



# SALISBURY CITY PLAN 2020

Sustainable **Futures**

December 2012





# Foreword



Gillian Aldridge, Mayor

**Sustainable Futures establishes what and who we are and what we, as a community, would like to become. It presents not only the myriad of opportunities for the Council and its stakeholders but the obstacles and challenges to be overcome if we're to be successful.**

There is a continuous theme that underlines the work of the City of Salisbury and that is reflected in this Plan – the importance of the long-term sustainability of the City in all of its aspects, within the context of the overall City vision.

*Sustainable Futures* is pragmatic. It recognises that, acting alone, sustainability may well be an unachievable goal for the City. Thus, *Sustainable Futures* recognises that to achieve our outcomes we will require the collective effort of all, through formal and informal partnerships.

The City already leads in many ways and this document presents persuasive evidence in the areas of urban planning and renewal, economic development, social development and water management to reflect this reality. However, what is already being done and achieved are only stepping stones towards the realisation of a sustainable future and Council's vision of "excellence in building a community of opportunity and spirit in a quality environment."

Salisbury also faces significant challenges. But these challenges are not insurmountable and tackling them successfully is part of the solution to long-term prosperity for the region.

This document warrants careful reading. The City commends *Sustainable Futures* to all its stakeholders and welcomes both comment and direct engagement in achieving its aspirations.

A handwritten signature in black ink that reads "G M Aldridge". The signature is written in a cursive style.

# Introduction

## Sustainable Futures: Salisbury City Plan

The City recognises that achieving sustainability is non-negotiable and the key to a better future for its citizens. This recognition, long held by Salisbury, has already resulted in demonstrated leadership in some sustainability practices, particularly in the fields of water conservation and management, waste recovery and the provision of open spaces.

This Plan articulates Council's vision and, as such, is a confident statement about a sustainable, prosperous and progressive future based on the interconnections between social and economic development and the environment.

The Plan's proposed directions, which also support the South Australian Strategic Plan, build on the area's strengths and aims to work in harmony to shape a strong, vibrant and cohesive community.

## The Strength of Partnerships

In setting out to achieve its vision, the City of Salisbury is committed to working as a partner with all stakeholders including the three tiers of Government, not-for-profit organisations, the private sector and the wider community.

Partnerships, we believe, can help bring about action. This is achieved through regular liaison with key organisations, both public and private, to ensure alignment of direction and implementation. Partnerships allow for an integrated approach to policy development and program delivery to realise a sustainable future.

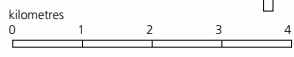
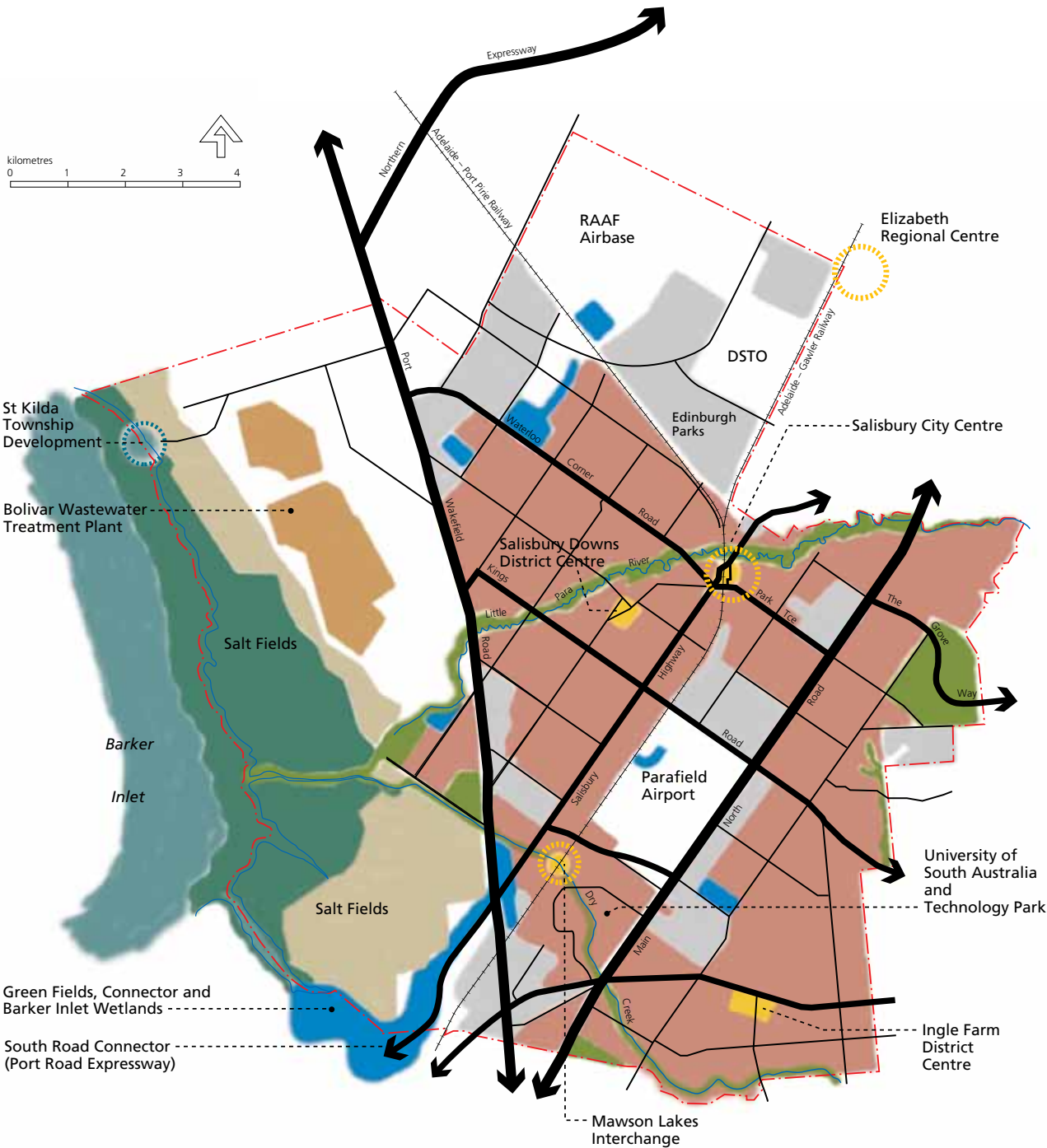
*Sustainable Futures* defines the challenges we face together and the policy direction Council in partnership with others is committed to achieving. The actions proposed provide further substance to our future planning and direction.

## City of Salisbury: Current Position

*Sustainable Futures* transforms the current position and proposed long-term direction which shapes the Council's core strategies and action plans. These plans have been informed by the State Strategic Plan and its specific environmental, social and economic development targets.

The City of Salisbury is the second largest Local Government community in South Australia. It covers 160 square kilometres and supports a harmonious, diverse and talented community of some 130,000 residents (2011). Salisbury is also the State's most productive manufacturing region and the source of considerable innovation.

The following map illustrates the current land use and some of Salisbury's key infrastructure and economic assets established in the city along with the existing transport network.

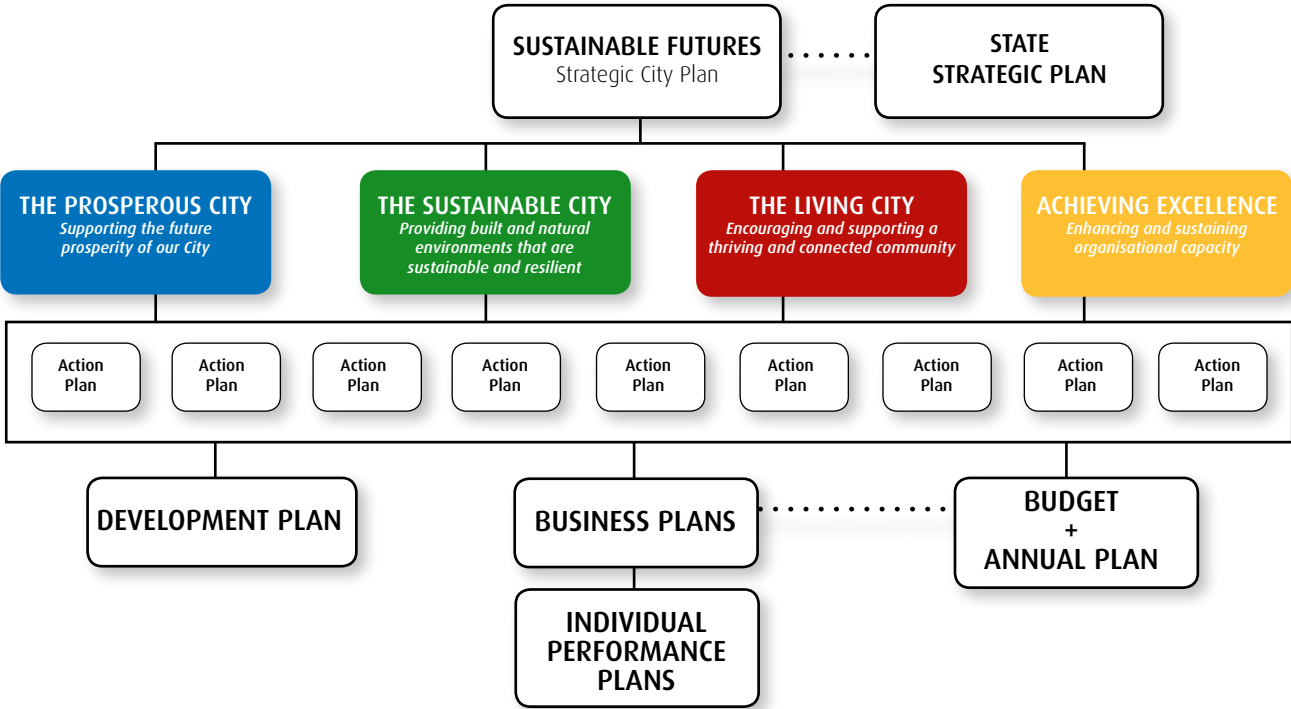


- Urban
- Industrial Development
- Wetlands
- Mangroves
- Salt Fields
- Open Space
- Activity Centre
- Main Road and National Highway
- Main Road
- Major Collector Road
- Railway
- Council Boundary

# The Planning Framework

The City of Salisbury has structured its planning process around the four key directions presented within the City Plan.

The following chart illustrates the relationship of the high level strategic directions and supporting action plans, which inform the setting of Council’s annual budget and priorities.

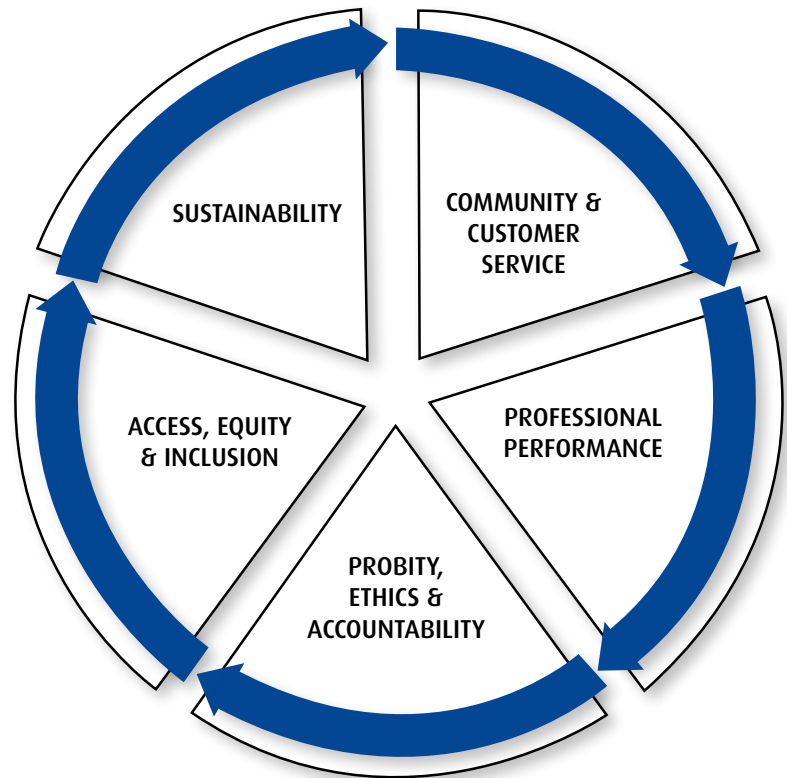


# Values

**The City has committed to creating strategies, practices, and activities that ensure we are able to achieve our vision.**

This would not be possible without articulation and application of organisational values that develop a culture and working environment that enables our people to perform at an optimum level.

The City Plan articulates five core organisational values. These values are the principles we use to define what is critical to the City of Salisbury, both as a community and an organisation. They influence our behaviour and provide clear guidance on what is important for service delivery at both the strategic and operational level.



# Our Values



## **Sustainability:**

We will balance economic, social, cultural and environmental factors with a longer term perspective to ensure the sustainability of the organisation and our community.

We will demonstrate our commitment to this value by:

- emphasising the achievement of objectives so that growth in one area delivers positive benefits to all;
- being vigilant in relation to climate change issues to ensure proactive strategies and responses are implemented; and
- focusing our work practices and service delivery approach in a manner that meets the needs of our present community, without compromising our capacity to continue to deliver for future generations.

## **Community & Customer Service:**

We will seek to understand our community and customer expectations. We will listen to their needs and respond to their changing requirements.

We will demonstrate our commitment to this value by:

- being responsive, dynamic and enabling effective management of community resources;
- being empathetic, listening to, and understanding our customers and employees;
- leveraging our leadership position to broker the attraction of resources to deliver on key community initiatives;
- strengthening relationships with our community; and
- establishing partnerships and working collaboratively with our customers, community and stakeholders.





**Professional Performance:**

We will strive to be a leader in Local Government emphasising best practice and innovation.

We will demonstrate our commitment to this value by:

- being innovative, seizing opportunities, and continually striving to improve both what we do and how we do it to ensure that we achieve greatest value and return from the investment we make;
- investing in the development of a well trained and competent workforce capable of delivering high levels of professionalism in planning and service delivery;
- focusing on the outcomes we deliver and seeking to exceed industry standards and our customer's and community's expectations; and
- recognising that in many cases, greater outcomes can be achieved through working with others and seeking to maximise the benefits for the community from this approach.

**Probity, Ethics and Accountability:**

We will act with honesty and integrity and be open and transparent in our decision making.

We will demonstrate our commitment to this value by:

- taking responsibility, honouring obligations and always seeking to deliver what we promise;
- thinking and acting progressively, taking calculated risks and making positive changes;
- complying with our legislative obligations;
- setting goals, always striving to meet these goals and celebrating successful outcomes; and
- focusing on the application of effective leadership principles to enable greater performance from our people.

**Access, Equity and Inclusion:**

We will celebrate our diverse community in which people, regardless of their race, culture, religion, age, gender or level of ability can participate and have access to the services and processes of the Council.

We will demonstrate our commitment to this value by:

- empowering our staff and the community to be involved, to speak up, make decisions and deliver key outcomes;
- recognising and valuing diversity; and
- adapting our style and service delivery to meet the diverse needs of our employees, customers and community.

# Key Directions

**Salisbury's City Plan – Sustainable Futures is a local response to current and future needs of the Salisbury community. It seeks to address the unique challenges of Salisbury by developing and benefiting from a range of opportunities and partnerships.**

Sustainability is integral to achieving a better future. *Sustainable Futures* has been developed using a model of sustainability, based on the interconnections between the social, economic and environmental aspects of living.

The City of Salisbury recognises that our community and its economic growth are bound by the capacity of the environment to sustain these activities. The focus of *Sustainable Futures* is to build on our strengths and work together in shaping a sustainable future with 'excellence in building a community of opportunity and spirit in a quality environment.'

*Sustainable Futures* contains the following key directions which provide the key strategic directions for the City:

Key Direction 1:



Supporting the future prosperity of our city

Key Direction 2:



Providing built and natural environments that are sustainable and resilient

Key Direction 3:



Encouraging and supporting a thriving and connected community

Key Direction 4:



Enhancing and sustaining organisational capacity

## South Australia's Strategic Plan

The *Sustainable Futures* direction statement is focused on creating opportunities for the Salisbury community. In so doing, it has been guided by South Australia's Strategic Plan.

In the case of the State's Strategic Plan this relates to the objectives and associated targets as they apply to the State's core themes of:

- Growing Prosperity;
- Improving Wellbeing;
- Attaining Sustainability;
- Fostering Creativity and Innovation;
- Building Communities; and
- Expanding Opportunity.

The State Government has also identified seven strategic priorities on which it will focus. These are:

- Creating a Vibrant City;
- Safe Communities, Healthy Neighbourhoods;
- An Affordable Place to Live;
- Every Chance for Every Child;
- Growing Advanced Manufacturing;
- Realising the Benefits of the Mining Boom for All; and
- Premium Food and Wine from our Clean Environment.

These priority areas guide the work, budgets, policy making and legislative agenda of the Government for the duration of the Plan and have been considered in the development of our own Plans.

The alignment of our Plans provides opportunities for alliances with State agencies that have responsibility for the implementation of related strategies and actions of the State Strategic Plan.

## Identifying our Performance

Salisbury is committed to meeting the challenges and harnessing the opportunities of the future. The delivery of our Plan will contribute to a prosperous, sustainable and living and vibrant city.

We will assess our performance in achieving our objectives on a regular basis to ensure we meet our targets. We understand that to achieve our targets we need to work in partnership with State Government, the Commonwealth Government and other Local Government neighbours within our region.

Our indicators are considered to be a 'work in progress' and will be monitored and assessed annually and reviewed in accordance with the review of this Plan to ensure that they are the most appropriate to monitor the directions identified.









# Potential Development

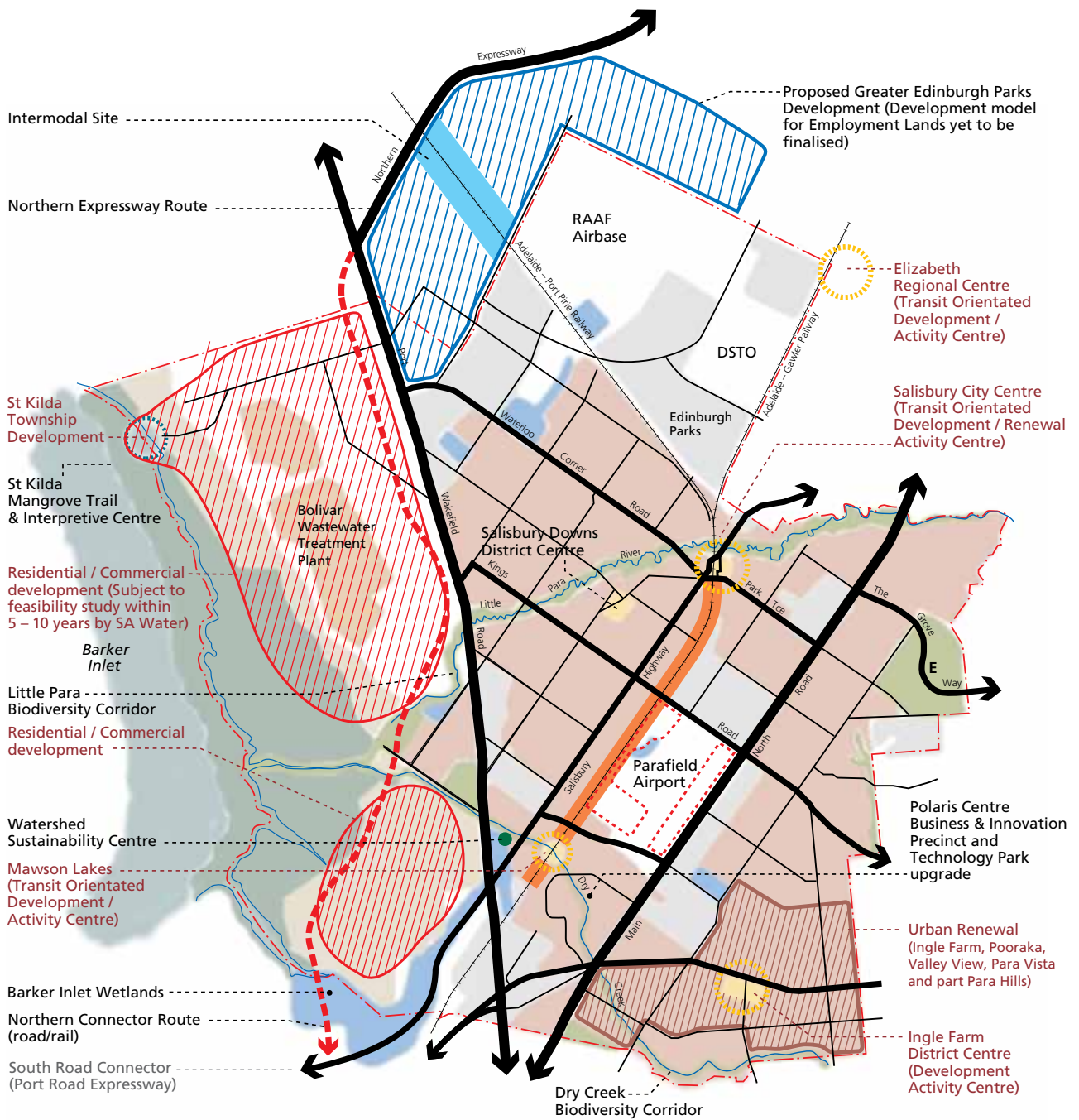
## Potential Development Outcomes

*Sustainable Futures* is a statement of intent as to what our city can develop into by the implementation of strategies and delivery of actions. Because of the long timeframe, community consultation will be ongoing as planning for major projects and policy directions are formed and refined in the future.

This map illustrates the major strategic initiatives that are proposed for the future development of the city.



- |   |  |  |  |
|---|--|--|--|
|  Urban   |  Mangroves        |  Main Road and National Highway |  Future Major Road - Northern Connector |
|  Industrial Development                              |  Salt Fields      |  Main Road                      |  Railway                                |
|  Increased residential densities along rail corridor |  Open Space       |  Major Collector Road           |  Council Boundary                       |
|  Wetlands  |  Employment Lands |  |  |
|   |  Activity Centre  |  |  |



# Key Direction 1: the Prosperous City

SUPPORTING THE FUTURE PROSPERITY OF OUR CITY





# Objectives

1. To have a community with skills that are valued by employers and provide rewarding careers for residents
2. To enhance and create quality urban areas with high amenity and integrated infrastructure
3. To have a prosperous and adaptive business sector that supports community wellbeing, is globally oriented and creates employment opportunities
4. To deliver suitably integrated infrastructure that maximises economic efficiencies and opportunities for the community
5. To deliver a regional culture of collaboration

# Foreword



***Salisbury, the Prosperous City* makes a critical contribution towards achieving the high level objectives of Salisbury's long-term development plan for the City and the Government's strategic objectives for the State.**

Economic growth and prosperity are the keys to shaping a better quality of life for the entire Salisbury community.

The City of Salisbury has outstanding assets – world-class research centres, a dynamic manufacturing base, large exporting business including multinationals that are engaging in the global economy and entrepreneurial local companies.

Industry in Salisbury is well positioned to participate in some of the fastest growing market sectors – electronics, information and communications technology, advanced manufacturing, defence and environmental management. The innovation economy is thriving in Salisbury.

This Plan outlines the policies and actions that are necessary to shape the full social and economic potential of the entire Salisbury community. Implementing the plan requires all stakeholders to work cooperatively to make things happen. A collaborative effort between all levels of Government, business and the community must be strongly pursued.

*Salisbury, the Prosperous City* provides the practical framework and necessary actions that will achieve a more prosperous future for our city in the next decade and beyond.



# Introduction

**Salisbury's economy has grown strongly over the past two decades. This growth has been fuelled by many factors including urban development projects such as Mawson Lakes, industrial investment in Edinburgh Parks, a burgeoning defence sector, the continued clustering of high-value services in Technology Park, significant growth in tertiary education, entrepreneurial individuals starting and growing business ventures and changing demographics creating new employment opportunities in health and community services.**

While this paints a good news story, the benefits of this growth have been unevenly distributed. There have been significant competitive pressures on our manufacturers due to the continued reduction of trade barriers, increases in industrial capacity in low-wage nations, the high Australian dollar and changes in consumer preferences. Our overall unemployment rate has fallen, but this obscures significant pockets of entrenched unemployment within our community.

## Outlook

The broader economic environment over the period of this Plan is likely to be characterised by:

- Growth in the mining and resources sector which will create opportunities for local firms but will place pressure on local firms as they compete for labour;
- Subdued levels of domestic spending with consumers continuing to reassess their attitudes towards debt;
- Rapid evolution of the digital economy with specific opportunities arising from the roll-out of the National Broadband Network;
- A tapering in domestic property investment and construction as the Mawson Lakes development and Salisbury North renewal projects near completion;
- The introduction of the carbon tax and increased community expectations on the environment performance of business operations;
- Employment growth increasingly being generated in sectors that require post-school qualifications;
- A high Australian dollar putting pressure on trade exposed industries such as manufacturing and tertiary education; and
- Increased business compliance and input costs.



# Our Commitment

To maximise prosperity, liveability and the wellbeing of the Salisbury community we must ensure that our city meets the needs of current and future generations, and that economic growth can be sustained without compromising the natural environment or quality of life.

Critical to this is the creation of:

- Sustainable, liveable and high amenity urban environments linked with high functioning transport networks providing convenient access to employment lands, recreational opportunities and open spaces so we can ensure the best possible environment for our community to maximise its potential into the future; and

- Innovative businesses, support organisations and clusters which bring outside resources into our community, transfer that wealth into the local economy and develop a skilled workforce with entrepreneurial leadership.

Council has supported economic growth by supporting small businesses, streamlining development approval processes, encouraging the greening of business operations, ensuring adequate supplies of commercial and industrial land, promoting innovation, building and maintaining economic infrastructure, providing alternative options for firms to purchase water and linking businesses with the digital economy.

# Integration

Integration of strategic plans across all levels of Government is an integral part of developing a cohesive strategy. In developing the *Prosperous City Strategy* due attention has been paid to aligning the strategy with key directions in the following state, federal and local policies, plans and strategies.

The State Government's seven strategic priorities will guide the work, budgets, policy making and legislative agenda of the Government for the duration of the State Strategic Plan. Of particular relevance to the *Prosperous City* strategy are:

**Growing Advanced Manufacturing:** A dynamic advanced manufacturing sector is critical for Salisbury because manufacturing generates 25% of economic output by value and employs over 20% of our workforce.

Despite competitive pressure on this sector there is significant local growth potential due to plentiful industrial land, higher order research and development facilities and an adaptable workforce. Sustaining and developing advanced manufacturing is a central element of developing a more prosperous city.

**Realising Benefits of the Mining Boom for All:**

Internationally, many countries have used natural resources as a platform to create employment, attract investment and foster entrepreneurship. The bulk of capital investment across Australia is being made in the resources sector and Salisbury is well placed to capture a slice of this opportunity. The city has the infrastructure, research facilities and existing mining suppliers to drive the expansion of the resource sector, while creating knowledge intensive firms and jobs.



### **Premium Food and Wine from our Clean Environment:**

Salisbury has a competitive food supply chain that spans horticultural production, food processing, wholesaling and distribution. The participants in this supply chain range from families through to national and multinational corporations. The opportunity to grow and attract investment into the food sector is an important element of developing a more prosperous city.

### **Other State Government Documents 30 Year Plan for Greater Adelaide**

The 30 Year Plan is the State Government's approach to urban development. Key strategies include walkable neighbourhoods and Transit-Oriented Design, housing close to jobs and transport, people living sustainably in high amenity neighbourhoods, connected transport networks and local access to open spaces and recreational facilities.

The Plan targets population growth of 169,000 people, construction of 67,600 dwellings and 79,000 additional jobs being created across northern Adelaide. *The Prosperous City* identifies significant new urban development opportunities that will assist in reaching these targets.

### **State Manufacturing Strategy**

The State manufacturing strategy, 'Manufacturing Works', is a critical document given the strong link between the region's economic health and the prospects of manufacturing. 'Manufacturing Works' aims to create a high value local manufacturing industry by enhancing the capacity of manufacturers to innovate, improve workforce skills, capture future markets and address infrastructure gaps.

*The Prosperous City* recognises the importance of manufacturing and puts in place potential delivery channels for programs to support the growth of this sector.

### **Local Context: Salisbury's City Plan – Sustainable Futures**

This Strategy focuses on Key Direction 1 - *The Prosperous City* and includes five objectives designed to deliver on the strategic vision. Each objective is supported by strategies and, in turn, these strategies form the framework for the development of operational business plans, ensuring that our activities are directly aligned to the delivery of the strategic vision. Where appropriate, critical actions have been identified within this strategy and are intended to be delivered within a two to three year timeframe.

The delivery of critical actions will be supported through the development of detailed implementation schedules, which will clearly allocate responsibility and timelines for achievement.

### **Relationship to other City of Salisbury Action Plans**

*The Prosperous City* Strategy shapes the policy direction, key actions and implementation of Council's:

- Growth Action Plan
- Development Plan

*The Prosperous City* Strategy also has a direct relationship with the delivery of Council's:

- Learning Action Plan
- The Game Plan; Action Plan for Open Space and Recreation Provision
- City Landscape Plan

From time to time, and in response to changing needs in the community, Council will develop additional Action Plans. Those currently under development of relevance to *The Prosperous City* include the:

- Salisbury City Centre Structure Plan

## OBJECTIVE 1: To have a community with skills that are valued by employers and provide rewarding careers for residents

*Increasingly regional competitive advantage is shaped by the skills and talents of individuals. In Salisbury, there is a need to up-skill existing workers, support local unemployed people to get jobs and provide opportunities to up-skill/re-skill those who are marginally attached to the workforce or seeking to re-enter it. Many organisations work in this space. Council's role is to ensure its own programs are linked together to create pathways to employment opportunities, provide strategic advice on local labour force issues to other bodies and to support small and medium enterprises with workforce development planning.*

Strategies	Critical Action
1. Support individuals to develop career pathways and raise their educational aspirations	Join up learning programs across Council to create a progression for participants from lifelong learning through to vocational outcomes
2. Support the development of a workforce possessing the skills required to adapt to industry restructuring and meet the needs of growth oriented industry sectors	Monitor and implement actions that address the increased difficulty of local firms to recruit and retain staff due to competitive pressure for labour arising from the burgeoning mining and resources sector
	Provide support and information on workforce planning and development to small and medium enterprises

## OBJECTIVE 2: To enhance and create quality urban areas with high amenity and integrated infrastructure

*The form and function of urban development is an essential framework on which to base a high amenity and quality living environment for the City of Salisbury. This relies upon the timely delivery and orderly distribution of service and transport infrastructure with the urban form in order to create quality and high amenity well designed urban areas that are easy to navigate and provide quality of life.*

Strategies	Critical Action
1. Deliver integrated land use and transport planning across the city	To encourage and plan for Transport Orientated Design and increase density around transport hubs as this is a key priority to ensure sustainable and orderly integrated transport and urban development
2. Deliver high quality urban development incorporating sustainability, connectivity, diversity and integrated urban design principles	Continue to prioritise the renewal of the Salisbury City Centre via the timely implementation of the Salisbury City Centre Renewal Structure Plan
	Investigate potential residential urban growth opportunities across the city including regeneration areas such as Ingle Farm
3. Investigate opportunities and advocate for unlocking new urban land for development	Advocate for urban development west of Port Wakefield Road with Federal and State Government in order to realise the full potential of future growth in the city
	Facilitate development of under utilised urban land across the city in order to capitalise on opportunities for economic development and urban growth

### OBJECTIVE 3: To have a prosperous and adaptive business sector that supports community wellbeing, is globally oriented and creates employment opportunities

*In a knowledge based economy, prosperity is increasingly based on innovation, entrepreneurship, participation in the digital economy and management skills that enable organisations to flexibly respond to changing market conditions. Businesses with a global orientation bring wealth and ideas into our community. Successful local businesses underpin community wellbeing. Through the Polaris Centre, Council will work with entrepreneurs and existing firms to promote innovation and support the development of business ideas. Council's investment attraction activities will focus on filling capability gaps in key growth sectors or on initiatives that support urban development projects. Council is recognised as a leader in promoting the use of digital technologies and water management and this strategy leverages those capabilities to support the growth of the regional economy.*

Strategies	Critical Action
1. Create an innovative local economy with strong local linkages to university and research organisations and international linkages to world class research and ideas	Further develop and position the Polaris Centre as the regional hub to drive innovation and collaboration between businesses, universities, research institutes, Government and business support agencies
	Map the innovation pathways in key industry sectors to identify those sectors that can benefit from the development of a regional innovation system
2. Attract inward investment and work with existing firms to facilitate re-investment in the region	Refocus investment attraction and business after-care activities on key industry sectors such as high-value manufacturing, mining and resource suppliers, food processing and knowledge intensive services
	Identify investment opportunities arising from the Salisbury City Centre Renewal project
3. Provide support for business intenders and growth oriented firms	Develop and implement a comprehensive business intender and entrepreneurship program that improves the survival rate of businesses in their first two years
	Expand the 'Mentoring for Success' program across northern Adelaide
	Support local firms to capture procurement and supply chain opportunities arising from growth in the mining and resources sector
4. Develop a digitally literate business community, using new technologies to create new business models and improve practices	Provide education, advice and mentoring to support the innovative use of technology in business in the region and to capitalise on opportunities provided by the rollout of the National Broadband Network
	Identify and profile examples of successful digital entrepreneurs, and use them to create a positive culture of digital enterprise creation in Salisbury
5. Build on Council's investment in water reuse projects to attract investment, contribute to urban amenity and support local firms	

## OBJECTIVE 4: To deliver suitably integrated infrastructure that maximises economic efficiencies and opportunities for the community

*By delivering timely and suitable infrastructure across the city, which integrates well with existing and future planned regional infrastructure, we can guarantee the best possible opportunities and efficiencies for future urban growth across the city and the region. A key component of infrastructure delivery is to ensure it is adaptable and meets both present and future needs of the community to ensure economies of scale in both its delivery and function.*

Strategies	Critical Action
1. Undertake strategic integrated transport planning to ensure optimal freight and commuter transport (including public and non-motorised) movement across the city	Carry out an integrated strategic transport study for the city taking into consideration east west movement across the city and how this connects into existing and proposed State and Federal transport systems as well as identifying conflict spots between commuter and freight transport
2. Enhance the delivery of essential utilities to adequately support and provide for economic and population growth	Engage with and develop partnerships with service authorities in order to facilitate timely delivery of key infrastructure services across the city  Prepare Stormwater Management Plans that form part of a larger integrated water catchment plan for the city to ensure that stormwater is managed in a coordinated manner across the city
3. Facilitate the adequate and timely supply of employment lands to meet present and future demand for the city	Assess the potential demand and supply of urban land across the city to ensure future demand can be satisfied in relation to employment lands. This review should be considered in conjunction with the integrated transport plan

## OBJECTIVE 5: To develop a regional culture of collaboration

*Council recognises the importance of adopting a collaborative approach to economic development across northern Adelaide. Business activity is not confined within Local Government boundaries and economies of scale exist in delivering economic development programs regionally. Increasingly, funding from State and Federal Governments is targeted towards regional initiatives. Council will seek to work with the private sector and other organisations to develop regional business capacity, attract resources and provide input into Council's decision-making processes.*

Strategies	Critical Action
1. Increase Council's engagement with the business community	Implement a City Partners program that engages the business sector in progressing Council's vision for the community  Collaborate with other organisations, including through the Northern Adelaide Regional Collaboration, to pursue support, funding and development opportunities from State and Commonwealth Governments for local projects  Identify and engage with private sector sources of expertise to inform the development of key Council projects
2. Engage Northern Economic Leaders more strategically to support the development of the local economy	Reposition the Northern Economic Leaders to have greater input into Council policy development and to advocate for the region on matters on the local economy  Investigate opportunities to utilise expertise in the corporate sector to assist the development and growth of small firms and entrepreneurs

# Corporate Indicators

**In order to assess our achievements against the *Prosperous City Strategy* a suite of Corporate Indicators has been developed.**

**Two key categories of Indicators have been identified that will enable measurement of our performance across all of the objectives of the *Prosperous City Strategy*.**

## Business Development and Employment

- Number of introductions between research and business
- Opportunities to support the growth of small enterprises through Salisbury Business & Export Centre (SBEC)
- Number of learning opportunities provided to at risk students
- Number of initiatives to support employment and education strategies

## Land and Infrastructure Services

- Percentage of development applications refused
- Increase rateable values compared to State-metropolitan rates
- Percentage of appeals lodged and lost – State average/other Councils
- Community Assets/Population

# Key Direction 2: the **Sustainable** City

PROVIDING BUILT AND NATURAL ENVIRONMENTS THAT ARE SUSTAINABLE & RESILIENT







# Objectives

1. To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity
2. To reduce corporate carbon emissions via mitigation as well as optimising renewable energy options
3. To reduce resource consumption and minimise waste generation
4. To deliver sustainable water management and improve water security for the city
5. To have sustainable and resilient built environments that contribute to quality amenity

# Foreword



***Sustainability is Our Responsibility. There is universal agreement that urgent action needs to be taken if we are to save the planet.***

The importance of practising and embracing the philosophies of sustainability is becoming a greater priority for communities due to the impacts of climate change.

*Salisbury, the Sustainable City* is a local response to the very real challenges that we face. This is arguably one of the most important documents prepared by the City of Salisbury. It acknowledges the threats to our community if we do nothing and sets out what strategies and actions need to be taken if we are to preserve our current lifestyle and maintain ongoing prosperity.

One continuous thread ties together all parts of the document – the belief and commitment of the City of Salisbury to achieve economic, environmental and social sustainability in all that it does.

The City already leads in many ways in the areas of water conservation, waste management and preservation of open space. However, what is already being done are only modest steps to more demanding and comprehensive environmental actions.

*Salisbury, the Sustainable City* is a practical and pragmatic local response to the serious challenges we face as a community, as a State and a nation. It's our contribution to the principle that by meeting the challenges in our own backyard we can make a difference.

# Introduction

*It is important to remember that sustainability is a direction and not a destination, requiring a commitment to continually seek ways to improve our environmental, social and economic performance.*

Sustainability has been broadly defined in the Brundtland Report, Our Common Future (1987) as 'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'

## Our Commitment

Sustainability and responding to the issues of climate change should not be a stand-alone policy, but rather an overriding strategy that impacts on all actions and responsibilities of Council. This should include the way we maintain our roads, collect and recycle waste, through to urban development and transport and even the way we, as individual employees, behave in performing our everyday roles.

Sustainability and responding to climate change is about behavioural change in terms of reinforcing sustainability and continuing to look at ways of doing things better and smarter.

Council plays three distinct roles in promoting sustainability and raising awareness of climate change issues to the community and these are:

### **Council as a Leader:**

By focusing on its own operations and incorporating the principles of sustainability through its own practices and policies and responding to the needs and values of the community.

### **Council as a Change-Agent:**

Encouraging, promoting and facilitating change and awareness in the community where possible through education, regulation and supporting sustainability initiatives in the local community.

### **Council as a Regulatory Entity:**

Ensuring that the community is aware and protected via the implementation of regulatory requirements and responsibilities set out under legislation to ensure the continuing wellbeing, amenity and conservation of the community and the environment.

It is important to recognise that there will be areas of both the Council's and the community's sustainability vision that the Council is simply unable to influence, implement or be responsible for.

In these circumstances Council will endeavour to facilitate and encourage high levels of communication and information exchange to develop meaningful relationships and linkages to further promote sustainability and raise awareness in climate change issues (Sustainable Futures Australia 2005).



# Importance of Sustainability

**The importance of practising and embracing the philosophies of sustainability is becoming a greater priority for communities due to: declining water supply and species biodiversity; the impacts of climate change; and our ecological footprint, which in 2002 was estimated to exceed the Earth's biological capacity by over 20%.**

## Climate Change

It is now widely accepted that the global climate is changing. We can no longer rely on past assumptions that the climate will be more or less the same as it was during the past 50 or 100 years.

We can expect to live and operate in a climate that is warmer, has different patterns of rainfall, less available moisture retained in the soil and more severe storms and extreme weather events.

These climatic changes are further contributed to by human activities that enhance the greenhouse effect which is a process whereby certain gases in the atmosphere have the ability to trap solar energy as it reflects off the Earth's surface.

Over the past 200 years there has been an exponential increase in greenhouse gases in the atmosphere as a result of human activities such as the burning of fossil fuels which release vast amounts of carbon into the atmosphere and indirectly through land clearing which diminishes the ability of the planet to re-absorb the atmospheric carbon.

The possible implications for South Australia which have been predicted by the Australian Greenhouse Office in conjunction with the CSIRO:

**Temperature:** SA is likely to become warmer (between +0.4 to +0.9 degrees) with more hot days and fewer cold nights. For example the number of days above 35 degrees could average 19 to 29 in Adelaide (now 17) and there will be less cold days.

**Rainfall:** A decline in annual rainfall (-3% to -11%) with higher evaporative demand will lead to less run-off in rivers, with droughts becoming more frequent and severe. Less winter rain events and less rain per event as well as more intense summer rain events.

**Extreme Events:** Increases in extreme weather events are likely to lead to flash flooding, increased pressure on sewerage and drainage systems, heat waves and greater insurance losses, possible black-outs, more fires and challenges for emergency services.

**Sea Level Rise:** The National Tidal Centre of the Australian Bureau of Meteorology has estimated the net relative sea level trend for the region of South Australia to be +4.33mm/year.

*Source: CSIRO (2006) Climate Change Scenarios for Initial Assessment of Risk in accordance with Risk Management Guidance. Australian Greenhouse Office and BOM (2011) Annual Sea Level Summary Report.*



## Ecological Footprint and Resource Use

The ecological footprint is defined as a measurement of the space required to produce and supply all resources needed to support our lifestyles and the waste we generate, compared to the land actually available to us.

([www.aisr.adelaide.edu.au](http://www.aisr.adelaide.edu.au))

A provisional figure for Adelaide's footprint is approximately 7.0 global hectares (gha) per person, which is slightly under the Australian average of 7.7 gha per person. The Earth's sustainable footprint is approximately 1.8 hectares per person, meaning nearly four Earths would be required to support South Australia's current resource consumption rate.

This is a clear indicator that we are overstressing the Earth's capacity to support us and highlights the importance of acting locally to make a difference globally.

The impact of this long-term ecological overshoot in demand for resources ultimately results in the declining wellbeing of people. Livelihoods disappear, resource conflicts emerge, land becomes unproductive and resources become increasingly costly or unavailable. This depletion is exacerbated by the growth in human population as well as by changing lifestyles that are placing more demand on natural resources.

In order to minimise the City of Salisbury's ecological footprint, we must use the amount of land we have in a more sustainable manner. This includes weighing up and balancing the different uses and values of land in the city and investigating ways that they can potentially work together, if possible, to achieve greater sustainability outcomes for the city.

These values and land uses can be described as follows:

- Urban development such as industrial, residential, open space and transport uses;
- Population trends, community profiles and the social and cultural values and wellbeing of the city;
- Rural and defence related land uses such as agriculture, horticulture, airfields and other defence related activities; and
- Conservation lands and issues such as biodiversity, flood prone land, scenic and landscape values, coastal and estuarine ecology.

This Strategy realises that all these competing land use values are interrelated and cannot be looked at in isolation, but rather require a coordinated approach that considers the natural, economic and social environments in which we live.



## Water Supply

In the driest State, in the driest continent, water supply is a critical issue for the future survival of our natural environments, communities and economy. Australia has been experiencing drought over a number of years and the impacts of this decreasing rainfall and consequent reduced water supply are now evident.

South Australia currently has two main water sources - the Mount Lofty Ranges and the River Murray. More than two thirds of the State's population, including primary producers, various industries, local communities and metropolitan Adelaide, depend on water from the Mount Lofty Ranges. This region is the major water catchment for Adelaide's water supply and in an average year, 60% of Adelaide's domestic water supply comes from streams in the Mount Lofty Ranges.

Therefore it is necessary to look at alternative sources of water supply including recycling and more efficient and responsible urban water use in order to reduce the stress on the natural environment as well as being able to supply adequate water to the community and industry.

With the release of the 'Water for Good' Plan by the State Government in 2010 more diverse water supply options were realised which reduces our future reliance on the Murray River and provides a more secure water future for South Australia.

This Strategy shows how work undertaken by the City of Salisbury in integrated water management and aquifer storage and recovery can be further built upon to provide alternative water supply options to the community and the region. Council will continue to seek opportunities to expand access to Salisbury Recycled Water for the benefit of the community and will build deliberate strategies to grow market segments and ensure the ongoing success of Salisbury Water.

## Biodiversity and Natural Resource Management

The State Natural Resource Management Plan (2012-2017) – Our Place Our Future, delivers an assessment of the current state and condition of our NRM assets, and for the Adelaide Mount Lofty region the majority rate at fair/moderate, variable and poor. Given the inter-relationships with natural resources, adverse trends in one area can compound or exacerbate the condition of another related resource or natural system.

The report outlines the following five pressure areas:

- Climate Change
- Economic Drivers and access to technology
- Land use change and intensification
- Pollution and nutrient enrichment; and
- Invasive species.

These pressures need to be managed to improve current trends in the condition of South Australia's natural resources as they provide numerous ecological, economic and social benefits to the community.



The City of Salisbury is committed to integrated natural resource management and recognises the importance of both conservation and rehabilitation of our natural ecosystems and the flora and fauna habitats they provide. This is evident in the extensive system of dedicated biodiversity corridors across the city from the foothills to the gulf.

This strategy recognises the importance of these corridors along with the wetland systems at St Kilda, Barker Inlet, the Little Para River and Dry Creek corridors and seeks to further enhance and recognise the importance of these areas and other open spaces to the city.

## Integration

Integration of strategic plans across all levels of Government is an integral part of developing a cohesive strategy.

In developing the *Sustainable City Strategy* due attention has been paid to aligning the strategy with key directions in the following State, Federal and local policies, plans and strategies.

The State Government's seven strategic priorities will guide the work, budgets, policy making and legislative agenda of the Government for the duration of the State Strategic Plan. Of particular relevance to the *Sustainable City Strategy* are:

### **Premium Food and Wine from our Clean Environment:**

Salisbury has a competitive food supply chain that spans horticultural production, food processing, wholesaling and distribution. The participants in this supply chain range from families through to national and multinational corporations.

The opportunity to grow and attract investment into the food sector is an important element of developing a more prosperous city. In addition to this, the City of Salisbury has access to fresh produce on its doorstep and therefore food can be accessed quite readily without having to factor in transport costs from both an economic and sustainability perspective.

### **Safe Communities, Healthy Neighbourhoods:**

The City of Salisbury is committed to safe and healthy communities which is evident throughout all directions of the City Plan. In particular the *Prosperous City* and the *Sustainable City Strategies* focus on well designed urban environments that are integrated with transport and infrastructure to promote walkability and other alternative non-motorised forms of transport, which benefit both the physical health and overall sustainability of the community.

### **An Affordable Place to Live:**

Having environmentally sustainable housing and subdivision designs as well as offering affordable housing and energy and water conservation options in new developments will not only provide for a diversity in housing supply but will also increase the concept of affordable living for future residents of the City of Salisbury.

These concepts are embedded in the key objectives and strategies in both the *Prosperous City* and the *Sustainable City Strategies* of the City Plan.



# Integration

## Other State Government Documents

The State Government has released a number of strategies and plans in response to the actions and targets detailed in the State Strategic Plan. These include:

- Greenhouse Strategy – Tackling Climate Change 2007-2020;
- Biodiversity Strategy for SA – No Species Loss;
- Our Place Our Future - State Natural Resource Management Plan 2012-2017;
- South Australian Waste Strategy 2011-2015;
- Draft Climate Change Adaptation Framework 2011; and
- Water for Good – A Plan to Ensure our Water Future to 2050.

### **The 30 Year Plan for Greater Metropolitan Adelaide:**

The 30 Year Plan for Greater Metropolitan Adelaide is the spatial representation of the South Australian Strategic Plan, incorporating the physical development aspects of Government planning in relation to housing, infrastructure and natural resource management.

The plans set out a number of policies to assist in the strategic planning of both the State and Local Government.

Policies relating to sustainability include:

- Diversifying and securing Adelaide’s water supply;
- Containing growth where possible to areas inside identified urban lands;
- Avoiding where possible any impacts on biodiversity;
- Increasing housing in transit corridors earmarked for upgrades and expansion (Transit Oriented Development or TOD);
- Creating greenways in transit corridors and along major watercourses and the coast to enhance and connect biodiversity;
- Promoting short distance passenger travel through the introduction of the new urban form; and
- Increasing energy efficiency of buildings through the implementation of 5 star rating for new buildings.

Given the above, it is important to recognise the State directions and initiatives when considering future strategic planning for the City. This will ensure consistency with the SA State Strategic Plan and demonstrate how Salisbury will contribute to a more sustainable South Australia.





## Local Context: Salisbury’s City Plan – Sustainable Futures

This Strategy focuses on Key Direction 2 - *The Sustainable City* and includes five objectives designed to deliver on the strategic vision.

Each objective is supported by a series of strategies and, in turn, these strategies form the framework for the development of operational business plans, ensuring that our activities are directly aligned to the delivery of the strategic vision.

Where appropriate, critical actions have been identified within this strategy and are intended to be delivered within a two to three year timeframe.

The delivery of critical actions will be supported through the development of detailed implementation schedules, which will clearly allocate responsibility and timelines for achievement.

### Relationship to other City of Salisbury Action Plans:

The *Sustainable City* Strategy shapes the policy direction, key actions and implementation of Council’s:

- Biodiversity Corridors Plan;
- Carbon Management Plan;
- City Landscape Plan;
- The Game Plan; Action Plan for Open Space and Recreation Provision;
- Bush Fire Management Plan;
- Asset Management Plans;
- Integrated Water Management Plan; and
- Tree Maintenance Policy.

From time-to-time, and in response to changing needs in the community, Council will develop additional Action Plans. Those currently under development of relevance to the *Sustainable City* are the:

- Stormwater Management Plan;
- Draft Climate Change Adaptation and Risk Management Plan;
- Water Course Management Plan; and
- Community Engagement Plan.

## OBJECTIVE 1: To have sustainable and resilient natural environments that support biodiversity and contribute to quality amenity

*Council is committed to increasing the level of biodiversity in the city and is working towards achieving this by balancing the need to identify, protect and enhance the natural ecosystems that exist in the coast, riverine, plains and escarpment, with providing a safe, and beautiful environment that can be accessed for the enjoyment of all.*

Strategies	Critical Action
1. Conserve and enhance biodiversity habitats	Implement initial stages of the Biodiversity Corridor Plan
	Implement the Bushfire Management Plan
	Undertake a strategic review of weed and pest control across the City to inform the development of a targeted annual work program
2. Manage reserves and open space to support community needs while balancing resource use and environmental impact	Update the City Landscape Plan
	Develop and implement a reserve and precinct landscape renewal program
	Develop and implement a strategic tree management program
	Review reserve classification criteria and associated service levels

## OBJECTIVE 2: To reduce corporate carbon emissions via mitigation as well as optimising renewable energy options

*Council has a twofold focus: Firstly, on increasing our sustainable energy use, and therefore decreasing the Council's reliance on the supply of energy from others; Secondly, reducing our consumption of energy through better management and the use of more efficient technology. These two focuses improve our business bottom line, and demonstrate practical leadership to the community in sustainable energy use and carbon emission reduction.*

Strategies	Critical Action
1. Measure and manage corporate emissions to ensure the organisation has a low carbon future	
2. Investigate and implement sustainable renewable energy options	Investigate new technologies and pilot programs for energy efficiency and renewable energy via the continued implementation and updating of the Carbon Management Plan including PV, wind, Eco Fuels, energy quotas, power usage and biodiverse plantings

### OBJECTIVE 3: To reduce resource consumption and minimise waste generation

*The ecological impact of mankind is estimated to have exceeded the Earth's capacity requiring not only a reduction in carbon emissions but also a decline in the consumption of natural resources. To minimise the use of natural resources efforts must include the return of waste materials for reuse or conversion to energy in lieu of landfill disposal. Local Government can control the reuse of domestic waste including green waste and hard waste and also its own waste products. As a public authority it can influence the waste management of the residential, commercial and industrial sectors.*

Strategies	Critical Action
1. Effectively manage the collection, recycling and disposal of waste	Investigate solutions to eliminate waste corporately and reduce diversion of waste to landfill
	Provide incentives and develop education programs to create awareness in the community and business sector in relation to waste elimination, reduction, reuse and recycling
2. Develop opportunities for the reduction of waste and sustainable use of waste as a resource	Investigate opportunities for the re-use/recycling of waste
	Enhance hard waste recycling capabilities at Council facilities to reduce waste to landfill
	Participate in the national TV and computer product stewardship program to permit environmental and economic disposal that meets compliance with legislative requirements
	Optimise reuse of construction and demolition waste generated by our own programs and that of other organisations to reduce the demand for natural resources

### OBJECTIVE 4: To deliver sustainable water management and improve water security for the city

*Building on Council's vision to clean and manage stormwater before it enters the Barker Inlet, Council is developing an integrated stormwater management system for the city. This includes the maximising of stormwater harvesting and reuse for the city, sustainable water management strategies, and ensuring the city's Infrastructure and residents are appropriately protected from significant flood events.*

Strategies	Critical Action
1. Further maximise re-use opportunities and mitigate the impacts of storm water inundation and flooding	Develop further harvesting and ASR opportunities
	Develop concepts for large scale harvesting west of Port Wakefield Road in conjunction with DPTI and SA Water
	Develop and implement a water course, wetland and water feature management plan
	Develop Stormwater Management Plans for the Para Escarpment, Little Para and Dry Creek Systems
2. Maximise use of irrigated water across the city utilising responsible, efficient and effective irrigation principles	Undertake a review of irrigated public open space principles to inform the development of a new irrigation strategy
	Implement the Central Irrigation Control Project

## OBJECTIVE 5: To have sustainable and resilient built environments that contribute to quality amenity

*The importance of having sustainable and resilient built environments is becoming more imperative given the likely future environmental impacts of climate change and reduced supply of natural resources. Ensuring that our built environments can adapt appropriately to these changes and function with the minimal use of resources whilst contributing to the wellbeing and amenity of the community will ensure the city retains a high level of liveability into the future.*

Strategies	Critical Action
1. Enhance connections and opportunities for safe travel between transport nodes and spaces	Contribute to the Integrated Transport Study (refer Objective 4, Strategy 1 – The Prosperous City) to ensure increased connectivity and promotion of non-motorised forms of transport
	Advocate better connectivity between modes of public transport across the city
2. Ensure that existing and future urban environments are able to withstand and adapt to future demands	Review the use of ornamental/artificial lakes including consideration of ongoing management/maintenance strategies with a view to integrating with water course management strategies
	Update the corporate climate change risk plan and develop response strategies
	Develop a green star building code policy for Council buildings
	Build deliberate strategies to grow market segments that meet the Water Business Unit (Salisbury Water) goals in a manner that incurs the least risk and secures the greatest community benefit

# Corporate Indicators

**In order to assess our achievements against the *Sustainable City Strategy* a suite of Corporate Indicators have been developed.**

**Two key categories of indicators have been identified that will enable measurement of our performance across all of the objectives of the *Sustainable City Strategy*.**

## Environment

- Increase biodiversity land in area – Habitat
- Increase biodiversity land in area – Open Space
- Increase number of species per hectare
- Water quality through Wetlands to Barker Inlet – Average 12 Months
- Water quality through Wetlands to Barker Inlet - Peak Load
- Water quality through Wetlands to Baker Inlet - Number of Storm Events
- Quality of water we are harvesting
- Carbon Management reduction in CO2 emissions

## Service Delivery

- Waste – Diversion from Landfill
- Waste – Green Waste Participation
- Waste - Recycling per Household per Service
- Percentage of Development Applications with Sensitive Water Urban Design Principles
- Metres of Street Renewed under Streetscape Renewal

# Key Direction 3: the **Living** City

ENCOURAGING AND SUPPORTING A THRIVING AND CONNECTED COMMUNITY





# Objectives

1. To have a community that embraces healthy and active lifestyles
2. To have an engaged community with a strong sense of vitality, pride and belonging
3. To have a city where a quality of life is achievable
4. To have a community that aspires to and embraces learning as a lifelong goal

# Foreword

Social planning plays an important role in creating liveable communities, vibrant economies, sustainable places, diverse cultural expression and social cohesion. It is an organised process for investigating and responding to the needs and aspirations of people and communities.

In practice, social planning is based on a set of values, techniques and skills that contribute to better communities and quality of life.

These values include:

- Access and Equity;
- Social Justice and Social Inclusion;
- Consultation and Participation; and
- Collaboration and Cooperation.

# Introduction

The City of Salisbury's *Living City Strategy* alongside the *Prosperous City*, the *Sustainable City* and *Achieving Excellence* Strategies aim to deliver on the four key directions of Salisbury's City Plan, namely Community, Economic, Environment and Organisational Excellence.

The *Living City Strategy* is central in forming the policies and actions which set the direction for the City of Salisbury's long-term approach to overall sustainable development.

The *Living City Strategy* reflects the need to integrate the social with the environmental and economic dimensions of policy and planning to ensure that:

- Social policy and planning supports sustainable economic, environmental and urban development;
- Community capacity and social capital are sufficiently developed to lessen reliance on services and supports from Council; and
- Optimal local wealth creation and business sustainability is maintained.



# Our Commitment

**The *Living City Strategy* is responsive to current and future community needs. It has a major forward-planning function to ensure that the City and our residents are well placed to respond to future challenges and maximise future opportunities.**

## Key Drivers for Social Development

In order to fulfil these functions, the *Living City Strategy* takes into consideration a range of key drivers, which include some Salisbury-specific issues and some which reflect State and Federal Government and other agendas:

### **Population Growth:**

Projected targets set by the State Government through the 30-Year Plan for Greater Adelaide forecast a growth of 560,000 people, 258,000 additional homes and 282,000 new jobs over the next three decades.

This projected growth has significant implications for Salisbury in relation to planning for infrastructure provision, housing density, infill development, open space provision, service provision and sustainability.

### **Affordable Housing and Cost of Living Concerns:**

Three Government targets of 20% affordable housing have flow-on implications for Local Governments in negotiating a broad range of developments and partnering with social housing providers. Coupled with escalating living costs public concern has moved to 'affordable living' as opposed to simply 'affordable housing'.

### **Department of Immigration and Citizenship:**

The City of Salisbury is one of the key areas in South Australia for refugee and humanitarian settlement, which then has local implications for infrastructure, health, education, support and integration services.

### **Preventative Health Issues:**

Social health statistics indicate high levels of risk factors for preventable disease in the Salisbury Council area. When combined with an overall ageing population this creates a high and increasing demand for medical care and home support services in the community.

### **Local Economic Growth:**

Accelerating local economic growth, which is outstripping the Gross State Product and will increasingly rely on a supply of competitive, competent and well-supported local labour if the wealth generated is to remain in the region and further benefit the local economy.



## Our Community Profile

Salisbury's resident population as at the 2011 Census was 129,109 persons. With 32% of residents born overseas and many different cultural groups represented, we have a very diverse community. Patterns of immigration have changed over time and continue to do so.

At the 2006 Census the top three countries of birth (other than Australia) were the UK, Vietnam and Italy, by 2011 the UK, Vietnam and the Philippines were the top three countries of birth.

In recent years the Department of Immigration and Citizenship settlement policies have seen significant numbers of humanitarian and family reunion migrants from countries such as Afghanistan, Iraq, Somalia, Sudan, Bhutan and Burma settle in the area, a trend that is predicted to continue in the near future.

In addition, the strong industry growth in the region is already attracting skilled overseas migrants and this is also predicted to increase markedly in the years to come. The same situation applies to international students, whose numbers have been consistently large at the Mawson Lakes campus of the University of South Australia.

Salisbury has a relatively high, and growing, proportion of Aboriginal residents with 1.9% of the population identifying as being of Aboriginal or Torres Strait Islander descent - a significant proportion for a metropolitan Council.

The age structure of our overall population is interesting as we have relatively higher percentages of children and young people than the national average, but we also have the scenario where our percentage per population of older people is set to treble in the next 15 years.

The population will undergo structural as well as numerical ageing, largely due to the demographic 'bulge' of the baby boomer generation. This presents some challenges in planning for the needs of both aged and young population cohorts.



# Integration

Integration of strategic plans across all levels of Government is an integral part of developing a cohesive strategy. In developing the *Living City Strategy* due attention has been paid to aligning the strategy with key directions in the following State, Federal and local policies, plans and strategies.

The State Government seven strategic priorities will guide the work, budgets, policy making and legislative agenda of the Government for the duration of the State Strategic Plan. Of particular relevance to the *Living City Strategy* are:

**Creating a Vibrant City:** A key objective within the *Living City Strategy* is 'to have an engaged community with a strong sense of vitality, pride and belonging'. A key focus of this strategy is to provide opportunities and spaces for all community members to engage in cultural activities, community events, recreation and sport, multicultural festivals and events and community celebrations.

## **Safe Communities, Healthy Neighbourhoods:**

A key objective within the *Living City Strategy* is 'to have a community that embraces healthy and active lifestyles'. The Council invests significantly in recreation infrastructure, parks, playgrounds and sporting grounds to provide opportunities for people to participate in passive and active recreation as well as structured sports. The Council promotes healthy lifestyle messages across a range of mediums and delivers multi-faceted healthy lifestyle initiatives to different target groups.

**An Affordable Place to Live:** A key objective within the *Living City Strategy* is 'to have a city where a quality of life is achievable'. This objective has a focus on facilitating access to affordable housing for those that need it. Council provide direct opportunities for people to purchase affordable housing as well as setting policy direction.

**Every Chance for Every Child:** A key objective within the *Living City Strategy* is 'to have a community that aspires to and embraces learning as a lifelong goal'. This encompasses early childhood learning which is facilitated through programs for both children and their parents in our libraries and community centres.

## Other State Government Documents

### **30-Year Plan for Greater Adelaide:**

The 30-Year Plan for Greater Adelaide sets out the land-use policies to manage the growth and change that is forecast to occur in the Greater Adelaide region. The three objectives identified in the Plan to maximise opportunities and respond to challenges, are to:

- Maintain and improve liveability;
- Increase competitiveness; and
- Drive sustainability and resilience to climate change.



# Integration

The 30 Year Plan, and its objectives, is underpinned by 14 principles which will be a constant driving force now and in the future to ensure that Greater Adelaide has a world-leading approach to competitiveness, liveability, sustainability and resilience to climate change. These principles are:

- A compact and carbon-efficient city;
- Housing diversity and choice;
- Accessibility;
- A transit-focused and connected city;
- World-class design and vibrancy;
- Social inclusion and fairness;
- Heritage and character protection and enhancement;
- Healthy, safe and connected communities;
- Affordable living;
- Economic growth and competitiveness;
- Climate change resilience;
- Environmental protection, restoration and enhancement;
- Natural resources management; and
- Community engagement.

## Key State Policy/Directions

Other key State policies/directions with which the *Living City Strategy* aligns include the following:

- **The Social Inclusion Unit's** priority actions of:
  - reducing homelessness and rough sleeping;
  - re-thinking responses to repeat offending;
  - whole-system reform of mental health;
  - investment in Aboriginal health and education; and
  - increasing school retention for young people at risk.

- **The Generational Health Review** – which has a focus on primary/preventative health approaches and services as identified in its key themes of:
  - Promoting a population health approach;
  - Promoting primary health care;
  - Accountability and transparency;
  - Workforce development; and
  - Health inequalities and health as a human right.
- **Improving with Age, the Ageing Plan for SA** – which has a focus on social integration, early intervention and supports for ageing in place through the priority actions of:
  - Enabling choice and independence;
  - Valuing and recognising contribution;
  - Providing safety, security and protections;
  - Delivering the right services and the right information; and
  - Staying in front.
- **South Australia's Action Plan for Early Childhood and Childcare** priority policy directions of:
  - Improving antenatal care;
  - Strengthening the health, development and learning of the zero to five year olds;
  - Enhancing the provision of early childhood education and care services; and
  - Improving the early childhood education and care workforce.
- **The Skills for All** reforms to the State's training system in relation to:
  - Raising the skill level of South Australians;
  - Increasing the number of South Australians with post school qualifications; and
  - Increasing labour force participation.



- **The Eat Well Be Active Strategy for South Australia 2011-2016** priority action areas:
  - Mobilising the community to take action to promote healthy eating and physical activity, and publicly recognise their achievements;
  - Ensuring that the places where we live, learn, work, eat, play and shop make it easy for children and adults to be active and eat a healthy diet, including breastfeeding;
  - Implementing policies to improve the built, social and natural environments that support South Australians to eat well and be active;
  - Providing a range of information, programs and services to assist people throughout life to be more active, eat a healthy diet and maintain a healthy weight, with particular attention to those most in need; and
  - Ensuring that we have a range of enablers in place, including strong partnerships, coordination mechanisms, leadership, communication, workforce planning and development, monitoring and evaluation of activities, and research and governance.
- The proposed directions of the draft **Housing Strategy for South Australia**:
  - Creating sustainable neighbourhoods and communities of which affordable housing is a part;
  - Building the capacity of the housing industry, including the not-for-profit sector, to provide affordable housing;
  - Facilitating more affordable and high needs housing opportunities;
  - Improving housing outcomes for Aboriginal South Australians; and
  - Improving the way people access and are supported in housing.

- The proposed **Strategic Infrastructure Plan for South Australia's** responses to the challenges of:
  - Education and training;
  - Recreation and sport;
  - Arts, culture and heritage;
  - Health; and
  - Community services and housing.

### Federal Government Policies and Plans

Key Federal policies/directions with which the *Living City* Strategy aligns include, but is not limited to, the following:

- The **Closing the Gap on Indigenous Disadvantage**, targets being to:
  - Close the life-expectancy gap within a generation;
  - Halve the gap in mortality rates for Indigenous children under five within a decade;
  - Ensure access to early childhood education for all Indigenous four years olds in remote communities within five years;
  - Halve the gap in reading, writing and numeracy achievements for children within a decade;
  - Halve the gap for Indigenous people aged 20 to 24 in Year 12 or equivalent attainment rates by 2020; and
  - Halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.



# Integration

- The **National Affordable Housing Agreement** reforms, which includes:
  - Improved integration and coordination of assistance to people who are homeless or at risk of homelessness;
  - Improvements to social housing arrangements to reduce concentrations of disadvantage and improve the efficiency of social housing; and
  - Improving access by Indigenous people to mainstream housing, including home ownership and contributing to the 'Closing the Gap' targets.
- The **National Disability Strategy 2010 to 2020**, priority action areas of:
  - Inclusive and accessible communities;
  - Rights protection, justice and legislation;
  - Economic security;
  - Personal and community support;
  - Learning and skills; and
  - Health and wellbeing.
- **Our Cities, Our Future - The National Urban Policy for a Productive, Sustainable and Liveable Future**, particularly in relation to meeting the objectives of the liveability goal, which are to:
  - Facilitate the supply of appropriately mixed income housing;
  - Support affordable living choices;
  - Improve accessibility and reduce dependence on private vehicles; and
  - Support community wellbeing.
- **Investing in the Early Years – a National Early Childhood Development Strategy**, which proposes outcomes such as;
  - Children are born and remain healthy;
  - Children's environments are nurturing, culturally appropriate and safe;
  - Children have the knowledge and skills for life and learning;
  - Children benefit from better social inclusion and reduced disadvantage, especially Indigenous children;
  - Children are engaged in and benefiting from educational opportunities;
  - Families are confident and have the capabilities to support their children's development; and
  - Quality early childhood development services that support the workforce participation choices of families.
- **Living Longer, Living Better – The national Aged Care Reform Package** key areas relating to:
  - Staying at home;
  - Supporting carers;
  - Residential care;
  - Workforce;
  - Consumer support and research;
  - Better health care connections;
  - Tackling dementia; and
  - Older Australians from diverse backgrounds.
- The proposed **National Anti-Racism Strategy and Partnership** objectives of:
  - Creating awareness of racism and how it affects individuals and the broader community;
  - Identifying, promoting and building on good practice initiatives to prevent and reduce racism; and
  - Empowering communities and individuals to take action to prevent and reduce racism and to seek redress when it occurs.



- **Building Australia’s Future Workforce Package**, providing opportunities for training and employment through:
  - Improved incentives in the tax and transfer system;
  - New opportunities to get people into work through training, education, and improved childcare and employment services;
  - New requirements for the very long-term unemployed, Disability Support Pensioners, young parents, jobless families and young people; and
  - New approaches to address entrenched disadvantage in targeted locations.

### Local Context: Salisbury’s City Plan – Sustainable Futures

This strategy focuses on Key Direction 3 - *The Living City* and includes four objectives designed to deliver on the strategic vision.

Each objective is supported by a series of strategies and, in turn, these strategies form the framework for the development of operational business plans, ensuring that our activities are directly aligned to the delivery of the strategic vision. Where appropriate, critical actions have been identified within this strategy and are intended to be delivered within a two to three year timeframe. The delivery of critical actions will be supported through the development of detailed implementation schedules, which will clearly allocate responsibility and timelines for achievement.

### Relationship to other City of Salisbury Action Plans

The Living City Strategy shapes the policy direction, key actions and implementation of Council’s:

- Ageing Well - Priority Actions for an Ageing Population;
- Youth Action Plan;
- The Game Plan – Action Plan for Open Space and Recreation Provision;
- Play Space Action Plan;
- Growth Action Plan;
- Learning Action Plan;
- Cultural Strategy;
- Beyond the Ramp – Strategic Inclusion Planning Framework; and
- Dog and Cat Management Plan.

From time to time, and in response to changing needs in the community, Council will develop additional Action Plans. Those currently under development are the:

- Aboriginal Development and Reconciliation Action Plan; and
- Multicultural and New Arrivals Action Plan.

## OBJECTIVE 1: To have a community that embraces healthy and active lifestyles

*The City of Salisbury is committed to promoting healthy and active lifestyles by managing the built environment, open spaces and program delivery so that access to healthy lifestyle options and daily exercise can be more easily incorporated into everyday community life.*

Strategies	Critical Action
1. Plan, provide and manage recreation infrastructure to meet the needs of our community	Undertake a feasibility study for the potential development of Bridgestone Park as a community recreation facility
	Undertake a review of Council's recreation centres (as per Strategy 26 of the Game Plan) to enhance existing capability and functionality
	Undertake a master planning process of the Paddocks to identify preferred options to maximise capacity and functionality of this key community facility
2. Maximise Council's investment in recreation to facilitate greater community participation	Review Council's existing policy regarding subsidisation of leases/licences for access to community recreation facilities
	Undertake a master planning process of the St Kilda precinct to inform the future development of the area
	Investigate the current functionality of the civic square to enhance community utilisation through incorporation of an integrated play space
3. Plan, promote and deliver wellbeing initiatives	Deliver the OPAL Salisbury initiatives, targeting families, to increase the percentage of children in the healthy weight range
	Implement the Drug and Alcohol Framework to address issues associated with drug and alcohol, co-morbidity etc
	Deliver the Healthy Communities initiative 'Living Well in the Living City' with the aim to create a more active healthy community through the delivery of a range of programs and activities targeted at people over 18 years of age not in full-time work
4. Promote and deliver services and initiatives to enhance community, public and environmental health	Develop and deliver a regional health plan in accordance with the requirements of the SA Health Act 2011. The plan will include opportunities and strategies that address public health issues and promote public health
5. Develop, implement and support education and awareness campaigns that contribute to community safety	



## OBJECTIVE 2: To have an engaged community with a strong sense of vitality, pride and belonging

*Inclusion, participation, a sense of belonging and ownership in community affairs are central to community and civic vitality. The City of Salisbury is committed to providing a broad range of opportunities for participation and engagement that allows for sharing of knowledge, values and activities which contribute to the strengthening of community ties, fosters community resilience and builds community pride.*

Strategies	Critical Action
1. Promote and encourage a consistent and inclusive approach to community engagement to ensure maximum opportunities are provided for civic participation and engagement	Employ a best practice community engagement framework supported by the review and promotion of the Community Engagement Handbook
	Create a culture that values community engagement principles and builds capability across the organisation through the further development and support of community engagement champions
	Investigate options for the development and implementation of an online community panel to provide streamlined access to community input and views
2. Plan, promote and facilitate initiatives that enable community participation and cultural vibrancy	
3. Build City Pride through the promotion of the city as a great place to live, work and play	Develop a framework for a whole of Council approach to building City Pride
4. Foster a community that is inclusive and connected	Support the Northern Collaborative Project in working with the Salisbury community to implement the Social Connectivity Charter
	Develop a City of Salisbury response to 'Closing the Gap' on Indigenous disadvantage within our community
	Further expand the opportunities for older members of multi-cultural communities to gather together through Council programs to support their sense of belonging and participation
5. Create places that enable community vitality	Develop a set of principles to inform the planning and development of future community facilities within the city

### OBJECTIVE 3: To have a city where a quality of life is achievable

*The City of Salisbury is committed to social sustainability by increasing the level of diverse and affordable housing options available in the community to cater to varied and changing needs and expectations. This includes exploring opportunities for the community to reduce living costs and promoting affordable access to a variety of activities that enhance the quality of life for community members.*

Strategies	Critical Action
1. Facilitate access to affordable housing	Deliver 15% affordable homes in Walpole Road, Ryans Road and Diment Road projects
	Define Council's policy on housing affordability
2. Encourage a choice of housing for a diverse population	
3. Promote a sustainable standard of living	Investigate opportunities to incorporate sustainable housing design that contributes to achieving lower overall living expenses.
	Support programs that facilitate affordable access to sport and recreational activities for lower income households
	Promote energy saving and energy audit programs

### OBJECTIVE 4: To have a community that aspires to and embraces learning as a lifelong goal

*The City of Salisbury is committed to ensuring that all community members have access, and are supported, to participate in a diverse range of learning opportunities that meet a range of learning needs and aspirations.*

Strategies	Critical Action
1. Maximise opportunities for the community to engage in lifelong learning	Provide opportunities for the community to understand, participate in, have access to and use new digital technologies
2. Provide opportunities for the community to access pre-entry and pre-employment training	Develop the capacity to provide accredited/recognised training through existing programs and facilities

# Corporate Indicators

**In order to assess our achievements against the *Living City Strategy* a suite of Corporate Indicators have been developed.**

**Three key categories of Indicators have been identified that will enable measurement of our performance across all of the objectives of the *Living City Strategy*.**

## Liveability

- Perceptions of Community Safety
- Perceptions of Quality of Life
- Housing Affordability
- Perception of Quality of Open Space

## Engagement and Participation

- Number of Volunteer Hours
- Voting in Elections
- Participation in Decision-making Forums

## Service Delivery

- The level of satisfaction with services offered within the community
- Number of attendances for structured learning activities in Youth & Neighbourhood Services' community centres

# Key Direction 4: Achieving **Excellence**

ENHANCING AND SUSTAINING ORGANISATIONAL CAPACITY





# Objectives

1. To have a workforce that is planned, dynamic and skilled that enables the organisation to achieve excellence
2. To build an organisational culture and environment that is constructive, diverse and supports organisational wellbeing
3. To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery
4. To ensure informed and transparent decision-making that is accountable and legally compliant
5. To apply business and resource management that enables excellent service delivery and financial sustainability
6. To provide our customers with excellent service that meets their needs

# Foreword



**The City of Salisbury continues to be a leader in Local Government, delivering services at a high level that meet our community's needs.**

The strategic vision for the City of Salisbury is: **Excellence in building a community of opportunity and spirit in a quality environment** which challenges us to always strive for excellence in what we do across the complex mix of services we provide. Organisational excellence is about the creation and ongoing enhancement of our organisational culture, processes and systems.

With this in mind, the vision for Achieving Excellence is: **Enhancing and sustaining organisational capacity.**

Many pressures are placed on our organisation as we strive to achieve our vision and goals. Our success is dependent on addressing these pressures in a coordinated manner. Achieving Excellence is focussed on ensuring the organisation has the capacity to deliver on its vision. We acknowledge the significance of organisational culture in this process and have put in place processes to enhance the behaviours of the organisation to facilitate a stronger constructive culture.

# Our Commitment

*Achieving Excellence* is a commitment to existing and future staff that the organisation will continue to enhance the working environment. This will be achieved by a continuing focus on the development of a constructive organisational culture and the City of Salisbury as a great place to work.

We are well aware that the employment market is highly competitive, so whilst we are committed to best practice planning, governance and the secure financial sustainability of the organisation, we also intend to maintain our quality workforce.

We have no doubt that differentiating ourselves from other employment market competitors is crucial in maintaining a competitive advantage in the attraction and retention of quality employees over the years ahead.

*Achieving Excellence* embraces objectives and strategies to ensure a secure and stable workforce, well positioned to drive the key initiatives of the City of Salisbury on behalf of its community. It focuses on developing and maintaining organisational capacity and capability to meet the needs of our community today and into the future.

# Integration

Integration of strategic plans across all levels of Government is an integral part of developing a cohesive strategy. In developing the *Achieving Excellence* Strategy due attention has been paid to aligning the strategy with key directions in relevant State, Federal and local policies, plans and strategies.

The State Government's seven strategic priorities will guide the work, budgets, policy making and legislative agenda of the Government for the duration of the State Strategic Plan. *Achieving Excellence* is focused on facilitating the achievement of objectives set in the *Prosperous City*, *Sustainable City*, and *Living City* key direction documents through the provision of services and support to the organisation.

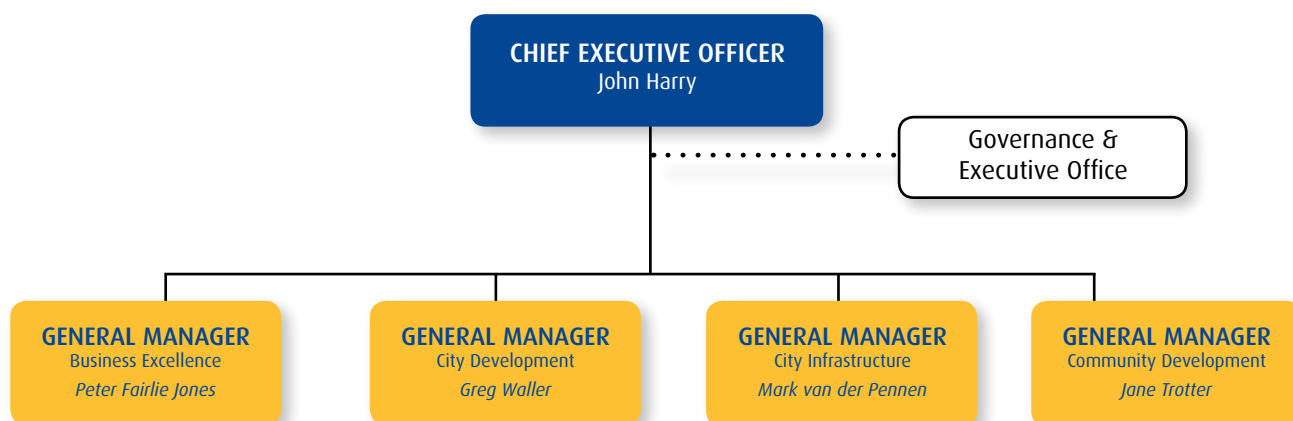
## Local Context: Salisbury's City Plan – Sustainable Futures

This Strategy focuses on Key Direction 4 – *Achieving Excellence* and includes six objectives designed to deliver on the strategic vision. Each objective is supported by a series of strategies and, in turn, these strategies form the framework for the development of operational business plans, ensuring that our activities are directly aligned to the delivery of the strategic vision. Where appropriate, critical actions have been identified within this strategy and are intended to be delivered within a two to three year time frame. The delivery of critical actions will be supported through the development of detailed implementation schedules, which will clearly allocate responsibility and timelines for achievement.

# Organisational Structure

The City of Salisbury operates under a model that integrates policy and program development with service delivery.

This sees close alignment of functional areas to achieve collaboration and 'value adding' outcomes. Within this structure sit four departments, each led by a General Manager who reports directly to the Chief Executive Officer.



**Business Excellence:** Supports the organisation through the delivery of services relating to people management, information services and systems, contract and procurement, financial services, systems accounting and is responsible for the operations of the Water Business Unit (Salisbury Water).

**City Infrastructure:** Responsible for landscape and environmental works, building, traffic, civil engineering, capital works and property services. This involves the project management of design and specification development and construction as well as the provision of maintenance services to the City and supporting the community through maintaining and improving the public environment.

**City Development:** Responsible for development and planning for the City, including planning for future land use and infrastructure development, fostering economic development and a wide range of services and statutory functions governed by legislation.

**Community Development:** Responsible for shaping our community and enhancing the quality of life of our residents through provision of appropriate and accessible programs, facilities and services, and ensuring comprehensive and clear processes are adopted to provide the community with avenues to engage in decision-making.



# Staff Involvement

***Achieving Excellence* was developed through extensive consultation with staff. Particular effort was placed on engaging staff effectively in the identification of key organisational development issues and strategies, with a view to developing greater and broader ownership of, commitment to, and ultimately success of, the interventions developed.**

The development process included a critical review of documents that provided additional evidence to inform issues and strategy/action identification, along with a series of focus groups and workshops with staff and the management executive team.

Ongoing staff involvement will be achieved through 'Salisbury Engage', which has been established as the overarching banner for staff participation and involvement in organisational issues and improvement.

Under this banner, teams will be established to deliver projects with a focus on organisational issues and to ultimately ensure the City of Salisbury is *Achieving Excellence*.

**OBJECTIVE 1: To have a workforce that is planned, dynamic and skilled that enables the organisation to achieve excellence**

*It is essential for a high functioning organisation to have a workforce that meets the current needs of the organisation and is also flexible and responsive to future needs. This includes planning for our workforce requirements, ensuring an appropriate investment is made in the ongoing development of that workforce and establishing conditions of employment, management practices, policies and procedures that enable us to continue to attract and retain the best people. This objective will focus on long-term and short-term workforce needs, development of the workforce to enable service delivery of the highest order to our community and a continued focus on the organisational culture and values to maintain excellent performance into the future.*

Strategies	Critical Action
1. Plan our workforce to meet the continuing needs of the organisation	Conduct a long-term organisational workforce forecast that is aligned to the City Plan to develop strategies and actions that support, plan and manage the future needs of the organisation appropriately
	Implement a workforce planning methodology for operational workforce planning (short and medium term) that supports the strategic plans for the organisation's workforce
	Implement the recommendations from the Volunteer Strategic Management Framework to ensure the sustainability and integrity of the volunteer workforce
2. Employ initiatives and methods that encourage and support an environment of learning and expertise	Create and implement a Learning and Development Framework that ensures sustainable and transferable learning and development for the organisation. This includes sourcing external funding to support organisational development where appropriate
	Implement a robust and varied program for inducting our workforce. The induction program must ensure that essential knowledge is available and also that builds a sense of organisational community, commitment and pride
3. Maintain practices that support, attract and retain a skilled and productive workforce	Performance outcomes, expectations and behaviours of individuals will be managed in line with business plans, leadership principles and behaviours for a constructive culture
	Review of attraction and employment brand strategies to align internal leadership branding and capitalise on the current reputation and branding of the City of Salisbury

**OBJECTIVE 2: To build an organisational culture and environment that is constructive, diverse and supports organisational wellbeing**

*To achieve excellence the City of Salisbury recognises that the culture of the organisation is critical. We are committed to ensuring that our organisation has a culture of leadership at all levels and continually strives to be a high performing organisation. Consistent with this commitment we have identified the importance of ensuring our culture, practices, activities, programs and plans not only protect our workforce's safety at work but strive to prevent injury and illness where ever possible. This objective will focus on continual improvement of our workplace culture, environment and work practices.*

Strategies	Critical Action
<p><b>1. Promote and enhance work life safety, health and wellbeing behaviours and practices</b></p>	<p>Develop and implement a competency framework that integrates performance plans and guides the development of skills in employees. This includes an annual training needs assessment to ensure learning programs are sound and compliant</p>
	<p>Maintain a planned continuous improvement and management program for the Occupational Health and Safety Management System to ensure compliance with annual audit requirements</p>
	<p>Develop a proactive strategic change management plan to ensure that health, safety and wellbeing become a part of the culture of the organisation</p>
<p><b>2. Create a constructive culture</b></p>	<p>Integrate the leadership brand and principles into learning programs, operational management, tools and resources to embed culture of leadership across the organisation</p>
	<p>Provide education, coaching, support tools and mentoring for leaders in the leadership principles and associated constructive behaviours. This includes ensuring development programs are available for all staff that support constructive behavioural management and manage passive/aggressive behaviours</p>
	<p>Create a sustainable communication and collaboration model that can be integrated into systems and processes to enable the organisation to engage its workforce and utilise internal expertise and talent wherever appropriate</p>
<p><b>3. Review, audit and monitor the workplace culture and environment to ensure quality</b></p>	<p>Utilise a suite of measurement tools to measure performance (both individual and organisational), culture and behaviours and business systems and processes. Annual, bi-annual and tri-annual methods will be employed</p>
	<p>Create a continuous improvement program from the information provided by the measurement tools and integrate agreed actions into appropriate corporate business plans and where appropriate local business plans</p>

### OBJECTIVE 3: To deliver sustainable, creative and innovative solutions that enable excellent operations and service delivery

*The way we go about our work is key to ensuring the ongoing sustainability and viability of both the organisation and the City. With this in mind, we seek to ensure that we maximise our use of technology in ways that support greater operational efficiencies. We also encourage people to think innovatively and to question our business practices with a view to continually improving both what we do and how we do it. This objective focuses on the consideration of the tools and strategies we deploy in support of our business practices along with encouraging a corporate focus on continuous improvement.*

Strategies	Critical Action
1. Maintain a deliberate focus on the application of technology and solutions to deliver organisational efficiencies and outcomes	Review existing asset and works management system and implement outcomes to gain process efficiency and improved asset reporting
	Introduction of unified communication to enhance service delivery to our external customers
	Implement state wide Library Management System to improve customer experience by extending access to all library resources within the State
	Undertake major upgrade to electronic content management to improve usability
2. Engender a corporate philosophy that values continuous improvement of business processes and practices	Establish computer application steering groups to better drive system outcomes
	Develop tools to create and support a continuous improvement framework
	Extend our program review methodologies to include process improvements, as well as controls and risks
	Improve process and procedure documentation to enable robust internal control reviews and audits

**OBJECTIVE 4: To ensure informed and transparent decision-making that is accountable, ethical and legally compliant**

*The City of Salisbury strives to be innovative and creative in the solutions and processes that we develop, however, we must do this within the constraints of our legislative framework. As a creature of statute, the City of Salisbury has a range of legislative obligations that must be met. In addition, as a public sector entity, it has obligations to the community to ensure that it is open to scrutiny. This objective focuses on ensuring that practices that influence or impact decision-making are made within the bounds of the City's governance framework and that the City meets its legislative obligations, while recognising the importance of effective communication across the organisation to ensure informed decision-making.*

Strategies	Critical Action
1. Administer Council processes to enable decision-making in accordance with legislative and policy requirements	In conjunction with the acquisition of 'Agenda Management' software review the Council business paper preparation process, including costs associated with production of reports to determine opportunities for improvement and cost savings
2. Administer organisational processes to enable decision-making in accordance with legislative and policy requirements	<p>In concert with the review of the Council business paper preparation process, evaluate the Executive Group governance framework and report preparation requirements to determine opportunities for improvement</p> <p>Review and develop communication processes and activities for senior management that promote collaboration, organisational leadership and decision-making</p>
3. Conduct audits, reviews and assessments to manage risk and improve organisational performance	

## OBJECTIVE 5: To apply planning, business and resource management that enables excellent service delivery and financial sustainability

*Financial sustainability is a key focus for the Local Government sector. Ensuring that our business practices encompass good planning and resource management is one way to deliver financial sustainability for our community. This objective focuses on achieving financial sustainability through the effective use of planning, resource management and active performance monitoring.*

Strategies	Critical Action
1. Integrate and align planning, business and resource management processes to improve outcomes	Develop methodologies for ensuring alignment of strategic plans, business plans, and resource allocation
	Undertake the Project Management and Asset Management Review, which will: <ul style="list-style-type: none"> <li>• establish business case development for all significant projects to ensure that appropriate allocation of financial resources and 'return' on investment; and</li> <li>• ensure the application of consistent project management practices to enable appropriate oversight, improved outcomes and opportunities for organisational learning.</li> </ul>
2. Use corporate reporting and systems to embed accountability and deliver ongoing feedback on organisational performance	Embed a program of business plan reporting incorporating actions, indicators and risk management
	Review City Plan and key direction strategic planning documents to reaffirm our organisational objectives and performance indicators
	Investigate implementation of corporate portal to increase visibility of commitments and support delivery in agreed timeframes
3. Maintain financial management practices built on robust information to deliver long term sustainability	Undertake a review of the Business Unit framework and performance
	As part of the Project Management and Asset Management Review, further develop long-term asset management plans incorporating renewal, replacement planning, with consideration and articulation of service level standards to be achieved
	Undertake the Strategic Property Development Review, which will include continuation of a program of property development on surplus council land
	Further develop the Long Term Financial Plan and strategy, incorporating strategic property disposals, and considering alternative revenue sources

## OBJECTIVE 6: To provide our customers with excellent service that meets their needs

*The City of Salisbury is focused on delivering service to our community. Our aim is to continually enhance our understanding of our customer needs to enable us to respond with modified service offerings. This includes evaluation and implementation of alternative modes of service delivery along with a continued focus on analysing customer information to contribute to service improvements. This objective focuses on developing consistency and excellence in our interactions with our customers.*

Strategies	Critical Action
1. Build a consistent customer service philosophy across the organisation	Develop and implement a customer service philosophy that establishes guiding principles for customer service and includes the development of indicators to measure the quality and effect of both internal and external service delivery
2. Ensure the identification of customer needs and measurement is incorporated within planning approaches	Embed a program of business plan reporting incorporating actions, indicators and risk management
	Review City Plan and key direction strategic planning documents to reaffirm our organisational objectives and performance indicators
	Investigate implementation of corporate portal to increase visibility of commitments and support delivery in agreed timeframes
3. Use expertise, knowledge and technology to improve and develop alternative modes of service delivery	Evaluate application of options for customer access to Council services via the City of Salisbury website

# Corporate Indicators

In order to assess our achievements against *Achieving Excellence* a suite of Corporate Indicators have been developed.

Five key categories of Indicators have been identified that will enable measurement of our performance across all of the objectives of *Achieving Excellence*.

## People

- Staff turnover
- Learning and development programs

## Processes & Systems

- Internal Controls Assessment results (CAMS)
- Annual surveys of (internal) customer satisfaction with corporate systems
- % positive outcomes/findings from Internal Audits/Program Review

## Governance & Planning

- Number of internal controls rating 4 or higher
- High Risk Outcomes / findings from Internal Audit / Program Review
- Approaches and complaints to Ombudsman
- % business plans set
- Unqualified end of financial year audit

## Finance

- Operating surplus ratio
- Net financial liabilities ratio
- Interest cover ratio
- Asset sustainability ratio
- Asset consumption ratio

## Customer and Community

- Overall level of satisfaction with Council's service delivery (as determined by the community survey)
- Number of requests for internal review of decisions





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