part of our planning; one that links our overarching long term City Plan with our budget, the services delivered and rate levels.

Key Directions

Sustainable Futures - Salisbury City Plan outlines four Key Directions which guide our objectives and strategies over the long term:

- A welcoming and liveable City
- A sustainable City
- A growing City that creates new opportunities
- Innovation and Business Development

Budget Pressures

Council continues to monitor closely its financial position and especially long-term financial sustainability. Inflationary pressures, the demand for increased services and the delivery of new initiatives are carefully considered and managed so that Council is able to deliver sustainable long-term financial outcomes.

Sound Financial Management

The budget delivers an operating surplus to ensure our financial position is sustainable and equitable between generations of ratepayers, and builds capacity for the future. The 2024/25 budget delivers:

- An operating surplus of \$3.747M
- Gross infrastructure investment of \$59.2M (including \$30M of infrastructure asset renewal) at a net cost of \$52.7M considering funding from grants.
- Moderate and sustainable levels of debt, with net financial liabilities of \$94.8M or 59.7% of total operating revenue.

Rate Increase

The 2024/25 average rate increase is proposed to be 6.2% with a further increase in rate revenue of 1% from the increase in the number of assessments and from development activity. Actual Adelaide Annualised CPI at December 2024 was 4.8%, and whilst some Local Government costs move in line with CPI, council’s purchase a different “basket of goods” to households, and consequently CPI is not fully reflective of Local Government cost increases.

More detail regarding rates is contained within the Rating Strategy and Policy section of this document

Operating Budget Bids

Key projects within the (net) \$5.4M of new operating bids have been included in the plan for consultation, with some noteworthy items being detailed in the table following.

Footpath maintenance	\$655k
Pooraka Pound	\$124k
Representation Review	\$40k
Community Experience Strategy	\$50k
Salisbury Hub After Dark	\$35k
Thrive Action Plan	\$160k
Waste Management for Events	\$30k

Full details of Council’s operating bids are provided from page 24.

Footpath Maintenance

The Footpath maintenance budget has been increased by \$655k to \$1.75M to address known defects and sustain the required level of service for the footpath network.

Pooraka Pound Cleaning

The Pooraka Pound is built to provide a high welfare environment for impounded animals, providing state of the art pens for maximum comfort and hygiene, a climate-controlled environment, and the ability to isolate unwell dogs to reduce the risk to healthy dogs. Additional budget is provided to maintain the welfare and hygiene requirements of the facility.

Representation Review

The Representation Review is a mandated statutory review to be undertaken by a qualified person pursuant to sections 12, 16 and 33 of the Local Government Act 1999. This review considers the composition of the Council and the advantages and disadvantages of various representation options.

Community Experience Strategy

At the core of the City of Salisbury’s success is our dedication to fostering an exceptional community experience. Provision is made for the development of a City of Salisbury Community Experience Strategy to further inform Council on ways in which the community can continue to receive an exceptional experience when interacting with Council.

Salisbury Hub After Dark

Ongoing funding is provided to continue the Salisbury Hub After Dark service, which extends opening hours at the Salisbury Community Hub on Monday/Tuesday/Wednesdays until 8.30pm.

Thrive Action Plan

Council’s Thrive strategy aims to respond to the holistic wellbeing needs of our community members by supporting them to build their social connections, increase levels of physical activity, foster active citizenship and vibrant cultural expression, assist people on their self-development journeys, and support them to be safe and resilient through the cost-of-living crisis.

Waste Management for Events

This item provides for a Waste Management System that aligns with the City’s sustainability goals at major events.

Annual Business Plan Overview 2024/25

Infrastructure Program Asset Renewal (Infrastructure)

Council manages community assets valued at \$2.1 Billion in the form of roads, footpaths, drains, buildings, parks etc. Many were created as the city developed rapidly in the 1960’s, ’70’s and ’80’s. Our Strategic Asset Management Plan sets our forward plan for how to most economically manage, maintain and renew our assets.

In 2024/25 Council will spend \$30M on infrastructure renewal, with major items being:

- Road Reseal \$10.3M
- Building Renewal \$3.9M
- Irrigation Renewal \$2.3M
- Pratt Avenue Bridge \$2M
- Drainage & Waterways Program \$1.5M
- Playground Renewal \$1.1M
- Public Lighting Renewal \$1M

Major Infrastructure Works (New and Upgraded)

New and Upgraded Infrastructure spend proposed to 2024/25 is \$29M. The infrastructure program includes a number of large scale projects, some of which are delivered over multiple years. 2024/25 expenditure for a sample of projects is detailed below:

Transportation Program	\$4.6M
Lindblom Park Changeroom Facilities	\$2.5M
St Kilda Playground	\$1.1M
Streetscape Planting	\$1M
Upgraded Amenities at Lake Windemere	\$0.75M
Four (4) Pump Tracks across the City	\$0.7M
Dog Park RM Williams Drive Walkley Heights	\$0.5M
Clubs and Sporting facilities Minor Infrastructure Grants	\$0.5M

Full details of Council’s four-year Infrastructure program is provided from page 30.

Transportation

The Transportation program will continue to deliver Traffic Improvements across Council including Footpaths & Kerb Ramps. Construction of School & Pedestrian Crossings are planned for Parafield Gardens Primary School and Brahma Lodge Primary School (Emu Crossing), and Madison Park Primary School (Footpath). Improvements to the City’s Bicycle Network include progressive removal of discontinuities on shared use/cycling paths and connections to the Gawler Greenway. The City-Wide Trails program includes new works at Dry Creek, Valley View (subject to successful funding application) and progressive Trail Lighting renewal.

Lindblom Park Changeroom Facilities

Additional funding will enable the delivery of uni-sex changerooms at Lindblom Park, Pooraka, in alignment with the Lindblom Park Masterplan, and will provide separate changerooms for SANFL, Pooraka Sports Club and SACA needs.

St Kilda Playground

The St Kilda Adventure Park will receive funding to replace play elements that will ensure this regional Playground remains a preferred and popular destination.

Streetscape Planting

The Streetscape Planting program is focused on improving the amenity of the City by progressively renewing existing street trees. Replacement trees are selected from the Council endorsed street tree palette, which is comprised of a more contemporary range of trees which are also more appropriate to the space provided within the City’s streets.

Upgraded Amenities at lake Windemere

Proposed improvements and amenities at Lake Windemere take into consideration the planned residential subdivision. Works proposed include: sealing the walkway around the lake and installation of exercise equipment, barbeque facilities, toilet facilities and a dog park.

New Pump Tracks across the City

The creation of four new Pump Track locations across the City is designed to provide the community with the opportunity to participate in free recreational activities which support health and wellbeing. Development includes supply and installation of new Pump Tracks including associated amenities such as landscaping and vegetation, outdoor furniture and seating, path connections and fencing modifications as required.

Dog Park RM Williams Drive Walkley heights

The proposed new Dog Park for RM Williams Drive in Walkley Heights represents a new level of service and amenity and Community consultation will be undertaken for this project, as it is a new facility within the reserve. The plans for the facility incorporate fencing, picnic shelter, water fountain for dogs, dog training elements, lighting, irrigation and turf and includes a section specifically for small dogs.

Clubs and Sporting Facilities Minor Infrastructure Grants

Council provides the opportunity for sporting and similar clubs to apply for funding to enable clubs to initiate minor improvements (buildings facilities and equipment) based on club needs. A three-tier program provides maximum funding per grant of \$75k Category A, \$35k Category B and \$10k Category C. These grant allocations are in many cases used by the clubs to attract additional funding from either the Australian Government or State Government

Major Traffic Improvements Program

The Major Traffic Improvements Program includes measures to address identified, specific major traffic network deficiencies to improve efficiencies for traffic flow, road safety and vehicle movements throughout the City. Projects proposed for delivery via this program in 2024/25 are upgrades for the Church Street / Wiltshire Street and Gawler / James Street roundabouts.

Operating Budget Bids



Operating Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A welcoming and liveable City						
Operating Bids						
Thrive Action Plan 24-25						
Funds to support the delivery of the Thrive Strategy which sets out a range of new initiatives directed at enhancing our community's health and wellbeing.	160	0	160	80	0	0
Confidential Item						
Confidential	212	50	162	166	171	175
Confidential Item						
Confidential	203	216	(13)	(13)	(14)	(14)
Confidential Item						
Confidential	1,214	0	1,214	861	684	448
Twelve25 Youth Employment and Work Ready project						
A youth specific (12-25 years) workforce and employment skills program.	20	0	20	0	0	0
Supplementary Events Budget						
To provide additional funding for various community events.	66	0	66	0	0	0
Cleaning & Sanitary Services for Additional Facilities						
Additional funding for cleaning and sanitary services for Council facilities which are now being coordinated and managed by Council in lieu of a third party.	60	0	60	62	63	65
Salisbury Hub After Dark						
On-going funding to deliver the Salisbury Hub After Dark service, which extends opening hours at the Salisbury Community Hub on Monday/Tuesday/Wednesdays until 8.30pm with only Security present on site.	35	0	35	36	37	38
Additional Security Services						
New allocation related to security services to cover static guard/s for all Council and Committee meetings excluding security services required for the Salisbury Hub After Dark service.	110	0	110	113	116	119
Playspace Compliance Audits						
New allocation of operating funding to undertake Playspace Compliance Audits due to increased audit requirements.	120	0	120	123	127	130
Footpath Maintenance						
Additional footpath maintenance funding to address known defects and sustain the required level of service for the footpath network, following completion of a footpath audit in 2023.	655	0	655	674	691	709
Environmental Health Officer						
An additional Environmental Health Officer (EHO) to meet obligations under the Food Act 2001 and Local Nuisance and Litter Control Act 2016, maintain service standards and meet community expectations.	126	46	80	82	84	87
Social Work in Libraries Pilot						
The Social Work in Libraries Pilot is a cross-sector partnership with Sonder to deliver social work services for 12 months within the Salisbury Community Hub.	100	0	100	0	0	0

Operating Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
Operating Components of Infrastructure Bids						
Clubs/Sporting Facilities Service Continuity Program (Minor Infrastructure Grant)	41	0	41	42	43	45
Community and Public Art Program	21	0	21	21	0	0
Building Service Continuity Program	138	0	138	142	145	150
Major Entry Sites Landscape Enhancements Service Continuity Program	0	0	0	0	5	5
Community Use Sports Court Lighting Service Continuity Program	0	0	0	5	5	5
Dog Park Service Continuity Program	0	0	0	0	5	6
Bus Shelter and Bus Stop Improvement Service Continuity Program	16	0	16	16	17	17
Lindblom Park New Changeroom Facilities	0	0	0	52	53	54
Lake Windemere, Salisbury North - Amenities	0	0	0	26	26	27
Automated External Defibrillators (AEDs) Program	0	0	0	5	5	5
Supply & Install New Public Toilet at Salisbury North Oval	0	0	0	25	26	26
Integrated Transport Plan	100	0	100	100	0	0
4 x New Pump Tracks in various locations	0	0	0	10	20	20
New Dog Park, RM Williams Drive, Walkley Heights	0	0	0	12	12	12
TOTAL - A welcoming and liveable City	3,397	312	3,085	2,639	2,324	2,129

Note that Infrastructure Bids are detailed on Pages 31 - 32.

Operating Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
A sustainable City						
Operating Bids						
Adelaide Coastal Councils Network						
To fund the annual membership fee for the Adelaide Coastal Councils Network.	10	0	10	10	10	10
Waste Management for Events						
Provision of a Waste Management System at major events that aligns with the City's sustainability goals.	30	0	30	31	32	33
Waste Management Strategy						
Funding to enable development of a Waste Management Strategy in 2024/25 to support the Sustainability Strategy 2035. The strategy will be integrated into operations over subsequent years following the endorsement of the strategy.	50	0	50	0	0	0
Operating Components of Infrastructure Bids						
Local Flooding Service Continuity Program	119	0	119	122	125	128
Environmental Open Space Land Management Service Continuity Program	73	0	73	75	77	79
Jones Road Bolivar - Site Rehabilitation for Future Clean Fill Disposal	33	0	33	34	35	36
Public Lighting Service Continuity Program	253	0	253	254	55	57
Salisbury Water - Bellchambers Managed Aquifer Recharge (MAR) Scheme	0	0	0	0	(160)	(245)
Salisbury Water - Recycled Water Supply to Reactivated Reserves	20	20	0	0	0	0
Salisbury Water - Sustainable Schools Program	0	0	0	(70)	(72)	(74)
Ascot Drive Reserve, Paralowie, New Irrigation	0	0	0	5	5	5
Salisbury Water Distribution Main Linkages	0	10	(10)	(20)	(30)	(40)
Coogee Avenue Reserve, Paralowie – Irrigated Green Space	0	0	0	6	6	6
TOTAL - A sustainable City	587	30	557	447	83	(5)

Note that Infrastructure Bids are detailed on Pages 33 - 35.

Operating Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A growing City that creates opportunities						
Operating Bids						
Strategic Land Review Feasibilities						
Provide funding to undertake the feasibility and business case investigations for the Strategic Land Review program.	150	0	150	150	150	150
Operating Components of Infrastructure Bids						
Minor Traffic Improvements Service Continuity Program	62	0	62	64	66	68
New Footpath and Kerb Ramps Service Continuity Program	23	0	23	23	24	25
Road Reseal Service Continuity Program	919	0	919	944	969	994
Upgrade of St Kilda Boat Ramp Car Park and the RV Trailer Park	0	0	0	5	5	5
Confidential Item	150	0	150	0	0	0
TOTAL - A growing City that creates opportunities	1,304	0	1,304	1,187	1,213	1,242

Note that Infrastructure Bids are detailed on Pages 36 - 37.

Operating Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
Innovation and Business Development						
Operating Bids						
Planning Officer						
An additional Planning Development Officer to maintain service levels for the increased development activity in the City of Salisbury. The additional cost will be offset by increased planning application income generated by the additional development activity.	126	170	(44)	(45)	(47)	0
Dog and Cat Subsidised Desexing 2024/25						
All dogs and cats born after July 2018 are required to be desexed, unless the owner is a breeder. Subsidised, low cost desexing options are available to eligible concession card holders, aiming to enhance compliance rates within the Salisbury community. This initiative can contribute to a decrease in unwanted litters and the number of impounded cats and dogs.	10	5	5	0	0	0
Pooraka Pound Cleaning						
To provide additional funding for cleaning the Pooraka Pound Facility due to changes in cleaning operations and to provide new animal welfare services for impounded dogs.	200	76	124	128	131	134
Data for strategic planning and decision making						
To provide funding for the Spendmapp subscription, an online analytics application that provides Council and our community access to data for evidence based decision making.	29	0	29	30	31	31
Community Experience Strategy						
A Community Experience Strategy is required to ensure members of our community receive an exceptional experience when interacting with Council.	50	0	50	0	0	0
Representation Review						
Funds to engage external resourcing required to conduct the statutory Representation Review.	40	0	40	0	0	0
Elected Members Training						
Funding for additional training and development of Council's Elected Members.	62	0	62	62	62	62
Operating Components of Infrastructure Bids						
TOTAL - Innovation and Business Development	517	251	266	174	177	228
Total Operating Budget Bids	5,805	593	5,212	4,447	3,797	3,594

Infrastructure Budget Bids



Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
A welcoming and liveable City						
Renewal						
Building Service Continuity Program This bid allows for service continuity of various elements for buildings owned or under the care and control of Council.	2,311	0	2,311	3,918	4,020	5,794
Dog Park Service Continuity Program Renewal and upgrade of existing dog parks based on age, condition, function and service level as a result of Council resolution to improve and maintain dog parks across the City.	176	0	176	216	170	170
Playground Service Continuity Program The management of playground assets based on condition and compliance to maintain continuity of service in accordance with the endorsed service level as defined within the Strategic Asset Management Plan.	1,133	0	1,133	1,482	1,630	2,118
Outdoor Sports Court Service Continuity Program Renewal of existing outdoor sports courts inclusive of court surface, backstop fencing and associated infrastructure based on asset data.	397	0	397	53	458	58
Fitness Equipment Service Continuity Program Renewal of fitness equipment assets based on age, condition, function and service level.	0	0	0	64	65	67
Outdoor Furniture Service Continuity Program Renewal of existing outdoor furniture based on age, condition and function. The scope of this bid includes park benches, picnic settings, shelters, bike racks, drinking fountains and barbecues.	52	0	52	53	54	56
Open Space Signage Service Continuity Program Renewal of reserve and information signage based on age, condition and function. This includes reserve signs, wayfinding information and interpretive signage.	52	0	52	53	54	56
Sport Lighting Service Continuity Program Sport lighting renewal based on age, condition, function and service level as defined within the Strategic Asset Management Plan.	361	0	361	424	0	446
Bus Shelter and Bus Stop Improvement Service Continuity Program Ongoing renewal of bus shelters owned by the City of Salisbury including the upgrade of bus stop pads where required to ensure universal design and Disability Discrimination Act (DDA) criteria are met.	227	0	227	233	239	245
Signalised Pedestrian Crossing Service Continuity Program Renewal based service level. This includes lighting and controller upgrades and annual programming and audit of signalised pedestrian crossings.	31	0	31	32	33	33
Passmore Place Reserve, Salisbury North – Bicycle Motocross (BMX) Track Resurfacing Reseal the Bicycle Motocross (BMX) track at Passmore Place Reserve, Salisbury North.	70	0	70	0	0	0
Ingle Farm Recreation Centre This bid allows for service continuity of the Ingle Farm Recreation Centre, including the urgent renewal of sports court lighting.	1,500	0	1,500	0	0	0
St Kilda Playground Service Continuity Program Based upon condition and compliance audit of playground assets, this bid is to replace non-complaint and failed play elements at St Kilda Adventure Park.	1,133	0	1,133	0	0	0
Total Renewal	7,440	0	7,440	6,526	6,722	9,043

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Clubs/Sporting Facilities Service Continuity Program (Minor Infrastructure Grant) Funding for the Minor Capital Works Grants Program to enable sporting and similar clubs to initiate minor improvements (buildings facilities and equipment).	464	0	464	477	489	502
Community and Public Art Program Continuation of our public art program to beautify and promote arts and culture within our region.	31	0	31	32	0	0
Major Entry Sites Landscape Enhancements Service Continuity Program Creation of new entry statements and feature landscape enhancements at key entry locations in the City.	41	0	41	180	44	167
Community Use Sports Court Lighting Service Continuity Program Lighting to existing sports courts located within a reserve with a district or regional play space, located on a main road or adjacent to a lit carpark.	154	0	154	11	163	11
Bicycle Network Improvements Service Continuity Program Improvements to the on and off-road cycling network across the City to ensure continuity of travel across the City.	206	50	156	162	196	173
City Wide Trails Service Continuity Program Continued development and upgrade of the 'Green Trails' network that follows key open space corridors and waterways.	824	300	524	547	569	407
Lindblom Park New Changeroom Facilities This bid is to cover the funding gap between the existing budget and that required to deliver the new football/cricket changerooms at Lindblom Park, Pooraka.	2,500	0	2,500	0	0	0
Lake Windemere, Salisbury North - Amenities Provision of new improvements and amenities at Lake Windemere Reserve, Salisbury North, which will support the adjacent planned residential subdivision.	750	0	750	0	0	0
Automated External Defibrillators (AEDs) Program To meet legislative requirements and provide the community with lifesaving equipment, this is a new program for the renewal and maintenance of Automated External Defibrillators (AEDs) equipment within the City and also the installation of new AEDs where required.	142	0	142	0	0	0
Supply & Install New Public Toilet at Salisbury North Oval Supply and install new unisex public toilet amenities at Salisbury North Oval.	300	0	300	0	0	0
Playspace Renewal at Laurence's Green, Parafield Gardens The renewal of the playspace at Laurence's Green, Parafield Gardens commencing with planning works in 2024/25 and on ground works to be delivered in 2025/26.	10	0	10	440	0	0
The Gardens, Recreation Centre Upgrade, Parafield Gardens Undertake due diligence and investigation, including a business case, design and costing for Stage 1 upgrade of The Gardens, Recreation Centre, Parafield Gardens, for consideration of funding and construction in financial year 2025/26.	100	0	100	0	0	0
4 x New Pump Tracks in various locations Supply and install four new Pump Track locations within the City, including associated amenities.	700	0	700	700	0	0
6 x Community Defibrillators Supply and install six new community defibrillators within the City public realm.	14	0	14	0	0	0
New Dog Park, RM Williams Drive, Walkley Heights Installation of a new dog park at RM Williams Drive Reserve, Walkley Heights.	500	0	500	0	0	0
Total New	6,736	350	6,386	2,548	1,460	1,260
TOTAL - A welcoming and liveable City	14,176	350	13,826	9,074	8,182	10,303

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A sustainable City						
Renewal						
Watercourse Management Service Continuity Program						
Renewal and upgrade of Council's waterways; including major waterways such as Dry Creek, Little Para River and Edinburgh and Helps Road Drainage corridors and the minor water catchments of Cobbler Creek and the Para Escarpment as well as other open stormwater drains, wetlands and basins across the City.	824	0	824	847	869	892
Dam Service Continuity & Rectification Program						
Provides funding for civil rectification works of the 21 dams within the City.	77	0	77	79	82	223
Environmental Open Space Land Management Service Continuity Program						
The environmental management of specific lands within Council's open space areas to comply with legislative requirements.	103	0	103	106	109	112
St Kilda Breakwaters Service Continuity Program						
Ongoing program of renewal of the St Kilda Breakwater (sides of the Boat Channel).	412	0	412	0	435	0
Major Drainage Service Continuity Program						
This is a renewal program of critical assets required to manage and maintain watercourse Major Flood level of service.	31	0	31	349	250	368
Irrigation Service Continuity Program						
This program is for the replacement of irrigation systems within the City's parks and reserves which have reached end of serviceable life.	1,240	0	1,240	350	358	368
Feature Landscapes Service Continuity Program						
The installation of renewed plantings at nominated profile locations to enhance and promote the City of Salisbury through appropriate landscaping.	124	0	124	0	130	0
Tree Screen Renewal Service Continuity Program						
The Tree Screen Renewal Program is to rejuvenate and improve tree and shrub screens found along road and other transport corridors.	515	0	515	138	141	145
Irrigation Controller Renewal						
This bid is for the replacement of irrigation controllers and cabinets within the City's parks and reserves which have reached end of serviceable life due to the cessation of the 3G mobile network.	1,030	0	1,030	0	0	0
Fences and Bollards Service Continuity Program						
Renewal of existing fencing bollards and gates to reduce unauthorised access and anti-social behaviour within reserves, such as illegally dumped rubbish and turf damage.	52	0	52	53	54	56
Mawson Lakes and Edinburgh Sound Attenuation Walls Service Continuity Program						
This program is to develop a renewal/repair program for the sound attenuation walls adjacent to the railway corridors in Mawson Lakes and Edinburgh.	0	0	0	318	0	0
Public Lighting Service Continuity Program						
This program is for the renewal of public lighting infrastructure based upon asset condition and level of service, plus priority/business case basis for street, reserve and carpark lighting, but excluding sports field and sports court lighting.	986	0	986	821	850	931
Salisbury Water Asset Renewal Program						
Renewal of Water Business Unit assets in accordance with the Salisbury Water Asset Management Plan.	1,019	0	1,019	644	1,207	1,385
Salisbury Water - Business Unit Planning Program						
To provide the Salisbury Water Business Unit with funds for planning and execution of its 5 yearly risk assessments and Asset Management review.	0	0	0	0	0	100
Total Renewal	6,412	0	6,412	3,705	4,484	4,578

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Local Flooding Service Continuity Program Design and construction of localised minor flood mitigation works as a result of flooding reports and miscellaneous minor drainage works not funded elsewhere.	113	0	113	117	119	123
Major Flooding Mitigation Service Continuity Projects This program is generated from Council's Integrated Water Management Strategy which identifies a number of projects for major flood mitigation.	412	0	412	424	435	446
Minor Drainage Networks Design and construction of minor drainage works to address localised flood risk of properties located in the Paralowie, Parafield Gardens and Burton, and to a lesser extent, Salisbury Park areas.	165	0	165	501	510	157
Streetscapes Planting Service Continuity Program Improving the amenity of streetscapes through the programmed renewal of streets with more appropriate tree species for the space available within our streets.	1,037	0	1,037	1,065	1,093	1,121
Jones Road Bolivar - Site Rehabilitation for Future Clean Fill Disposal Funding to rehabilitate Jones Road as an Environment Protection Authority approved fill containment site to replace the previous Swan Alley/Whites Rd site at Globe Derby.	57	0	57	58	60	61
Salisbury Water - Bellchambers Managed Aquifer Recharge (MAR) Scheme Capacity expansion of Salisbury's Managed Aquifer Recharge Scheme to deliver an additional 800 ML/year of recycled water from the Adams Creek Catchment to supply to customers in the northern regions of Salisbury & Playford council areas. This bid is subject to securing funding from the Australian Government through the Department for Agriculture, Water and the Environment initiative to improve the efficient use of River Murray water.	5,638	5,616	22	5,795	0	0

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
Salisbury Water - Pump Station Upgrade Program Continuation of an existing program to upgrade tank and booster pump station systems at a number of key distribution locations across the Salisbury Water network to maintain service levels during peak irrigation demand periods.	120	0	120	150	170	0
Salisbury Water - Recycled Water Supply to Reactivated Reserves Extension of the Salisbury Water distribution network to supply recycled water to various reserves across the City of Salisbury.	250	0	250	250	250	250
Salisbury Water - Sustainable Schools Program Construct new Salisbury Water distribution mains to facilitate new recycled water connections to schools.	200	0	200	0	0	0
Pledger Wetlands, Mawson Lakes - Irrigation Supply points relocation To relocate the irrigation supply points on the western side to a lower access point to provide easy access for the Friends of Pledger Wetlands for their watering activities.	12	0	12	0	0	0
Ascot Drive Reserve, Paralowie, New Irrigation Installation of an irrigation system at Ascot Drive Reserve, Paralowie to facilitate irrigated turf which supports the existing play space and greater activation of the reserve.	128	0	128	0	0	0
Salisbury Water Distribution Main Linkages Construct up to 10kms of Salisbury Water distribution mains to improve operational functionality and to provide additional security of supply to existing customers and to secure connection of new customers.	320	0	320	0	0	0
Ryans Road Flood Mitigation Basin Provides funding for the construction of a Flood Basin at Ryans Road, Mawson Lakes.	50	0	50	810	0	0
Coogee Avenue Reserve, Paralowie – Irrigated Green Space Conversion of a section of dryland reserve into a new irrigated green space at Coogee Avenue Reserve, Paralowie.	128	0	128	0	0	0
Total New	8,629	5,616	3,013	9,170	2,637	2,158
TOTAL - A sustainable City	15,041	5,616	9,425	12,875	7,121	6,736

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
A growing City that creates opportunities						
Renewal						
Carpark Renewal / Upgrade Service Continuity Program						
Resealing and upgrade of carparks including unsealed carparks.	206	0	206	212	217	223
Bridge Service Continuity Program						
The renewal upgrade and replacement of footbridges and boardwalks that provide transport links across the City.	340	0	340	349	359	368
Asphalt Shared Use Paths Service Continuity Program						
Programmed renewal of existing asphalt shared use paths within reserves and path networks.	206	0	206	212	217	223
Road Reseal Service Continuity Program						
Maintain road surfaces, surface treatments and road pavements to deliver service continuity.	10,250	0	10,250	10,558	10,855	12,260
Pratt Avenue Bridge Pooraka						
Completion of the construction of a new bridge at Pratt Avenue, Pooraka, a key collector road and bus route linking Main North Road and Bridge Road. The bridge across Dry Creek, forming part of this collector, is in poor condition with a series of structural elements requiring urgent replacement.	1,993	0	1,993	0	0	0
Total Renewal	12,995	0	12,995	11,330	11,648	13,074

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
New						
Miscellaneous Land Acquisition Service Continuity Program Provision for the purchase of minor parcels of land and/or costs associated with the preparation for land acquisition/s.	56	0	56	58	60	61
Developer Funded Service Continuity Program Undertake a program of works for which Council has received contributions from Developers to deliver, including but not limited to, planting of trees, and building of footpaths and parking bays within developments where Developers choose not to undertake the works as part of the development.	206	206	0	0	0	0
Minor Traffic Improvements Service Continuity Program Implementation of minor traffic control improvement works such as local area traffic management, pedestrian facilities, parking improvements and minor traffic control devices.	165	0	165	169	174	178
Major Traffic Improvements Service Continuity Program To undertake major traffic improvements to the road network that require specific and significant traffic control measures.	652	0	652	106	745	111
School Zones and Pedestrian Crossings Service Continuity Program Installation of new or upgraded school zones and pedestrian crossing facilities.	783	263	520	265	272	279
New Footpath and Kerb Ramps Service Continuity Program Construction of new footpath and kerb ramps based on community requests and feedback. There has been an increase in demand for new/upgrade of footpaths and, in particular, access ramps within the City.	400	0	400	514	316	325
Footpath Trading Pedestrian Service Continuity Protection The supply and installation of infrastructure to ensure safety for footpath trading areas that have been identified as part of applications and permit conditions.	26	12	13	14	14	15
Upgrade of St Kilda Boat Ramp Car Park and the RV Trailer Park Funds for the upgrade of amenities at the St Kilda Recreation Vehicle (RV) trailer park.	100	0	100	0	0	0
Confidential Item Confidential	9,918	0	9,918	-12,523	-3,055	5,047
Total New	12,305	481	11,824	-11,398	-1,474	6,016
TOTAL - A growing City that creates opportunities	25,299	481	24,819	-67	10,174	19,089

Infrastructure Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
Innovation and Business Development						
Renewal						
Building Furniture and Equipment Service Continuity Program						
Renewal of inside ergonomic furniture and equipment across all Council facilities.	103	0	103	106	109	112
Asset Auditing & Valuation Planning Program						
Maintain asset information across all asset categories to ensure asset condition, fit for purpose, valuations and registers are accurate, up to date and to form the basis for Asset Management Planning.	700	0	700	721	741	760
Investigation, Planning & Design for Future Works not elsewhere covered						
To support the Capital Infrastructure Program, provision of funding to enable early planning, investigation and design to occur to inform future years programs.	391	0	391	402	413	424
Total Renewal	1,194	0	1,194	1,229	1,263	1,295
TOTAL - Innovation and Business Development	1,194	0	1,194	1,229	1,263	1,295
Total Capitalised Employee Expenses	3,468	0	3,468	3,565	3,658	3,753
Total Renewal	28,042	0	28,042	22,791	24,116	27,990
Total New	27,670	6,447	21,223	319	2,623	9,433
Total Infrastructure Program	59,179	6,447	52,733	26,675	30,397	41,177

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Information Technology Budget Bids



Information Technology Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	Funding	Net	\$000's Net	\$000's Net	\$000's Net
Innovation and Business Development						
IT Asset Renewal						
Programmed asset refresh of end user equipment and network infrastructure across all City of Salisbury operating locations, including Libraries and Community Centres.	1,488	0	1,488	1,544	785	870
Expansion of Centrally Managed Wi-Fi 2024/25						
To facilitate a roll-out of corporate grade Wi-Fi at community centres to align with the solution provided at the Salisbury Community Hub.	167	0	167	0	0	0
Replacement of Elected Members Microphones in Little Para Conference Room						
Replace the Microphones used by the Elected Members during Council Meetings with a robust and flexible solution.	104	0	104	0	0	0
Environmental Systems Research Institute (ESRI) Advanced Business Analytics and ArcGIS Urban Licences						
To leverage existing data to reveal a clear picture of community issues, real-time incidents, correlations and trends. Future-proof our city's strategic planning by breaking down data silos and implementing collaborative, timely information-sharing workflows for data-driven decision-making.	11	0	11	11	11	11
TOTAL - Innovation and Business Development	1,770	0	1,770	1,555	796	881
Total IT Budget Bids	1,770	0	1,770	1,555	796	881

Plant, Furniture and Equipment Budget Bids



Plant, Furniture & Equipment Budget Bids

	2024/25			2025/26	2026/27	2027/28
	Exp	\$000's Funding	Net	\$000's Net	\$000's Net	\$000's Net
A welcoming and liveable City						
CCTV Renewal Program						
Renewal of CCTV equipment to ensure the continued success of the City of Salisbury Public Safety CCTV network due to the end of life of products installed in 2016/17 & 2017/18.	134	0	134	138	141	145
Plant Equipment for Removal of Seaweed from St Kilda Boat Channel						
Procurement of a push boat to remove seaweed from the St Kilda boat channel.	48	0	48	4	4	4
TOTAL - A welcoming and liveable City	182	0	182	142	145	149
A sustainable City						
Streetscape Tree Planting Machinery & Equipment						
A one-off purchase of new equipment and machinery required to insource street tree planting and maintenance to deliver better value and quality improvement for the community.	625	0	625	0	0	0
TOTAL - A sustainable City	625	0	625	0	0	0
Innovation and Business Development						
Plant & Fleet Replacement Program						
Deliver plant and fleet replacement in alignment with the Fleet Asset Management Plan.	3,090	802	2,289	1,602	1,924	2,213
TOTAL - Innovation and Business Development	3,090	802	2,289	1,602	1,924	2,213
Total PFE Budget Bids	3,897	802	3,095	1,744	2,069	2,363

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Budgeted Financial Statements and Analysis



Budgeted Financial Statements and Analysis 2024/25

This section of the report analyses the changes in budgeted operating revenues and expenses for the 2024/25 year.

1.0 Summary

Details	Adopted Budget 2023/24 \$000's	Draft Budget 2024/25 \$000's	Variance Inc / (Dec) \$000's	Variance %
Operating Income	146,932	158,867	11,934	8.12%
Operating Expenditure	143,747	155,120	11,373	7.91%
Operating Surplus/(Deficit)	3,185	3,747	562	17.64%

1.1 Operating Income

Income Type	Reference	Adopted Budget 2023/24 \$000's	Draft Budget 2024/25 \$000's	Variance Inc / (Dec) \$000's	Variance %
Rates Revenue	1.1.1	121,958	130,906	8,947	7.34%
Statutory Charges	1.1.2	3,027	3,510	483	15.96%
User Charges	1.1.3	5,974	6,332	358	6.00%
Operating Grants & Subsidies	1.1.4	14,652	16,621	1,969	13.44%
Investment Income	1.1.5	77	80	3	4.45%
Reimbursements	1.1.6	277	364	87	31.39%
Other Revenue	1.1.7	967	1,054	87	8.96%
Total Operating Revenue		146,932	158,867	11,934	8.12%

1.1.1 Rates Revenue (\$8,947k Increase)

The anticipated Rates Revenue in 2024/25 is \$130.9M which when compared to 2023/24 Rate Revenue of \$122M, represents an increase of \$8.9M or 7.34%. This reflects the proposed average rate increase of 6.2% with rates revenue growth from the increase in the number of assessments anticipated at 0.5% and rate revenue increase from development activity of a further 0.5%.

1.1.2 Statutory Charges (\$483k Increase)

Statutory Charges relate to fees and fines levied in accordance with legislation and include Dog Registrations, Health Act Regulations, Development Act fees and Parking Expiations. Statutory Charges are forecast to increase by 15.96% or \$483k compared to 2023/24.

This incorporates an increase in Development Fees of \$325k associated with higher volumes and Parking Expiation fees of \$74k associated with an increase in fees.

1.1.3 User Charges (\$358k Increase)

User Charges represent the recovery of service delivery costs through the charging of fees to the users of the Council's services. These charges are forecast to be \$6.3M in 2024/25, which is an increase of 6% or \$358k compared to 2023/24, driven by increases in Water Sales of \$135k and Salisbury Memorial Park Fees of \$124k, both predominately associated with an increase in fees.

1.1.4 Operating Grants & Subsidies (\$1,969k Increase)

Operating Grants and Subsidies for 2024/25 are forecast to be \$16.6M, which is an increase of \$2.0M or 13.44% as compared to the budgeted amount of \$14.7M in 2023/24.

The forecast increase in Operating Grants & Subsidies is primarily the result of \$1,248k increase in Grants Commission funding, and \$310k increase in Untied Local Roads funding.

Budgeted Financial Statements and Analysis 2024/25

1.1.5 Investment Income (\$3k Increase)

The Council earns Investment Income primarily in the form of interest from the investment of cash surpluses throughout the financial year.

Investment Income for 2024/25 is forecast to generate \$80K which is an increase of \$3k compared to 2023/24.

1.1.6 Reimbursements (\$87k Increase)

From time to time the Council enters into commercial arrangements under which it performs services on behalf of third parties, and seeks reimbursement for undertaking those services.

During 2024/25 Reimbursements Income is forecast to increase to \$364k compared to \$277k in 2023/24. This represents an increase of \$87k or 31.39%.

1.1.7 Other Revenue (\$87k Increase)

Other Revenue comprises all the miscellaneous items of revenue which do not fall into any of the other revenue categories.

During 2024/25 Other Revenue is forecast to increase to \$1.1M compared to \$967k in 2023/24. This represents an increase of \$87k or 8.96%.

The forecast increase in Other Revenue is primarily the result of \$57k increase in returns from the Little Para Golf Course.



Budgeted Financial Statements and Analysis 2024/25

1.2 Operating Expenditure

Expense Type	Reference	Adopted Budget 2023/24 \$000's	Draft Budget 2024/25 \$000's	Variance Inc / (Dec) \$000's	Variance % %
Employee Costs	1.2.1	44,765	46,843	2,078	4.64%
Materials, Contracts & Other Expenses	1.2.2	60,859	67,526	6,668	10.96%
Finance Costs	1.2.3	3,740	2,372	(1,368)	(36.57%)
Depreciation, Amortisation & Impairment	1.2.4	33,644	37,697	4,053	12.05%
Net Loss - Equity Accounted Council Businesses	1.2.5	739	681	(58)	(7.89%)
Total Operating Expenses		143,747	155,120	11,373	7.91%

1.2.1 Employee Costs (\$2.1M Increase)

Employee Costs include Salary and Wages together with all associated labour related on-costs such as allowances, leave entitlements and the Superannuation Guarantee Charge (SGC). It also includes the impact of Enterprise Bargaining Agreements, general salary increments, the impact of changing employee numbers and associated costs resulting from changes in grant funding.

During 2024/25 Employee Costs are forecast to increase to \$46.8M compared to \$44.8M in 2023/24, which is an overall increase of \$2.1M or 4.64%. In addition to enterprise agreement wage increases this increase includes a legislated increase to the SGC of 0.5% in 2024/25, outcomes from organisational structural changes, and changes in capitalisation levels of staff time.

1.2.2 Materials, Contracts & Other Expenses (\$6.7M Increase)

Materials, Contracts and Other Expenses include purchases of consumables that are used throughout the Council for the provision of services. It includes utility costs and works and services which the Council sources externally so as to allow the Council to perform its operations. It encompasses a broad range of expense items including contributions to community groups, advertising, insurance, legal advice, motor vehicle registrations and numerous other miscellaneous expenses.

The budgeted amount for materials, contracts and other expenses is forecast for 2024/25 at \$67.5M compared to \$60.9M in 2023/24. This is an increase of \$6.7M or 10.96%. Major movements in expenditure include \$1,629k for items that at this stage Council has deemed confidential, Waste Management \$1,190k and Footpath Maintenance of \$882k.

Budgeted Financial Statements and Analysis 2024/25

1.2.3 Finance Costs (\$1.4M Decrease)

Borrowing costs relate to interest charged by financial institutions on funds that have been borrowed by the Council.

The interest costs of \$2.4M forecast for 2024/25 reflect a decrease of \$1.4M or 36.57% compared with \$3.7M in 2023/24. The decrease in Finance Costs reflects a lower debt position, resulting from achieving grant funding above expectations in prior financial years, as well as improved operating results.

1.2.4 Depreciation, Amortisation & Impairment (\$4.1M Increase)

Depreciation is an accounting measure which measures the usage of the Council's infrastructure such as roads and drains and property, plant and equipment over the estimated effective useful life of the assets.

In 2024/25 the forecast amount of depreciation is \$37.7M compared to \$33.6M for 2023/24. This is an overall increase of \$4.1M or 12.05%, which reflects the impacts of new assets coming on stream, including significant assets such as the Salisbury Aquatic Centre, and the revaluation of existing assets.

1.2.5 Net Loss – Equity Accounted Council Businesses (\$58k Decrease)

Net loss – Equity Accounted Council Businesses is the recognition of the City of Salisbury's share of the budgeted deficit that the Northern Adelaide Waste Management Authority (NAWMA) Regional Subsidiary is budgeting for 2024/2025.



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Functional Presentation of the Budget

In this section of the Draft Long Term Financial Plan and Annual Business Plan the Operating Budget has been presented using a Functional View.

Full Cost

The City of Salisbury has a legislative obligation, under the Local Government (Financial Management Regulations) 2011 that requires Councils to ensure that externally provided financial information is made available on a full cost basis.

Full cost attribution is effectively a system under which all costs, including indirect and overhead costs, are allocated to a function, activity or program on a reliable and consistent basis. In other words full cost attribution seeks to determine the true cost of any function of Council by allocating indirect costs, including administration and management costs, to Council services.

The most prevalent reason to provide financial information on a full cost basis is that knowing and understanding the full cost of a service is essential information required in order for Council to continue to effectively manage and administer the City of Salisbury's budget.

Functional Presentation of the Budget

The presentation of the Budget has been aligned with the City of Salisbury's Planning Framework; that is the City Plan 2035. This Planning Framework is structured around four Key Directions; A welcoming and liveable City, A sustainable City, A growing City that creates new opportunities and Innovation and Business Development.

The various Council services are presented in accordance with the Key Direction they are related to. This has the effect of demonstrating the contribution each service area will achieve in working towards the goals outlined under each direction, as well as presenting key service levels and costs associated with the performance of these services.



Budget Summary by Full Cost

2023/24 Budget

OPERATING BUDGET by KEY DIRECTION	2023/24				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
A welcoming and liveable City					
Community Development	2,656	701	3,357	28	3,329
Library Services	4,783	3,712	8,495	610	7,885
Community Centres	1,858	1,147	3,005	116	2,889
Recreation Services	1,763	179	1,942	161	1,781
Community Sport and Club Facilities	2,539	2,134	4,673	-	4,673
Community Health and Wellbeing	4,915	2,391	7,306	3,836	3,470
Cemetery	605	110	715	700	15
Food and Health Regulation	988	392	1,380	251	1,129
Community Compliance Services	751	478	1,228	308	920
Dog and Cat Management	1,441	553	1,995	1,189	806
Crime Prevention and Repair	305	-	305	-	305
Street Lighting	2,927	71	2,999	-	2,999
Total A welcoming and liveable City	25,532	11,868	37,399	7,198	30,201
A sustainable City					
City Infrastructure	4,854	(1,468)	3,386	461	2,925
Water Management	4,728	6,787	11,515	2,617	8,898
Waste Management	19,528	-	19,528	261	19,267
Parks and Landscapes	21,220	12,676	33,896	124	33,772
Total A sustainable City	50,330	17,994	68,325	3,463	64,862
A growing City that creates new opportunities					
Economic Development	1,165	360	1,525	109	1,417
Development Services	3,525	1,757	5,282	1,669	3,613
Urban Planning and Development	1,930	103	2,033	861	1,172
Roads	3,130	11,207	14,337	3,460	10,877
Footpaths	868	2,457	3,325	-	3,325
Total A growing City that creates new opportunities	10,619	15,884	26,502	6,099	20,403
Innovation and Business Development					
Innovation and Business Development	17,905	(15,879)	2,026	730	1,296
Council	3,926	(21)	3,905	2	3,903
Sundry *	35,435	(29,845)	5,590	8,307	(2,717)
Total Innovation and Business Development	57,266	(45,746)	11,520	9,039	2,482
Rates Revenue				121,134	(121,134)
TOTAL OPERATING SURPLUS / (DEFICIT)	143,746		143,746	146,932	3,186

* Sundry expenditure is primarily depreciation, with income being untied grant funding.

Budget Summary by Full Cost

2024/25 Budget

OPERATING BUDGET by KEY DIRECTION	2024/25				
	Direct Cost \$000's	Attributed Cost \$000's	Full Cost \$000's	Funding \$000's	Net \$000's
A welcoming and liveable City					
Community Development	2,646	629	3,275	-	3,275
Library Services	5,207	3,882	9,090	665	8,425
Community Centres	2,069	1,212	3,281	212	3,070
Recreation Services	1,454	29	1,483	169	1,314
Community Sport and Club Facilities	2,540	2,407	4,947	-	4,947
Community Health and Wellbeing	5,272	2,544	7,817	4,000	3,817
Cemetery	535	111	645	608	37
Food and Health Regulation	1,031	395	1,426	268	1,158
Community Compliance Services	789	410	1,199	388	810
Dog and Cat Management	1,535	487	2,022	1,207	816
Crime Prevention and Repair	319	-	319	-	319
Street Lighting	2,929	72	3,001	-	3,001
Total A welcoming and liveable City	26,325	12,180	38,504	7,516	30,988
A sustainable City					
City Infrastructure	4,745	(1,017)	3,728	569	3,159
Water Management	4,969	7,675	12,644	2,723	9,922
Waste Management	20,758	-	20,758	290	20,468
Parks and Landscapes	22,027	13,411	35,438	133	35,305
Total A sustainable City	52,499	20,069	72,568	3,715	68,853
A growing City that creates new opportunities					
Economic Development	1,320	436	1,756	172	1,584
Development Services	3,678	1,773	5,452	1,842	3,610
Urban Planning and Development	1,706	37	1,743	876	867
Roads	3,319	12,499	15,817	3,770	12,047
Footpaths	1,095	2,771	3,865	-	3,865
Total A growing City that creates new opportunities	11,118	17,515	28,633	6,660	21,973
Innovation and Business Development					
Innovation and Business Development	18,491	(16,231)	2,260	742	1,518
Council	3,184	(17)	3,167	2	3,165
Sundry *	37,534	(33,515)	4,019	9,596	(5,577)
Total Innovation and Business Development	59,210	(49,764)	9,446	10,340	(894)
Rates Revenue				130,042	(130,042)
Operating Budget Bids	5,968		5,968	593	5,375
TOTAL OPERATING SURPLUS / (DEFICIT)	155,120		155,120	158,867	3,747

* Sundry expenditure is primarily depreciation, with income being untied grant funding.

A welcoming and liveable City



Foundations

- ✓ Our City is attractive and well maintained
- ✓ The health and wellbeing of our community is a priority
- ✓ People are valued and they feel safe, included and connected
- ✓ We are proud of our strengths, achievements and cultural diversity
- ✓ Our community is resilient and adaptive to change



Council's commitment to develop a welcoming and liveable City

Council will:

- > deliver and support programs that promote active living, health and wellbeing throughout the community
- > provide community and sporting facilities that cater for a diverse range of interests and needs
- > support clubs and community groups to increase participation
- > connect people to information, people and programs that help them achieve their goals
- > celebrate our community's diversity
- > design services, places and programs that are safe and welcoming for all
- > inform, connect and empower people and neighbourhoods to increase self-reliance
- > provide experiences that make our places lively and interesting
- > facilitate housing choices
- > encourage businesses to become more involved in our community

CRITICAL ACTIONS

Strategic Projects

Budget Context

Upgrade community hubs at Burton and Ingle Farm

The Burton Community Hub was successfully launched in July 2022 and a variety of programs and services are currently being delivered on site providing direct community benefit to the local area.

Implement St Kilda and Paddocks masterplans

St Kilda Master Plan works were completed in 2021 with the delivery of the new boat ramp and launch structures. Delivery of The Paddocks Masterplan continues with the completion of a new shared clubroom facility in 2024. Upgrades to site access trails and the netball courts have also been completed as have renewal maintenance works for the Para Hills Knights club rooms.

Complete the Bridgestone athletics facility and maximise its use

Bridgestone Athletics Centre continues to provide a state-of-the-art home to three local athletics clubs. The Centre is a valuable asset to the community, providing opportunities for both formal and informal use, which include regional level carnivals and school sports days.

Provide at least 15% affordable housing through Council's development projects

Lake Windemere development has been released to the market with housing construction commencing during 2024/25. Walkleys Development planning application will be lodged. At least 15% affordable housing will be delivered at a price point 10% below the State Government affordable price point at both housing developments.

Implement the regional public health plan and wellbeing agenda

The Regional Public Health Plan (City of Salisbury Wellbeing Plan) was delivered in 2023. The Reconciliation Action Plan, NAIDOC Activities are all in scope with the First Nation's Strategic Group, and will be brought together in 2024.

Enhance the visual appearance and amenity of public space through an expanded verge maintenance program, appropriate lighting and more greening of reserves

Lighting activation programs that enhance spaces throughout the city continue. Projects include lighting to the Manor Farm sport field and Brahma Lodge sports field, a significant upgrade to footpaths and street trees to be delivered in mid-2024 in Ingle Farm and Pooraka.

Improve our playgrounds and sporting facilities and cycle paths

Council continues to deliver the Reserve Upgrade and Renewal Playspace programs with an increase in levels of service. The extension of the Green Trails project, with State government support, will continue over the next 3 years, connecting the City of Salisbury to the Gawler Greenway. Projects commenced or completed within the last 12 months include: Fairbanks Reserve Paralowie, Yalumba Reserve Paralowie and Camelot Drive Paralowie.

Implement the 'Ability Inclusion Strategic Plan', including providing more equipment in our playgrounds that is able to be used by people with different abilities

The Ability and Inclusion Strategic Plan is being implemented with a particular focus on developing SA's first Universal Design Guidelines for Local Communication Access (CA). Resources have been finalised for Salisbury staff as well as Disability Inclusion Training workshops.

CRITICAL ACTIONS

Operational Focus	Budget Context
Improve quality and cleanliness of residential areas	Council increased its verge maintenance program to eight (8) times a year and continues to improve the landscaping of selected streets, including major collector roads.
Promptly remove rubbish dumped on public land	City of Salisbury has a target of 100% compliance to 10 days service response. There continues to be a large volume of dumped rubbish across the city, with over 1200 dumped rubbish litter jobs during the past financial year. Council has recently invested in a new compactor to improve the efficiency and effectiveness of this service.
Implement Council's community safety strategy, including CCTV coverage	The CCTV Policy was adopted in August 2023 and implementation of the Community Safety CCTV program is ongoing. Presentations of how business and workplaces can support women and provide an inclusive and safe environment for all employees were presented at the Polaris Centre. Further opportunities for the City of Salisbury to address domestic violence in our community will be presented to Council.
Ensure public places are accessible and sporting facilities are maintained	Access to public spaces and sporting facilities is an ongoing consideration and is part of Council's planning and design phases. Council continues to increase fully accessible equipment and has developed a Universal Design Policy/Framework that is to be applied to all projects.
Provide support and grants to sporting and community groups	Minor Capital Works and Community Development Grants will continue to be distributed to provide local clubs and community organisations opportunities to improve their facilities, and the services and amenities that the community engage with.
Work closely with Community and Senior Centres to provide effective and well received programs	Council continues to deliver high quality programs that promote active living, health and wellbeing activities to meet the needs of the community, maintaining a focus on the design and delivery of programs that are inclusive and accessible. Consultation with community members will continue to occur to ensure the programs delivered address the needs of the community.
Deliver Council's intercultural Strategic Plan to build connections and increase collaboration among community groups and service providers	The Intercultural Strategic Plan is being implemented with particular attention to the updated action plan. Progress is reported to Council and a recent update of achievements reported to the new Intercultural Partnerships Sub-committee.

CRITICAL ACTIONS

Future Planning

Budget Context

Develop a place activation strategy

The framework for the consideration of place activation by use, per destination, endorsed by Council, continues to be updated in line with user requirements, sports associations guidelines and financial affordability.

Assess future social infrastructure needs

Community Centre Governance Review was delivered and provided direction on Council's community assets. The Place Activation Strategy – Community Facilities is currently underway.

Update the 'City Pride' strategy

Key data sets across a series of quality-of-life measures and community input have been utilised to inform the development of the City's wellbeing strategy. The THRIVE strategy was endorsed by Council November 2023 and demonstrates the City's commitment to supporting the health and wellbeing of our community.

Advocacy Priorities

Budget Context

Increased resourcing and services to make our community a safer place

Council continues to deliver Neighbour Day and encourage other neighbourhood level initiatives with the aim being to increase local connections and build community resilience.

Improve public transport options

Council has delivered in consultation with the State Government a major amenity uplift to the Salisbury Interchange, including new public toilets and landscaping. This work has included relocation of some bus stops in the City Centre. Delivery of the Gawler Greenway project, in conjunction with the State Government, is progressed as funding becomes available. Bus shelters across the city continue to be refurbished.

Improved infill development policies and urban design

A free internal design review process for developers at pre-lodgement stage (also used during development assessment phase) is available from Council. Infill guidelines for narrow frontage homes and verge reinstatement development are available to the public. Council also monitors selected infill development to check compliance with approved plans.

Programs and services to address mental health, housing and income inequity issues

City of Salisbury works closely with the Adelaide North West Homelessness Alliance to respond to instances of people sleeping rough around the City Centre, sharing information so that fortnightly outreach services can deliver appropriate support during visits. A pilot of a Social Worker in Libraries program to better respond to library users who present with complex health, mental health or other needs and provide appropriate, coordinated support is under consideration. Community engagement assists in understanding the pressures the local community is facing.

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Community Development



Key Partners:

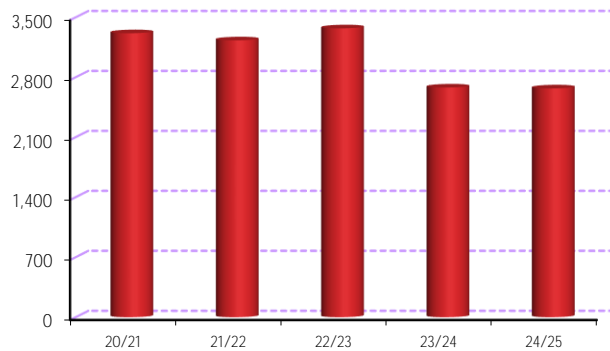
- Department of Health
- Department for Education (SA)
- Department of Human Services (SA)
- Reconciliation Australia
- University of SA
- Alcohol and Drug Foundation
- Northern Adelaide Local Health Network
- Anglicare SA
- White Ribbon
- SAPOL
- Relationships SA
- Northern Mental Alliance
- Adelaide North West Homelessness Alliance (ANWHA)

Community Development contains the following Service Areas, Activities and Service Levels

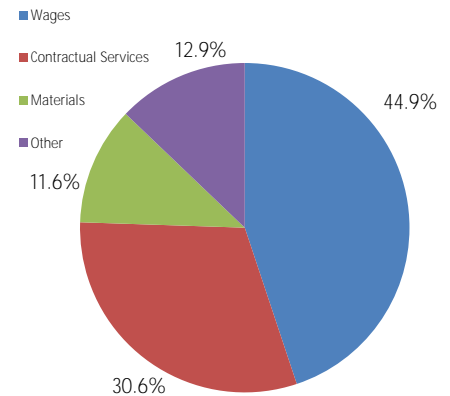
SERVICE AREAS	ACTIVITIES SERVICE LEVELS
Community Development Administration Provides for Executive Management and associated support for the overall management and leadership of the Community Development Department.	<ul style="list-style-type: none"> • Leadership of the Community Development department and accountability for outcomes assigned to the department
Community Grants Management and allocation of the Community Grants Program which provides grants for community and sporting organisations undertaking projects of benefit to the local community.	<ul style="list-style-type: none"> • Applications received: approximate average 32 pa
Community Planning <i>Sport and Recreation</i> Undertakes research and develops policy and program delivery in relation to open space, recreation, leisure and sports development for the City for community wellbeing. Programs focus on increasing the physical activity levels within the City.	<ul style="list-style-type: none"> • Review community recreation and open space needs • Provide support to sporting club development • Contribute to the development of the Place Activation Strategy • Contract management of the operation of Council recreation facilities • Provide advice and lead stakeholder engagement for sport and recreation facility development • Management of the athletics centre at Bridgestone Reserve
<i>Cultural Development</i> Researches, develops and implements policy and program delivery that responds to the cultural development needs of the community that lives, works and studies within the City.	<ul style="list-style-type: none"> • Deliver a cultural program of events, exhibitions and celebrations • Collaborate with organisations and businesses to support cultural activities • Place curation to activate spaces • 10 exhibitions organised in the John Harvey Gallery • Administration of Watershed Creative Prize, as part of the Writers Week festivities, staging of Vietnam Veterans and Asbestos Victims ceremonies, other place activations and Salisbury Fringe Carnival
<i>Social Policy</i> Undertakes research and develops policy, strategy, programs and partnerships in relation to Community, Wellbeing, implementation of the Reconciliation Action Plan, Community Safety, Public Health, Homelessness and Social Infrastructure.	<ul style="list-style-type: none"> • Liaise with SAPOL, agencies and businesses on community safety • Regional partnerships in local drug action, homelessness, domestic violence, reconciliation and coordination of Regional Public Health Plan • Provide statistical analysis to social service delivery and social infrastructure provision • Coordination of activities that respond to homelessness, cost of living and community wellbeing • Community bus coordination • Planet Youth drug and alcohol primary prevention program
<i>Events</i> Delivers a range of events across the city to encourage community participation, activate the City and celebrate a range of interests.	<ul style="list-style-type: none"> • Curate and deliver a range of events across the City

Community Development

Budgeted Community Development Operating Expenditure
(\$'000)



Community Development (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Community Development Administration	1,153	1,063
Community Grants	186	186
Community Planning	1,317	1,397
DIRECT EXPENDITURE	2,656	2,646
FULL COST ATTRIBUTION	701	629
TOTAL EXPENDITURE	3,357	3,275

INCOME		
Community Planning	28	
TOTAL INCOME	28	

NET IMPACT TO COUNCIL		
Community Development Administration	1,153	1,063
Community Grants	186	186
Community Planning	1,289	1,397
FULL COST ATTRIBUTION	701	629
TOTAL NET IMPACT TO COUNCIL	3,329	3,275

Library Services



Key Partners:

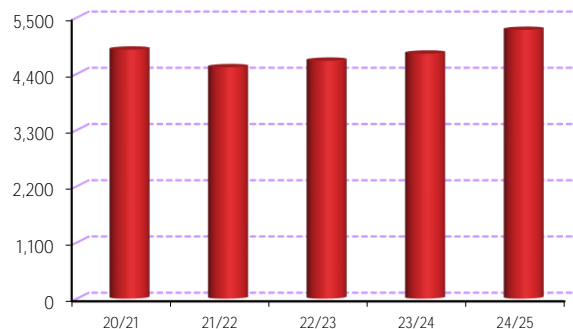
- Public Library Services
- Libraries Board of South Australia
- State Library of South Australia
- Public Libraries SA
- Department for Innovation and Skills
- Department of Employment and Workplace Relations
- Northern Adelaide State Secondary Schools Alliance

Library Services contains the following Service Areas, Activities and Service Levels

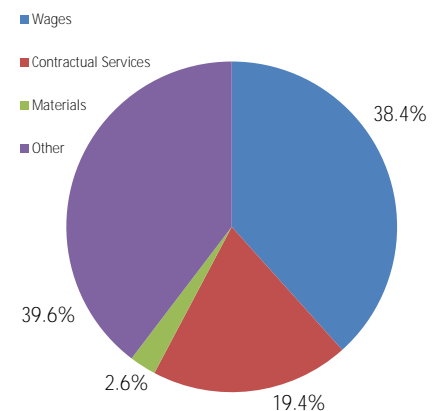
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Building Maintenance Libraries Council's building maintenance program ensures that our library facilities are maintained to the agreed service level. Council is responsible for undertaking routine maintenance of fixed fittings, which includes the building, gas, plumbing and electrical assets.	Maintenance of the building structures including general repairs and programmed maintenance <ul style="list-style-type: none"> • Electrical and Plumbing Service: <ul style="list-style-type: none"> - Priority 1 - Emergency within 2 hours - Priority 2 - within 24 hours - Priority 3 - General seven days (maximum)
Library Administration and Policy Provides for the management and associated support staff for the function of the library services.	<ul style="list-style-type: none"> • Manage library branch services, library information and access and collections effectively in line with arrangements through the Libraries Board of South Australia
Library Branch Services Services are offered at five strategic locations which include a wide-ranging collection and reference collection, public internet and wi-fi, sporting and toy collections, Justice of the Peace, local and family History, and Home Library. Our sites have a variety of spaces for community use including quiet study areas, bookable meeting rooms, youth and children's areas.	<ul style="list-style-type: none"> • 505,000 visits (300,000 Salisbury Community Hub) • 25,000 library members (140 Home Library) • 16,000 PC bookings • 24,500 Justice of the Peace visits
Library Information and Access Oversee the operational management of library specific technologies and manage library collections, including local and family history, to ensure the provision of and access to resources that meet the educational, information, recreational and cultural needs of the community.	<ul style="list-style-type: none"> • 507,000 physical loans • 82,000 digital loans
Community Programs Deliver a range of programs across sites and neighbourhoods that aligns with the needs of the community including literacy and reading, digital literacy, science, technology, engineering and mathematics (STEM), health & wellbeing and employment skills. Services include a range of formal and informal engagement opportunities for people of all ages and abilities including local schools and community groups. All programs and services are specifically designed to build capacity within our community and where appropriate in partnership.	<ul style="list-style-type: none"> • 22,000 attendees to programs • Successful partnerships including Lit for Life program and National Careers Institute Pathways for Women Grant

Library Services

Budgeted Library Services Operating Expenditure
(\$'000)



Library Services (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Building Maintenance Libraries	90	99
Library Administration and Policy	420	359
Library Branch Services	2,839	3,148
Library Information and Access	851	857
Community Learning Programs	583	744
DIRECT EXPENDITURE	4,783	5,207
FULL COST ATTRIBUTION	3,712	3,882
TOTAL EXPENDITURE	8,495	9,090

INCOME		
Library Administration and Policy	419	426
Library Branch Services	100	94
Library Information and Access	88	117
Community Learning Programs	3	28
TOTAL INCOME	610	665

NET IMPACT TO COUNCIL		
Building Maintenance Libraries	90	99
Library Administration and Policy	1	(67)
Library Branch Services	2,740	3,055
Library Information and Access	764	740
Community Learning Programs	580	716
FULL COST ATTRIBUTION	3,712	3,882
TOTAL NET IMPACT TO COUNCIL	7,885	8,425

Community Centres



Key Funding Providers and Partners:

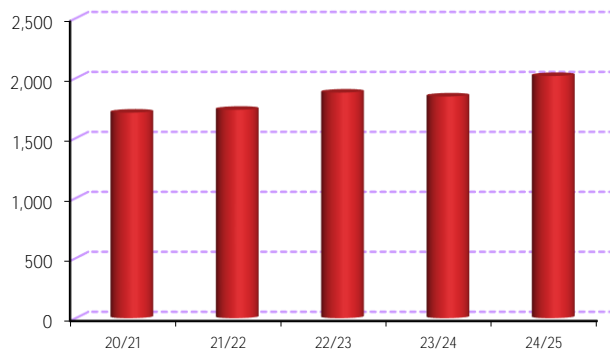
- Community Centres SA
- Non-Government organisations
- Department of Human Services
- Department of Innovation and Skills
- Department of Education
- University of South Australia

As part of Community Capacity and Learning Division, Community Centres contain the following Service Areas, Activities and Service Levels

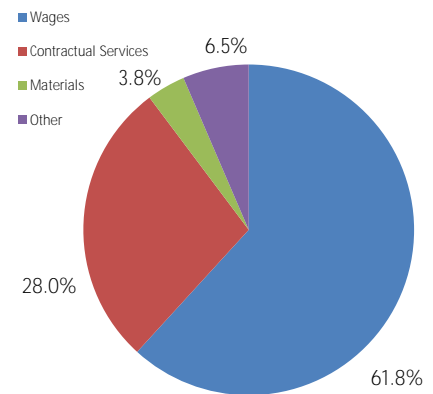
SERVICE AREAS	ACTIVITIES SERVICE LEVELS
<p>Building Maintenance Community Centres</p> <p>Council’s building maintenance program ensures that our community centres are maintained to the agreed service level. Council is responsible for undertaking routine maintenance of fixed fittings, which includes the building, gas, plumbing and electrical assets.</p>	<p>Maintenance of the building structures including general repairs and programmed maintenance</p> <ul style="list-style-type: none">• Electrical and Plumbing Service:<ul style="list-style-type: none">- Priority 1 - Emergency within 2 hours- Priority 2 - within 24 hours- Priority 3 - General seven days (maximum)
<p>Community Centres</p> <p>Deliver learning and engagement activities for all ages across Community Centres in Salisbury North (Bagster Road), Parafield Gardens (Morella), Pooraka (Pooraka Farm) and Salisbury East; Hub sites at the Mawson Centre, Para Hills and Burton Community Hubs; and at the Twelve25 Youth Centre, Salisbury.</p> <p>Services and programs delivered in sites and neighbourhoods foster resilience and wellbeing, promote health and fitness, enhance social connections, develop language, literacy and digital skills as well as celebrate and entertain.</p> <p>Funding from Government grants and volunteer contributions are key to the success of program delivery. Strategic partnerships and working collaboratively continue to be strong drivers for successful, responsive and cost-effective service delivery.</p>	<ul style="list-style-type: none">• 85,500 attended programs• 700 groups utilised the Centres• 60 Volunteers, who contributed 19,000 hours• 100 residents engaged in Neighbour Day• Launched Morella Cultural Kitchen• 5,000 attended 4 community markets

Community Centres

Budgeted Community Centres Operating Expenditure
(\$'000)



Community Centres (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Building Maintenance Community Centres	498	528
Community Centres	1,359	1,541
DIRECT EXPENDITURE	1,858	2,069
FULL COST ATTRIBUTION	1,147	1,212
TOTAL EXPENDITURE	3,005	3,281
INCOME		
Community Centres	116	212
TOTAL INCOME	116	212
NET IMPACT TO COUNCIL		
Building Maintenance Community Centres	498	528
Community Centres	1,244	1,330
FULL COST ATTRIBUTION	1,147	1,212
TOTAL NET IMPACT TO COUNCIL	2,889	3,070

Recreation Services



Key Partners:

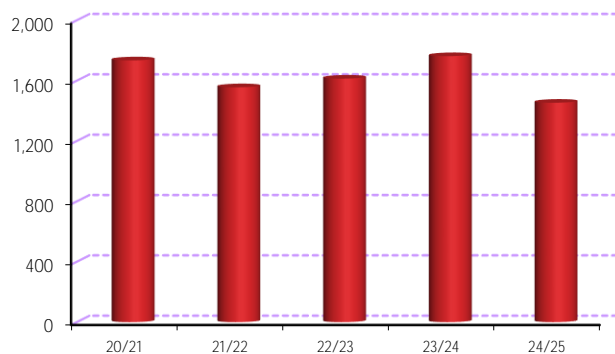
- Service Delivery – BlueFit & Greenspace Management
- Netball SA
- Squash SA
- Tennis SA
- Council of the Aging (COTA)
- Recreation SA
- AustSwim
- Swimming Australia
- Department of Education and Children’s Services
- Office for Recreation, Sport and Racing
- University of SA
- Basketball Australia
- Adelaide Community Basketball Association

Recreation Services contains the following Service Areas, Activities and Service Levels

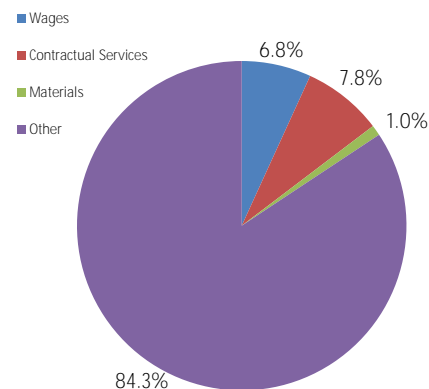
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Building Maintenance</p> <p>Council’s building maintenance program ensures that our recreation facilities are maintained to the agreed service level. Council is responsible for undertaking routine maintenance of fixed fittings, which includes the building, gas, plumbing and electrical assets.</p>	<p>Maintenance of the building structures including general repairs and programmed maintenance</p> <ul style="list-style-type: none">• Electrical and Plumbing Service:<ul style="list-style-type: none">- Priority 1 - Emergency within 2 hours- Priority 2 - within 24 hours- Priority 3 - General seven days (maximum)
<p>Recreation Services Contract</p> <p>City of Salisbury provides recreation services through an outsourced business model. Services are provided as follows:</p> <p><i>Ingle Farm Recreation Centre</i></p> <p>The Centre consists of 3 multi-sport courts, 4 squash courts, training rooms, offices and a function room with a fully equipped catering kitchen. The Centre offers a wide variety of recreational activities such as basketball, netball, roller skating, kindigym, archery, squash and birthday parties. The Centre also accepts payments for rates, fines and dog registration on behalf of Council.</p> <p><i>Gardens Recreation Centre</i></p> <p>Is a multi-purpose sporting complex providing opportunities for activities such as basketball, netball, kindigym, Futsal and community events such as the annual Craft Fair and Hobby Fair. Also providing access opportunities for organisations such as table tennis, martial arts, Comrec, Novita Children’s Services and Helping Hand. The Centre also plays hosts to many national, state and local sporting events and shows.</p> <p><i>Salisbury Recreation Precinct</i></p> <p>The Salisbury Aquatic Centre represents the City of Salisbury’s second largest capital project and replaces the City’s previous aquatic centre at Happy Home Reserve. The SRP continues to provide tennis facilities in a parkland setting including 8 tennis courts (4 of which are Australian Open standard).</p> <p><i>Little Para Golf Course</i></p> <p>Located at Martins Road, Paralowie, the Little Para Golf Course is a 9-hole, par 3 course. The course winds through the Little Para River and is accompanied by a 16-bay driving range equipped with launch monitors, a clubhouse, pro-shop and a BBQ alfresco area undercover.</p>	<ul style="list-style-type: none">• Work in partnerships with the recreation services providers to oversee delivery of sport and recreation programs and services of Council’s:<ul style="list-style-type: none">- Ingle Farm Recreation Centre- Parafield Gardens Recreation Centre- Little Para Golf Course• Direct customer visits: approx. 160,000 pa• Average teams registered: 85 pa• Customer visits: 70,000 pa• Teams registered: 180 pa• Previous Customer visits: approx. 68,500 pa• Rounds: approx. 18,000 pa• Driving range buckets: approx. 7,200 pa
<p>Bridgestone Athletics Centre</p> <p>The Bridgestone Athletics Centre is the home venue for 3 athletics clubs and is equipped with a synthetic eight-lane 400m track, long jump pits, throwing cages, high jump, steeple chase and pole vault equipment. The indoor area comprises a function space, changeroom facilities, bar and kiosk facilities, officials’ room and first aid area. The Centre also hosts a range of school athletics carnivals.</p>	<ul style="list-style-type: none">• Attendances: approx. 100,000 pa

Recreation Services

Budgeted Recreation Services Operating Expenditure
(\$'000)



Recreation Services (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Building Maintenance	92	107
Recreation Services Contract	1,262	1,189
Bridgestone Athletics Centre	409	158
DIRECT EXPENDITURE	1,763	1,454
FULL COST ATTRIBUTION	179	29
TOTAL EXPENDITURE	1,942	1,483
INCOME		
Bridgestone Athletics Centre	136	87
Recreation Services Contract	25	82
TOTAL INCOME	161	169
NET IMPACT TO COUNCIL		
Building Maintenance	92	107
Recreation Services Contract	1,237	1,107
Bridgestone Athletics Centre	274	72
FULL COST ATTRIBUTION	179	29
TOTAL NET IMPACT TO COUNCIL	1,781	1,314

Community Sport and Club Facilities



Key Partners:

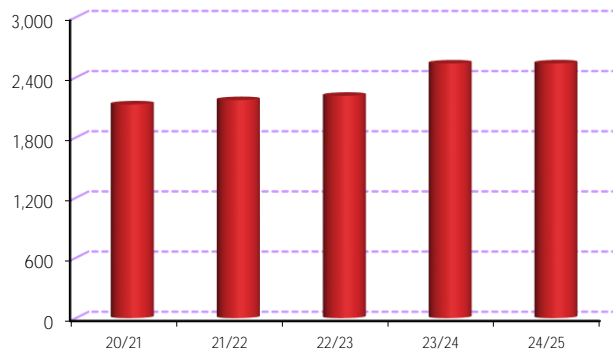
- Sporting and Community Clubs

Community Sport and Club Facilities contains the following Service Areas, Activities and Service Levels

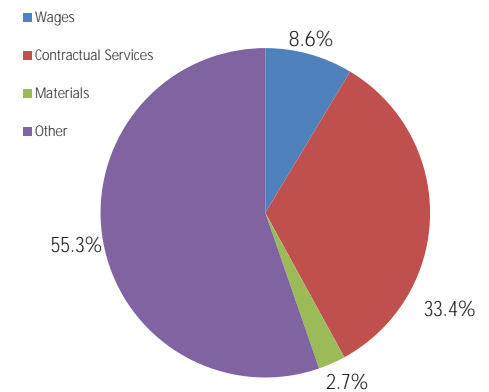
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Building Maintenance Sport and Community Facilities Council’s building maintenance program ensures that our sporting and community facilities are maintained to the agreed service level. Council is responsible for undertaking routine maintenance of fixed fittings, which includes the building, gas, plumbing and electrical assets.	Maintenance of the clubroom and change room structures including general repairs and programmed maintenance <ul style="list-style-type: none">• Electrical and Plumbing Service:<ul style="list-style-type: none">- Priority 1 - Emergency within 2 hours- Priority 2 - within 24 hours- Priority 3 - General seven days (maximum)
Sportsfield Cutting Council undertakes scheduled treatment of our sport fields to ensure that they are fit for use. This includes monthly independent risk assessments to ensure that the playing surface is safe for use. Council maintains the turf quality through its turf renovation and grass cutting programs.	Maintained to standards to ensure the playing surfaces are ‘fit for use’ for the sport being played <ul style="list-style-type: none">• 32 sites comprising 61 fields (80ha of sporting surfaces)• Turf renovation, grass cutting, pest and weed control, turf cricket wicket maintenance (preparation, annual covering and uncovering of concrete wickets), goal post installation/ removal, maintenance and ground condition audits.

Community Sport and Club Facilities

Budgeted Community Sport and Club Facilities Operating Expenditure
(\$'000)



Community Sport and Club Facilities (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Building Maintenance Sport and Community Facilities	796	733
Sportsfield Cutting	1,743	1,807
DIRECT EXPENDITURE	2,539	2,540
FULL COST ATTRIBUTION	2,134	2,407
TOTAL EXPENDITURE	4,673	4,947
NET IMPACT TO COUNCIL		
Building Maintenance Sport and Community Facilities	796	733
Sportsfield Cutting	1,743	1,807
FULL COST ATTRIBUTION	2,134	2,407
TOTAL NET IMPACT TO COUNCIL	4,673	4,947

Community Health and Wellbeing



Key Partners:

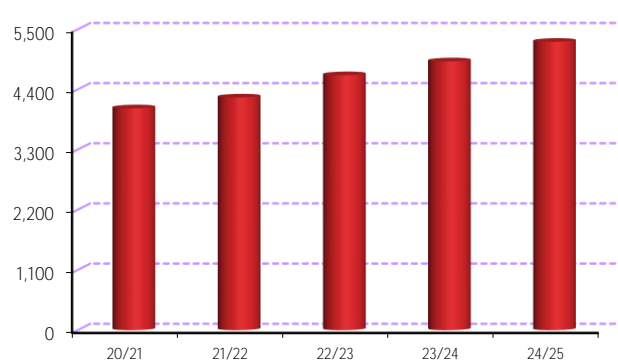
- Commonwealth Department of Health; State Department of Human Services; Department for Premier and Cabinet; Department of Home Affairs, Adelaide Primary Health Network
- COTA SA – Council on the Ageing SA; Volunteering SA & NT; Northern Volunteering; Local Government Volunteer Managers Network; Local Government Ageing Well Network; Local Government Access and Inclusion Network; Multicultural Aged Care; Multicultural Affairs; Active Ageing Australia; Aged and Community Care Providers Association (ACCPA); Aged Rights Advocacy Service (ARAS); Office for Ageing Well; Welcoming Cities Australia; Council of Europe Intercultural Cities Network; Australian Refugee Association; AMES Australia; Multicultural Communities Council of SA; Purple Orange; Red Cross; Multifaith SA; E Heart Foundation SA; PBA FM; Carers; Salisbury Business Association; Wellbeing SA

Community Health and Wellbeing contains the following Service Areas, Activities and Service Levels

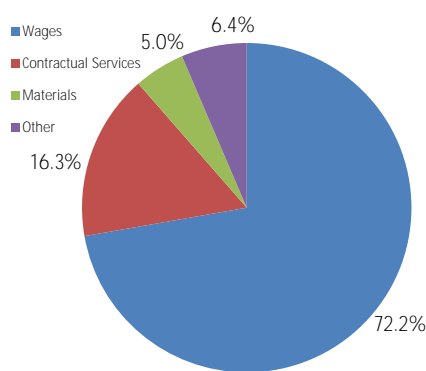
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Aged Care Policy, Planning and Coordination Service development, management of human and financial resources, co-ordination of consultation and collaborative processes and promotion of positive images of ageing. Promotion of an Age Friendly Salisbury where all have the opportunity to be involved in community life.	<ul style="list-style-type: none"> • 140 volunteers • Panel of contractors: 40-50 • 5,250 Salisbury Seniors Magazines distributed (3 editions) pa • Monthly communication updates including a wellbeing newsletter, special and upcoming events publication, Salisbury Seniors Facebook; radio announcements and a bi-monthly wellbeing newsletter
Volunteer Services The City of Salisbury has over 300 dedicated and hard-working volunteers assisting in our Community Centres, Libraries, Graffiti Removal, Memorial Park, Seniors Centres and Home Assist program. Volunteer Services oversee the recruitment, registration and recognition of Council's volunteers, along with the development and management of Council's volunteer practices and systems to ensure they meet audit, legislative, funding and policy requirements.	During 2022/2023: <ul style="list-style-type: none"> • 311 active volunteers • 45,835 hours contributed by volunteers • 40% of our workforce are volunteers
Disability programs The Shed; Fun on Friday; Salisbury Social Group; STARS Group activities are designed collaboratively with participants and have social and recreational focus with a number of participants engaged in specific interest and everyday skills activities. Promotion of positive community engagement and participation.	<ul style="list-style-type: none"> • Participants: 40 pa
Health and Inclusion Undertakes research, community and stakeholder engagement, projects, policy and strategy development in relation to community health and wellbeing; access and inclusion; mental wellbeing and resilience; aged friendly cities and intercultural communities.	<ul style="list-style-type: none"> • Community needs, trends and expectations identified and translated into Council direction • Strategic partnerships developed • Salisbury Seniors Alliance • Salisbury Intercultural Community Alliance • Salisbury Intercultural Strategic Alliance • Disability Access and Inclusion Network • Develop, implement, report, evaluate and renew the City of Salisbury's Framework and Strategic Plans, i.e. Age-Friendly Strategic Plan 2022-2027, Intercultural Strategic Plan 2017-2027, Ability and Inclusion Strategic Plan 2020-24. • Council of Europe Intercultural Cities Network and Welcoming Cities Network accreditation
Salisbury Home and Community Services and Housing Support Program (CSHSP) Funded by Commonwealth and Council to provide support services to frail older people to help them live independently at home and in the community. Support includes household maintenance, transport and support with shopping and community participation. Activities and opportunities at the three Seniors Centres include socialisation, ongoing learning, wellness and culturally specific groups and meals. The Care Finder Housing Support Program supports older people to find secure accommodation.	<ul style="list-style-type: none"> • Number of individual residents receiving support: 2,500 pa • Domestic assistance: 7,500 hours pa • Social Support Groups 76,000 hours pa • Social support individual: 500 hours pa • Number of meals: 20,000 pa • Number of transport trips: 7,000 pa • Home modifications: \$70,000 pa • Hours of home maintenance: 3,500 pa • Number of people assisted by the Housing Support program: 180 pa

Community Health and Wellbeing

Budgeted Community Health and Wellbeing
Operating Expenditure
(\$'000)



Community Health and Wellbeing
(Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Aged Care Policy Planning and Coordination	219	349
Volunteer Services	231	248
Disability Programs	213	332
Health and Inclusion	454	431
Salisbury Home and Community Services and Housing Support Program (CSHSP)	3,799	3,912
DIRECT EXPENDITURE	4,915	5,272
FULL COST ATTRIBUTION	2,391	2,544
TOTAL EXPENDITURE	7,306	7,817
INCOME		
Disability Programs	306	336
Health and Inclusion	170	172
Salisbury Home and Community Services and Housing Support Program (CSHSP)	3,360	3,492
TOTAL INCOME	3,836	4,000
NET IMPACT TO COUNCIL		
Aged Care Policy Planning and Coordination	219	349
Volunteer Services	231	248
Disability Programs	(94)	(4)
Health and Inclusion	284	259
Salisbury Home and Community Services and Housing Support Program (CSHSP)	438	420
FULL COST ATTRIBUTION	2,391	2,544
TOTAL NET IMPACT TO COUNCIL	3,470	3,817

Cemetery



Key Partners:

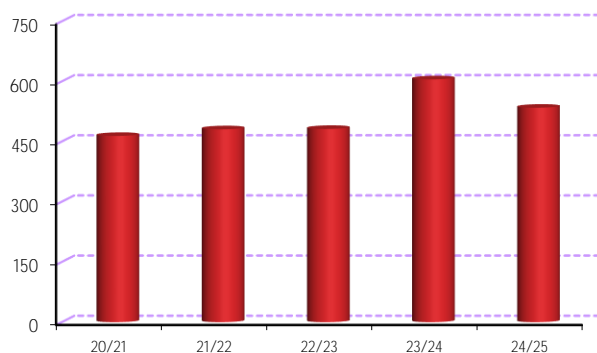
- Garner Memorials
- Arrow Bronze
- Mattiske Funerals
- Simplicity Funerals
- Australasian Cemeteries and Crematoria Association
- Cemeteries and Cremation Association of South Australia
- Italian Monumental Art

Cemetery contains the following Service Areas, Activities and Service Levels

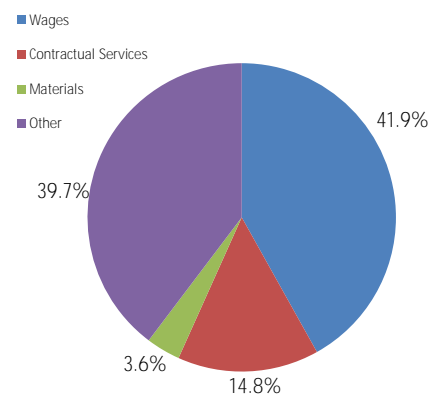
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Salisbury Memorial Park Cemetery Administer the Salisbury Memorial Park in accordance with the Burial and Cremation Act 2013</p> <p><i>Salisbury Mausoleum</i> Entombment within a crypt or placement of ashes within dedicated cremation niche walls.</p> <p><i>Lawn Burials</i> In ground burial services.</p> <p><i>Vault Burials</i> Below ground burial with concrete walls surrounding the burial plot preventing any contact with the earth (as preferred by a variety of religious denominations).</p> <p><i>Inurnments</i> The burial of cremated remains within the Rose Garden, Shrub Garden, Rotunda, Water Feature or sealed in one of the cemetery’s niche walls.</p> <p><i>Licences</i> Licences for burial/inurnment are required under the Local Government Act and can be purchased on an as needed or pre-need basis.</p>	<ul style="list-style-type: none">• Provide exceptional and empathetic customer service to those requiring a final resting place for loved ones• Entombments: 12 pa• Standard burials: 110 pa• Vault burials: 3 pa• Inurnments: 80 pa• Licence sales: 110 pa

Cemetery

Budgeted Cemetery Operating Expenditure
(\$'000)



Cemetery (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Salisbury Memorial Park Cemetery	605	535
DIRECT EXPENDITURE	605	535
FULL COST ATTRIBUTION	110	111
TOTAL EXPENDITURE	715	645
INCOME		
Salisbury Memorial Park Cemetery	700	608
TOTAL INCOME	700	608
NET IMPACT TO COUNCIL		
Salisbury Memorial Park Cemetery	(95)	(73)
FULL COST ATTRIBUTION	110	111
TOTAL NET IMPACT TO COUNCIL	15	37

Food and Health Regulation



Key Partners:

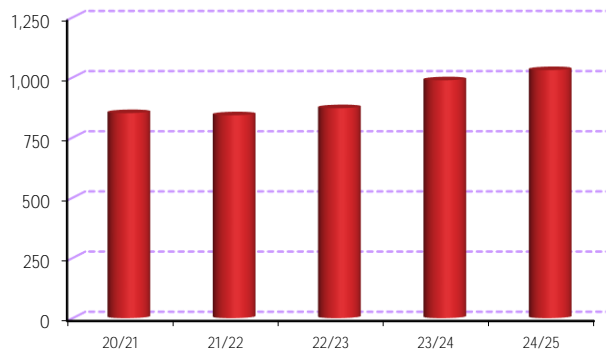
- Department of Health
- Environment Protection Authority
- Environmental Health Australia
- Local Government Association

Food and Health Regulation contains the following Service Areas, Activities and Service Levels

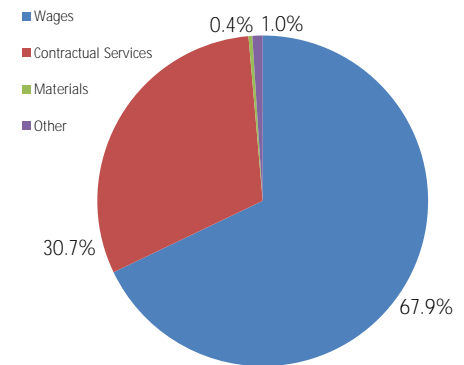
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Food and Health Act Administration Council provides a range of services that aim to protect and promote a high standard of public and environmental health, through the administration and enforcement of provisions under the following legislation: <ul style="list-style-type: none">• SA Public Health Act• Food Act• Environment Protection Act• Local Nuisance and Litter Control Act• Supported Residential Facilities Act	<ul style="list-style-type: none">• Food premises inspection: 550 pa• Food safety audits: 45 pa• Food complaint investigations: 75 pa• Health premises inspections: 75 pa• Complaints and customer requests<ul style="list-style-type: none">◦ Public and environmental health 220 pa◦ Local Nuisance and Litter Control Act: 595 pa• High Risk Manufactured Water System Registrations: 60 pa• Licensing of Supported Residential Facility: 1
Immunisation Council provides an immunisation program so as to prevent the occurrence and spread of notifiable diseases, as required under the SA Public Health Act.	<ul style="list-style-type: none">• Vaccines administered at free clinics: 1,000 pa• Vaccines administered through school's program: 5,700 pa• Target of 95% immunisation rate by 63 months old consistent with State/Federal aspirational targets

Food and Health Regulation

Budgeted Food and Health Regulation Operating Expenditure
(\$'000)



Food and Health Regulation
(Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Food and Health Act Administration	787	821
Immunisation	202	210
DIRECT EXPENDITURE	988	1,031
FULL COST ATTRIBUTION	392	395
TOTAL EXPENDITURE	1,380	1,426
INCOME		
Food and Health Act Administration	99	114
Immunisation	153	154
TOTAL INCOME	251	268
NET IMPACT TO COUNCIL		
Food and Health Act Administration	688	707
Immunisation	49	56
FULL COST ATTRIBUTION	392	395
TOTAL NET IMPACT TO COUNCIL	1,129	1,158

Community Compliance Services



Key Partners:

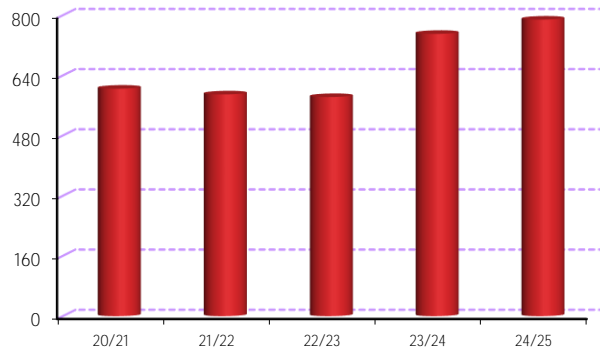
- Local Government Association
- Authorised Persons Association
- Bushfire Management Committee
- Country Fire Service

Community Compliance Services contains the following Service Areas, Activities and Service Levels

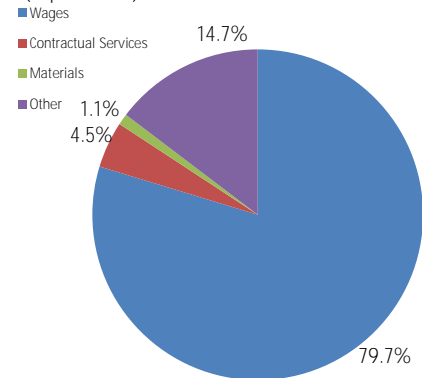
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Community Compliance Services</p> <p>Regular patrols of streets and public car parks to ensure that community members are complying with applicable parking and road rules legislation so as to:</p> <ul style="list-style-type: none">• enhance and protect the safety of pedestrians and road users,• minimise traffic congestion, and• ensures adequate and equitable car parking is available for customers in shopping precincts by ensuring turnover of parking. <p>Aims to improve the safety and amenity of the area through the effective enforcement of the relevant sections of the Local Government Act, Bylaws and Local Nuisance and Litter Control Act applicable to the section.</p> <p>Undertake activities required for the development and effective operations of the responsibilities for Bushfire Management and Planning.</p> <p>Improve the safety and amenity of the area through the effective enforcement and administration of the relevant sections of the Fire and Emergency Services Act required for the effective control and reduction of risks from fuel hazards on private properties. Issue burning and hot works permits and ensure all applicants take appropriate action to burn as per permit conditions.</p>	<ul style="list-style-type: none">• Parking, expiations and warnings: 2,500 pa• Abandoned vehicles: 500 pa• Backyard burning: 100 pa• Footpath trading permits: 25 pa• Other animal and bird nuisances: 150 pa• Littering: 700 pa• Noise and environmental nuisances: 300 pa• Fuel hazard (overgrown properties) inspections: 3,600 pa• Burning permits: 50 pa

Community Compliance Services

Budgeted Community Compliance Services Operating Expenditure
(\$'000)



Community Compliance Services (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Community Compliance Services	751	789
DIRECT EXPENDITURE	751	789
FULL COST ATTRIBUTION	478	410
TOTAL EXPENDITURE	1,228	1,199
INCOME		
Community Compliance Services	308	388
TOTAL INCOME	308	388
NET IMPACT TO COUNCIL		
Community Compliance Services	443	400
FULL COST ATTRIBUTION	478	410
TOTAL NET IMPACT TO COUNCIL	920	810

Dog and Cat Management



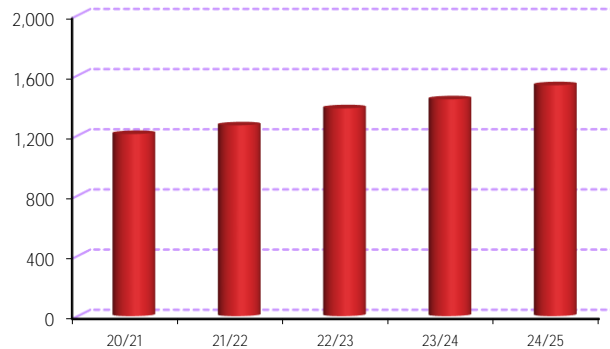
- Key Partners:
- Dog and Cat Management Board
 - Animal Welfare League
 - Local Government Association
 - Authorised Persons Association

Dog and Cat Management contains the following Service Areas, Activities and Service Levels

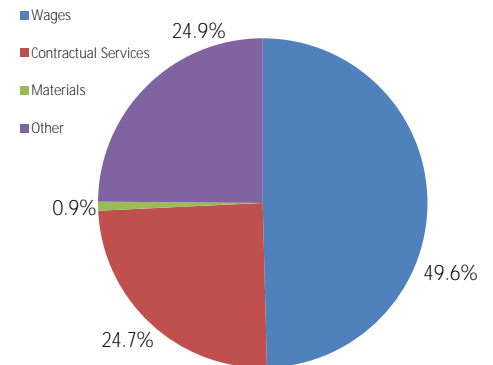
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Animal Control</p> <p>Administering the Dog and Cat Management Act to ensure that community members are complying with legislative requirements and implementing strategies and actions that encourage responsible dog and cat ownership, increase public safety and enhance the amenity and environment, reduce public and environment nuisances from dogs and cats and to ensure Council delivers effective and efficient dogs and cats management services.</p>	<ul style="list-style-type: none">• Registered dogs: 24,500 pa• Dogs wandering at large: 900 pa• Dogs impounded: 430 pa• Dog attack investigations: 50 pa• Dog noise and nuisance complaints: 120 pa• Property visits as part of a dog registration survey: 6,000 pa• Inspections of premises with guard dogs: 10 pa• Bylaw exemptions for keeping more than two dogs: 150 pa• Provision of ten dog friendly parks and eight small dog parks• Cat nuisance investigations and trapping: 140 pa

Dog and Cat Management

Budgeted Dog and Cat Management Operating Expenditure (\$'000)



Dog and Cat Management (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Animal Control	1,441	1,535
DIRECT EXPENDITURE	1,441	1,535
FULL COST ATTRIBUTION	553	487
TOTAL EXPENDITURE	1,995	2,022
INCOME		
Animal Control	1,189	1,207
TOTAL INCOME	1,189	1,207
NET IMPACT TO COUNCIL		
Animal Control	252	328
FULL COST ATTRIBUTION	553	487
TOTAL NET IMPACT TO COUNCIL	806	816

Crime Prevention and Repair



Key Partners:

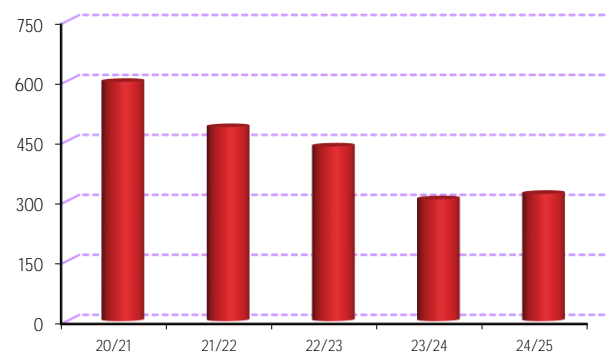
- Residents
- Police
- Volunteers

Crime Prevention and Repair contains the following Service Areas, Activities and Service Levels

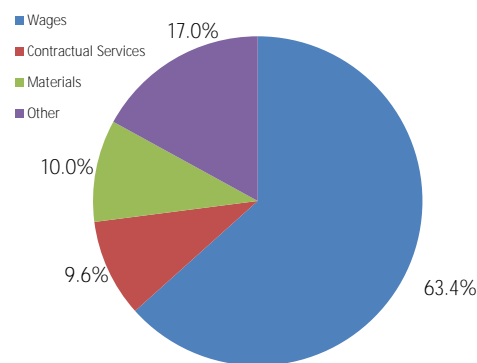
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Building Maintenance Graffiti</p> <p>Council’s building maintenance program provides for the removal of graffiti from all Council owned buildings and infrastructure. This initiative uses both Council staff and volunteers.</p> <p>Graffiti is also removed from the frontages of residential properties. Council provides a volunteer service to assist with graffiti removal.</p>	<ul style="list-style-type: none">• Priority 1 – Offensive: Removal within 24 hours• Priority 2 – Removal within 14 days• Priority 3 – 4 to 6 weeks

Crime Prevention and Repair

Budgeted Crime Prevention and Repair Operating Expenditure
(\$'000)



Crime Prevention and Repair
(Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Building Maintenance Graffiti	305	319
DIRECT EXPENDITURE	305	319
FULL COST ATTRIBUTION		
TOTAL EXPENDITURE	305	319
NET IMPACT TO COUNCIL		
Building Maintenance Graffiti	305	319
FULL COST ATTRIBUTION		
TOTAL NET IMPACT TO COUNCIL	305	319

Street Lighting



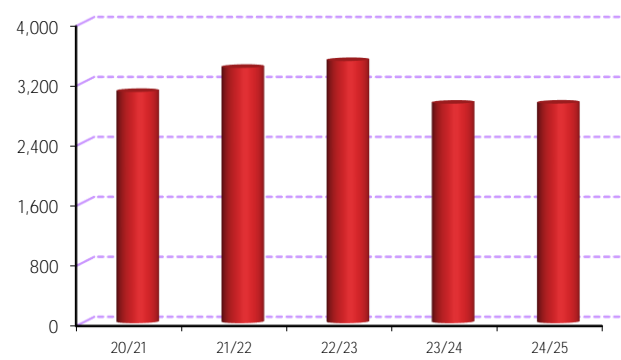
- Key Partners:
- SA Power Networks
 - Local Government Association
 - Department of Transport, Energy & Infrastructure

Street Lighting contains the following Service Areas, Activities and Service Levels

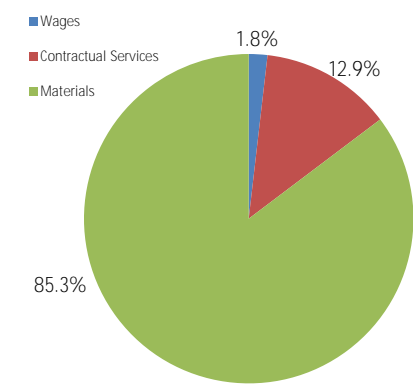
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Lighting</p> <p>There are over 16,000 street lights within the City that are maintained by SA Power Networks.</p> <p>There are 4,400 Council owned street lights in suburbs that include Mawson Lakes, Walkley Heights, Gulfview Heights, Springbank Waters and John Street Salisbury. Council is responsible for the maintenance of these lights. Council also owns and is responsible for the maintenance of 830 mains powered lights in total and a further 120 solar lights. Power for public lighting is purchased as part of a combined contract with State and other Local Government agencies.</p>	<ul style="list-style-type: none">• Ongoing reviews occur on the adequacy of existing street lighting to identify needs for upgrading of infrastructure with respect to on ground lux levels and associated classification• Ensure Public Lighting is of suitable type, with the General Classification of PR5 for pedestrian access on street and PP5 for new shared use paths. Crime, crash, and community data is used to assess the correct street and reserve lighting classification• Replacement of defective lights and repairs of damaged infrastructure is undertaken on a yearly cyclical inspection basis or upon community request through council customer service or SAPN• Council completed the LED Street Light Replacement program, costing \$6M in 2023, reducing energy use by 40% and providing a safer street environment. Annual savings in operating expenditure attributed to the reduction in energy use is approximately \$420,000/year

Street Lighting

Budgeted Street Lighting Operating Expenditure (\$'000)



Street Lighting (Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Lighting	2,927	2,929
DIRECT EXPENDITURE	2,927	2,929
FULL COST ATTRIBUTION	71	72
TOTAL EXPENDITURE	2,999	3,001
NET IMPACT TO COUNCIL		
Lighting	2,927	2,929
FULL COST ATTRIBUTION	71	72
TOTAL NET IMPACT TO COUNCIL	2,999	3,001

A sustainable City



Foundations

- ✓ Salisbury has a balance of green spaces and natural environments that support biodiversity
- ✓ We make the most of our resources including water, waste and energy
- ✓ Our community, environment and infrastructure are adaptive to a changing climate



Council's commitment to develop a sustainable City

council will:

- > manage the impacts of increased heat, flooding, intense storms and bushfires
- > work with our community so they are better prepared for extreme weather events
- > encourage our community to be actively involved in caring for our environment
- > enhance our natural spaces, including our coast, hills and creeks
- > support the establishment of a circular economy
- > improve the energy efficiency of Council's operations
- > help the community and businesses reduce waste, water and energy and associated costs

CRITICAL ACTIONS

Strategic Projects

Budget Context

Replace all Council-owned street lights with energy efficient lighting

A major project to replace over 8,000 of Council's streetlights with energy efficient LEDs has been completed.

Improve the environmental performance of Council buildings

The environmental performance of buildings is considered in all future building renewal and upgrade projects. An audit of Council buildings was completed to identify a range of actions to improve their environmental performance and a number of short-term improvements have been completed over the last 6 months. Council monitors energy consumption, solar generation and power factor indicators at club rooms, recreation and community centres across the Council area in order to improve energy usage.

Enhance our biodiversity corridors along Dry Creek and Little Para River and other environmentally sensitive areas such as coastal mangroves

City of Salisbury has an ongoing program to enhance the biodiversity value and environment benefit of environmentally sensitive watercourse areas across the City. Council works closely with State Government to manage the St Kilda mangroves and the coastal areas of the City. Works that enhance and protect biodiversity, reduce the likelihood of flooding and improve the quality of water ways have been completed or continue in the Dry Creek and Little Para River corridors, Cobbler Creek and Little Para River corridor.

Involve people and use sensors to better understand and improve our environment's health

Water quality is monitored at numerous locations across the City. Community planting events are held throughout the year to improve the health of the City's environment.

Develop markets for recyclable materials through the Northern Adelaide Waste Management Authority

Council works with industry partners to innovate and use recycled material in projects, with recycled materials being sourced from the Northern Adelaide region where possible.

CRITICAL ACTIONS

Operational Focus

Use recycled or re-used materials where possible in construction and maintenance programs

Maintain weekly rubbish collection for residents and promote initiatives that reduce waste to landfill

Adopt practices and infrastructure that make the City cooler in an increasingly warm climate

Stabilise major creek lines and banks to improve biodiversity and reduce scour and silting

Manage and plan assets so they are resilient to a changing climate

Work with and educate our community on ways to improve the environmental performance of households and our City

Budget Context

Council's Road Reseal contract stipulates that recycled materials be used as appropriate. Our existing civil projects use recycled materials where possible, with some projects able to incorporate 90% of recycled materials. The household Kitchen Caddy's initiative and increased promotion of Food Organics Green Organics bins aim to ensure that waste is dealt within its appropriate stream.

Northern Area Waste Management Authority (NAWMA) continues to deliver services in line with the agreed levels of service and agreement, including Council's continued rollout of green bins to the majority of residents.

Council is increasing canopy cover in reserves through the Native Forest project and is significantly increasing the number of irrigated spaces, including the reactivation of irrigated spaces throughout the City. Council continues to investigate new innovations and practices to improve the heat island effect in partnership with universities.

An annual program of works for Watercourse Management continues. Works occur within each riverine corridor with works scheduled in the Little Para River, Dry Creek and Cobbler Creek corridors.

The development of a storm water management plan for the Dry Creek catchment continues. Flood mapping has been updated in line with recent climate change data and rainfall modelling. Predicted changes to high tide levels along the coast are also being examined.

A communications strategy, developed in consultation with the NAWMA and Council's Sustainability Strategy aims to increase awareness of environmental practices to increase the resilience of households and our City.

Future Planning

Review Council's sustainability strategy to include waste and energy management, cooler suburbs, biodiversity and water

Complete the Dry Creek Stormwater Management Plan to protect the City from flooding

Develop a business case to showcase good design techniques that improve the environmental performance of housing and streets

Budget Context

The new Sustainability Strategy 2035 was adopted by Council on 26 June 2023. Implementation of the new Strategy will continue across the focus areas of biodiversity, climate resilience, carbon responsible, resourceful and waterwise.

Work has continued on the development plan for the lower sections of the Dry Creek catchment.

The Design Guidelines for the Walkleys Development will be developed to include good design techniques and improved environmental performance criteria.

Advocacy Priorities

Investment in programs that reduce waste to landfill such as incentives to increase recycling and 'circular economy' initiatives

Integrate urban water planning and funding for catchment programs

Budget Context

In partnership with Green Industries SA, Council has significantly increased the number of households with Kitchen Caddies and Green Waste Bins. In conjunction with Northern Adelaide Waste Management Authority, Council has raised awareness of the three (3) waste streams and their correct use to significantly reduce waste to landfill within the City.

The Watercourse Management Plan considers wetland and waterway function, maintenance and management. The Greater Edinburgh Park Stormwater Management Plan is on hold pending further discussions with the City of Playford. The Dry Creek Stormwater Management Plan is underway with water harvesting and wetland management being reviewed as part of future considerations for this network.

City Infrastructure

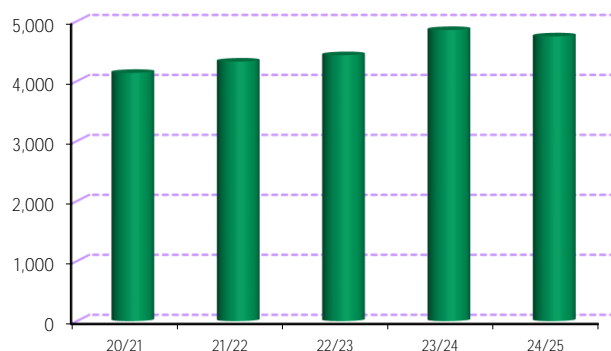


City Infrastructure contains the following Service Areas, Activities and Service Levels

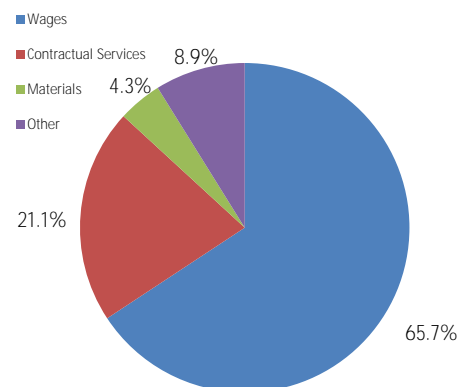
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Infrastructure Delivery & Design Provides for building, civil and landscape infrastructure design and construction.	<ul style="list-style-type: none"> • Completes design and delivery of building, civil and landscape projects within approved timelines and budgets • Delivers Council's annual Infrastructure program • Projects delivered in line with Capital Delivery Framework • Financial administration of Council's Projects and contract management related to infrastructure
City Infrastructure Administration Provides for the overall leadership, management and administration of the City Infrastructure Department.	<ul style="list-style-type: none"> • Deliver overall departmental support and governance in delivering Corporate objectives
Engineering Assets & Systems Provides for strategic infrastructure management, including asset management, infrastructure planning and landscape / engineering program and project development.	<ul style="list-style-type: none"> • Planning and Program development for the City's civil engineering infrastructure, including roads, drainage systems and structures • Traffic management planning and review • Planning and development of Stormwater Management Plans including major and minor flood mitigation programs • Management of Council's asset management system • Development and update of the Strategic Asset Management Plan
Security Services Management and oversight of Council's physical security systems.	<ul style="list-style-type: none"> • Management of passive security surveillance systems across the City • Security at Council facilities and events
Operations Centre Accommodation The operating costs of Council's Operation Centre.	<ul style="list-style-type: none"> • Maintenance and operational costs associated with Council's Operation Centre.
Urban, Recreation & Natural Assets Core functions include oversight of Council's urban natural and built assets, leasing of sporting, recreation and community clubs, casual hire of Council's reserves, open space management and planning, environmental and waste management planning, nature education activities and facilities management.	<ul style="list-style-type: none"> • Management and planning of City assets, including recreational facilities, sporting ovals, clubrooms, playgrounds, informal and formal open spaces, and urban streetscape • Management and planning of natural and environmental spaces, including biodiversity corridors and riparian zones • Management and planning of Council buildings, lighting and electrical infrastructure • Delivery of and training in environmental and biodiversity projects • Management of Council's waste management services • Sporting and Community Club Rental Agreements • Facilities management including Salisbury Community Hub and Community Centres

City Infrastructure

Budgeted City Infrastructure Operating Expenditure
(\$'000)



City Infrastructure (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Infrastructure Delivery & Design	962	414
City Infrastructure Administration	1,088	1,183
Engineering Assets & Systems	329	307
Security Services	996	1,124
Operations Centre Accomodation	326	341
Urban, Recreation & Natural Assets	1,153	1,376
DIRECT EXPENDITURE	4,854	4,745
FULL COST ATTRIBUTION	(1,468)	(1,017)
TOTAL EXPENDITURE	3,386	3,728
INCOME		
Engineering Assets & Systems	236	285
Urban, Recreation & Natural Assets	225	284
TOTAL INCOME	461	569
NET IMPACT TO COUNCIL		
Infrastructure Delivery & Design	962	414
City Infrastructure Administration	1,088	1,183
Engineering Assets & Systems	93	22
Security Services	996	1,124
Operations Centre Accomodation	326	341
Urban, Recreation & Natural Assets	928	1,092
FULL COST ATTRIBUTION	(1,468)	(1,017)
TOTAL NET IMPACT TO COUNCIL	2,925	3,159

Water Management



Key Partners:

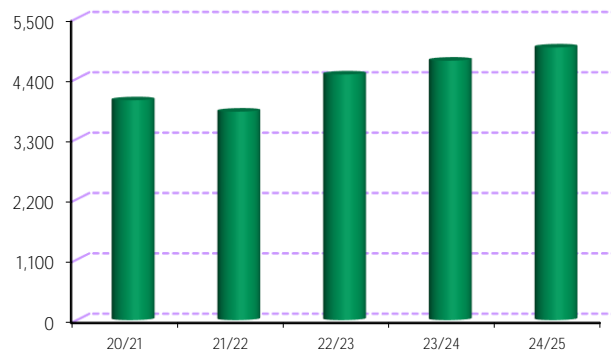
- State Government
- Australian Government Department of Agriculture, Water and the Environment
- Department for Environment and Water (DEW)
- Renewal SA
- SA Water
- Tea Tree Gully Council
- Playford Council
- Department of Defence
- CSIRO
- UniSA
- Green Adelaide
- Port Adelaide Enfield Council

Water Management contains the following Service Areas, Activities and Service Levels

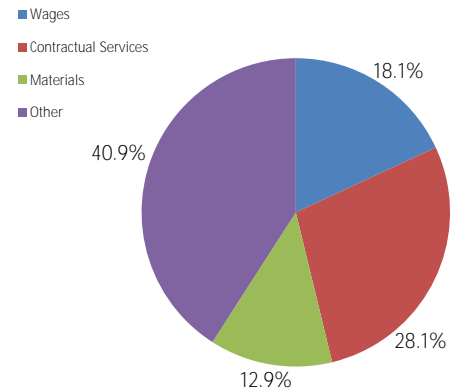
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Drainage Systems The Drainage Asset Management Plan includes maintenance and cleaning of rubbish collection devices, on a continual basis. The maintenance of drains includes the clearing of underground pipes from obstructions such as siltation and root penetration and the desilting, rubbish removal and repair of open drains and river reaches. The servicing of flood detention dam penstocks, the cleaning of all road side-entry pits, the desilting of blocked drains and the inspection and maintenance of the City's flood control dams are also included.	<ul style="list-style-type: none"> • Maintain over 140 rubbish collection devices at less than 25% full of rubbish • Service 14,000 Side Entry Pits and Junction Boxes on a 5-year cycle • Ongoing inspection and cleanout of underground drains when necessary • Annual inspection of all open drains/river reaches with desilting, root and tree removal and repair where necessary • Water Quality is monitored to ensure Council continues to improve Waterways to minimise pollutants into the Barker Inlet • Ongoing inspection of all flood control dams, including servicing and checking the operation of all penstocks
Salisbury Water Facilitate Council's operation as a licenced water retailer under the Water Industry Act, harvesting, cleansing and reticulating recycled water across the city.	<ul style="list-style-type: none"> • Operate 9 Managed Aquifer Recharge (MAR) schemes with 32 MAR wells • Operate 22 groundwater wells • Maintain 160km of 'purple' distribution pipes • Operate 120 pumps and associated water quality instrumentation, 24 hours per day and 7 days per week, via a comprehensive System Control and Data Acquisition (SCADA) system • Licenced monitoring and reporting on quality & volume at all operational sites and associated groundwater monitoring points. Harvest, cleanse and store up to 5GL/year of stormwater, retail 2.5G/L to over 1,000 internal and external customers
Water Systems Stormwater drainage and flood management in the City, including conceptual modelling, risk assessment/prioritisation, engineering, design for construction and operational oversight/decision making of stormwater systems in storm events to ensure prevention of flooding of property.	<ul style="list-style-type: none"> • Prepare and implement risk-based Stormwater Management Plans (SMP) for catchments to identify risks and opportunities, prioritise and prepare budgets for on-ground works, and allocate responsibility • Facilitate and coordinate with the activities of the Drainage Systems, Wetlands & Biodiversity and Salisbury Water teams • Environmental monitoring at specified sites across the City to identify priority works to improve watercourses and terrestrial zones
Wetlands and Biodiversity Planning and Asset Management of wetlands, watercourses and habitat reserves.	<ul style="list-style-type: none"> • Develop, enhance and renew over 46 wetlands, total area exceeding 300ha as part of the Watercourse Management Program

Water Management

Budgeted Water Management Operating Expenditure
(\$'000)



Water Management (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Drainage Systems	1,330	1,329
Salisbury Water	2,819	2,908
Water Systems	123	221
Wetlands and Biodiversity	456	511
DIRECT EXPENDITURE	4,728	4,969
FULL COST ATTRIBUTION	6,787	7,675
TOTAL EXPENDITURE	11,515	12,644
INCOME		
Salisbury Water	2,617	2,723
TOTAL INCOME	2,617	2,723
NET IMPACT TO COUNCIL		
Drainage Systems	1,330	1,329
Salisbury Water	202	186
Water Systems	123	221
Wetlands and Biodiversity	456	511
FULL COST ATTRIBUTION	6,787	7,675
TOTAL NET IMPACT TO COUNCIL	8,898	9,922

Waste Management

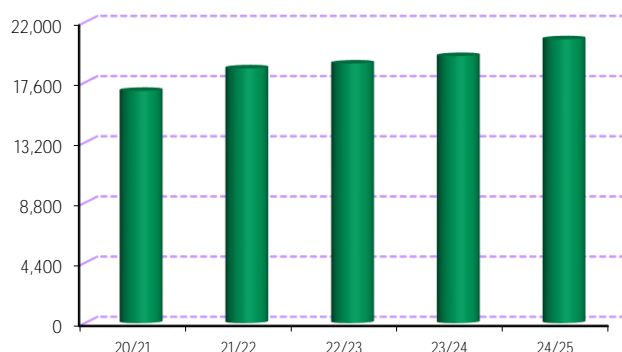


Waste Management contains the following Service Areas, Activities and Service Levels

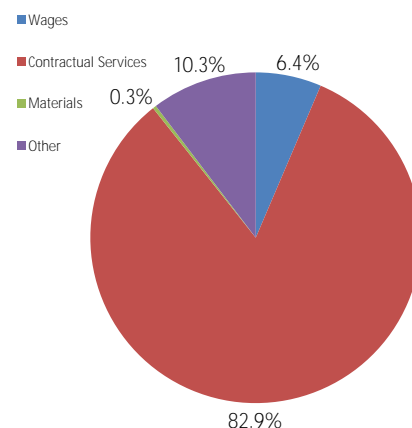
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Coleman Road Landfill Following closure in 1997 Council is continuing to rehabilitate the site, with ongoing monitoring and capping.	<ul style="list-style-type: none"> • Monitoring of gas at the landfill site • Groundwater monitoring • Increasing the cap over the landfill
Domestic Hard Waste Collection Managed by Northern Area Waste Management Authority (NAWMA) with all hard waste collection services provided through a booking arrangement. Residents may also receive a voucher for free disposal of prescribed materials at the NAWMA Resource Recovery Centres in lieu of property collection.	<ul style="list-style-type: none"> • Council provides the option of either two hard waste home collection services or two vouchers for use at the NAWMA Resource Recovery Centres (Pooraka or Edinburgh North) or a combination of one of each • Approximately 22,000 hard waste services (collection or vouchers) are provided each year
Domestic Refuse Collection Council provides a weekly domestic refuse collection service operated by NAWMA for residents using a 140 litre bin.	<ul style="list-style-type: none"> • Weekly to residential properties (140L bin) • Domestic Refuse to landfill: 29,400 tonnes pa
Green Waste Kerbside Service Council provides a collection service run by NAWMA for all residents who wish to participate. Recent initiatives have resulted in increased numbers of green waste bins, as well as kitchen caddies, to assist with diversion of an additional 2,000 tonnes of waste from landfill each year.	<ul style="list-style-type: none"> • Fortnightly to residential properties (240L bin) • Each rateable property is able to obtain one kerbside green waste bin at no additional cost • Green waste collected and composted: 20,260 tonnes pa • 8L benchtop kitchen caddies and rolls of compostable kitchen caddy liners are available for residents to collect, free of charge, from Salisbury Community Hub, Ingle Farm Library, Para Hills Hub, Mawson Lakes Library and Burton Community Hub
Kerbside Recycling Council provides a 240 litre bin recycling collection service and all recyclables are processed at the NAWMA Materials Recovery Facility (MRF).	<ul style="list-style-type: none"> • Fortnightly to residential properties (240L bin) • Kerbside recycling: 10,000 tonnes pa
Loose Litter Provides for the collection and disposal of rubbish dumped on Council reserves and roads and the collection of waste from public rubbish bins. The Department of Correctional Services provide litter collection to arterial and collector roads.	<ul style="list-style-type: none"> • Programmed loose litter and litter bin collection • 3 day cycle for high traffic locations • Ad-hoc collection of dumped rubbish on verges/road reserves • Cyclic collection of litter from collector/distributor for roads • Removal of dead animals from public places
Pooraka Resource Recovery Centre The Pooraka Resource Recovery Centre (formerly Research Road Waste Transfer Station) is externally operated by NAWMA on Council's behalf. The Centre is available seven days per week except Christmas Day, New Year's Day, Good Friday & ANZAC Day.	<ul style="list-style-type: none"> • Total customers (2023): 95,514 • During 2023 disposal of: General waste 12,600, Green waste 6,000t, Metals 613t, E-waste 68t, 3,500 Tyres and 6,093 Mattresses

Waste Management

Budgeted Waste Management Operating Expenditure
(\$'000)



Waste Management (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Coleman Road Landfill	78	78
Domestic Hard Waste Collection	1,710	1,914
Domestic Refuse Collection	11,250	12,055
Green Waste Kerbside Service	2,205	2,297
Kerbside Recycling	1,257	1,345
Loose Litter	2,900	2,941
Pooraka Resource Recovery Centre	129	128
DIRECT EXPENDITURE	19,528	20,758
FULL COST ATTRIBUTION		
TOTAL EXPENDITURE	19,528	20,758

INCOME		
Domestic Refuse Collection	66	66
Pooraka Resource Recovery Centre	194	224
TOTAL INCOME	261	290

NET IMPACT TO COUNCIL		
Coleman Road Landfill	78	78
Domestic Hard Waste Collection	1,710	1,914
Domestic Refuse Collection	11,183	11,989
Green Waste Kerbside Service	2,205	2,297
Kerbside Recycling	1,257	1,345
Loose Litter	2,900	2,941
Pooraka Resource Recovery Centre	(65)	(97)
FULL COST ATTRIBUTION		
TOTAL NET IMPACT TO COUNCIL	19,267	20,468

Parks and Landscapes



Key partners:

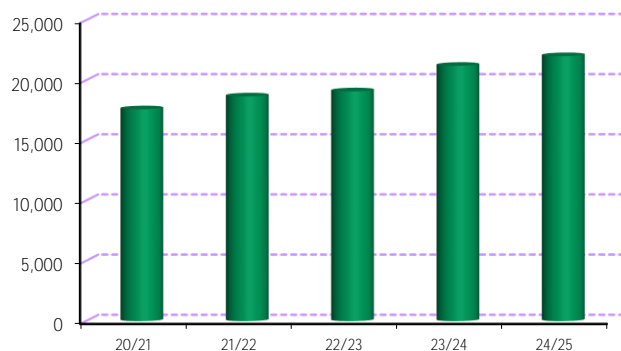
- Department of Environment and Water
- Green Adelaide

Parks and Landscapes contain the following Service Areas, Activities and Service Levels

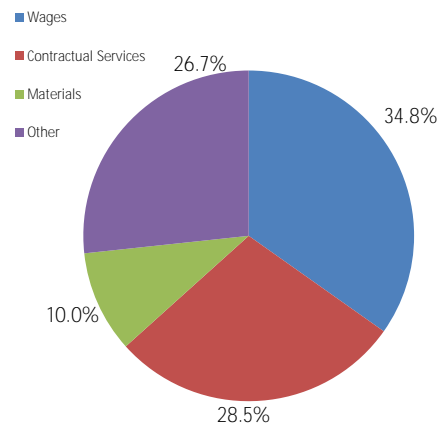
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Field Services Administration Relevant Asset Management Plans provide direction to focus services and service levels across the division. <i>Field Services</i> Provides pro-active and reactive maintenance services to all public reserves and associated assets across the City.	<ul style="list-style-type: none"> • Maintenance program ensures delivery of fit for purpose parks and assets that are safe, functional and provide community amenity value
Landscapes Consists of feature gardens and lawns which surround Council buildings, entry statements and roundabouts, with a focus on sustainable landscapes throughout the City.	<ul style="list-style-type: none"> • Civil maintenance related to roads, creeks and stormwater assets • 15,000 resident requests actioned annually • Maintenance of local reserves, parks and landscapes • Care of biodiversity sites
Mangrove Trail Provision and maintenance of St Kilda Mangrove Trail.	<ul style="list-style-type: none"> • Council continues to work with State Government agencies to protect and improve the Service Level and access to the Mangrove Trail
Pest and Weed Control Control of nuisance pests and weeds on Council reserves, verges and around buildings.	<ul style="list-style-type: none"> • Programmed and reactive pest and weed control services, with Council the front line in managing the elimination of pest species in the region, such as coolati and caltrop
Public Toilets Maintenance and cleaning of public toilets throughout the City.	<ul style="list-style-type: none"> • Daily cleaning of all public toilets within the City • Sharps containers emptied fortnightly or more frequent if required
Reserves and Playgrounds Maintenance of reserves and open space including grass cutting, litter removal, turf maintenance, irrigation maintenance, park furniture maintenance, fencing and reserve signage. Maintenance of play spaces, shade structures and fitness equipment throughout the City.	<ul style="list-style-type: none"> • Total areas managed: 1,900 ha of reserves • 10 Dog parks and 7 BMX Tracks • 147 play spaces which have weekly, fortnightly and monthly audits of play equipment depending on classification • Council has a hierarchy of play spaces which includes, regional, district, local and irrigated reserve • Frequency based mowing and reserve maintenance depending on reserve classification
Tree Management Tree planting and establishment, tree pruning, tree removal and tree inspections on verges and Council reserves.	<ul style="list-style-type: none"> • Programmed street tree pruning on a 5 yearly cycle, reactive tree pruning, responsive tree assessment processes and risk based inspection regimes
Verges (Road Reserves) Council provides for grass mowing of un-maintained residential verges and collector road verges.	<ul style="list-style-type: none"> • Residential verges and collector roads: 8 services pa • Litter collection, blow down of paths and driveways, edging of paths, weed control, bush and tree debris collection • Street sweeping within 24 hours of verge mowing • Occur mostly in the growing season from February to December

Parks and Landscapes

Budgeted Parks and Landscapes Operating Expenditure
(\$'000)



Parks and Landscapes (Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Field Services Administration	4,626	5,029
Landscapes	971	1,075
Mangrove Trail	69	62
Pest and Weed Control	565	572
Public Toilets	545	553
Reserves and Playgrounds	8,651	8,881
Tree Management	3,115	3,118
Verges (Road Reserves)	2,679	2,736
DIRECT EXPENDITURE	21,220	22,027
FULL COST ATTRIBUTION	12,676	13,411
TOTAL EXPENDITURE	33,896	35,438
INCOME		
Field Services Administration	64	66
Tree Management	60	67
TOTAL INCOME	124	133
NET IMPACT TO COUNCIL		
Field Services Administration	4,562	4,963
Landscapes	971	1,075
Mangrove Trail	69	62
Pest and Weed Control	565	572
Public Toilets	545	553
Reserves and Playgrounds	8,651	8,881
Tree Management	3,055	3,051
Verges (Road Reserves)	2,679	2,736
FULL COST ATTRIBUTION	12,676	13,411
TOTAL NET IMPACT TO COUNCIL	33,772	35,305

A growing City that creates new opportunities



Foundations

- ✓ Salisbury's businesses are successful and part of our community
- ✓ Salisbury is a place of choice for businesses to start, invest and grow
- ✓ Our infrastructure supports investment and business activity
- ✓ Our urban growth is well planned and our centres are active



Council's commitment to develop a growing city that creates new opportunities

Council will:

- > support and deliver initiatives to create jobs and increase investment
- > build work readiness in our community so residents are aware of and can pursue job opportunities
- > be business friendly
- > provide services and infrastructure that support entrepreneurs and emerging industry sectors
- > provide a safe transport network that enables efficient freight and commuter movement
- > ensure Salisbury's activity centres are interesting places to visit, attractive places to invest and great locations to work
- > have modern, well-maintained commercial areas
- > ensure new housing developments enhance our community

CRITICAL ACTIONS

Strategic Projects

Budget Context

Enhance the Salisbury City Centre by upgrading Church and John Streets and attracting investment by the private sector into surplus Council sites

The revitalisation of the Salisbury City Centre has taken a major step forward with the completion of Church and John Streets upgrades, including both Sexton and Judd Laneways. Council is currently working with the private sector in the redevelopment of a number of major Council landholdings in the city centre.

Attract firms to Salisbury, providing job opportunities for residents

Orderly development of new employment land will continue to be a priority. Promotion of Salisbury as a great investment destination will continue and will be enhanced by the development of a new Invest Salisbury brand that includes a refreshed website and investment attraction campaign. This will be underpinned by the support the Polaris Centre provides to new and existing businesses.

Link Technology Park with other innovation precincts in Adelaide

Work with key stakeholders, including State Government, to enhance the role of Technology Park in the innovation eco-system continues. A number of initiatives to deliver on this action will be included in the new Economic Development Strategy.

Deliver a residential development program by using surplus Council land

A successful builder partner has been engaged to develop the Lake Windemere project. Walkleys Road corridor is undergoing detailed design with civil construction due to commence in late 2024. Further engagement with the community will occur in mid-2024 seeking input into the design of the Baloo Street playground.

Operational Focus

Budget Context

Support new and existing businesses and industries to grow and create jobs

The Polaris Centre will continue to deliver its revamped networking and mentoring programs in partnership with the South Australian Government. This is also supported by a case management approach to businesses that want to expand or are looking to relocate.

Improve infrastructure, signage, safety, streetscapes and upkeep of commercial and industrial areas to support economic sustainability and growth

Council is reviewing its maintenance programs to ensure that services meet community expectations and support economic growth across the City.

Improve parking in Salisbury City Centre and Mawson Lakes Central, business and recreation precincts

Mawson Lakes on street parking and controls are reviewed annually. Parking in the City Centre was a key part of the John Street, Church Street upgrade and included spaces for electric vehicle parking and refinement of Sexton and Judd Lane carparks.

Streamline processes to improve how Council works with businesses

Council adopts a case management approach through the City Shaping Team for development and investment by new and existing businesses, supported by efficient and timely development assessment processes. A "Business Friendly" agenda is being progressed across the organisation to embed practices that assist and support businesses in their interactions with Council.

CRITICAL ACTIONS

Strategic Projects

Develop a structure plan for the land west of Port Wakefield Road to open up new development opportunities while preserving the existing character of Globe Derby and St Kilda

Review the existing economic growth strategy

Review Council's 'Growth Action Plan'

Develop guidelines and policies to improve the quality of infill development, starting with Ingle Farm

Develop plans to progress economic activity in Technology Park and Edinburgh Parks

Budget Context

A detailed Strategic Growth Framework for the land west of Port Wakefield has been approved by Council. It will guide the land use and infrastructure planning for potential for future rezoning. The framework will be updated as new information is gathered and more details on infrastructure requirements are obtained.

Delivery of a new Economic Development Strategy will commence.

A new Urban Growth Strategy will be finalised and its implementation will guide future development.

Design Guidelines have been delivered for Narrow Single Storey Homes and Verge Reinstatement. The new Urban Growth Strategy will provide further guidance to improve infill development.

Ongoing discussions with State and Federal Governments regarding development of Technology Park and Edinburgh Parks. There is strong interaction with Renewal SA in relation to sale of land in both precincts. Upgrade of Technology Drive to improve access has been finalised.

Operational Focus

Redevelopment of the Salisbury and Mawson Lakes interchanges

Improvements to the east-west roads including increasing the capacity and safety of Kings Road and Waterloo Corner Road, duplication and extension of Elder Smith Road and road/rail grade separation of Park Terrace & Kings Road

Appropriate and well planned development of the Dry Creek Salt Fields

Edinburgh Parks to be business ready as a modern industrial area with efficient freight routes to the Northern Connector, fast digital connectivity and access to alternative energy sources and recycled water

Budget Context

The City of Salisbury continues to advocate to the State and Federal Government for investment in critical infrastructure projects. An updated Partnerships Projects document will be prepared to inform future engagement with key stakeholders and decision makers.

Conversations continue with the State Government on improvements to the arterial road network through the city including upgrades to Kings Road, Park Terrace and Waterloo Corner Road. The extension of Elder Smith Road is part of the planning of the residential development in Dry Creek.

Council is working with the State Government on this major residential project as part of a working group brought together by Renewal SA.

Council continues to advocate to State Government on the importance of Edinburgh Parks as a job's growth and investment generator. The road network continues to be progressively upgraded through the area to improve key freight routes. Discussions are continuing with Department of Infrastructure and Transport representatives and relevant Ministers on required upgrades to key infrastructure.

Economic Development

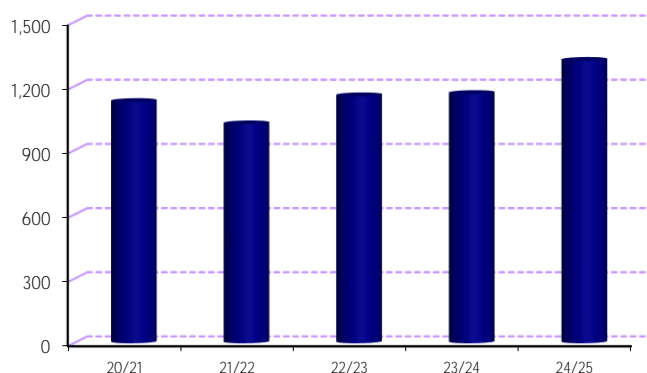


Economic Development contains the following Service Areas, Activities and Service Levels

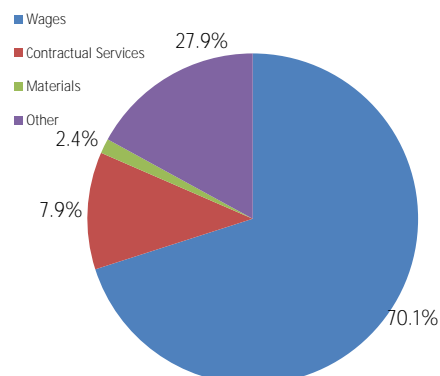
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Business Advisory Services (The Polaris Centre) Council supports people considering starting a business or who are already in business by providing information, advice, workshops and mentoring.</p>	<ul style="list-style-type: none"> • Provide support and training to businesses: over 500 pa • Provide mentoring services to business owners: over 40 pa. • Increase the rate of new business formation in the region by providing start up programs • Provide support services to businesses including workshops (6 pa.), advisory (50 people pa) • Support firms to build their capacity to diversify into international markets: at least 10 pa • Provide networking opportunities to business owners and entrepreneurs in Northern Adelaide
<p>Economic Development <i>Investment Attraction</i> Actively promote Salisbury as an investment location of choice through Invest Salisbury activity and actively work with firms considering relocating to Salisbury or expanding their operations within our City. This includes progressing Council's approach to business growth.</p> <p>Actively promote and position the City of Salisbury as a location of choice for business investment and expansion.</p> <p><i>Policy and Advice</i> Provide economic advice and input to Council and external bodies regarding economic issues and opportunities.</p> <p><i>Salisbury City Centre</i> Contribute to, and, where appropriate, drive initiatives to progress Council's objectives for Salisbury City Centre Revitalisation, and liaison with businesses.</p>	<ul style="list-style-type: none"> • Case management of investment leads • Continual delivery of Invest in Salisbury and work with at least 3 partner organisations to raise Salisbury's economic profile in key sectors • Develop and commence implementation of a future economic strategy for Salisbury • Implementation of Salisbury City Centre investment attraction, business engagement and activation initiatives

Economic Development

Budgeted Economic Development Operating Expenditure
(\$'000)



Economic Development (Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Business Advisory Services	591	701
Economic Development	574	620
DIRECT EXPENDITURE	1,165	1,320
FULL COST ATTRIBUTION	360	436
TOTAL EXPENDITURE	1,525	1,756
INCOME		
Business Advisory Services	94	172
Economic Development	15	
TOTAL INCOME	109	172
NET IMPACT TO COUNCIL		
Business Advisory Services	498	529
Economic Development	559	620
FULL COST ATTRIBUTION	360	436
TOTAL NET IMPACT TO COUNCIL	1,417	1,584

Development Services

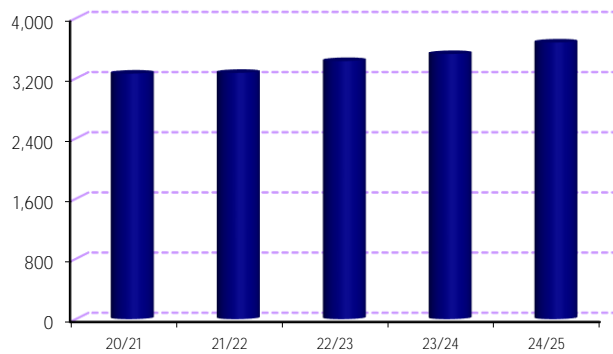


Development Services contains the following Service Areas, Activities and Service Levels

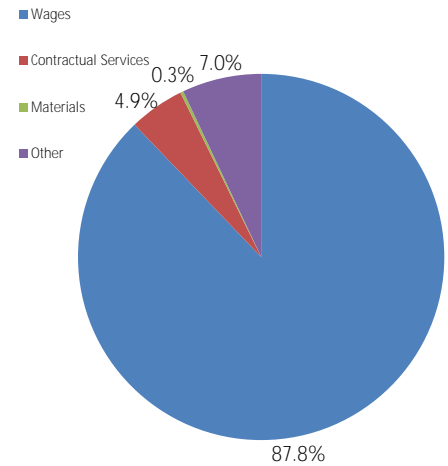
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Building Assessment of applications, provide general advice to community regarding building matters, respond to complaints, and inspect approved developments.	<ul style="list-style-type: none"> • General Advice: 2,100 pa • Applications: 2,800 pa • Building Compliance: 100 pa • Building Application Inspections: 600 pa
City Development Administration Provides for Executive Management and associated support for the overall management and leadership of the City Development Department.	<ul style="list-style-type: none"> • Leadership of the City Development department and accountability for outcomes assigned to the department • Section 7 Statements: 3,000 pa • Rates Certificates: 3,100 pa • Plan searches: 110 pa
Corporate Signage Provide and promote corporate directional signage primarily on main roads, to assist visitors to find business locations. The program aim is to be self-funding.	<ul style="list-style-type: none"> • 35 signs located across the City
Development Engineering Processes applications and the provision of advice to ensure new roads, footpaths and stormwater drains meet Council standards and engineering for major developments (e.g. traffic and stormwater) meet relevant standards.	<ul style="list-style-type: none"> • Engineering Assessment Approval and Bonding of land divisions: 8 pa • Construction Compliance Inspections: 50 pa • Engineering advice: 520 pa
Planning Assessment of applications, provide general advice to community regarding planning matters and ensure compliance with legislative requirements.	<ul style="list-style-type: none"> • Applications: 2,000 pa • Planning Application Inspections: 650 pa • Planning Compliance: 120 pa • General Advice: 4,000 pa

Development Services

Budgeted Development Services Operating Expenditure
(\$'000)



Development Services (Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Building	1,053	1,095
City Development Business Services	1,056	1,101
Corporate Signage	7	7
Development Engineering	265	279
Planning	1,144	1,197
DIRECT EXPENDITURE	3,525	3,678
FULL COST ATTRIBUTION	1,757	1,773
TOTAL EXPENDITURE	5,282	5,452
INCOME		
Building	971	1,026
City Development Business Services	265	265
Corporate Signage	3	21
Planning	430	531
TOTAL INCOME	1,669	1,842
NET IMPACT TO COUNCIL		
Building	82	68
City Development Business Services	791	836
Corporate Signage	4	(14)
Development Engineering	265	279
Planning	714	666
FULL COST ATTRIBUTION	1,757	1,773
TOTAL NET IMPACT TO COUNCIL	3,613	3,610

Urban Planning and Development

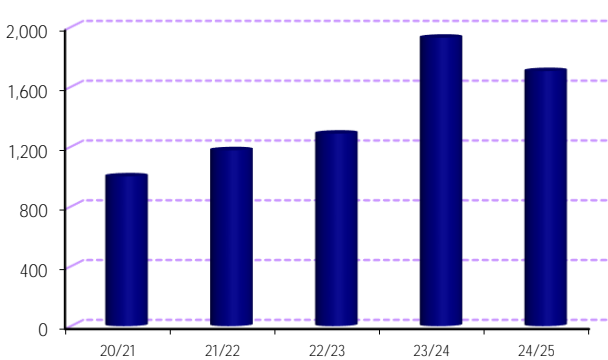


Urban Planning and Development contains the following Service Areas, Activities and Service Levels

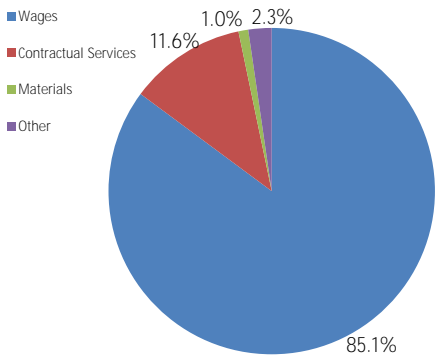
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Strategic Development Projects Oversees Council's strategic development projects from inception through to completion including:</p> <ul style="list-style-type: none"> • Identification and development of surplus Council land. • Preparation of project feasibilities and business cases for identified potential future developments. • Investigating opportunities and coordinating key development projects to contribute to the renewal of the Salisbury City Centre. 	<ul style="list-style-type: none"> • Progress due diligence and concept feasibility studies on priority sites identified in the Strategic Land Review Short Term Action Plan • Construction commenced on the Health Hub at Salisbury Oval site (portion of former St Jays and Salisbury Bowling Club land) • Construction begins on the Lake Windemere site which will include 35 new residential dwellings • Seek planning approval for the Walkley's Road corridor site • Finalise negotiations as a result of the Salisbury City Centre Expression of Interest
<p>Commercial Property Services Management of commercial lease agreements, property acquisition and disposal, leasing of community land and negotiation of easements.</p>	<ul style="list-style-type: none"> • Manage all Commercial Leases / Licences on community land or Council owned land and authorisations / permits on road and road reserves • Prepare invoicing and monitoring rent recoveries • Land acquisition and disposal as required both private and institutional • Granting and extinguishment of Easements as required • Revocation of Community Land Classification • Road and Walkway Closures and Openings • Provide expert property advice to internal and external stakeholders in relation to Council owned property
<p>Strategic Planning Research and develop policies in relation to land use planning, environmental sustainability and growth (industry and residential). Ongoing policy review of the Planning and Design Code and preparation and advice on private Code Amendments.</p>	<ul style="list-style-type: none"> • Delivery of the City Growth Strategy to inform spatial future Salisbury • Re-zonings, undertake Council led re-zonings, provide advice on private led re-zonings including co-ordination of Council responses • Undertake planning specific investigations and Spatial master planning of sites. i.e. local heritage assessments & Salisbury North Oval • Implementation of the West of Port Wakefield Road Structure Plan and Strategic Growth Framework (including government liaison, managing investigations, coordination, landowner consultation, private and Council led code amendments) • Planning Advice – Provide Strategic and Planning advice on Strategic Development Projects • Dry Creek Saltfields – Provide planning advice on land use and urban design planning related matters • Sustainability – Coordinate the implementation of the Sustainability Strategy i.e. Emissions Reduction Plan and Climate Change Risk Assessment. • Develop infrastructure contributions policy, a process for costing, allocating costs and the method of collection. • Continue to work closely with the State Government on future reviews of the Planning and Design Code (including State led Code Amendments – i.e. Statewide Flood Code Amendment), the Planning System (including revision of legislation) • Collaborate with the State Government during the preparation of the new Regional Plan for Greater Adelaide

Urban Planning and Development

Budgeted Urban Planning and Development Operating Expenditure (\$'000)



Urban Planning and Development (Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Strategic Development Projects	795	620
Commercial Property Services	468	488
Strategic Planning	666	598
DIRECT EXPENDITURE	1,930	1,706
FULL COST ATTRIBUTION	103	37
TOTAL EXPENDITURE	2,033	1,743
INCOME		
Commercial Property Services	861	876
TOTAL INCOME	861	876
NET IMPACT TO COUNCIL		
Strategic Development Projects	795	620
Commercial Property Services	(393)	(388)
Strategic Planning	666	598
FULL COST ATTRIBUTION	103	37
TOTAL NET IMPACT TO COUNCIL	1,172	867

Roads



Key Partners:

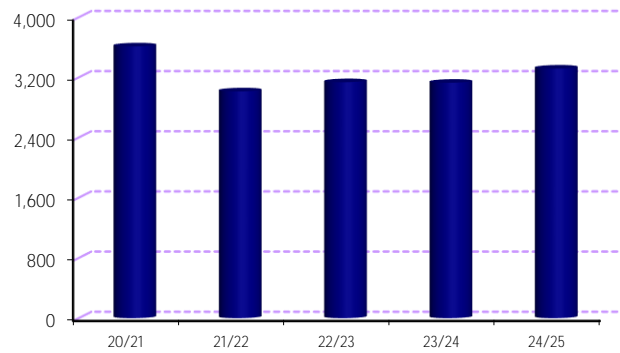
- State Government
- Department of Infrastructure & Transport (DIT)
- Department of Education
- Adelaide Metro
- Federal Government
- Developers
- South Australian Police
- Australian Rail Transport Corporation

Roads contains the following Service Areas, Activities and Service Levels

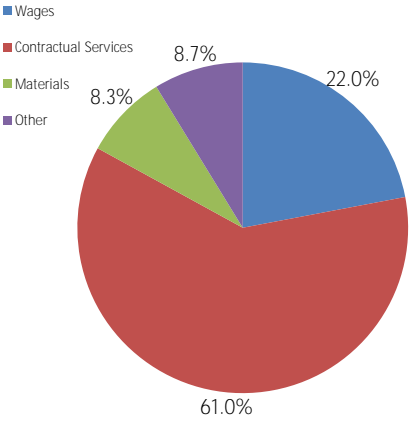
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
<p>Road and Car Park Maintenance Maintenance of kerb and gutter, road maintenance and repair damage due to storms and traffic loads. There is 1,800km of kerbing and 810km of road in the city. Service levels are determined by Asset Management Plans and audit processes.</p> <p><i>Road Safety Maintenance</i> Traffic signal/pedestrian and school crossing maintenance is reviewed on an annual cycle, with faults repaired on a weekly basis.</p> <p><i>Road Sweeping</i> Provision of clean and tidy streetscape and prevention of debris entering drainage system. Council undertakes Road Sweeping on a cyclical basis with additional sweeping as required after storm events, and prior to flood events as required.</p> <p><i>Bridge and Boardwalk Maintenance</i> There are 214 footbridges/boardwalks and 29 major road bridges within the Council area.</p>	<ul style="list-style-type: none">• Roads are maintained on average across the City to Road Pavement Condition Index rating of 3.0, with higher priority and Condition expected for Collector & Arterial Roads and Bus Routes• Council repairs road failures throughout the year on a cyclical basis• Council has a \$10.3M asset management program for road resealing and renewal that forms part of the Capital Works program• Line marking is carried out throughout the city over a 12-36 month interval• Car parks are maintained with checks on surface and linemarking• Pot holes are repaired on a responsive basis within 5 days of notification for high risk and 24 hours for dangerous potholes• Council Maintains 13 pedestrian/school crossings, 13 Emu Crossings, 16 Koala Crossings and 5 Wombat Crossings• Street sweeping is conducted on a six week cycle for 9 months of the year meeting EPA guidelines and frequency is increased to 3-weekly for selected streets during the summer months to manage additional leaf litter• A program of formal audits is undertaken every one to two years for bridges• Regular inspections and maintenance are undertaken six monthly and repairs completed as required
<p>Road Safety Engineering Project management of design and receipt of customer complaints regarding traffic design issues.</p>	<ul style="list-style-type: none">• The traffic data shows that 50km/h speed limits are being adhered to by road users. However, hoon driving is an ongoing challenge with the Council’s traffic staff liaising with SAPOL to address
<p>Signs and Street Furniture <i>Street Signs and Linemarking:</i> Maintenance and replacement of 4,000 street signs and 37,000 other road signage including suburb, warning, regulatory and information signs.</p> <p><i>Street Furniture:</i> 1200 seats/benches and shelters are maintained.</p> <p><i>Bus Shelter & Surround Maintenance:</i> Council has over 300 bus shelters. Bus shelters and bus stops are made universally accessible through the renewal program.</p>	<ul style="list-style-type: none">• All signage is repaired on an as needs basis• All linemarking is renewed every 12 months for high traffic areas and every 36 months for the whole city• Maintenance of seats/benches and various shelters throughout the City including repainting/sealing, graffiti removal, vandalism and repairs is undertaken on a cyclical basis• Program of inspection and condition auditing is undertaken every 5 years• Maintenance of bus shelters throughout the City including repainting/graffiti removal, vandalism and pavement repair is on a needs basis• Council has a \$200k Bus Shelter Renewal Program

Roads

Budgeted Roads Operating Expenditure
(\$'000)



Roads (Expenditure)



	2023/24 Budget \$000's	2024/25 Budget \$000's
EXPENDITURE		
Road and Car Park Maintenance	2,467	2,659
Road Safety Engineering	412	430
Signs and Street Furniture	252	230
DIRECT EXPENDITURE	3,130	3,319
FULL COST ATTRIBUTION	11,207	12,499
TOTAL EXPENDITURE	14,337	15,817
INCOME		
Road and Car Park Maintenance	3,460	3,770
TOTAL INCOME	3,460	3,770
NET IMPACT TO COUNCIL		
Road and Car Park Maintenance	(994)	(1,111)
Road Safety Engineering	412	430
Signs and Street Furniture	252	230
FULL COST ATTRIBUTION	11,207	12,499
TOTAL NET IMPACT TO COUNCIL	10,877	12,047

Footpaths



Key Partners:

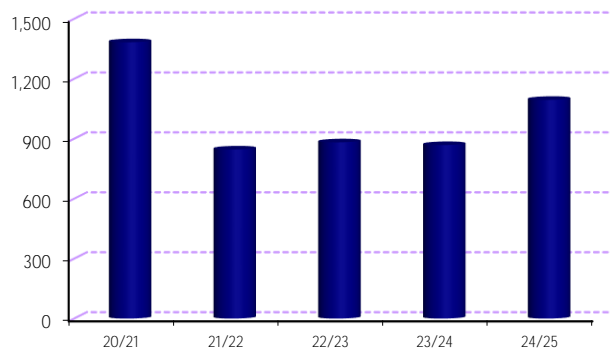
- Department of Infrastructure and Transport who assist with in-kind funding for the Green Trails Project

Footpaths contains the following Service Areas, Activities and Service Levels

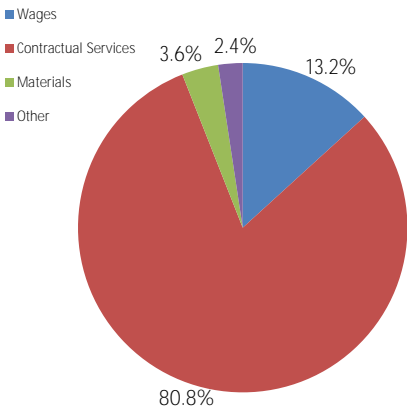
SERVICE AREAS	SERVICE LEVELS
<p>Footpath Maintenance</p> <p>A program of footpath auditing is conducted every three years to gather data which is used to quantify the overall condition of the network. This data is also used to identify priority areas for maintenance works based on proximity to critical pedestrian generating activities.</p> <p>Community requests for additional footpaths are investigated by the multidisciplinary Footpath Request Evaluation Team, and prioritised based on the destination of the path and the additional inclusion opportunities the footpath would give. Council also maintains footpaths and shared use paths through public reserves, with Council continuing to build the Green Trails network across the City.</p> <p><i>Shared Use Paths</i></p> <p>Council continues to construct the Green Trails network that has been delivered to date linking Salisbury and Mawson Lakes via the Little Para River and Dry Creek Corridors.</p>	<ul style="list-style-type: none">• Provision of a footpath on one side of a road/street where appropriate as a minimum service standard with provision for a footpath on high profile and collector streets, around schools & aged care facilities• Council minimum width of new footpaths is 1.5m preferred• Council’s level of service for footpath maintenance intervention is ≥25 mm. In addition, Council repairs faults based on the risk assessment associated with the destination. For example, Council has a focus on prioritising faults around Schools, high foot traffic generators and Retirement Villages• Council repairs footpath failures throughout the year based on a program of priority works and on customer requests where appropriate <ul style="list-style-type: none">• Council will continue to extend the 2.4m wide Green Trail with additional upgrades with the next stage to be completed at Dry Creek, Valley View over the next 2 to 3 years• Council City Wide trail renewal program now includes the upgrade of lighting along the existing shared use path

Footpaths

Budgeted Footpaths Operating Expenditure (\$'000)



Footpaths (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Footpath Maintenance	868	1,095
DIRECT EXPENDITURE	868	1,095
FULL COST ATTRIBUTION	2,457	2,771
TOTAL EXPENDITURE	3,325	3,865
NET IMPACT TO COUNCIL		
Footpath Maintenance	868	1,095
FULL COST ATTRIBUTION	2,457	2,771
TOTAL NET IMPACT TO COUNCIL	3,325	3,865



Foundations

The delivery of these foundations will be underpinned by Council's values of respect, accountability, collaboration and helpfulness.

- ✓ Members of our community receive an exceptional experience when interacting with Council
- ✓ We deliver quality outcomes that meet the needs of our community
- ✓ The City of Salisbury is recognised as a great place to work
- ✓ We plan effectively to address community needs and identify new opportunities
- ✓ We engage meaningfully and our community is aware of Council initiatives



Council's commitment to develop an organisation that is innovative and develops our business

Council will:

- > place the needs of our community first
- > meaningfully engage with our community and stakeholders as we plan and make decisions
- > consider the long term when we plan and innovate
- > use data to inform decision-making and understand community needs and expectations
- > seek partnerships to deliver facilities, services, programs and infrastructure to address community needs
- > promote Salisbury and advocate for its priorities
- > strengthen and promote the Salisbury brand
- > embed our organisational values in all we do
- > invest in the development of our staff and elected members
- > maintain sound financial management within a transparent and accountable organisation

CRITICAL ACTIONS

Strategic Projects

- Use technology so people can better access Council services
- Implement a change plan so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work
- Upgrade Council's Operations Centre at Cross Keys Road to support business transformation
- Provide opportunities for staff to be innovative and shape the next generation of Council business, investment and services
- Deliver Council's COVID-19 response package

Budget Context

- Council has engaged a third-party provider to deliver a new enterprise system focussed on transforming not only our technology but our business processes to ensure we deliver an exceptional community experience as to how Council delivers its services and engages with the community.
- A Business Transformation team has been established to develop and drive various initiatives aimed at achieving the three success factors of exceptional community experience, quality outcomes and a great place to work.
- The upgrade of Council's Operations Centre on Cross Keys Road has been completed, including Administration Centre, Workshop and Stores.
- Staff are encouraged to provide input into Council service delivery aimed at ensuring our services not only align with community needs but seek to provide innovative and more contemporary ways to deliver the services.
- Although the landscape has changed since Council implemented various initiatives to support the community and ensure services continue to be delivered to our community during the COVID-19 pandemic, Council continues to review and adapt its support and services to ensure the continuity of these services.

Operational Focus

- Improve how we use data to better inform decision making
- Buy locally and sustainability with an emphasis on reuse and recycled materials
- Deliver the commitments in our Annual Plan
- Continuous Improvement Program
- Meaningfully engage with our community so we better anticipate and respond to needs and opportunities
- Improve communication with community members to increase awareness of Council initiatives
- Acknowledge and celebrate the achievements of staff and our community

Budget Context

- We have continued to work on enhancing reporting of data through the use of dashboards with real time data. The next phase of dashboard reporting will be delivered through the implementation of the new enterprise system.
- We continue to look at ways to increase spend with Salisbury LGA (and wider Northern Region) suppliers, which has been supported by a revised Procurement Policy to embed these practices into the organisation. Work will continue with the industry to support delivery of a circular economy.
- Council continues to monitor projects and initiatives identified in the Annual Business Plan.
- The organisation has adopted the Agile methodology in its Business Transformation initiative to ensure we are successful in delivering the project outcomes as agreed with the various stakeholders.
- An emphasis this year, following the upgrade to the corporate website, has been on enhancing our Discover Salisbury website and digital mediums.
- We continue to enhance how we engage with the community to make the community aware of the many projects and initiatives that Council delivers to improve the community's wellbeing. We continue to see an increase in the number of people accessing our social media platforms which will be used as the predominant medium to communicate with our community. Council has also approved a new delivery model for Salisbury Aware which will further enhance our engagement with the Community.
- Council holds various events throughout the year that aim to acknowledge and celebrate staff and community achievements.

CRITICAL ACTIONS

Future Planning

Budget Context

Develop a digital strategy and framework to implement technology- based initiatives to improve the management of the City

Council's focus has been on the implementation of a new technology platform that will aim to provide the Community with an enhanced digital medium to engage with Council. Traditional face-to-face engagement options will remain as Council recognises the Community would like to have this option as well.

Review our community engagement strategy so the needs of diverse groups in our community are recognised at an early stage of planning

This has been scheduled for in the 2024/25 financial year and will form part of work being undertaken to deliver exceptional community experience.

Review Council's 'Strategic Asset Management Plan'

A revised strategic Asset Management Plan was endorsed by Council in April for community consultation. This included updates to the level of service of four key asset classes, namely roads, buildings, Playspaces and drainage systems.

Enable the community to monitor Council's progress in implementing this Plan and compare performance with that of other Councils

The dashboard will be reviewed and a new monitoring system will be designed and implemented following the adoption of an updated City Plan.

Identify opportunities to increase non-rates revenue

The organisation has for some time ensured it maintains a strong financial position so it is able to meet emerging community needs. Work continues where appropriate to identify alternate revenue streams to support the ongoing financial sustainability of services to the community.

Council governance and practices

The Audit and Risk Committee continues to provide assurance in context of its statutory function as per s126 of the Local Government Act 1999 (the Act) and the Audit function is conducted as per s129 of the Act.

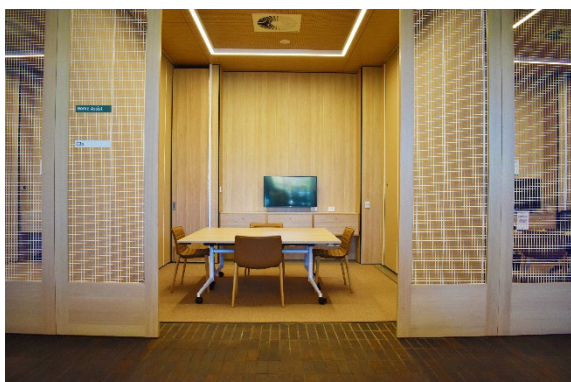
Advocacy Priorities

Budget Context

Develop deeper and more effective relationships with government agencies and other organisations to progress the priorities identified in this City Plan and its supporting strategies

The City of Salisbury will continue to advocate to the State and Federal Government for investment in critical projects and programs. In 2022, 15 key partnership projects from the City Plan 2035 were identified in the document, Partnership Projects 2022 and presented to the State and Federal Government to seek opportunities for collaboration and joint investment. The City of Salisbury continues to follow up on these priority projects and work collaboratively to progress outcomes for the community via various forms in a formal and informal manner.

Innovation and Business Development



Innovation and Business Development contains the following Service Areas, Activities and Service Levels

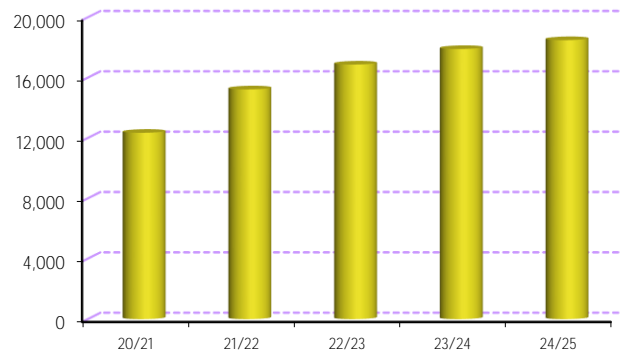
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Accounting Services Provides for business support, management accounting, financial accounting, tax compliance, external and statutory reporting. Reporting services to all departments/divisions of the organisation, the Executive Management and Council, including the preparation of the Council Budget and Annual Plan. Provides specialised accounting services for infrastructure and other assets, particularly with respect to valuation and depreciation. Provides financial support to Council projects as required and delivers the Accounts Payable service.	<ul style="list-style-type: none"> • Annual Business Plan and Budget • Annual Financial Statements • Long Term Financial Plan • Quarterly Budget Reviews and Monthly Reporting • Grant Acquittals • Divisional and Departmental Planning support • Valuation and Depreciation for \$2.1 billion of Council assets • Invoices processed: 30,000 pa
Business Excellence Administration Provides for the Executive Management and associated support for the overall management and leadership of the Business Excellence Department.	<ul style="list-style-type: none"> • Leadership of the Business Excellence department and accountability for outcomes assigned to the department
Business Transformation Advocate and promote the use of improvement and transformation techniques and methodologies.	<ul style="list-style-type: none"> • Organisational Business Transformation using Agile principles • Organisational reporting on improvement and business transformation initiatives
<i>Planning and Business Engagement Services</i> Responsible for the alignment of information technology solutions with organisational and Community needs. This also includes the transformational shift of the organisation to a digital and community centric approach, with technology to better support service delivery, and greater community activation.	<ul style="list-style-type: none"> • Digital and information technology related strategy, frameworks and standards
Community Experience Delivers communications and marketing strategies through traditional and digital communications and media channels, ensuring the community are aware of Council projects, priorities and initiatives and have ways to engage with Council on them. Provides a media liaison and management service including proactive and reactive media.	<ul style="list-style-type: none"> • Communications and marketing support and delivery • Media and public relations liaison management • Community engagement support • Digital communications management including website, social media platforms and digital signage • Corporate publications • Corporate brand custodian
Customer Centre The first point of contact for the Community with the Council, via phone, webchat and face to face options. The Community Experience teams aim for a first point of contact resolution, assisting customers with information and requests and linking them with services.	<ul style="list-style-type: none"> • Call volume: 62,864 pa • Receipt numbers: 15,131 pa • Counter enquiries: 15,354 pa • Customer requests via email/website/post: 19,412 pa

Innovation and Business Development continued

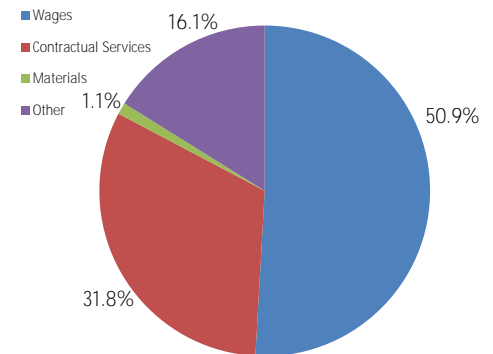
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Insurance This area provides for the management of corporate insurance policies and associated claims.	<ul style="list-style-type: none"> Administration of organisational insurance needs including processing of insurance claims and liaison with the Local Government Association (LGA) insurance service provider (Local Government Risk Services)
People and Performance Provide a range of people management services including general human resources and employment relations services, payroll, wellbeing and work health and safety, organisational development, learning and development and strategic workforce development and planning. This includes providing people strategy, policies, systems and processes used to manage the employment life cycle, guide decision-making and manage risk.	<ul style="list-style-type: none"> Organisational development programs – change management, culture development, leadership development, team development, and individual capability and commitment programs Workforce planning and succession planning, HR Services including recruitment, induction, performance management, policy advice, payroll, workplace Health and Safety and wellbeing programs
Procurement Management of contract and purchasing policies, procedures and delegations. Provision of Business support and advisory services relating to Contract and Procurement activities as well as monitoring compliance.	<ul style="list-style-type: none"> Northern Region Economic Benefit: Focus on supporting northern region business where it represents value for money Environmental Preference: promote the procurement of environmentally friendly goods and services that satisfy value for money criteria, as well as fostering the development of products and processes of low environmental and climatic impact Support the achievement of circular economy outcomes Provide financial advice and support for Salisbury Water
Rate Collection and Property Data This area involves the maintenance of the property data for rating and electoral purposes and the collection of rate and other revenue.	<ul style="list-style-type: none"> Rateable Properties: 61,693 Total Rate Notices: 181,753 pa, Overdue Notices: 29,631 pa and SMS reminders 36,735 pa Changes to Property Data: 12,941 pa Maintenance of voters roll
Technology and Digital Solutions Technology and Digital Solutions are responsible for the delivery, management, and enhancement of information technology solutions within the organisation. This includes troubleshooting and resolving technical issues, ensuring network and system security, implementing software and hardware updates, providing user support and optimising IT Infrastructure for efficiency. <i>Service Desk</i> Responsible for the delivery and support of productivity, mobility and audio-visual solutions.	<ul style="list-style-type: none"> Solutions meet organisational availability and performance metrics Services are delivered within defined Service Level Agreements (SLA's) Solutions are effectively managed using suitable security controls and current maintenance and support contracts All solution changes are documented and approved to ensure controlled and efficient change implementation Security measures are applied to solutions, hardware and user identities to ensure data and system security, minimising vulnerabilities Responsive technology service ensuring the organisation can deliver services to the community Provision and distribution of productivity tools and services 7,500 requests processed per year with 84% resolved within defined SLA's.

Innovation and Business Development

Budgeted Innovation and Business Development Operating Expenditure (\$'000)



Innovation and Business Development (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Accounting Services	1,817	1,805
Business Excellence Administration	491	396
Business Transformation	1,470	1,310
Community Experience	2,110	2,095
Customer Centre	983	1,254
Insurance	594	625
People and Performance	2,280	2,292
Procurement	367	396
Rate Collection and Property Data	1,022	1,076
Technology and Digital Solutions	6,772	7,243
DIRECT EXPENDITURE	17,905	18,491
FULL COST ATTRIBUTION	(15,879)	(16,231)
TOTAL EXPENDITURE	2,026	2,260
INCOME		
Community Experience		
People and Performance	708	720
Rate Collection and Property Data	22	22
TOTAL INCOME	730	742

Innovation and Business Development continued

	2023/24 Budget \$000's	2024/25 Budget \$000's
NET IMPACT TO COUNCIL		
Accounting Services	1,817	1,805
Business Excellence Administration	491	396
Business Transformation	1,470	1,310
Community Experience	2,110	2,095
Customer Centre	983	1,254
Insurance	594	625
People and Performance	1,572	1,571
Procurement	367	396
Rate Collection and Property Data	1,000	1,054
Technology and Digital Solutions	6,772	7,243
FULL COST ATTRIBUTION	(15,879)	(16,231)
TOTAL NET IMPACT TO COUNCIL	1,296	1,518

Council

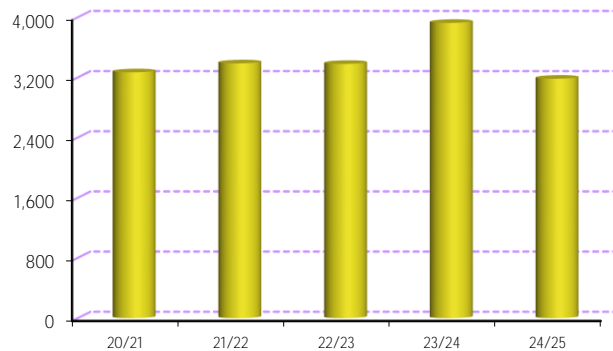


Council contains the following Service Areas, Activities and Service Levels

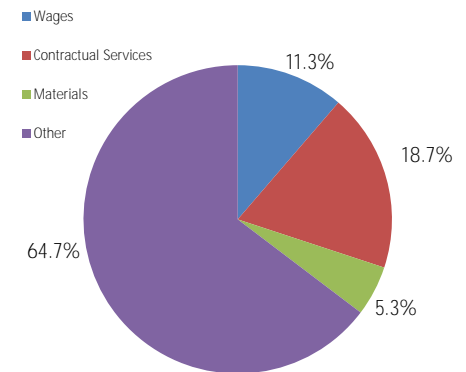
SERVICE AREAS	ACTIVITIES AND SERVICE LEVELS
Civic and Ceremonial Funds civic and ceremonial responsibilities of Council, including citizenship ceremonies.	<ul style="list-style-type: none"> • Organisation of civic events and citizenship ceremonies
Corporate Memberships Funds corporate memberships for required bodies.	<ul style="list-style-type: none"> • Local Government Association (LGA) membership
Council Funds the management and administration of the Elected Member governance responsibilities.	<ul style="list-style-type: none"> • Production and distribution of business papers and minutes • Facilitation of CEO Briefing Sessions • Administrative support to Council, 8 Committees, 4 Sub-Committees, and the Council Assessment Panel • Monitor and review of the City's compliance with legislation • Elected Member training and development • Administration of Elected Member Allowances and Benefits and statutory disclosures
Elections Provides resources for elections within the City.	<ul style="list-style-type: none"> • Manage the Local Government election for more than 98,000 eligible voters
Executive Management Funds the Chief Executive Officer and executive support function that is responsible for the management of the organisation, the support of and accountability to Council and facilitation of meetings with various stakeholders including State and Federal Government representatives.	<ul style="list-style-type: none"> • Chief Executive Officer, Deputy Chief Executive Officer and Mayor support
Governance A resource supporting Elected Members and Administration in the decision making processes of Council. Provides information, advice and assistance to ensure obligations under legislation and policy frameworks are reflected in City of Salisbury work practices.	<ul style="list-style-type: none"> • Support Council and organisational governance processes • Risk management, internal audit and insurance • Coordinate Business Continuity Planning • Facilitate the LGA insurance scheme's risk review • Provide advice and support to ensure strategic and operational risks are identified and managed • Support the Audit and Risk Committee of Council • Facilitate the annual external audit • Undertake and co-ordinate internal audit • Council meeting administration and support, and facilitation of public participation • Elected Member support & communications • Delegations and Authorisations • Support Information Management and State Records Act compliance • Application and monitoring - Policy and procedure framework • Coordination of legal advice and oversight of Legal Services • Facilitate Freedom of Information • Administer Council Grievances and External Agency Reviews • Coordinate the Representation Review

Council

Budgeted Council Operating Expenditure
(\$'000)



Council (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Business Intelligence and Data	664	266
Civic and Ceremonial	78	78
Corporate Memberships	392	408
Council	774	816
Elections	150	150
Executive Management	1,318	865
Governance	549	601
DIRECT EXPENDITURE	3,926	3,184
FULL COST ATTRIBUTION	(21)	(17)
TOTAL EXPENDITURE	3,905	3,167
INCOME		
Council	2	2
TOTAL INCOME	2	2
NET IMPACT TO COUNCIL		
Business Intelligence and Data	664	266
Civic and Ceremonial	78	78
Corporate Memberships	392	408
Council	772	814
Elections	150	150
Executive Management	1,318	865
Governance	549	601
FULL COST ATTRIBUTION	(21)	(17)
TOTAL NET IMPACT TO COUNCIL	3,903	3,165

Sundry

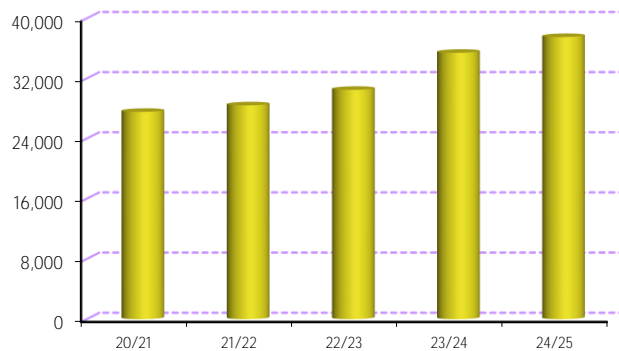


Sundry contains the following Service Areas, Activities and Service Levels

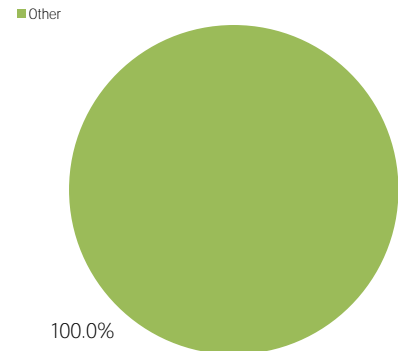
SERVICE AREAS	
Accommodation	The operating costs of Council’s municipal offices
Net Loss Equity Accounted Council Businesses	Represents Council’s share of the financial results of Council subsidiaries
Grants Commission	Represents the general purpose Financial Assistance Grant provided by the Federal Government via the Grants Commission. The quantum is determined by population and “effort neutral” needs assessment
Infrastructure Depreciation	Provides for depreciation of public infrastructure where not provided for within functional cost centres
Rates	Provide for rates revenue, fines and penalties and rebates
Treasury	Provides for the transactions associated with borrowing and lending funds and the associated interest received or paid
Wages and Salaries Provision	An allocation to provide for variations in remuneration as a result of agreements, contracts and reclassifications

Sundry

Budgeted Sundry Operating Expenditure
(\$'000)



Sundry (Expenditure)



	2023/24 Budget \$'000's	2024/25 Budget \$'000's
EXPENDITURE		
Accommodation	419	423
Net Loss Equity Accounted Council Businesses	739	681
Infrastructure Depreciation	28,224	31,830
Rates	2,467	2,686
Treasury	3,012	1,715
Wages and Salaries Provision	574	200
DIRECT EXPENDITURE	35,435	37,534
FULL COST ATTRIBUTION	(29,845)	(33,515)
TOTAL EXPENDITURE	5,590	4,019
INCOME		
Grants Commission	7,405	8,653
Rates	825	864
Treasury	77	80
TOTAL INCOME	8,307	9,596
NET IMPACT TO COUNCIL		
Accommodation	419	423
Grants Commission	(7,405)	(8,653)
Infrastructure Depreciation	28,224	31,830
Rates	1,642	1,822
Treasury	2,935	1,635
Wages and Salaries Provision	574	200
FULL COST ATTRIBUTION	(29,845)	(33,515)
TOTAL NET IMPACT TO COUNCIL	(2,717)	(5,577)

Rating Strategy and Policy

What are Rates?

Rates are the principal source of funding for Council services, representing approximately 82.3% of the total operating revenue. Rates are levied as a tax on property in accordance with the provisions of the Local Government Act. They are not a service or user charge. Consequently, some property owners may choose not to use various council services but nevertheless make a contribution, through their rates. As rates are levied on the value of property as determined by the Valuer-General, those in higher valued properties pay more than those in lower valued properties, noting the higher value property adjustment detailed on page 125 to minimise this impact.

Capital Value as a basis for Rating

The Council has adopted the capital value method to value properties in its area, in common with most other Adelaide metropolitan councils. This method values the land and all of the improvements on the land.

While no valuation method is considered perfect the capital value method is considered the most equitable because:

- It is the most appropriate measure of relative wealth in the community
- As a measure of wealth it most closely reflects property owners capacity to pay
- It accords with the taxation principle, that people should contribute to community social and physical infrastructure, in accord with their capacity to pay, as measured by property wealth.

The other valuation method available is annual value (value of rental potential of property) which is not considered appropriate in Salisbury's situation.

Strategic Focus

In setting its rates for the 2024/25 financial year the Council considered its City Plan 2035, and other strategic planning documents including the Strategic Asset Management Plan and the Long Term Financial Plan.

Setting Rates

Apart from the need to ensure sufficient revenue to meet its expenditure needs, Council is always mindful of the impact and affordability of rates to the community, both residential and business, and regularly makes comparison of its rates across council areas.

In 2023/24 Salisbury's average residential rate was the 4th lowest of the metropolitan Councils.

The first action in setting the new rate is to adjust for the impact of the average increase or decrease in market property values over the past year so that the rate increase is not compounded by property value increases.

Market Movement of Property Values	
Land Use	Market Movement
Residential	11.3%
Commercial and Industrial	18.4%

Secondly, Council considers the appropriate average rate increase to apply taking into account a number of factors. Council consider current service levels, and the community's current and future needs, and the methods by which services are provided. Council each year consider the budget in detail, and reviews requests for new expenditure and how it contributes to the delivery of the City Plan. Consideration is also given to having capacity to respond to the community's changing needs.

Rating Strategy and Policy

After critically reviewing expenditure priorities and income from other sources Council is proposing to increase the residential rates by an average of 6.2% for properties not on the minimum rate. The minimum rate has also proposed to increase by 6.2% from \$1,156 to \$1,228 for 2024/25. Noting that in 2020/21 Council determined a zero percent increase in rates to support the community in responding to the COVID-19 pandemic, and forecast inflation at June 2024 is 4.4% per Deloitte Access Economics Business Outlook December 2023.

Council has maintained surplus operating budgets since 2008/09 which is a significant achievement. This has resulted from maintaining existing assets and avoiding escalating costs that can result through neglect, by reviewing and refining service provision, and utilising property development proceeds to reduce debt levels resulting in lower interest costs.

Categories of Rates

General Rates

General rates are levied on capital values according to the differential rating system outlined below. Property valuations are performed independently by the Valuer-General on an annual basis and an owner has up to 60 days from notification in which to object.

A minimum rate applies to all properties where the value falls below a certain level as detailed in the table below. The minimum rate is imposed to ensure all properties make a fair contribution to general community facilities.

Maximum Capital Value for Minimum Rates	
Land Use	Maximum Value
Residential	\$394,982
Commercial and Industrial	\$244,865
Vacant Land	\$303,810

No more than 35% of properties can be subject to the minimum rate. The minimum rate is proposed to increase to \$1,228 from \$1,156 for the 2024/25 year.

Differential Rating

Differential rates may be applied according to land use. A differential loading is applied to commercial and industrial properties and to vacant land. Residential and other properties pay the base rate.

- a. The purpose of the differential on commercial and industrial properties is to:
- Recover from the business sector a greater share of costs relating to:
 - Economic development and promotion
 - City amenities which enhance retailing
 - More intensive road and traffic requirements
 - Extra capacity requirements for drainage
 - Partially recognise the benefit of tax deductibility available to business
 - Maintain the revenue contribution from this sector given inconsistent changes in property values as compared with residential properties
- b. The purpose of the differential on vacant land is to:
- Provide a disincentive to withholding land from development
 - Recognise the cost of surrounding infrastructure

The differential rate for vacant land is 30% higher than for residential properties. This is consistent with the previous year which was also 30%.

Rating Strategy and Policy

Separate Rates

Council uses its separate rating powers to collect rates for three existing purposes:

Salisbury Business Association

Rates are collected for the Salisbury Business Association, from commercial and industrial properties within the Salisbury City Centre to enable it to market and promote the Centre. All funds collected are passed on to the association.

Globe Derby Community Club Inc.

Rates are collected for and passed on to the community club based on a fixed amount per share in common land, so that the club can maintain an area of common land.

Landscape Administration Fund

The Council acts as agent for the collection of rates for the Regional Landscape Levy (formerly the Natural Resource Management Levy). The level of increase is not determined by Council and these funds are passed to State Government.

Residential Impact Statement

Council are proposing a 6.2% average rate increase to residential rates in the 2024/25 year. However, the actual increase for an individual property will vary depending on the actual changes in valuation above or below the average valuation increase.

In order to achieve the proposed average rate increase of 6.2% the rate (cents in the \$) will decrease from 0.3258 to 0.3109, which accounts for the increased valuation.

An assessment of the resulting rate increases suggests the following impact on residential property owners:

Percentage Rate Increase	Number of Properties
< or = 0%	1,054
0.1 - 1.0%	13
1.1 - 2.0%	29
2.1 - 3.0%	1,608
3.1 - 4.0%	1,242
4.1 - 5.0%	5,747
5.1 - 6.0%	6,390
6.1 - 7.0%	18,932
7.1 - 8.0%	12,003
8.1 - 9.0%	5,328
9.1 - 10.0%	1,906
10.1 - 12.5%	1,288
>12.5%	248
Total Number of Properties	55,788

Rating Strategy and Policy

Payment of Rates

Quarterly Billing

Rates are payable in quarterly instalments due in September, December, March and June each year. Rate notices will be issued prior to each quarterly instalment.

Payment methods are described on the reverse of the rate notice.

Advance Payments

Ratepayers may choose to make fortnightly or monthly payments in advance towards their rates if this suits their budgetary circumstances. No interest is paid on these amounts due to the additional transaction processing costs associated with this service.

Seniors Postponement of Rates

Residential property owners with a Seniors Card may apply to postpone payment of rates until the property is sold. Seniors who opt to postpone rates are required by the Local Government Act to pay \$500 in rates each year, with the balance being postponed. Postponed rates are a charge on the land and statutory interest continues to be charged on postponed rates and will be payable on sale of the property.

Adjustments and Rebates

High Value Property Adjustment

Council has recognised that higher value residential properties are subject to unreasonably high rates, due to the relatively low average value of properties in Salisbury, compared to some other Local Government areas. Council is also concerned to ensure there is a proper mix of development within the city.

To overcome this problem Council has endorsed an adjustment for residential properties with a value over \$779,000 provided the property is not used for commercial purposes, consists of multiple dwellings or is entitled to a mandatory rebate:

\$779,001 to \$868,000: a reduction of 10% of the general rates payable on the value above \$779,000 up to and including \$868,000, which is an increase on the 2023/24 tier of \$700,001-\$780,000.

\$868,001 to \$1,002,000: a reduction of 20% of the general rates payable on the value above \$868,000 up to and including \$1,002,000, which is an increase on the 2023/24 tier of \$780,001-\$900,000.

\$1,002,001+: a reduction of 35% of the general rates payable on the value above \$1,002,000, with the 2023/24 tier being \$900,001.

Discretionary Rebates

The Local Government Act 1999 enables Council to grant discretionary rebates up to 100% for land used for the purposes of a community benefit.

Council has adopted a policy concerning such rebates, a copy of which is available from our Rates Section (Telephone 08 8406 8255).

Rate Capping Rebate

Council has a policy to cap rate increases in the following circumstance:

- **Market Valuation Increase Cap** - for residential property which is the ratepayers principal residence, and the ratepayer is a natural person, the maximum increase in the general rate will be 12.5% of that paid in the previous year where that increase is as a result of significant valuation movements but not as a result of improvements, a change to the land use or zoning, a change in ownership, or a correction of the property value. There is an application process associated with this rebate.

Disclaimer

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

Financial Hardship

Council is committed to providing support to ratepayers experiencing financial hardship with further information available on the City of Salisbury website.

Appendix A: Long Term Financial Plan Statements

ESTIMATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDING 30 JUNE	2025 Budget Year 1 \$000's	2026 Plan Year 2 \$000's	2027 Plan Year 3 \$000's	2028 Plan Year 4 \$000's	2029 Plan Year 5 \$000's	2030 Plan Year 6 \$000's	2031 Plan Year 7 \$000's	2032 Plan Year 8 \$000's	2033 Plan Year 9 \$000's	2034 Plan Year 10 \$000's
INCOME										
Rates Revenues	130,906	136,796	142,542	148,386	154,470	160,803	167,396	174,259	181,404	188,841
Statutory Charges	3,510	3,612	3,706	3,799	3,893	3,991	4,091	4,193	4,298	4,405
User Charges	6,332	6,516	6,685	6,852	7,023	7,199	7,379	7,563	7,752	7,946
Grants, Subsidies & Contributions	16,621	16,790	16,944	17,097	17,254	17,405	17,559	17,717	17,878	18,043
Investment Income	80	82	84	86	89	90	92	94	96	98
Reimbursements	364	375	384	394	404	414	424	435	446	457
Other Income	1,053	1,084	1,113	1,140	1,169	1,198	1,228	1,259	1,290	1,323
Total Income	158,866	165,255	171,458	177,754	184,302	191,100	198,169	205,520	213,164	221,113
EXPENSES										
Employee Costs	46,843	48,626	50,196	51,814	53,484	55,205	56,980	58,809	60,695	62,639
Materials, Contracts & Other Expenses	67,526	70,731	73,751	76,869	79,910	83,633	87,265	91,039	94,948	98,994
Depreciation, Amortisation & Impairment	37,697	39,441	41,227	43,334	45,358	47,415	49,545	51,751	54,099	55,975
Finance Costs	2,372	2,709	2,211	2,145	1,793	1,228	1,024	767	499	319
Net loss - Equity Accounted Council Businesses	681	-	-	-	-	-	-	-	-	-
Total Expenses	155,119	161,507	167,385	174,162	180,545	187,481	194,814	202,366	210,241	217,927
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	3,747	3,748	4,073	3,592	3,757	3,619	3,355	3,154	2,923	3,186
Asset Disposal & Fair Value Adjustments	801	18,029	8,532	3,452	14,140	1,451	1,314	2,916	4,612	3,942
Amounts Received Specifically for New or Upgraded Assets	6,241	1,748	1,462	1,462	1,462	1,462	1,462	1,462	1,462	1,462
Physical Resources Received Free of Charge	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
NET SURPLUS/(DEFICIT)	11,789	24,525	15,067	9,506	20,359	7,532	7,131	8,532	9,997	9,590
OTHER COMPREHENSIVE INCOME										
Changes in Revaluation Surplus - I,PP&E	47,313	47,808	48,314	48,951	49,499	50,064	50,600	51,153	23,226	23,226
Share of Other Comprehensive Income - Equity Accounted Councils	-	-	-	-	-	-	-	-	-	-
Impairment (Expense) / Recoupments Offset to Asset Revaluation	-	-	-	-	-	-	-	-	-	-
Transfer to Accumulated Surplus on Sale of Revalued I,PP&E	-	-	-	-	-	-	-	-	-	-
Net assets transferred - Council restructure	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	47,313	47,808	48,314	48,951	49,499	50,064	50,600	51,153	23,226	23,226
TOTAL COMPREHENSIVE INCOME	59,102	72,333	63,381	58,457	69,858	57,596	57,731	59,685	33,223	32,816

Appendix A: Long Term Financial Plan Statements

ESTIMATED STATEMENT OF FINANCIAL POSITION

YEAR ENDING 30 JUNE	2025 Budget Year 1 \$000's	2026 Plan Year 2 \$000's	2027 Plan Year 3 \$000's	2028 Plan Year 4 \$000's	2029 Plan Year 5 \$000's	2030 Plan Year 6 \$000's	2031 Plan Year 7 \$000's	2032 Plan Year 8 \$000's	2033 Plan Year 9 \$000's	2034 Plan Year 10 \$000's
ASSETS										
Current Assets										
Trade & Other Receivables	7,256	7,269	7,512	7,777	8,049	8,337	8,634	8,943	9,264	9,597
Inventories	1,209	1,226	1,241	1,258	1,274	1,293	1,312	1,332	1,352	1,374
Total Current Assets	8,465	8,495	8,753	9,035	9,323	9,630	9,946	10,275	10,616	10,971
Non-Current Assets										
Financial Assets	59	62	65	67	70	73	76	79	82	86
Equity Accounted Investments in Council Businesses	4,870	4,870	4,870	4,870	4,870	4,870	4,870	4,870	4,870	4,870
Infrastructure, Property, Plant & Equipment	2,225,638	2,292,879	2,351,824	2,417,695	2,475,948	2,531,389	2,589,393	2,644,079	2,674,287	2,701,107
Intangible Assets	210	210	210	210	210	210	210	210	210	210
Other Non-Current Assets	33,572	33,572	33,572	33,572	33,572	33,572	33,572	33,572	33,572	33,572
Total Non-Current Assets	2,264,349	2,331,593	2,390,541	2,456,414	2,514,670	2,570,114	2,628,121	2,682,810	2,713,021	2,739,845
TOTAL ASSETS	2,272,814	2,340,088	2,399,294	2,465,449	2,523,993	2,579,744	2,638,067	2,693,085	2,723,637	2,750,816
LIABILITIES										
Current Liabilities										
Cash Advance Debentures	64,386	57,456	50,834	55,989	42,096	37,450	35,203	27,577	21,826	13,007
Trade & Other Payables	23,012	24,060	25,056	26,080	27,097	28,289	29,471	30,700	31,974	33,295
Borrowings	678	93	76	78	80	83	63	42	42	44
Provisions	10,407	11,638	12,906	14,212	15,557	16,942	18,369	19,839	21,353	22,913
Total Current Liabilities	98,483	93,247	88,872	96,359	84,830	82,764	83,106	78,158	75,195	69,259
Non-Current Liabilities										
Borrowings	1,188	1,095	1,019	941	861	778	714	672	630	586
Provisions	2,419	2,689	2,967	3,253	3,548	3,852	4,165	4,488	4,820	5,162
Total Non-Current Liabilities	3,607	3,784	3,986	4,194	4,409	4,630	4,879	5,160	5,450	5,748
TOTAL LIABILITIES	102,090	97,031	92,858	100,553	89,239	87,394	87,985	83,318	80,645	75,007
NET ASSETS	2,170,724	2,243,057	2,306,436	2,364,896	2,434,754	2,492,350	2,550,082	2,609,767	2,642,992	2,675,809
EQUITY										
Accumulated Surplus	412,815	437,339	452,406	461,913	482,272	489,804	496,936	505,469	515,468	525,059
Asset Revaluation Reserves	1,708,145	1,755,953	1,804,267	1,853,218	1,902,717	1,952,782	2,003,382	2,054,534	2,077,760	2,100,986
Other Reserves	49,764	49,765	49,763	49,765	49,765	49,764	49,764	49,764	49,764	49,764
TOTAL EQUITY	2,170,724	2,243,057	2,306,436	2,364,896	2,434,754	2,492,350	2,550,082	2,609,767	2,642,992	2,675,809

Appendix A: Long Term Financial Plan Statements

ESTIMATED STATEMENT OF CASH FLOWS

YEAR ENDING 30 JUNE	2025 Budget Year 1 \$000's	2026 Plan Year 2 \$000's	2027 Plan Year 3 \$000's	2028 Plan Year 4 \$000's	2029 Plan Year 5 \$000's	2030 Plan Year 6 \$000's	2031 Plan Year 7 \$000's	2032 Plan Year 8 \$000's	2033 Plan Year 9 \$000's	2034 Plan Year 10 \$000's
CASH FLOWS FROM OPERATING ACTIVITIES										
Receipts										
Operating Receipts	158,264	165,195	171,397	177,693	184,241	191,039	198,106	205,458	213,103	221,051
Investment Receipts	80	82	84	86	89	90	92	94	96	98
Payments										
Operating Payments to Suppliers and Employees	(111,823)	(117,118)	(121,708)	(126,375)	(131,054)	(136,296)	(141,671)	(147,190)	(152,901)	(158,804)
Finance Payments	(2,372)	(2,709)	(2,211)	(2,145)	(1,793)	(1,228)	(1,024)	(767)	(499)	(319)
Net Cash provided by (or used in) Operating Activities	44,149	45,450	47,562	49,259	51,483	53,605	55,503	57,595	59,799	62,026
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Amounts Received Specifically for New/Upgraded Assets	5,936	2,004	1,479	1,462	1,462	1,462	1,462	1,462	1,462	1,462
Sale of Replaced Assets	802	886	792	792	792	792	792	792	792	792
Sale of Real Estate Developments	-	17,143	7,740	2,660	13,348	659	522	2,124	3,820	3,150
Payments										
Payments:	-	-	-	-	-	-	-	-	-	-
Expenditure on Renewal/Replacement of Assets	(34,585)	(30,417)	(30,862)	(35,339)	(35,947)	(36,060)	(38,393)	(37,814)	(41,733)	(41,284)
Expenditure on New/Upgraded Assets	(29,892)	(27,457)	(19,995)	(23,915)	(17,164)	(15,732)	(17,557)	(16,469)	(18,348)	(17,286)
Net Cash Provided by (or used in) Investing Activities	(57,739)	(37,841)	(40,846)	(54,340)	(37,509)	(48,879)	(53,174)	(49,905)	(54,007)	(53,166)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Receipts:	-	-	-	-	-	-	-	-	-	-
Payments										
Payments:	-	-	-	-	-	-	-	-	-	-
Net Cash provided by (or used in) Financing Activities	(1,594)	(678)	(93)	(76)	(78)	(81)	(83)	(63)	(42)	(42)
Net Increase/(Decrease) in Cash Held	(15,184)	6,931	6,623	(5,157)	13,896	4,645	2,246	7,627	5,750	8,818
Cash & Cash Equivalents at Beginning of Period	-	-	-	-	-	-	-	-	-	-
Cash & Cash Equivalents/Movements in Borrowings at End of Period	(15,184)	6,931	6,623	(5,157)	13,896	4,645	2,246	7,627	5,750	8,818

Appendix A: Long Term Financial Plan Statements

SUMMARY STATEMENT OF CHANGES IN EQUITY

YEAR ENDING 30 JUNE	2025 Budget Year 1 \$000's	2026 Plan Year 2 \$000's	2027 Plan Year 3 \$000's	2028 Plan Year 4 \$000's	2029 Plan Year 5 \$000's	2030 Plan Year 6 \$000's	2031 Plan Year 7 \$000's	2032 Plan Year 8 \$000's	2033 Plan Year 9 \$000's	2034 Plan Year 10 \$000's
Opening Balance	2,111,621	2,170,724	2,243,056	2,306,437	2,364,895	2,434,753	2,492,350	2,550,082	2,609,767	2,642,992
Net Surplus / (Deficit) for Year	11,789	24,524	15,067	9,507	20,359	7,532	7,132	8,532	9,999	9,592
Other Comprehensive Income										
- Gain (Loss) on Revaluation of I,PP&E	47,313	47,808	48,314	48,951	49,499	50,064	50,600	51,153	23,226	23,226
Other Comprehensive Income	47,313	47,808	48,314	48,951	49,499	50,064	50,600	51,153	23,226	23,226
Total Comprehensive Income	59,102	72,332	63,381	58,458	69,858	57,596	57,732	59,685	33,225	32,818
Balance at end of period	2,170,724	2,243,057	2,306,436	2,364,896	2,434,754	2,492,350	2,550,082	2,609,767	2,642,992	2,675,809

Appendix A: Long Term Financial Plan Statements

UNIFORM PRESENTATION OF FINANCES

YEAR ENDING 30 JUNE	2025 Budget Year 1 \$000's	2026 Plan Year 2 \$000's	2027 Plan Year 3 \$000's	2028 Plan Year 4 \$000's	2029 Plan Year 5 \$000's	2030 Plan Year 6 \$000's	2031 Plan Year 7 \$000's	2032 Plan Year 8 \$000's	2033 Plan Year 9 \$000's	2034 Plan Year 10 \$000's
Income	158,866	165,255	171,458	177,754	184,302	191,100	198,169	205,520	213,164	221,113
less Expenses	(155,119)	(161,507)	(167,385)	(174,162)	(180,545)	(187,481)	(194,814)	(202,366)	(210,241)	(217,927)
Operating Surplus / (Deficit)	3,747	3,748	4,073	3,592	3,757	3,619	3,355	3,154	2,923	3,186
Less: Net Outlays on Existing Assets										
Capital Expenditure on Renewal/Replacement of Existing Assets	(34,585)	(30,417)	(30,862)	(35,339)	(35,947)	(36,060)	(38,393)	(37,814)	(41,733)	(41,284)
less Depreciation, Amortisation & Impairment	37,696	39,441	41,227	43,334	45,358	47,415	49,545	51,751	54,099	55,975
less Proceeds from Sale of Replaced Assets	802	886	792	792	792	792	792	792	792	792
	3,913	9,910	11,157	8,787	10,203	12,147	11,944	14,729	13,158	15,483
Less: Net Outlays on New and Upgraded Assets										
Capital Expenditure on New/Upgraded Assets	(29,892)	(27,457)	(19,995)	(23,915)	(17,164)	(15,732)	(17,557)	(16,469)	(18,348)	(17,286)
less Amounts Specifically for New/Upgraded Assets	5,936	2,004	1,479	1,462	1,462	1,462	1,462	1,462	1,462	1,462
less Proceeds from Sale of Surplus Assets	-	17,143	7,740	2,660	13,348	659	522	2,124	3,820	3,150
	(23,956)	(8,310)	(10,776)	(19,793)	(2,354)	(13,611)	(15,573)	(12,883)	(13,066)	(12,674)
Net Lending / (Borrowing) for Financial Year	(16,296)	5,348	4,454	(7,414)	11,606	2,155	(274)	5,000	3,015	5,995

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Appendix B: Uniform Presentation of Rates Revenue Public Consultation

Proposed Rates Revenue					
	2023/24 (as adopted)	2024/25 (Public Consultation)	Change	Comments	
General Rates Revenue				For 2024/25, total General Rates revenue has increased 7.2%, reflecting proposed average rate increases of 6.2%, growth (<i>refer k</i>) of 0.5% from new properties that have been created over the last year, and a further 0.5% of revenue made up of new construction that will be rated for the first time in 2024/25	
General Rates (existing properties)		\$129,435,434 <i>(a)</i>			
General Rates (new properties)		\$606,539 <i>(b)</i>			
General Rates (GROSS)	\$121,133,910	\$130,041,973 <i>(c)</i>			
Less: Mandatory Rebates	(\$1,371,300)	(\$1,551,000) <i>(d)</i>			
Less: Tier Remissions and Capping	(\$454,000)	(\$478,000) <i>(e)</i>			
General Rates (NET)	\$119,308,610	\$128,012,973 <i>(f)</i>	7.2%		
<i>(f)=(c)+(d)+(e)</i>					
Other Rates (Inc. service charges)					
Regional Landscape Levy	\$2,289,374	\$2,507,807 <i>(g)</i>	The Regional Landscape Levy is not retained by Council.		
Separate and Special Rates	\$177,878	\$177,878 <i>(h)</i>	Separate rates are collected on behalf of the Salisbury Business Association and Globe Derby Community Club. These funds are not retained by Council		
	\$2,467,252	\$2,685,685			
Less: Discretionary Rebates	(\$42,000)	(\$33,000) <i>(i)</i>			
Total Rates Revenue	\$116,799,358	\$125,294,288 <i>(j)</i>	7.2%	Excluding the Regional Landscape Levy, separate rates, and minus Mandatory & Discretionary Rebates.	
<i>(j)=(f)-(g)-(h)+(i)</i>					

Growth in number of rateable properties				
Number of rateable properties	61,675	61,983	(k)	0.5%
	Actual	Estimate		
'Growth' is defined in the regulations as where new properties have been created which has added rateable properties to Council's ratepayer base. Growth can also increase the need and expenditure related to infrastructure, services and programs which support these properties and residents.				Growth of 0.5% has accounted for 0.5% the increase in General Rates to be collected (refer b).

Average General Rates per rateable property				
Average per rateable property	\$1,964	\$2,098	(l)	6.8%
(l)=(c)/(k)				
<p>Councils use property valuations to calculate each rateable property’s contribution to the required rate revenue total. Councils do not automatically receive more money because property values increase but this may alter how rates are apportioned (or divided) across each ratepayer (ie. some people may pay more or less rates, this is dependent on the change in value of their property relative to the overall valuation changes across the Council area). The total rates paid by all rateable properties will equal the amount adopted in the budget.</p>				
<p>These ‘averages’ are based on the total of all rateable properties and are therefore not indicative of either the rate or change in rates that all ratepayers will experience. The proposed average rate increase is 6.2%, with the balance resulting from new assessments and construction that will be rated for the first time in 2024/25.</p>				

Notes

(d) Councils are required under the Local Government Act to provide a rebate to qualifying properties under a number of categories: <div>Health Services - 100 per cent Religious purposes - 100 per cent Royal Zoological Society of SA - 100 per cent Community Services - 75 per cent Public Cemeteries - 100 per cent Educational purposes - 75 per cent</div> The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).
(f) Presented as required by Regulation 6(1)(ea) of the <i>Local Government (Financial Management) Regulations 2011</i> . Please Note: The percentage figure in (f) relates to the change in the total amount of General Rates revenue to be collected from <u>all</u> rateable properties, not from <u>individual</u> rateable properties (ie. individual rates will not necessarily change by this figure).
(g) Councils are required under the <i>Landscape South Australia Act 2019</i> to collect the levy on all rateable properties on behalf of the State Government. The Regional Landscape Levy is not retained by Council.
(i) A council may grant a rebate of rates or service charges in a number of circumstances. The rates which are foregone via Discretionary Rebates are redistributed across the ratepayer base (ie. all other ratepayers are subsidising the rates contribution for those properties that receive the rebate).
(k) 'Growth' as defined in Regulation 6(2) of the <i>Local Government (Financial Management) Regulations 2011</i> . Please note: The 2024/25 number of rateable properties is an estimate based on the most current information available at the time of going out to consultation on the LTFP&ABP. This information is updated regularly and therefore may be subject to change at the time of adoption of LTFP&ABP.

Appendix B: Uniform Presentation of Rates Revenue Public Consultation

Differential Rates

	Total expected revenue			No. of rateable properties		Average per rateable property			Cents in the \$	
	2023/24	2024/25	Change	2023/24	2024/25	2023/24	2024/25	Change	2023/24	2024/25
Land Use (General Rates - GROSS)										
Residential	\$91,196,577	\$97,200,872	7%	57,339	57,561	\$1,590	\$1,689	(m)	\$98	0.310900
Commercial - Shop	\$5,314,143	\$5,088,461	-4%	749	756	\$7,095	\$6,731	(m)	-\$364	0.501500
Commercial - Office	\$1,323,711	\$1,334,476	1%	207	211	\$6,395	\$6,325	(m)	-\$70	0.501500
Commercial - Other	\$13,442,542	\$15,106,655	12%	1,595	1,610	\$8,428	\$9,383	(m)	\$955	0.501500
Industry - Light	\$1,159,655	\$1,369,380	18%	321	321	\$3,613	\$4,266	(m)	\$653	0.501500
Industry - Other	\$4,901,116	\$5,502,384	12%	273	272	\$17,953	\$20,229	(m)	\$2,277	0.501500
Primary Production	\$568,949	\$671,983	18%	202	204	\$2,817	\$3,294	(m)	\$477	0.310900
Vacant Land	\$2,223,271	\$2,583,213	16%	827	879	\$2,688	\$2,939	(m)	\$250	0.404200
Other	\$1,003,946	\$1,184,549	18%	162	169	\$6,197	\$7,009	(m)	\$812	0.310900
GRAND TOTAL (GROSS)	\$121,133,910	\$130,041,973	7.4%	61,675	61,983	\$1,964	\$2,098	(m)	\$134	

Council uses a differential rating system, using Land Use Codes as the factor to apply such differential rates. In applying differential general rates, Council has considered and is satisfied that the rating system addresses the issue of consistency and comparability across all council areas, particularly as it relates to the various sectors of the business and wider community.

Minimum Rate

	Properties to which rate will apply		Rate		
	2024/25	% of total rateable properties	2023/24	2024/25	Change
Minimum Rate	10,808	17.4%	\$1,156	\$1,228	(n) \$72

The Minimum Rate provides a mechanism where lower valued properties do not pay less than a minimum amount as determined by the Council. Typically, only a small number of all properties (with no more than 35%) pay a minimum amount. Council propose to set a minimum rate of \$1,228 which shall be applied to all rateable properties. This will affect 17.5% of rateable properties.

Adopted valuation method

Capital Value

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

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

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

Council continues to use **Capital Value** as the basis for valuing land within the Council area. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that taxpayers of greater wealth pay more tax than those of lesser wealth.
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value.

Notes

(m)	Average per rateable property calculated as General Rates for category, including minimum rates but excluding any separate rates, <i>divided</i> by number of rateable properties within that category in the relevant financial year.
(n)	Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

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Appendix C: Essential Services Commission of South Australia (ESCOSA) Advice and City of Salisbury Comments

Council's Response

ESCOSA have undertaken a review of the City of Salisbury's Strategic Management Plans and have prepared the Advice contained on the pages that follow. This Advice was finalised by ESCOSA 28 February 2023.

The ESCOSA framework does not provide Council the opportunity to respond to the advice prior to it being finalised, or to provide additional context that would assist in better informing the Advice provided.

The City of Salisbury has responded to these constraints by providing additional context to aid readers of the report to make a more informed assessment of the operations of the City of Salisbury.

The approach taken has been to insert pages where needed throughout the Advice. These pages can be distinguished from the ESCOSA Advice by the header on the page.

Action Plan

Additionally, Council has developed an Action Plan in relation to the 9 items of Advice that ESCOSA have provided. This Action Plan appears on Page 20.

As required by S122(1h) ESCOSA Advice and Council's Action Plan will be included in each Annual Business Plan for the four-year period required ending in 2026/27.

OFFICIAL



Advice

Local Government Advice

City of Salisbury

February 2023

OFFICIAL

Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

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Glossary of terms

ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>
CPI	Consumer Price Index (Adelaide, All Groups)
Council	City of Salisbury
CWMS	Community Wastewater Management System
ESC Act	<i>Essential Services Commission Act 2002</i>
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	<i>Local Government Act 1999</i>
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LGGC	Local Government Grants Commission
LGPI	Local Government Price Index
LTFP	Long-term financial plan
Regulations	<i>Local Government (Financial Management) Regulations 2011</i>
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
SG	Superannuation Guarantee
The scheme or advice	Local Government Advice Scheme

1 The Commission's key advice findings for the City of Salisbury

The Essential Services Commission (Commission) finds the City of Salisbury's (Council's) current financial outlook sustainable with conservative operating surpluses projected from the forecast growth in operating income marginally outpacing forecast cost growth. The Council expects to continue to renew its asset base at appropriate levels. However, its future financial position remains reliant on continued rate increases above inflation to help fund the current period of high infrastructure and service investment where there are cost risks.

Acknowledging this outlook, the Commission suggests the following steps to ensure that it budgets prudently, prioritises its capital spending in a transparent fashion, manages its cost base efficiently, considers spreading its borrowing repayments over a longer time period, plans its asset needs appropriately and ultimately, constrains the extent of further rate increases:

Budgeting and consultation considerations

1. Continue to review its inflation forecasts in its budget and forward projections, given the potential for higher short-term outcomes before a return to long-run averages.
2. Focus on controlling cost growth in its budgeting, including by reviewing its projected capital expenditure allocations (in consultation with the community, as required) to remove those which are not yet tied to defined and costed projects, and reduce the need for further rate increases.
3. Ensure that it publishes relevant reports regarding community consultation outcomes about large infrastructure projects which are to be significantly rate-funded.

Providing evidence of ongoing cost efficiencies

4. Report its actual and projected cost savings in its annual budget, to provide evidence of controlling cost growth and achieving efficiency across its operations and service delivery.

Managing operating cost risk

5. Develop and publish a risk management plan for the Salisbury Aquatic Centre, which incorporates an annual review of the requirements for recurrent spending (given demand estimates and outcomes), and the associated impact on the Council's operating capacity and quantum of rate contributions.

Borrowing repayment considerations

6. Review its projected borrowing repayment plans in its long-term financial plan projections with a view to spreading the repayments over a longer time period, if possible, to reduce the extent of the required financial contributions from ratepayers to meet repayments in the short to medium term.

ESCOSA Advice – City of Salisbury Comments



Service Expansion and Cost Risk

The City Plan 2035 is a S122 Plan which has been consulted with the community and endorsed by Council. This document sets the strategic direction for the City of Salisbury’s service delivery to the community. It is not possible to deliver on this strategy without infrastructure and service investment. Further, Local Government cost structures differ to those of households, and the underlying assumption in the ESCOSA framework is that Council rates should be maintained at or below inflation, from 2011/12 and into the future. This would require that the service provision from 2011/12 would need to have been reduced and continue to reduce into the future, which would not meet the service expectations of the community.



Budgeting Prudently

The City of Salisbury is committed to continuing its robust budgeting practices and striking a balance between service provision and infrastructure investment, and maintaining affordable rates.



Advice: These specific advice items are responded to in Council’s Action Plan, contained in Pages 20 to 22

Refinements to asset management planning

7. Review the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimates of asset lives and valuations feeding into the forecast rates of asset consumption and depreciation expenses.
8. Review the new and upgraded asset expenditure projections (as per Finding 2) with consideration of the service levels desired by the community.

Containing rate levels

9. Review and consider limiting future minimum rate and average rate increases above inflation, particularly on rate categories which have lower capacity to pay, to help minimise affordability risk in the community.

ESCOSA Advice – City of Salisbury Comments

Advice: These specific advice items are responded to in Council’s Action Plan, contained in Pages 20 to 22

2 About the advice

The Essential Services Commission (Commission), South Australia's independent economic regulator and advisory body, has been given a role by the State Government to provide advice on material changes proposed by local councils in relation to elements of their strategic management plans (SMPs) and on the proposed revenue sources, including rates, which underpin those plans.¹

One of the main purposes of the Local Government Advice Scheme (advice or the scheme) is to support councils to make 'financially sustainable' decisions relating to their annual business plans and budgets in the context of their long-term financial plans (LTFPs) and infrastructure and asset management plans (IAMPs)² – both required as part of a council's SMP.³ Financial sustainability is considered to encompass intergenerational equity,⁴ as well as program (service level) and rates stability in this context.⁵ The other main purpose is for the Commission to consider ratepayer contributions in the context of revenue sources, outlined in the LTFP.⁶ In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.⁷

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 15 councils for advice in the first scheme year (2022-23), including the City of Salisbury (Council).

This report provides the Local Government Advice for the City of Salisbury in 2022-23.

The Council is obliged under the *Local Government Act 1999* (LG Act) to publish this advice and its response, if applicable, in its 2023-24 Annual Business Plan (including any draft Annual Business Plan) and subsequent plans until the next cycle of the scheme.⁸ It does not need to publish the attachment to the advice (these will be available with the advice on the Commission's website⁹), nor is it compelled under the LG Act to follow the advice. The Commission thanks the City of Salisbury for providing relevant information to assist the Commission in preparing this advice.

2.1 Summary of advice

The Commission finds the City of Salisbury's current financial outlook sustainable with conservative operating surpluses resulting from its forecast income growth, led by rates growth, marginally exceeding the forecast operating cost growth associated with its service expansion plans. In the past 10 years, the Council has run relatively large operating surpluses, suggesting a period of service consolidation amidst moderate growth, while the community paid higher rate levels in real terms.

The Council has entered a period of service expansion with the Salisbury Aquatic Centre project and other capital enhancement plans. The Council's LTFP projections from 2022-23 forecast:

¹ Amendments to the *Local Government Act 1999* (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

² Commonly referred to as asset management plans.

³ The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

⁴ 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

⁵ Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

⁶ LG Act s122(1f)(a) and (1g)(a)(ii).

⁷ LG Act s122(1f)(b) and (1g)(b).

⁸ LG Act s122(1h).

⁹ The Commission must publish its advice under LG Act s122(1i)(a).

ESCOSA Advice – City of Salisbury Comments



Legislative Requirements

The City of Salisbury provided feedback on the draft framework proposed by ESCOSA, together with many other Councils and the Local Government Association, with ESCOSA adopting their originally proposed framework without change.

Our submission can be found at the ESCOSA website <https://www.escosa.sa.gov.au/ArticleDocuments/21900/20220729-Advice-LocalGovernment-DraftFrameworkApproachSubmission-CityOfSalisbury.pdf.aspx?Embed=Y>

Our submission highlighted our concerns with the approach that ESCOSA proposed, which was granular analysis over a 20+ year period. Section 122 of the Local Government Act does not require this granular approach. The Act requires ESCOSA to have regard to Council's objectives of having ratepayers make appropriate financial contributions for services and facilities. It is evident from the Advice that ESCOSA has had little regard to the City Plan, which sets the strategic direction for the City of Salisbury and is a S122 plan together with the Long Term Financial Plan and Strategic Asset Management Plan.



Historical Operating Surpluses & Salisbury Aquatic Centre

The City of Salisbury has achieved higher operating surpluses than budgeted due to a range of factors, including inconsistency in the payment of the Financial Assistance Grant, with some years having six quarterly payments needing to be brought to account as required by Accounting Standards.

Other factors include timing of the delivery of the capital works program, which when delays occur results in lower depreciation costs and interest costs than budget.

Surpluses were also bolstered from the impact of property development proceeds which at the time were quarantined for budgeting purposes to ensure that Council remained financially sustainable without these "abnormal" returns.

City of Salisbury has provided a swimming pool at the Salisbury Recreation Precinct since the '60's. This ageing asset was not meeting community expectations with limited attraction for families, and being open air was only operational during warmer months. Construction of a new pool is underway in this same location following external expert advice regarding the need to provide a pool and the location of other facilities to determine the viability. Community consultation resulted in a larger scale investment in the facility, and while this results in higher depreciation, overall it improved the operating result of the facility, and reduced the impact on ratepayers.

There is modest provision in the Long Term Financial Plan for construction of new assets and the provision of new or expanded services. This provision is appropriate given the public were consulted on the City Plan 2035 which sets the strategic direction for Council and has a number of projects on the horizon which are not yet sufficiently scoped to plan in a more detailed financial year at this time. We have also been shifting from Asset Management based on asset condition to continuity of service and with uncertainty regarding the financial impact it is important to "stress test" the financial forecast to determine the level of capacity for funding new and upgraded infrastructure.

- higher average cost increases than it has experienced over the past 10 years (and higher than projected inflation)
- the continued prioritisation of its asset expenditure on renewal and rehabilitation works, as well as higher spending on new and upgraded assets, and
- continued rate increases on the community, above the rate of inflation.

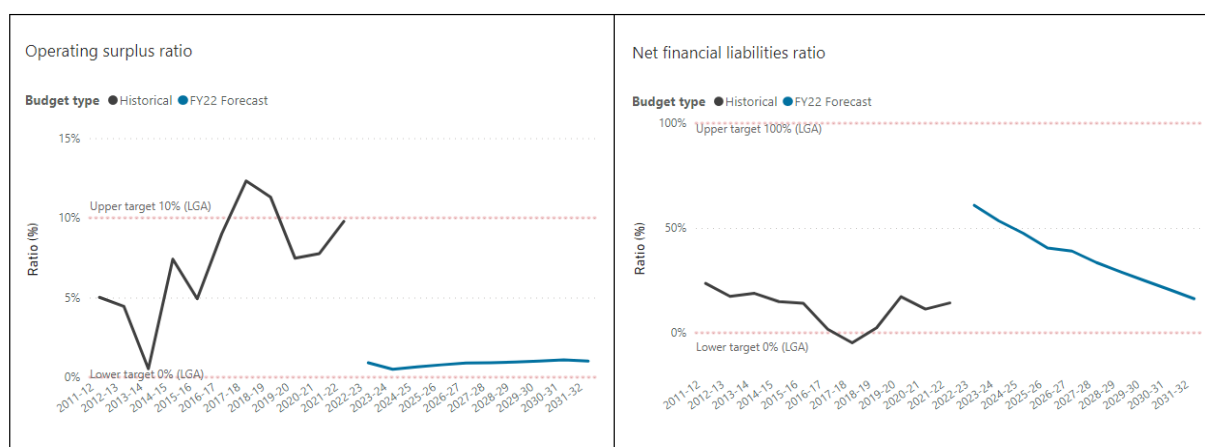
There are current risks to its financial sustainability arising from the extent of funding it has allocated for undefined capital projects in its forward projections, noting that the Salisbury Aquatic Centre project costs and associated service offerings have increased considerably from those originally planned. The Commission encourages the City of Salisbury to review these spending allocations critically and to publish community consultation outcomes on future spending priorities. The Commission has also observed that the Council's AMPs were last updated in 2015, which raises questions as to the current knowledge of the condition and the cost implications of maintaining or renewing the existing assets.

To finance the infrastructure projects, the Council has also borrowed more (with projected debt amounts still well within acceptable limits) and there might be an opportunity to reduce annual repayments with a longer loan payback period. This would then reduce the need for higher rate increases in the short to medium term.

The Commission considers that there may also be opportunities to continue to achieve savings and efficiencies in its recurrent budget and encourages the Council to review and report on this. This includes a review of the asset-related assumptions feeding into its estimated depreciation expenses.

The charts below of the City of Salisbury's past and projected operating surplus ratio, net financial liabilities ratio, asset renewal funding ratio and average rate revenue per property, together support these findings.

The 'heat map' diagram (over the page) summarises the Commission's findings with reference to whether the Council has met the suggested Local Government Association (LGA) target ranges for the three main financial sustainability indicators¹⁰ and the level of cost control and affordability risk identified for the Council over time.



¹⁰ The suggested LGA target range for the ratios are discussed in more detail in the attachment.

ESCOSA Advice – City of Salisbury Comments

Assertion that there are Risks to Financial Sustainability

The City of Salisbury has operated in a financially sustainable way since 2008/09, and it was at this time that Local Government commenced the recognition of assets and associated depreciation. Other levels of Government do not recognise depreciation in their cost structures. Over the past decade with improved asset understanding we have now recognised over \$2.3bn of assets with annual depreciation of over \$30M, which is an operating cost, and primarily funded through rates. During this period there has also been significant cost shifting from State Government including the Solid Waste Levy increasing from \$35 per tonne in 2011/12 to \$149 per tonne in 2022/23, equivalent to a 426% increase, Regional Landscape Levy 33% increase from 2011/12 to 2022/23 and Supported Housing accommodation rebates which were \$275k in 2011/12 increasing to \$677k in 2022/23, being an equivalent of 246% increase. Despite these challenges City of Salisbury has remained financially sustainable, carried out a series of service reviews to recalibrate its service offering and continues to deliver services expected by the community as determined by our strategic City Plan document.

Council's AMPs

AMPs (Asset Management Operational Plans) are technical internal documents. The service levels associated with Assets are contained in the Strategic Asset Management Plan, which is a S122 Plan, **consulted with the community and approved by Council**. City of Salisbury is reaching maturity in our asset management planning with each asset class being comprehensively reviewed at a minimum of every four years, with the condition data and valuations from these reviews being utilised to reset renewal programs, and used to inform asset lives.

Debt

The City of Salisbury has \$1.8bn in infrastructure assets (excluding land), with the 2022/23 LTFP forecasting debt peaking at \$59.1M in 2022/23. This results in a Net Financial Liabilities ratio of 60.82% which is within Council's endorsed operating range for this indicator. The payback period for this debt is not a driver of rate levels. The LTFP is based on sound treasury management practices of ensuring that cash holdings are minimised and surplus funds are directed to lowering debt levels to minimise interest costs. The operating surpluses across the LTFP are at a low level, where if the intention was to have higher rate levels to repay debt more quickly this would result in higher operating surpluses. It should be noted that there is \$28.9M of sales proceeds from property development over the 10 year horizon of the LTFP that contributes to keeping debt levels at a lower level.

LGA Target Ranges

The LGA have not and should not establish target ranges for indicators, as this is a decision for Council.

Actual and Planned Results

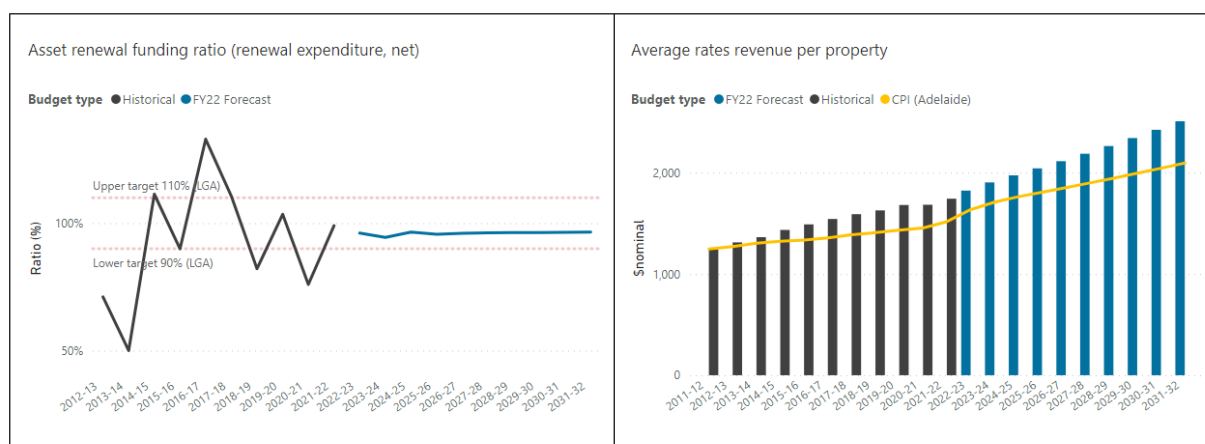
City of Salisbury has continued to budget and plan to operate within Council approved operating ranges for financial sustainability indicators. When actual results have varied to budget, these have been subject to extensive reporting at end of financial year, with these reports having been approved by Council's Audit Committee and Council.

Operating Surplus Ratio

The City of Salisbury has achieved higher operating surpluses than budgeted due to a range of factors, including inconsistency in the payment of the Financial Assistance Grant, with some years having six payments needing to be brought to account as required by Accounting Standards, rather than the four that are due in any one year.

Net Financial Liabilities Ratio

The Net Financial Liabilities Graph shows a result below zero, which means that Council's financial assets were greater than financial liabilities. This is not operating in a financially unsustainable way, and the approved range for this indicator is less than 70%, not between 0% and 70%.



Summary of the City of Salisbury's financial sustainability performance and the Commission's risk assessment

Financial sustainability indicators:	Last 10 years from 2011-12 (Actual performance)	2021-22 estimate	Next 10 years from 2022-23 (Council forecasts)
Operating surplus ratio (target 0-10%)	Operating surpluses and target range generally met to 2021-22 (with high surpluses in two years) —————>		Ratio forecast to be met with continued operating surpluses —————>
Net financial liabilities ratio (target 0-100%)	Ratio met historically (apart from negative result 2017-18) and in forecast period —————>		
Asset renewal funding ratio (target 90-110%)	Below target range	Some volatility but ratio generally within target range, on average —————>	Asset renewal spending in line with AMPs over LTFP projections —————>
Identified Risks:			
Cost control risk	Operating expenses per property average growth 1.9% p.a. to 2021-22 (CPI 2.0%) —————>		Cost pressures to 2024-25 Projected operating expenses per property average growth 3.1% p.a. (7 years to 2031-32)
Affordability risk	Rate revenue per property average growth 3.4% p.a. to 2021-22 (CPI 2.0%) —————>		Rate revenue per property forecast average growth 3.6% p.a. to 2031-32 (CPI 2.8%), with lower capacity to pay indicators —————>

- Ratio outside suggested LGA target range or higher risk
- Ratio close to suggested LGA target range or medium risk
- Ratio within suggested LGA target range or lower risk

The affordability risk for higher rate levels for the community could also be managed by:

- ▶ continuing community engagement on further rate increases and associated service level outcomes, to ensure continued support for any further increases, especially related to subsidising new capital initiatives, and
- ▶ reviewing the Council's rating policy to ensure the equitable sharing of the revenue requirement and consider minimising increases on more vulnerable groups of the community where the affordability risk is higher.

ESCOSA Advice – City of Salisbury Comments



Asset Renewal Funding Ratio

This graph is not accurate as it reports the Asset Sustainability Ratio in 2012/13 and 2013/14. Ignoring this inaccuracy in the graph, and focusing on 2014/15 onwards, City of Salisbury have planned for a ratio of 100%. Actual results have varied as reported in our end of financial year analysis reports, with the primary reason being delivery of the capital program with planned works being delivered in subsequent years, leading to a rolling average result of 100%, which given the scale of works and the complexity of our capital programs is reasonable.



Average Rate Revenue per Property

The calculation of average rates is not consistent with the methodology of the Local Government Sector, and the calculation of ESCOSA includes revenue increases from property development, which does not aid ratepayers in understanding how rate increases have applied. The Local Government Sector applies a rate in the dollar to the valuation data provided by the Valuer General. The current rate in the dollar is discounted for the average property movement for the Council area. For City of Salisbury, the average market movements for residential are determined separately from average market movement for commercial and industrial rates as different rates in the dollar apply to these different categories. By discounting the rate in the dollar Councils do not gain additional revenue from property market increases. Council then determine the average rate increase that will apply through consideration of the budget and Long Term Financial Plan, and it is this increase that is the average rate increase as defined by the sector. Each year there is land that is subdivided, and additional properties constructed, or additions to existing buildings. There is additional rate revenue that flows from these activities that helps to offset the costs of providing services to these new ratepayers, and also offset existing costs which keeps rates lower for all ratepayers and allows for service changes without the full impact of those changes flowing through to existing ratepayers.



Heat Map

Asset Renewal Funding Ratio

Last 10 years has a yellow region at the start of that period “Below Target Range”. This region represents the asset sustainability ratio which is calculated as asset renewal expenditure divided by depreciation, which is not consistent with the calculation of the Asset Renewal Funding Ratio. Please refer to content above titled “Asset Renewal Funding Ratio”.

Cost Control & Affordability Risk

The average rate increase over the past 11 years (2011/12-2021/22) is 3.0% not 3.4%, and over the past 5 years (2017/18 to 2021/22) the average annual rate increase was 2.1%, compared with CPI of 1.8% over this period, which demonstrates Council’s ongoing commitment to manage the organisation sustainably, with a focus on service provision, balanced against affordability. For 2022/23 average residential rates increased by 3.5% and Commercial and Industrial Rates by 3.9% compared to CPI to June 2022 of 6.1%. The Long Term Financial Plan is not a 10 year budget. It is a health check on Council’s financial sustainability, and as each annual budget is considered there will be a number of factors at play which will result in the actual budget varying to LTFP forecasts.



Long Term Financial Plan and Annual Business Plan (LTFP&ABP) Consultation

The LTFP&ABP is open for consultation each year, and will continue to be. Additionally, the community elect Council members to represent them and make decisions regarding services, and rates, amongst a myriad of other things. The performance over the past decade, highlighted above under the heading “Cost Control & Affordability Risk”, demonstrates that Council has been effective at balancing the needs of the community and containing cost increases, noting that Council’s cost structures differ from the basket of goods purchased by households as measured by the Consumer Price Index.

Rating Policy

Having differential rates in place is a mechanism that councils can use to share the rate liability based on capacity to pay. City of Salisbury has differential rating in place, with commercial and industrial properties having a higher rate in the dollar than residential, which is typically around 50% higher, and noting that for businesses rates are a tax deduction. Likewise, vacant land has a higher rate in the dollar, being 30% higher than residential properties to act as a dis-incentive to “land bank” and continue to have new housing stock entering the market. It should be noted that City of Salisbury Council must provide mandatory rebates of \$1.3M in 2022/23, with \$677k being for supported housing accommodation. This rebate increased from 25% to 50% in 2011/12 and then 75% in 2012/13, and that combined with the SA Housing Trust divesting its stock to Supported Housing Associations has been an ongoing impact for City of Salisbury’s other ratepayers, who are cross subsidising this impact. This has the largest impact for Councils like City of Salisbury which have lower average property values where SA Housing and Community Housing Associations tend to hold housing stock.

2.2 Detailed advice findings

The next sections summarise the Commission's more detailed observations and advice findings regarding the City of Salisbury's material changes to its 2022-23 plans (compared with the previous year's plans), its financial sustainability (in the context of its long-term operating performance, net financial liabilities, and asset renewals expenditure) and its current and projected rate levels.

In providing this advice, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (F&A). The attachment explores these matters further.¹¹

2.2.1 Advice on material plan amendments in 2022-23

The Commission has compared the City of Salisbury's projections in its 2022-23 LTFP with those from its 2021-22 LTFP and focused on the aggregate of the nine overlapping years' statistics: 2022-23 to 2030-31 to ensure a comparable analysis of material amendments.

The City of Salisbury's 2022-23 LTFP includes increases to its projected income, operating expenses, and capital expenditure estimates to 2030-31, compared with the 2021-22 forecasts.¹² Its operating position amendments are as follows:

- ▶ An additional \$82.1 million or 6 percent in total operating income. This includes an additional \$26.5 million or 50 percent due to higher user charges, mainly relating to the new Salisbury Aquatic Centre, which is currently expected to be operational by mid-2024.¹³ The Council stated in its 2022-23 LTFP that rates revenue estimates were also increased by an average of 0.6 percentage points per annum above inflation.¹⁴
- ▶ An additional \$88.1 million or 6 percent in total operating expenses. This includes an additional \$41.6 million or 7 percent for 'materials, contracts and other' expenses, and an additional \$38.0 million or 9 percent in 'employee costs'. Much of that increase is due to the expanded scope of the Salisbury Aquatic Centre, noting that higher inflation will also have an impact across all years of the LTFP.

Based on the Council's assumptions in its 2022-23 LTFP, an increase in its costs and revenue estimates by around 6 percent over the 2022-23 to 2030-31 forecast period¹⁵ would account for higher inflation, compared with same estimates in its 2021-22 LTFP.

The Council has assumed Consumer Price Index (CPI) inflation growth of 3.3 percent in 2022-23, then 2.8 percent in 2023-24 and 2.5 percent per annum from 2024-25. The Commission notes that compared with Reserve Bank of Australia (RBA) estimates the Council's stated assumptions for indexation in the short term could be low in the current inflationary environment, but that its assumptions thereafter are consistent with a return to long-run averages.¹⁶ Notwithstanding the need

¹¹ The attachment will be available on the Commission's website with the advice.

¹² The overlapping forecast period in both LTFPs (2021-22 to 2030-31 and 2022-23 to 2031-32).

¹³ City of Salisbury, *Media Release: "Exciting plans released for new Salisbury Aquatic Centre"*, 23 December 2022, available at: <https://www.salisbury.sa.gov.au/>

¹⁴ City of Salisbury, *2022/23 Long Term Financial Plan and Annual Business Plan*, June 2022, p. 17, available at <https://www.salisbury.sa.gov.au/assets/downloads/Council/22-23-Long-Term-Financial-Plan-and-Annual-Business-Plan.pdf>. The Commission notes that the projected average rates per property increase above the Council's projected CPI inflation growth to 2031-32 (in the Council's LTFP projections) is higher by 0.6 percent each year.

¹⁵ The set of nine years forecast in both the 2021-22 and 2022-23 LTFP projections.

¹⁶ RBA, *Forecast Table - February 2023*, available at <https://www.rba.gov.au/publications/smp/2023/feb/forecasts.html>. The CPI (Australia-wide) is forecast to increase by 6.7 percent in the year to the June 2023 quarter, by 3.6 percent in the year to the June 2024 quarter and by 3.0 percent in the year to the June 2025 quarter. Beyond June 2025, the RBA has not published inflation

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LTFP 2021/22 compared with 2022/23

There are two primary changes in the LTFP year on year. The biggest impact was the review of inflation from a 9 year average (2022/23 to 2030/31) of 2.02% to 2.62% across the common years which increase the expenditure budget by \$32.8M and was also reflected in rate revenue required. The other impact was the potential to insource the operations of the Salisbury Aquatic Centre (SAC), rather than paying a contract management fee. This impact was across user charges and materials, contract and other costs. As the 2021/22 plan had factored in the outsourced model, and depreciation of the asset, SAC was not a significant overall variance year on year, but did impact on the detail of the operating budget with these changes largely offsetting each other.



LTFP 2021/22 & 2022/23 Average Rate Increase

The 2022/23 LTFP stated the average rate increase would be 0.6% above CPI, which is consistent with the 2021/22 LTFP. It should be noted that this is not a change in assumption which could be inferred from the ESCOSA Advice, further this assumption is not the same as “rate revenue estimates were also increased by an average of 0.6 percent” as stated in the ESCOSA Advice. The revenue increase also results from new rateable properties and development activity such as constructing new dwellings and commercial properties, as detailed in the LTFP Assumptions.



LTFP Assumptions

All LTFP Assumptions are reviewed each year, with sources of data being primarily Access Economics.



CPI / Inflation Growth

CPI is reviewed each budget when the Long Term Financial Plan is updated. Council had consulted with the community based on inflation of 3.3% in the 2022/23 draft Annual Business Plan, and with so much variability and economic uncertainty decided to remain with this forecast inflation rate. Council responded to the challenging economic conditions by reducing the average residential rate increase from 3.9% to 3.5% on adoption of the budget.



City of Salisbury LTFP CPI / Inflation Forecast

The City of Salisbury refers to CPI in the LTFP&ABP as this is an index that is known by many in the community, however, it is not reflective of the cost base of Council. The LTFP has an assumption that rates will increase on average over the plan by 0.6% above CPI, however, the real increase will only be determined when each budget is formed. Council are charged with the responsibility of determining the level of service that the community requires and balancing that with the cost to the community.



RBA Forecast

CPI forecast February 2023 was not available in March 2022 when the LTFP was being formed. The CPI in the LTFP will be updated as part of developing the LTFP for 2023/24 and each subsequent year.

for the Council to endeavour to find savings and reduce any inflationary impact on its community, the Commission has found that it would be appropriate for it to:

1. Continue to review its inflation forecasts in its budget and forward projections, given the potential for higher short-term outcomes before a return to long-run averages.

The City of Salisbury's LTFP 2022-23 also incorporates an increase of \$52.9 million or 35 percent for capital expenditure on new and upgraded assets, over the period 2022-23 to 2030-31. Much of the increase is driven by the expanded scope of the Salisbury Aquatic Centre (from \$15.5 million to \$28.4 million), the carryover and retiming of part of the Council's prior years' infrastructure recovery program (which was not spent previously), and an increase in funding for new and upgraded assets by \$19.0 million over the period from 2025-26 to 2030-31.

The additional capital expenditure factored into the forward projections is being funded in large part by additional rate contributions, but much of the allocations are general without specific projects yet defined. The Commission notes that the Council generally demonstrates good governance related to its capital enhancement projects and the regular consultation of its community on service priorities and funding requirements. However, an implication of the Council 'locking in' significant funding allocations in its 2022-23 LTFP for undefined future projects is that it must also plan for further rate increases above inflation to help fund them.

The Salisbury Aquatic Centre¹⁷ was not in the Council's City Plan 2035 nor a particularly high priority in its 2020 community survey results;¹⁸ it also brings potentially significant upfront and ongoing costs in terms of subsidising its operation.¹⁹ The Council has not yet published the report containing the community consultation results specifically related to the facility.²⁰

The Commission notes that it is for the Council to determine the service level enhancements it wishes to provide to its community but, for the reasons identified above, it has also found that it would be appropriate to the City of Salisbury to:

2. Focus on controlling cost growth in its budgeting, including by reviewing its projected capital expenditure allocations (in consultation with the community, as required) to remove those which are not yet tied to defined and costed projects, and reduce the need for further rate increases.
3. Ensure that it publishes relevant reports regarding community consultation outcomes about large infrastructure projects which are to be significantly rate-funded.

forecasts, but a return to the long-term average (of 2.5 percent based on the midpoint of the RBA's target range of 2 and 3 percent) is a reasonable assumption.

¹⁷ The Council will receive grant funding of \$7.2 million for the aquatic centre from the South Australian Government. City of Salisbury, *2022/23 Long Term Financial Plan and Annual Business Plan*, June 2022, p. 7.

¹⁸ McGregor Tan, *City of Salisbury Community Perceptions*, December 2020, p 28, available at https://www.salisbury.sa.gov.au/assets/files/assets/public/general_documents/council/have_your_say/community_perceptions_2020_-_final_for_website.pdf. The survey results showed that 7 percent of respondents felt there was 'more things to do' by the Council related to recreation services and youth activities. Three service areas were identified as higher priority for improvement (the rest lower).

¹⁹ As identified in Dean Newbery, *Prudential Report, Salisbury Recreation Precinct Project*, November 2021 and discussed further in section C.1.

²⁰ This refers to consultation undertaken by UPRS in 2021, as referenced in Dean Newbery, *Prudential Report, Salisbury Recreation Precinct Project*, November 2021, p. 6. The Council's website otherwise provides consultation outcomes for its key infrastructure projects.

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Advice: These specific advice items are responded to in Council's Action Plan, contained in Pages 20 to 22

New and Upgraded Assets Forecast Expenditure

Both the 2021/22 and 2022/23 Long Term Financial Plans (LTFP) had provision for new capital from year 3, which in nominal terms is \$15Mp.a and \$16.2Mp.a. respectively, with a greater level of new and upgrade being identified in the 2022/23 SAMP based on ongoing improvements in our asset management practices. Also impacting is the 2022/23 capital expenditure, with the 2021/22 LTFP including \$39.8M carryover to the 2022/23 financial year, which increased the capital program to \$70.1m in the 2022/23 LTFP. The majority of the difference was not additional capital expenditure, but rather capital expenditure planned for 2021/22 that was retimed into 2022/23, totalling \$37.3M.

Salisbury Aquatic Centre

Additional funds were also provided for the Salisbury Aquatic Centre (SAC). The 2021/22 budget included capital expenditure of \$18.7M with \$7.185m of funding, being a net \$11.515m, noting at this time the project was not fully scoped and costed, and as Council worked through this process it was determined that an additional \$3.8m would be required. Council through consideration of public consultation feedback and financial modelling of operating impacts associated with varying project scopes, decided to expand the scope of SAC to total expenditure of \$28.4M with \$7.185M of grant funding, being a net cost of \$21.2M, an increase in net cost of \$9.7m on the 2021/22 bid, but only \$5.9m to deliver a scope aligned to community expectations given the increase expenditure required to deliver the initial scope. The expanded scope decreased the cross subsidisation of the facility and consequently the impact on rates by over 40% inclusive of depreciation, and when considering the previous facility operating cost, the impact of the new facility expanded scope has an expected impact on rates of a one-off rate increase of 0.4%, and equates to \$5.33 on the 2022/23 average residential rate account.

Consultation Outcomes

Item 5.4.1 to the Community Wellbeing and Sports Committee 21 September 2021 was initially a confidential report, with confidentiality being removed February 2022. The results of community consultation have been publicly available since that time. ESCOSA flagged in broad terms that their report would cover SAC, we offered that if ESCOSA could be more specific we may have other relevant information to provide. This was declined. Key findings from consultation were:

- 93% of 'non-users' of the existing pool indicated that it was a result of the pool not being open at times of preferred use, or that they didn't know where it was/how to get there.
- Top facilities requested were indoor warm water pool (78%), water slide (70%), café (67%), picnic area (65%), water play (63%).
- Over 50% of respondents indicated they would use an outdoor pool for lap swimming, with 37% preferring a 50-metre pool, compared to 11% preferring a 25-metre outdoor lap pool.
- Top 3 responses to why people would visit the new aquatic centre are to swim for fun, swim for fitness and swimming lessons.
- Entry cost (48%), safety (47%), entertainment options (42%) and cleanliness (39%) were identified as the most important visitation considerations.

The consultation report is available for public review at [Salisbury Aquatic Centre • City of Salisbury](#)

Advice: These specific advice items are responded to in Council's Action Plan, contained in Pages 20 to 22

Community Survey

In terms of community survey results, Recreation Services and Youth Activities were ranked in 4th place for improvement to quality of life in the City of Salisbury. Council is capable of addressing feedback across multiple services, 4th spot is not insignificant in terms of community response, and a decision was needed regarding the ageing pool asset which was constructed in the 1960's, to either close the pool and cease providing the service, or provide a pool with a modern service standard.

2.2.2 Advice on financial sustainability

Operating performance

The City of Salisbury has had operating surpluses from 2011-12 to 2020-21 and, in the last five years (to 2020-21), it achieved an operating surplus averaging \$11.9 million per annum (mainly used to repay borrowings and to support funding an increasing capital expenditure program). Its operating surplus ratio is forecast to reduce to more conservative levels and will remain within the suggested LGA target range over the forecast period to 2031-32 (when it will average 0.9 percent or \$1.5 million per annum).²¹

The Council generated operating income growth of 2.8 percent per annum from 2011-12 to 2020-21, compared with operating expense growth of 2.4 percent per annum.²² This exceeded the average rate of CPI inflation (1.7 percent per annum) over that period.²³ Rate revenue growth of 4.0 percent led the income growth, with offsetting reductions in user charges and grants income. Expense growth was led by higher depreciation expenses (4.4 percent) and 'materials, contracts and other' expenses (2.7 percent).²⁴ The Council's 'employee costs' increased by an average of 1.4 percent annum (reflecting a decrease of approximately six Full Time Equivalents (FTEs) per year).

Looking ahead, the estimated average growth in operating expenses over the next 10 years of 4.1 percent per annum²⁵ (which is higher than RBA-based forecast inflation growth of 2.8 percent),²⁶ combined with higher growth from rates and user charges, is expected to maintain the Council's operating performance. The Council is projecting average annual rates revenue growth of 4.2 percent (to 2031-32), which assumes average growth in rateable property numbers of 0.6 per annum (the impact on ratepayers is discussed further below).

To minimise cost and ultimately, rate pressures, it is important that the Council finds opportunities for tangible savings in its budget, where possible. The Council noted that it had implemented an energy efficiency program in its 2022-23 budget.²⁷ However, it does not appear to have identified the quantum of the savings generated nor shown any other tangible savings. Given the extent of the Council's increase in operating expenses forecast over the next 10 years, the Commission considers that it would be important for the City of Salisbury to:

4. Report its actual and projected cost savings in its annual budget, to provide evidence of constraining cost growth and achieving efficiency across its future operations and service delivery.

The Council has estimated that the Salisbury Aquatic Centre will also contribute to a lower operating surplus ratio, with net operating losses forecast, over the first five years of operation, totalling \$5.4 million (including depreciation and excluding debt servicing costs). Thereafter annual losses are

²¹ The operating surplus ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent (Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019 (LGA SA Financial Indicators Paper), p. 6).

²² Based on the compound average annual growth rate formula (which is the adopted approach to calculating average annual growth rates throughout the Commission's advice).

²³ CPI Adelaide (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 1.9 percent), available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>.

²⁴ The Commission notes the impact of the increase in the solid waste levy on councils' waste management costs.

²⁵ This does not include the initial budgeted increase in total operating expenses of 9.1 percent in 2022-23.

²⁶ The forecast average annual growth in the CPI from 2022-23 to 2031-32 is estimated to be 2.8 percent based on the RBA forecasts for the CPI (Australia-wide) to June 2025 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2025-26.

²⁷ City of Salisbury, *2022/23 Long Term Financial Plan and Annual Business Plan*, June 2022, pp. 88 and 90.

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Operating Surpluses

Average operating surpluses 2016/17 – 2020/21 were \$8.7M above budget expectations, with these impacts not being evident during the budget setting process. The main factors contributing to this favourable result include Grant revenue with \$5.4M Grant income received ahead of time and additional grant revenue including Roads to Recovery \$2.2M, Financial Assistance and Untied Local Roads grants \$6.7M and Other of \$2.2M, with no communication regarding any of these grant impacts being provided during the budget setting process. During this period there were property development proceeds which were quarantined to assist funding the Salisbury Community Hub, together with earnings on these proceeds. Our treasury management practices had a total impact of \$4.8M, with a smaller proportion of this saving result from the timing of the delivery of capital works. Additionally, there was \$7.8M favourable depreciation expenditure over the 5 year period with the most significant impacts resulting from review of asset components and lives of \$7.0M with these impacts being factored in immediately and then built into subsequent budgets and reflected into lower subsequent rate increases. Given the nature of these impacts it is reasonable that operating surpluses exceeded budget expectations.

Operating Income

Average rate increases were not at 4.0% over this period, as the 4.0% quoted by ESCOSA reflects rates on new subdivisions and new building construction, with this activity also increasing costs to maintain infrastructure and provide services. User charges income dropped over this period with the outsourcing of recreation services and rather than receiving income and paying the costs of operating these facilities, Council paid a management fee instead, with this model providing savings to the community. This statement by ESCOSA is misleading as it reads as though rates were increased and offsetting reductions in user charges.

Cost Minimisation

The budgeting and cost management practices within the City of Salisbury are complex, with the organisation adapting to increased customer expectations and changes in the external environment, often with the cost of the adaption being absorbed. An example is the resource taken in relation to the ESCOSA review process, with this being a significant impost on Council in providing feedback on the draft framework, with ESCOSA the finalising framework without any of the changes suggested by the industry being adopted, and providing detailed comments in relation to the resulting report to ensure that a balanced and comprehensive view is available to the community. To monitor savings and cost increase avoidance is a complex task and resource intensive.

Advice: These specific advice items are responded to in Council's Action Plan, contained in Pages 20 to 22

Salisbury Aquatic Facility

The annual impact of the new aquatic facility compared to the old facility is approximately \$0.4M, which is the equivalent of a one-off rate increase of 0.4%, and equates to \$5.33 on the 2022/23 average residential rate account. This compares with the following paid directly or indirectly to State Government: Regional Landscape Levy which for the 2022/23 financial year is a cost of \$33.88 to the average residential ratepayer, and the Solid Waste Levy \$3.7M which equates to \$49 per average residential rate account. Further mandatory rebates total \$1.3M for 2022/23 and are funded by other ratepayers, and equates to \$17.23 on the average residential rate account.

estimated to be up to around \$1 million per annum (once the facility reaches 100 percent capacity). This means that all ratepayers will be expected to subsidise the operations of the aquatic centre over the life of the investment, through their rates.

The average annual net loss annually equates to around \$16 per ratepayer but there are additional risks to the cost estimates. The Commission notes that, as for all major capital projects of this nature, it will be important for the Council to focus on post-construction ownership and operating risks and to have regard to competitive neutrality obligations.²⁸

To manage risks related specifically to the new aquatic facility, the Commission has found that it would be appropriate for the Council to:

5. Develop and publish a risk management plan for the Salisbury Aquatic Centre, which incorporates annual review of the requirements for recurrent spending (given demand estimates and outcomes), and the associated impact on the Council's operating capacity and quantum of rate contributions.

Net financial liabilities

Despite the Council's large operating surpluses from 2011-12 (including depreciation expenses), its net cash flows after operating and investing (that is, capital-related) activities has averaged \$2.5 million per annum between 2011-12 and 2020-21. This reflects the Council's repayment of borrowings, as well as secured grant funding specifically for new and upgraded assets to support its increasing capital expenditure program.

The Council has consistently used borrowings and other financing options (such as cash and leases) to fund its assets as required, and over time, this has been within the suggested LGA target range for the net financial liabilities ratio.²⁹

It will continue to meet the suggested LGA target range under its 2022-23 forecasts and has projected a reduction in the ratio from a peak of 60 percent in 2022-23 to an average of 25 percent in the five years to 2031-32. The additional borrowings (of \$32 million) will help fund the Council's Salisbury Aquatic Centre for \$25.5 million (its largest capital expenditure item in 2022-23). The Council will also receive grant funding of \$7.2 million for the aquatic centre from the South Australian Government under the Local Government Infrastructure Partnership Program.

The reduction from 2022-23 onwards is projected to come from progressive repayment of total borrowings (of \$24.3 million over the next five years to 2026-27) and higher operating income growth. This indicates that the Council may be accelerating the payback of its new loans relative to the lifespan of its assets (for example the aquatic centre), and it may be appropriate for it to review these financing assumptions in its LTFP, so the loan costs are spread across a longer period.

For this reason, the Commission considers that it would be appropriate for the City of Salisbury to:

6. Review its projected borrowing repayment plans in its long-term financial plan projections with a view to spreading the repayments over a longer time period, if possible, to reduce the extent of the required financial contributions from ratepayers to meet repayments in the short to medium term.

²⁸ Dean Newbery, *Prudential Report, Salisbury Recreation Precinct Project*, November 2021, pp. 15 and 26.


²⁹ The net financial liabilities ratio is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100 percent of total operating income, but possibly higher in some circumstances (LGA SA Financial Indicators Paper, pp. 7-8).

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Salisbury Aquatic Facility

The Salisbury Aquatic Facility does not result in a \$1M additional cost to the budget, as the cost of the current facility has not been factored into this comment. Please refer to comment on the previous page for further information. The cost for the average residential ratepayer is a one-off rate increase of 0.4% and equates to \$5.33 based on 2022/23 rates.



Advice: These specific advice items are responded to in Council’s Action Plan, contained in Pages 20 to 22




Treasury Management and Borrowing Strategy

City of Salisbury takes a wholistic approach to Treasury Management. Cash Advanced Debentures are the primary facility that has been used for financing activities over the past decade. These facilities act like an overdraft, meaning that cash can be directed to reducing debt levels and then facilities redrawn as required. The comment that cash is not utilised to fund assets is not correct. Leasing has been a less desirable option for funding assets due to higher interest costs that are charged through leases, than can be obtained by Council borrowing directly. Borrowings are not taken out for specific projects, but rather the net borrowing requirements to deliver Council’s infrastructure program.



Loan Repayments

Operating Income growth is not a driver in debt repayment. Operating income increases are required to fund operating expenditure growth, with modest forecast surplus. Debt is in the form of Cash Advance Dentures which operate like an overdraft. When surplus funds are available the debt is repaid, and this is achieved primarily as a result of unanticipated favourable budget impacts whether they be timing or permanent, which in turn reduces interest costs and further increases funds available to reduce the debt position. Repayment of debt more slowly will result in higher interest costs, which will have a negative impact on rates if the organisation continues to operate with a budgeted operating surplus. Rate increases are not driven by the desire to repay debt.



Advice: These specific advice items are responded to in Council’s Action Plan, contained in Pages 20 to 22

Asset renewals expenditure

Between 2011-12 and 2020-21, the City of Salisbury's spending on new or upgraded assets averaged \$20.4 million per annum, compared with \$16.2 million on the renewal of its asset base. However, the overall amount of spending on asset renewals has been within the requirements the Council identified in its AMPs. The asset renewal funding ratio (IAMP-based) was within the suggested LGA target range (90 percent to 110 percent) across years,³⁰ including an average of 90 percent between 2018-19 and 2020-21.

From 2022-23, the Council is increasing both asset renewal and new and upgraded asset expenditure, and its asset renewal funding ratio (IAMP-based) is expected to trend around the mid-point of the suggested LGA target range (with an average annual renewal expenditure of \$17.1 million, in nominal terms). This also coincides with higher forecast spending by the Council on new or upgraded assets (estimated to average \$22.6 million per annum to 2031-32). This reflects the Council's relatively large capital budget in 2022-23, which includes the spend on Salisbury Aquatic Centre Redevelopment (of \$25.5 million in 2022-23).

The Commission encourages the Council to continue to focus on prioritising renewal of its assets in line with its AMP requirements.

With the Council's projected higher capital expenditure, the depreciation expenses are projected to be significantly higher than renewal spending. Renewal spending is forecast to account for 56 percent of depreciation expenses on average to 2031-32.³¹ One area that might be leading to higher depreciation expense forecasts, relative to annual asset renewal expenditure needs, is the Council's recent accumulation of new assets following its capital expenditure projects. Another risk that arises when depreciation expenses exceed spending on asset renewals is that the asset lives are assumed to be shorter (in the depreciation calculation) than occurs in practice. The implication of projecting higher than necessary depreciation expenses is that higher operating income (and potentially higher rates income) is required to generate an operating surplus for the Council.

In general, it would be prudent for the Council to re-examine the key drivers of its depreciation modelling (such as average asset lives and asset valuations), but also its projected increase in new and upgraded capital expenditure over the period of its LTFP.

The Commission has also observed the Council's individual AMPs were last updated in 2015, and the information may include dated assessments of asset condition, service levels, asset renewal requirements and community expectations. In addition, the Council's 2022-23 LTFP includes significantly more expenditure on new and upgraded assets than has been originally projected in the AMPs.

For these reasons, it would be appropriate for the City of Salisbury to:


7. Review the assumptions underpinning its asset management plans to ensure those plans incorporate a more accurate picture of required asset expenditure and better align with the allocations in its long-term financial plan as necessary, including the estimates of asset lives

³⁰ The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

³¹ The Council's asset renewal funding ratio by the depreciation-based method (where asset renewal/replacement expenditure is divided by depreciation expenses) is forecast to average 53 percent to 2031-32. This ratio shows the extent to which capital expenditure on the renewal and replacement of assets matches the estimated rate at which these assets are used or consumed.


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Renewal v New Expenditure




The level of renewal is appropriate if it is delivering on the requirements of the Strategic Asset Management Plan, which it does, as Council always budgets to fully fund the SAMP renewal program. At times Council determine to replace ageing assets with new modern assets which provide a significantly improved service to the community. An example is the Salisbury Community Hub, with a budgeted cost of \$43M. This expenditure is treated as new, although replacing the old civic centre on James St, and the library on John St. If this had been treated as renewal, the average renewal expenditure over this period would have been \$20.5M compared with new of \$16.1M. Salisbury Aquatic Centre is another example of this approach, which is wholly focused on providing an appropriate, modern level of service to the community.

Renewal Expenditure compared with Depreciation




Renewal expenditure is determined by asset condition and service standards, and is detailed in Council's Strategic Asset Management Plan. Council have continued to fund 100% of the SAMP renewal. New assets have an impact on depreciation, but more significant is the need to revalue assets to take into account market increases, so that assets are always valued at fair value rather than at historical cost. Typically, the average indexation for assets is higher than CPI, e.g. concrete prices impact the values of some of Council's Drainage Assets like Junction Boxes and Side Entry Pits, which increased at a minimum of 9.3% in 2020/21 compared to the Adelaide CPI of 2.8%. Assets owned by Councils have long lives, for example around 25% (\$524M) of Council's infrastructure assets are drainage assets, which are depreciated over 100 years, with annual depreciation for these assets being \$5.3M, and renewal expenditure averaging \$933k over the last 5 years which only represents around 18% of the drainage asset depreciation. Likewise, kerbing assets have lives extending up to 250 Years in some locations (such as on local roads). Kerbing assets are worth \$173M with annual depreciation of \$970k and renewal expenditure averaging \$376k over the last 5 years, or only around 39% of the kerbing depreciation, noting that renewal for some components will be decades if not centuries away. Finally, under Australian Accounting Standards, we are required to depreciate assets based on an assessment of lives, which when long life assets are involved, can be difficult to determine, and must be set conservatively. Asset lives are reviewed annually and as new information is available, lives are adjusted accordingly. It is illogical to assert that renewal expenditure in the short term (decades) should equal depreciation expense.

Asset Management




The City of Salisbury uses up to date asset condition information to inform the Strategic Asset Management Plan which was last reviewed in the 2021/22 financial year, with the renewal program and LTFP reflecting this information. The focus of the SAMP is renewal, rather than new capital expenditure, with new capital expenditure determined through Council's City Plan. As projects aligned to the City Plan are developed and progressed through Council they are incorporated into the Budget and Long Term Financial Plan and the provision for new capital expenditure reduced accordingly. This approach has not been acknowledged by ESCOSA, and is fundamental to continue to deliver infrastructure aligned to community expectations as determined by the City Plan.



Advice: These specific advice items are responded to in Council's Action Plan, contained in Pages 20 to 22

Asset Renewal Funding Ratio



The Asset Renewal Funding ratio is calculated as renewal expenditure divided by that required by the **Strategic Asset Management Plan**. Where Strategic Asset Management Plans are in place it is inappropriate to calculate this ratio with depreciation being the denominator as there is recognition that the ratio so calculated is not particularly meaningful when you have long lived assets that were all constructed within over just a few decades, as renewal of these assets will be several decades, and at times centuries into the future. We are also required to depreciate all assets, whether they will be renewed or not. For example, drainage pipes can be lined to provide a further period of life. The cost of lining pipes is a cheap intervention and can extend the life by 50 to 100 years, but we are not able to take this intervention and extension of life into account when setting the depreciation for the initial installed pipe network. The \$435M of pipe network is depreciated over 100 years, and as we get closer to the end of this life we will have better information about the life and its accuracy.

and valuations feeding into the forecast rates of asset consumption and depreciation expenses.

8. Review the new and upgraded asset expenditure projections (as per Finding 2) with consideration of the service levels desired by the community.

2.2.3 Advice on current and projected rate levels

The City of Salisbury's rate revenue per property growth has averaged 3.4 percent or \$49 per annum for each property over the past 10 years³² and equated to \$1,744 per property in 2021-22. This is double the rate of CPI inflation over this period (averaging 1.7 percent per annum).

The Council implemented a 4.6 percent increase to its rates revenue per property in 2022-23,³³ which is higher than previously forecast in its 2021-22 LTFP. The increase is due to the Council's estimate of higher inflation, and to maintain financial sustainability while also increasing funding to provide expanded services and the ongoing costs of new infrastructure.³⁴ Its 2022-23 LTFP forecasts an average increase of 3.6 percent annum or \$685 in total to existing rates to 2031-32 (to \$2,509), which represents an increase of \$224 above the Council's assumed inflation growth.³⁵

Affordability risk among the community for the further rate increase appears moderate based on a range of factors including the existing rate levels³⁶ and the projected increases (above the forecast rate of inflation), an assessment of the economic resources available to the community³⁷ and the Council's increasing expenditure forecasts (for example related to new and upgraded assets or new service provision) which risks further increases to its general rate levels.

For these reasons, it would be appropriate for the City of Salisbury to:

9. Review and consider limiting future minimum rate and average rate increases above inflation, particularly on rate categories which have lower capacity to pay, to help minimise affordability risk in the community.

2.3 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the City of Salisbury's:

- ▶ ongoing performance against its LTFP estimates
- ▶ review of capital expenditure allocations for undefined projects

³² From 2011-12 to 2021-22.

³³ Based on the Council's Excel template submitted to the Commission.

³⁴ City of Salisbury, *2022/23 Long Term Financial Plan and Annual Business Plan*, June 2022, p. 17.

³⁵ The Council's projected CPI inflation is 3.3 percent in 2022-23, 2.8 percent in 2023-24, and then 2.5 percent thereafter (City of Salisbury, *2022/23 Long Term Financial Plan and Annual Business Plan*, June 2022, p. 17). This is broadly consistent to the CPI line in charts throughout this Advice which are based on RBA forecasts and then, a return to long-run averages from 2025-26 (with growth of 2.5 percent per annum).

³⁶ Refer to the Councils in Focus website available at https://councilsinfocus.sa.gov.au/councils/city_of_salisbury for 2019-20 rates data by council.

³⁷ The City of Salisbury area is ranked 17 among 71 South Australian 'local government areas' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics socio-economic indexes for areas Index of Economic Resources (2016), where a lower score (eg, 1) denotes relatively lower access to economic resources in general, compared with other areas, available at <https://www.abs.gov.au/ausstats/subscriber.nsf/log?openagent&2033055001%20-%20lga%20indexes.xls&2033.0.55.001&Data%20Cubes&5604C75C214CD3D0CA25825D000F91AE&0&2016&27.03.2018&Latest>.

ESCOSA Advice – City of Salisbury Comments

Advice: These specific advice items are responded to in Council's Action Plan, contained in Pages 20 to 22

Average Rate Revenue per Property

The calculation of average rates is not consistent with the methodology of the Local Government Sector, and the calculation of ESCOSA includes revenue increases from property development, which does not aid ratepayers in understanding how rate increases have been applied. Further information about how Local Government calculates average rate increases can be found on pages 120 to 123. Over the 10 year period 2013/14 to 2022/23 the average rate increase was 2.77% for residential properties and 2.81% for commercial and industrial rate payers, not 3.4%.

Average Rate Increase 2022/23

The 4.6% quoted by ESCOSA is not the average rate increase. The 2021/22 LTFP was based on inflation in 2022/23 of 1.7% which was based on Access Economics forecast. With significant economic upheaval post COVID-19 and with the Russian invasion of the Ukraine, CPI forecasts changed dramatically after the adoption of the 2021/22 LTFP. When setting the 2022/23 LTFP, forecast CPI was 4.25%, however, Council worked to contain costs, and implemented average rate increases of 3.5% for residential rates, and 3.9% for commercial rates, with the minimum rate also increasing by 3.5%. Given the changes in economic circumstances City of Salisbury delivered an average rate increase below CPI to try to contain the impacts for the community. Council's role is to balance the various needs and wants from the community with the community's capacity to pay.

Advice: These specific advice items are responded to in Council's Action Plan, contained in Pages 20 to 22

Advice and Focus Areas

It is Council's decision what actions to take in relation to the advice provided by ESCOSA, and so whilst ESCOSA has highlighted the next Advice and focus areas, which are aligned to the Advice provided (highlighted in blue comment boxes through-out the ESCOSA report), a focus on these areas disregards the action plan that Council will develop in response to the Advice, and that choices Council is entitled to take.

Council's Excel Template

This template is not a template of the City of Salisbury, it is a template that ESCOSA require to be completed as part of their review process

ABS Socio-Economic Index

We acknowledge that City of Salisbury is a community of lower economic means than some other communities. Unfortunately, with relatively low levels of grant funding City of Salisbury is reliant on rate revenue funding approximately 80% of its operating expenditure. In other states the relevant State Governments provide significantly more grant funding to fund operational expenditure and this enables lower reliance on rate revenue in these states. The expectation of ESCOSA that rates should be limited to CPI will result in a contraction of services provided by Councils and this will not meet community expectations. It should be noted that despite SA Housing Trust stocks being primarily located in areas of lower socio-economic capacity, the State Government still decided to increase the mandatory rebate on Supported Accommodation from 25% to 75%, and divest housing stock to Community Housing Associations – this lost revenue then impacts on other ratepayers through higher rate increases and impacts on people that are in a similar financial situation to those in social housing. This resulted despite the strong advocacy of the local government sector.

- ▶ achievement of cost savings and efficiencies, and its reporting of these achievements
- ▶ its risk management progress related to the Salisbury Aquatic Centre
- ▶ progress in reviewing and updating the AMPs and its depreciation expenses, and
- ▶ how it has sought to minimise any affordability risks.



The Essential Services Commission
Level 1, 151 Pirie Street Adelaide SA 5000
GPO Box 2605 Adelaide SA 5001
T 08 8463 4444

E escosa@escosa.sa.gov.au | W www.escosa.sa.gov.au



City of Salisbury | PO Box 8 Salisbury SA 5108
Phone 8406 8222 | city@salisbury.sa.gov.au

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