

Salisbury



CORPORATE FOCUS 2003-2006
2005 UPDATED EDITION

Corporate Plan

Language and Format Links

The City of Salisbury is aware of the needs of its multi-cultural community and community members with disabilities. With this in mind, the council offers an interpreting service of its corporate publications into a variety of languages/ formats.

Khmer

សាលាក្រុងសាឡិប៊ូរីយ៉ាដឹងពីសេចក្តីត្រូវការនៃសហគមន៍ពិការភ្នែកនិងសមាជិក សហគមន៍របស់គេដែលអសមត្ថភាព។
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Polish

Rada Miejska City of Salisbury jest świadoma potrzeb swojej wielokulturowej społeczności oraz jej niepełnosprawnych członków. Mając to na uwadze, Rada oferuje tłumaczenia swoich wydawnictw na wiele języków i w kilku formach.

Vietnamese

Thị Xã Salisbury nhận thức về các nhu cầu của cộng đồng đa văn hóa và của những thành viên cộng đồng bị khuyết tật trong thị xã. Với ý thức này, Hội Đồng Hành Chánh Thị Xã cung cấp dịch vụ phiên dịch những xuất bản phẩm của Hội Đồng qua nhiều ngôn ngữ/hình thức khác nhau.

Spanish

La City of Salisbury está consciente de las diversas necesidades de los miembros de su comunidad multicultural y de las personas que tienen alguna incapacidad. Con esto en mente, el Concejo ofrece un servicio de traducción en una variedad de idiomas/ formatos de sus publicaciones corporativas.

Greek

Ο Δήμος του Salisbury γνωρίζει τις ανάγκες της πολυπολιτιστικής κοινότητας και της κοινότητας με άτομα με αναπηρίες. Με αυτό υπόψη η Δημαρχία προσφέρει διάφορα δημοarchιακά έγγραφα μεταφρασμένα σε διάφορες γλώσσες/μορφές.

Italian

La Città di Salisbury è consapevole dei bisogni della comunità multiculturale e dei portatori di handicap. In questo senso, il Consiglio offre un servizio di interpretariato per le pubblicazioni aziendali, in varie lingue/formati.

Formats

available

large Print

Audio cassette

Braille

Computer disk

Foreword

Welcome to the 2005 updated edition of the City of Salisbury's Corporate Focus 2003 – 2006 document.

The new edition incorporates all of the information included in the original version, plus additional information about Council's progress towards its goals.

The new 2005 Strategies, Actions and Partnerships highlighted in this edition demonstrate Council's continuing commitment to the improvement, development and growth of the City.



2	Vision and Values
3	Message from the Mayor
4	Ward Boundaries and Elected Members
6	Introduction, City Manager
7	Senior Management Team
8	Salisbury in Profile
10	Partnerships and Innovation
12	Key Financial Strategies
13	Revenue Sources
14	Salisbury - a Planned Approach
15	Structure of the Plan
16	Focus of the Plan - Our Key Goals
18	> Developing Our City
24	> Environmental Sustainability, Developing New Resource Options
30	> A More Liveable City
36	> Building a Community of Opportunity and Spirit
42	> Promoting Health and Safety
48	> Foundations for Performance
56	Consolidated 3-Year Capital Expenditure Program
56	Relationship Between Corporate Plan and Rating Policy
57	Tendering and Contracting
59	Separation of Responsibilities
	Governance Statement



Vision and Values

"The City of Salisbury is committed to excellence in building a community of opportunity and spirit in a quality environment"

Community leadership

We are committed to strategic planning and will manage the City to meet community goals.

Community and Customer Service

We know who our community and customers are. We will listen to their needs and respond to their changing requirements.

Competitive Performance

We will continue to be an industry leader, striving for best-practice and innovation in all of our diverse activities. We take pride in our well-trained and competent workforce in achieving a high level of professionalism in our planning and service delivery outcomes.

Probity and Ethics

We will act in the best interest of our community with honesty, integrity and transparency.

Access and Equity

We are committed to a diverse community in which people, regardless of their race, culture, religion, age, gender or disability, can participate in and have access to the services and processes of the Council.

Introduction



Mayor

Local Government is under increasing expectations to provide local services, maintain existing and build new infrastructure, facilitate and manage growth, influence policy in other governments, ensure Council remains financially sustainable and administer open and accountable government.

The City of Salisbury has demonstrated its capacity to respond to these demands and over the past decade Council has embarked on a strategy which has significantly changed Salisbury.

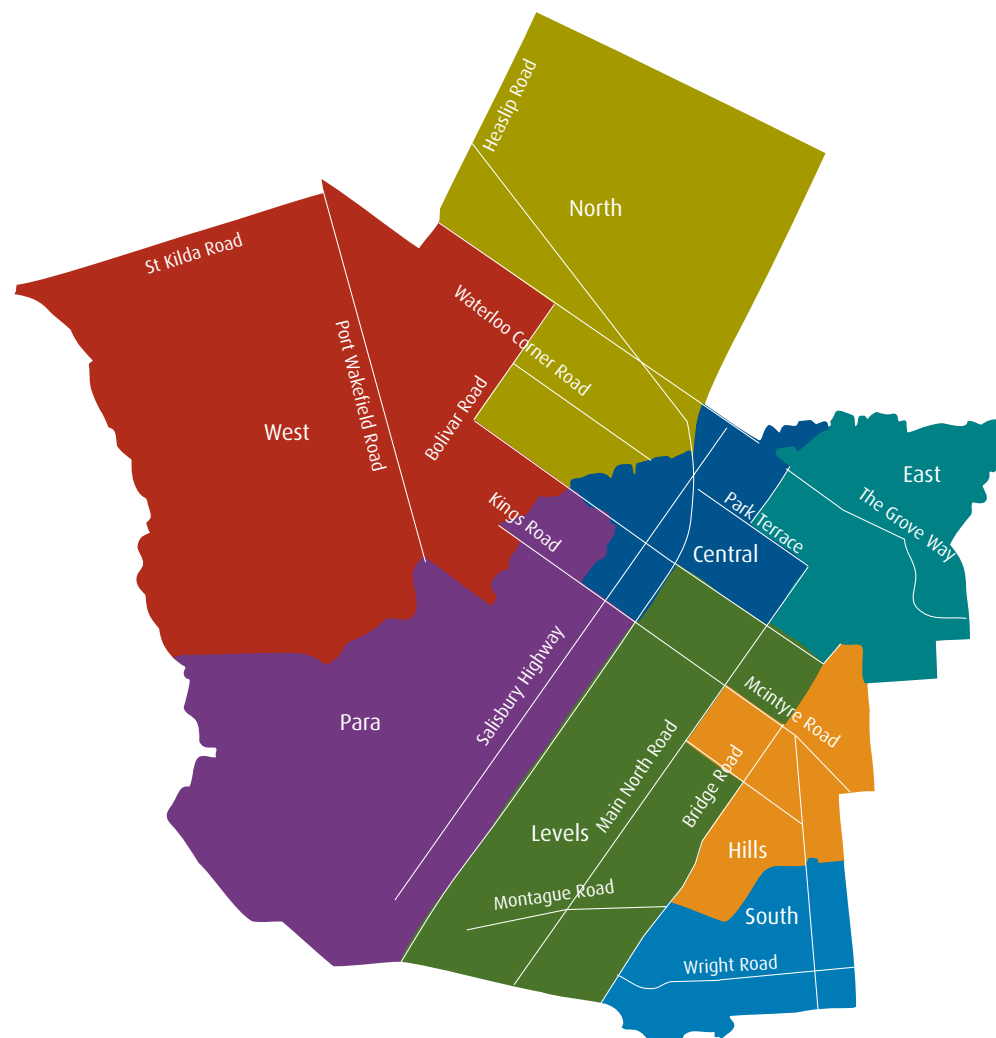
With much more growth to come and new opportunities and pressures emerging, our challenge is to ensure business, the residents and external organisations embrace our visions and work with Council to build "A City of Spirit and Opportunity in a Quality Environment".

The Corporate Plan sets out the strategy we have adopted to ensure Council achieves the goals we have set for the future.

A handwritten signature in black ink, appearing to read 'Tony Zappia'.

Tony Zappia
Mayor, City of Salisbury
September 2005

Ward Boundaries



Elected Members

Mayor



Tony Zappia

North Ward



Cr Ian Fagan



Cr Linda Caruso

East Ward



Cr Damien Pilkington



Cr Joe Caruso

West Ward



Cr Chad Buchanan



Cr Donna Abela

Levels Ward



Cr Brian Goodall



Cr Sue Szabo

Central Ward



Cr Betty Gill JP



Cr Neil Pearson JP

Hills Ward



Cr Shiralee Reardon



Cr Ann Irving JP

Para Ward



Cr Pat Edwards JP



Cr Gillian Aldridge JP
Deputy Mayor

South Ward



Cr Andrew Sickerdick



Cr John Cotton



Introduction

City Manager

The City of Salisbury is responsible for a wide range of services, from development and health regulations, street cleaning and waste collection to park management, aged care and libraries, and many in between.

The value of the City's assets that must be maintained and preserved is worth over \$700 million.

As an elected forum representing the community of Salisbury, the Council must also plan for the development of the City and advocate for the interests of its residents and businesses.

This range of responsibilities must be managed within a budget that is predominantly fed by property rates, which are amongst the lowest in metropolitan Adelaide.

To manage these diverse and often competing demands necessitates a clear plan.

This updated Corporate Focus outlines Council's priorities and objectives from 2003 to 2006.

It is based on our City Plan and we believe reflects the needs and priorities of the Salisbury community within a prudent financial framework.



A handwritten signature in black ink, which appears to read "Stephen Hains".

Stephen Hains
City Manager
September 2005

Senior Management Team



**Back row
left to right**

Greg Waller
Director Development and
Environmental Services

John Harry
Director
Strategic Planning

Pru Blackwell
Director
Community Services

Peter Fairlie-Jones
Director
Finance

Charles Mansueto
Director
Asset Services

**Front row
left to right**

Geoff Wagner
Director
Corporate Development

Stephen Hains
City Manager

Colin Pitman
Director
City Projects

Salisbury in profile



The centre of Salisbury is located 20 kilometres north of the Adelaide CBD, sited primarily on a plain, bound by the Gulf of St Vincent, the Para escarpment and the foothills of the Mt Lofty Ranges and covering an area of over 160 square kilometres. The most recent ABS survey estimates that 115,546 people live in Salisbury.

Urban Growth

The Salisbury community has been growing at a steady rate, moving the three-year average of approved development by over 10% since 1997. This is expected to slow in five to ten years as new land supplies shorten, with urban regeneration overtaking from new development as the driver.

Industry is also growing and this is expected to continue with proactive assistance from Council. Industry is dominated by small to medium businesses with a few notable large industries present in the northern region.

Salisbury offers a range of housing, giving residents the opportunity to build a sustainable future based around sound employment, quality services and affordable real estate.

Employment, Learning and Economic Development

The City's workforce has been based around manufacturing and other semi-skilled industries. The region is under represented in skills valued by employers of the future, particularly technological and professional skills. Low levels of education and school retention remain a challenge for the City's continued development in leading edge industries.

The outlook is positive for industry with the most recent survey indicating that 40% of businesses are expecting growth and 19% expecting to employ more staff. This will be accomplished through developing linkages to other markets and communities – exporting both value-added products and expertise. Transport infrastructure will be vital, in particular maximising the benefit of the emerging rail and transport hub opportunities. A proposed transport intermodal facility will be a gateway between industry and their distribution channels, making Salisbury a centre of employment.

Social and Community Profile

Salisbury will be a community characterised by an increased number of both older and younger people. It has a fertility rate approximately 10% higher than the State average. This will place pressure on our services requiring quality infrastructure (footpaths, parks and recreation spaces in particular).

Salisbury is a community of spirit and resilience. The City of Salisbury is greatly assisted by over 1,000 volunteers who regularly help in a wide range of ways to build a better City.

Higher than average levels of social problems remain a significant challenge for policy makers. External impacts such as increased electricity prices are likely to affect our community more than many others. Low utilisation of technology, as indicated by internet access and usage, presents future barriers to social and economic prosperity.

In 2004-05 Salisbury residents lost over \$69M to gambling.

Environment

Salisbury has been a leader in environmental practice, recognised worldwide for our efforts in the use of wetlands to capture and reuse stormwater. This helps to make the City greener and industries based here more affordable. This assists economic development and reduces both the potential for flooding across the City and the load on the Murray River.



Partnerships and Innovation

Salisbury - the way we do things

The City of Salisbury operates at a regional level to create strong linkages with those beyond our community area and to form partnerships to bring about action.

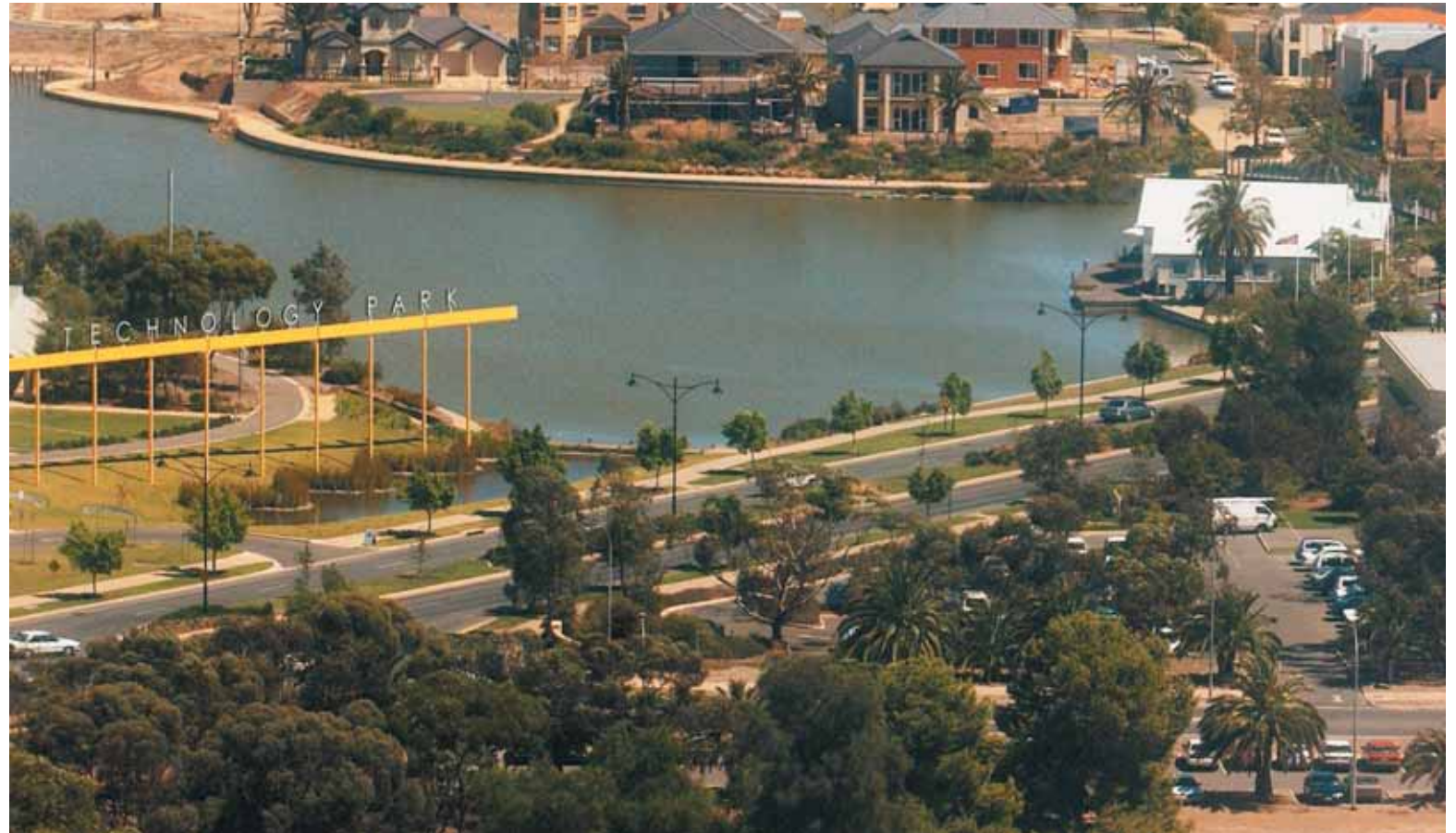
Working with others allows the Council to provide services and infrastructure at a pace ahead of industry demand.

This is vital to providing regional momentum for economic development. Similarly, increasing the utilisation of public transport and lobbying for improved health services will assist in both the health and social cohesion of our community.

The integration of these diverse issues is the key to delivering affordable and effective solutions. Progress requires innovation at all levels and is threaded throughout many of the things we do at Salisbury.

From harvesting and selling stormwater in one of the driest states on earth, to leading the formation of the Business and Export Centre based at Technology Park, to creating positive partnerships with major developers to fuel the growth of the City – these are all examples of innovation and taking responsibility for making things happen.

*“Working with others
allows Council to
provide services and
infrastructure at a pace
ahead of industry
demand”*



Key Financial Strategies

Salisbury seeks to operate in a financially responsible manner that takes accountability for long-term implications and ensures adequate resourcing for current and future assets and services. In summary our aim is to “have a healthy and sustainable financial position with acceptable taxation levels”. This is achieved through the following components:

Financial Health

Given the expected medium-term decline in growth levels across the City, the City of Salisbury is pursuing a debt reduction strategy, reducing the debt to rate revenue ratio from 16% in 2003 to 10% to 12% by 2013.

However, debt will continue to be used to ensure that assets can be constructed at a pace that keeps up with City growth. Such decisions will be dealt with on the merits of the business case and the expected benefit to the City. With the reduction in growth will come increased maintenance requirements of existing assets. This will necessitate a transfer of resources into operational rather than capital activities.

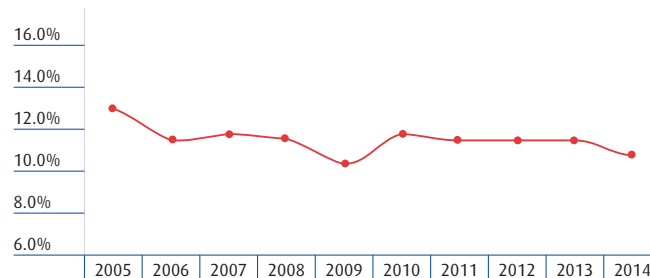
Financial Sustainability

Financial health and sustainability must be achieved within a stable and broadly acceptable rate of taxation levels.

Council understands that the community does not appreciate large and sudden increases in rates. Good financial planning will enable Council to avoid the need for large hikes in rates, and allow increases to be phased in gradually should they be required.

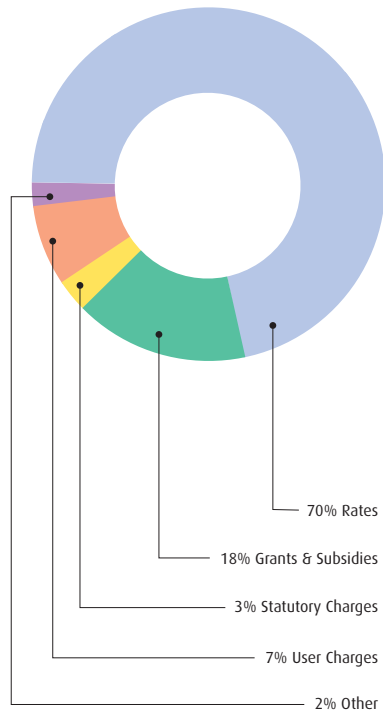
Salisbury is committed to achieving financial sustainability. In 2005-06 Council is budgeting for an accrual-based operating deficit of \$2.7m, down from \$3.5m in the previous year and plans to eliminate the deficit entirely by 2013 or sooner. Achieving a ‘balanced’ or surplus operating position means that sufficient funds are being generated to sustain the operating capacity of the organisation over time. It also means current ratepayers are paying for the services they consume and not leaving a financial burden for future generations (intergenerational equity).

Debt Servicing as % of Rates



Revenue Sources

Budgeted Sources of Operating Income 2005-06



The City of Salisbury currently receives approximately 70% of its revenue from its rate base, and an additional 18% comes from State and Federal Grants.

With development growth expected to slow in the next five years, and some of the City of Salisbury's infrastructure nearing the end of its useful life, the strategic allocation of resources and the identification of new cash flow sources will become important. Given that relying on rate revenue under the current model is not likely to be a sustainable solution, continued efforts will be made to achieve efficiency and productivity gains.

The City of Salisbury is addressing this through a range of initiatives, including better long-term financial modelling to identify opportunities, an assessment of strategic landholdings and the development of comprehensive asset management plans to ensure expenditure is made at the right time and on the right assets.



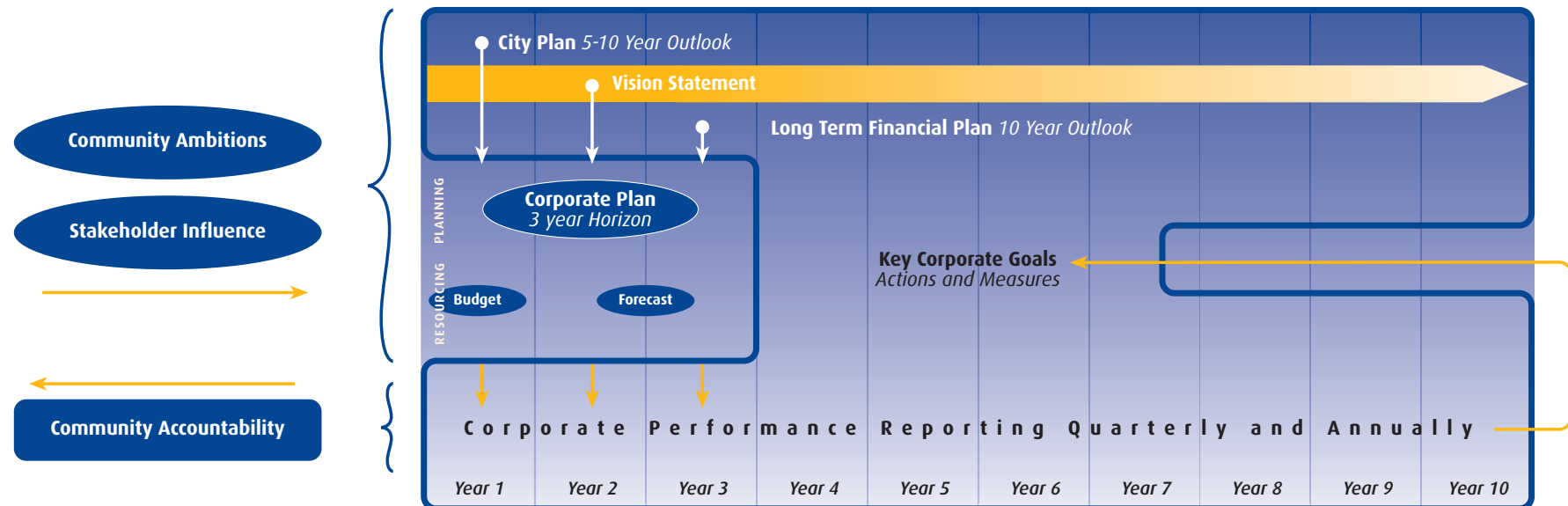
Salisbury - a Planned Approach

The City of Salisbury operates in a strategically planned environment, and we work hard to ensure our plans are relevant and add value to our operational processes as well as informing our community and key stakeholders of our ambitions and actions. The diagram below depicts the major elements across our plans.

We are committed to working in partnership with regional, State and Federal partners for the improvement of Salisbury and the Northern Region. This is achieved through regular liaison with key organisations, both public and private to ensure alignment and commonality in direction.

Our plans are reviewed annually and reported on to demonstrate accountability and to celebrate our successes. Our resource allocation process operates on a rolling three-year cycle, ensuring continuity of major projects and maximising the benefits from our planned approach. We consult with and are informed by our community in a number of ways and we value this as a measure of our relevance.

Our Governance Framework links with our planning methods and supports a planned approach enabling greater responsibility, accountability and transparency.



Structure of the Plan

Corporate Focus 2003 – 2006 has been arranged around six key goals. These key goals are articulated from Salisbury's City Plan that paints a long-term picture of what the community is striving toward. The City Plan has been reviewed and has involved a public consultation process.

Goals describe the high level aims being pursued by the City. They provide input in to the planning processes of the vast array of other service providers operating in our region, as well as providing direction for our own organisation's activities.

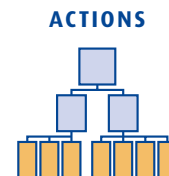
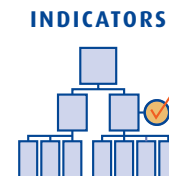
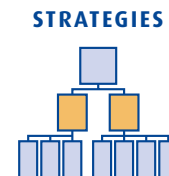
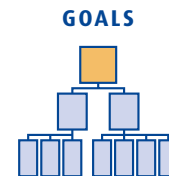
Strategies are derived from the goals and provide the pathway for the various actions to ensure effective implementation.

Indicators are published within each of our plans and reported regularly. The Corporate Plan's indicators are reported to Council quarterly. This underpins the City's Governance Statement which has as its foundations the principles of Accountability and Measurability.

Actions come together to have impact on key outcomes that the City seeks to affect. These are further categorised into:

- **Partnerships** where we bring about change through working together with other stakeholders and representing our community
- **Operational Activities** and
- **Capital Projects**

Navigation through the Corporate Plan is assisted by the following icons:





Focus of the Plan - Our Key Goals

1

Developing Our City

Our goal is to facilitate residential and business development, increasing the prosperity and employment in Salisbury and the Northern Region.

2

Environmental Sustainability, Developing New Resource Options

To maximise the potential of environmental sustainability in an attractive developed urban area.

3

A More Liveable City

Improving the facilities in and around the City, strengthening the attractiveness and liveability of Salisbury.

4

Building a Community of Opportunity and Spirit

To increase pride and opportunity in employment and social capacity.

5

Promoting Health and Safety

We seek to ensure accessibility, equity and safety for our community.

6

Foundations for Performance

The City is governed transparently, with responsibility and strategic effort, ensuring efficient and effective delivery of services.

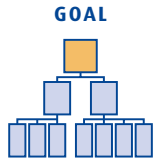


Developing Our City



Our goal is to facilitate residential and business development, increasing the prosperity and employment in Salisbury and the Northern Region

Developing Our City



Our goal is to facilitate residential and business development, increasing the prosperity and employment in Salisbury and the Northern Region.

In support of this, there are a number of key developments underway in the City of Salisbury.

Mawson Lakes is a leading edge environmental, community and economic development. By 2010 it will have a population of 10,000, an equal number of sustainable jobs together with accommodation for 5,000 students. The Mawson Lakes Town Centre includes a major retail shopping centre, specialty shops, restaurants and cafés, a university with co-use library and multi-storey office accommodation.

The adjacent Technology Park is home to major defence, electronics and IT & T companies and represents the major economic and employment driver of Mawson Lakes.

A further example is Walkley Heights, which has already seen over 750 residential allotments developed and an aged care facility comprising 230 dwellings. At completion, the project will see over 1,100 residences developed.

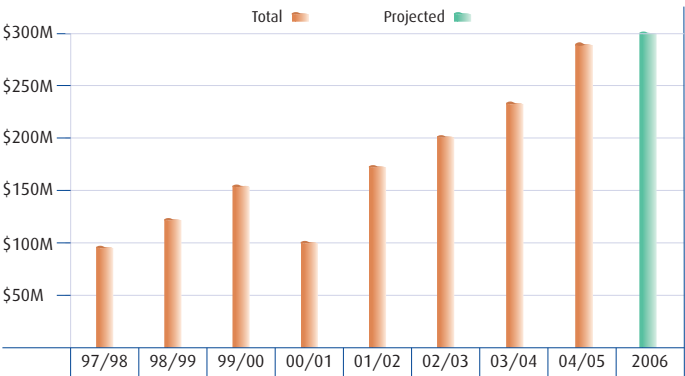
Edinburgh Parks is among the largest industrial estates occurring in Australia at this time. It will be the nation's premier automotive and defence precinct, accommodating sustainable industry with an export focus. By completion, it will provide employment for 20,000 people, creating local opportunities and driving the efficiency of major infrastructure.

Approximately 650 hectares of industrial land in the Waterloo Corner Road region is currently in the infrastructure planning stages. This supply is expected to cater for 20 years of industrial development.

Another exciting opportunity being explored is an integrated transport facility (Inter-Modal) in the North West sector of the City. This will place Salisbury at the hub of transport movements (road, rail, sea and air) in the Northern Region, capitalising on the new Adelaide - Darwin rail link and the proximity to the significant highway network and maximising the benefits to Salisbury industry.

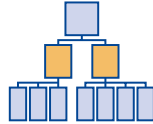
The Salisbury Town Centre continues to be revitalised through the development of a central town square as well as an upgrade of the John Street shopping precinct.

Value of Approved Development *Unadjusted \$ Values*



Developing Our City

STRATEGIES



- Facilitate development through a partnering approach with joint venturers, major developers, State and Commonwealth Government
- Provide a streamlined development application process to ensure minimal delays in progressing suitable developments
- Drive economic development through the facilitation of opportunities for the attraction of industry that contributes to the economic and employment status of the Northern Region
- Develop Salisbury businesses by advising on opportunities to broaden their market with an emphasis on export opportunities
- Ensure that infrastructure is developed at a pace to support development and use innovative methods to satisfy environmental and economic objectives
- Maintain infrastructure in a cost sustainable way through a planned approach and innovative methods

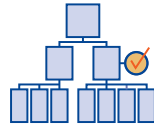
(The SRP is a Commonwealth initiative utilising approximately \$12 M of Commonwealth funding over 3 years)

New 2005 – Strategies

- Ensure that the City's development plan provides capacity for economic development and growth
- Promote the development of appropriate housing for a maturing community among specialist aged care housing providers
- Promote the development of appropriate housing for people who are disadvantaged, including people with disabilities and people on a low income
- Ensure all businesses in Salisbury have access to high speed broadband communications

Developing Our City

INDICATORS



Indicators of Success	2002 Baseline	2003-04 Actual	2004-05 Actual	2006 Target
Total value of approved development in the City per annum	\$174.3M	\$232.03M	\$288.1M	\$200M
Net change in number of jobs in Salisbury per annum	approx 45,000	NA	NA	Increase by 3% per annum
Businesses registered with an ABN	3,760	NA	NA	Increase by 4% per annum
Quantity of serviced 'development ready' industrial land	288.3 Hectares	254.1 Hectares	290.2 Hectares	>100 Hectares on hand
* Business and resident satisfaction with traffic flow within Salisbury	6.85%	Data not available	Data not available	7.7%

* Community survey result (1-10 scale)

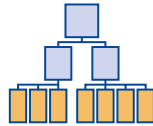
Data for yellow shaded indicators is no longer readily available

New 2005 – Indicators

- Salisbury contribution (%) to Gross State Product (GSP)
- Combined State and Local Government spending on infrastructure as a % of GSP
- Relative growth in the value of residential and industrial properties relative to metropolitan Adelaide average

Developing Our City

ACTIONS



Partnerships

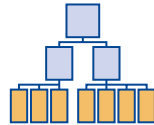
- Work with State and Commonwealth Governments to upgrade the Salisbury interchange rail crossing
- Infrastructure Planning for integrated transport facility at Direk
- Partner with the Joint Venture (Delfin Lend Lease and LMC) to bring about the Mawson Lakes CBD
- Collaborate with the project developer to bring about a residential-focused development at the former Salisbury University Campus that complements the local community
- Promote the development of appropriate housing for a maturing community among specialist aged care housing providers
- Work in partnership with greenfield land developers to bring about broader social, economic and environmental outcomes
- Partner with SA Housing Trust to regenerate Salisbury North
- Progress the Edinburgh Parks Automotive Supply Park and Defence Precinct

New 2005 – Partnerships

- Work with project partners to construct the Mawson Connector and facilitate the development of industrial land south of Parafield Airport
- Support project proponents in the Sustainable Regions Programme (SRP) to deliver a range of projects that will assist the region's economic, environmental and community prosperity
- Provide high speed broadband access to all businesses within Salisbury through a partnership with the State Government and private carriers
- Work with industry and the education sector to facilitate the development of a suitable skilled labour force from the Northern Region (NAMIG Program and health and aged care industry)
- Work with other levels of government to establish an effective Northern region economic development office at the Salisbury Business and Export Centre (SBEC)
- Work with key stakeholders to develop an integrated water management plan

Developing Our City

ACTIONS



Key Operating Activities

- Prepare an Economic Development Plan for Salisbury in consultation with key stakeholders
- Continue to provide excellence in customer service and turn around time in development application processing
- Facilitate the creation of 400 allotments in the Springbank Waters sub-division
- Develop Asset Management Plans for all major City assets and the increased programming of asset maintenance
- Develop and implement a retail centres strategy with a key focus on the Salisbury Town Centre
- Continue to develop infrastructure at Mawson Lakes

Key Capital Projects

- Increase the capacity of Wyatt Rd, Direk
- Upgrade Willochra and Lolands Rd at Salisbury Plains
- Investigate, design and construct traffic control devices in Salisbury North
- Salisbury Town Centre Upgrade

for more detail see the 3 year Capital Works program

New 2005 – Key Capital Projects

- Upgrade West Avenue, Edinburgh Parks

New 2005 – Key Operating Activities

- Facilitate the creation of 400 allotments in the Parafield Gardens area
- Promote the benefits of investing in Salisbury through the Salisbury Business Prospectus to key government and industry stakeholders

Total Resources

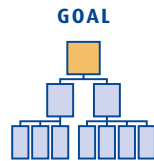
	Actual 2003-04 \$	Actual 2004-05 \$	Budget 2005-06 \$
Capital	7,497,519	3,447,552	14,372,000
Operating	5,604,045	6,113,897	6,358,500
TOTAL	13,101,564	9,561,449	20,730,500

Environmental Sustainability, Developing New Resource Options



Maximise the potential of environmental sustainability in an attractive developed urban area

Environmental Sustainability, Developing New Resource Options



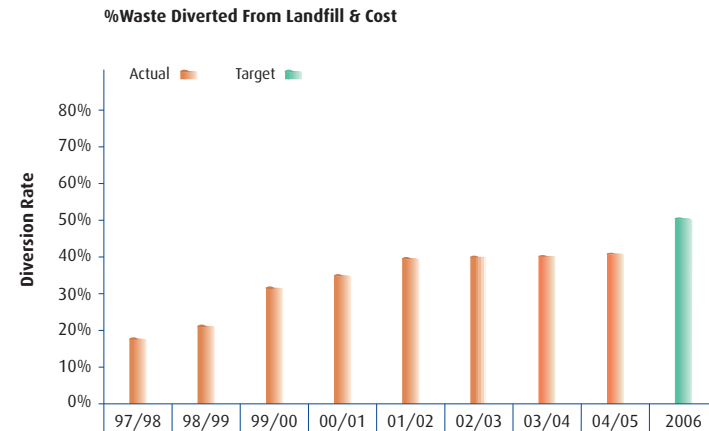
Maximise the potential of environmental sustainability in an attractive developed urban area.

Salisbury is world renowned for its leading work in water management. We are among the first to develop large scale wetlands and to recognise their use as a water filtration system which enables stormwater to be cleaned, and then stored in underground aquifers for later use. The development of stormwater recycling will not only provide sustainability, but will assist local industry and begin to become a net income source for the City.

A range of challenges face us with waste management, such as finding ways to reduce, reuse and recycle. Our aim is to maximise the volume of waste being recycled and to achieve environmental and economic sustainability.

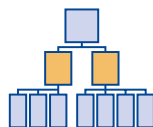
We are actively working with industry to minimise hard and liquid waste, reducing pollution of the Barker Inlet and other water catchments.

The recent rapid increases in power costs impact on our community particularly. Our households are less able to absorb such increases than many others and much of our industry is highly cost sensitive. We are evaluating a range of options aimed at minimising both the environmental and economic impact of traditional power sources.



Environmental Sustainability, Developing New Resource Options

STRATEGIES



- Maximise environmental and economic benefit from the aquifer water recycling program
- Demonstrate leadership in the pursuit of waste recycling in ways that minimises cost and environmental impacts
- Pursue the development of green energy opportunities
- Advocate for energy efficient development within the City
- Advocate the long-term environmental sustainability of the Barker Inlet
- To pursue the delivery of Council services in an environmentally sensitive manner and in ways that reduce the City's greenhouse emissions

INDICATORS



Indicators of Success	2002 Baseline	2003-04 Actual	2004-05 Actual	2006 Target
Index of the average diversity of macro invertebrate species found in Council wetlands <i>Increased diversity of species as an indicator of wetland health</i>	12.8	12.7	11.75 Due to dry season and below normal water levels	>15
Kilograms of green waste per household recycled	282	187	242	350
% of total waste diverted from landfill	40%	41%	42.2%	50% ¹
Volume of recycled stormwater used or supplied to Council and industry	587ML (2002/03)	681ML	770ML	No target published

¹Target consistent with Zero Waste Strategy target to be achieved by 2007, 75% by 2010

New 2005 – Strategies

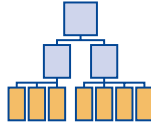
- Maximise environmental and economical benefit from wastewater, stormwater and the creation of non-potable water supplies
- Support and champion the implementation of the Zero Waste strategy
- Provide input and local leadership to the Waterproofing Adelaide strategy

New 2005 – Indicators

- Health of Barker Inlet

Environmental Sustainability, Developing New Resource Options

ACTIONS



Partnerships

- Development and promotion of a green accreditation program covering local businesses and new developments
- A number of organisations are involved in partnerships with the City of Salisbury to bring about recycled water supplies. Major partners include engineering consulting firms, the Northern Adelaide and Barossa Catchment Water Management Board, SA Water and private companies Inghams Chickens, General Motors Holden and Michell Australia
- In conjunction with NAWMA, develop a regional waste recycle park
- Work with the building industry to create a framework for the active promotion of energy efficient development within the City
- Partner with SA Water, Penrice Soda and Origin Energy to evaluate the feasibility of an integrated landfill gas extraction and wind powered green energy project
- Promote the health of the Barker Inlet and Port Estuary through the creation of a management framework involving both public and private sector representatives

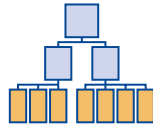
New 2005 – Partnerships

- Lead the Northern Region in recycling practices consistent with the State's Zero Waste strategy
- Provide regional leadership in working with the Commonwealth government on a major water management scheme for the Northern region
- Further the development of a prototype solar energy system at the Salisbury Swimming Centre in partnership with the University of South Australia



Environmental Sustainability, Developing New Resource Options

ACTIONS



Key Operating Activities

- Develop a water resource plan for the Dry Creek, Little Para and Cobbler Creek Catchments
- Develop a water conservation strategy for the City
- Investigate the opportunities for incorporating water sensitive urban design into the City's Development Plan
- Assess the potential to create a green energy wind farm in the Bolivar / St Kilda region
- Reduce energy consumption in Council buildings by conducting energy audits and putting in place energy saving actions
- Provide waste management services that maximise recycling and minimise landfill

Key Capital Projects

- Creation of a flood detention basin in Burton West
- Develop a stormwater re-use scheme at Greenfields, Mawson Lakes
- Waste Recycle Park begins construction in June 2004

for more detail see the 3 year Capital Works program

New 2005 – Key Capital Projects

- Continue the progressive acquisition of development of the Dry Creek and Little Para Rivers in accordance with the Open Space Strategy
- Continued development of Aquifer Storage and Recovery (ASR) within Edinburgh Park
- Burton West industrial drainage

New 2005 – Key Operating Activities

- Develop a water sensitive urban design strategy for the City
- Establish a water recycling business unit to commercialise the benefits of the City of Salisbury's water recycling program
- Complete the installation of micro met automated irrigation systems to manage water usage on Council's irrigated areas
- Increase the scale of the City's tree planting program in line with streetscape renewal that supports biodiversity objectives

Total Net Resources

	Actual 2003-04 \$	Actual 2004-05 \$	Budget 2005-06 \$
Capital	3,142,110	2,530,119	2,202,000
Operating	9,082,280	10,065,598	10,468,000
TOTAL	12,224,390	12,595,717	12,670,000

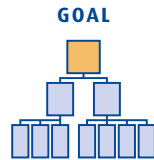


A More Liveable City



*We will improve the facilities
in and around the City,
strengthening the attractiveness
and liveability of Salisbury*

A More Liveable City



We will improve the facilities in and around the City, strengthening the attractiveness and liveability of Salisbury.

We are working to make the City of Salisbury a more attractive and vibrant place to live. Taking advantage of our natural environment and recognising our established heritage is important.

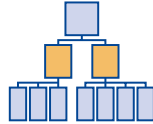
Salisbury's population is both ageing and has a growing number of young people. Recreation facilities such as parks and reserves have been recognised as important by our community and are important for health and promoting social interaction. We keep these places safe and accessible through separation of 'off leash dog parks', by maintaining shrubs and trees and providing adequate lighting.

Our infrastructure maintenance program is targeting a holistic approach to streetscape management, ensuring that footpaths, kerb and gutter and roadways are well maintained. We plant suitable trees in these environs to minimise pavement damage, the risk of slips and trips and that don't contribute excessively to waterway litter while adding to the visual amenity of the streetscape. These initiatives are being formalised through a comprehensive program of Asset Management Plans.



A More Liveable City

STRATEGIES



- Increase the diversity and accessibility of open spaces in line with community demands
- Maintain our open spaces to appropriate standards given the identified use to maximise their appeal and use
- Facilitate partnerships that create and enhance recreation and leisure opportunities
- Increase both centre and non-centre based recreation activities through the development of a City-wide recreation strategy
- Provide a broad range of cemetery and memorial services that reflect the needs of a diverse and ageing community
- Understand the community's expectations and match these to the provision of appropriate assets
- Develop sustainable streetscapes that improve the City's visual amenity
- Review the effectiveness of Council's provision of information within the community

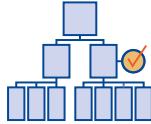
New 2005 – Strategies

- Ensure that new development occurs in a way that takes into account noise and air pollution
- Through quality urban planning ensure access to essential family services, such as child care and shops
- Ensure the community has access to affordable housing
- Promote the development of communities with a balanced range of services
- Work towards understanding the needs of our community
- Ongoing development of the Happy Home Reserve



A More Liveable City

INDICATORS



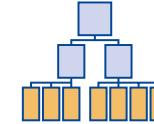
Indicators of Success	2002 Baseline	2003-04 Actual	2004-05 Actual	2006 Target
* Overall resident satisfaction rating of living in Salisbury	7.1	NA	NA	8
Area of open space per resident ²	128 m2	132 m2	128 m2	120 m2
* Resident satisfaction with public spaces in Salisbury (parks and reserves, places to shop in terms of quality and accessibility)	7.9	NA	7.1	8.2
* Resident satisfaction with streetscape (streets, walkways, footpaths and verges)	7.1	NA	6.2	8
Percent of roads that have a paved footpath on at least one side of the road	77%	78.5%	80%	85%

* Community survey result (1-10 scale)

New 2005 – Indicators

- Salisbury Quality of Life Index (community survey outcome)

ACTIONS



Partnerships

- Construction and provision of services at the Mawson Centre in conjunction with the University of South Australia and the Joint Venture (Delfin Lend Lease and LMC)

New 2005 – Partnerships

- Development of active and passive open space that provides recreation opportunities reflecting community needs
- Develop and implement a transport policy that assists community movement while assisting economic development, improving accessibility and safety
- Work with the State Government to divert freight movement away from residential areas
- Create a public transport interchange at Mawson Lakes with Transport SA and the office of Public Transport
- Review the effectiveness of Council's provision of information within the community

A More Liveable City

ACTIONS



Key Operating Activities

- Development of Asset Management Plans across the organisation's major asset groups that integrate community expectations, the extent of asset fulfilment of these and required maintenance demands
- Finalisation and implementation of the Mawson Lakes Recreation Strategy
- Implement the outcomes of the Strategic Options assessment of The Gardens Recreation and Swimming Centres
- Complete a strategic and operational review of cemeteries, and implement the recommendations

New 2005 – Key Operating Activities

- Maintain our open spaces to appropriate standards reflecting their identified use and to maximise their appeal
- Evaluate the noise pollution implications in the determination of new development applications
- Roll out a comprehensive program of street and corporate directional signage
- Review operations and strategy in regard to Salisbury Memorial Park Cemetery
- Finalise and implement Integrated Asset Management plans that reflect appropriate quality standards and programs of maintenance for community assets

Key Capital Projects

- Create a range of major new parks and recreational facilities:
 - > Pooraka Unity Park
 - > The Globe Derby Regional Horse Park
 - > Civic Square in the Salisbury City Centre
 - > Mobarra Park at Mawson Lakes
- Continue with the integrated streetscape renewal program focusing on priorities based on asset condition, risk and visual amenity
- Increased lighting along the Dry Creek and Little Para Trails to make them more accessible and improve safety
- Creation of a Youth Arts and recreation facility in the centre of the City

for more detail see the 3 year Capital Works program

New 2005 – Key Capital Projects

- Development of a BMX facility at Unity Park, Pooraka
- Development of a Youth Enterprise Centre and Northern Sound Project

Total Net Resources			
	Actual 2003-04 \$	Actual 2004-05 \$	Budget 2005-06 \$
Capital	3,923,769	2,384,759	1,840,000
Operating	13,747,641	13,885,869	14,441,000
TOTAL	17,671,410	16,270,628	16,281,000

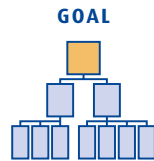


Building a Community of Opportunity and Spirit



*We will increase pride,
health and opportunity
for employment
and social capacity*

Building a Community of Opportunity and Spirit



We will increase pride, health and opportunity for employment and social capacity.

Increasing the pride in living and being part of the Northern Region will assist our community in a wide range of ways. It has a positive impact on community safety, on community health and the potential for people to get extra enjoyment from living in Salisbury.

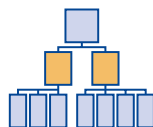
We are working hard to reduce areas of acute disadvantage and to ensure that all people in Salisbury have the chance to be involved in the community. This leads to a greater sense of achievement and the ability to learn new things. It flows through to greater ambition in all aspects of life and allows people to fulfil their potential.

We believe that all people regardless of age or background can contribute toward a diverse community and that learning is a key gateway to improved opportunity.



Building a Community of Opportunity and Spirit

STRATEGIES



- Continue to pursue community-based social strategies that address key issues for target groups
- Improve access and availability of information and knowledge and use Libraries and Neighbourhood Houses as key delivery points for community information and learning
- Identify and deliver services and facilities appropriate to community demographic with a particular focus on the growing number of youth and ageing community members.
- Identify and support a major community event that promotes a sense of pride in the community
- Celebrate community achievements, both events and sustainable change such as the renewal of Salisbury North
- Market and promote the benefits of living and working in Salisbury

INDICATORS



Indicators of Success	2002 Baseline	2003-04 Actual	2004-05 Actual	Target 2006
Number of Library loans per week	21,900	22,058	21,950	+6% per annum (26,270 in 2006)
Number of volunteers that contribute toward Salisbury Council activities on a regular basis	520 approx	430	618	+10% per annum (572 in 2006)
Number of Neighbourhood House visitations per week	1,786	2,659	2,205	+10% per annum (2,250 in 2006)
Number of notified clubs and associations in Salisbury	158	170	NA	Growth in clubs and memberships
Percentage of Northern Adelaide residents who use the internet on a weekly basis	43% (2001)	NA	NA	To equal state average

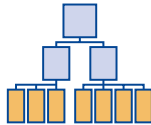
Data for yellow shaded indicators is no longer readily available

New 2005 – Strategies

- Provide opportunities for community engagement and increased service capacity through volunteerism
- Develop partnerships with industry and education to promote employment and training programs
- Work towards the establishment of a corporate volunteer framework that incorporates risk management strategies

Building a Community of Opportunity and Spirit

ACTIONS



Partnerships

- Work with State Government to improve health and social services
- Develop community-based IT capability with other stakeholders to redress the digital divide and to assist community participation
- Create linkages with vocational education institutions, to enable a transition from school to education that provides a feeder to employment opportunities
- Completion of Salisbury North Urban Renewal Project in conjunction with SA Housing Trust
- Facilitate the cooperation across Northern Region employment agencies
- Identify suitable resourcing mechanisms enabling Neighbourhood Houses to be an important service delivery agent for the Salisbury community
- Work with Government and community agencies to ensure provision of family support mechanisms to strengthen families and build social capacity
- Participate with local church and community groups to promote cultural events in Salisbury
- Facilitate a marketing strategy to lift the profile and pride of Salisbury

New 2005 – Partnerships

- Together with media and other business partners implement the *Salisbury, the Living City* campaign to lift the profile and community pride of Salisbury
- Work with industry and the education sector to provide increased and relevant training opportunities in hi-tech and technical fields
- Implement the actions from the Para Hills needs analysis in collaboration with the community



Building a Community of Opportunity and Spirit

ACTIONS



Key Operating Activities

- Implement the 'Enabling Access' project facilitating better access by residents and customers of Council services and consultation mechanisms
- Implementation of a suite of community based social strategies, including;
 - > Salisbury Learning Directions Strategy
 - > The Strategy on the Ageing
 - > The Youth Strategy
 - > The Cultural Strategy
- Develop a five-year Library services strategy to deliver increased social capacity through libraries
- Identify and bring to fruition a major festival and cultural attraction to the City

Key Capital Projects

- Finalisation of the City Gateways providing a bold, proud and inviting entrance to the City
- Upgrade of the Jack Young Centre for improved access
- Development of the Mawson Centre

for more detail see the 3 year Capital Works program

New 2005 – Key Capital Projects

- Development of a Youth Enterprise Centre and the Northern Sound project
- Relocation of community radio station PBA-FM

New 2005 – Key Operating Activities

- Extension of the Families Empowered to Act Together (FEAT) pilot across the City
- Attract and encourage volunteers in a broad range of areas allowing various skills to be utilised and increasing community involvement
- Develop a traineeship strategy
- Develop and implement a strategy to reduce problem gambling in the Northern area

Total Net Resources			
	Actual 2003-04 \$	Actual 2004-05 \$	Budget 2005-06 \$
Capital	236,729	1,613,247	1,258,000
Operating	6,863,178	7,609,792	7,914,000
TOTAL	7,099,907	9,223,039	9,172,000

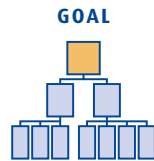


Promoting Health and Safety



*We seek to ensure
accessibility, equity and safety
for our community*

Promoting Health and Safety



We seek to ensure accessibility, equity and safety for our community.

The City of Salisbury implements legislation with a positive and proactive philosophy.

Council has been a leader in reducing dog attacks and making our parks safer. This has been achieved through an education program, the creation of dog-leashing legislation and the creation of nominated off leash dog exercise parks. This has led to a sustained 50% reduction in the number of dog attacks occurring in Salisbury since 2000-01.

We seek to make the City as well as our services accessible to all of our community. This includes both physical and non-physical accessibility.

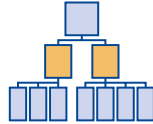
Addressing the physical and social health of our community is also important, in particular for marginalised groups. This will be undertaken through effective partnerships and a range of projects that lead to community capacity building.

Promoting a sense of community safety is also a feature of innovative local government. In Salisbury this is particularly evident in our approach to managing vandalism and graffiti. In recent years these issues have been reduced with a greater sense of community safety emerging.



Promoting Health and Safety

STRATEGIES



- Fulfil all legislative obligations of the Council with a customer care focus
- Provide suitable levels of lighting that reduce the instances of vandalism and increase the feeling of public safety
- Create a safe environment in areas adjacent to scrub and vacant land from the threat of bushfire
- Audit and provide information and advice to food premises to ensure a high standard of food hygiene
- Provide access to vaccination programs to minimise the risk of identified diseases
- Address areas of vandalism and graffiti to ensure a sense of community safety
- Positioning the provision of core Council services for the community to assist in developing healthier lifestyles
- Ensure compliance with building codes through monitoring and education to ensure safety in construction and use
- Adopt an integrated approach to local area traffic planning with a focus on safety

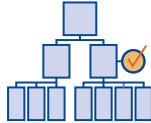
New 2005 – Strategies

- Create safe community environments supported by appropriate lighting, attractive environment and people-friendly spaces
- Actively participate in 'wellbeing' initiatives in Northern Adelaide



Promoting Health and Safety

INDICATORS



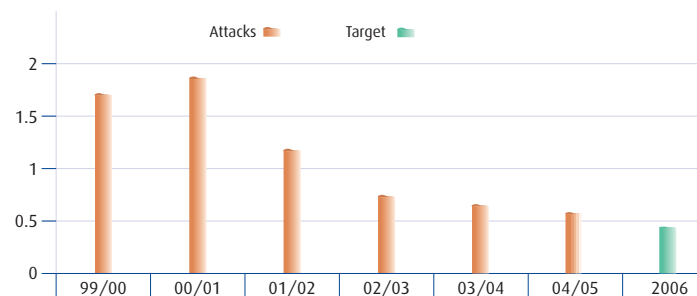
Indicators of Success	2002 Baseline	2003-04 Actual	2004-05 Actual	Target 2006
Dog attacks per 1000 population	1.2	0.64	0.58	0.47/1,000
Food act breaches	187	137	139	150
Immunisation rates of children 0-27 months of age in Salisbury	93%	93%	94%	98%
Percent of properties that comply with MFS and CFS Acts in regard to combustible material at the beginning of the fire season	85%	91%	NA	95%
* "How safe do you feel in Salisbury" by day by night	NA	NA	82% 53%	Target not yet defined
Number of graffiti instances reported (Council and community)	2,576	3,388	3,604 ¹	Target under review
Percent of residents that have undertaken 20 minutes of physical activity per day				

* Community survey result (1-10 scale)

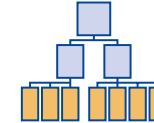
¹The increase in graffiti instances reported indicates an increased awareness by community and Council to graffiti in the City

Data for yellow shaded indicators is no longer readily available

Dog Attacks per 1,000 Population



ACTIONS



Partnerships

- Contributing to public policy on issues of health in the Northern region
- Undertaking a regional crime prevention initiative in conjunction with Playford, Tea Tree Gully and Gawler Councils, the Office of the North and the Attorney General's Department
- Work with State Government agencies to bring about safer railway crossings
- Continue to participate in the aged and disability sectors, Systemic Reform Agendas in the Northern Region
- Work with the health sector to influence for greater preventative health care in the Northern Region
- Be active in the Northern Region Metropolitan Health Board based at the Lyell McEwin Hospital

New 2005 – Partnerships

- Continuing to facilitate with local schools the "Kids Eat Fresh" program to ensure healthy food in school canteens
- Continue the "Right on Target" peer education program to reduce the incidence of tobacco and illicit drug use by young people

Promoting Health and Safety

ACTIONS



Key Operating Activities

- Implementation of the Food Act, involving information sessions as part of an education program for food handlers
- Assessing the options in regard to cat management in order to reduce the number of feral cats
- Facilitate the immunisation of diseases listed by the National Health and Medical Research Council schedule
- Manage companion animals, parking and other regulated activities to maximise community health and safety
- Have in place a Bushfire Safety Plan

New 2005 – Key Operating Activities

- Update the Salisbury Emergency Recovery Plan
- Provide Home and Community Care (HACC) services for older people and those with disabilities
- Develop a primary health approach, including service delivery, personal skills and community participation

Key Capital Projects 2003-04

- Continue a progressive program of upgrading street and reserve lighting
- Install school zones and Emu crossings in line with risk assessments
- Relocation of the City's Dog Pound

for more detail see the 3 year Capital Works program

New 2005 – Key Capital Projects

- Provide additional dog friendly parks
- Ongoing development of the Happy Home Reserve

Total Net Resources			
	Actual 2003-04 \$	Actual 2004-05 \$	Budget 2005-06 \$
Capital	1,407,004	745,381	822,100
Operating	3,588,283	3,914,434	4,071,000
TOTAL	4,995,287	4,659,815	4,893,100

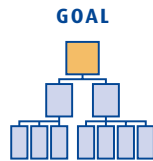


Foundations for Performance



*The City is governed transparently,
with responsibility and strategic
effort, ensuring efficient and effective
delivery of services*

Foundations for Performance



The City is governed transparently, with responsibility and strategic effort, ensuring efficient and effective delivery of services.

The City of Salisbury has been identified as a leader in Local Government Governance practice. The City of Salisbury Governance Statement provides guidance and separation between the administrative and political arms of the organisation. Both parties work hard to ensure a co-operative and effective relationship at a time where in many spheres the community has become sceptical of government's ability to deliver.

We underpin this by maintaining close links with the community and using community consultation, customer and community feedback as a driver of key actions.

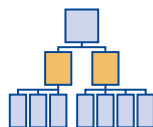
Our staff are a critical element in the delivery of this Corporate Plan. Their welfare and continued development are important principles reinforced by staff development programs as well as the organisation's values. In addition, the City has invested heavily in information technology in recent years to further develop and improve service to our customers.

Our planned approach to services ensures that our resources are used for maximum benefit in ways that the community understands and supports.



Foundations for Performance

STRATEGIES



- Continue to develop and implement good governance practices
- Increase the Council's transparency via improved performance reporting to Council and community
- Communicate and consult regularly with our community and use feedback mechanisms as inputs to policy development
- Publicise and make available statements of direction and intent to our community
- Embrace risk management as a key tool to ensure the organisation is proactive in avoiding harmful situations and maximising opportunity
- Develop a sustainable funding model for Council infrastructure and services
- Utilise our IT systems to deliver first class customer service to our community and provide efficiency benefits to the City
- Attract and develop the best people, promote them to be leaders in their profession and provide excellence in customer service
- Provide support for the role and development of opportunities for women in Local Government
- Provide a safe and healthy workplace for staff and volunteers

INDICATORS



Indicators of Success	2002 Baseline	2003-04 Actual	2004-05 Actual	Target 2006
Regular comprehensive performance reporting to Council against both outcomes achieved and financial status	quarterly reporting			quarterly reporting
Number of issues / complaints regarding Salisbury Council referred to the Ombudsmen	32	26	27	<10
Community awareness of Council's strategic directions as assessed by community survey				
Council debt service ratio (to rate revenue)	16.1%	14.4%	13.3%	14%
* Overall satisfaction with Salisbury Council				
Residential	7.1	7	6.8	7.5
Business	6.7	NA	NA	7.5
Community engagement measured by voter participation rate at Council elections	22% in Salisbury	NA	NA	Greater than metro average
Lost time injury frequency rate	24	28.1	9	12

* Community survey result (1-10 scale)

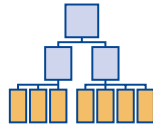
Data for yellow shaded indicator is no longer readily available

New 2005 – Indicators

- Percentage of Council items discussed in confidence per annum

Foundations for Performance

ACTIONS



Partnerships

- Continued expansion of the City's after hours customer service operation in conjunction with the RAA
- Benchmarking for best practice with a range of private enterprise and other public sector organisations
- Promotion and involvement of community across a range of community governance opportunities in areas such as Neighbourhood House Management Committees and Council Advisory Groups



Foundations for Performance

ACTIONS



Key Operating Activities

- Development of the City Plan involving community consultation
- Creation of a City-wide marketing plan
- Revised and improved Community Survey
- Proactive identification and management of risk issues
- Development of asset management plans for major City assets
- Develop a model of intergenerational funding for major capital and infrastructure replacement programs
- Create a strategic landholding plan to identify land that can be divested and that which has a strategic benefit for Council and community
- Development and implementation of a five year IT strategic plan
- A range of development opportunities for our people

New 2005 – Key Operating Activities

- Implementation of the City of Salisbury Plan, including the identification of linkages with the State Strategic Plan
- Monitor results of the quarterly community surveys and respond accordingly
- Use statistical and profile data in a knowledge database
- Use the Management Framework to drive the provision of appropriate services
- Develop and implement a Service Quality Framework
- Develop a Balanced Scoreboard approach at the corporate level

Key Capital Projects

- Installation of a new Library Management system
- Replacement of the Geographical Information System
- Implement the City's Electronic Document Management System (EDMS)
- Implementation and further development of the City's Customer Service Management System
- Creation of a centralised Depot for operations activities and the divestment of the existing regional depots

Total Net Resources			
	Actual 2003-04 \$	Actual 2004-05 \$	Budget 2005-06 \$
Capital	529,187	2,885,438	310,000
Operating	9,569,905	10,428,914	10,846,000
TOTAL	10,099,092	13,314,352	11,156,000



Consolidated 3-Year Capital Expenditure Program

Key Projects Only

<i>PROJECT TITLE</i>	<i>2004-05</i>			<i>2005-06</i>			<i>2006-07</i>		
Goal: Developing Our City	<i>Exp</i>	<i>Inc</i>	<i>Net</i>	<i>Exp</i>	<i>Inc</i>	<i>Net</i>	<i>Exp</i>	<i>Inc</i>	<i>Net</i>
Road Reconstruction/Reseal Program	2,787,000		2,787,000	2,706,000		2,706,000	3,328,000		3,328,000
Kerbing Replacement	150,000		150,000	970,000		970,000	1,190,000		1,190,000
Mangrove Street, St Kilda	110,000	110,000	0			0			0
Martins Road, Salisbury Downs – Upgrade	450,000	450,000				0			0
Ryans Road – Stage 2 Upgrade	275,000	200,000	75,000			0			0
Wyatt Road, Direk – Stage 2 Construction	4,600,000	4,100,000	500,000	486,000	300,000	186,000			0
Salisbury Highway to Pt Wakefield Road Connector	20,000		20,000	930,000	930,000	0			0
Helps Road (Diment to Wyatt) – Upgrade	30,000		30,000	400,000	400,000	0			0
West Avenue, Edinburgh Parks			0	8,700,000	8,700,000	0			0
Hawker Road, (Hookina to Diment) – Upgrade			0			0	250,000	250,000	0
Diagonal Road, Pooraka – Upgrade			0			0	638,000	563,000	75,000

<i>PROJECT TITLE</i>	<i>2004-05</i>			<i>2005-06</i>			<i>2006-07</i>		
Goal: Environmental Sustainability, Developing New Resource Options	<i>Exp</i>	<i>Inc</i>	<i>Net</i>	<i>Exp</i>	<i>Inc</i>	<i>Net</i>	<i>Exp</i>	<i>Inc</i>	<i>Net</i>
Mawson Lakes Urban Development	275,000		275,000	209,000		209,000			0
Burton West Development – Detention Basin	350,000		350,000	0		0			0
Burton West Development – Industrial Drainage			0	250,000	125,000	125,000	150,000	75,000	75,000
Port Wakefield Road, Green Fields – Relief Drain (Design only)			0			0	100,000		100,000
Council Reserve – Groundwater Bore Systems	160,000		160,000	180,000		180,000	180,000		180,000
Rowe Park – Detention Basin Construction				440,000	220,000	220,000			
Balco Street – Detention Basin Construction							170,000	85,000	85,000

Consolidated 3-Year Capital Expenditure Program

Key Projects Only

PROJECT TITLE	2004-05			2005-06			2006-07		
Goal: A More Liveable City	Exp	Inc	Net	Exp	Inc	Net	Exp	Inc	Net
Footpaths (Council and Developer funded)	737,500		737,500	775,000		775,000	800,000		800,000
Salisbury Highway Streetscape Renewal	30,000		30,000						0
Happy Home Reserve Development	150,000		150,000	230,000	75,000	155,000	150,000		150,000
Wiltshire Avenue – Youth Enterprise Centre	521,000		521,000			0			0
Playground Replacement Program	70,000		70,000	90,000		90,000			0
Youth Sporting Facilities				780,000		780,000	10,000		10,000
Council Building Renewal				300,000		300,000	487,000		487,000

PROJECT TITLE	2004-05			2005-06			2006-07		
Goal: Building a Community of Opportunity and Spirit	Exp	Inc	Net	Exp	Inc	Net	Exp	Inc	Net
Street Signage	50,000		50,000	200,000		200,000	210,000		210,000
Salisbury North Redevelopment	450,000		450,000	450,000		450,000	450,000		450,000
Access Salisbury Action Plan (ASAP)	175,000		175,000	200,000		200,000	200,000		200,000
Salisbury Civic Square – Stage 2	250,000	125,000	125,000			0			0
Jack Young Centre, Reception and Toilet	65,000		65,000			0			0
Para Hills Library Extensions	120,000		120,000			0	218,500		218,500
Corporate Signage Upgrade				115,000		115,000			

PROJECT TITLE	2004-05			2005-06			2006-07		
Goal: Promoting Health and Safety	Exp	Inc	Net	Exp	Inc	Net	Exp	Inc	Net
Street Lighting Program	50,000		50,000	53,000		53,000	56,000		56,000
Reserve Lighting Program	40,000		40,000	40,000		40,000	35,000		35,000
Black Spot Program (State Government)	330,000	220,000	110,000	345,000	230,000	115,000	345,000	230,000	115,000
Dog Friendly Parks	115,000		115,000	40,000		40,000			

PROJECT TITLE	2004-05			2005-06			2006-07		
Goal: Foundations For Performance	Exp	Inc	Net	Exp	Inc	Net	Exp	Inc	Net
Municipal Offices, Salisbury - Airconditioning Replacement	20,000		20,000				20,000		20,000

Relationship Between Corporate Plan and Rating Policy

Rating Policy Summary

Rates are the principal source of funding for Council services, representing approximately 70% of the total revenue.

Rates are levied as a tax on the value of property in accordance with the provisions of the Local Government Act. They are not a service or user charge, but a tax based on the value of property.

In setting its rates for 2004-05 the City of Salisbury has been guided by its Strategic and Corporate Plans, including long-term financial forecasts. The key goals of these plans have been considered in determining the rate.

Council uses the capital value method to value properties as it is considered the most equitable method, combining the value of both the land and improvements, and therefore most closely reflecting the capacity of property owners to pay.

General rates are levied on capital values according to the differential rating system. Differential rates may be applied according to land use. A differential loading is applied to commercial and industrial properties and to vacant land, in recognition of the special circumstances applying to these categories.

The full rating policy is available from www.salisbury.sa.gov.au

Tendering and Contracting

Key Principles

When engaging in purchasing and contracting the Council pursues the objective of value for money. We seek to promote open and effective competition and to conduct transactions in an ethical manner.

Offers will be invited for goods, works and services in a fair and equitable manner that provides for open and effective competition in line with the Council's Contracting and Purchasing Policy.

The Contracting and Purchasing Policy and Guidelines are available from www.salisbury.sa.gov.au

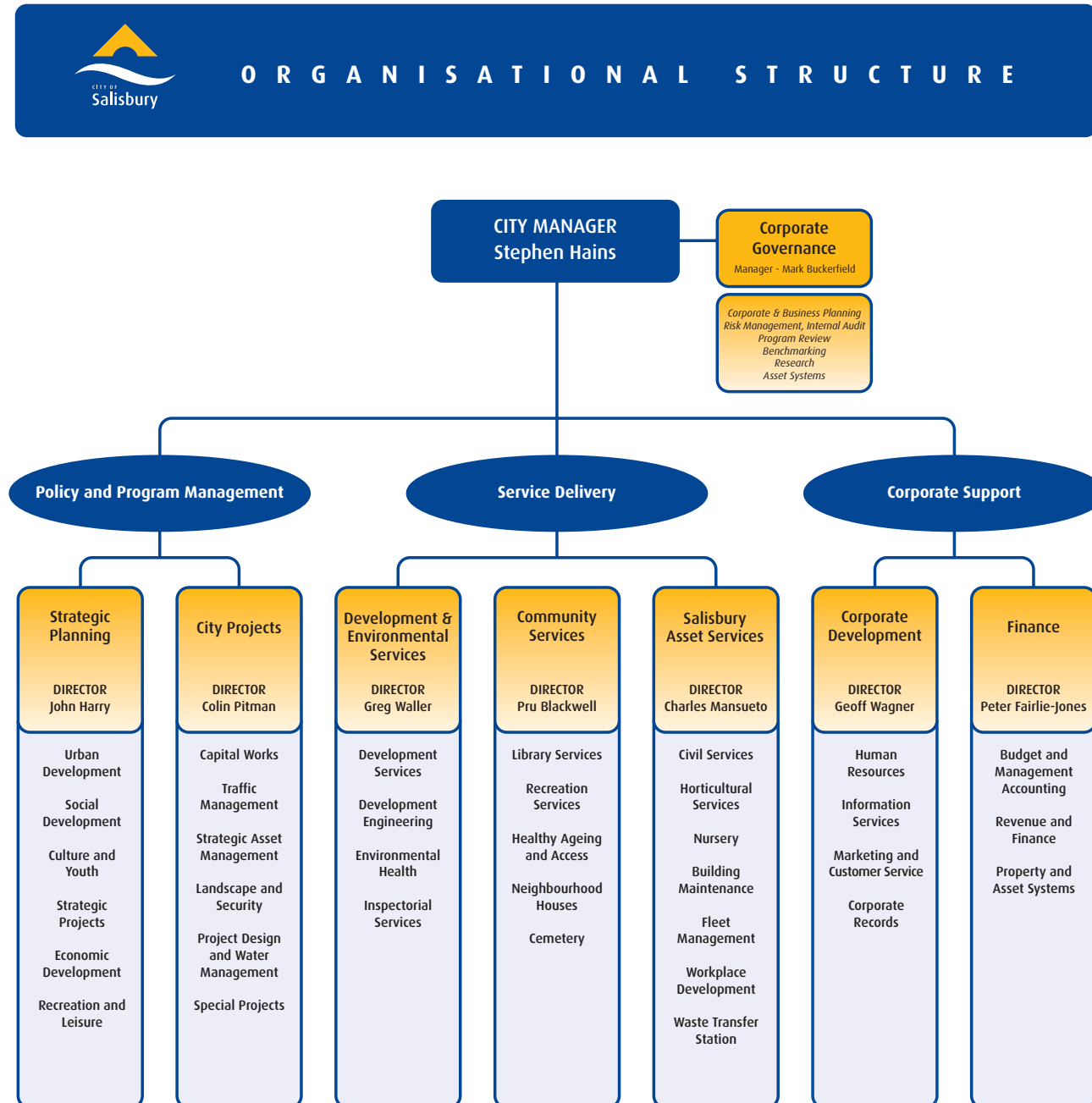
Separation of Responsibilities

The diagram describes the three pillars of this structure:

- Policy and Program Management
- Service Delivery
- Corporate Support

Directors and the City Manager make up the executive group, MANEG, which meet formally on a fortnightly basis to guide the operation of the organisation.

The City of Salisbury separates its regulatory and service provision activities through both its organisational structure and also the processes and procedures in place to ensure transparency and accountability.



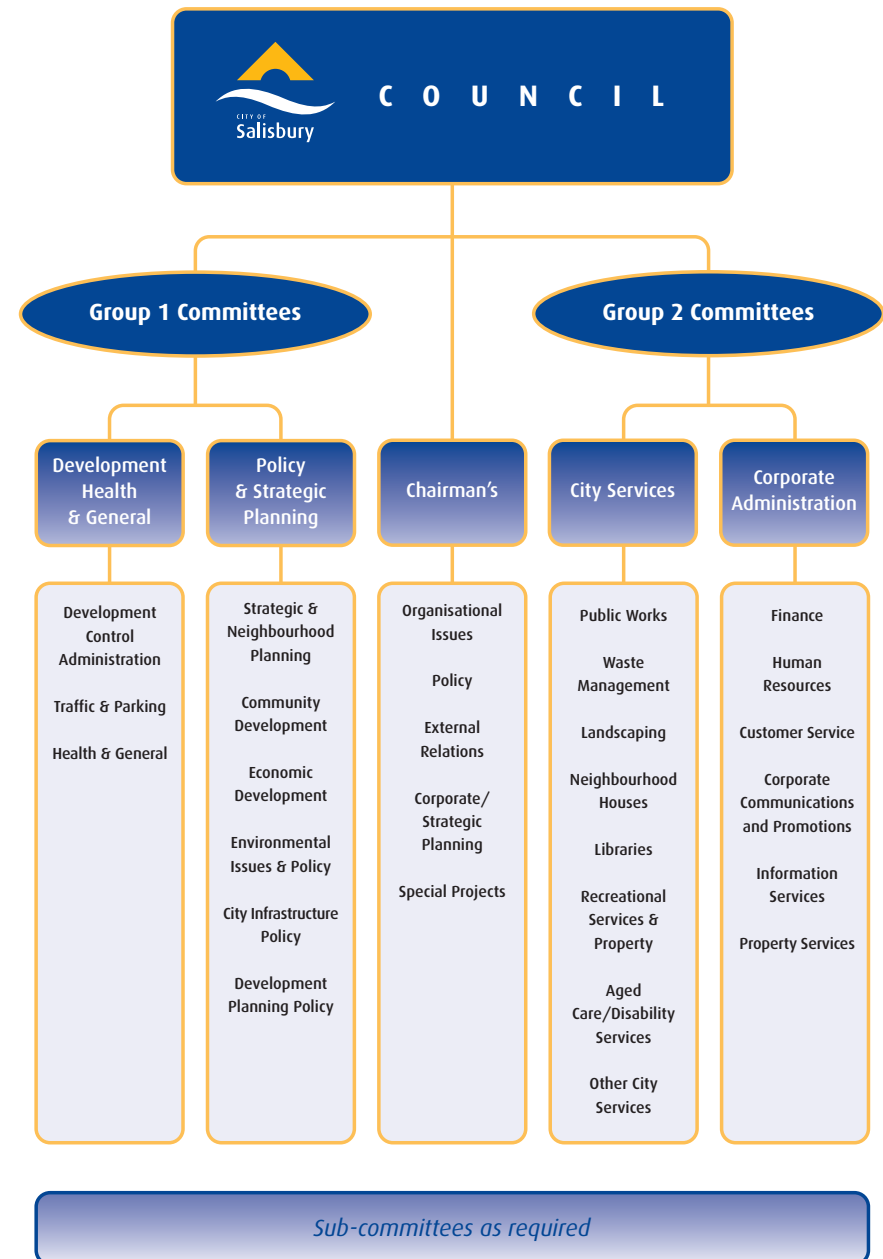
Council Meetings

The Council operates under a committee structure comprising two streams of Committees (Standing Committees). All Elected Members also sit on the Chairman's Committee which takes lead responsibility for strategic planning, external relations and significant organisational issues.

Full Council meets on the fourth Monday of each month to deal with the business on its Agenda. Generally, all business submitted to Council for decision has been considered by one of its Standing Committees where the issue has been subjected to in-depth analysis and debate leading to a formal recommendation from the relevant Committee.

Meetings of Council are open to the public. The Agenda, Minutes and meeting schedule are public documents and are available on the website www.salisbury.sa.gov.au or from the Council Office.

At the beginning of each Council meeting, an opportunity is available for public questions to be asked of Council. Early advice to the Mayor or City Manager of any such questions on the Friday prior to the meeting will help to provide answers at the Council meeting.





Governance Statement

The City of Salisbury has developed a comprehensive Governance Statement. This provides a description of roles and responsibilities between the elected Council and administration as well as defining the significant planning and reporting processes followed by Council.

The Governance Statement is available from www.salisbury.sa.gov.au

As required by the Local Government Act, Council has a procedure for the review of decisions made by the Council, its employees or persons acting on behalf of the Council.

Council agenda and minute papers are available to view via the website www.salisbury.sa.gov.au



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